



**Glendale**

A R I Z O N A

---

ANNUAL BUDGET  
BOOK

Fiscal Year 2019-2020

# INTRODUCTION

Fiscal Year 2019-2020 Annual Budget Book

---



**CITY OF GLENDALE, ARIZONA  
FISCAL YEAR 2019-2020  
ANNUAL BUDGET  
TABLE OF CONTENTS**

**Introduction**

**Page**

Table of Contents.....	i
City of Glendale Mission, Vision and Values.....	1
City of Glendale Balanced Scorecard.....	2
Glendale City Officials.....	3
City Council District Map.....	4
City Organizational Chart.....	5
Map of Glendale and Neighboring Communities.....	6
Community Profile.....	7
Financial Organizational Chart.....	14
Budget Presentation Award.....	16
How to Make the Most of this Document.....	17
Budget Calendar.....	19
Budget Process.....	21
Accomplishments.....	25

**Budget Message**

City Manager's Budget Message.....	27
------------------------------------	----

**Financial Guidelines**

Five-Year Financial Forecast.....	31
Financial Policies.....	49

**Budget Summaries**

Budget Summary.....	59
Revenues.....	70
Expenditures.....	83
Debt Services.....	97

**Operating Budget**

Operating Budget Table of Contents.....	111
---	-----

## Capital Improvement Plan (2020-2029)

CIP Table of Contents.....	237
CIP Preparation.....	238
CIP Ten-Year Plan.....	248

## Schedules

Why Include Schedules.....	481
Schedule 1: Fund Balance (Analysis by Fund).....	482
Schedule 2: Revenue by Fund.....	484
Schedule 3: Operating Budget (Analysis by Dept; by Fund).....	492
Schedule 4: Transfers Between Funds.....	504
Schedule 5: Property Tax.....	505
Schedule 6: Authorized Staffing.....	506
Schedule 7: Long Term Debt Service.....	530
Schedule 8: Internal Service Premiums.....	531

### **State of Arizona Auditor General Budget Schedules**

State of Arizona Auditor General Budget Schedules – Table of Contents.....	538
Schedule A: Summary Schedule of Estimated Revenues and Expenditures/Expenses.....	539
Schedule B: Tax Levy and Tax Rate Information.....	540
Schedule C: Revenues Other Than Property Taxes.....	541
Schedule D: Other Financing Sources/<Uses> and Interfund Transfers.....	546
Schedule E: Expenditures/Expenses by Fund.....	547
Schedule F: Expenditures/Expenses by Department.....	549
Schedule G: Full-Time Employees and Personnel Compensation.....	554

## Appendix

Budget Adoption Resolution.....	557
Miscellaneous Statistics.....	559
Glossary of Terms.....	561
Acronyms.....	566
Frequently Asked Questions.....	568

# MISSION. VISION. VALUES.

## Mission

We improve the lives of the people we serve every day.

## Vision

We are the community of choice for residents, businesses, and employees.

## Values



### Community

We are driven to improve the community experience.



### Integrity

We provide open and honest governance.



### Excellence

We make excellence a habit, not a goal.



### Innovation

We deliver better service through creativity and ingenuity.



### Learning

We view learning as essential to improvement.

# BALANCED SCORECARD

We improve the lives of the people we serve every day.



## Our Community

Improve  
Community  
Experience



## Our Finances

Improve  
Asset  
Management

Improve  
Resource  
Alignment



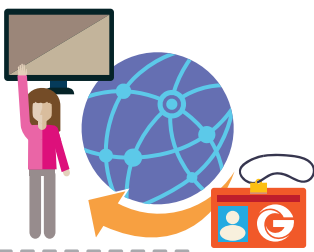
## Our Processes

Increase  
Innovation  
Solutions

Optimize  
Processes &  
Services

Improve  
Stakeholder  
Engagement

Improve  
Purposeful  
Communication



## Our Organization

Improve  
Tools &  
Technology

Strengthen  
Workforce  
Culture

Strengthen  
Workforce  
Development

# GLENDALE CITY OFFICIALS



**Jerry Weiers**  
Mayor



**Joyce Clark**  
Vice Mayor/Councilmember  
Yucca District



**Bart Turner**  
Councilmember  
Barrel District



**Ian Hugh**  
Councilmember  
Cactus District



**Lauren Tolmachoff**  
Councilmember  
Cholla District

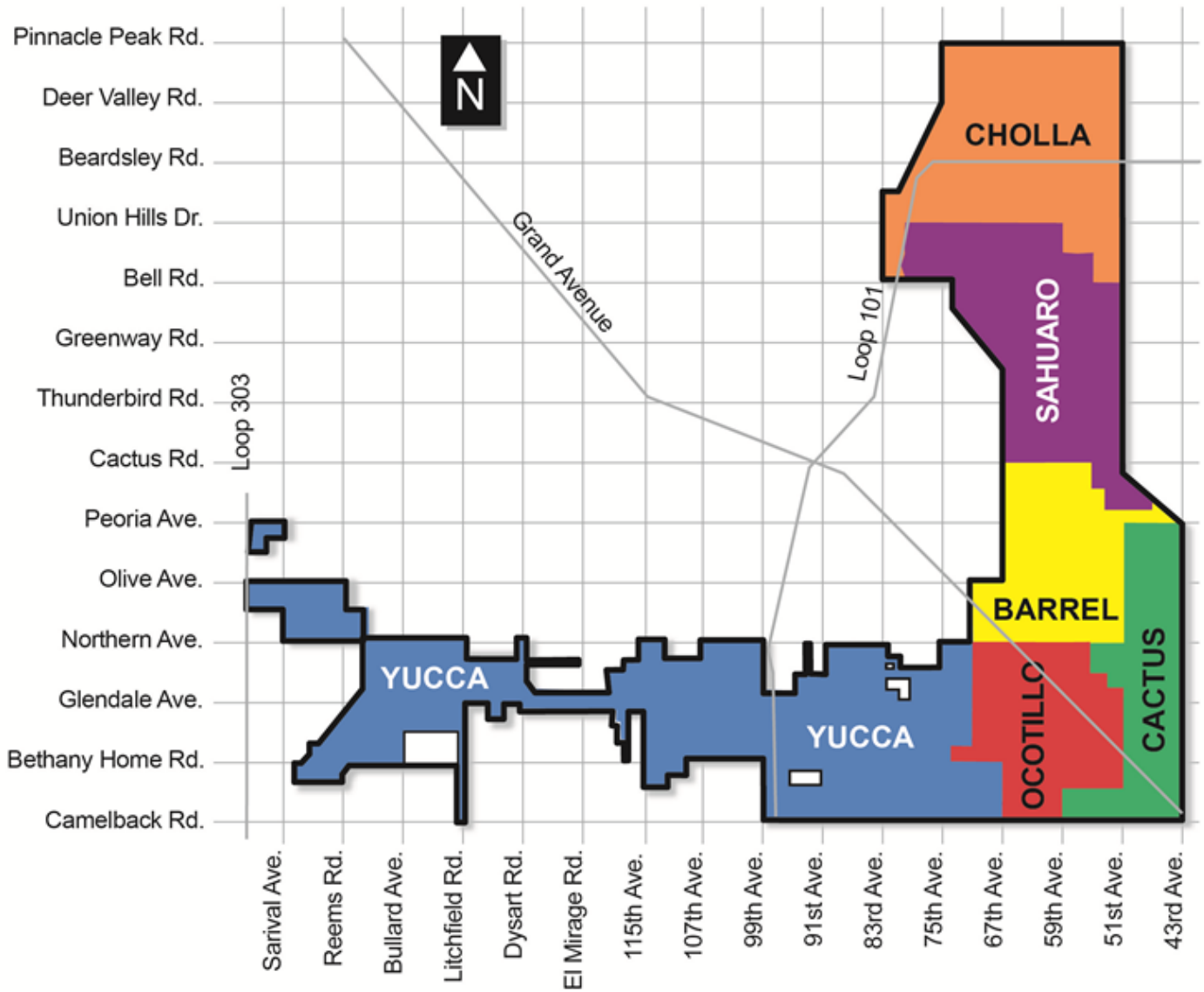


**Jamie Aldama**  
Councilmember  
Ocotillo District



**Ray Malnar**  
Councilmember  
Sahuaro District

# GLENDALE COUNCIL DISTRICT BOUNDARIES





# CITIZENS OF GLENDALE

## City Council

**Boards & Commissions**

**City Attorney**  
Michael D. Bailey

**City Manager**  
Kevin R. Phelps

**City Clerk**  
Julie Bower

**Presiding City Judge**  
Elizabeth Finn

**Audit Committee**

**Office of Economic Development**  
Brian Friedman  
Director

Arts

**Deputy City Manager**  
Brent Stoddard

Public Affairs

Special Projects

**Assistant City Manager**  
Chris Anaradian

**Assistant City Manager**  
Vicki Rios

**Deputy City Manager**  
Vacant

**Fire Department**  
Terry Garrison  
Fire Chief

**Police Department**  
Rick St. John  
Police Chief

**Department of Organizational Performance**  
Jean Moreno  
Director

Performance Management and Data Analytics

**Audit Program Manager**  
Vacant

**Development Services Department**  
Eric Fitzer  
Director

Building Safety

Code Compliance

Planning

**Water Services Department**  
Craig Johnson  
Director

Environmental Resources

Water Field Operations

Water Plant Operations

**Field Operations Department**  
Michelle Woytenko  
Director

Facilities Management

Fleet Management

Landfill

Solid Waste

**Transportation Department**  
Trevor Ebersole  
Director

Airport

Street Maintenance

Traffic Engineering

Transit

**Engineering Department**  
Vacant

Engineering

**Community Services Department**  
Stephanie Small  
Director

Human Services

Volunteer Services

Library

**Human Resources Department**  
Jim Brown  
Director

Human Resources

Risk Management

**Innovation and Technology Department**  
Chuck Murphy  
Director

Information Technology

**Public Facilities, Recreation & Special Events Department**  
Jim Burke  
Director

Civic Center

Convention and Visitor's Bureau/ Tourism

Parks and Recreation

Special Events

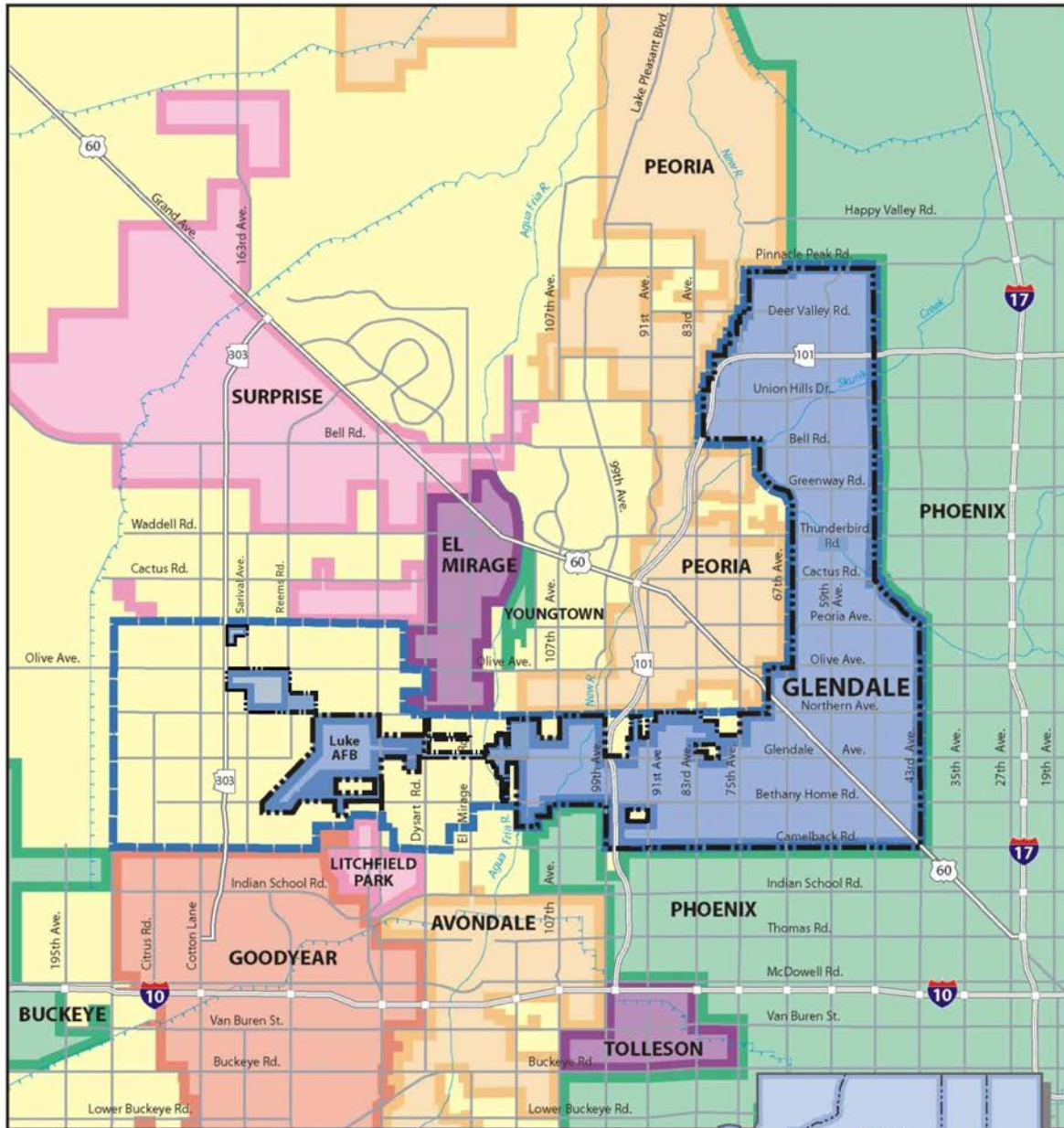
**Budget and Finance Department**  
Lisette Camacho  
Interim Director

Budget

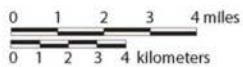
Finance

Procurement

# MAP OF GLENDALE AND NEIGHBORING COMMUNITIES



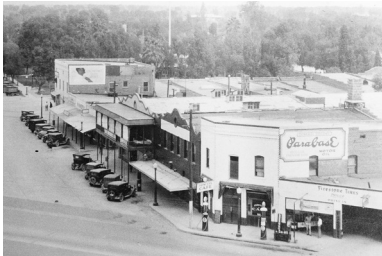
- City of Glendale
- Glendale 2025 Municipal Planning Area
- City of Glendale Municipal Boundary



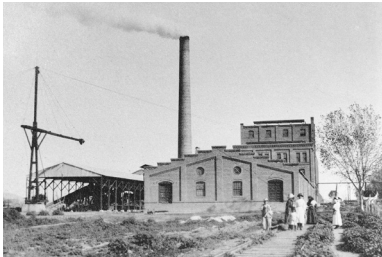
## COMMUNITY PROFILE

2019-2020 Annual Budget

### HISTORY



58th & Grand Ave.



Beet Sugar Factory



Thunderbird Field

In 1880, the land that is now Glendale was nothing more than empty desert. But in 1882, William J. Murphy joined three Arizona builders, M.W. Kales, William A. Hancock and Clark Churchill, to lead the Arizona Canal Co. project, which would bring water to the desert land by 1885.

In 1888, Murphy, with the help of others, constructed the diagonal Grand Avenue. And on February 27, 1892, the first residential area of the city began to take shape. The Glendale town site began to take shape soon after, and the first school, the Glendale Grammar School, was built in 1895. Its opening drew people from all over the Valley. In the mid-1890s, Glendale became the pathway for a line of the Santa Fe Railroad, linking the Valley to Prescott and northern Arizona. The railroad allowed Glendale settlers to transport goods to the north and easily receive building materials.

More and more families began to settle in Glendale after the turn of the century. Over the years, Glendale grew to become one of the most culturally diverse cities in the Valley. The city owes much of its heritage to early Hispanic settlers as well as Japanese and Russians who moved to Glendale from California.

Glendale's Beet Sugar Factory, whose structure still stands today just southeast of Glendale's downtown, was instrumental in the city's early economic success. Farms and orchards, like the 640-acre Sahuaro Ranch, continued to take off through the early 1900s.

Then World War I brought a new surge of energy into Glendale, with cotton prices reaching \$2 a pound and a high demand for food, which kept farmers busy. There was soon a need for more housing, and today's Catlin Court was born from 1915 to about 1930. Most of these homes are still standing and on the National Register of Historic Places.

World War II brought the birth of Thunderbird Field to train civilian pilots for the Army and in 1941, the Army began working on a larger base 10 miles west of Glendale. Built for \$4.5 million, Luke Field (now Luke Air Force Base) was named for the first pilot to receive a Medal of Honor, Lt. Frank Luke Jr. Thunderbird Field would later become the Thunderbird American Graduate School for International Management.

The military and college presence sparked a need for utilities, parks, schools and streets. City officials in the 1960s began to play catch up with the population, and over the next 40 years, the city added an operations center, landfill, water treatment plant, sewage plants, libraries, parks, public safety facilities, an airport, a city hall and a civic center.



## COMMUNITY PROFILE

2019-2020 Annual Budget

### GOVERNMENT/ORGANIZATION

The City of Glendale operates under a Council-Manager form of government with a mayor elected at large and six council members elected based upon a system of geographic districts. Council members serve a term of four years on a staggered basis and the Mayor is elected for a four-year term. The City Manager is appointed by the Mayor and Council.



City Hall

### CITY SERVICES

The city of Glendale provides residents with essential municipal services that include public safety, water, sewer and sanitation services.



Glendale Fire

The Glendale Police Department's objectives include crime prevention, crime control, community involvement and fair and equitable treatment for residents. The department has three police stations, 429 sworn officers and 141 civilian employees.



Glendale Police

The Glendale Fire Department provides a variety of emergency services including fire suppression, emergency medical, hazardous materials and specialized rescue response. The department is comprised of 250 sworn members and 34 civilian employees with nine fire stations, responding to approximately 40,000 calls a year.

Glendale's Water Services Department is committed to providing safe, reliable, high quality water and wastewater services to ensure public health and the vitality of the community. The department operates four water and two wastewater treatment plants, maintains 994 miles of water mains and 707 miles of sewer lines, operates a water quality lab certified by the Arizona Department of Health Services, ensures that storm water pollution prevention best practices are conducted, and provides customer services such as meter reading, billing support, high water use/leak consultations, and a variety of water conservation programs. It operates 24 hours a day, 7 days a week, all year long to ensure that water and sewer services are safe and available to meet customers' needs.



Glendale Recycling

The city's Solid Waste Division provides a variety of residential and commercial services. Garbage and recycling is collected weekly and bulk trash is collected monthly. In addition, the city operates the municipal landfill and materials recovery facility, where recyclable materials are sorted and prepared for sale.

## COMMUNITY PROFILE

2019-2020 Annual Budget

### TRANSPORTATION



*Loop 101/63rd Ave. Pedestrian-Bike Bridge*

Major transportation corridors that connect Glendale to the entire metropolitan region include historic Grand Avenue, Loop 303 in the far west, the Loop 101 in the western and northern parts of the city, and the Northern Parkway, which is under construction connecting several West Valley cities.

Glendale is a member of the Regional Public Transportation Authority (RPTA). Glendale Transit provides a wide range of convenient, low-cost transportation alternatives for Glendale citizens and visitors, including fixed-route bus service, Dial-A-Ride, Glendale Urban Shuttle (GUS) bus service, Regional ADA service and a taxi-subsidy program.



*Glendale Urban Shuttle (GUS)*

In compliance with federal regulations, the city offers an Americans with Disabilities Act (ADA) service to eligible persons who, because of a disability, cannot use fixed-route bus service. The ADA service covers the same routes and operates the same hours as fixed-route bus service in Glendale. Glendale Urban Shuttle (GUS) provides a great way to bring location destinations closer with three convenient routes. This service is offered free of cost to all riders. GUS 1 operates between 7 a.m. and 6:30 p.m. on Mondays through Saturdays, and between 8 a.m. and 6 p.m. on Sundays. GUS 2 operates Monday through Friday, 9 a.m. to 6 p.m. GUS 3 operates Monday through Friday, 8 a.m. to 5 p.m. In addition, the city provides a taxi-subsidy for persons with special transportation needs. The program is designed to assist people making repetitive trips for medical treatments and therapies.



*Glendale Municipal Airport*

The city also operates the Glendale Municipal Airport. Located just five miles west of downtown Glendale, five miles east of Luke Air Force Base, and 30 minutes northwest of downtown Phoenix, this 477-acre modern airport features a beautifully designed two-story, 18,000 square-foot terminal, a tower, and complete airport services for general aviation and corporate jet traffic.

## COMMUNITY PROFILE

2019-2020 Annual Budget

### QUALITY OF LIFE

Glendale has so much to offer residents, businesses and visitors with wonderful amenities and an exceptional quality of life, including:



*Sports & Entertainment District*



*Special Events*



*Parks & Trails*

- Housing opportunities ranging from historic properties to master-planned communities to affordable living
- Gila River Arena, the home of the NHL Arizona Coyotes, and a host to a variety of national and international concerts and shows
- State Farm Stadium is home to the NFL's Arizona Cardinals and hosts the annual Fiesta Bowl, hosted the 2015 Super Bowl and 2016 College Football Playoff Championship, and the 2017 NCAA Men's Final Four. Upcoming events include the 2023 Super Bowl and the 2024 NCAA Men's Final Four.
- Camelback Ranch-Glendale, the spring training home of the Los Angeles Dodgers and Chicago White Sox
- Myriad shopping experiences that include Arrowhead Towne Center, Cabela's, Tanger Outlets, Westgate Entertainment District and unique downtown boutiques
- Award-winning special events, cultural and performing arts, galleries and concert venues
- Red Bull North America breaks ground in 2019
- More than 180 area golf courses
- Four libraries, 70 parks totaling more than 2,188 acres, two aquatics centers, six community centers, a racquet center, four sports complexes, more than 44 miles of hiking and equestrian trails and more than 500 programs and classes offered yearly
- A short distance, 15 to 25 minutes, from other Valley of the Sun amenities including downtown Phoenix, Phoenix Sky Harbor International Airport, Phoenix International Raceway and high-end resorts and spas



## COMMUNITY PROFILE

2019-2020 Annual Budget

### TOURISM



*Westgate Entertainment District*



*Gila River Arena*



*Renaissance Hotel & Spa*

Tourism continues to be an integral part of Glendale's economy. Recently, the Convention & Visitors Bureau relocated from downtown Glendale to the Westgate Sports and Entertainment District. This strategic move puts visitor services and staff in close proximity to State Farm Stadium, Gila River Arena, and the core of Glendale hotels.

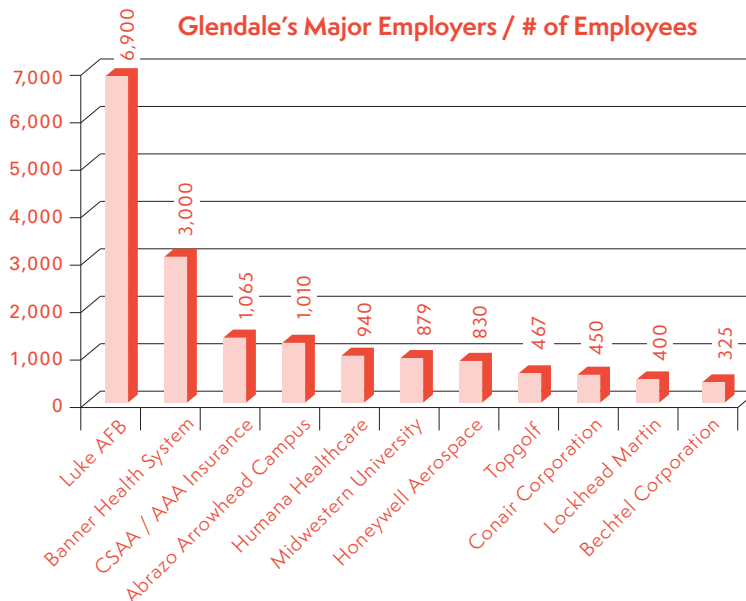
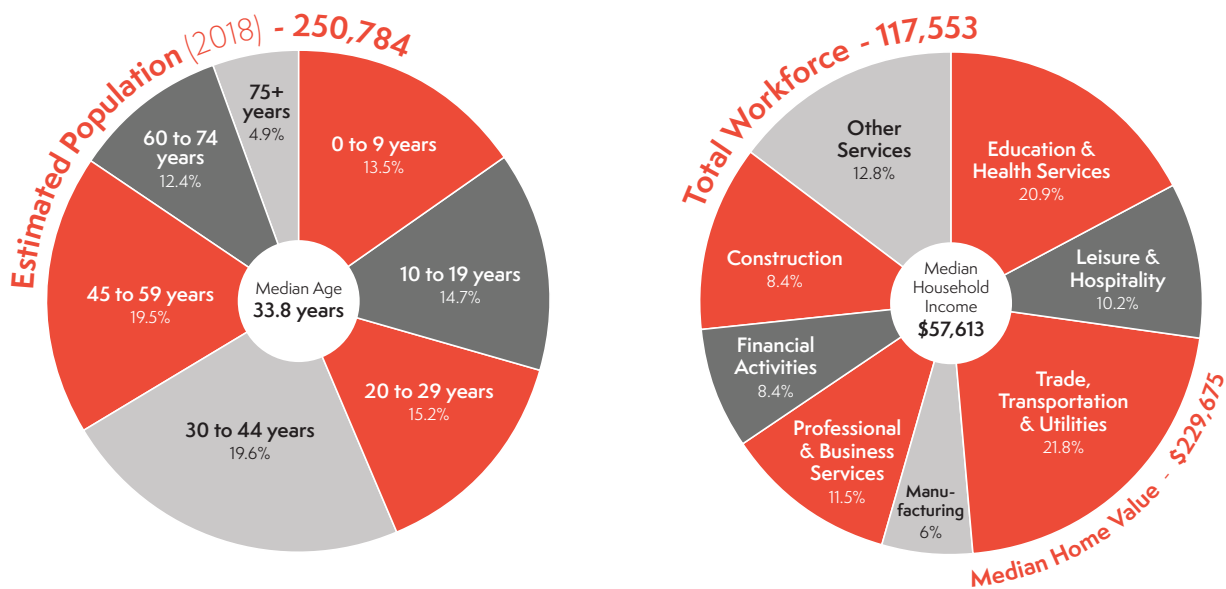
The Convention & Visitors Bureau promotes Glendale as a premier travel destination both nationally and internationally through marketing, advertising, and various sales missions. The Midwest continues to be the target market for the Glendale CVB. However, New York has recently been identified as a new emerging market by the Arizona Office of Tourism. Internationally, Canada continues to be a target market for the CVB.

The Convention & Visitors Bureau has created a new advisory committee to foster the CVB's mission to increase convention business in Glendale. This committee includes business professionals representing Glendale hotels, Westgate, Arrowhead Towne Center, State Farm Stadium and the Gila River Arena.

The CVB also operates an official designated state of Arizona Visitor Center. Housed within the new Convention & Visitors Bureau office at Westgate, the Visitor Center is a hub for visitor information for the entire state of Arizona.

**GLENDALE AT A GLANCE**

Glendale is located about nine miles northwest of Phoenix, at an elevation of 1,187 feet, with an average annual temperature of 72 degrees. The average annual high is 85 degrees. The average high in winter is 67 degrees, and highs frequently flirt with 80 in the spring and fall. The area receives an annual rainfall of 8.4 inches, with 294 average days of sunshine each year.







## COMMUNITY PROFILE

2019-2020 Annual Budget

### PRIMARY EDUCATION

- Glendale is served by twelve elementary, secondary and unified school districts. The majority of the city's public schools fall under the following districts: Glendale Elementary School District, Glendale Union High School District, Deer Valley Unified School District and Peoria Unified School District
- There are more than 47,458 school aged children (5-17) in Glendale, 19.3% of the population



Arizona State University  
at the West campus

### HIGHER EDUCATION

- Arizona State University at the West campus
- DeVry University Westgate
- Glendale Community College, the area's largest community college
- Midwestern University
- Arizona Christian University



Glendale Community College

### OTHER QUICK FACTS ABOUT GLENDALE

- High School Diploma or Higher  
84.2%
- Persons Per Household  
2.89
- Non-English Language at Home  
32.6%
- Number of Businesses  
15,000+
- Land in Square Miles  
60



Arizona Christian University

**TOTAL FY19-20 BUDGET**  
**\$736,000,000**

**OPERATING**  
**\$429,887,638**

**CONTINGENCY**  
**\$38,118,323**

**General Funds**  
**\$221,981,616**

**Enterprise Funds**  
**\$96,512,990**

**Internal Service Funds**  
**\$61,058,112**

**Special Revenue Funds**  
**\$50,334,920**

**Enterprise Funds**  
**\$3,100,000**

1000  
General  
\$218,476,090

6020+  
Water and Sewer  
\$56,085,509

7010  
Risk Management  
Self Insurance  
\$4,053,491

2010  
Home Grant  
\$1,678,454

2110  
Arts Commission  
\$264,148

General Funds  
\$1,849,773

1020  
Vehicle  
Replacement  
\$3,505,526

6110+  
Landfill  
\$9,656,403

7020  
Workers Comp.  
Self Insurance  
\$2,968,471

2020  
Neighborhood  
Stabilization  
\$227,472

2120  
Court Security  
Bonds  
\$574,709

Internal Service  
Funds  
\$2,917,730

6120  
Solid Waste  
\$16,068,001

7030  
Benefits Trust Fund  
\$31,438,324

2030  
N'hood Stabilization  
Pgm III  
\$227,300

2130  
Airport Special  
Revenue  
\$854,916

Special Revenue  
Funds  
\$9,239,527

6130  
Housing Public  
Activities  
\$14,703,077

7040  
Fleet Services  
\$9,551,394

2040  
CDBG  
\$4,172,013

2140  
CAP Grant  
\$1,403,507

Permanent Funds  
\$5,814,676

2591  
Technology  
\$8,136,262

2050  
Highway User Gas  
Tax  
\$12,993,829

2150  
Emergency Shelter  
Grant  
\$258,992

Capital Funds  
\$15,196,617

2592  
Technology  
Projects  
\$4,910,170

2060  
Transportation  
Grants  
\$2,700,000

2160  
Other Grants  
\$6,777,306

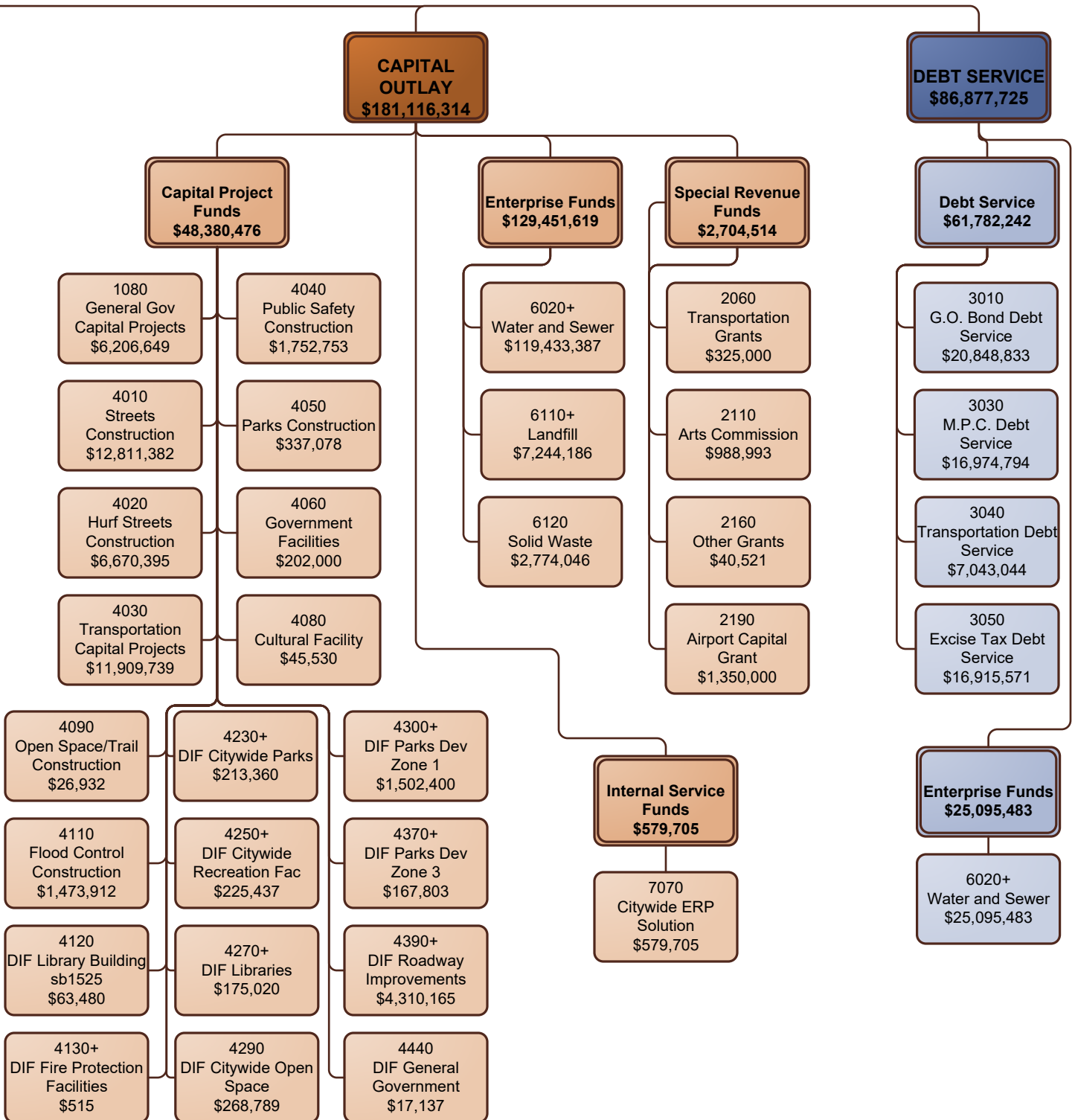
2070  
Transportation  
Sales Tax  
\$13,864,517

2170  
Rico Funds  
\$1,725,143

2100  
Utility Bill Donation  
\$200,000

2180  
Park and Rec  
Designated  
\$62,900

2200  
Training Facility  
Revenue  
\$2,349,714





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Glendale  
Arizona**

For the Fiscal Year Beginning

**July 1, 2018**

*Christopher P. Morrill*

Executive Director

## HOW TO MAKE THE MOST OF THIS DOCUMENT

This budget document serves two important but distinct purposes. One purpose is to present the City Council and the public with a clear picture of the services the City provides and of the policy alternatives that are available. The other purpose is to provide city management with a financial and operating plan that adheres to the City's financial policies. It also communicates the vision of the City Council and executive leadership team for the City of Glendale and presents the financial and organizational operations for each department. In an effort to assist users in navigating through this document, the following guide is provided.

The document begins with a financial organization chart 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 balanced budget and a glossary of terms will help the reader understand the acronyms used throughout the budget book.

### Budget Message

The *City Manager's Budget Message* articulates the balancing strategy used to develop the annual budget as well as policy issues and priorities for the fiscal year. It describes significant changes from the prior year 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.

### Financial Guidelines

This section offers an overview of the City's financial planning practices including the following:

- The *Five-Year Financial Forecast* provides the long-range financial outlook for city operations with details on how the revenue and expenditure projections are established for major funds,
- The *Financial Policies* form the framework and guidelines for overall fiscal planning and management.

### Budget Summaries

The *Budget Summaries* section offers an overview of the City's finances and examines the budget components, process and amendment policy. It also covers the financial and operational summaries for all major funds and provides historical trends for revenues, expenditures, staffing, and debt service.

### Operating Budget

This section provides a closer look at the various functions of each department. Each department has provided a description of its core job functions, goals and objectives for the upcoming year, as well as recent accomplishments and performance measures for the last two fiscal years and other relevant statistics. The budget summaries include both historical and current year financial data for programs and services offered by the department. They also include a summary of the type of expenditures incurred by the department as well as trends on authorized staffing.

## The 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 those higher-level components by reviewing a schedule dedicated to revenues, operating expenditures or debt service payments. The schedules summarize information by account categories, operational departments (i.e. public safety, utilities, sanitation, etc.) and bond issuances. This section also includes the official budget forms required by the State of Arizona’s Auditor General’s Office.

## Appendix

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

## BUDGET CALENDAR

### July 2018 – February 2019

Budget staff analyzed revenue and expenditure data to assess the budget and economic outlook for FY19-20. Discussions with the City Manager's Office and other executive management staff occurred during this time regarding numerous balancing options for the FY19-20 revenue, operating, and debt service budgets.

Preparation of FY19-20 operating budget items such as premiums for workers' compensation insurance, risk management insurance, phone services and indirect cost allocation were undertaken. Analysis of revenue trends was also prepared during this time, with periodic updates to the City Manager's Office.

### November 2018 – February 2019

The Capital Improvement Plan (CIP) budget preparation 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 capacity; a discussion of various financing options by the CIP finance team; and preparation of the Preliminary FY 2020-2029 CIP document for City Council review.

### December 2018

A Five-Year Financial Forecast of the General Fund and all major operating funds was presented to Council December 11, 2018, at a Council Workshop. This discussion primarily focused on the General Fund and opportunities to strengthen the city's financial position.

The FY19-20 operating budget kickoff meeting with department directors and staff to commence budget input was held on December 17, 2018. Input continued through January 2019.

### January 2019

Department's base budget and supplemental request submissions were due mid-January 2019. Review meetings with department and budget office staff to discuss base budget submissions in late January and continuing into February 2019.

### February 2019

Staff presented City Council with information on the upcoming FY19-20 Budget calendar, budget process and discussion on policy guidance and input, including information on long-term and short-term options, including items identified in the General Fund five-year forecast for consideration in the FY19-20 budget process. Key revenue projections were presented, as well as discussion on Water and Sewer rates. Council began discussion on the prioritization of G. O. Bond projects to be included in the 2020-2029 Capital Improvement Plan.

### March 2019

Council discussion continues on the prioritization of G. O. Bond projects to be included in the 2020-2029 Capital Improvement Plan. Council discussion on upcoming financial

strategies, and the city's Financial Policies. The city's proposed Ten-year Capital Improvement Plan was also presented.

### April 2019

City Council held two all-day budget workshops for presentations of the Draft FY19-20 operating budget by department. An overview of the draft FY19-20 budget for the General Fund was presented and discussed in detail as this is the city's largest operating fund. The report also provided Council an opportunity to review the proposed cost of all city services provided by city departments based on the draft FY19-20 budget.

Council held a follow-up budget workshop on budget requests and items for policy consideration, as well as the 2020-2029 Capital Improvement Plan.

### May 2019

City Council adopted a resolution approving the FY19-20 tentative budget, directing publication of the tentative budget, giving notice of the June 11th date for the public hearing on the FY19-20 final budget and conducted a separate public hearing on the FY19-20 property tax levy. Notice was also given of the June 25th date for the adoption of the FY19-20 property tax levy.

### June 2019

City Council conducted a separate public hearing on the FY19-20 budget and convened a special meeting to adopt a resolution approving the FY19-20 budget. Final adoption of the FY19-20 Property Tax Levy was approved.

### July 2019

Start of fiscal year 2019-2020.



# BUDGET PROCESS

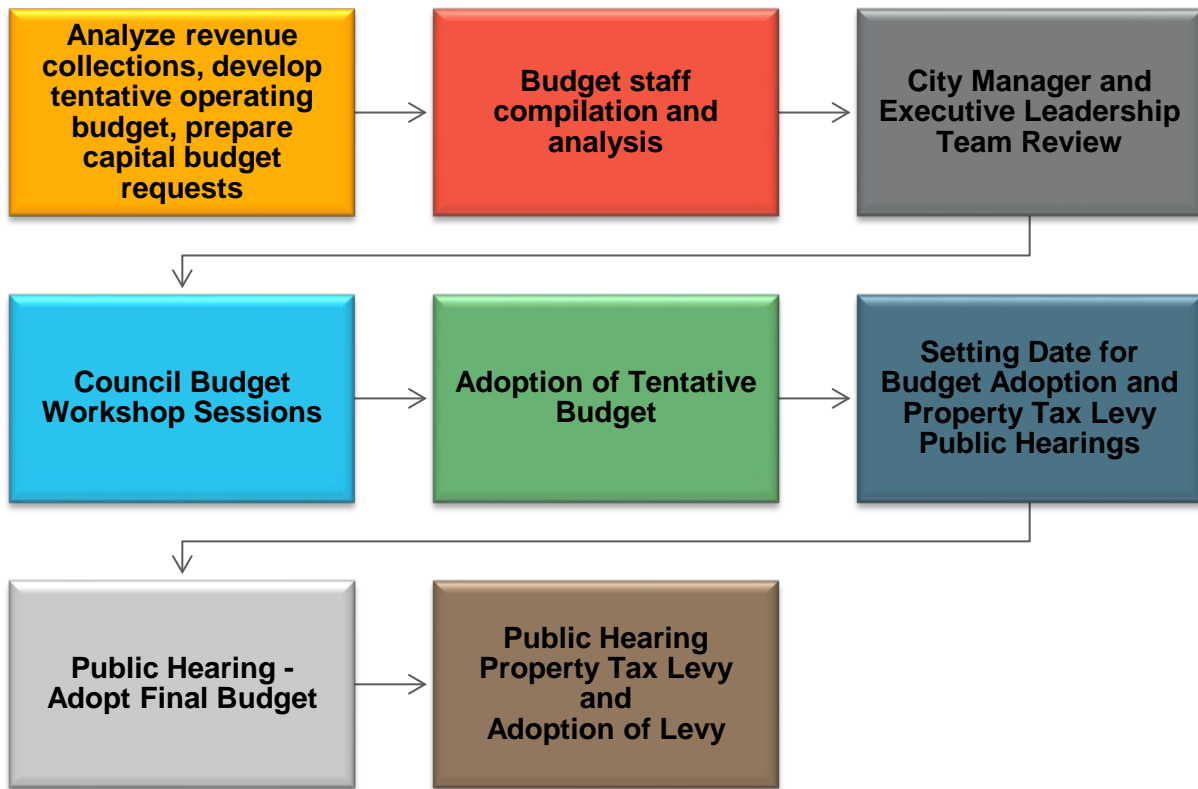
## Overview

The goal of the FY19-20 budget is to ensure resources are aligned with City Council's strategic objectives, as outlined on the Balanced Scorecard Strategy Map below and discussed in detail in the *City Manager's Budget Message*:



Over the course of several months, various balancing options and fiscal strategies for both the FY19-20 operating budget and the FY 2019-2028 capital improvement plans were evaluated. A series of budget workshops were held from February to April 2019. A final balanced plan was established in May 2019 and resulted in the recommended budget.

At the conclusion of these budget workshops, the proposed budget was presented to Council for tentative adoption on May 14, 2019. The budget was transmitted to the general public in the form of public hearing notices. These notices included summary budget information as required by Arizona State law. After completing the public hearing for the final FY19-20 budget, the Council adopted the budget on June 11, 2019, thereby setting the expenditure limitation for FY19-20. The chart on the following page provides a broad outline of the budget development process.



### Budget Basis of Accounting

The City prepares its annual budget on a basis which differs from the GAAP basis. A budgetary comparison schedule for the general fund is included in the City's Comprehensive Annual Financial Report (CAFR) as required supplementary information to provide a meaningful comparison of actual results to budget on a budget basis. Budgetary comparison schedules for all other funds are presented as other supplemental information after the combining statements. In all cases, the budgetary schedules include a reconciliation of the adjustments required to convert the budgetary revenues and expenditures or changes in net position on a budgetary basis, to revenues and expenditures/expenses or changes in net position on a GAAP basis.

Examples of major reconciling items between Budget Basis and GAAP basis revenues and expenditures are:

- 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. Proceeds from sale of assets is not recognized as revenue on a GAAP basis.
- e. Inventory expenditures are recorded at the time they are used for both GAAP reporting and budgetary purposes.
- f. Depreciation expense is not budgeted as an expense.
- g. Beginning fund balance is not recognized as a revenue on a GAAP basis.
- h. Indirect cost allocation of expenditures is not recorded as a GAAP expense and revenue.

The City-wide and proprietary fund financial statements are reported in the City's Comprehensive Annual Financial Report (CAFR) using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned, and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available except as described below in relation to grants. Revenues are considered available when they are collected within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, principal and interest on general long-term debt are recorded as fund liabilities when due or when amounts have been accumulated in the related debt service fund for payments to be made shortly after fiscal year-end.

Revenues susceptible to accrual because of their availability include property tax, sales tax, highway user's tax, state shared sales tax, vehicle license tax, and interest earned on investments. Licenses and permits, charges for services, fines and forfeitures, and miscellaneous revenues are recorded as revenues when received in cash because they are generally not measurable until actually received. In applying the susceptible to accrual concept to intergovernmental revenues, the decision to accrue depends on the terms of the arrangement or agreement. Generally, these resources are reflected as revenue at the time of receipt or earlier if they meet the available criterion. Certain grant revenues are recognized based on expenditures recorded.

## **Accounting Changes**

For FY16-17, a number of accounts were eliminated or reclassified for a range consolidation by account type.

For FY19-20, the implemented a new financial system which included development of a new chart of accounts.

# Improving Lives 2018

## Our Organization

**2,144** employees committed time to workforce development training

**2,500** hours of learning invested to protect the city against cybersecurity threats

**3.5 million** documents converted to new electronic records system

**2,552** hours of learning invested to advance the use of data and analytics to improve operations



**3,000** manual transactions automated by new online Parks & Recreation reservation software



Employees figuratively walked to the moon by logging **238,900** activity miles

## Our Processes

**12.6%** increase in Customer Service Center calls answered within **60 seconds** despite a **26%** increase in call volume resulting in reduced hold times

**19,509** City Court warrants converted to new "e-Warrant" system which is expected to save **970** hours of Police Communications staff time annually

**100,000+** financial transactions automated allowing approximately **5,000** hours of staff time to be spent on more value-added activities annually

Blue Barrel pilot program test area resulted in **26%** decrease in recyclable material contamination and **8%** increase in recycling program participation

**6,241 million** gallons of water conserved or repurposed through wastewater treatment

**22** low-use fleet vehicles eliminated in pilot project reducing **\$638,000** in capital costs and **\$46,000** ongoing annual maintenance

**\$726,225** in delinquent court fines collected from new Compliance Assistance Program

**7.4%** increase in gross hotel revenue and **409,762** room bookings fueled by the Convention & Visitors Bureau lead generation

**\$227 million** private capital investment representing **1.2 million** square feet of new or repurposed development

**17%** increase in revenue generated from events attended by **57,000** patrons of the Glendale Civic Center

## Our Community

**16,075** hours of crisis response services provided by Fire Department volunteers

**67,827** proactive community contacts initiated by the Police Department

**100** miles of pavement treatment and **12,426** pothole repairs completed

**119** hours of free park events and festival programming provided for the community

**\$1,589,028** in assistance distributed to **3,039** people and **1,192** families in crisis through the Community Action Program

## Our Finances





# BUDGET MESSAGE

Fiscal Year 2019-2020 Annual Budget Book

---

Budget Message



## FY19-20 City Manager's Budget Message

To the Citizens of Glendale and the Mayor and Council:



I am pleased to provide you with the city of Glendale's final FY19-20 annual budget and ten-year Capital Improvement Plan. The FY19-20 budget request totals \$736 million, which is a 6.8% increase over the prior year's budget. The increase is mainly attributable to the capital plan which includes a major expansion of the Pyramid Peak Water Treatment Plant being paid for by the neighboring City of Peoria.

Overall, the goal of the FY19-20 budget is to align the city's budget with its strategic plan to ensure service delivery and resource allocation is aligned with City Council policy throughout the entire organization. The budget includes the following initiatives in each of the city's four scorecard perspectives:

### Our Community

- Increased Parks Maintenance
- Centerline District Arts and Cultural Initiative
- Glendale Works Program
- Heroes Regional Park Library
- 2020 Census Outreach

### Our Finances

- Asset Management Programs
- Real Estate Asset Evaluations
- Targeted Capital Improvements
- Alignment of Arts and Culture
- Business Development and Attraction

### Our Processes

- Customer Relationship Management Software
- Electronic Plan Review/Permitting
- Independent Internal Audit Program
- Development Services Improvements

### Our Organization

- Department of Organizational Performance
- Chief Data and Analytics Officer
- Technology Software and Resources
- Facilities Assessments
- Organizational Changes



## **Budget Approach**

The city's financial policies were the guiding principles in developing the FY19-20 financial forecast and ultimately the recommended budget to the City Council. The overall goals underlying the city's financial policies include fiscal conservatism, flexibility, and adherence to the highest management practices.

## **Strategic Planning**

To perform effectively on a long-term basis and to be accountable to the residents of Glendale, the city is committed to advancing organizational performance by focusing on ten specific strategic objectives that were adopted by the City Council as part of the Balanced Scorecard Strategy Map. These strategic objectives are structured to drive progress in the four perspectives mentioned above – Our Organization, Our Processes, Our Finance, and Our Community. Each of the objectives is designed to advance the city's mission of improving the lives of the people we serve every day; and, fulfilling the vision of being the community of choice for residents, businesses, and employees. The priority areas that the objectives are built around include stakeholder engagement, community livability, financial stewardship, and superior service delivery.

Our strategic management system is intended to systematically coordinate and align resources and actions to improve overall performance and includes establishing citywide key performance indicators as well as department level key performance indicators. This past year our work was focused on the development of performance measures, developing an action plan for collecting the data necessary to monitor performance, and scoping initiatives to improve performance. A few of the specific initiatives to advance performance in FY19-20 include advancing the use of data and analytics; ensuring employee skills and competencies match organizational needs; improving speed, quality, and accuracy of service delivery; improving tracking and replacement of assets to direct long-range financial planning; and implementing a comprehensive program designed to gather resident sentiment and feedback about city services.

## **Revenues**

Total revenues for FY19-20 are projected at \$631 million. The General Fund revenues are the largest source at \$236 million. These revenues are primarily used for general government operations. Key General Fund revenues are sales taxes (\$118 million), primary property taxes (\$5.9 million), and State Shared Revenues (\$69.8 million). Staff continues to track the national, state, and local economies, and closely monitors economic trends and their potential impacts on the city.

Enterprise Funds revenues are the next largest revenue source at \$209 million. These revenues are mainly from user fees and charges for services such as water and sewer, solid waste and landfill and includes the capital project reimbursement from the City of Peoria (\$38 million). Staff continues to monitor the finances of these enterprise funds to ensure adequate fund balances are maintained.

## Operating Budget Highlights

The total FY19-20 Operating Budget request is \$430 million which is a 5% increase over the FY18-19 Operating Budget of \$410 million. A few of the highlights of the proposed budget include:

- Balanced budget with no increase to the Primary Property Tax Levy
  - Revenues remain strong
- Meets regulatory and contractual obligations
  - Minimum wage increases
  - Ballistic vests
  - Safety programs
- Addresses inflationary cost increases
  - Chemical costs
  - Court Interpreters
- Improves and enhances productivity
  - Customer Relationship Management
  - Right of Way Enhancements

A net total of 15.75 new full-time equivalent positions (FTE's) have been requested in the FY19-20 budget to address key priorities:

General Fund Depts.	# of positions	General Fund Depts.	# of positions
City Auditor	-1.0	Econ. Development	1.0
City Court	0.25	Mayor & Council Office	-1.0
City Manager's Office	3.0	Police Department	3.0
Council Office	1.0	Public Affairs	-1.0
Development Services	1.0	Public Facilities & Events	.5
<b>Total General Fund</b>	<b>6.75</b>		

Internal Service Depts.	# of positions	Internal Service Depts.	# of positions
Field Operations	1.0	Innovation & Technology	1.0
<b>Total Internal Service Funds</b>	<b>2.0</b>		

Enterprise Fund Dept.	# of positions	Enterprise Fund Dept	# of positions
Field Operations	4.0	Water Services	3.0
<b>Total Enterprise Funds</b>	<b>7.0</b>		

The total FY19-20 General Fund operating budget request is \$218.5 million, and public safety remains a top priority. Police and Fire Departments represent the largest operating budgets within the General Fund, with expenditures totaling \$144.6 million, or 66%. The next largest share of General Fund expenses is Public Facilities, Parks, Recreation and

Special Events at \$14 million. Total General Fund appropriations also include \$1.8 million in contingency, which can be used for unforeseen expenditures or unexpected revenue shortfalls which may occur during the budget year.

### Capital Improvement Program (CIP)

The city's investment in infrastructure and capital planning continues to enhance economic development and quality of life for our citizens. Significant streets and pavement maintenance projects are a top priority for the City Council. The 2020-2029 Capital Improvement Plan (CIP) totals \$1.1 billion. The first five years of the ten-year plan are considered funded with available or anticipated revenues. The last five years of the plan will be evaluated and funded as sources become available. The capital improvement plan is re-evaluated and updated each fiscal year. Only the first year of the plan will be appropriated by the City Council when the FY19-20 budget is adopted. The FY19-20 CIP totals \$181 million. Notable projects in the first year of the CIP include:

- Pavement Management of \$6.2 million (\$3.45 million in HURF funding, \$2.75 million in Transportation funding)
- Landfill North Cell Construction of \$4.6 million
- West Area Water Reclamation Facility Improvements of \$8.3 million
- Streetlight Pole Program \$1.4 million

### Conclusion

Development of the FY19-20 operating budgets continued to follow the financial plan and policies as outlined by the City Council. Prudent financial decisions, coupled with conservative forecasting methods, have successfully strengthened the city's financial position.

For FY19-20, the city will be positioned to meet the service level requirements of our citizens and customers, while striving to provide more efficient and effective services using a strategic management framework. This is an exciting time for the Glendale community as the city rebounds financially, is viewed by the business community as a valued partner, continues to serve its citizens through quality amenities and service delivery, and matures from a leadership and organizational development perspective to be the community of choice for our residents, businesses, and employees.

I would like to offer my appreciation to the department staff and City Council for the countless hours of preparation and deliberation in the development the proposed FY19-20 budget.

Sincerely,



Kevin R. Phelps  
City Manager

# FINANCIAL GUIDELINES

Fiscal Year 2019-2020 Annual Budget Book

---



## FIVE-YEAR FINANCIAL FORECAST

### Overview

Glendale's annual and long-range budgeting process is guided by two key foundation documents contained within the Annual Budget: the *Five-Year Financial Forecast* and *Financial Policies*. Together these documents help the City Council ensure financial stability beyond the immediate budget year and adequate economic resources to provide essential services and maintain Glendale's quality of life in future years.

The Five-Year Financial Forecast is guided by City Council's continued vision and supports the City's strategic goals and key objectives. Best practice recommends financial forecasts be updated 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 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 Five-Year Financial Forecast is prepared for each of the City's major operating funds at the beginning of the annual budget process. Five-year forecasts are prepared for the General Fund; the Highway User Revenue Fund (HURF), Transportation Sales Tax, Police Sales Tax, and Fire Sales Tax Special Revenue Funds; and the Solid Waste, Landfill, and Water & Wastewater Enterprise Funds.

The FY19-20 forecasts were used to examine the revenue and expenditure structures for the five-year period of FY19-20 through FY23-24. These models include forecasted fund balance information. The context of this year's forecast centered on balancing the General Fund sources and uses, while continuing to maintain adequate fund balances. The overall financial goal was to maintain or improve service levels, where necessary, while increasing or preserving the level of fund reserves.

### Long-Range Forecasting Models

Forecasting used in this report refers to estimating future values of revenue and expenditures. It provides an estimate of how much revenue will be available and the resources required to meet current service levels over the forecast period, along with an understanding of how the total financial program will be affected by economic factors. The value of forecasting lies in estimating and determining whether, given assumptions about local financial policies and economic trends, the City will have sufficient resources to meet the requirements of ongoing, planned, or mandated programs. Forecasting provides an estimate of the financial flexibility of the City, as well as insight into tax, revenue, and service options the Council must address.

The forecasting methodology reflects a combination of internal analysis covering such factors as development activity, retail sales, state and local economies, and inflation. Specifically, for revenue forecasts, past revenues are analyzed and used to model future revenues based on the prior year patterns and anticipated trends. External sources such as the State Finance Advisory Committee (FAC), the Economic & Business Research Program at the University of Arizona, JP Morgan Chase Economy Outlook Center, and the L. William Seidman Research Institute at Arizona State University, have been used to provide forecast assumptions of major

state revenue sources. Typically, these forecasts cover the State as a whole. Therefore, adjustments, to reflect unique conditions in Glendale, are sometimes necessary.

Expenditure growth is most closely linked to three major factors in the models: 1) growth in the components of personnel costs; 2) inflation in non-personnel costs (including general inflation, fuel and utility inflation); and, 3) City financial policies related to new programs and/or the expansion of existing programs, and 4) new operational and debt service funding associated with Capital Improvements Program projects.



Glendale's forecasting models enable staff to provide the City Council and management with the results of "what-if" scenarios. These revenue and cost scenarios help generate estimates with likely short-term and long-term financial consequences and a calculation of overall fund balances.

## **Balanced Budget**

Arizona State law and City of Glendale financial policies require that each annual City budget be a balanced budget. A balanced budget means total financial resources available cannot exceed the budgeted period's expenditures. The adopted FY19-20 budget complies with the balanced budget requirement in all City funds.

It is important to note that projected operating reserves and contingency appropriations can be adjusted during the budget process due to the financial situation in each of the funds.

## **Expenditure Assumptions**

In order to develop a comprehensive Five-Year Financial Forecast, assumptions must be made about several 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 provide explanations of the key assumptions employed in the current forecasting model, as well as the key issues that underlie the 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, \$110.50 in goods purchased in 1986 would cost approximately \$268.40 in 2019. The following table shows the historical percentage change in the CPI-U since 1987 as reported by the U. S. Department of Labor, Bureau of Labor Statistics.

### *CPI - Urban Users (Western Region)*

Year	Index	% Change	Year	Index	% Change	Year	Index	% Change
1986	110.5	Baseline	1999	168.9	2.74%	2012	232.4	5.05%
1987	114.3	3.44%	2000	174.8	3.49%	2013	235.8	1.48%
1988	119.0	4.11%	2001	181.2	3.66%	2014	240.2	1.86%
1989	124.6	4.71%	2002	184.7	1.93%	2015	243.0	1.17%
1990	131.5	5.54%	2003	188.6	2.11%	2016	247.7	1.93%
1991	137.3	4.41%	2004	193.0	2.33%	2017	254.7	2.84%
1992	142.0	3.42%	2005	198.9	3.06%	2018	263.3	3.35%
1993	146.2	2.96%	2006	205.7	3.42%	2019*	268.4	1.96%
1994	149.6	2.33%	2007	212.2	3.16%	1986 - 2019 Avg	2.65%	
1995	153.5	2.61%	2008	219.6	3.51%	2010 - 2019 Avg	2.07%	
1996	157.6	2.67%	2009	218.8	-0.38%	2015 - 2019 Avg	2.25%	
1997	161.4	2.41%	2010	218.1	-0.35%	*2019 = Jan to June Average		
1998	164.4	1.86%	2011	221.2	1.44%			

The annual inflation rate has averaged 2.65% since 1986. The ten-year period inflation rate averaged 2.07% and the five-year inflation rate averaged 2.25%. Inflationary assumptions used in the Five-Year Financial Forecasts for non-personnel costs averaged approximately 2.0%.

## Population Changes

Glendale’s population growth leveled off from the high growth experienced in the 1990s and the early 2000s. The most current population figure is 250,784. The following table shows the historical and projected population growth and percentage increases for years 1984 through 2022, measured as of the beginning of the fiscal year.

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	219,705	5.58%
	2001	223,748	1.84%
	2002	225,206	0.65%

	Year	Population	% Increase
	2003	227,712	1.11%
	2004	229,501	0.79%
	2005	231,126	0.71%
e	2006	230,455	-0.29%
	2007	230,643	0.08%
	2008	230,658	0.01%
	2009	229,241	-0.61%
	2010	226,721	-1.10%
f	2011	227,416	0.31%
	2012	229,008	0.70%
	2013	232,035	1.32%
g	2014	234,632	1.12%
g	2015	237,517	1.23%
g	2016	240,126	1.10%
g	2017	245,895	2.40%
g	2018	246,709	0.33%
g	2019	250,702	1.62%
	2020*	253,209	1.00%
	2021*	255,741	1.00%
	2022*	258,298	1.00%

Notes:

a 1985 Special Census

b 1990 Census

c 1995 Special Census - includes Luke AFB

d 2000 Census

\* Projected Population Figures

All population counts and estimates from 1995 forward include Luke AFB

e 2005 Special Census (September 1)

f 2010 Census

g US Census Bureau - American FactFinder - Annual Population Estimate (as of July 1 of prior year)

## Salaries, Wages and Benefits

The largest component of cost in the major operating funds which provide services to the public is personnel costs. These costs primarily consist of the cost of salaries and wages, health insurance, and retirement contributions.

The forecasting models are programmed to include pay range adjustments for City employees. However, 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. Increases are also based on the City's ability to pay in any given year. The FY19-20 five-year forecasted salary projections for non-represented employees assumed an annual increase of 2.5% in order for staffing to remain competitive with other comparable cities. Salary and benefit projections for represented police and fire personnel are consistent with the current memoranda of understanding. Salary increases for represented employees are based on a step plan and the forecast assumes normal progression of represented employees through the steps.



Employee benefit costs consist mainly of health insurance and other employer-related payroll taxes and employer-paid benefit costs. The forecast takes in account moderate increases to health insurance costs and an anticipated increase to Risk Management and Workers' Compensation premiums. The City's medical, dental, and vision insurance costs were forecasted to increase in excess of inflation estimates throughout the forecast period. The significant cost of health insurance to the total operating budget and the potential for significant cost increases require the City to monitor this item closely. This forecast assumed the City's cost of all employee benefits, including health insurance, would increase by an average of 3% annually over the five-year period.

### Retirement Contributions

City of Glendale employees contribute to two public retirement plans: the Arizona State Retirement System (ASRS) and the Public Safety Personnel Retirement System (PSPRS) which includes covered police, fire, and elected officials. The annual employer's portion of the contribution rates differ by retirement system. Due to the financial conditions of the retirement plans, especially the PSPRS plan, contributions to the plans are expected to increase through the forecast period. The rates, as a percentage of earnings, used in the forecast for FY19-20 through FY23-24 are estimated below.

	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Arizona State Retirement System	12.11%	12.12%	12.13%	12.15%	12.16%
Public Safety Retirement - Police	50.85%	51.10%	51.36%	51.62%	51.87%
Public Safety Retirement - Fire	46.35%	46.58%	46.81%	47.05%	47.28%
Elected Officials Retirement System	61.50%	61.50%	61.50%	61.50%	61.50%

### Vehicle, Equipment and 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, Budget and Finance, and Innovation and Technology departments administer the vehicle, equipment, and technology replacement programs, respectively. Items such as annual replacement of Police in-vehicle computers; required upgrade of Hexagon software for Police, and ongoing maintenance of CAD/RMS software for Police were included in the forecast.

Ongoing contributions to the technology fund are assumed throughout the five-year forecast period. The Fleet Replacement Fund recently implemented a City-wide motor pool which requires departments to return those vehicles which have low mileage or low utilization for City-wide use on a first come, first served, sign-in and sign-out basis.

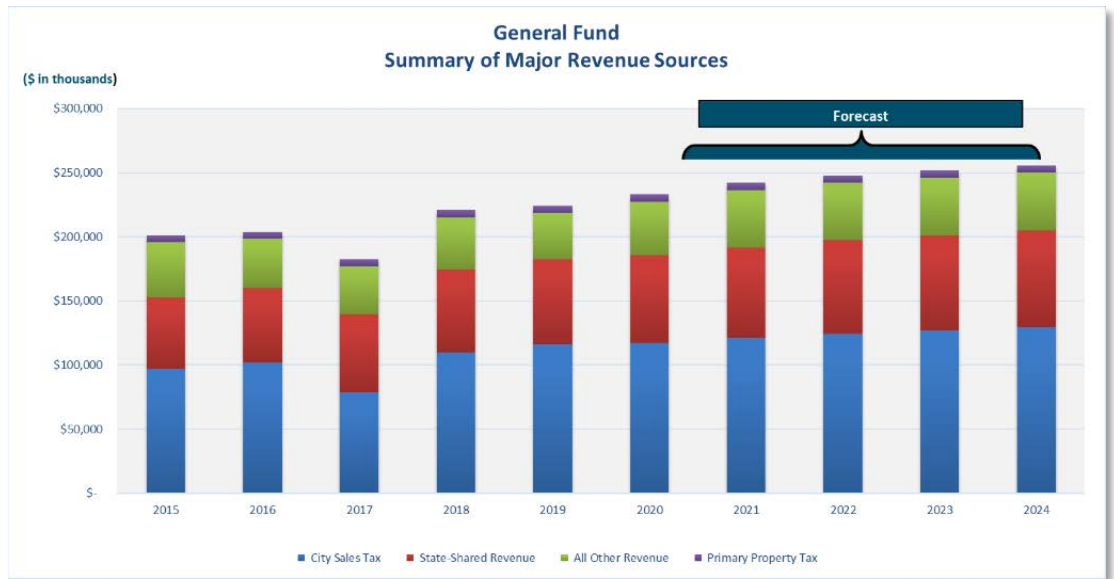
### Debt Service Obligations

The forecast assumes no additional debt-financed projects will be supported solely by the General Fund. The current Municipal Property Corporation (MPC) debt service supports the previously financed regional public safety training facility, infrastructure improvements for the Zanjero development, Camelback Ranch, Gila River Arena, and the convention center/media center/parking garage facilities at the Westgate development. The total General Fund financed debt service ranges from \$33.1 million to \$35.2 million throughout the five-year forecast period.

## GF Revenue Forecast

From a historical perspective, a significant economic recession began to impact sales tax and other City revenues beginning in FY08-09. National conditions deteriorated rapidly during the summer and fall of 2008 and continued into 2009. Credit

markets froze for consumers and businesses resulting in a decline in business investment and consumer spending and growth in unemployment. Although the economy started showing signs of recovery in 2012, economists predicted slow recovery for the foreseeable future. To maintain service levels and address the financial challenges, the City Council increased the City's sales tax rate by .7% beginning in August 2012 (FY2012-2013).



Approximately 80% of the General Fund's total revenue is comprised of City Sales Tax and State Shared Revenue. The "Summary of Major Revenue Sources" graph illustrates the relative importance of these revenues in comparison to the overall General Fund revenue base. Other General Fund revenue sources include various fees such as municipal court fees, user fees and charges for City services like building inspections, plan reviews, and recreation classes, interest income, City property rental income, staff/admin charge-backs, and other miscellaneous revenue. Primary Property Tax revenue represents approximately 2.5% of total General Fund Revenue.

## City Sales Tax

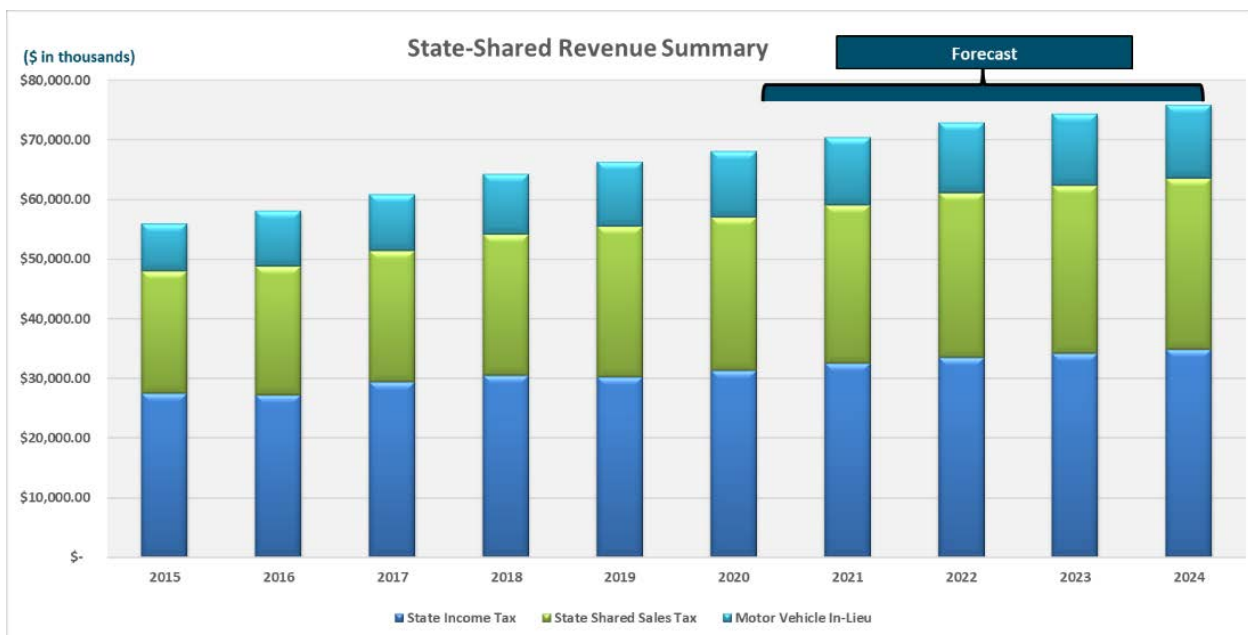
City sales tax revenue is highly elastic and varies directly with the economic conditions. During times of economic expansion, tax revenues increase, primarily due to higher levels of consumer spending. During an economic downturn, the opposite is true and tax revenue levels decline. City sales tax receipts comprise approximately 50% of the City's General Fund revenue through FY23-24.



Taxable sales estimates assume growth of 3.50% in FY19-20 and average approximately 2.4% thereafter. This expectation is based on the continued expansion of Glendale’s sports, retail, office, hotel, and entertainment sectors, continued attraction of diverse job growth industries to the city, and modest but sustainable economic recovery.

### State-Shared Revenue

Cities and towns in Arizona are beneficiaries of a state-shared revenue program that distributes state sales, income, and vehicle license taxes (commonly referred to as “State Shared Revenues”). This category represents 30%, or \$69.8 million of estimated operating revenue in FY19-20. State-shared income taxes and sales taxes are anticipated to increase by an average of 3% per year.

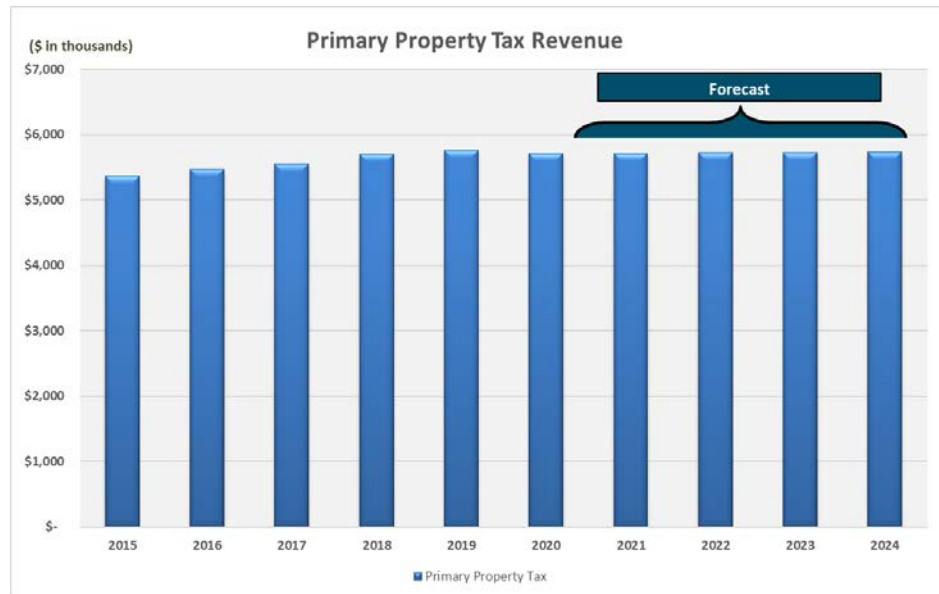


The forecast for each State-Shared revenue source is developed separately and compared to the state’s forecast for these revenue sources. The forecast assumes continued state sales tax revenue growth consistent with projections from the State Finance Advisory Committee. State-Shared revenue is also dependent upon state law. The average annual growth rate for State-Shared Revenue is projected to be between 2% and 4% during the five-year forecast period.

The forecast also includes an anticipated reimbursement from the Arizona Sports and Tourism Authority (AZSTA) for Camelback Ranch Spring Training Facility estimated at \$3.0 million per year beginning in FY20-21.

## 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. The primary property tax revenue is included in the City's General Fund. The secondary property tax is an unlimited levy but it 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 is a relatively small revenue source for the General Fund as it is only 2.5% of the total General Fund revenue, or approximately \$5.9 million forecasted for FY19-20. The City's property tax revenue projection is based on the state-mandated levy limits and increases are estimated at 2% per year. The City's financial policies indicate the primary property tax levy will be evaluated each year to determine where it should be set.

## Other Revenue

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, business and sales tax licenses, liquor licenses, fire inspection 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, interest income, and other miscellaneous revenues.

This revenue also includes general staff and administrative service charges. Departments whose operations are supported by the General Fund, such as the Budget and Finance Department, Human Resources Department, City Attorney and Facilities Management Division of the Field Operations Department, provide services to the City's Water/Wastewater, Solid Waste and Landfill enterprise funds as well as the self-supporting Transportation Fund (supported by the transportation sales tax). These are services that the other funds' 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.

The Budget and Finance Department established these charges based on an indirect cost allocation model that uses various accepted allocation methods. The charges are applied to the other fund's operating budgets throughout the year (i. e. 1/12) each month. The total general staff and administrative service charges for FY19-20 were forecasted at \$10 million or about 61% of the Other Revenue category which is projected to total \$16.3 million in FY19-20. The

Other Revenue category is forecasted to grow by less than 1% each year through the remainder of the forecast period.

## **General Fund Revenues & Expenditures**

The final step in completing the Five-Year Financial Forecast is the comparison of the net effects of the projected revenues and expenses on General Fund balances. The Five-Year Financial Forecast demonstrated that the estimated annual ongoing operating revenues were sufficient to cover ongoing expenditures in all five years of the forecast period. The ongoing operating expenditures assumed continuation of all major services, continuation of current obligations, moderate revenue growth, and controlling operating costs. The forecast also assumed absorbing significant cost increases in employee benefits such as health care and mandatory retirement contributions. The detailed General Fund Five-Year Financial Forecast, as presented to the City Council on December 11, 2018, is outlined on the following page.



General Fund - Five-Year Financial Forecast  
FY19-20 Through FY23-24 with FY18-19 Comparative Data

	FY18-19		Forecast				
	Budget	Revised	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
<b>Operating Revenue</b>							
<i>Local Taxes</i>							
City Sales Tax	111,206,620	113,224,727	117,470,654	121,288,450	124,320,661	126,807,074	129,343,215
Primary Property Tax	5,759,711	5,708,484	5,714,192	5,719,906	5,725,626	5,731,352	5,737,083
<b>Total Local Taxes</b>	<b>116,966,331</b>	<b>118,933,211</b>	<b>123,184,846</b>	<b>127,008,356</b>	<b>130,046,287</b>	<b>132,538,426</b>	<b>135,080,298</b>
<i>Intergovernmental</i>							
State Shared Revenue	66,320,105	65,330,224	68,017,148	70,423,376	72,854,688	74,311,782	75,798,018
AZSTA Reimbursement for CBR	-	-	-	3,000,000	3,000,000	3,000,000	3,000,000
Other Intergovernmental	2,038,225	2,038,225	2,067,939	2,098,247	2,129,161	2,160,694	2,192,857
<b>Total Intergovernmental</b>	<b>68,358,330</b>	<b>67,368,449</b>	<b>70,085,087</b>	<b>75,521,623</b>	<b>77,983,849</b>	<b>79,472,476</b>	<b>80,990,875</b>
<i>Fees, Licenses, Permits, &amp; Arena Fees</i>							
Fees, Licenses, & Permits	22,468,702	21,138,501	21,138,501	21,138,501	21,138,501	21,138,501	21,138,501
Arena Fees	2,748,893	2,242,863	2,242,863	2,242,863	2,242,863	2,242,863	2,242,863
<b>Total Fees, Licenses &amp; Permits</b>	<b>25,217,595</b>	<b>23,381,364</b>	<b>23,381,364</b>	<b>23,381,364</b>	<b>23,381,364</b>	<b>23,381,364</b>	<b>23,381,364</b>
<i>Other &amp; Miscellaneous</i>							
Other Revenues	3,283,517	5,784,200	5,784,200	5,784,200	5,784,200	5,784,200	5,784,200
Staff Admin. Chargeback Revenue	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Interest Income	446,538	548,293	553,776	559,314	564,907	570,556	576,262
<b>Total Other &amp; Miscellaneous</b>	<b>13,730,055</b>	<b>16,332,493</b>	<b>16,337,976</b>	<b>16,343,514</b>	<b>16,349,107</b>	<b>16,354,756</b>	<b>16,360,462</b>
<b>Total Operating Revenue</b>	<b>224,272,311</b>	<b>226,015,517</b>	<b>232,989,273</b>	<b>242,254,857</b>	<b>247,760,607</b>	<b>251,747,022</b>	<b>255,812,999</b>
<b>Expenditures &amp; Other Financing Sources/Uses</b>							
<i>Expenditures</i>							
Wages and Salaries	(97,276,070)	(97,276,070)	(102,852,600)	(105,570,373)	(108,185,755)	(108,862,302)	(111,485,329)
Overtime	(4,436,477)	(4,436,477)	(4,436,477)	(4,436,477)	(4,436,477)	(4,436,477)	(4,436,477)
Benefits	(55,562,047)	(55,562,047)	(57,784,529)	(61,905,314)	(65,608,065)	(68,802,729)	(70,178,784)
Supplies and Contracts	(23,881,840)	(24,119,040)	(23,202,103)	(23,578,013)	(23,936,926)	(24,557,033)	(24,935,527)
Utilities	(5,035,265)	(5,035,265)	(5,135,970)	(5,238,690)	(5,343,464)	(5,450,333)	(5,559,339)
Vehicle Maintenance & Fuel	(2,855,658)	(2,855,658)	(2,912,771)	(4,971,027)	(3,030,447)	(3,091,056)	(3,152,877)
Risk Mgt., Workers' Comp. & Tech Premium	(9,412,848)	(9,412,848)	(9,970,535)	(10,169,946)	(10,360,315)	(10,554,492)	(10,752,552)
Technology Projects	(1,154,406)	(1,154,406)	(2,312,027)	(1,957,238)	(1,724,122)	(1,871,216)	(1,917,650)
Arena Management Fee	(5,600,000)	(5,600,000)	(5,600,000)	(5,600,000)	(5,600,000)	(5,600,000)	(5,600,000)
Stadium Settlement Agreement	(3,000,000)	(3,000,000)	(2,100,000)	-	-	-	-
<b>Total Expenditures</b>	<b>(208,214,611)</b>	<b>(208,451,811)</b>	<b>(216,307,012)</b>	<b>(223,427,076)</b>	<b>(228,225,571)</b>	<b>(233,225,638)</b>	<b>(238,018,535)</b>
<i>Other Financing Sources/Uses</i>							
<i>Transfers In</i>							
Special Revenue - PSST Police	18,668,712	18,668,712	19,321,164	19,637,827	19,873,773	19,485,848	19,875,565
Special Revenue - PSST Fire	8,861,053	8,861,053	9,189,592	9,485,004	9,719,629	9,812,022	10,008,262
<b>Total Transfers In</b>	<b>27,529,765</b>	<b>27,529,765</b>	<b>28,510,756</b>	<b>29,122,831</b>	<b>29,593,402</b>	<b>29,297,870</b>	<b>29,883,827</b>
<i>Transfers Out</i>							
Special Revenue - Vehicle Replacement	(2,000,000)	(2,000,000)	(3,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Special Revenue - Transportation	-	-	-	-	-	-	-
Special Revenue - Other	(597,909)	(597,909)	(597,909)	(597,909)	(597,909)	(597,909)	(597,909)
Training Fac Rev Fund	(1,499,604)	(1,499,604)	(1,544,592)	(1,590,930)	(1,638,658)	(1,687,817)	(1,738,452)
Maint. of Effort Enterprise Funds	(1,242,226)	(1,242,226)	(1,174,311)	(1,230,962)	(1,714,298)	(2,128,768)	(2,179,218)
General Governmental CIP	(4,136,351)	(5,746,351)	(3,173,504)	(6,173,504)	(6,173,504)	(5,173,504)	(5,173,504)
Debt Service - MPC & Excise Tax	(31,989,631)	(30,379,631)	(33,090,364)	(34,736,163)	(35,213,777)	(35,176,356)	(35,174,435)
<b>Total Transfers Out</b>	<b>(41,465,721)</b>	<b>(41,465,721)</b>	<b>(42,580,680)</b>	<b>(46,329,468)</b>	<b>(47,338,145)</b>	<b>(46,764,354)</b>	<b>(46,863,518)</b>
<b>Total Expenditures &amp; Other Financing Sources/Uses</b>	<b>(222,150,567)</b>	<b>(222,387,767)</b>	<b>(230,376,936)</b>	<b>(240,633,712)</b>	<b>(245,970,314)</b>	<b>(250,692,122)</b>	<b>(254,998,225)</b>
<b>Total Surplus/(Deficit) Before Contingency</b>	<b>2,121,744</b>	<b>3,627,750</b>	<b>2,612,337</b>	<b>1,621,145</b>	<b>1,790,293</b>	<b>1,054,900</b>	<b>814,774</b>
<i>Contingency</i>	(2,000,000)	(1,762,800)	(2,000,000)	(2,000,000)	(3,000,000)	(3,000,000)	(3,000,000)
<b>Total Surplus/(Deficit) After Contingency</b>	<b>121,744</b>	<b>1,864,950</b>	<b>612,337</b>	<b>(378,855)</b>	<b>(1,209,707)</b>	<b>(1,945,100)</b>	<b>(2,185,226)</b>
<b>Beginning Fund Balance - With Contingency</b>	<b>45,474,000</b>	<b>45,474,000</b>	<b>47,338,950</b>	<b>47,951,287</b>	<b>47,572,432</b>	<b>46,362,724</b>	<b>44,417,624</b>
<b>Ending Fund Balance - With Contingency</b>	<b>45,595,744</b>	<b>47,338,950</b>	<b>47,951,287</b>	<b>47,572,432</b>	<b>46,362,724</b>	<b>44,417,624</b>	<b>42,232,398</b>
<b>Beginning Fund Balance - Without Contingency</b>	<b>45,474,000</b>	<b>45,474,000</b>	<b>49,101,750</b>	<b>51,714,087</b>	<b>53,335,232</b>	<b>55,125,524</b>	<b>56,180,424</b>
<b>Ending Fund Balance - Without Contingency</b>	<b>47,595,744</b>	<b>49,101,750</b>	<b>51,714,087</b>	<b>53,335,232</b>	<b>55,125,524</b>	<b>56,180,424</b>	<b>56,995,198</b>

## Other Major Funds

Five-year forecasts for the other major funds were also presented to the City Council on December 11, 2018, and used as a basis to set the FY19-20 budget for the respective funds. The five-year forecasts include the following funds: Highway User Revenue Fund (HURF), Transportation Sales Tax, Police and Fire Sales Tax Special Revenue Funds; and the Solid Waste, Landfill and Water & Wastewater Enterprise Funds. These forecasts were prepared using the same tools and methods described in detail in the preceding General Fund five-year forecast section. Therefore, this section will only include a brief overview of each major fund with the five-year forecast pictured in the same format as was used in the preceding General Fund section.

## Highway User Revenue Fund (HURF)

These funds are used to track 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. When fuel prices are lower, HURF revenues tend to grow as consumers use more 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 maintenance, traffic signs and signals, street lighting, and other street-related activities. The anticipated rate of revenue growth is estimated at approximately 1% annually. Revenue estimates are provided by the League of Arizona Cities and Towns each March. Substantial expenditures forecasted over the next five years include major street improvements totaling \$21.1 million.

Highway User Revenue Funds - Five-Year Financial Forecast  
FY19-20 Through FY23-24 with FY18-19 Comparative Data

	FY18-19		Forecast				
	Budget	Rev. Est.	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
<b>Revenue &amp; Other Financing Sources</b>							
<i>HURF Revenue</i>	15,767,655	15,767,655	15,925,332	16,084,585	16,245,431	16,407,885	16,571,964
<i>Other Revenue</i>	-	-	-	-	-	-	-
<b>Total Revenue &amp; Other Financing Sources</b>	<b>15,767,655</b>	<b>15,767,655</b>	<b>15,925,332</b>	<b>16,084,585</b>	<b>16,245,431</b>	<b>16,407,885</b>	<b>16,571,964</b>
<b>Expenditures &amp; Other Financing Uses</b>							
<i>Wages and Salaries</i>	(3,015,475)	(3,015,475)	(3,090,862)	(3,168,133)	(3,247,337)	(3,328,520)	(3,411,733)
<i>Overtime</i>	(72,640)	(72,640)	(74,093)	(75,575)	(77,086)	(78,628)	(80,594)
<i>Benefits</i>	(1,109,411)	(1,109,411)	(1,153,787)	(1,199,939)	(1,247,936)	(1,297,854)	(1,330,300)
<i>Supplies and Contracts</i>	(2,572,284)	(2,572,284)	(2,623,730)	(2,676,204)	(2,729,728)	(2,784,323)	(2,853,931)
<i>Utilities</i>	(2,429,961)	(2,429,961)	(2,478,560)	(2,528,131)	(2,578,694)	(2,630,268)	(2,696,025)
<i>Savings from LED Conversion</i>	-	-	500,000	500,000	500,000	500,000	500,000
<i>Vehicle Maintenance &amp; Fuel</i>	(383,929)	(383,929)	(391,608)	(399,440)	(407,429)	(415,577)	(425,967)
<i>Technology, Risk Mgt., Workers' Comp.</i>	(935,113)	(935,113)	(1,178,866)	(1,427,496)	(1,681,096)	(1,939,770)	(1,978,566)
<i>Capital Outlay</i>	(13,749,522)	(8,458,130)	(4,495,373)	(3,626,523)	(3,626,523)	(3,710,175)	(5,690,861)
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>(24,268,335)</b>	<b>(18,976,943)</b>	<b>(14,986,879)</b>	<b>(14,601,441)</b>	<b>(15,095,830)</b>	<b>(15,685,115)</b>	<b>(17,967,976)</b>
<b>Total Income (Loss)</b>	<b>(8,500,680)</b>	<b>(3,209,288)</b>	<b>938,453</b>	<b>1,483,144</b>	<b>1,149,601</b>	<b>722,770</b>	<b>(1,396,012)</b>
<i>Contingency</i>	(720,000)	-	-	(500,000)	(500,000)	(500,000)	(500,000)
<b>Total Income/(Loss) w/ Contingency</b>	<b>(9,220,680)</b>	<b>(3,209,288)</b>	<b>938,453</b>	<b>983,144</b>	<b>649,601</b>	<b>222,770</b>	<b>(1,896,012)</b>
Beginning Fund Balance - With Contingency	9,659,322	9,659,322	6,450,034	7,388,487	8,371,631	9,021,232	9,244,002
Ending Fund Balance - With Contingency	438,642	6,450,034	7,388,487	8,371,631	9,021,232	9,244,002	7,347,990

FB Policy 15% of Op Revenue

\$ 2,388,800 \$ 2,412,688 \$ 2,436,815 \$ 2,461,183 \$ 2,485,795

## Transportation Sales Tax

The Transportation Sales Tax Funds support 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. Transportation sales tax revenues are expected to grow at the same pace as the General Fund sales tax increases over the five-year forecast period (approximately 2.7% annually). Capital projects for the five-year period total \$29.7 million. Debt service obligations of approximately \$7 million annually have been incorporated into the five-year forecast as well as nominal inflation for operational expenses.



Transportation Sales Tax Fund - Five-Year Financial Forecast  
FY19-20 Through FY23-24 with FY18-19 Comparative Data

	FY 18-19		Forecast				
	Budget	Rev. Est.	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
<b>Revenue &amp; Other Financing Sources</b>							
<i>City Sales Tax</i>	27,097,175	29,143,214	30,163,227	31,143,532	31,922,120	32,560,562	33,211,773
<i>Transit Revenue</i>	124,000	124,000	124,000	124,000	124,000	124,000	124,000
<i>Interest</i>	200,000	200,000	160,000	140,000	140,000	140,000	140,000
<i>Transfers In</i>	-	-	-	-	-	-	-
<b>Total Revenue &amp; Other Financing Sources</b>	<b>27,421,175</b>	<b>29,467,214</b>	<b>30,447,227</b>	<b>31,407,532</b>	<b>32,186,120</b>	<b>32,824,562</b>	<b>33,475,773</b>
<b>Expenditures &amp; Other Financing Uses</b>							
<i>Wages and Salaries</i>	(3,161,028)	(3,161,028)	(3,240,054)	(3,321,055)	(3,404,081)	(3,489,183)	(3,576,413)
<i>Overtime</i>	(53,040)	(53,040)	(54,101)	(55,183)	(56,286)	(57,412)	(58,560)
<i>Benefits</i>	(1,192,042)	(1,192,042)	(1,239,724)	(1,289,313)	(1,340,885)	(1,394,521)	(1,450,301)
<i>Supplies and Contracts</i>	(6,424,625)	(6,424,625)	(6,553,118)	(6,684,180)	(6,817,863)	(6,954,221)	(7,093,305)
<i>Utilities</i>	(299,500)	(299,500)	(305,490)	(311,600)	(317,832)	(324,188)	(330,672)
<i>Vehicle Maintenance &amp; Fuel</i>	(532,692)	(532,692)	(543,346)	(554,213)	(565,297)	(576,603)	(588,135)
<i>Technology, Risk Mgt., Workers' Comp.</i>	(1,653,742)	(1,653,742)	(1,729,655)	(1,764,248)	(1,799,533)	(1,835,524)	(1,872,234)
<i>Capital Outlay</i>	(15,759,520)	(16,567,124)	(5,583,811)	(3,290,732)	(4,815,621)	(4,460,933)	(11,510,202)
<i>Debt Service - Principal and Interest</i>	(7,150,000)	(7,033,761)	(7,033,044)	(6,699,576)	(6,699,183)	(6,694,040)	(6,698,897)
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>(36,226,189)</b>	<b>(36,226,189)</b>	<b>(26,282,341)</b>	<b>(23,970,099)</b>	<b>(25,816,582)</b>	<b>(25,786,625)</b>	<b>(33,178,720)</b>
<b>Total Income (Loss)</b>	<b>(8,805,014)</b>	<b>(6,758,975)</b>	<b>4,164,886</b>	<b>7,437,433</b>	<b>6,369,538</b>	<b>7,037,937</b>	<b>297,053</b>
<b>Contingency</b>	<b>(2,100,000)</b>	<b>-</b>	<b>-</b>	<b>(2,100,000)</b>	<b>(2,100,000)</b>	<b>(2,100,000)</b>	<b>(2,100,000)</b>
<b>Total Income/(Loss) w/ Contingency</b>	<b>(10,905,014)</b>	<b>(6,758,975)</b>	<b>4,164,886</b>	<b>5,337,433</b>	<b>4,269,538</b>	<b>4,937,937</b>	<b>(1,802,947)</b>
Beginning Fund Balance - With Contingency	45,942,648	45,942,648	35,037,634	39,202,520	44,539,953	48,809,491	53,747,428
Ending Fund Balance - With Contingency	35,037,634	35,037,634	39,202,520	44,539,953	48,809,491	53,747,428	51,944,481

FB Policy 10% of Op Revenue

\$ 3,044,723	\$ 3,140,753	\$ 3,218,612	\$ 3,282,456	\$ 3,347,577
--------------	--------------	--------------	--------------	--------------



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

In 1994, Glendale voters passed a citizens' initiative that increased the local sales tax rate by 0.1% to enhance police and fire personnel and related equipment. In September 2007, Glendale voters passed a separate initiative that increased the local sales tax rate by another 0.4%, bringing the total public safety sales tax rate to 0.5%, effective November 1, 2007. Both taxes specified that two-thirds of the revenue would go to police operations (Police Special Revenue Fund) and one-third to fire operations (Fire Special Revenue Fund). The original tax (0.1%) included all grocery related food sales but the second tax (0.4%) excludes all grocery-related food sales. Both taxes specifically prohibit supplanting existing General Fund budgets with the Public Safety Sales Tax revenue. The two funds are presented separately.



Prior to FY14-15, all expenditures related to enhanced public safety services, as defined through the previous ballot initiatives, were tracked within specific Police and Fire dedicated sales tax funds. In FY14-15, a new costing methodology was implemented to simplify the annual budget process and ensure accounting for public safety sales tax related expenditures is consistent with the initiative. An annual transfer from the Public Safety Sales Tax (PSST) funds to the general fund now provides direct reimbursement for the cost of the enhanced levels of service as approved by the voter initiatives.

The Police Special Revenue Fund assumes sales tax revenue growth at the same pace as the General Fund sales tax increases over the five-year forecast period (approximately 2.7% annually). Transfer amounts to the General Fund are based on planned fund balance reductions of \$1.3 million in FY19-20, \$1 million in FY 20-21, and \$770k in FY 21-22.

PSST - Police Sales Tax Fund - Five-Year Financial Forecast  
FY19-20 Through FY23-24 with FY18-19 Comparative Data

	FY18-19		Forecast				
	Budget	Rev Est	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
<b>Revenue &amp; Other Financing Sources</b>							
<i>City Sales Tax</i>	17,398,712	17,398,712	18,094,660	18,727,973	19,196,172	19,580,095	19,971,697
<b>Total Revenue &amp; Other Financing Sources</b>	<b>17,398,712</b>	<b>17,398,712</b>	<b>18,094,660</b>	<b>18,727,973</b>	<b>19,196,172</b>	<b>19,580,095</b>	<b>19,971,697</b>
<b>Expenditures &amp; Other Financing Uses</b>							
<i>Transfers Out</i>	(18,668,712)	(18,668,712)	(19,364,660)	(19,727,973)	(19,966,172)	(19,580,095)	(19,971,697)
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>(18,668,712)</b>	<b>(18,668,712)</b>	<b>(19,364,660)</b>	<b>(19,727,973)</b>	<b>(19,966,172)</b>	<b>(19,580,095)</b>	<b>(19,971,697)</b>
<b>Total Income (Loss)</b>	<b>(1,270,000)</b>	<b>(1,270,000)</b>	<b>(1,270,000)</b>	<b>(1,000,000)</b>	<b>(770,000)</b>	<b>-</b>	<b>-</b>
<i>Contingency</i>	-	-	-	-	-	-	-
<b>Total Income/(Loss) w/ Contingency</b>	<b>(1,270,000)</b>	<b>(1,270,000)</b>	<b>(1,270,000)</b>	<b>(1,000,000)</b>	<b>(770,000)</b>	<b>-</b>	<b>-</b>
Beginning Fund Balance - With Contingency	5,273,208	5,273,208	4,003,208	2,733,208	1,733,208	963,208	963,208
Ending Fund Balance - With Contingency	4,003,208	4,003,208	2,733,208	1,733,208	963,208	963,208	963,208

FB Policy 5% of Op Revenue

\$ 904,733 \$ 936,399 \$ 959,809 \$ 979,005 \$ 998,585

The Fire Special Revenue Fund assumes sales tax revenue growth at the same pace as the General Fund sales tax increases over the five-year forecast period (approximately 2.7% annually). Transfer amounts to the General Fund are based on planned fund balance reductions of \$100,000 per year through FY 21-22.

**PSST - Fire Sales Tax Fund - Five-Year Financial Forecast**  
**FY19-20 Through FY23-24 with FY18-19 Comparative Data**

	FY18-19		Forecast				
	Budget	Revised	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
<b>Revenue &amp; Other Financing Sources</b>							
<i>City Sales Tax</i>	8,761,053	8,761,053	9,111,495	9,430,397	9,666,157	9,859,480	10,056,670
<b>Total Revenue &amp; Other Financing Sources</b>	<u>8,761,053</u>	<u>8,761,053</u>	<u>9,111,495</u>	<u>9,430,397</u>	<u>9,666,157</u>	<u>9,859,480</u>	<u>10,056,670</u>
<b>Expenditures &amp; Other Financing Uses</b>							
<i>Transfers Out</i>	(8,861,053)	(8,861,053)	(9,211,495)	(9,530,397)	(9,766,157)	(9,859,480)	(10,056,670)
<b>Total Expenditures &amp; Other Financing Uses</b>	<u>(8,861,053)</u>	<u>(8,861,053)</u>	<u>(9,211,495)</u>	<u>(9,530,397)</u>	<u>(9,766,157)</u>	<u>(9,859,480)</u>	<u>(10,056,670)</u>
<b>Total Income (Loss)</b>	<u>(100,000)</u>	<u>(100,000)</u>	<u>(100,000)</u>	<u>(100,000)</u>	<u>(100,000)</u>	-	-
<b>Contingency</b>	-	-	-	-	-	-	-
<b>Total Income/(Loss) w/ Contingency</b>	<u>(100,000)</u>	<u>(100,000)</u>	<u>(100,000)</u>	<u>(100,000)</u>	<u>(100,000)</u>	-	-
Beginning Fund Balance - With Contingency	878,016	878,016	778,016	678,016	578,016	478,016	478,016
Ending Fund Balance - With Contingency	778,016	778,016	678,016	578,016	478,016	478,016	478,016

FB Policy 5% of Op Revenue

\$ 455,575	\$ 471,520	\$ 483,308	\$ 492,974	\$ 502,834
------------	------------	------------	------------	------------



### Solid Waste Enterprise Fund

This fund supports refuse collection and disposal services to homes and businesses in the city. Recent Council-approved rate adjustments provide for a stable financial condition over the five-year forecast period. It is important to note that timing of capital outlay projects and actual fund performance may drive the need for a future rate study within the forecast period. Annual cash funding of capital purchases, primarily for the replacement of vehicles, have been included within the planned expenditures for the enterprise fund. Staff will continue to monitor and update the financial plan for potential changes in capital projects or potential rate adjustments.

#### Solid Waste Fund - Five-Year Financial Forecast FY19-20 Through FY23-24 with FY18-19 Comparative Data

	FY18-19		Forecast				
	Budget	Rev Est	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
<b>Revenue &amp; Other Financing Sources</b>							
<i>Commercial Sanitation Revenue</i>	3,143,428	3,143,428	3,179,867	3,259,364	3,340,848	3,424,369	3,509,979
<i>Commercial Sanitation Rolloff</i>	697,410	697,410	736,347	754,756	773,625	792,966	812,790
<i>Residential Sanitation</i>	13,733,071	13,733,071	14,783,000	15,226,490	15,683,285	16,153,783	16,315,321
<i>Miscellaneous Bin Service</i>	71,041	71,041	86,315	86,315	86,315	86,315	86,315
<i>Internal Charges</i>	179,224	179,224	166,030	170,181	174,436	178,796	183,266
<i>Interest</i>	3,015	3,015	3,015	3,015	3,015	3,015	3,015
<i>Other Revenue</i>	120,719	120,719	71,039	71,039	71,039	71,039	71,039
<i>Transfers In</i>	130,824	130,824	138,900	140,289	141,692	143,109	144,540
<b>Total Revenue &amp; Other Financing Sources</b>	<b>18,078,732</b>	<b>18,078,732</b>	<b>19,164,513</b>	<b>19,711,449</b>	<b>20,274,254</b>	<b>20,853,392</b>	<b>21,126,264</b>
<b>Expenses &amp; Other Financing Uses</b>							
<i>Wages and Salaries</i>	(3,564,230)	(3,564,230)	(3,653,336)	(3,744,669)	(3,838,286)	(3,934,243)	(4,032,599)
<i>Overtime</i>	(568,839)	(568,839)	(568,839)	(568,839)	(568,839)	(568,839)	(568,839)
<i>Benefits</i>	(1,513,512)	(1,513,512)	(1,574,052)	(1,637,015)	(1,702,495)	(1,770,595)	(1,841,419)
<i>Supplies and Contracts</i>	(986,539)	(986,539)	(1,006,270)	(1,026,395)	(1,046,923)	(1,067,862)	(1,089,219)
<i>Utilities/Landfill</i>	(2,795,015)	(2,795,015)	(2,850,915)	(2,907,934)	(2,966,092)	(3,025,414)	(3,085,922)
<i>Vehicle Maintenance &amp; Fuel</i>	(3,429,197)	(3,429,197)	(3,497,781)	(3,567,737)	(3,639,091)	(3,711,873)	(3,786,111)
<i>Technology, Risk Mgt., Workers' Comp.</i>	(2,627,467)	(2,627,467)	(2,680,016)	(2,783,909)	(2,839,587)	(2,896,379)	(2,954,306)
<i>Capital Outlay</i>	(2,634,266)	(3,064,946)	(2,524,993)	(3,132,455)	(3,911,016)	(3,624,970)	(3,697,469)
<i>Transfers Out</i>	(346,289)	(346,289)	-	-	-	-	-
<b>Total Expenses &amp; Other Financing Uses</b>	<b>(18,465,354)</b>	<b>(18,896,034)</b>	<b>(18,356,203)</b>	<b>(19,368,952)</b>	<b>(20,512,330)</b>	<b>(20,600,174)</b>	<b>(21,055,884)</b>
<b>Total Income (Loss)</b>	<b>(386,622)</b>	<b>(817,302)</b>	<b>808,311</b>	<b>342,497</b>	<b>(238,075)</b>	<b>253,218</b>	<b>70,380</b>
<b>Contingency</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>
<b>Total Income/(Loss) w/ Contingency</b>	<b>(586,622)</b>	<b>(1,017,302)</b>	<b>608,311</b>	<b>142,497</b>	<b>(438,075)</b>	<b>53,218</b>	<b>(129,620)</b>
Beginning Fund Balance - With Contingency	2,711,778	2,711,778	1,694,476	2,302,787	2,445,284	2,007,208	2,060,426
Ending Fund Balance - With Contingency	2,125,156	1,694,476	2,302,787	2,445,284	2,007,208	2,060,426	1,930,807

FB Policy 10% of Op Revenue

\$ 1,902,561	\$ 1,957,116	\$ 2,013,256	\$ 2,071,028	\$ 2,098,172
--------------	--------------	--------------	--------------	--------------

### Landfill Enterprise Fund

This fund supports the activities at the Glendale Landfill including waste disposal, recycling and the materials recovery facility. Over the five-year forecast period, revenues are expected to remain stable with currently contracted rate increases. It is important to note that depending on the timing of capital outlay projects and fund performance, future rate adjustments may be necessary. It is anticipated that a bond sale may be necessary in FY19-20 to fund the preparation of the north cell. Staff will continue to monitor the performance of the fund for future financing options.

#### Landfill Fund - Five-Year Financial Forecast FY19-20 Through FY23-24 with FY18-19 Comparative Data

	FY18-19		Forecast				
	Budget	Rev Est	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
<b>Revenue &amp; Other Financing Sources</b>							
<i>Recycling Sales</i>	1,596,967	1,596,967	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
<i>Tipping Fees</i>	5,960,622	5,960,622	6,297,749	6,477,716	6,665,228	6,854,331	6,962,238
<i>Staff &amp; Adm Chargebacks</i>	431,000	431,000	431,000	431,000	431,000	431,000	431,001
<i>Internal Charges</i>	2,773,327	2,773,327	2,936,246	3,208,879	3,208,879	3,345,196	3,345,196
<i>Interest</i>	45,905	45,905	24,900	11,584	-	-	-
<i>Other Revenue</i>	215,000	215,000	147,153	147,153	147,153	149,843	152,534
<i>Transfers In</i>	686,826	686,826	779,117	788,743	1,155,134	1,180,292	1,204,921
<i>Bond Proceeds</i>	-	-	2,400,000	-	10,900,000	3,715,000	3,600,000
<b>Total Revenue &amp; Other Financing Sources</b>	<b>11,709,647</b>	<b>11,709,647</b>	<b>14,016,165</b>	<b>12,065,075</b>	<b>23,507,394</b>	<b>16,675,663</b>	<b>16,695,890</b>
<b>Expenses &amp; Other Financing Uses</b>							
<i>Wages and Salaries</i>	(2,548,571)	(2,548,571)	(2,612,285)	(2,677,592)	(2,744,532)	(2,813,146)	(2,883,474)
<i>Overtime</i>	(84,157)	(84,157)	(85,840)	(87,557)	(89,308)	(91,094)	(92,916)
<i>Benefits</i>	(944,345)	(944,345)	(982,119)	(1,021,404)	(1,062,260)	(1,104,750)	(1,148,940)
<i>Supplies and Contracts</i>	(3,517,666)	(3,517,666)	(3,591,537)	(3,251,255)	(3,319,531)	(3,389,241)	(3,460,415)
<i>Utilities</i>	(589,940)	(589,940)	(601,739)	(613,774)	(626,049)	(638,570)	(651,342)
<i>Vehicle Maintenance &amp; Fuel</i>	(495,474)	(495,474)	(505,383)	(515,491)	(525,800)	(536,316)	(547,043)
<i>Technology, Risk Mgt., Workers' Comp.</i>	(1,529,455)	(1,529,455)	(1,591,256)	(1,623,081)	(1,655,543)	(1,688,654)	(1,722,427)
<i>Capital Outlay</i>	(6,510,543)	(4,213,786)	(6,763,711)	(2,268,711)	(12,000,700)	(4,715,000)	(4,235,000)
<i>Debt Service - Principal</i>	-	-	-	(65,243)	(69,157)	(369,618)	(492,785)
<i>Debt Service - Interest &amp; Fiscal Agent Fees</i>	-	-	-	(144,000)	(140,086)	(789,937)	(990,660)
<b>Total Expenses &amp; Other Financing Uses</b>	<b>(16,220,151)</b>	<b>(13,923,394)</b>	<b>(16,733,870)</b>	<b>(12,268,107)</b>	<b>(22,232,967)</b>	<b>(16,136,326)</b>	<b>(16,225,002)</b>
<b>Total Income (Loss)</b>	<b>(4,510,504)</b>	<b>(2,213,747)</b>	<b>(2,717,705)</b>	<b>(203,032)</b>	<b>1,274,427</b>	<b>539,337</b>	<b>470,888</b>
<b>Contingency</b>	<b>(500,000)</b>	<b>(500,000)</b>	<b>(500,000)</b>	<b>(500,000)</b>	<b>(500,000)</b>	<b>(500,000)</b>	<b>(500,000)</b>
<b>Total Income/(Loss) w/ Contingency</b>	<b>(5,010,504)</b>	<b>(2,713,747)</b>	<b>(3,217,705)</b>	<b>(703,032)</b>	<b>774,427</b>	<b>39,337</b>	<b>(29,112)</b>
Beginning Fund Balance - With Contingency	7,609,595	7,609,595	4,895,848	1,678,143	975,111	1,749,538	1,788,875
Ending Fund Balance - With Contingency	2,599,091	4,895,848	1,678,143	975,111	1,749,538	1,788,875	1,759,763

FB Policy 15% of Op Revenue

\$ 1,625,557 \$ 1,691,450 \$ 1,717,839 \$ 1,767,056 \$ 1,783,645

## Water & Wastewater Enterprise Funds

These funds support the delivery of water and wastewater treatment services to Glendale residents and businesses. Activities are completely self-supported through water sales, sewer user fees, and other related charges. The forecast indicates that without taking one or more additional financial measures, the fund balance is projected to fall below the minimum level established by Council policy beginning in FY19-20. In addition, the debt service coverage ratio (Net Annual Operating Income/Annual Debt Service) which is established in the bond covenants is projected to fall below the required minimum during the forecasted period. Council approved two years of water and wastewater rate increases, one beginning in January 2018 and another in January of 2019, to meet the financial obligations of the water and wastewater utility.

The forecast incorporates all estimated operational costs, with nominal inflation. The expense category includes all costs related to personnel services, contractual and commodities. Also included are the current debt service obligations, averaging \$24.8 million per year, not including the additional anticipated bond financing to support the capital plan starting in FY19-20. Capital Outlay included in the plan totals \$118.4 million for the next five years, which does not include the expansion of Pyramid Peak Water Treatment Plant which will be paid for by the City of Peoria. Staff will continue to monitor and update the financial plan for potential changes in capital projects, bond funding or potential rate adjustments.



Water & Wastewater Funds - Five-Year Financial Forecast  
FY19-20 Through FY23-24 with FY18-19 Comparative Data

	FY18-19		Forecast				
	Budget	Rev Est	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
<b>Revenue &amp; Other Financing Sources</b>							
<i>Water Revenue</i>	52,178,234	52,178,234	54,410,000	54,682,050	54,955,460	55,230,238	55,506,389
<i>Sewer Revenue</i>	33,976,000	33,976,000	34,550,000	34,636,375	34,722,966	34,809,773	34,896,798
<i>Development Permits/Fees/Impact</i>	1,300,000	1,300,000	1,700,000	1,700,000	900,000	900,000	900,000
<i>Staff &amp; Adm Chargebacks</i>	82,000	82,000	82,000	82,000	82,000	82,000	82,000
<i>Interest</i>	400,000	400,000	400,000	200,000	100,000	100,000	100,000
<i>Rental Income</i>	175,000	175,000	110,000	110,000	110,000	110,000	110,000
<i>Miscellaneous</i>	2,478,000	2,478,000	2,778,000	2,500,200	2,250,180	2,025,162	1,822,646
<i>Bond Proceeds</i>	-	-	28,000,000	20,000,000	-	-	-
<i>Reimb. outside sources (IGA)</i>	-	5,075,000	38,898,000	12,190,000	-	-	-
<i>Transfers In M.O.E.</i>	424,575	424,575	433,013	437,588	445,838	825,225	840,788
<b>Total Revenue &amp; Other Financing Sources</b>	<b>91,013,809</b>	<b>96,088,809</b>	<b>161,361,013</b>	<b>126,538,213</b>	<b>93,566,444</b>	<b>94,082,398</b>	<b>94,258,620</b>
<b>Expenses &amp; Other Financing Uses</b>							
<i>Wages and Salaries</i>	(14,822,253)	(14,525,808)	(15,192,809)	(15,572,630)	(15,961,945)	(16,360,994)	(16,770,019)
<i>Overtime</i>	(526,482)	(515,952)	(526,482)	(526,482)	(526,482)	(526,482)	(526,482)
<i>Benefits</i>	(5,834,277)	(5,717,591)	(6,067,648)	(6,310,354)	(6,562,768)	(6,825,279)	(7,098,290)
<i>Supplies and Contracts</i>	(21,388,509)	(20,960,739)	(21,816,279)	(22,252,605)	(22,697,657)	(23,151,610)	(23,614,642)
<i>Utilities</i>	(4,182,000)	(4,182,000)	(4,265,640)	(4,350,953)	(4,437,972)	(4,526,731)	(4,617,266)
<i>Vehicle Maintenance &amp; Fuel</i>	(748,000)	(748,000)	(762,960)	(778,219)	(793,784)	(809,659)	(825,852)
<i>Vehicles, Technology, Risk Mgt., Workers' Comp.</i>	(7,348,759)	(7,348,759)	(7,494,108)	(7,471,020)	(7,447,471)	(7,423,450)	(7,571,919)
<i>Capital Outlay</i>	(55,131,928)	(57,230,279)	(47,623,721)	(33,727,556)	(9,423,064)	(13,825,000)	(13,825,000)
<i>Pyramid Peak- Peoria Reimb.(IGA)</i>	(5,075,000)	(5,075,000)	(38,898,000)	(12,190,000)	-	-	-
<i>Debt Service</i>	(25,462,783)	(25,462,783)	(25,080,483)	(24,408,733)	(24,079,483)	(25,290,233)	(25,288,108)
<i>Debt Service on New Bonds</i>	-	-	-	(2,152,532)	(3,690,055)	(3,690,055)	(3,690,055)
<b>Total Expenses &amp; Other Financing Uses</b>	<b>(140,519,991)</b>	<b>(141,766,912)</b>	<b>(167,728,130)</b>	<b>(129,741,083)</b>	<b>(95,620,680)</b>	<b>(102,429,493)</b>	<b>(103,827,633)</b>
<b>Total Income (Loss)</b>	<b>(49,506,182)</b>	<b>(45,678,103)</b>	<b>(6,367,117)</b>	<b>(3,202,870)</b>	<b>(2,054,236)</b>	<b>(8,347,095)</b>	<b>(9,569,013)</b>
<b>Contingency</b>	<b>(2,200,000)</b>	<b>(1,200,000)</b>	<b>(2,400,000)</b>	<b>(2,400,000)</b>	<b>(2,000,000)</b>	<b>(2,000,000)</b>	<b>(2,000,000)</b>
<b>Total Income/(Loss) w/ Contingency</b>	<b>(51,706,182)</b>	<b>(46,878,103)</b>	<b>(8,767,117)</b>	<b>(5,602,870)</b>	<b>(4,054,236)</b>	<b>(10,347,095)</b>	<b>(11,569,013)</b>
Beginning Fund Balance - With Contingency	79,173,575	79,173,575	32,295,472	23,528,355	17,925,485	13,871,249	3,524,154
Ending Fund Balance - With Contingency	27,467,393	32,295,472	23,528,355	17,925,485	13,871,249	3,524,154	(8,044,859)
Beginning Fund Balance - Without Contingency	79,173,575	79,173,575	33,495,472	27,128,355	23,925,485	21,871,249	13,524,154
Ending Fund Balance - Without Contingency	29,667,393	33,495,472	27,128,355	23,925,485	21,871,249	13,524,154	3,955,141
FB Policy 50% of Op Budget			\$ 28,062,963	\$ 28,631,131	\$ 29,214,039	\$ 29,812,103	\$ 30,512,235

## Conclusion

Long-range forecasting and modeling are powerful management and decision-making tools. The City Council's ability to make sound financial decisions and provide guidance on long-range planning are key factors in ensuring the City's fiscal health.

The current Five-Year Financial Forecast highlights the need 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.

## FINANCIAL POLICIES

### Overview

A key component of the FY19-20 budget is the adoption of the Council's financial policies. This budget document includes the Council's amended financial policies to be considered for approval as part of the in the FY19-20 budget adoption process.

Council's financial policies serve as the foundation for establishing a strong, sustainable financial plan. The policies provide broad policy guidance related to **Fiscal Planning and Budgeting, Cash and Budget Appropriation Transfers, Expenditure Control, Capital Asset and Debt Management**, and **Fund Reserves and Structure**.

These five key financial policy areas are discussed on the following pages. For the purpose of these policies, a department is defined as a separate departmental unit presented in the City's most recent organizational chart. A fund is defined as a balanced set of accounts which appears as a column for reporting purposes in either the "Basic Financial Statements" or the "Combining Financial Statements" section of the City's Comprehensive Annual Financial Report (CAFR).

### Fiscal Planning and Budgeting

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

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

1. Revenue and expenditure forecasts will be prepared annually and will include a Five-Year Forecast for each major operating fund (General Fund, Enterprise Funds, and certain Special Revenue Funds). These Five-Year Forecasts will be prepared at the beginning of the operating budget process and 1) provide a long-term view of current year budget decisions affecting the City; and, 2) provide an estimate of the fund balance and sensitivity to revenue and expenditures changes over the forecast period.
  - a. The budget will be balanced, by fund, when all projected ongoing revenue sources exceed all ongoing expenses proposed for the current fiscal year and for the upcoming fiscal year. Use of the unassigned fund balance will occur only as authorized by Council and to address one-time costs, not ongoing costs or planned utilization of fund balance.
  - b. Revenues will not be dedicated for specific purposes unless approved by Council or required by law. All non-restricted revenues will be deposited in the General Fund and appropriated through the annual budget process.
2. To ensure ongoing General Fund stability, the primary property tax levy will be evaluated each year to determine where it should be set.

3. Any proposed new service or program initiative will be developed to reflect current Council policy directives and shall be considered in the context of balancing ongoing anticipated revenues against ongoing anticipated expenses. Proposals will follow all related Council Financial Policies.
4. To ensure compliance with existing policy, all grant programs and any programs supplemented by outside funding will include a sunset provision consistent with the projected end of funding. Personnel paid with these funds will be considered temporary with no certainty of continued employment beyond the life of the funding unless otherwise approved by Council. Equipment and technology purchases with these kinds of funds are subject to the policies for the replacement funds.
5. The City Manager's recommended budget presented to Council will contain, at a minimum, the following elements:
  - a. Revenue projections by major category, by fund;
  - b. Expenditure projections by program levels and major expenditure category, by fund, including support provided to or received from other funds;
  - c. Debt service principal and interest amounts;
  - d. Proposed inter-fund transfers;
  - e. Projected fund balance by fund;
  - f. Proposed personnel staffing levels;
  - g. Detailed schedule of capital projects;
  - h. Any additional information, data, or analysis requested by Council.
6. The operating budget will be based on the principle that current ongoing operating expenditures, including debt service and support for other funds, will be funded with current ongoing revenues. The enterprise funds (water/sewer, solid waste and landfill) and the transportation sales tax fund will pay the indirect cost charges for services provided by other funds. Additional funds may be added upon Council approval.
7. The budget will not use one-time (non-recurring) sources to fund continuing (recurring) expenditures.
8. Addition of personnel will be requested only to meet existing program initiatives and policy directives after service needs have been thoroughly examined and only if increased net ongoing revenue is substantiated.
9. The Budget and Finance Department and Human Resources Department will work together to manage position control. The number of full-time and regular part-time employees on the payroll will not exceed the total number of full-time equivalent positions that Council authorizes and adopts with the annual budget.



10. Benefits and compensation will be administered in accordance with Council policy direction.
  - a. Total compensation will be evaluated periodically for competitiveness.
  - b. A cost containment strategy means total costs for health insurance premiums will be shared between the employer, employees and retirees. Total premiums will be evaluated on an annual basis to ensure they are reasonable, competitive and expected to address anticipated claims plus the maintenance of an adequate reserve for the Employee Benefits Fund. Funding will be based on an annual actuarial report and its 75% confidence funding level recommendation.
  - c. A policy will be developed regarding the continuation of retiree health insurance after the completion of a comprehensive evaluation of the impact of GASB 67 and the presentation of results to Council.
11. Ideas for improving the efficiency and effectiveness of the City's programs and the productivity of its employees will be considered during the budget process.
12. Carryover of unspent appropriation from one fiscal year to the next is not automatic. The Budget and Finance Department staff will evaluate carryover requests and make recommendations to the City Manager. Recommended requests will be included in the City Manager's budget presented to Council.
13. Salary savings will be retained to the greatest extent possible to build fund balance. Salary savings may be used for expenses upon the City Manager or their designee's, approval if within the same fund/department. Salary savings may be used for expenses between funds/departments upon Council approval within the last three months of the fiscal year.
14. Total fund appropriation changes must be approved by the Council. These changes must also comply with the city's Alternative Expenditure Limitation in accordance with Article IX, Section 20, Constitution of Arizona and A.R.S. § 41-563 where final budget adoption sets the maximum allowable appropriation for the upcoming fiscal year.
15. The replacement of General Fund capital equipment and related support for technology, vehicles and telephonic equipment [except cell phones] will be accomplished through the use of a "rental rate structure" that is revised annually as part of the annual budget process.
  - a. Any equipment purchased with grant funding will be considered for ongoing replacement and ongoing replacement premium funding only if specifically authorized by the City Manager and noted in the budget submittal.
  - b. The ongoing replacement costs for new technology and new vehicle purchases will be incorporated into the upcoming fiscal year's rental rate structure regardless of whether they are initially purchased through a lease or pay-as-you-go funding.
  - c. Replacements will be based on equipment lifecycle analyses by the Public Works Department for City vehicles, or the Budget and Finance Department for technology and telephonic systems.
16. The City Council supports economic development objectives that support the creation and retention of quality jobs (25% greater than the median average wage in Maricopa County), add revenue, and enhance the quality of life in Glendale. City Council will consider

incentives when the circumstances of the economic development opportunity warrant them necessary and appropriate for the opportunity and in the best interest of the City.

## Cash and Budget Appropriation Transfers

### 1. Purpose & Restrictions

The following policy is established to implement an effective and efficient process by which the adopted City budget may be amended.

Throughout the course of the fiscal year, amendments to the budget are necessary to address new issues, increased prices, changes in scope of existing projects, and unforeseen issues affecting City operations. This policy applies to all cash and budget appropriation transfers initiated by the Mayor and City Council, the City Manager's Office, and/or departments. The City's Budget and Finance Department will process budget amendments in the financial management system, following appropriate authorization by the Mayor and City Council, the City Manager, and a Department Director.

For non-departmental operations, it may be necessary to transfer certain unanticipated amounts during the course of a fiscal year for unforeseen expenditures. These contingency appropriation transfers are not specific to any particular department and are established each fiscal year to cover unforeseen operation expenses, revenue shortages, or capital project acceleration as approved by Council. These funds can only be directed by Council during the fiscal year. Similar to contingency, the Council approves appropriations for Miscellaneous Grants which are not specific to any particular department and are established to cover unanticipated grants received during the fiscal year. The policy covering these types of transfers is covered in the Contingency & Miscellaneous Grant Appropriation Transfers section below.

Article VI, Section 11 of the City Charter establishes the legal restriction for budget appropriation transfers and reads as follows:

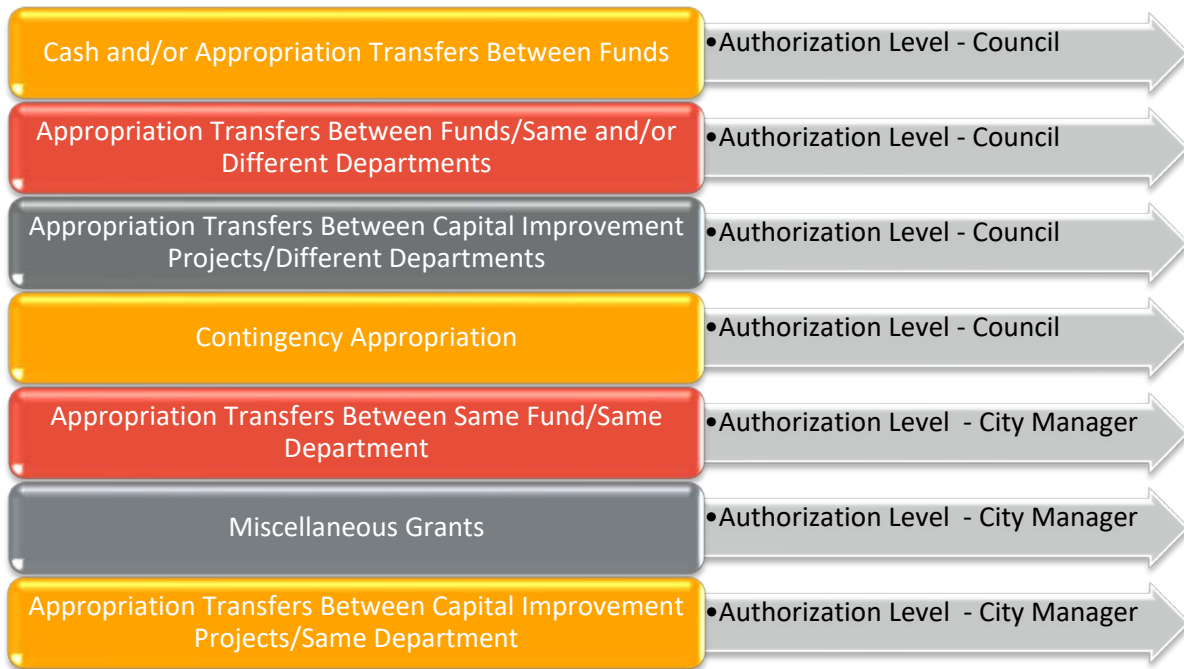
*The city manager may at any time transfer any unencumbered appropriation balance or portion thereof between general classifications of expenditures within an office, department or agency. At the request of the city manager and within the last three months of the fiscal year, the council may by ordinance transfer any unencumbered appropriation balance or portion thereof from one office, department or agency to another.*

### 2. Policy

Based on the purpose and restrictions surrounding cash and budget transfers, the following policy sets forth the restrictions surrounding cash and budgetary appropriation transfers.

- a. Cash Transfers - Cash transfers between funds can only be authorized by Council in the last three months of the fiscal year.
- b. Cash & Appropriation Transfers Between Funds - Cash and associated budget appropriation transfers between funds can only be authorized by Council in the last three months of the fiscal year.

- c. Appropriation Transfers
  - i. Between Funds - Budget appropriation transfers between funds can only be authorized by Council approval in the last three months of the fiscal year.
  - ii. Between Departments - Budget appropriation transfers between departments can only be authorized by Council approval in the last three months of the fiscal year.
  - iii. Within the Same Fund, Within the Same Department - Budget appropriation transfers within the same fund and within the same department can be authorized by City Manager approval throughout the fiscal year.
  - iv. Between Capital/Improvement Projects
    - (1) Between Departments - Capital improvement project budget appropriation transfers for projects managed between departments can be only authorized by Council approval in the last three months of the fiscal year.
    - (2) Within Departments - Capital improvement project budget appropriation transfers within the same department, and the same fund, can be authorized by City Manager approval throughout the fiscal year.
- d. Restricted Fund Transfers - Cash and/or appropriation transfers into, and out of, restricted funds can only be authorized by Council approval. Only transfers within the intent of the restricted funds will be approved by Council. For restricted fund transfers, the Council shall be provided with
  - i. justification that such transfers are consistent with restricted fund purposes,
  - ii. assurance that the transfer has been legally reviewed by the City Attorney, and
  - iii. assurance that the transfer meets the restrictions set out in this transfer policy.
- e. Contingency & Miscellaneous Grant Appropriation Transfers - These types of transfers are not specific to any particular department:
  - i. Contingency - Contingency budget appropriation transfers can be authorized by Council throughout the fiscal year.
  - ii. Miscellaneous Grants - Miscellaneous Grant appropriation transfers can be authorized by the City Manager throughout the fiscal year.
- f. Approval of Expenditures in Excess of Budget Appropriations - There may be emergency situations where a transfer is required before it is possible to obtain formal Council approval. In such cases, the Budget and Finance Department will advise the City Manager of the emergency condition and request approval. Upon approval, the Budget and Finance Department will seek Council ratification at the first possible Council meeting.



## Expenditure Control

Management will ensure compliance with the City Council adopted budget.

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

## Capital Asset and Debt Management

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

The City will not give or loan its credit in aid of, nor make any donation, grant, or payment of any public funds, by subsidy or otherwise, to any individual, association, or corporation, except where there is a clearly identified public purpose and the city either receives direct consideration substantially equal to its expenditure or provides direct assistance to those in need. Long-term debt will not be used to fund current operations or smaller projects that can be financed from current revenues or resources.



1. A 10-year Capital Improvement Plan (CIP) will be updated annually as part of the budget process. It will include projected life cycle costing. Only the first year of the plan will be appropriated. The remainder will be projections to be addressed in subsequent years.
  - a. Life cycle costing is a method of calculating the total cost of a physical asset throughout its life. It is concerned with all costs of ownership and takes into account all of the costs incurred by an asset from its acquisition to its disposal, including design, installation, operating, and maintenance costs.
2. The 10-year CIP will address capital needs in the following order:
  - a. to improve existing assets;
  - b. to replace existing assets;
  - c. to construct new assets.
3. All projects will be evaluated annually by a multi-departmental team regarding
  - a. accuracy of the projected costs;
  - b. consistency with the General Plan and Council policy goals;
  - c. long-range master plans;
  - d. ability to finance initial capital costs;
  - e. ability to finance life cycle costs;

- f. ability to cover the associated additional ongoing operating costs.
4. All projects funded with general obligation bonds will be undertaken only with voter approval as required through a bond election.
  - a. General Obligation debt is supported by secondary property tax revenues. The secondary property tax revenues assessed are based upon the ability to finance the City's debt service obligations and the rate is dependent upon the revenue requirements and the assessed valuation of taxable property. At a minimum, the general obligation debt service fund balance will be at least 10% of the next fiscal year's property tax supported debt service.
5. Non-voter approved debt supported by General Fund revenues such as Municipal Property Corporation (MPC) bonds, excise tax bonds, and lease obligations will be used only when a dedicated ongoing revenue source is identified to pay the associated debt service obligations. This type of debt service will not exceed 10% of the 5-year average of the General Fund's operating revenue available to support the debt service obligations.
  - a. For FY19-20, debt service is 14.6% of the General Fund operating revenue as defined above.
6. For non-voter approved debt, the following considerations will be made prior to the pledging of projected revenues for the ongoing payment of associated ongoing debt service obligations:
  - a. The project requires ongoing revenue not available from other sources.
  - b. Matching monies are available that may be lost if not applied for in a timely manner.
  - c. Catastrophic conditions.
7. Short-term borrowing or lease/purchase contracts should be considered for financing major operating capital equipment only when:
  - a. The repayment term does not exceed the expected useful life of the equipment to be purchased;
  - b. An ongoing revenue source is identified to pay the annual debt service; and
  - c. The Budget and Finance Director, along with the city's financial advisors, determine that this is in the city's best financial interest.
8. These policies are in addition to the policies incorporated in the Debt Management Plan.

## Fund Reserves and Structure

Fund balance is an important indicator of the City's financial position. Adequate fund balances are maintained to allow the City to continue to providing services to the community in case of economic downturns and/or unexpected emergencies or requirements. To ensure the continuance of sound financial management of public resources, committed, assigned, or unassigned General Fund, fund balance will be maintained to provide resources to address emergencies, sudden loss of revenue, or unexpected downturns in the economy. Use of fund balances will be limited to address unanticipated, non-recurring needs and planned future one-

time or non-recurring obligations. Unassigned balances may, however, be used to allow time to restructure operations and must be approved by the City Council.

1. The minimum fund balance in the General Fund, which is defined as the unassigned amount, shall total 25% of the total annual ongoing revenues.
  - a. Inclusive in the 25% General Fund unassigned fund balance, a Budget Stabilization Reserve will be maintained at 10% of the General Fund operating revenues to be used in the event of unexpected revenue shortfalls if needed, and to be adjusted at year end.
  - b. Inclusive in the 25% General Fund unassigned fund balance, an Operating Reserve (established in FY14-15) for amounts over the General Fund Budget Stabilization Reserve and which will increase incrementally each year until it reaches at least 15% of the General Fund operating revenues by FY19-20. Any usage of this reserve must be approved by the majority of the City Council, and the City shall strive to replenish the Operating Reserve the following fiscal year. Examples of potential usage would be to provide funding to deal with fluctuations in fiscal cycles and Council approved operating requirements.
2. For the Water and Sewer Enterprise Fund:
  - a. the target for Working Capital will be 50% of operating expenses;
  - b. the Senior Lien Debt Service Coverage Ratio target will be 1.85; and,
  - c. the target for Days Cash on Hand will be 250 days.
3. For the Solid Waste Enterprise Fund, working capital will be maintained at 10% of operating revenues.
4. For the Landfill Enterprise Fund, working capital will be maintained at 15% of operating revenues.
5. For the other major governmental operating funds, the total minimum unassigned fund balance shall be as follows:
  - a. PSST: 5% of operating revenue
  - b. HURF: 15% of operating revenue
  - c. Others: 10% of operating revenue
6. If a situation arises where fund balance at the end of the current fiscal year is less than the Council approved fund balance level, the deficiency should be replenished in the coming fiscal years, not to exceed a total of five consecutive years.
7. The City Manager may establish additional assigned fund balance reserves for certain anticipated obligations or other purposes.
8. Any balance in excess of the fund balance reserves may be used to support one-time expenditures. Council approval is required to use these funds to supplement "pay as you go" capital outlay, one-time operating expenditures, or to prepay existing debt.
9. The fund balance for the various Trust Funds will be based on annual actuarial reports and the target funding level must be at the 75% confidence funding level.

10. Separate fund balance operating reserves may be required by bond issuance documents for those funds with outstanding bonded debt. These requirements will not be viewed as additional fund balance needs unless they are greater than those established by these goals.



# BUDGET SUMMARIES

Fiscal Year 2019-2020 Annual Budget Book

---

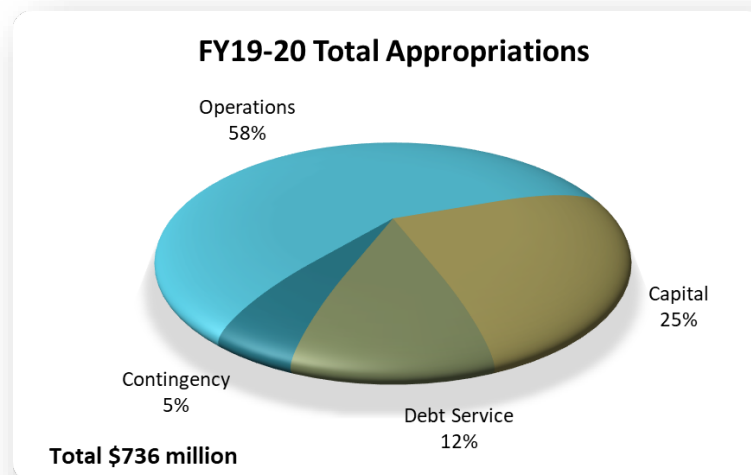


## BUDGET SUMMARY

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 total budget, including all four components, is \$736 million for Fiscal Year 2019-2020 (FY19-20). This represents a 6.8% increase over the prior year total budget of \$689 million. Significant budget changes include: increased operating expenses (5%), a decrease in debt service requirements (5%), and an increase in overall capital spending (22%). The details of these pertinent changes in budget appropriation are discussed in the following section.

- The *operating budget* finances the day-to-day provisions of City services and totals \$430 million.
- The *capital improvement budget* funds the construction of City facilities, such as police/fire stations, libraries, roads, public amenities and other infrastructure throughout the city. This year, the capital improvement budget totals \$181 million.
- The *debt service budget* is used to repay money borrowed by the City, primarily for capital improvements, and totals \$86.9 million.
- The final component of the budget is the *contingency appropriation* at \$38.1 million. This appropriation is made up of fund reserves and is available to cover emergency expenses, revenue shortages, or capital project acceleration which may arise during the fiscal year.

As the pie chart below illustrates, the operating (58%) and capital (25%) appropriations are the largest components of the FY19-20 budget and account for 83% of the total appropriations. Both are discussed on the following pages.



The following chart outlines the financial plan for FY19-20. The City's total sources are estimated at \$749.8 million and total uses are projected at \$854.4 million (including inter-fund transfers). 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*.

As shown in the table below, fund balance drawdowns are planned for some capital-intensive funds. This is a result of large project carryover in the Special Revenue Fund (Transportation), Capital Projects Fund (Streets and Transportation), Enterprise Funds (Water and Sewer, Landfill and Solid Waste). The Internal Service Funds also have planned reductions for one-time projects.

### Financial Plan Summary

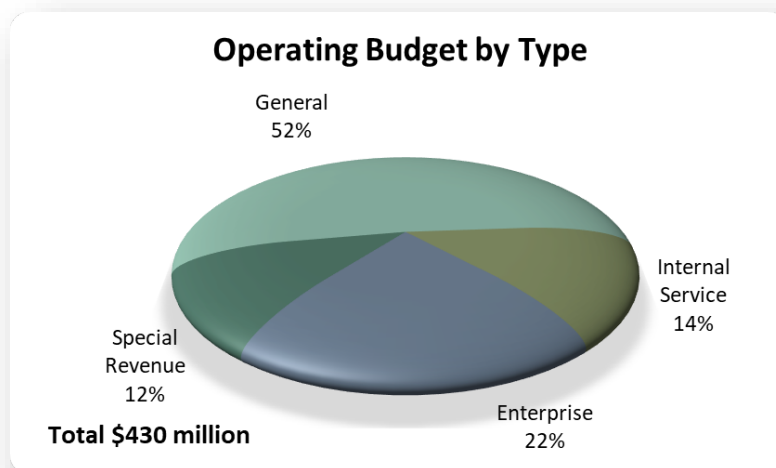
Fund Type	Estimated Balance 7/1/2019	Total Sources	Total Uses	Estimated Balance 6/30/2020
General*	46.1	267.5	267.7	45.9
Special Revenue	52.4	107.9	111.7	48.7
Debt Service	6.5	60.8	61.8	5.5
Capital Projects	44.3	19.3	63.6	0.0
Enterprise	75.0	235.6	279.3	31.3
Internal Svcs/Other*	22.7	58.8	70.4	11.1
<b>Total</b>	<b>247.0</b>	<b>749.8</b>	<b>854.4</b>	<b>142.5</b>
*General Fund Includes Vehicle Replacement Fund				
**Other includes Permanent Funds				

### Operating Budget

The development of Glendale’s FY19-20 budget was an open process designed to reflect the needs and desires of the community. Throughout the year, the Mayor, Council and City staff obtained input from the community through neighborhood meetings, citizen boards and commissions, and other contacts with individuals and groups. In addition, citizen feedback about the proposed FY19-20 budget was sought at the public hearing on June 11, 2019.

In December 2018, staff presented 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*.

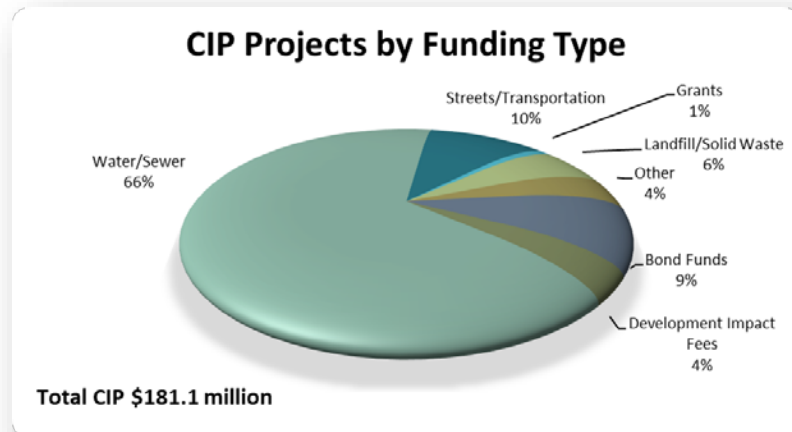
The Council reviewed the City Manager’s proposed balanced budget at the workshop sessions beginning in February, and concluding in April 2019, where pertinent issues surrounding the upcoming fiscal year operating, capital and debt service budgets were discussed. The draft



budget, as revised by Council, became the tentative FY19-20 budget. It was published and made available for further public review prior to the public hearing and formal adoption of the final budget on June 11, 2019. 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 updates the *Ten-Year Capital Improvement Plan (CIP)* annually. The total plan for FY 2020-2029 totals \$1.1 Billion. The first year of the plan is the only year appropriated by Council. For FY19-20, \$181 million in capital investments is planned. This includes \$52.3 million in prior year unspent carryover funds. A summary of funding by type is illustrated in the CIP Projects by Funding Source graph. 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 the Council. Projects include renovations to City buildings, street improvements including pavement preservation, police/fire department communications enhancements and upgrades to water treatment and wastewater collection facilities.

The CIP Management Team includes staff from the Engineering, Transportation, Field Operations, Water Services and Budget and Finance departments. This team reviewed all CIP projects for their construction costs and their projected impact on the operating budget. Projects with high operating costs are analyzed along with the Five-Year Forecast and may be deferred to ensure the City can absorb the operating impacts once the facility opens.

Refer to the *Capital Improvement Plan* section for more detailed information regarding the projects included in these categories, as well as the funding sources available for each.

## Amending the Budget

Once the Council adopts the annual budget, total expenditures cannot exceed the final appropriation of \$736 million for FY19-20. However, with Council's formal approval, the City can adjust the total appropriations within the funds provided that the budget does not exceed final appropriation for the fiscal year. This means that if one fund's total appropriation is increased, appropriations from another fund or funds must be reduced by an equal amount. Council could also choose to amend the budget to a figure lower than the final appropriation for the fiscal year.

Throughout the course of the fiscal year, amendments to the budget are necessary to address new issues, increased prices, changes in scope of existing projects, and unforeseen issues affecting City operations. All budget transfers follow the City's budget transfer policy, which is referenced in the Budget Summary section on Page 52.

During the last three months of the fiscal year, Council may approve the transfer of unencumbered appropriation among funds and departments. The Budget and Finance Department processes all budget amendments in the financial management system, following appropriate authorization by the Mayor and Council, the City Manager or designee.

## 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. Other funds 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, permanent, capital projects, enterprise and internal service. These categories are used to track the activity of over 100 separate funds. For example, enterprise funds are expected to be self-supporting through revenue for the services provided. For these funds, the City charges a fee for a specific service, such as sanitation collection, just like any other business would do. A brief description of some of the more significant funds within each fund category is provided on the pages that follow.

## General Fund Group

**General (Fund 1000):** The General Fund includes all sources of revenue the City receives that are not designated for a specific purpose. General Fund revenue may be used by the Council for any legal public purpose.

**Vehicle Replacement (Fund 1020):** This replacement fund was 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. A transfer from the General Fund into the Vehicle Replacement Fund is done annually, based on anticipated need and availability of funding. Equipment is purchased according to the established replacement schedule and fund balance is utilized to make such purchases.

## Special Revenue Fund Group

**Arts Commission (Fund 2110):** One percent (1%) of eligible construction projects funds included in the City's Capital Improvement Program are deposited 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 Council.

**Court (Fund 2120):** 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.

**HURF (Fund 2050):** 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 repair and maintenance, traffic signs and signals, street lighting and other street-related activities.

**Transportation Sales Tax (Fund 2070):** 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. One hundred percent of the revenues and operating expenditures are accounted for in this fund. A separate Transportation Capital Projects 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 Sales Tax Fund. Each year the Transportation Sales Tax Fund transfers cash into the Transportation Debt Service Fund to



cover debt payments on bonds backed by the transportation sales tax revenue. Transfers also can be made from the Transportation Sales Tax Fund to the Transportation Construction Fund to fund capital project construction on a cash basis.

**Police Special Revenue (Fund 2080) and Fire Special Revenue (Fund 2090):** 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.

Starting in FY14-15 all expenses related to "enhanced" public safety services, as defined through the previous ballot initiatives, are tracked within the Public Safety (Fire and Police) General Fund operating budgets. A new costing methodology was developed to simplify the annual budget process and accounting for public safety sales tax-related expenditures. The basis for the new costing was developed by establishing a baseline service level per capita calculation at the time of the original initiatives (1994 and 2007) and then updating that calculation for today's service level and identifying the "enhanced services" per capita and applying a standard cost to those services. An annual transfer from the Public Safety Sales Tax (PSST) funds to the general fund provides direct reimbursement for the enhanced levels of service costs. This new methodology was developed as a result of an internal audit.

**Training Facility Revenue (Fund 2200):** 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.

**Airport Special Revenue (Fund 2130):** 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 Special Revenue Fund will become an enterprise fund. The airport has already attracted more commercial business traffic with the development of Westgate, the Gila River Arena, State Farm Stadium and Camelback Ranch (spring training baseball facility). The Airport Special Revenue Fund is projected to receive a General Fund transfer of \$147,047 to augment projected revenue collections of \$707,869 in FY19-20.



**Grant Funds:** The City created several 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 2010), Neighborhood Stabilization Program (Fund 2020), Neighborhood Stabilization Program III (Fund 2030), Community Development Block Grant (Fund 2040) and Emergency Shelter Grant (Fund 2150).

The Community Action Program (Fund 2140) tracks grant funds received from Maricopa County. A Transportation Grant (Fund 2060) fund is used to track grant activity for projects covered by the Glendale Onboard transportation program and a fund titled Airport Capital Grants (Fund 2190) is used for any grant-related project involving the city airport.

Most other grants are tracked through the Other State and Local Grants Fund (Fund 2160). 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 2170):** Federal anti-racketeering laws permit law enforcement agencies to seize and sell property and proceeds acquired by individuals as a result of their involvement in certain types of criminal activities, such as the sale of illegal drugs. The City's RICO Fund tracks the revenue generated from such seizures as governed by the Racketeer Influenced and Corrupt Organizations Act. Expenditures backed by this revenue source must be made for purposes that improve public safety or crime prevention programs and cannot be used to supplant existing funding for law enforcement purposes. The Police Department manages all expenditures from this fund in accordance with federal requirements.

**Parks & Recreation Designated (Fund 2180):** The Public Facilities, Recreation & Special Events 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 \$200,456 to \$144,036 in FY19-20 as a result of planned expenditures related to designated facilities. This fund also includes a separate division used to track the costs associated with the maintenance of the Elsie McCarthy Park in accordance with a generous donation made by a private party and designated for this purpose only.

## Debt Service Fund Group

Bond financing is the primary financing mechanism for long-term capital projects and infrastructure. The City's debt management plan is an important tool and addresses debt issues for this and other financing mechanisms that the City is allowed to use. Outstanding debt, debt limitations, voter authorization and cash flow projections are reviewed as part of the capital budgeting process, while the annual debt service payments are incorporated into the debt service budget. Depending on the need and the type of project being financed, several different types of bonds are available to the City. Separate funds are used to track payments made on the City's outstanding debt obligations. Each type of debt (General Obligation, Revenue Bonds, Excise Tax 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, Debt Service* section of this document and the associated debt schedules which show the principal and interest payments by year are included in the *Schedules* section.

**General Obligation (G.O.) Bond Debt (Fund 3010):** G.O. bonds require voter authorization and are backed by the taxing authority of the City. These bonds finance projects that Council selects as part of the annual budget process. Arizona law limits the amount of G.O. bonds the City can have outstanding based on the limited property value of both commercial and residential property located within the City limits. More information about G.O. bonds can be found in the *Capital Improvement Plan* section of this document. Secondary property tax revenue is recorded directly into this fund and used to pay G.O. bond debt.

The FY19-20 secondary property tax rate will decrease from \$1.5357 to \$1.4441. Council will continue to perform annual reviews of the property tax rates to ensure future tax rates are set in accordance with required debt service obligations.

**Municipal Property Corp (MPC) Bond Debt (Fund 3030):** 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 Council approval but do not require voter authorization. These bonds are backed by the City's excise taxes. 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. More information about MPC bonds is found in the *Capital Improvement Plan* section of this document.

**Excise Tax Bonds (Fund 3050):** Excise Tax bonds require Council approval but do not require voter authorization. These bonds are backed by the City's excise taxes. This fund was created in FY17-18 as a result of bond issue/refinancing. All debt service is paid for through sales taxes collected in the General Fund and then transferred to this debt service fund.

**HURF Debt Service (Fund 3020) and Transportation Debt Service (Fund 3040):** Highway User Revenue Fund (HURF) or “Street” bonds were used for street projects that are backed by a pledge of the HURF monies the City receives from the State. Street capital projects financed with HURF monies require voter authorization. Given the legislative uncertainty regarding how future HURF revenue will be distributed, these contributions will be monitored closely going forward. The debt service for this fund was paid off in FY15-16, however due to anticipated future bond issues the fund will remain active.

The Transportation Debt Service Fund is used for the payment of debt service on revenue bonds used to finance projects that are backed by the designated city sales tax for transportation. This type of revenue bond does not require voter authorization.

## Capital Projects 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 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 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 (Permanent) Fund Group

**Cemetery Perpetual (Fund 8010):** 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.

Cash is invested pursuant to the City’s investment policy and 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 FY19-20. Interest income of \$26,000 results in a projected FY19-20 ending fund balance to \$5.8 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 6020, 6030, and 6040):** 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 with providing water services to citizens and businesses in Glendale are captured in Fund 6020 (Water). All activity associated with providing wastewater services is recorded in Fund 6030 (Sewer). Fund 6040 (Water & Sewer bond Debt Service) is used to track activity related to revenue bond financings covering capital improvement projects. Fund 6020 is also used to capture 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 Budget and Finance Department, which handles the billing accounts for both water and sewer operations, are recorded in Fund 6020.

The Water/Sewer Enterprise fund balance is expected to decrease from \$63.8 million to \$22.1 million in FY19-20 due to significant planned capital expenditures totaling \$119.4 million. Examples of FY19-20 capital projects include groundwater treatment plant improvements, water reclamation facility improvements, as well as planned line replacements and extensions. A revenue budget of \$160.9 million offsets the operating and debt service expenditures. The annual operating budget includes estimated expenses for salaries, electricity, chemical treatments, supplies, and equipment totaling \$56.1 million.

**Landfill (Fund 6110):** The Landfill Enterprise Fund supports the operation of the Glendale Landfill. Customers, including City departments and private haulers, pay tipping fees (based on tonnage disposed) to use the City's landfill. 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 Landfill fund balance is expected to decrease from about \$6.3 million to about \$2.8 million in FY19-20, primarily due to anticipated large capital expenditures. The FY19-20 operating budget totals \$9.6 million and planned capital expenditures related to a landfill soil excavation, scale-house/road relocation project, gas system modifications and heavy equipment purchases total \$7.2 million. The FY19-20 projected revenues total \$13.2 million.

**Solid Waste (Fund 6120):** This fund supports refuse collection and disposal services to homes and businesses in the city. It is supported through monthly charges paid by solid waste customers. The divisions in the Solid Waste Enterprise Fund pay the Landfill Fund to dispose of solid waste at the landfill. The fund balance is expected to increase from \$1.7 million to \$1.9 million in FY19-20. Projected revenues of \$19.2 million exceed capital expenditures of \$2.7 million and operating expenditures of \$16.1 million.

**Housing Public Activities (Fund 6130):** The Housing Fund supports Glendale's public housing program that is part of the Community Services Department. The fund has a \$15.5 million operating budget that is primarily funded through federal grant revenues. In addition to the federal grant revenue from the Department of Housing and Urban Development (H.U.D), the

City's General Fund contributes annual funding to offset the cost of personnel administrative expenses. FY19-20 projected revenues total \$15.5 million, and the scheduled General Fund transfer is \$386,563.

## Internal Service Fund Group

**Risk Management (Fund 7010) and Workers' Compensation (Fund 7020):** The Risk Management and Workers' Compensation Trust Funds support the activities of liability insurance and workers' compensation coverage for the City. Income to the funds comes from premiums charged to each City department based upon a number of factors including the number of employees, job classifications, size of operating budget, actual claims history, etc. The funds are used to pay claims against the City and to cover premiums for certain types of outside insurance coverage.

The Risk Management Fund is projected to end FY19-20 with approximately a \$4.5 million fund balance. The Workers' Compensation Fund ending fund balance is projected to be approximately \$6.6 million in FY19-20. This is based on Council's direction to maintain adequate reserves for this fund in accordance with the Industrial Commission of Arizona's guidelines and requirements.

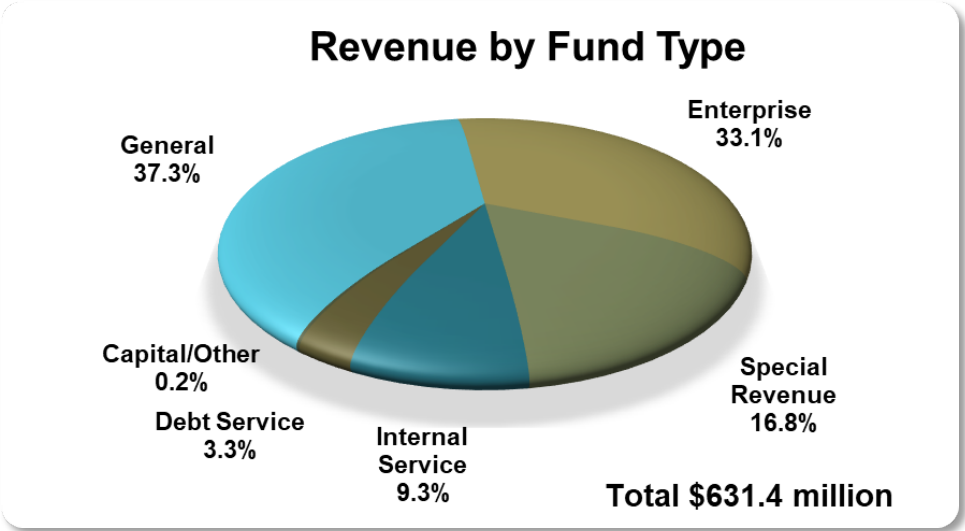
**Benefits Trust (Fund 7030):** The Benefits Trust Fund was created in FY00-01. An actuarial study of health insurance funding recommended the creation of a separate fund as the best way to develop reserves to meet future cost increases for health-related insurance. During the course of a year, employer 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 stabilizer against rising health care costs.

**Fleet Services (Fund 7040):** The Fleet Services Fund is used to track income and expenses of the internal services provided to City departments. The Fleet Services Fund specifically covers vehicle maintenance needs and fuel purchased for City vehicles.

**Technology and Technology Projects (Fund 7050 and 7060):** The Technology and Technology Projects Funds are used to track income and expenses of the internal services provided to City departments for telephone services, information technology services, and support. The Technology Fund specifically supports all the City's computers and hardware and software. This includes both the everyday operations and the replacement of equipment. City departments pay for these services on an allocation base. The funds are designed to balance, with the rates (revenues) set to recover the actual expenses each year. An exception to this general practice occurs with the Technology Projects Fund for which a fund balance may accrue in anticipation of future upgrades and potential carryover of project funding.

# REVENUES

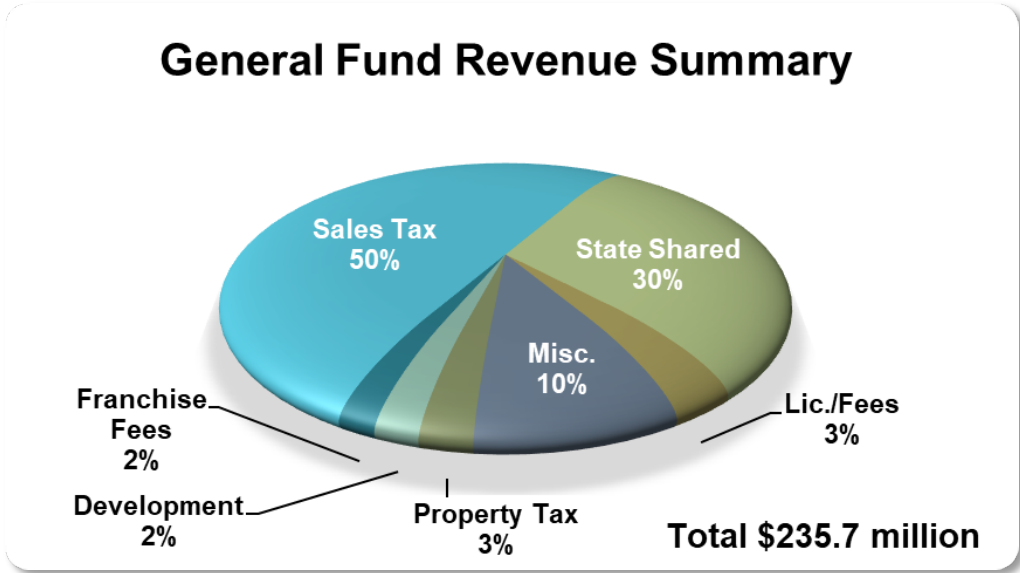
Total revenues available to the City in FY19-20 from all sources are estimated at \$631.4 million, of which \$235.7 million or 37.3% goes into the General Fund (GF) group. Other revenues include Enterprise Funds at 33.0% or \$208 million, mainly generated through user fees. Special Revenue Fund sources at 16.8% or \$105 million are restricted for the special purpose of each fund's activity. The two largest of this type are the Transportation Sales Tax Fund at \$30.6 million, and the Public Safety Sales Tax Fund at \$27.2 million. A number of Federal and State grants are also included in this revenue type.



## General Fund Group

### General Fund (Fund 1000)

For FY19-20, total general fund revenue is expected to grow in line with the economic forecast from local and state experts. The City expects to collect \$235.7 million in total General Fund (GF) revenue in FY19-20.



The City's General Fund revenue projection is based on many factors such as the following:

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

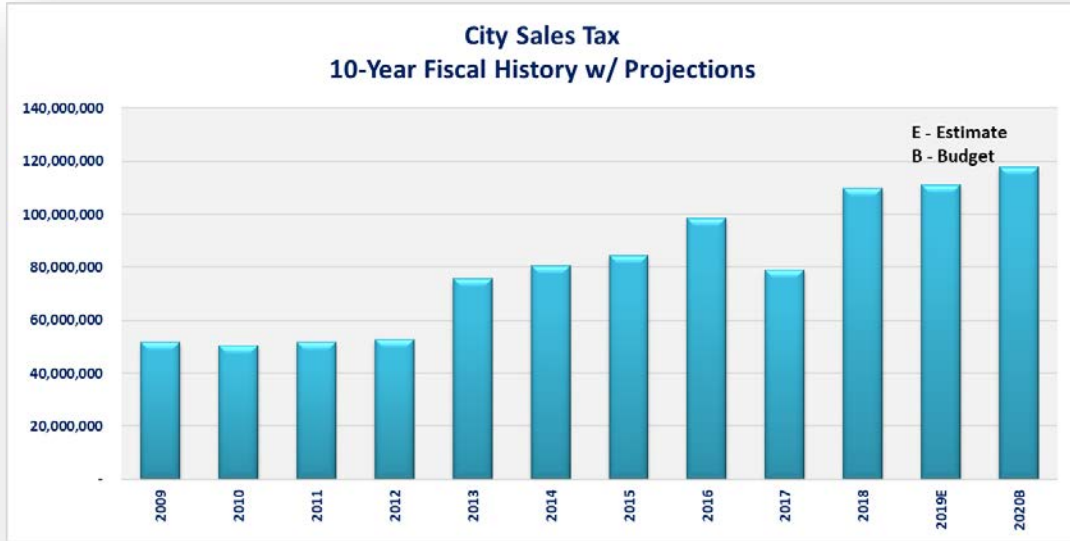
The two major sources of revenue for the General Fund continue to be city sales taxes and state-shared revenues. They have comprised between two-thirds and three-fourths of the GF revenue since FY01-02. For FY19-20, city sales tax, state sales tax, state income tax and motor vehicle in-lieu revenues are expected to comprise 79% of all GF revenue, or \$187.6 million of the \$235.7 million.

### City Sales Tax

Sales tax represents the largest category at \$117.8 million. In June 2012, the City Council approved an increase of 7/10<sup>ths</sup> of one cent in city sales tax across all categories (such as retail, restaurants and bars), except for residential rental as State law restricts increases to residential rental sales taxes. The 7/10<sup>ths</sup> of one cent increase does not apply to single item purchases over \$5,000, such as automobiles.

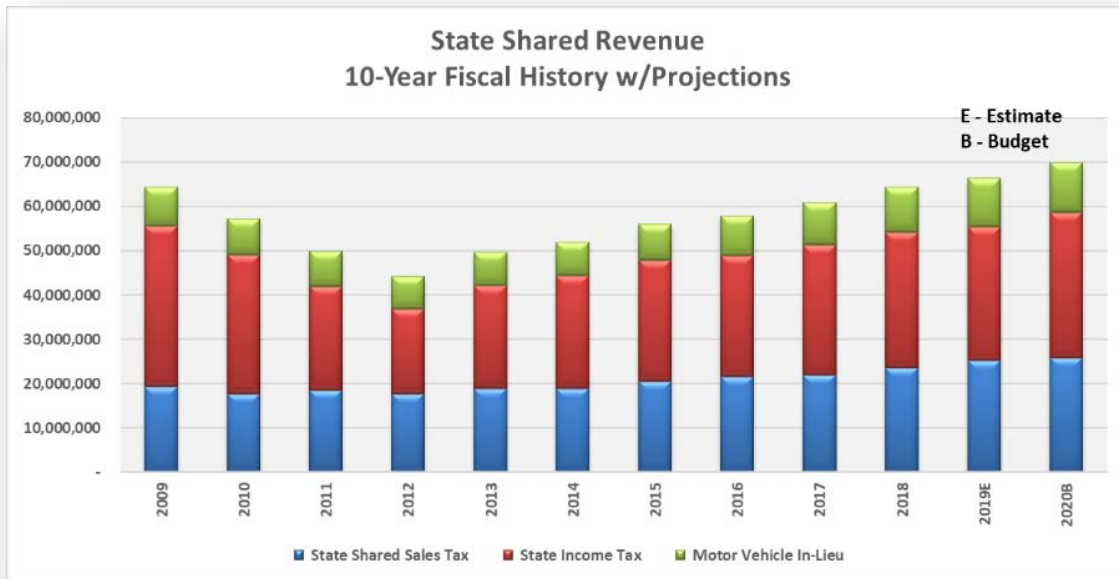
The sales tax rate increase became effective on August 1, 2012, with a 5-year sunset provision. The "sunset" provision was rescinded by Council action and adoption of a new ordinance at the June 24, 2014, Council meeting. The new ordinance states that the sales tax rates will be reviewed each year during the budget process. Prior to August 2012, the last time the City increased its general sales tax rate was in July of 1993 (excluding the designated sales tax rates for transportation and public safety, both of which were implemented after the voters approved the related propositions). With the rate increase, the general fund receives 1.9% of the City's 2.9% sales tax rate, with the remaining 1.0% designated for public safety (0.5%) and transportation (0.5%).

This revenue represents 50% of General Fund revenue and is the Fund's largest source. The GF portion of city sales tax pays for general government operations. It also is the one significant revenue source over which the Council has authority, unlike the state sales tax, state income tax, gas tax or vehicle license fees. For FY19-20, the revenue budget is \$117.8 million, which is a 5.9% increase over the FY18-19 budget.



### 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. In FY08-09, revenues began declining, resulting in four consecutive years of reductions.



In FY12-13, these revenues began recovering and now state-shared revenue is expected to grow to \$69.8 million by the end of FY19-20, 5.3% more than the FY18-19 budget of \$66.3 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 3.5% 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. 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 FY19-20 will reflect the income tax the state collected in FY17-18.

The state's 2018 income tax receipts were slightly higher than the 2017 receipts. As a result, Glendale's share of state income tax revenue is expected to increase by \$2.46 million from \$30.19 million in FY18-19 to \$32.65 million in FY19-20.

State sales tax revenues are distributed to cities and towns based on current year collections. State sales tax distribution is based on a formula by which varying percentages of different types of sales taxes – such as retail – are used to calculate the distribution amount. The projection for FY19-20 is \$25.9 million. The FY19-20 motor vehicle in-lieu tax projection is \$11.2 million, which is the highest amount during the past ten-year period.

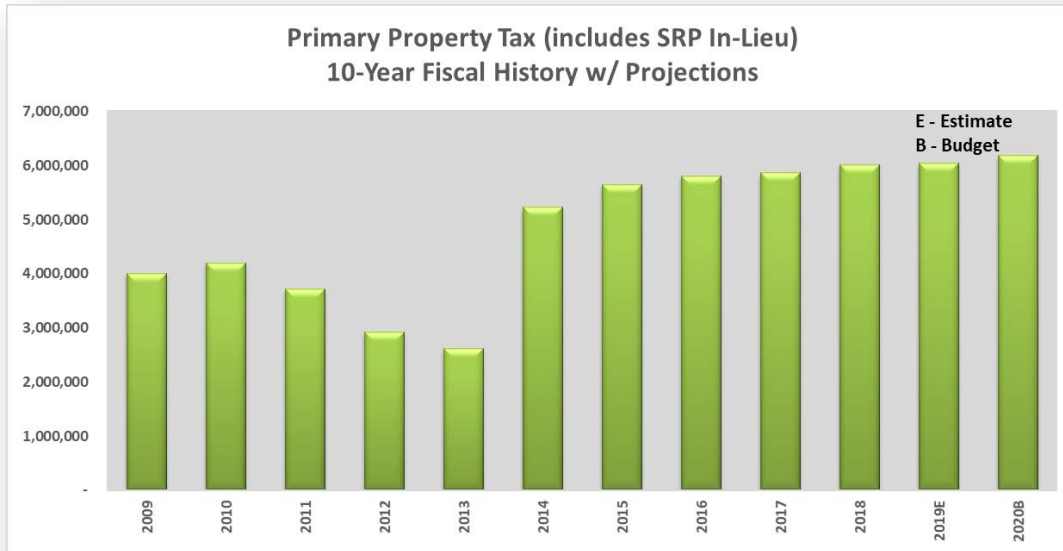
### Primary Property Tax

Arizona's property tax system consists of two tiers. The primary property tax levy has state-mandated maximum limits, and a city can adopt a rate anywhere between \$0.00 and the rate that yields the maximum limit under State law. Primary property tax revenue can be used by a city for any purpose. The primary property tax revenue is included in the GF operating budget. For FY19-20, the primary property tax rate will not increase. As a result, the increase in primary property taxes received from FY18-19 to FY19-20, or \$96,813, is attributed to new properties only.

The secondary property tax levy is the second tier of the Arizona property tax system. Secondary property tax is restricted to the payment of principal and interest on general obligation (G. O.) bonds and is discussed in more detail in the Budget Summary - Expenditures section on page 103 of this document.

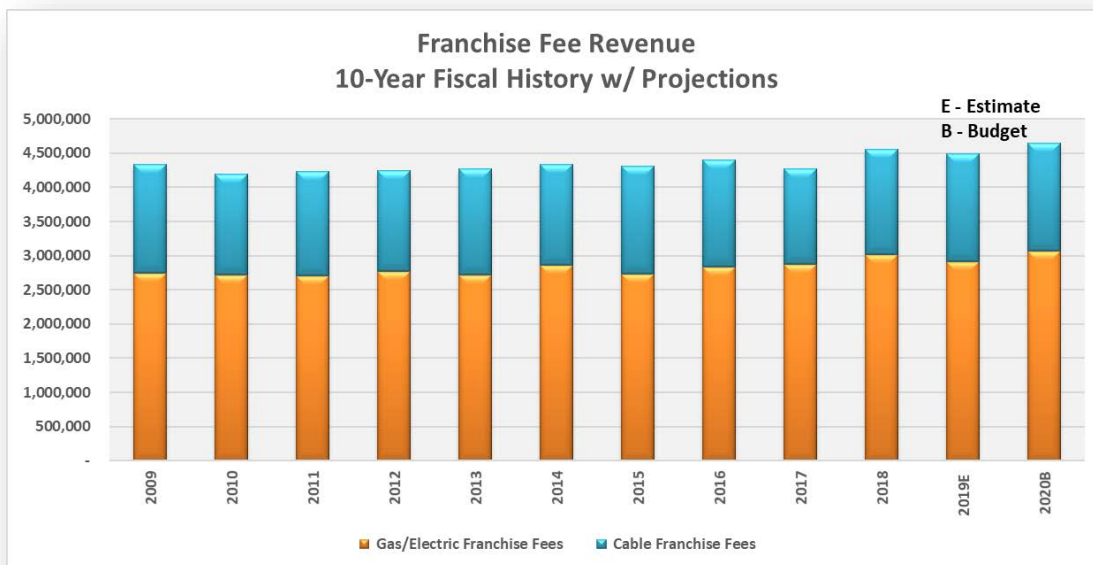


Salt River Project (SRP) in-lieu revenue represents the quasi-governmental agency’s payment in-lieu of a property tax, which it is exempt from paying. This revenue source is projected at \$322,104 for FY19-20.



### Franchise Fees

Franchise fees are paid to the City by the electric, gas and cable companies operating within the city. These fees increase when the various utilities increase their rates and, to a lesser extent, when their customer base within the city grows. In all cases, the fees due to the City are based on gross receipts for the franchised organization. The FY19-2020 projection of \$4.6 million is only slightly higher when compared to FY18-19. Collections have been relatively level since FY09-10 due to minimal customer growth and competition from alternate service providers.

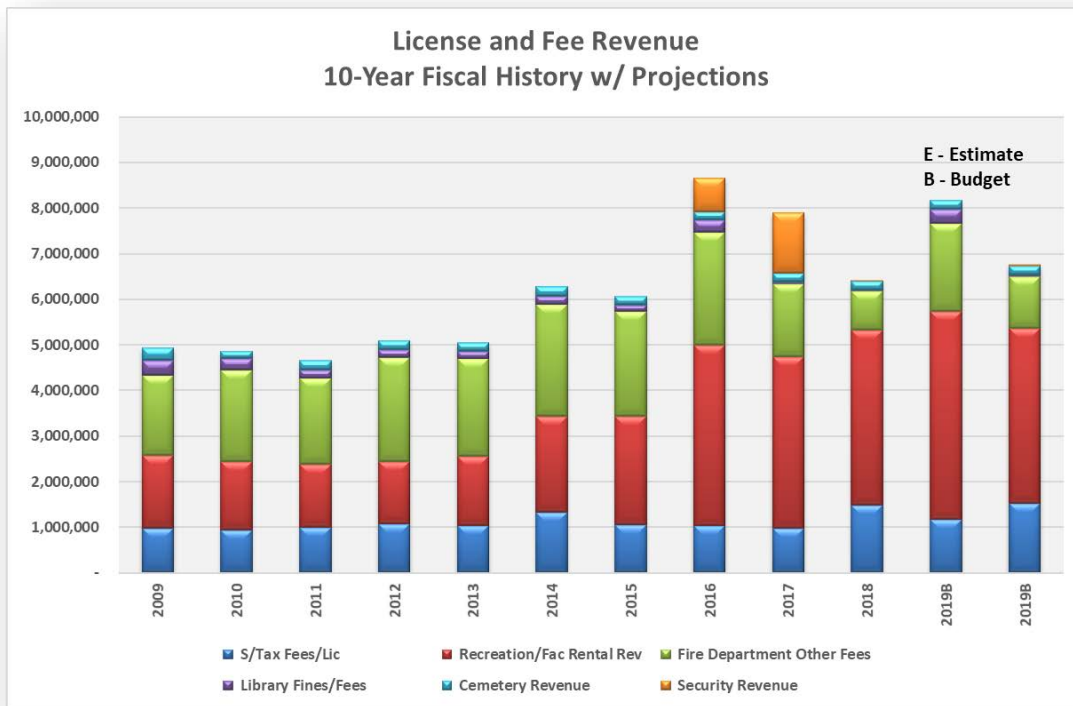


### Development Fees

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 estimated revenue in FY19-20 is \$5.2 million.

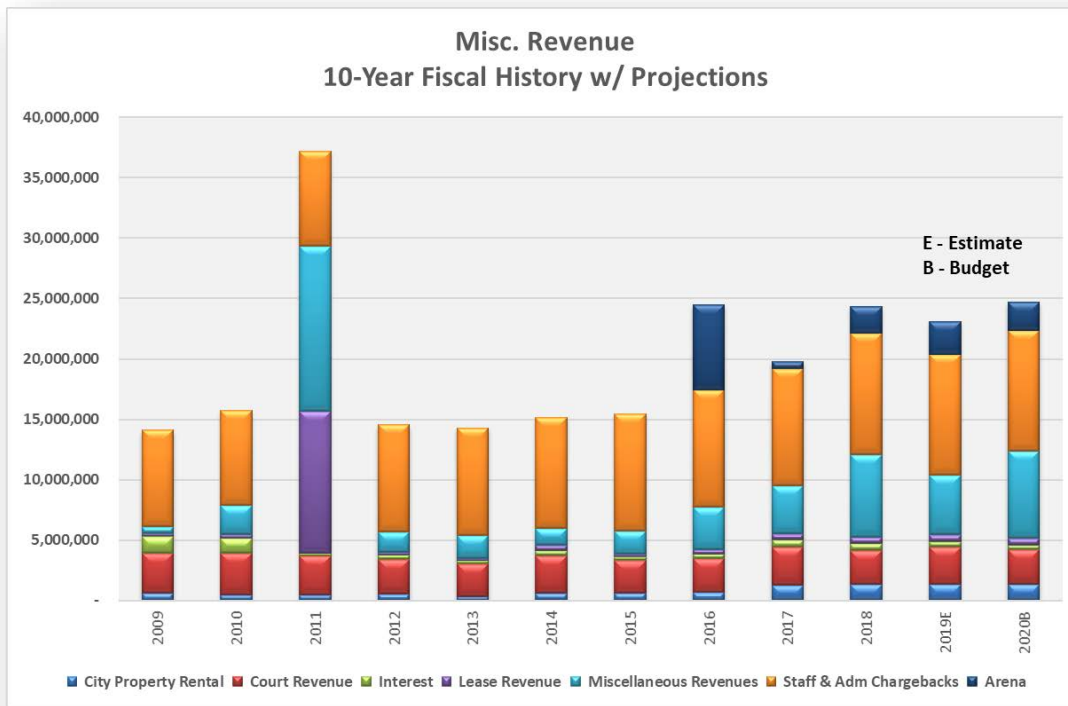
### License and Fee Revenues

This revenue category includes business and professional licenses, sales tax licenses, liquor licenses, recreation revenues, fire department fees not related to construction development, library fines and fees, cemetery fees, and rental income from the use of City facilities. As a group these sources are expected to generate \$6.7 million in FY19-20.



### Miscellaneous Revenues

This revenue category includes staff and administrative chargebacks, miscellaneous revenues (e-billboard rental income, police department impound administrative fee, police department false alarm fee, application fee for pawn shop/resale store, etc.), lease revenue (capital lease and wireless cell site rental), interest revenue, court revenue and City property rental (Bank of America and Promenade buildings). The main revenue source for this category is staff and administration chargebacks of \$10 million, followed by miscellaneous revenue estimated at \$7.0 million and court revenue estimated at \$2.9 million. This category also includes Arena fees which are estimated at \$2.3 million.



The Glendale City Court collects fines for parking and traffic violations, and civil and misdemeanor criminal cases. Traffic fines represent the largest portion of court revenues. The revenue generated from fines is subject to statutory changes made by the Arizona State legislature and can be affected by changes in traffic enforcement practices.

The City collected \$37.2 million in total revenue for this category in FY10-11 when \$12.6 million in one-time revenue was received as a result of the Council-approved the amended parking agreement for the mixed-use development in the sports and entertainment district and \$11.8 million in lease proceeds.

## Special Revenue Fund Group

### Police and Fire Sales Tax (Funds 2080 & 2090)

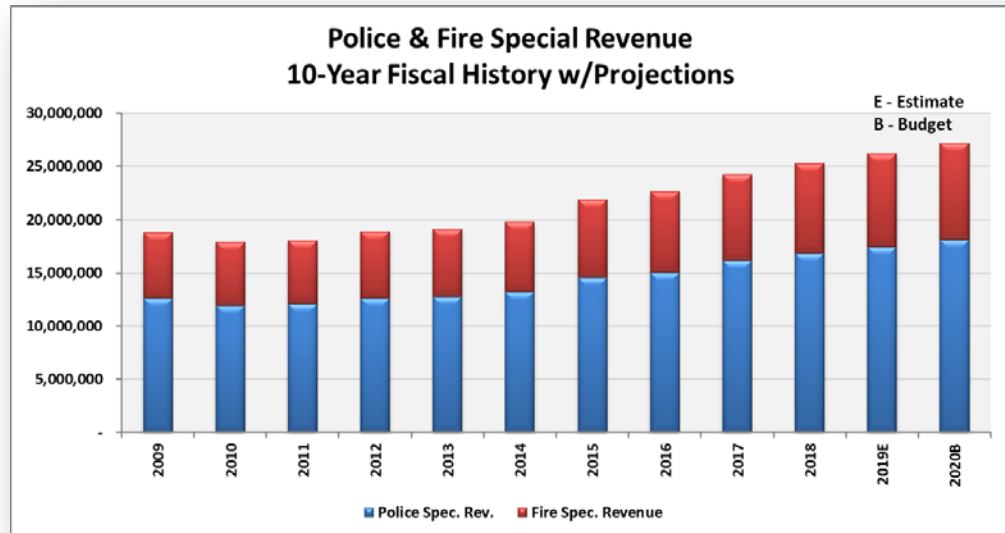
The source of revenue for these funds is the 0.5% dedicated sales tax levied within the city boundaries, which include all special districts (Arena/Westgate, Stadium and Zanjero). The revenue is deposited in the Police (Fund 2080) and Fire (Fund 2090) special revenue funds to pay for police and fire services. A sales tax rate of 0.1% was originally adopted by voters on March 15, 1994, under Proposition 200 to fund police and fire personnel and related equipment. On September 11, 2007, Glendale voters approved Proposition 401 to increase the designated sales tax rate to 0.5%, with an effective date of November 1, 2007, to enhance public safety funding.

The original one-tenth rate includes food for home consumption (e.g., groceries) while the additional four-tenths rate excludes food for home consumption. Two-thirds of the total revenue is allocated to police and one-third to fire. This revenue is subject to the same fluctuations as

the general sales tax although may vary slightly due to the exclusion of the rate on food for home consumption.

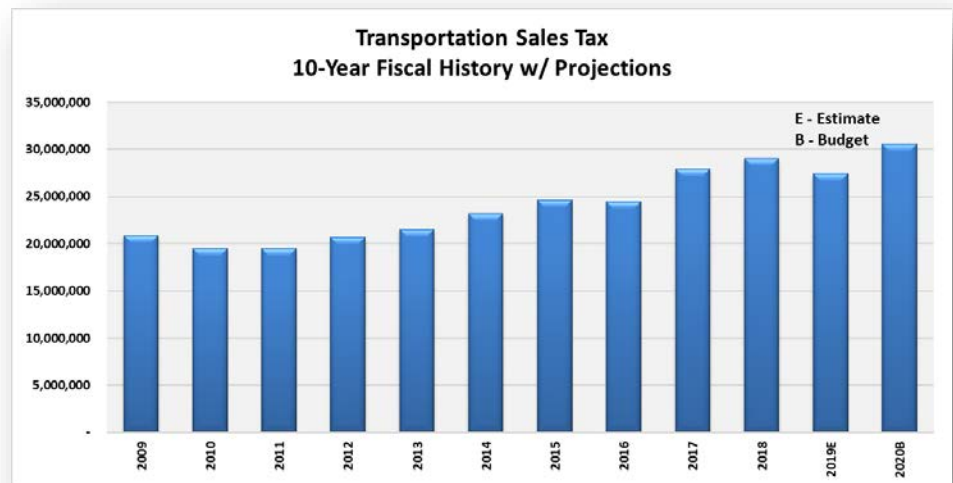
The FY19-20 revenue projection is \$18.1 million for Police and \$9.1 million for Fire. Changes to the accounting methodology for these two special revenue funds now track the entire cost of Police and Fire operations within the General Fund. Dedicated

sales tax revenues are used based on a cost of service formula that is calculated annually to determine the estimated costs to provide “enhanced” public safety services based on the ballot language and City ordinances restricting use of the special revenue to the enhancement of public safety services. The costing methodology is calculated taking the base year of service, prior to each election year and analyzing the cost of service on a per capita (cost per 1,000 residents) amount. The increases in population along with the increased cost and types of services provided are considered each year to come up with a new cost of service and allowable sales tax use.



### Transportation Sales Tax (Fund 2070)

The primary source of revenue for this fund is the 0.5% sales tax levied within the city’s boundaries, which include all special districts (Arena/Westgate, Stadium and Zanjero). The revenue is deposited in the Transportation Sales Tax Fund (Fund 2070). Proposition 402 was approved by Glendale voters on November 6, 2001. This proposition called for a designated sales tax rate of .05% to



pay for the costs of creating and implementing a comprehensive transportation plan to improve traffic flow, relieve traffic congestion, increase transportation choices, reduce air pollution, promote economic vitality and provide for regional transit connections. It is expected to generate an estimated \$30.3 million in FY19-20 compared to the \$27.1 million estimated for FY18-19.

Other sources of FY19-20 revenue within the Transportation Sales Tax Fund include \$124,000 in transit revenues and \$160,000 in interest revenue. In total, transportation sales tax fund revenues are projected to be \$30.6 million in FY19-20.

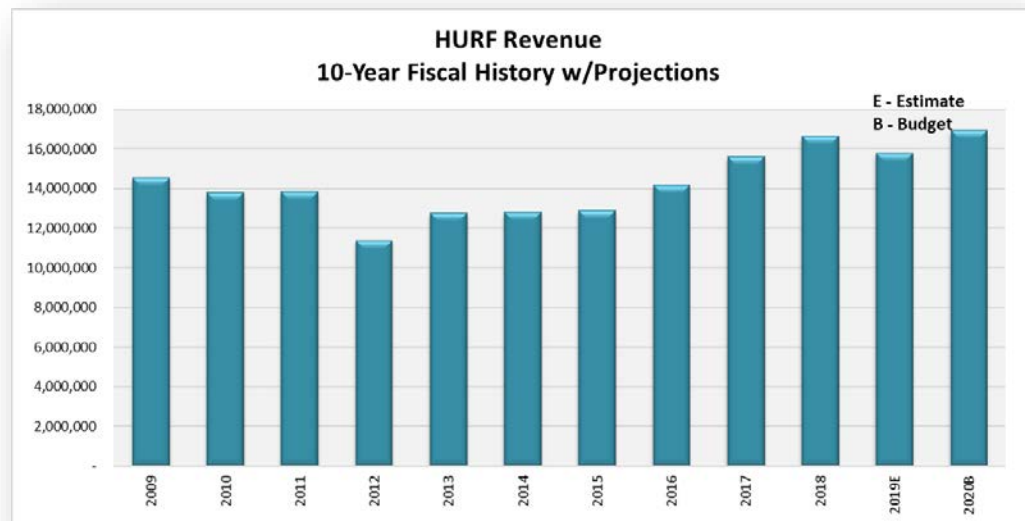
### Highway User Revenue Fund (HURF) (Fund 2050)

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 based on population while the remaining money flows to those areas with the highest gasoline and other fuel sales. This revenue must be accounted for separately and used only for eligible street and highway purposes.

HURF collections are affected by the general health of the economy, as well as the vigor of specific industries such as tourism and trucking. The Arizona State legislature has made formula modifications from time to time that have affected

Glendale's share of HURF dollars. Formula modifications that reduced the distribution of revenue to cities and towns occurred during the recession. These modifications, along with the decline in the volume of fuel sales, explain the steady reduction

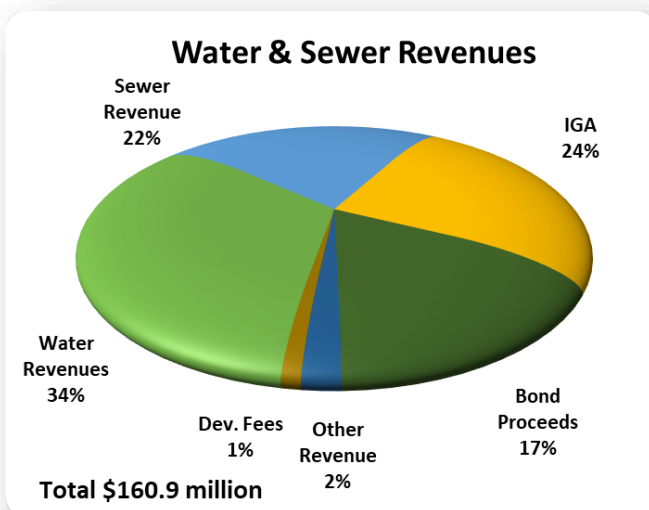
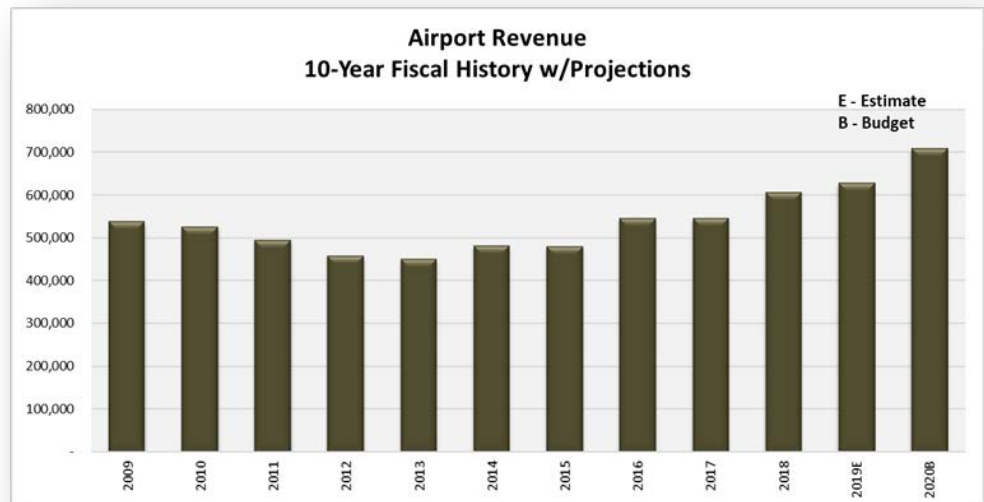


of HURF revenues distributed to Glendale for FY07-08 through FY11-12. With continued improvement in the economy, HURF collections in FY19-20 are expected to be \$16.9 million, which is an increase over the FY18-19 projection of \$15.7 million.

### Airport (Fund 2130)

Airport revenues consist of user fees, lease proceeds, commercial activities and other fees, and are projected to generate \$707,869 FY19-20.

This fund is supplemented with \$147,047 from the General Fund to support the cost of airport operations. Airport user fee revenue comes from activities such as transient tie down fees and tenant fees. The strategic goal for airport is to become a self-sustaining operation. Glendale is aggressively pursuing additional airport facility users with the goal of airport self-sufficiency. Sporting events as well as concerts that are being held at Gila River Arena and State Farm Stadium continue to attract corporate jet customers and both are expected to provide additional business opportunities for the airport.



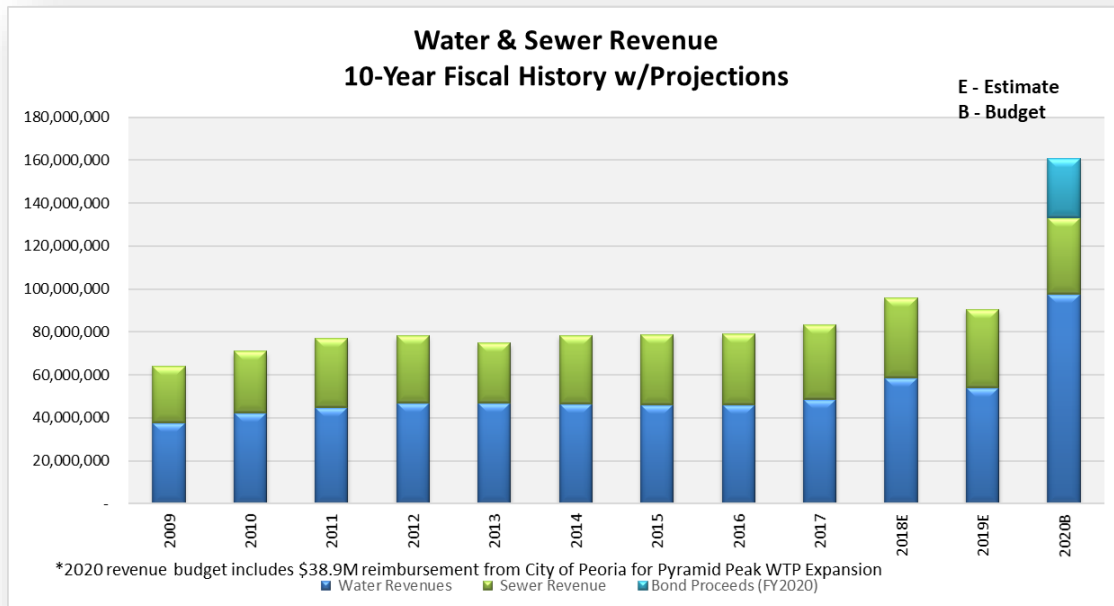
### Enterprise Fund Group

#### Water/Sewer (Funds 6020, 6030, 6040, 6050, 6060, 6080, 6090, & 6500)

Water and Sewer User Fees budgeted at \$131.2 million represent nearly 98% of all utility fees for FY19-20. Most of this revenue is derived from user fees for delivery of water and sewer services. The significant increase in water revenues in FY19-20 is primarily due to a \$38.9 million reimbursement from an intergovernmental agreement (IGA) with the City of Peoria for expansion of the Pyramid Peak Water Treatment Plant.

Total water and sewer revenues are budgeted at \$132.9 million and include other sources such as Development Impact Fees (DIF), projected at \$1.7 million. FY19-20 also includes \$28 million in bond proceeds, for an overall revenue projection of \$160.9 million.

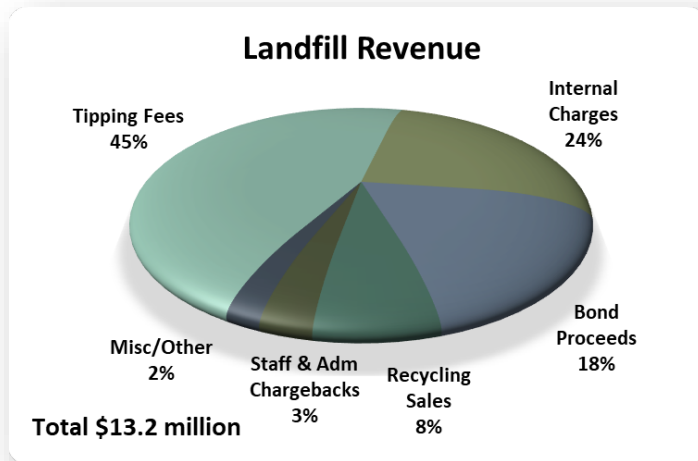
Staff prepares water and sewer revenue projections by applying several factors such as historical trend data, statistical analyses, economic and legal considerations as well as



consulting with an independent consulting firm. In FY16-17 the City hired an independent consultant to conduct a Utility Rate Study. A Utility Advisory Committee, comprised of citizens, was established to help the City throughout the rate study process. The rate increase was approved and went into effect in January 2018.

### Landfill (Fund 6110 & 6600)

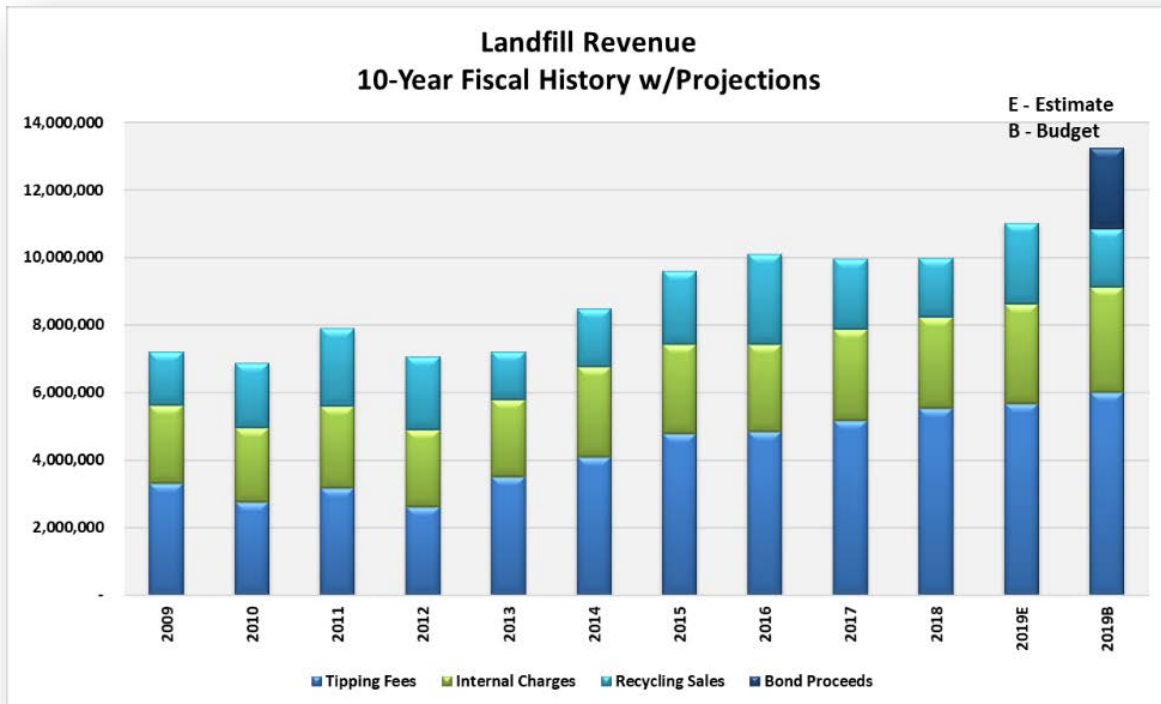
The City annually reviews the five-year financial plan for the Landfill Enterprise Fund. This annual evaluation considers operating and capital costs, equipment replacement, rate structures and service demands. Budget decisions are largely based on this long-range plan.



Various rates are charged to the landfill customers based on activity and location of the customer. Internal customers (City Departments) and residents pay a reduced tipping fee. External customers, outside of the city, usually pay a higher rate to help offset the rising cost of using future landfill spaces. The internal and residential tipping fees are projected to generate \$9.1 million in revenue for the Landfill. The tipping fees paid by private haulers, as well as businesses and individuals not located in

Glendale, will continue to be a higher rate per ton in FY19-20.

Staff prepares landfill revenue projections by applying several factors such as historical trend data, statistical analyses, economic and legal considerations, as well as consulting with an independent consulting firm. In FY19-20, the recycling sales program is projected to bring in \$1.0 million. Additional miscellaneous revenue comes from interest earnings, impact fees, chargebacks and other fees, accounting for \$727,775. FY19-20 also includes \$2.4 million in bond proceeds for total projected revenues of \$13.2 million.



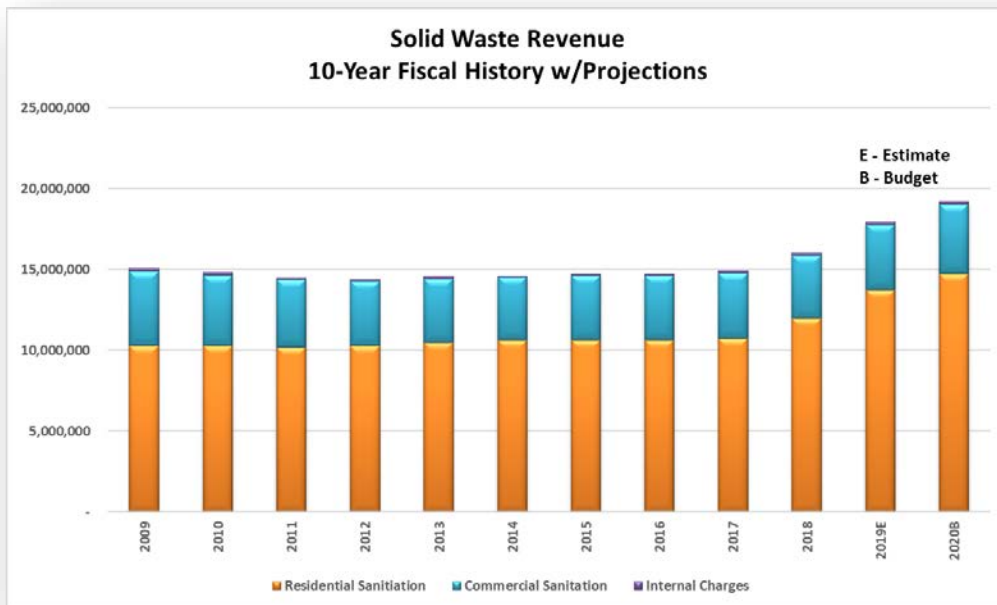


**Solid Waste (Fund 6120)**

The City annually reviews the five-year financial plan for the Solid Waste Enterprise Fund. This annual evaluation considers operating and capital costs, equipment replacement, rate structures and service demands. Budget decisions are largely based on this long-range plan as well as other factors such as historical trend data, statistical analyses, and economic and legal considerations. Landfill fees for the disposal of the solid waste collected from residences and businesses represent a significant part of the expenses incurred by the solid waste enterprise operation. Consequently, adjustments to landfill rates have a major impact on solid waste rates.

During FY16-17, the City underwent a comprehensive rate analysis for Solid Waste services. A Utility Advisory Committee, comprised of citizens, was established to help the City throughout the rate study process. The rate increase was approved and went into effect in January 2018.

The FY19-20 total revenue of \$19.2 million comes primarily from two sources: residential collection fees, projected at \$14.7 million; and commercial collection fees, projected at \$4.1 million. The residential and commercial collection programs account for 98% of solid waste revenue.



# EXPENDITURES

The FY19-20 operating budget totals \$430 million, which is a 5% increase over the FY18-19 budget of \$410 million. The budget continues to focus on Mayor and Council key priorities and reflects economic conditions that continue to challenge local government. This graph shows five years of historical operating budgets. The FY19-20 operating budget includes costs for all salary- and personnel-related increases, as well as one-time costs for technology and equipment.

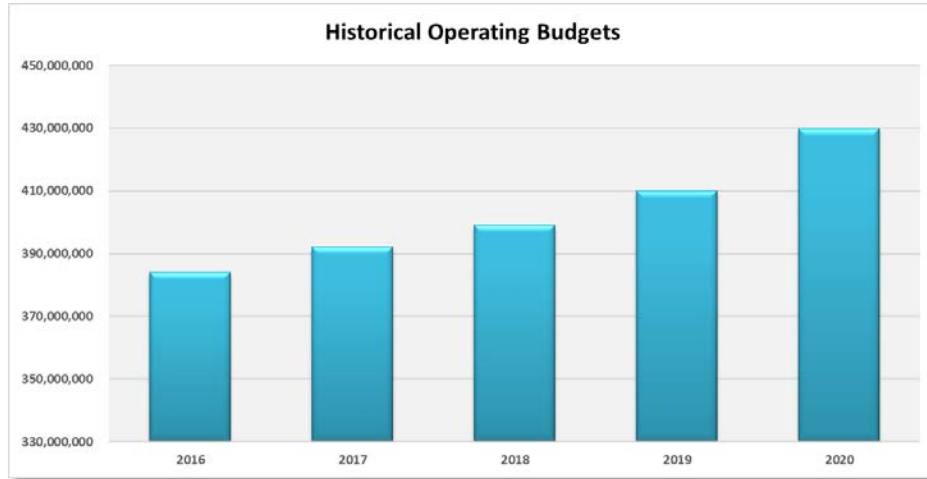


Table 1, on the following page, shows the year-over-year changes in the operating budgets for some of the City’s largest operating funds within the general, special revenue, capital, enterprise and internal service fund groups. It also calculates the percentage change for the fund from the FY19-20 operating base budget. The operating summary that follows Table 1 describes each of these main fund groupings and provides explanations for significant changes year-over-year.



Table 1

<b>Comparison of Operating Budgets</b>			
<b>Fund Name</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>% Change</b>
General (1000)	208,214,611	218,476,090	4.9%
Vehicle Replacement (1020)	2,292,190	3,505,526	52.9%
<b>Sub-Total General Fund Group</b>	<b>210,506,801</b>	<b>221,981,616</b>	<b>5.5%</b>
Transportation Sales Tax (2070)	13,316,669	13,864,516	4.1%
Highway User Gas Tax (2050)	10,518,813	12,993,829	23.5%
Other Federal & State Grants (2160)	6,630,101	6,777,306	2.2%
RICO Funds (2170)	2,880,975	1,725,143	-40.1%
C.D.B.G. (2040)	4,248,215	4,172,013	-1.8%
Home Grant (2010)	1,678,454	1,678,454	0.0%
N'hood Stabilization Pgm III (2030)	227,349	227,300	0.0%
Neighborhood Stabilization Pgm (2020)	227,368	227,472	0.0%
All Other Funds	6,625,954	8,668,886	30.8%
<b>Sub-Total Special Rev Fund Group</b>	<b>46,353,898</b>	<b>50,334,919</b>	<b>8.6%</b>
Water/Sewer (6020, 6030, 6040, 6050, 6060, 6080, 6090)	54,850,280	56,085,509	2.3%
Landfill (6110)	9,709,608	9,656,404	-0.5%
Community Housing Services (6130)	15,433,635	14,703,077	-4.7%
Solid Waste (6120)	15,484,799	16,068,000	3.8%
<b>Sub-Total Enterprise Fund Group</b>	<b>95,478,322</b>	<b>96,512,990</b>	<b>1.1%</b>
Benefits Trust Fund (7030)	30,955,871	31,438,324	1.6%
Risk Management Self Insurance (7010)	2,959,242	4,053,491	37.0%
Workers Comp. Self Insurance (7020)	2,290,825	2,968,471	29.6%
Fleet Services (7040)	9,400,610	9,551,394	1.6%
Technology (7050/7060/7070)	12,052,586	13,046,432	8.2%
<b>Sub-Total Internal Svc Fund Group</b>	<b>57,659,134</b>	<b>61,058,112</b>	<b>5.9%</b>
<b>Grand Total: Operating Budget</b>	<b>\$409,998,155</b>	<b>\$429,887,637</b>	<b>4.9%</b>

## Operating Budget Summary

Budgeted operating expenditures include services and programs for the community such as public safety, community services, economic development, general government and



administration, parks and recreation, street maintenance, and water, sewer, landfill and solid waste services. While most operating costs are accounted for in the general fund group, some costs are funded by special revenue funds, such as the State's Highway User Revenues Fund for street and traffic maintenance and the dedicated Transportation Sales Tax fund, for transportation related programs and projects. Enterprise funds account for water, sewer, landfill and solid waste services, and the internal services

group includes employer related benefit and equipment and technology funds.

The General Fund has the largest operating budget, totaling \$218.5 million for FY19-20. This is an increase of 4.9% over the FY18-20 General Fund amount of \$208.2 million. This increase is due to salary and benefit increases, as well as increases to the City's contribution to the Public Safety Personnel Retirement System (PSPRS). A total of 12 positions were added in General Fund departments.

The next group is the Special Revenue Fund group with an increase of 8.6% in budgeted expenditures for FY19-20. Significant changes within the individual funds include an increase of \$2.47 million in the operating budget for the Highway User Gas Tax, or 23.5%, and a decrease in the RICO Funds operating budget of \$1.15 million, or 40.1%. Budget appropriation to accommodate grant opportunities that may arise during the fiscal year, or those that have already been awarded to the City, is also included within the special revenue fund group. These grant funds include Neighborhood Stabilization Program III, Community Action Grant and the Emergency Shelter Grant and Transportation Grants that are included in Table 2. It is important to note that the City only pursues grant opportunities that are in line with Council goals and objectives and that make strong financial business sense. Grant appropriation cannot be spent unless the City applies for, and actually receives, the corresponding grant monies.

The Enterprise Fund Group did not incur significant changes year-over-year in terms of total operating budget dollars. The total 1.1% increase in budget for the Enterprise Fund Group can be mainly attributed to Solid Waste operations.

The Internal Service Fund Group budget increase is attributable to increases in Workers' Compensation premiums and Risk Management Self Insurance. Table 2 includes a tabular comparison of the departmental operating base budgets over the prior fiscal year budget and calculates the percentage change for the department from the prior year operating base budget.

Table 2

<b>Operating Budgets by Department (All Funds)</b>			
<b>Department Name</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>% Change</b>
Police Services	98,347,265	100,922,311	2.6%
Water Services	51,705,344	52,851,870	2.2%
Fire Services	49,003,168	52,127,595	6.4%
Field Operations	42,723,975	45,937,524	7.5%
HR & Risk Mgt	38,127,934	40,662,906	6.6%
Community Services	30,239,614	30,188,874	-0.2%
Transportation	23,670,015	28,428,186	20.1%
Non-Departmental	13,142,682	12,041,250	-8.4%
Pub Fac, Rec & Events	13,896,605	14,237,301	2.5%
Innovation & Technology	12,052,586	13,046,432	8.2%
Budget and Finance	8,015,003	8,465,249	5.6%
Engineering	5,445,769	5,255,860	-3.5%
Development Services	6,292,825	6,759,146	7.4%
City Court	5,532,066	5,760,494	4.1%
City Attorney	3,750,234	3,791,124	1.1%
Public Affairs	2,398,963	2,507,099	4.5%
Economic Development	1,150,444	1,614,867	40.4%
Council Office	1,071,191	1,213,390	13.3%
City Manager	976,774	1,673,591	71.3%
Grants	750,000	750,000	0.0%
City Clerk	844,982	769,898	-8.9%
Mayor's Office	464,475	472,631	1.8%
Audit Department	396,173	410,043	3.5%
<b>Total Operating Budget</b>	<b>409,998,087</b>	<b>429,887,638</b>	<b>4.9%</b>

The largest operating budget is the **Police Services** Department, which accounts for \$100.9 million or 24% of the total operating budget. This department provides police services and related support services such as 911 dispatch, short-term detention and records management, and community education. The Police Department is accredited through the independent Commission on Accreditation for Law Enforcement.

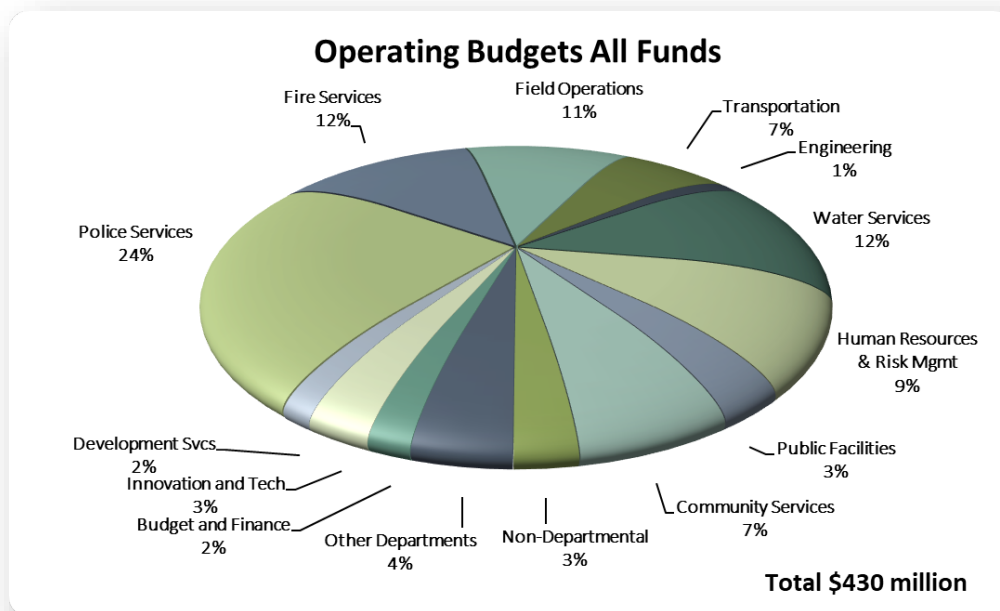
The next largest department in terms of funding is **Water Services** at \$52.8 million, which makes up 12% of the total operating budget. This department is responsible for the enterprise funds that cover treating and distributing potable water that meets all federal and state standards, collecting and treating wastewater in compliance with all regulatory requirements, implementing odor control measures, and all meter reading. The Environmental Services

division within Water Services provides water conservation programs including the treatment of wastewater for water reclamation purposes, water quality testing services for the City’s drinking water and reclaimed water, and long-term water resource planning.

**Fire Services** accounts for \$52.1 million or 12% 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, and fire investigations.

**Field Operations** at \$45.9 million, which makes up 11% of the total operating budget. Among the many services this department provides are the following:

- The enterprise funds encompassing solid waste collection, disposal services, including landfill and processing of recyclable products;
- Building maintenance services for City facilities;
- Fuel and equipment management services, including administration of the vehicle replacement fund; and,
- Custodial services



**Human Resources & Risk Management** totals \$40.6 million or 9% 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.

The **Community Services Department** provides the library and social services to the citizenry. This department accounts for \$30.2 million or 7% of the total operating budget. The libraries serve Glendale citizens by providing books, programming, audio-visual materials and electronic

resources that inform, educate and entertain residents. Human service programs provide direct City services that maintain the quality of life and build stronger neighborhoods for all residents. Some of the services provided 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
- Administration of the federal Community Development Block Grant (CDBG), the Community Action Program (CAP) and other related federal programs.

The **Non-Departmental** budget includes various City-wide expenditures that are not specific to one department or activity. **Public Facilities, Recreation and Special Events** accounts for \$14.2 million, or 3%, of the total operating budget and includes parks and recreation and the Civic Center.

**Development Services**, which includes building safety, code compliance and planning, accounts for 2% of the total operating budget at \$6.7 million.

The remaining departments in the "Other" category include: Public Affairs, Economic Development, City Court, City Attorney, Mayor and Council, City Manager, City Clerk, Grants, and the City's internal audit function.

These departments make up the remaining \$18.9 million or 4% of the total operating budget.



## Staffing and Personnel

As with any service organization, personnel costs are a significant part of the total operating budget of the City. In fact, 52% or \$224.5 million of the \$430 million FY19-20 operating budget is attributable to wages, salaries and benefits, as shown in Table 3. Approximately 75% of the General Fund \$218.5 million operating budget is allocated to salaries and related benefits costs.

Table 3

Salaries and Benefit Related Costs by Fund					
Fund	Wages & Salaries	Retirement Costs	Healthcare Costs	Other Benefit Costs	Total Estimated Personnel Compensation
General Fund	105,523,484	34,154,411	16,450,046	9,342,146	165,470,087
Special Revenue	14,761,118	1,673,399	1,839,951	850,695	19,125,163
Enterprise	23,827,714	2,778,974	4,588,594	1,770,485	32,965,767
Other	5,170,139	613,377	815,472	389,557	6,988,545
<b>Total</b>	<b>\$149,282,455</b>	<b>\$39,220,161</b>	<b>\$23,694,063</b>	<b>\$12,352,883</b>	<b>\$224,549,562</b>

For FY19-20, a total of 15.75 Full-Time Equivalent (FTE) positions were added. The bar chart below shows the FY19-20 ratio of 7.29 FTEs per 1,000 in population is less than the 9.6 FTEs per 1,000 in FY09-10. Schedule 6, found in the *Schedules* section of this document, provides detail on the City's authorized staffing by position.

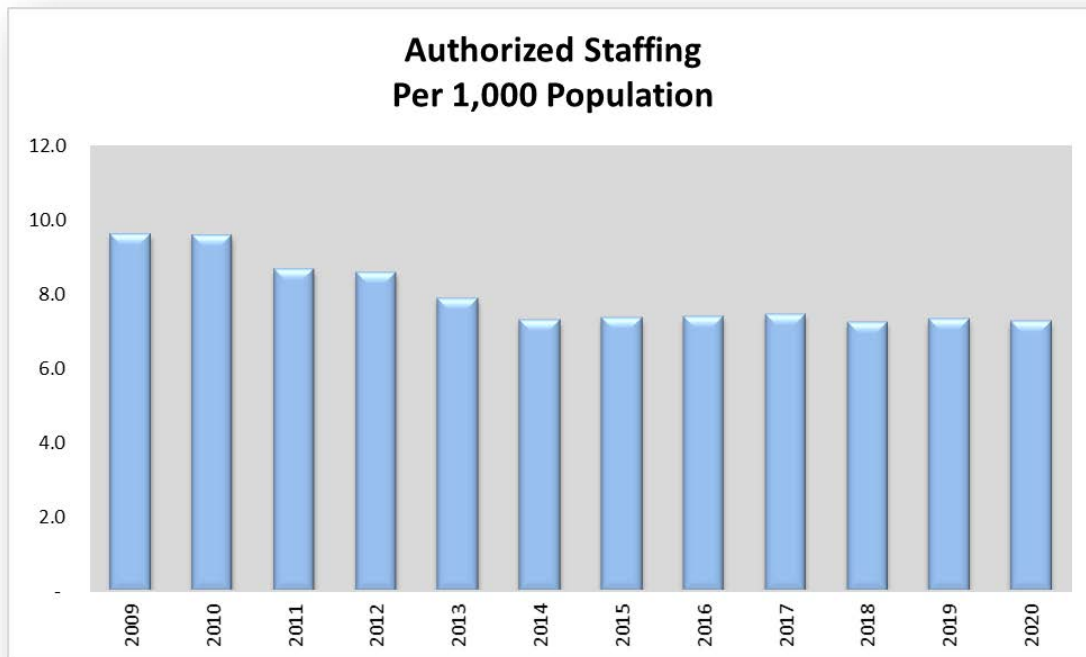




Table 4 provides a comparison of staffing levels in recent years for all funds, which accounts for changes in authorized staffing City-wide.

Table 4

<b>Staffing Levels by Fund (Full-Time Equivalents)</b>					
<b>Fund</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
General-1000	1,143.75	1,168.75	1,199.00	1,224.50*	1,236.50
Water and Sewer-6020/6030	235.00	235.00	235.00	239.25	239.25
Solid Waste-6120	70.00	70.00	70.00	72.00	74.50
Transportation Sales Tax-2070	50.25	51.25	51.25	51.25	51.25
Landfill-6110	44.00	44.00	43.00	43.00	44.50
Highway User Gas Tax-2050	42.00	44.00	46.00	46.00	47.00
Housing Public Activities-6130	24.00	24.00	21.00	20.00	19.00
Training Facility Revenue-2200	9.00	9.00	9.00	9.00	9.00
C.D.B.G.-2040	8.75	8.75	8.75	8.00	8.00
CAP Grant-2140	5.50	5.50	5.50	5.50	6.50
Parks & Recreation Self Sust	5.00	0.00	0.00	0.00	0.00
Airport Special Revenue-2130	6.00	6.00	6.00	6.00	6.00
Risk Management-7010	2.00	2.00	2.00	2.00	2.00
Court Security Bonds-2120	2.00	3.75	3.75	2.75	2.50
Other Grants-2160	34.00	34.00	19.00	16.00	13.00
Arts Commission-2110	1.00	1.00	1.00	1.00	1.00
RICO Funds-2170	1.00	1.00	1.00	1.00	1.00
Workers Compensation-7020	1.00	1.00	2.00	2.00	2.00
Technology-7050	27.00	30.00	30.00	30.00	31.00
Fleet Services-7040	31.00	32.00	32.00	33.00	34.00
<b>Total</b>	<b>1,742.25</b>	<b>1,771.00</b>	<b>1,785.25</b>	<b>1,812.25</b>	<b>1,828.00</b>
*Number reflects correction to FY19 FTE Total for GF					

## Fund Summary

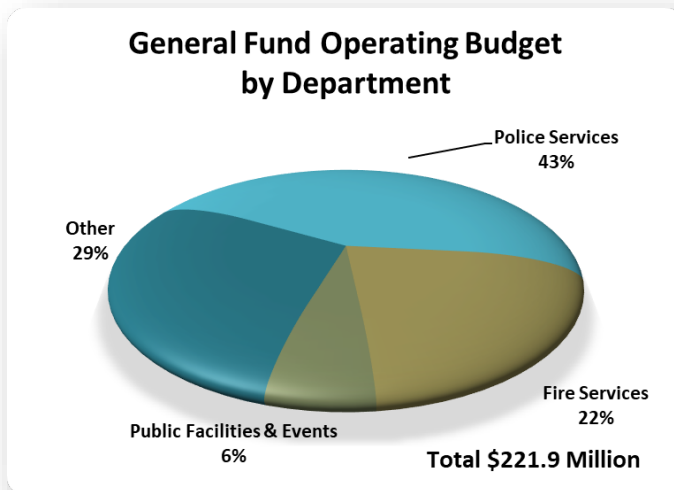
Table 5, on the following page, outlines the impact of budget decisions on the City's financial position highlighting the estimated fund balances for all fund types for FY19-20. Beginning balances for all funds are estimated at \$247.0 million and the ending fund balances are estimated at \$142.4 million. As outlined in the financial forecast, planned use of fund balance drawdowns will continue to fund significant capital projects and one-time expenditures. Significant changes to fund balances are discussed in the specific fund sections below.

Table 5

Fund Summary							
Fund	Est. Beg. Fund Balance	Revenue	Expenditures	Adj. Financial Resources	Transfers In	Transfers Out	Est. Ending Fund Balance
<b>General Funds</b>	46,078,197	235,952,261	223,831,389	58,199,069	31,576,155	(43,900,865)	45,874,359
<b>Special Revenue</b>	52,449,622	105,820,770	62,278,961	95,991,432	2,112,626	(49,387,094)	48,716,964
<b>Debt Service</b>	6,464,973	20,645,713	61,782,242	(34,671,556)	40,133,409	0	5,461,853
<b>Permanent Funds</b>	5,809,643	26,000	5,814,676	20,967	0	0	20,967
<b>Capital Projects</b>	44,300,453	1,371,745	63,577,093	(17,904,895)	17,904,895	0	0
<b>Enterprise</b>	75,009,751	208,903,222	254,160,092	29,752,881	26,656,357	(25,095,483)	31,313,755
<b>Internal Service</b>	16,909,247	58,726,892	64,555,547	11,080,592	0	0	11,080,592
<b>Total</b>	<b>\$247,021,886</b>	<b>\$631,446,603</b>	<b>\$736,000,000</b>	<b>\$142,468,490</b>	<b>\$118,383,442</b>	<b>(\$118,383,442)</b>	<b>\$142,468,490</b>

### General Fund (Fund 1000) Operating Expenditures

The total General Fund operating budget for FY19-20 is \$221.9 million (including the Vehicle Replacement Fund). This budget accounts for the majority of day-to-day City operations including public safety, development and building services, public facilities, recreation and special events, and general administration of the City.



Police Services, at 43% or \$96.1 million, is the largest component of the General Fund budget. It is followed by Fire Services at approximately 22%, or \$48.1 million. Public Facilities, Recreation, and Special Events represent 6%, or \$14.1 million. These departments represent 71% of the General Fund operating budget. The remaining 29% is represented by all other departments detailed below.

The Other category includes City Attorney, Human Resources, Mayor and Council, City Manager, Non-Departmental, Economic

Development, Field Operations, Engineering, Transportation, City Clerk, Development Services, Public Affairs, Community Services, and Budget and Finance departments, and, the City's internal audit function. The accompanying graph displays the General Fund budget by department as a percentage of the whole.

Table 6, on the following page, compares the FY18-19 General Fund operating budgets by department to FY19-20.

**Table 6**

<b>General Fund Operating Budget by Dept</b>			
<b>Department</b>	<b>FY 2019 Budget</b>	<b>FY 2020 Budget</b>	<b>% Change</b>
Police Services	92,526,966	96,096,734	3.9%
Fire Services	45,015,802	48,105,904	6.9%
Non-Departmental	12,942,682	11,841,250	-8.5%
Pub Fac, Rec & Evt	13,808,715	14,149,400	2.5%
Field Operations	7,498,894	9,706,831	29.4%
Community Services	6,347,528	7,243,059	14.1%
Development Services	6,292,825	6,759,146	7.4%
Budget and Finance	4,870,067	5,231,609	7.4%
City Court	4,941,221	5,185,785	4.9%
City Attorney	3,750,234	3,791,124	1.1%
Public Affairs	2,398,963	2,507,099	4.5%
Engineering	2,160,537	2,128,325	-1.5%
HR & Risk Mgt	1,921,996	2,202,620	14.6%
Mayor & Council	1,535,666	1,686,022	9.8%
Transportation	1,126,332	1,142,459	1.4%
Economic Development	1,150,444	1,350,719	17.4%
City Manager	976,774	1,673,591	71.3%
City Clerk	844,982	769,898	-8.9%
Audit Department	396,173	410,043	3.5%
<b>Total</b>	<b>\$210,506,801</b>	<b>\$221,981,618</b>	<b>5.5%</b>

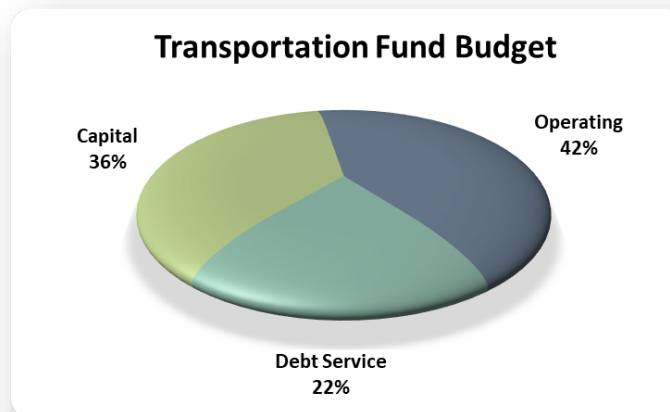
### General Fund Transfers to Other Funds

The General Fund supports several other funds within the City and transfers to those funds compete with operating budget needs for General Fund resources. The amount of support can vary from year to year based on projected revenues and expenditures for the supported funds, as well as debt service requirements. A transfer out amount of \$43.9 million is projected in FY19-20. Included within the transfer is \$16.9 million to the Municipal Property Corporation debt service fund and another \$16.9 million to the Excise Tax Debt Service Fund which are both used to cover principal and interest payments related to the Glendale Media Center and Expo Hall, Convention Center and Parking Garage in the west area, infrastructure for the Zanjero development, the Gila River Arena, a portion of the Glendale Regional Public Safety Training Center and the Camelback Ranch spring training ballpark. Other transfers help to offset operations of the Airport (\$147,047), and CAP and Housing Grant Funds (\$64,299).

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

## 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. Total FY19-20 expenses are budgeted at \$13.8 million for operations. This includes services for transit such as dial-a-ride and fixed route bus lines. \$11.9 million is planned for capital improvements.

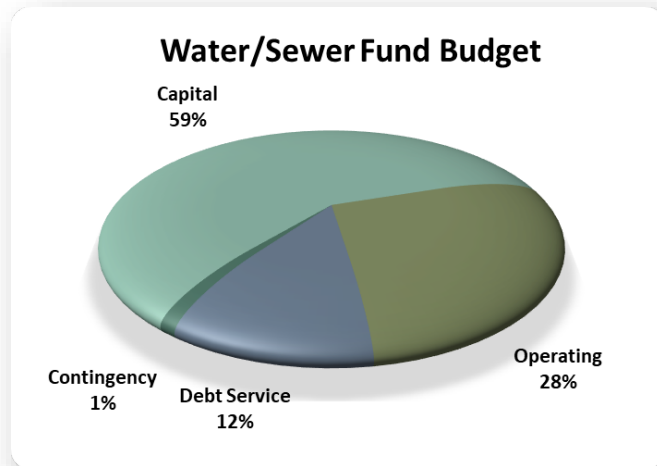


## Airport Fund Expenditures

The Airport Fund operating budget is \$854,916. It is funded by airport revenues of \$707,869 with the remaining \$147,047 covered through a transfer from the General Fund. Much of these appropriations fund daily operations at the airport, including fulfilling FAA safety regulations.

Continuing efforts to develop more revenue sources, coupled with prudent cost control measures, have brought the airport much closer to self-sufficiency when comparing revenue and expenditures. Once runway and facility improvements are completed, and the economy fully recovers, staff believes the Glendale Airport will attract more corporate jet customers. As 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 are some 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.

and Environmental Services are budgeted at \$4.0 million and service both water and wastewater customers. \$12.4 million is budgeted for wastewater/reclamation operations and

The operating budget for this fund is \$56.1 million for FY19-20. Customer



This includes operating two treatment plants and participation in the regional sewer treatment facility that the City of Phoenix operates through the Sub-Regional Operating Group (SROG). Water operations are budgeted at \$22.3 million and include Pyramid Peak, Cholla, and Oasis Water Treatment facilities. This budget also maintains the City’s irrigation system and purchase of raw water for treatment; administration; pretreatment; storm water; and security account for the remaining budget.

capital expenditures. Debt service, which is budgeted at \$25.1 million, is for capital projects completed in past fiscal years. The *Capital Improvement Plan* of this book includes project descriptions and detailed cost estimates for all planned water and sewer capital projects. Contingency appropriation, which is budgeted at \$2.4 million, 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.

Significant capital projects are planned for FY19-20 and they account for the \$119.4 million in

## Landfill Fund Expenditures

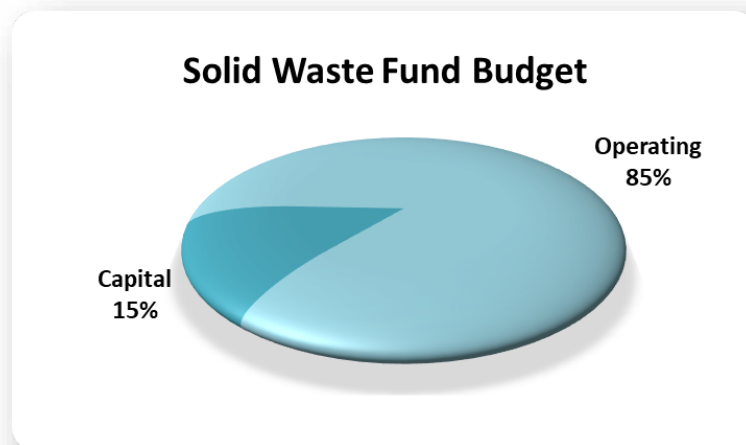
The total FY19-20 operating budget for the Landfill Fund is \$9.7 million. Landfill operations total \$4.3 million, the materials recovery facility accounts for \$2.1 million and other recycling is \$1.6 million, which combine to account for nearly 82% of the operating budget. The remaining \$1.4 million is for solid waste administration and landfill gas management.

The FY19-20 capital budget totals \$7.2 million and includes funding for modifications to the landfill gas system, soil excavation and the phased construction of the north cell, and some equipment replacement. The fund also has a \$500,000 contingency appropriation to be used at City Council discretion for emergencies. The recycling program has been in operation for over a decade and includes the recycling education and inspection programs and the full cost of the materials recycling processing facility.

## Solid Waste Fund Expenditures

The total operating budget for FY19-20 is \$16.1 million, up \$600k from FY18-19. Residential curb service includes trash, recycling and loose trash collection and accounts for \$12.0 million or 75% of the operating budget. The commercial front-load and roll-off divisions account for another \$4.0 million.

The FY19-20 capital budget includes \$2.7 million, mainly for the purchase of replacement equipment. There is no Solid Waste Fund debt service budget as all capital items have been financed with cash or an operating lease rather than long-term bond debt.



## 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 and claims for employees and retirees. This 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 \$31.4 million for FY19-20.

## Capital Improvement Plan Expenditures

The total capital budget for FY19-20 is \$181 million. Of this, \$52.3 million is carryover funding from the prior year. The annual budget appropriation for FY19-20 represents the first year of funding of the ten- year Capital Improvement Plan (CIP). Transportation and Street projects total \$36.0 million, representing 20% of the Capital Improvement budget. Water and Sewer projects

total \$119.4 million and account for 66% of the CIP budget. For more details, please refer to the *Capital Improvement Plan* section of this document.

The carryover funding of \$52.3 million represents projects that have been budgeted in prior years, but are not yet completed. New project funding for the FY19-20 CIP totals \$128.8 million. The majority of the CIP is pay-as-you-go and funded with fund balance or current revenues. Significant projects include pavement management, which targets street segments in need of pavement treatments, landfill north cell construction, West Area Water Reclamation Facility improvements, and replacing streetlight poles.

## Debt Service Expenditures

The City of Glendale has a formal *Debt Management Plan* (DMP) that is produced as a separate document from the annual budget book. The purpose of the City's DMP is to manage the issuance of the City's debt obligations within the City's financial policies, the legal framework governing municipal debt and the bond covenants established for prior issuances. This plan also includes an assessment of the City's ability to incur new debt and other long-term obligations within the same limits at favorable interest rates.

### General Obligation Bonds

- Fitch AAA
- Moody's A1
- Standard & Poor's AA-

### Senior Lien Excise Tax Revenue Bonds

- Moody's A1
- Standard & Poor's AA+

### Subordinate Lien Excise Tax Revenue Bonds

- Moody's A1
- Standard & Poor's AA

### Water and Sewer Revenue Obligations

- Moody's A1
- Standard & Poor's AA

### Transportation Excise Tax Revenue Bonds

- Moody's A2
- Standard & Poor's AA

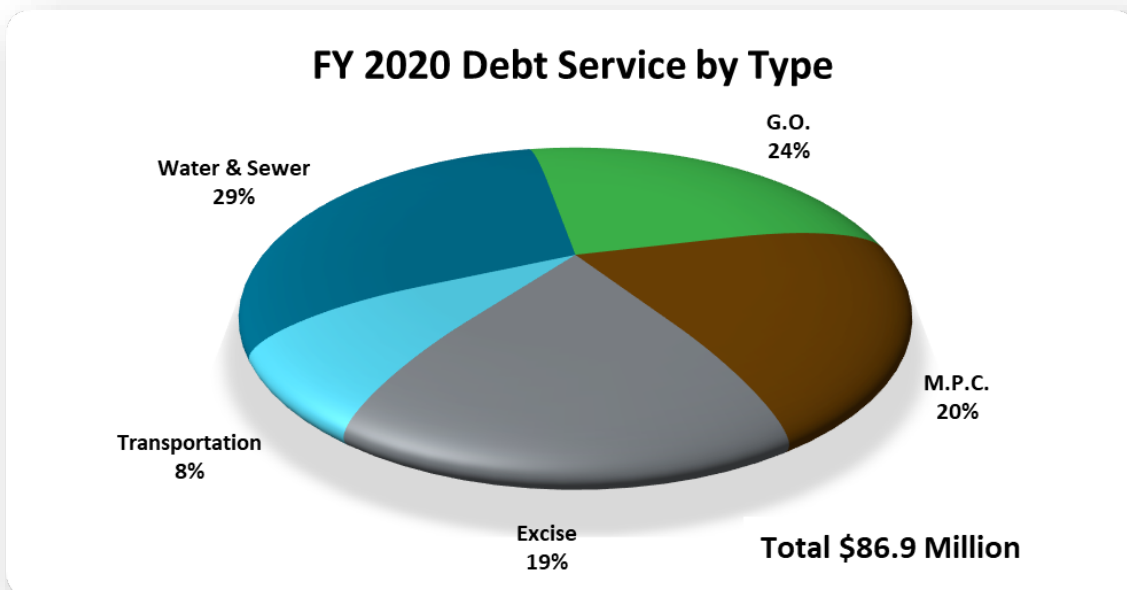
Analysis of the City's debt position is essential as planned future capital projects could result in the need for additional capital financing. Decisions regarding the use of debt will be based in part on the long-term needs of the City, the limitations mentioned above and discussed in more detail in the material following this section, and the amount of cash that can be dedicated in a given fiscal year to capital outlay. Glendale's belief in a disciplined, systematic approach to debt management has produced stable credit ratings. During the last fiscal year, the City's Standard & Poor's GO bond rating increased to AA- with a stable outlook.



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 ensure the City will receive the best possible terms/conditions on transactions;
- Utilize debt structures which match the useful lives of the projects being financed or fall within accepted maturity guidelines;
- Utilize revenue-based bond issues, where feasible, e.g. water and sewer, and street and highway user bonds;
- Utilize excise tax secured bond issues when appropriate; and,
- Finance, on a general obligation basis, the majority of the remaining projects.

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.



Budgeted Debt Service for FY19-20 totals \$86.9 million. The largest type of debt service is Water and Sewer Bond debt totaling \$25.1 million, or 29% of the total debt service.. The second largest type of debt service is General Obligation (G.O.) Bond debt which is serviced through secondary property tax levies. G.O. debt for FY19-20 is \$20.9 million, or 24% of the total debt service. Other debt includes Municipal Property Corporation Debt (MPC) debt service totaling \$17.0 million, Excise Tax Debt Service totaling \$16.9 million, and Transportation Debt Service totaling \$8.0 million. The MPC and Excise Tax debt is serviced directly from General Fund revenues. Table 1 on the next page represents the 5-Year Debt Payment Schedule.

Table 1  
5-Year Debt Payment Schedule

Bond Description	Payments** FY19-20	Payments** FY20-21	Payments** FY21-22	Payments** FY22-23	Payments** FY23-24	Final Payment Date
<b>MPC Tax Funded Debt (Fund 3030)</b>						
<i>Existing</i>						
MPC Bonds - Series 2003B - Taxable	82,584	82,584	82,584	82,584	82,584	2033
MPC Bonds - Series 2008B - Taxable	4,290,460	4,293,808	4,290,472	4,300,452	4,302,531	2033
MPC Bonds - Series 2012A*	1,104,750	1,359,750	-	-	-	2021
MPC Bonds - Series 2012B*	1,981,000	4,196,000	5,190,250	3,854,250	3,836,750	2033
MPC Bonds - Series 2012C*	4,912,250	4,912,250	4,912,250	4,912,250	4,912,250	2038
MPC Bonds - Series 2012D* - Taxable	4,578,750	-	-	-	-	2020
<b>MPC Tax Funded Debt Total</b>	<b>16,949,794</b>	<b>14,844,392</b>	<b>14,475,556</b>	<b>13,149,536</b>	<b>13,134,115</b>	
<b>Excise Tax Funded Debt (Fund 3050)</b>						
<i>Existing</i>						
Excise Tax Debt Bonds - Series 2015A*	10,246,500	10,319,500	10,375,000	11,768,000	12,435,750	2031
Excise Tax Debt Bonds - Series 2015B*	544,271	544,271	544,271	544,271	544,271	2033
Excise Tax Debt Bonds - Series 2016*	2,864,300	2,867,500	2,864,200	2,859,550	2,851,550	2033
Refund Excise Tax Debt Bonds - Series 2017*	3,245,500	6,560,500	6,874,750	6,815,000	6,168,750	2032
<b>Excise Tax Funded Debt Total</b>	<b>16,900,571</b>	<b>20,291,771</b>	<b>20,658,221</b>	<b>21,986,821</b>	<b>22,000,321</b>	
<b>Property Tax Funded Debt (Fund 3010)</b>						
<i>Existing</i>						
General Obligation Bonds - Series 2009B	721,638	-	-	-	-	2020
General Obligation Bonds - Series 2010*	4,442,800	3,505,300	3,504,800	-	-	2022
General Obligation Bond - Series 2015*	10,052,150	10,990,350	7,701,750	-	-	2022
General Obligation Bond - Series 2016A*	548,625	548,625	548,625	548,625	548,625	2036
General Obligation Bond - Series 2016B*	621,839	629,606	1,601,322	1,604,128	1,603,321	2027
General Obligation Bond - Series 2017 (Refund 2009B)	2,434,171	2,889,728	2,892,957	2,898,977	2,897,629	2030
General Obligation Bond - Series 2018	551,000	551,000	1,016,000	1,017,750	1,013,250	2037
General Obligation Bond - Series 2019B	1,272,462	673,100	1,258,100	1,259,700	1,269,200	2038
<b>Property Tax Funded Debt Total</b>	<b>20,644,684</b>	<b>19,787,709</b>	<b>18,523,555</b>	<b>7,329,179</b>	<b>7,332,025</b>	
<b>Water &amp; Sewer Revenue Funded Debt (Fund 6040)</b>						
<i>Existing</i>						
Subordinate Lien W&S Rev Bonds - Series 2010	1,638,858	1,638,858	1,638,858	1,638,858	1,638,858	2030
Senior Lien W&S Bonds - Series 2012*	7,481,000	6,813,500	6,482,250	7,686,500	7,689,750	2028
Senior Lien W&S Bonds - Series 2015*	15,960,625	15,956,375	15,958,375	15,964,875	15,959,500	2028
<b>Water &amp; Sewer Revenue Funded Debt Total</b>	<b>25,080,483</b>	<b>24,408,733</b>	<b>24,079,483</b>	<b>25,290,233</b>	<b>25,288,108</b>	
<b>Transp. Sales Tax Rev Funded Debt (Fund 3040)</b>						
<i>Existing</i>						
Transp Sales Tax Obligations Bond - Series 2015*	2,595,150	6,495,150	6,495,150	6,490,400	6,495,650	2031
Transp Sales Tax Obligations Bond - Series 2017*	4,437,894	204,426	204,033	203,640	203,247	2032
<b>Transportation Sales Tax Funded Debt Total</b>	<b>7,033,044</b>	<b>6,699,576</b>	<b>6,699,183</b>	<b>6,694,040</b>	<b>6,698,897</b>	
<b>Total Debt Service Payments (All Funds)</b>	<b>\$86,608,575</b>	<b>\$86,032,180</b>	<b>\$84,435,997</b>	<b>\$ 74,449,808</b>	<b>\$74,453,465</b>	

\* Refunding

\*\* Does not include fees (\$269,149)

## Secondary Property Tax Funded Debt

Secondary property tax revenue is restricted solely to paying General Obligation (G.O.) debt service. There are three components that need to be measured before additional G.O. bonds can be issued. First, sufficient voter authorization is needed for each project category in which bonds will be issued. Second, G.O. bond issuance must be compliant with the Arizona Constitutional debt limitation for the 6% and 20% categories. Last, City policy states that the G.O. debt service fund balance will be at least 10% of the next fiscal year's property tax supported debt service. This policy applies to each of the first five years of the G.O. funded capital plan.

### Voter Authorization

Under Arizona State law, cities can obtain long-term financing through the use of G.O. bonds only with the approval of voters. On November 2, 1999, the City Council placed on the ballot a variety of proposed capital improvements recommended by the Citizen Bond Election Committee resulting in voters approving \$411.5 million of bonds requested. In 2006, City Council established an Ad-Hoc Citizens Bond Election Committee to consider whether additional authorization was needed to support the Council approved FY 2007-16 ten year 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 bond elections depends on how much the voters approve in a given election and how many capital projects are initiated. Bond sale proceeds must be used for the purposes specified in the bond authorization election. Remaining bond funds in one bond category may not be used to fund projects in another bond category.

### Remaining G.O. Bond Voter Authorization July 2019

Public Safety	\$98,060,000
Landfill	\$15,540,000
Library	\$17,096,000
Streets/Parking <sup>1,2</sup>	\$25,465,000
Cultural/Historical <sup>1</sup>	\$13,435,000
Transit <sup>1</sup>	\$6,750,000
Econ. Development	\$22,047,000
Govt. Facilities <sup>1</sup>	\$23,745,000
Open Space/Trails	\$50,459,000
Parks	\$14,332,000
Flood Control	\$9,707,000
Water and Sewer	\$10,000,000

<sup>1</sup> Bonds can be issued as G. O. Bonds, Revenue Bonds or both.

<sup>2</sup> Streets/Parking voter authorization can be used for Street Revenue Bonds that are repaid with HURF.

The remaining authorization numbers reflect unused authorization from the 1981, 1987, 1999 and 2007 bond elections. However, according to the current CIP plan, a bond election will be

needed before bonds can be sold to complete the list of projects in the plan for the Parks and Flood Control G.O. funds.

### General Obligation Debt Limitations and Assessed Valuation

Arizona’s State Constitution limits G.O. bonded indebtedness to 6% or 20% of the City's total limited property value of the taxable property in that city. The City has retired all of the 6% category G.O. bonds.



**G.O. Projects - 20% Category**

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 - 6% Category**

Economic development; historic preservation and cultural facilities; general government facilities; and libraries



Table 2 reflects the City’s G.O. bond debt limitation as of July 1, 2019:

**Table 2**  
**Constitutional Debt Limitation**  
(All Dollars in Thousands)

<b>General Municipal Purpose Bonds</b>		<b>Water, Sewer, Flood Control, Streets, Traffic, Light, Parks and Open Space</b>	
6% Limitation <sup>1</sup>	\$84,795	20% Limitation <sup>1,2</sup>	\$282,651
Less Direct Bonded Debt to be Outstanding	<u>\$0</u>	Less Direct Bonded Debt to be Outstanding	<u>\$100,715</u>
Unused 6% Borrowing Capacity	<u>\$84,795</u>	Unused 20% Borrowing Capacity	<u>\$181,936</u>

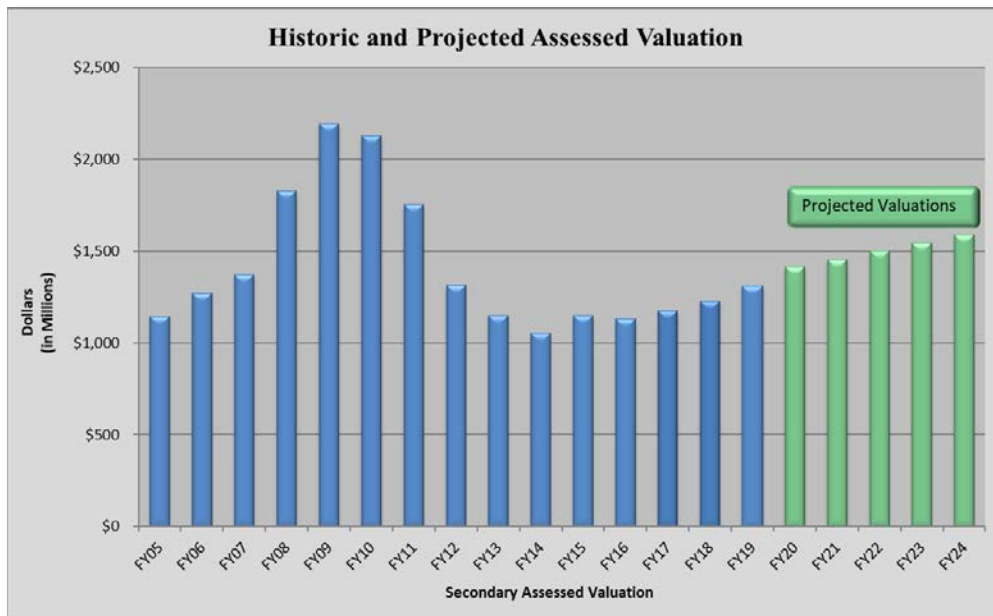
<sup>1</sup> Based on 2020 limited assessed value of \$1,413,253,839  
<sup>2</sup> Public safety, streets, parking and transportation facilities debt prior to Prop. 104 is included in the 20% category

A G.O. bond sale (Series 2019) in the amount of \$15.6 million was approved by City Council and issued. It is anticipated that the City will issue more bonds to pay for capital improvements within the next two years. Those bond sale amounts are still undetermined and will be known once the project scopes and their costs are established. Table 3 below shows the remaining capacity in the 6% and 20% G.O. Bond categories. The City currently has no outstanding debt in the 6% category.

**Table 3**  
**Projected G.O. Debt Capacity**  
(All Dollar in Thousands)

Fiscal Year	Projected Limited Property Value	Limitation (A)		Outstanding Debt <sup>1</sup> (B)		Projected Remaining Capacity (A-B)	
		6%	20%	6%	20%	6%	20%
2019	\$1,306,946	\$78,417	\$261,389	\$0	\$119,625	\$78,417	\$141,764
2020	\$1,413,254	\$84,795	\$282,651	\$0	\$99,750	\$84,795	\$182,901
2021	\$1,455,651	\$87,339	\$291,130	\$0	\$84,505	\$87,339	\$206,625
2022	\$1,499,321	\$89,959	\$299,864	\$0	\$68,590	\$89,959	\$231,274
2023	\$1,544,301	\$92,658	\$308,860	\$0	\$53,880	\$92,658	\$254,980
2024	\$1,590,630	\$95,438	\$318,126	\$0	\$53,880	\$95,438	\$264,246

<sup>1</sup>Outstanding debt refers to the debt on the principal balance only.



This chart provides a graphical view of historical assessed valuation changes between FY03-04 and FY19-20 as well as future valuations, projected to grow 3% per year for FY20-21 through FY24-25.

### Secondary Property Tax Rate

For the FY19-20 budget, the total property rate was decreased to \$1.8585 from the prior year rate of \$1.9764. The FY19-20 City's primary property tax rate is \$.4144 per \$100 of assessed valuation and the secondary property tax rate is \$1.4441 per \$100 of assessed valuation.

The Council voted not to increase the secondary property tax rate in FY19-20. The secondary property tax rate will continue to be reviewed annually with Council to ensure a five-year balanced capital plan and may vary annually depending on secondary debt service needs.

Prior to FY16-17, the secondary property tax levy was based upon the net secondary assessed value of Glendale properties. Due to the passage of Proposition 117, FY19-20 is the fourth fiscal year in which the secondary property tax levy is based on limited property value of Glendale properties which is the basis for the primary property tax levy. The increase in the total property tax levy, from \$20,070,771 to \$20,408,799, is based on the approximate value of new construction.

The chart below represents all outstanding G.O. Bond principal and interest by year. As noted, considerable portions of debt are paid off in the earlier years of the forecast, freeing up debt capacity for future bond issues and new capital improvements.

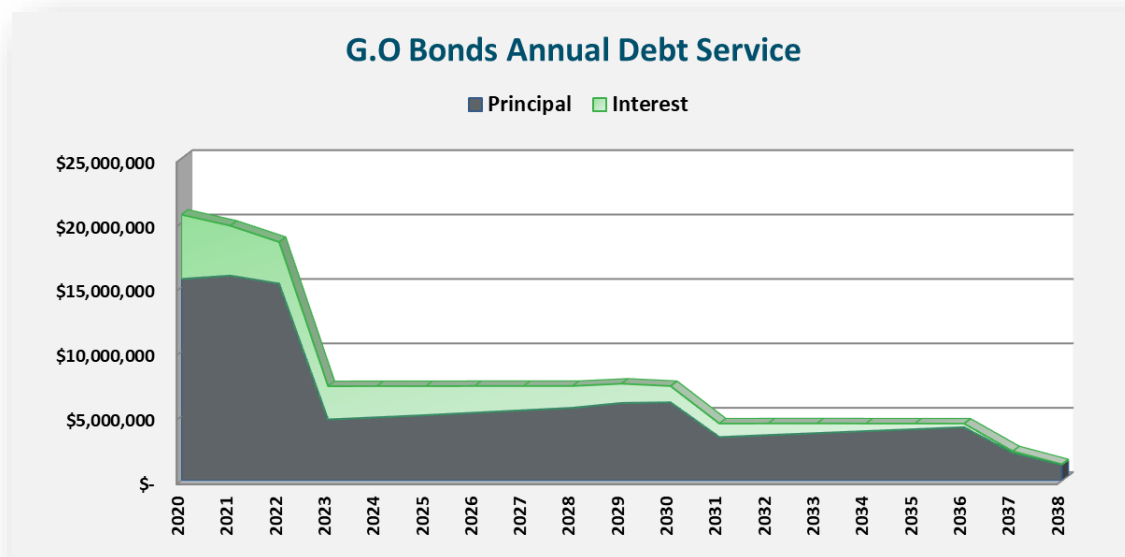


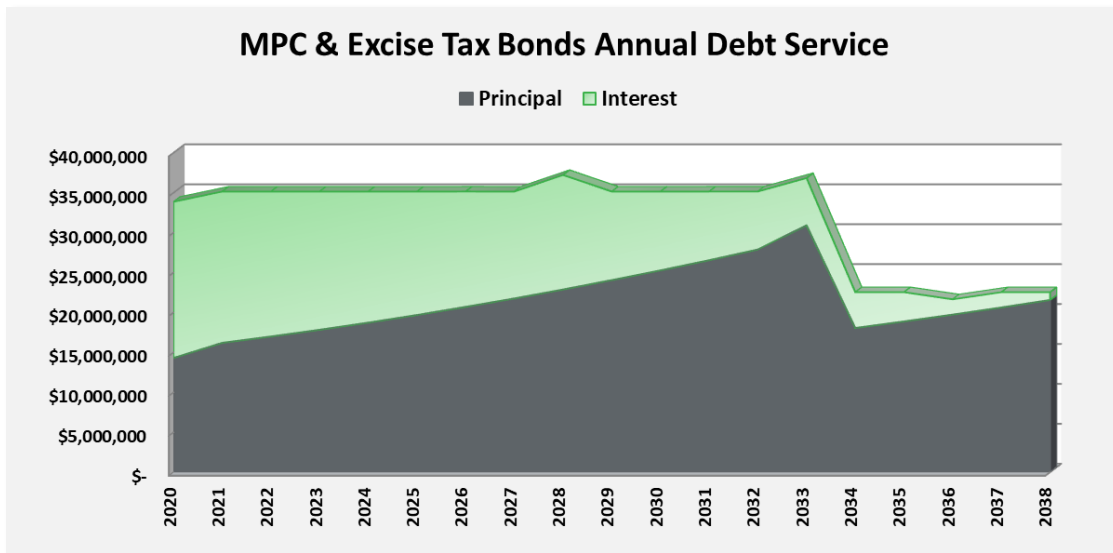
Table 4 summarizes annual debt service requirements for existing outstanding bonds.

**Table 4**  
**Assessed Valuation & Tax Rate, Resources and Debt**  
(All Dollars in Thousands with Exception of Tax Rate)

Fiscal Year	Primary Assessed Valuation	Estimated Secondary Property Tax Rate	Estimated Secondary Property Tax Rev.	Build America Bond Subsidy	Total Resources	Total Debt Service
2020	\$1,413,254	\$1.4441	\$20,409	\$237	\$20,646	\$20,645
2021	\$1,455,651	\$1.4902	\$21,692	\$0	\$21,692	\$19,788
2022	\$1,499,321	\$1.4468	\$21,692	\$0	\$21,692	\$18,524
2023	\$1,544,301	\$1.4047	\$21,693	\$0	\$21,693	\$7,329
2024	\$1,590,630	\$1.4047	\$22,344	\$0	\$22,344	\$7,332

### Excise Tax Funded Debt

Council’s Capital Assets and Debt Management financial policies for excise funded debt states that debt service will not exceed 10% of the 5-year average of the General Fund operating revenue. Excise tax funded bonds under this category include Municipal Property Corporation (MPC) bonds. The chart represents all outstanding MPC and Excise Bond principal and interest.



### Excise Tax and Municipal Property Corporation Bonds

The City of Glendale currently has six MPC issuances, four of which are senior lien obligations and two subordinate MPC bonds.

In addition to the City’s financial policies on debt management, the bond covenants restrict the amount of additional bonds that may be issued based on the ratio of unrestricted excise tax

revenue to maximum annual debt service on excise tax bonds. The City's bond covenant for senior lien excise tax debt is unrestricted excise tax revenue of at least three times the maximum annual debt service. The covenant is revenues of two times the maximum annual debt service on combined senior and subordinate liens.

Unrestricted excise tax is defined as all excise, transaction privilege, franchise and income taxes that the City collects or may collect in the future, and which are allocated or apportioned to the City by the State. Exceptions are any excise, transaction privilege, franchise and income taxes that Arizona law restricts for other purposes such as the motor vehicle fuel tax, or taxes that have been approved at an election within the City and are restricted to certain uses such as the City's existing public safety tax and transportation sales tax. This means General Fund revenues normally used for operating budget purposes must be allocated for excise tax debt service. Currently, and in past fiscal years, the General Fund operating budget contribution, backed by unrestricted excise taxes, is reflected as a transfer from the General Fund to the excise tax debt service fund in Schedule 4. For FY19-20, the General Fund transfer to the excise tax debt service fund is budgeted at \$16.9 million. While the table below indicates the City has potential excise tax bond capacity given coverage ratios in excess of the minimum required, additional issuances of excise tax bonds that increase outstanding debt service would further strain the overall General Fund operating budget.

**Table 5**  
**Excise Tax Debt Service**

Fiscal Year	Unrestricted Excise Tax (A) <sup>1</sup>	Senior Lien Debt Service (B)	Subordinate Lien Debt Service (C)	Total Excise Debt Service (B+C)	Senior Covenant (A/B)	Subordinate Covenant (A/(B+C))
2020	181,045,907	13,655,071	3,245,500	16,900,571	13.26	10.71
2021	184,891,216	13,731,271	6,560,500	20,291,771	13.46	9.11
2022	190,013,341	13,783,471	6,874,750	20,658,221	13.79	9.20
2023	193,722,422	15,171,821	6,815,000	21,986,821	12.77	8.81
2024	197,505,684	15,831,571	6,168,750	22,000,321	12.48	8.98

<sup>1</sup> Current year is budgeted, future years are from the 5-year forecast



## Inter-Fund Transfer

Appropriated inter-fund transfer requests are a necessary mechanism for one fund to appropriately support the operations of other funds. For example, a budgeted transfer from the Transportation Sales Tax Operating Fund to the Transportation Capital Projects Fund is necessary to fund related capital outlay. As

requested by council, the FY19-20 budget also includes maintenance of effort transfers of \$1,174,311 from the General Fund to the Enterprise Funds to support their operations. Table 6 shows the four years of maintenance of effort transfers. Inter-Fund Transfers for the FY19-20 budget total \$118.4 million (reference Schedule 4 in the *Schedules* section).

**Table 6**

### Maintenance of Effort Transfers

Fiscal Year	6020 Water/Sewer	6110 Landfill	6120 Solid Waste	Total
2017	229,388	658,308	125,392	1,013,088
2018	419,813	674,772	128,528	1,223,113
2019	424,576	686,826	130,824	1,242,226
2020	396,479	653,379	124,453	1,174,311

**Table 7**

### Excise Tax Debt Service to Ongoing Revenue

Fiscal Year	Ongoing GF Revenue (A)	MPC & Excise Tax Debt Service (B)	Debt Service to Revenue (B/A)
2020	235,682,261	33,890,365	14.4%
2021	242,254,857	35,176,163	14.5%
2022	247,760,607	35,173,777	14.2%
2023	251,747,022	35,176,357	14.0%
2024	255,812,999	35,174,436	13.8%

Table 7 shows the debt service on excise tax funded debt obligations for FY19-20 through FY23-24 compared to ongoing general fund revenue.

Table 8 shows the percentage of unrestricted excise tax revenues versus the MPC and Excise Debt and the percent of those obligations. In FY19-20, 18.7% of the collected sales taxes, state shared taxes, and franchise fees is used to pay debt.

**Table 8**

### Excise Tax Debt Service to Unrestricted Revenue

Fiscal Year	Unrestricted Excise Tax (A)	MPC & Excise Tax Debt Service	Debt Service to Revenue (B/A)
2020	181,045,907	33,890,365	18.7%
2021	184,891,216	35,176,163	19.0%
2022	190,013,341	35,173,777	18.5%
2023	193,722,422	35,176,357	18.2%
2024	197,505,684	35,174,436	17.8%

### Water & Sewer Revenue Funded Debt

The City may sell bonds that pledge water/sewer utility revenues as payment for debt service. Water/sewer revenue bond sales are limited by Ordinance 1323 New Series (adopted in 1984) and Ordinance 1784 New Series (adopted in 1993). Glendale’s bond covenant states that net utility revenue (i.e. revenues less operating costs) will be at least 1.2 times the maximum debt service due in any succeeding fiscal year; this is known as the bond debt service coverage ratio. Adjustments in net revenue may be made in some circumstances; restatement of debt service on variable rate and certain other types of debt is permitted; and refunding and compound interest bonds may be issued under different tests.

There is also \$10 million remaining in water/sewer voter authorization that could be used for new water/sewer revenue or G.O. bonds.

The chart below represents all outstanding Water and Sewer Bond principal and interest.

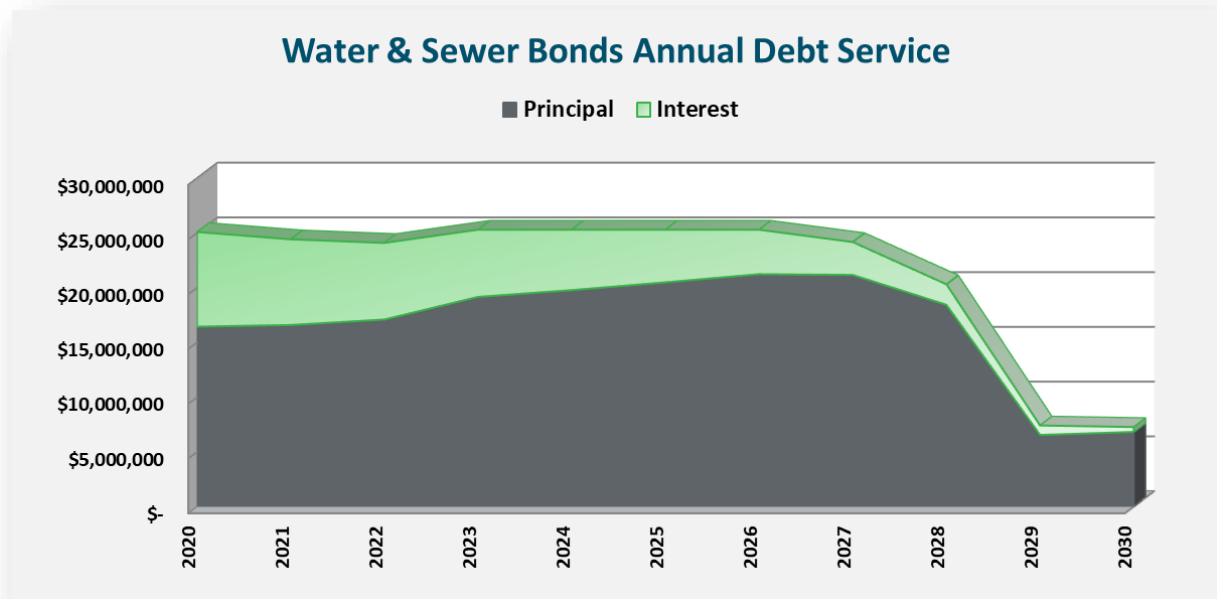


Table 9 includes water and sewer operating revenue, operating and maintenance expenses, existing debt service and the resulting coverage ratio of operating net revenue to debt service. Due to the deferral of non-essential growth related projects, prepayment and/or restructuring of water and sewer debt, and optimization processing efforts that have resulted in cost savings, a 1.51 coverage ratio is projected for FY19-20. This projection will be revisited annually to account for any significant changes in assumptions about costs and revenues. Water/sewer enterprise fund rate adjustments will be evaluated periodically for updated revenue requirements and capital planning.

**Table 9**  
**Water & Sewer Revenue Funded Debt**

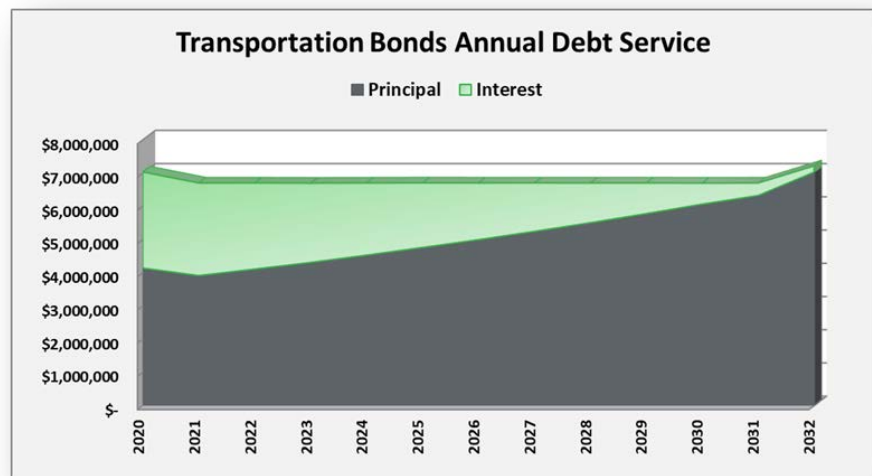
Fiscal Year	Revenue	O and M Expenses	Net Revenue	Debt Service	Revenue to Debt Service Ratio
2020	94,030,000	56,125,926	37,904,074	25,095,483	1.51
2021	94,348,213	57,262,263	37,085,950	26,561,265	1.40
2022	93,566,444	58,428,079	35,138,365	27,769,538	1.27
2023	94,082,398	59,624,205	34,458,193	28,980,288	1.19
2024	94,258,620	61,024,470	33,234,150	28,978,163	1.15

In FY17-18, the Citizen’s Utilities Advisory Commission recommended a rate increase for both water and sewer services. Overall, this rate recommendation was the result of:

- Planned future debt issuances for capital improvements to the systems;
- Expansions of services for growth;
- 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; and,
- Ongoing improvements in operational efficiencies to minimize cost increases related to fuel, equipment and electricity.

**Transportation Sales Tax Funded Debt**

Transportation Sales Tax revenue currently supports the debt service for a FY07-08 revenue bond obligation. A minimum debt coverage ratio of 2.0 was established at the time of the FY07-08 issuance. Voter authorization is not required for Transportation Sales Tax Revenue Obligations. The chart represents all outstanding Transportation Bond principal and interest.



**Table 10**  
**Transportation Revenue Bonds**

<b>Fiscal Year</b>	<b>Transportation Sales Tax Revenue</b>	<b>Total Debt Service</b>	<b>Annual Coverage</b>
<b>2020</b>	30,447,227	7,033,044	4.33
<b>2021</b>	31,407,532	6,699,576	4.69
<b>2022</b>	32,186,120	6,699,183	4.80
<b>2023</b>	32,824,562	6,694,040	4.90
<b>2024</b>	33,475,773	6,698,897	5.00

Table 10 summarizes the annual revenue expected from the designated sales tax, the total existing debt service, and the resulting coverage ratio. The table shows that the transportation sales tax revenue to debt service ratio meets the 2.0 coverage requirement established in FY07-08.

Please see the *Glendale Onboard Annual Report* for more information. For a summary of all FY19-20 debt service obligations please see *Schedule 8: Debt Service*.



# OPERATING BUDGET

Fiscal Year 2019-2020 Annual Budget Book

---

Operating Budget



	Page
Mayor & Council .....	112
Budget and Finance.....	117
City Attorney .....	123
Audit Department.....	128
City Clerk .....	132
City Court.....	137
City Manager’s Office.....	144
Community Services .....	151
Development Services .....	157
Economic Development.....	163
Fire Services.....	171
Human Resources .....	177
Innovation and Technology.....	185
Non-Departmental .....	190
Police Services .....	193
Public Affairs.....	199
Public Facilities, Recreation, and Special Events.....	205
Water Services .....	212
Field Operations .....	219
Transportation.....	224
Engineering .....	231

# Performance Report

**Mayor's Office**  
\$472,631      3 FTEs

**Council Office**  
\$1,213,391      12 FTEs

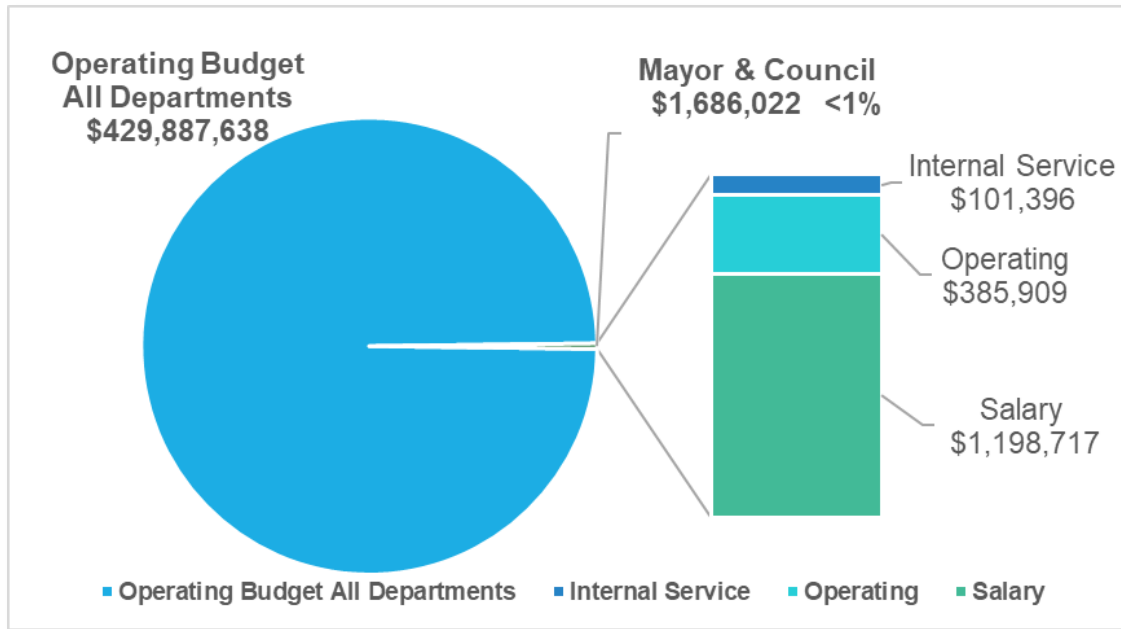
The Mayor and City Council constitute the elected legislative and policy making body of the city. The Mayor is elected at-large every four years. Councilmembers also are elected to four-year terms from one of six electoral districts in Glendale. One of the highest priorities of the Mayor and Council is to involve the public in their decision making process through public participation. They regularly appoint citizens to 17 advisory boards and commissions and often form public committees to address specific citywide issues.

The Mayor and Council each become involved in the support and economic development of Glendale's six districts. Councilmembers host meetings in their districts or meet with small groups of citizens throughout the year to resolve local issues. These meetings ensure citizens are informed on projects in and around their neighborhoods and businesses and give the Council input from their constituents. The Mayor and Council also communicate with citizens through electronic media such as websites, 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.



## Operating Budget



The total City Operating Budget is \$430 million. The departmental operating budget is comprised of three categories:

- Internal services = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Operating = operating and contractual costs
- Salary = salary and related costs



# MISSION. VISION. VALUES.

## Mission

We improve the lives of the people we serve everyday.

## Vision

We are the community of choice for residents, businesses, and employees.

## Values



### Community

We are driven to improve the community experience.



### Integrity

We provide open and honest governance.



### Excellence

We make excellence a habit, not a goal.



### Innovation

We deliver better service through creativity and ingenuity.



### Learning

We view learning as essential to improvement.

**Mayor & Council Office (10)  
Budget by Categories of Expenditures**

Group	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
Personnel Services	1,109,619	1,184,089	1,184,089	1,198,717	142,481	12.03%
Services and Supplies	223,829	258,056	269,056	385,909	0	0.00%
Internal Charges	86,003	93,521	93,521	101,396	7,875	8.42%
<b>Grand Total</b>	<b>1,419,451</b>	<b>1,535,666</b>	<b>1,546,666</b>	<b>1,686,022</b>	<b>150,356</b>	<b>9.79%</b>

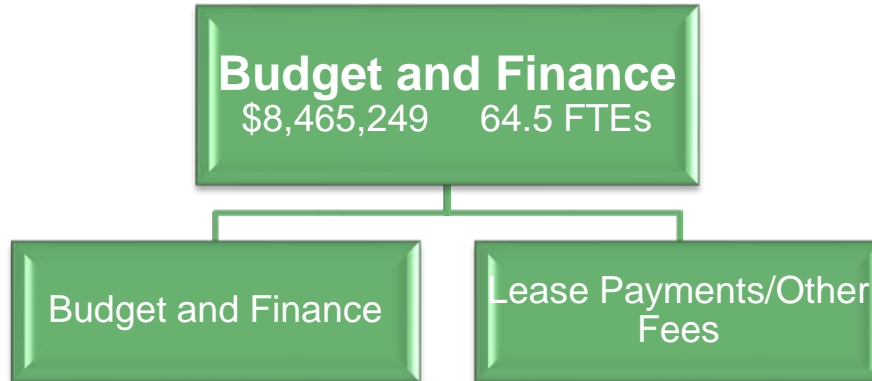
**Fund & Department Number Budget by Program**

Fund / Org	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
(1000-10001010) Mayor's Office	427,108	464,475	464,475	472,631	8,156	1.76%
(1000-10001011) Council Office Administration	458,241	432,277	432,277	555,454	123,177	28.49%
(1000-10001012) Cholla District	92,635	104,848	104,848	109,318	4,470	4.26%
(1000-10001013) Barrel District	89,228	101,139	101,139	105,428	4,289	4.24%
(1000-10001014) Sahuaro District	89,356	111,885	111,885	117,147	5,262	4.70%
(1000-10001015) Cactus District	93,277	110,187	110,187	107,249	-2,938	-2.67%
(1000-10001016) Yucca District	76,640	104,848	104,848	105,944	1,096	1.05%
(1000-10001017) Ocotillo District	85,268	106,007	106,007	112,851	6,844	6.46%
(2160-21605259) Other Department Donation Acct	7,697	0	11,000	0	0	0.00%
<b>Grand Total</b>	<b>1,419,451</b>	<b>1,535,666</b>	<b>1,546,666</b>	<b>1,686,022</b>	<b>150,356</b>	<b>9.79%</b>

**Mayor & Council Office  
Staffing by Program**

Fund / Org	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Change in Budget
(1000-10001010) Mayor's Office	4.00	4.00	3.00	-1.00
(1000-10001011) Council Office Administration	6.00	5.00	6.00	1.00
(1000-10001012) Cholla District	1.00	1.00	1.00	0.00
(1000-10001013) Barrel District	1.00	1.00	1.00	0.00
(1000-10001014) Sahuaro District	1.00	1.00	1.00	0.00
(1000-10001015) Cactus District	1.00	1.00	1.00	0.00
(1000-10001016) Yucca District	1.00	1.00	1.00	0.00
(1000-10001017) Ocotillo District	1.00	1.00	1.00	0.00
Grand Total	16.00	15.00	15.00	0.00

# Performance Report



## Mission Statement

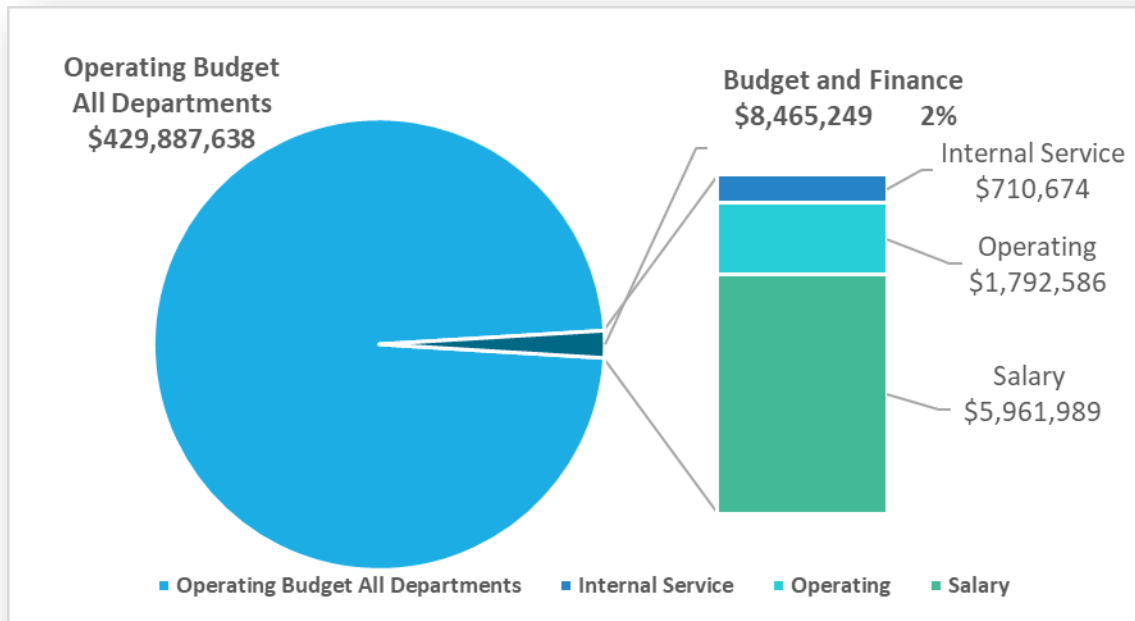
The Budget and Finance Department provides financial management services with integrity and accountability while improving service levels, managing costs, and leveraging information across City departments.

## Department Description

The Budget and Finance Department provides a range of services that help ensure prudent fiscal management of city resources. Specifically, five divisions of the department provide the following services:

- The Management and Budget Division conducts independent, objective analyses and forecasts of expenditures and revenues, monitoring of the budget for the current fiscal year, and development of the budget for the next fiscal year.
- The Finance Division's main responsibilities are accounting, debt management, banking services, investment management, financial analysis, and financial reporting to the public, state agencies, bond holders, grantors, auditors, city management, and the City Council.
- The Customer Service Division assists customers with their utility accounts including billing and payment processing and operation of the call center for customer inquiries and service requests.
- The Tax and License Division assists city business owner's by educating them regarding the city's sales tax code and processing business licenses, sales tax returns and payments.
- The Procurement Division works with departments to ensure the procurement of goods and services is completed in a manner that is compliant with city policies 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

## Operating Budget



The total City Operating Budget is \$430 million. The departmental operating budget is comprised of three categories:

- Internal services = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Operating = operating and contractual costs
- Salary = salary and related costs

## Accomplishments, Enhancements, and Efficiencies

- Project SimpliCity – the city's new ERP System
  - Implemented Financials on 7/1/18
  - Implemented HR/Payroll on 1/1/19
- S&P General Obligation (GO) Bond Ratings Upgrade from A+ to AA-
- Issued new General Obligation Bonds in the amount of \$15,385,000
- Received the 2017 GFOA Certificate of Achievement for Excellence in Financial Reporting
- Received the 2018 GFOA Distinguished Budget Presentation Award

## Goal, Objectives, and Performance Measures

<b>Strategic Objective</b>	Improve Resource Alignment			
<b>Department Strategic Initiative</b>	Employ strong fiscal management practices that encourage sustainable fiscal decision-making.			
<b>Intended Result</b>	Prudent fiscal stewardship			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>Bond ratings for general obligation bonds</i>				
Standard & Poor's:	A+	A+	AA	AA
Moody's Investor Services:	A1	A1	Aa1	Aa1
Fitch Ratings:	N/A	AAA	AAA	AAA
<i>Bond ratings for Water and Sewer revenue bonds</i>				
Standard & Poor's:	AA	AA	AA+	AA+
Moody's Investor Services:	A1	A1	Aa1	Aa1
<i>Annualized amortized cost basis return on portfolio (net of fees)</i>	1.3%	2.0%	2.5%	2.5%
<i>Number of grants received through Grants Administration</i>	19	25	25	31
<i>Compliance with Council adopted Financial Policies (# complied with/# of policies)</i>	5/7*	6/7	6/7	7/7

\* Noncompliance - Non-voter approved General Fund debt service exceeds 10% of the 5-year average of the General Fund's operating revenue; General Fund minimum unrestricted fund balance is not 25% of projected annual ongoing revenue

<b>Strategic Objective</b>	Improve Resource Alignment			
<b>Department Strategic Initiative</b>	Provide accurate and timely financial analysis, forecasting, and reporting.			
<b>Intended Result</b>	Prudent fiscal stewardship			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>Maintain a +/- 5% variance in general fund revenue forecasts from the final actual revenue to the adopted budget</i>	+5%	±5%	±5%	±5%
<i>% of month-end reports completed within 10 business days</i>	75%	75%	100%	100%
<i>Obtain the GFOA Certificate of Achievement for Excellence in Financial Reporting</i>	Yes	Yes	Yes	Yes
<i>Obtain the GFOA Distinguished Budget Presentation Award</i>	Yes	Yes	Yes	Yes

<b>Strategic Objective</b>	Optimize Processes & Services			
<b>Department Strategic Initiative</b>	Perform customer service and procurement activities effectively, accurately and timely.			
<b>Intended Result</b>	Improved levels of service			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
% of vendor invoices paid within 30 days of invoice date	75%	85%	85%	90%
% of employees receiving electronic W-2's	50%	80%	83%	100%
Number of vendor protests upheld	0	0	0	0
Number of RFP's and IFB's issued	40	52	55	55
% of contract renewals completed on-time	95%	66%	90%	100%
% of sole source/special procurements processed within 10 days	70%	81%	90%	100%
% of call center calls answered within 1 minute	63%	80%	80%	100%
% of call center calls abandoned	5%	5%	5%	<=2.5%
Number of sales tax audits/reviews completed	110	110	120	120



**Budget and Finance (11)**  
**Budget by Categories of Expenditures**

Group	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
Personnel Services	5,373,443	5,767,577	5,817,577	5,961,989	194,412	3.37%
Services and Supplies	1,287,126	1,800,666	1,805,866	1,792,586	-8,080	-0.45%
Internal Charges	302,685	446,760	446,760	710,674	263,914	59.07%
<b>Grand Total</b>	<b>6,963,255</b>	<b>8,015,003</b>	<b>8,070,203</b>	<b>8,465,249</b>	<b>450,246</b>	<b>5.62%</b>

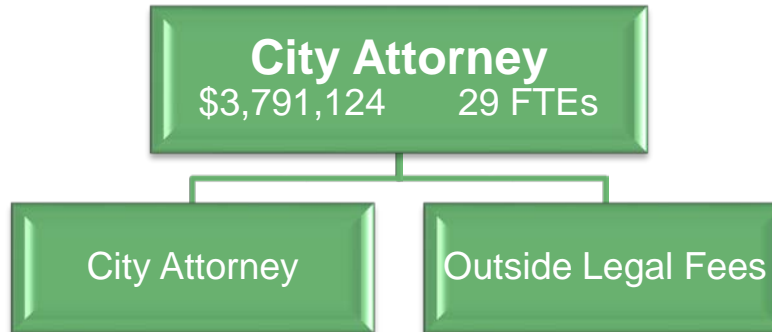
**Fund & Department Number Budget by Program**

Fund / Org	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
(1000-10001110) Budget&Finance Administration	637,652	533,826	533,826	788,313	254,487	47.67%
(1000-10001111) Accounting Services	1,487,090	1,548,109	1,548,109	1,635,619	87,510	5.65%
(1000-10001112) License/Collection	1,119,074	1,286,594	1,286,594	1,250,661	-35,933	-2.79%
(1000-10001113) Procurement	444,312	505,631	510,831	535,395	29,764	5.89%
(1000-10001114) Other Fees	50,109	330,899	330,899	330,899	0	0.00%
(1000-10001115) Budget and Research	448,085	521,980	521,980	494,079	-27,901	-5.35%
(1000-10001116) Grants Administration	144,700	143,028	143,028	148,143	5,115	3.58%
(1000-10001119) Collections	0	0	0	48,500	48,500	0.00%
(6020-60201117) Customer Service	2,632,234	3,144,936	3,144,936	3,233,639	88,703	2.82%
(7070-70704511) CIP_Budget and Finance	0	0	50,000	0	0	0.00%
<b>Grand Total</b>	<b>6,963,255</b>	<b>8,015,003</b>	<b>8,070,203</b>	<b>8,465,249</b>	<b>450,246</b>	<b>5.62%</b>

**Budget and Finance  
Staffing by Program**

Fund / Org	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Change in Budget
(1000-10001110) Budget&Finance Administration	4.00	3.00	3.00	0.00
(1000-10001111) Accounting Services	15.00	15.00	15.00	0.00
(1000-10001112) License/Collection	10.00	10.00	10.00	0.00
(1000-10001113) Procurement	5.00	5.00	5.00	0.00
(1000-10001115) Budget and Research	4.00	4.00	4.00	0.00
(1000-10001116) Grants Administration	1.00	1.00	1.00	0.00
(6020-60201117) Customer Service	26.50	26.50	26.50	0.00
Grand Total	65.50	64.50	64.50	0.00

# Performance Report



## 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.

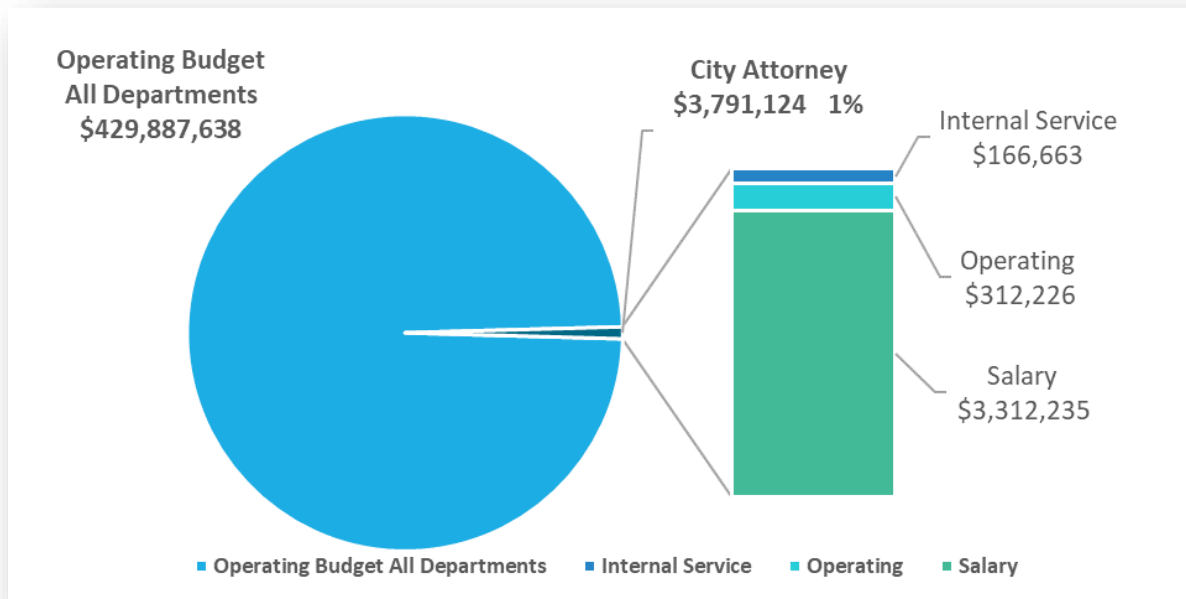
To serve the people of Arizona by prosecuting violations of Glendale City Code and misdemeanor violations of state law in an ethical manner in order to assure that justice is served.

## 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; drafts and reviews all contracts considered by the city; and issues opinions on a variety of municipal matters.

The City Attorney's Office works closely with the Police Department to provide ongoing training of its officers relating to state and city laws. The Office is also 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.

## Operating Budget



The total City Operating Budget is \$430 million. The departmental operating budget is comprised of three categories:

- Internal services = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Operating = operating and contractual costs
- Salary = salary and related costs

## Accomplishments, Enhancements, and Efficiencies

- The Prosecutor's Office received a \$7,002 grant from the AZ Attorney General's Office of Victim Services, Victim Rights Program to assist in operating costs for victim rights notices.
- The Prosecutor's Office and IT Steering Committee have begun the initial stages of the Hexagon/Justware software project. Our department requested this supplemental in the FY18 budget.

## Goals, Objectives, and Performance Measures

<b>Strategic Objective</b>	Optimize Processes & Services			
<b>Department Strategic Initiative</b>	Attend meetings and hearings as needed or requested to provide legal advice.			
<b>Intended Result</b>	The Mayor, City Council and City staff receive high-quality, professional and timely legal services.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target/Projected</b>
% of the meetings/hearings attended (as needed or requested)	100%	100%	100%	100%

<b>Strategic Objective</b>	Optimize Processes & Services			
<b>Department Strategic Initiative</b>	Proactively pursue the adjudication of criminal cases.			
<b>Intended Result</b>	The City provides consistent and ethical application of criminal justice for the community.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target/Projected</b>
Number of cases adjudicated	6200	9016	9046	9000

**City Attorney's Office (12)**  
**Budget by Categories of Expenditures**

Group	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
Personnel Services	2,896,363	3,200,237	3,200,237	3,312,235	111,998	3.50%
Services and Supplies	267,410	312,226	312,226	312,226	0	0.00%
Internal Charges	150,362	237,771	237,771	166,663	-71,108	-29.91%
<b>Grand Total</b>	<b>3,314,135</b>	<b>3,750,234</b>	<b>3,750,234</b>	<b>3,791,124</b>	<b>40,890</b>	<b>1.09%</b>

**Fund & Department Number Budget by Program**

Fund/Org	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
(1000-10001210) Legal Services	3,314,135	3,750,234	3,750,234	3,791,124	40,890	1.09%
<b>Grand Total</b>	<b>3,314,135</b>	<b>3,750,234</b>	<b>3,750,234</b>	<b>3,791,124</b>	<b>40,890</b>	<b>1.09%</b>

**City Attorney's Office  
Staffing by Program**

Fund / Org	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Change in Budget
(1000-10001210) Legal Services	27.00	29.00	29.00	0.00
Grand Total	27.00	29.00	29.00	0.00

# Performance Report

**Audit Department**  
\$410,043 1.0 FTEs

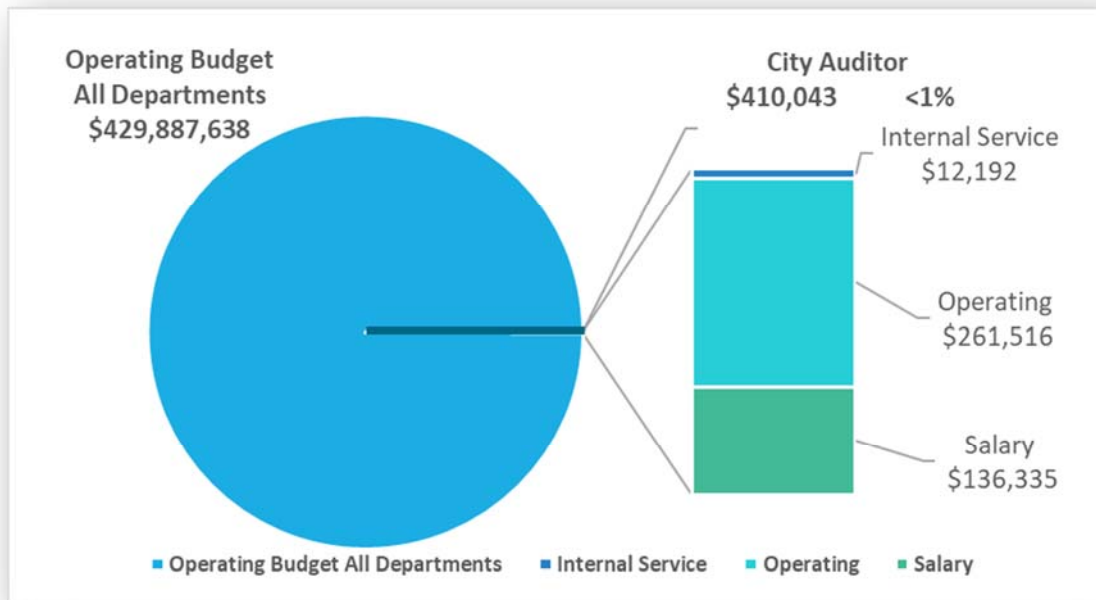
## Mission Statement

To provide internal audit services that strengthen controls, reduce risk, maximize efficiency and enhance government transparency.

## Department Description

The Audit Department conducts internal audits of departments, programs and contracts citywide and reports the results to management, City Council and the public.

## Operating Budget



The total City Operating Budget is \$430 million. The departmental operating budget is comprised of three categories:

- Internal services = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Operating = operating and contractual costs
- Salary = salary and related costs



## Accomplishments, Enhancements, and Efficiencies

- Completed 18 audit reports and 90% of the annual audit plan
- Provided over 180 recommendations to management to strengthen internal controls, enhance accountability, increase efficiencies and safeguard city assets
- Identified over \$500,000 in estimated efficiencies and funds due to or from the city
- Maintained the city’s Ethics Hotline for employees to report potential fraud, waste or abuse

## Goals, Objectives, and Performance Measures

<b>Strategic Objective</b>	Improve Resource Alignment			
<b>Department Strategic Initiative</b>	Develop a risk-based audit plan that strengthens internal controls and reduces organizational risk.			
<b>Intended Result</b>	Audit resources are allocated to the areas that pose the greatest risk to the city.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>Number of Audits Completed</i>	17	18	18	18
<i>% Audit Recommendations Accepted by Management</i>	98%	98%	98%	98%
<i>% Annual Audit Plan Completed</i>	85%	90%	90%	90%

**Audit Department (13)  
Budget by Categories of Expenditures**

Group	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
Personnel Services	318,982	328,594	328,594	136,335	-192,259	-58.51%
Services and Supplies	50,896	56,314	56,314	261,516	205,202	364.39%
Internal Charges	11,710	11,265	11,265	12,192	927	8.23%
<b>Grand Total</b>	<b>381,588</b>	<b>396,173</b>	<b>396,173</b>	<b>410,043</b>	<b>13,870</b>	<b>3.50%</b>

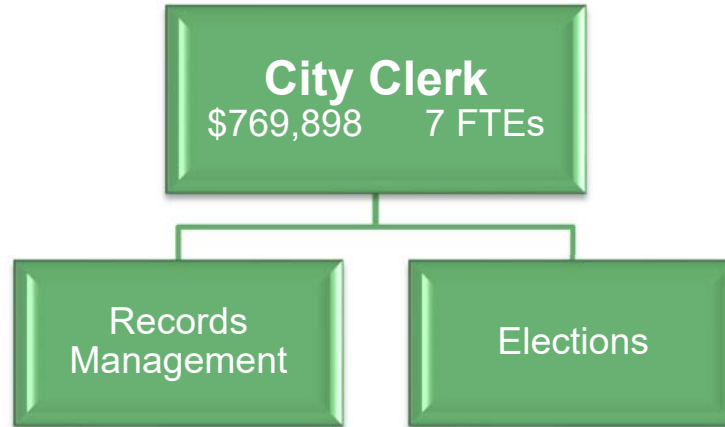
**Fund & Department Number Budget by Program**

Fund/Org	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
(1000-10001310) City Auditor Administration	381,588	396,173	396,173	410,043	13,870	3.50%
<b>Grand Total</b>	<b>381,588</b>	<b>396,173</b>	<b>396,173</b>	<b>410,043</b>	<b>13,870</b>	<b>3.50%</b>

**City Auditor  
Staffing by Program**

Fund / Org	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Change in Budget
(1000-10001310) City Auditor Administration	2.000	2.000	1.000	-1.000
Grand Total	2.000	2.000	1.000	-1.000

# Performance Report



## Mission Statement

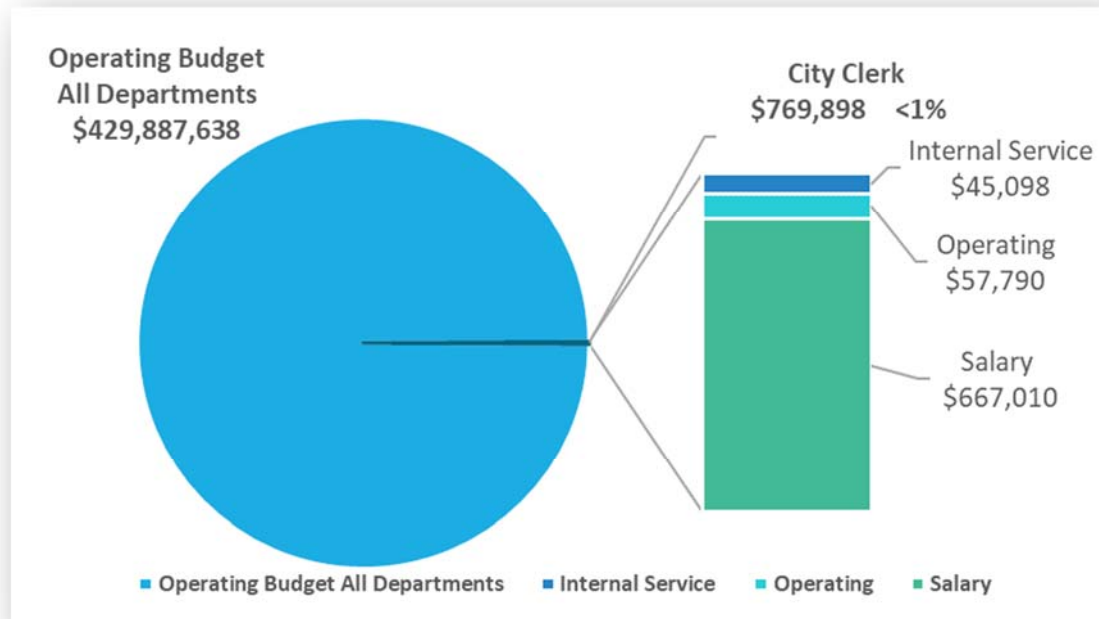
To fairly and impartially provide exceptional customer service and information to the citizens, customers and employees of the City of Glendale.

## Department Description

The Glendale City Clerk's Office prepares and maintains the minutes of City Council meetings; oversees the timely and accurate accumulation, preservation, and accessibility of public records; conducts fair and open municipal elections and maintains the Glendale City Charter and City Code Book. The City Clerk's Office also maintains City ordinances and resolutions and ensures legal compliance of all legal postings and public notices. Services provided by the City Clerk's Office include:

- Preparing and distributing Council agendas and minutes
- Conducting City elections
- Processing public records requests
- Coordinating the records management program
- Codifying the Glendale City Code
- Recording City documents
- Circulating contracts for signatures and retention
- Managing the City's 20 boards and commissions
- Posting/publishing public notices
- Providing notary services

## Operating Budget



The total City Operating Budget is \$430 million. The departmental operating budget is comprised of three categories:

- Internal services = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Operating = operating and contractual costs
- Salary = salary and related costs

## Accomplishments, Enhancements, and Efficiencies

- Implemented a new public records request system that provides:
  - Improved customer service and support – system immediately confirms receipt of request and requestor able to check request status
  - Greater transparency – public able to view previous records requests and the documents provided
  - Improved internal tracking of requests
- Improved public transparency:
  - Expanded public access to City records by adding two new record types that are available to the public through the online portal – building permits and property records
  - Added the weekly Upcoming Agenda Items Report to the Agendas and Minutes webpage

- Upgraded the City’s video streaming service to make it easier for the public to access and search videos
- Management of boards and commissions:
  - Coordinated the first annual board and commission member satisfaction survey
  - Coordinated the board & commission member appreciation dinner

## Goals, Objectives, and Performance Measures

<b>Strategic Objective</b>	Optimize Processes & Services			
<b>Department Strategic Initiative</b>	Post all City Council regularly scheduled voting meeting and workshop agendas and packets online 6 days prior to the meeting exceeding the statutory requirement of 24 hours.			
<b>Intended Result</b>	The public receives timely notice and access to official meetings of the Glendale City Council.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>Agendas/Packets posted 6 days prior to regular meetings</i>	47/100%	55/98%	52/100%	52/100%

<b>Strategic Objective</b>	Optimize Processes & Services			
<b>Department Strategic Initiatives</b>	All public record requests are initiated within 24 hours of receipt. All campaign finance reports are posted within 24 hours of receipt.			
<b>Intended Result</b>	The public has timely access to City records.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>Public record requests/% Compliance</i>	1,200/100%	1,194/100%	1,300/100%	1,300/100%
<i>Campaign Finance Reports posted within 24 hours</i>	100%	100%	100%	100%

**City Clerk (14)**  
**Budget by Categories of Expenditures**

Group	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
Personnel Services	604,964	619,495	619,495	667,010	47,515	7.67%
Services and Supplies	39,699	183,540	183,540	57,790	-125,750	-68.51%
Internal Charges	43,235	41,947	41,947	45,098	3,151	7.51%
<b>Grand Total</b>	<b>687,899</b>	<b>844,982</b>	<b>844,982</b>	<b>769,898</b>	<b>-75,084</b>	<b>-8.89%</b>

**Fund & Department Number Budget by Program**

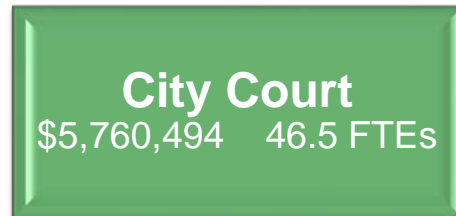
Fund / Org	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
(1000-10001410) City Clerk Administration	687,691	717,232	744,732	767,898	50,666	7.06%
(1000-10001411) Elections	208	127,750	100,250	2,000	-125,750	-98.43%
<b>Grand Total</b>	<b>687,899</b>	<b>844,982</b>	<b>844,982</b>	<b>769,898</b>	<b>-75,084</b>	<b>-8.89%</b>

**City Clerk  
Staffing by Program**

Fund / Org	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Change in Budget
(1000-10001410) City Clerk Administration	7.000	7.000	7.000	0.000
Grand Total	7.000	7.000	7.000	0.000



# Performance Report



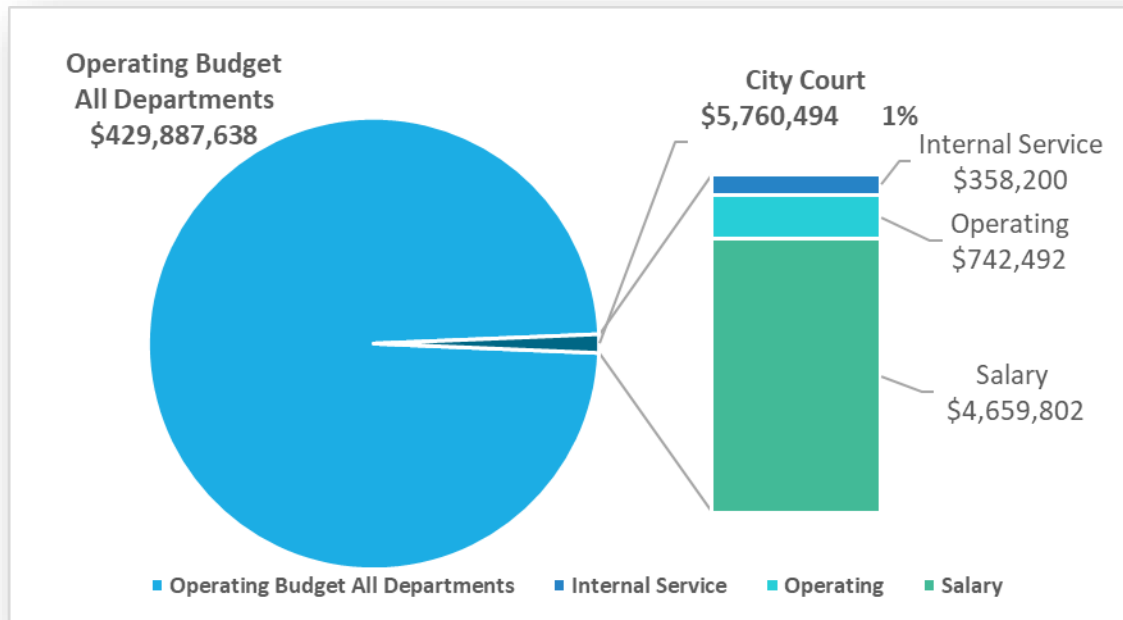
## Mission Statement

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. Nearly 100,000 customers enter the Court each year to conduct business.

## Operating Budget



The total City Operating Budget is \$430 million. The departmental operating budget is comprised of three categories:

- Internal services = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Operating = operating and contractual costs
- Salary = salary and related costs

## Accomplishments, Enhancements, and Efficiencies

- FY19 Supplement allowed for the funding of the Clerk position to be moved from the Court JCEF account to general fund. This move allowed the JCEF funding source to remain solvent thru the end of fiscal year 2019.
- FY19 Supplement for Court Management Support increased a half time (.5) position to a FTE to address the addition of increased workflow created by the implementation of the new court case management system AJACS. The new FTE allowed for two Court Operations Clerks to process court case management in heavier dockets. Two Court Clerks allowed for faster processing of cases caused by delays related to AJACS.
- FY19 Supplement funded the purchase of 16 mini computers that allowed Court and City IT to hardwire (data drop) digital docket displays and digital check in system monitors and to free up the City Wi-Fi network. The project initially was designed to use Wi-Fi, but the demands caused the Wi-Fi to become unstable and unreliable. The mini

computers along with hardwired data drops allows for stable internet connection while also bolstering the security of the network.

- FY19 Supplemental allowed the Court to upgrade MyTel call centers for better customer service support in the areas Fines Enforcement and the main customer service lines. This project is currently in process with an installation date by April 2019.
- The Court partnering with the Glendale Police Department enhanced the electronic warrant system implemented last year. The application provides seamless transmission of data between the Court and the Police Criminal Records Department. Glendale staff provided a demonstration to the Supreme Court's Administrative Office of the Court who has identified it as a potential model solution statewide.
- The Court coordinated all judicial, MVD and legal services for military veterans participating in Glendale's 2018 "Stand Up for Veterans" community outreach event.
- Progress was made on upgrading the courthouse facility. Security deficiencies were addressed with the installation of door locking mechanisms ensuring the separation of the public and secure staff areas of the courthouse. Several site evaluations of the building were completed to address the Court's current and long-term facility needs.
- The Court continued to take advantage of the Court IT staff who provided needed support for the significant law changes at the State effective in January 2019 focused on case financial mitigation. The IT Programmer provided analysis tools in support of the Court's successful CAP Program providing litigants a means to satisfying their Court ordered fines and costs. In all, 25 new reports were created and numerous upgrades to applications used in the daily operation of the Court.
- Presiding Judge Elizabeth Finn was awarded Arizona Supreme Court's 2018 Judicial Branch Distinguished Service Award in the Chief Justice's Outstanding Contribution to the Courts category as well as the Maricopa Association of Governments (MAG) Desert Peaks Award for Professional Service.

## Goals, Objectives, and Performance Measures

<b>Strategic Objectives</b>	Improve Tools & Technology Optimize Processes & Services			
<b>Department Strategic Initiative</b>	Create and implement an electronic process to transmit warrant information, eliminating manual processes.			
<b>Intended Result</b>	The Police Department has accurate and timely Information about warrants issued and quashed by the Court.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>Number of warrants issued.</i>	N/A	2137	5200	5500
<i>Number of warrants quashed.</i>	N/A	2201	6600	7000
<i>Estimated cost avoidance.</i>	N/A	\$5,350	\$13,000	\$13,750
<i>Number of warrants returned.</i>	N/A	N/A	N/A	TBD

<b>Strategic Objectives</b>	Improve Community Experience Improve Resource Alignment Improve Purposeful Communication			
<b>Department Strategic Initiative</b>	Increase participation and retention rates in the Court Assistance Program (CAP); a Supreme Court Fair Justice Initiative.			
<b>Intended Result</b>	More litigants are current on delinquent court ordered fines and costs allowing for the reinstatement of their suspended driver license.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>Total cases entered into the program.</i>	N/A	591	1450	1525
<i>Total fines paid</i>	N/A	\$417,528	\$620,000	\$650,000
<i>Retention rate</i>	N/A	73%	74%	75%

<b>Strategic Objective</b>	Optimize Processes & Services			
<b>Department Strategic Initiative</b>	Identify and implement process improvements to decrease turnaround time on Rule 11 cases.			
<b>Intended Result</b>	Rule 11 competency cases are resolved in an expeditious manner to attain resolution on criminal cases.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>Number of processing days from filing to disposition</i>	52	43	38	36

<b>Strategic Objectives</b>	Increase Innovation Solutions Optimize Processes & Services Improve Resource Alignment			
<b>Department Strategic Initiative</b>	Remind litigants of upcoming court and payment dates with text and autodial phone messages.			
<b>Intended Result</b>	Improve Court appearance and compliance rates, increase litigants' likelihood of attaining successful case resolution, improve collection rates.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
Total text messages sent.	52,002	14,986	23,500	24,700
Total phone calls made.	16,100	28,774	15,000	15,750
Cost	\$1,290	\$1,000	\$750	\$750
Error Rate	35%	27%	10%	9%

**City Court (15)**  
**Budget by Categories of Expenditures**

Group	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
Personnel Services	4,224,952	4,468,279	4,468,279	4,659,802	191,523	4.29%
Services and Supplies	651,098	714,492	705,179	742,492	28,000	3.92%
Internal Charges	317,984	349,295	349,295	358,200	8,905	2.55%
<b>Grand Total</b>	<b>5,194,034</b>	<b>5,532,066</b>	<b>5,522,753</b>	<b>5,760,494</b>	<b>228,428</b>	<b>4.13%</b>

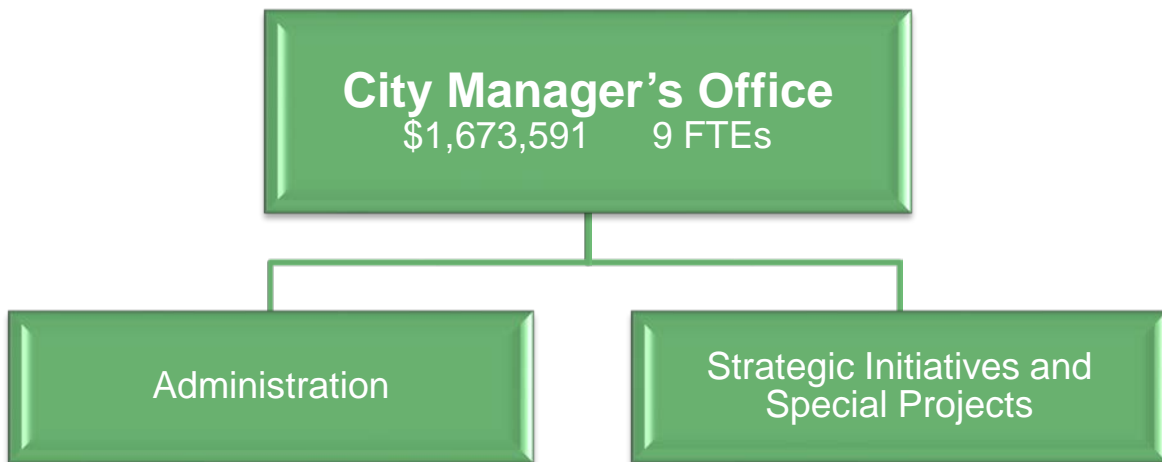
**Fund & Department Number Budget by Program**

Fund / Org	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
(1000-10001510) Court Administration	4,712,448	4,941,221	4,927,762	5,185,785	244,564	4.95%
(2120-21205001) Court Security	372,168	451,361	492,896	453,243	1,882	0.42%
(2120-21205002) Court Time Payments	85,603	82,220	68,827	64,321	-17,899	-21.77%
(2120-21205003) Fill the Gap	23,816	57,264	33,268	57,145	-119	-0.21%
<b>Grand Total</b>	<b>5,194,034</b>	<b>5,532,066</b>	<b>5,522,753</b>	<b>5,760,494</b>	<b>228,428</b>	<b>4.13%</b>

**City Court  
Staffing by Program**

Fund / Org	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Change in Budget
(1000-10001510) Court Administration	42.00	43.50	44.00	0.50
(2120-21205001) Court Security	2.00	2.00	2.00	0.00
(2120-21205002) Court Time Payments	1.75	0.75	0.50	-0.25
Grand Total	45.75	46.25	46.50	0.25

# Performance Report



## Mission Statement

To create organizational strategies for success.

## Vision Statement

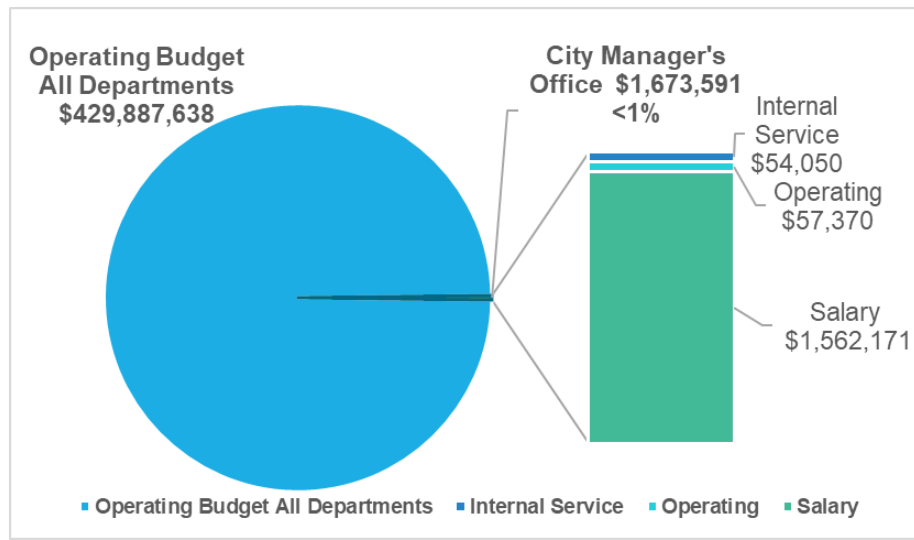
The organization and community knows where we are going and how we are going to get there.

## Department Description

The City Manager's Office provides the organizational leadership necessary to successfully implement the policy direction of the City Council; communicates that direction to the organization; ensures the efficient, effective, and economical delivery of city services to Glendale's citizens; appropriately allocates the resources and support to achieve strategic objectives; uses data and evidence to analyze and improve organizational performance; and maintains a highly responsive, effective, and inclusive workforce.



## Operating Budget



The total City Operating Budget is \$430 million. The departmental operating budget is comprised of three categories:

- Internal services = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Operating = operating and contractual costs
- Salary = salary and related costs

## Accomplishments, Enhancements, and Efficiencies

- Launched the SimpliCity Human Resources and Payroll implementation process and facilitated the citywide employee communication plan.
- Increased Standard & Poor's (S&P) bond rating to AA- with a stable outlook.
- 2<sup>nd</sup> Annual All-staff Meeting at the Gila River Arena with over 800 employees in attendance, survey results indicated 84% satisfaction with the meeting and 96% net promoter rating.
- General employee training and development accomplishments this fiscal year included:
  - 2,144 attendees at various workforce development training/education events
  - 4,504 safety training courses completed which is directly correlated to Workers' Compensation claims ratio of 4.6% (2.3% below the state average for city/county employers)
  - 100% compliance with Cybersecurity training designed to reduce phishing attacks
  - 2,552 hours of learning dedicated to the advanced use of data analytics and visualizations has led to in 17 divisions creating over 100 business intelligence workbooks being used to monitor and improve operations
- Employee engagement activities included:
  - Wild Life World Zoo
  - Cardinals Game
  - GCU Game
  - Women Leading Government Conference
  - City Hall Selfie Day
  - Innovation Academy – Centralized Customer Service Project
  - Servant Leadership Workshop

- SimpliCity Go Live Events
- Water Services/Solid Waste Retreat
- Glendale Employee Night – Coyotes Game
- Provided project leadership or sponsorship for the following projects:
  - Centralized Customer Service Phase I (integration of Solid Waste calls)
  - New city website development
  - Citywide branding initiative
  - What Works Cities Phase II – pursuing certification
  - Customer Relationship Management (formerly known as Request for Service) software selection
  - Comprehensive Special Events application process improvement
  - Sports & Entertainment District Stakeholder event communication plans
  - Council annexation policy and strategy
  - Council infill and adaptive reuse policy
  - ASU Project Cities program
  - Draft Tier 1 Balanced Scorecard performance measures
  - Development Impact Fee study
  - Westgate Entertainment District ownership transition

## Goals, Objectives, and Performance Measures

<b>Strategic Objective</b>	Strengthen Workforce Development Optimize Processes & Services			
<b>Department Strategic Initiative</b>	Provide leadership support for projects and programs that advance strategic objectives in the organization and processes Balanced Scorecard perspectives.			
<b>Intended Result</b>	The organization is equipped with the knowledge, skills, abilities, and resources to achieve successful outcomes that fulfill the City Council's mission and vision for the organization.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>Process Improvement</i>				
# Employees Trained	0	70	0*	-
# Process Improvement Projects Completed	0	1	10	-
<i>Leadership Development Activities</i>				
Book Club Events/Participants	6/175	3/200	4/200	-
Alliance for Innovation Events/Participants	4/101	5/100	5/100	-

\* Specific process improvement training was not deployed this fiscal year due to a variety of factors including the implementation of several enterprise technology projects, the need to establish a structure of core competencies, and the need to establish citywide performance measures. These activities will be captured in the new citywide draft measures.

<b>Strategic Objective</b>	Strengthen Workforce Culture			
<b>Department Strategic Initiative</b>	Fiscal Sustainability, Economic Development			
<b>Intended Result</b>	To establish strategic direction for the organization that ensures alignment amongst all departments and services with the needs of the community.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>Balanced Scorecard</i>				
# Employees Trained	60	100	0*	-
# Scorecards Implemented	1	0	0*	5

\* The focus this fiscal year has been the development of draft citywide performance measures, identifying collection methods for the data needed to evaluate those measures, and structuring actions needed to report on the performance in each of the strategic objectives. Several departments have begun the process of developing a departmental scorecard, work will continue with departments to cascade the citywide scorecard and measures to the department level over the next fiscal year. More importantly, the implementation of the new citywide draft measures.

<b>Strategic Objective</b>	Improve Community Experience			
<b>Department Strategic Initiative</b>	Pursue quality economic development and ensure long-term financial stability, while safeguarding current economic investments.			
<b>Intended Result</b>	Expand the tax base and job market in the community.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>New businesses recruited or existing companies expanding</i>	12	10	12	10
<i>Jobs generated by new or expanding companies</i>	2081	1000	820	1000

<b>Strategic Objective</b>	Accountability			
<b>Department Strategic Initiative</b>	Transparency, Fiscal Sustainability			
<b>Intended Result</b>	Establish systems and tools that assess and report on organizational performance, identify target areas for improvement, and publicly report results to the citizens of Glendale.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
# Surveys conducted and integrated into the strategic planning efforts	0	3	2	-
Publicly Posted Data sets	0	0	0*	-
Produce a balanced budget that complies with the city's adopted financial polices * The budget will be balanced, by fund, when all projected ongoing revenue sources do not exceed all ongoing expenses proposed for the current FY and for the upcoming FY. Use of the unassigned fund balance will occur only as authorized by Council and to address one-time costs, not ongoing costs or planned utilization of fund balance.	Yes	Yes	Yes	-
Produce a Five-Year Forecast for each major operating fund, in compliance with the city's adopted financial policies	Yes	Yes	Yes	-
Prepare City Manager's recommended budget in accordance with the city's adopted financial policies	Yes	Yes	Yes	-

\* Due to technology resources consumed by the significant projects nearing completion or underway (SimpliCity, CivicLive, SmartGov, Lucity, QScend, ESRI upgrade) the open data launch was delayed, but will be revisited this year. Although new datasets from enterprise systems have not been publicly posted, the implementation of LaserFische and the public portal for public documents has improved accessibility to public information and data.

**City Manager's Office (16)**  
**Budget by Categories of Expenditures**

Group	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
Personnel Services	823,928	882,091	882,091	1,562,171	680,080	77.10%
Services and Supplies	53,414	51,870	143,870	57,370	5,500	10.60%
Internal Charges	46,754	42,813	42,813	54,050	11,237	26.25%
<b>Grand Total</b>	<b>924,096</b>	<b>976,774</b>	<b>1,068,774</b>	<b>1,673,591</b>	<b>696,817</b>	<b>71.34%</b>

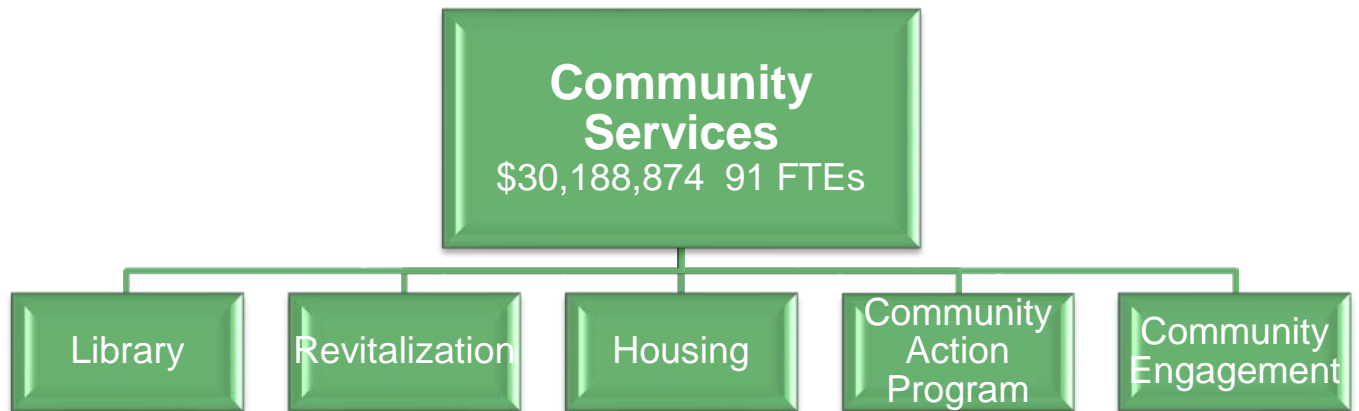
**Fund & Department Number Budget by Program**

Fund / Org	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
(1000-10001610) City Manager Administration	924,096	976,774	1,068,774	1,673,591	696,817	71.34%
<b>Grand Total</b>	<b>924,096</b>	<b>976,774</b>	<b>1,068,774</b>	<b>1,673,591</b>	<b>696,817</b>	<b>71.34%</b>

**City Manager's Office  
Staffing by Program**

Fund / Org	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Change in Budget
(1000-10001610) City Manager Administration	5.000	6.000	9.000	3.000
Grand Total	5.000	6.000	9.000	3.000

# Performance Report



## Mission Statement

Connecting people through the power of library and arts, human services, and community engagement initiatives, to enhance and preserve the health, safety and living environment in our community.

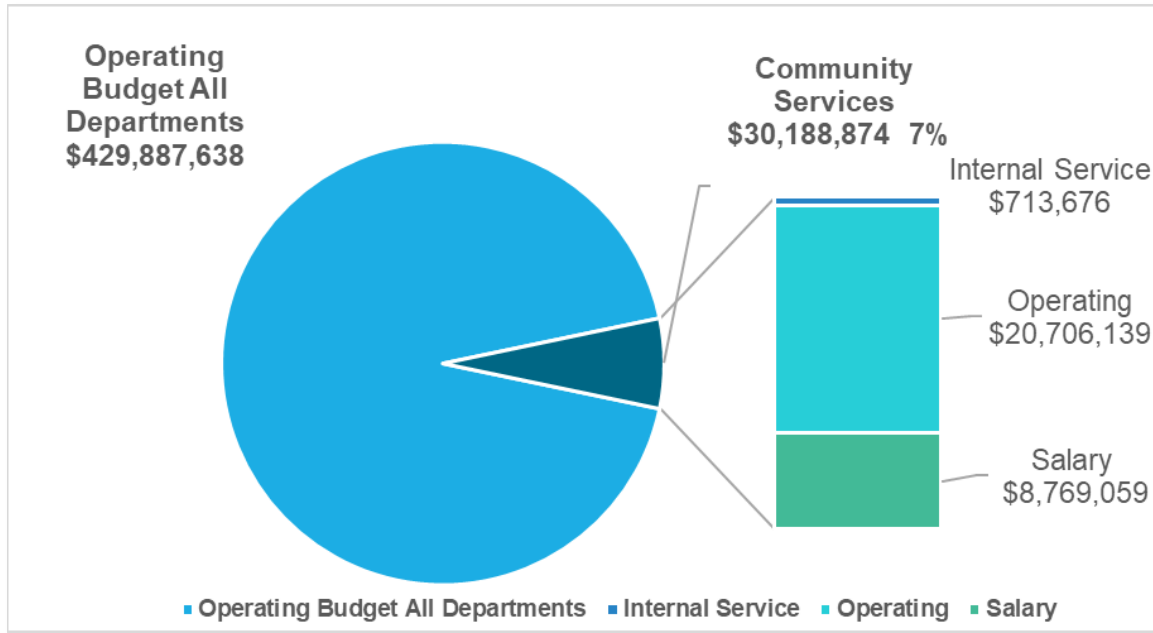
## Department Description

The **Library Division** serves the needs of Glendale citizens by providing life-long learning opportunities, books, audio/visual materials and electronic resources that inform, educate and entertain residents.

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

The **Community Engagement Division** offers opportunities to enhance the social, physical, mental and economic health of our community through a variety of diverse programs. The Division oversees neighborhood services, community education and community volunteerism.

## Operating Budget



The total City Operating Budget is \$430 million. The departmental operating budget is comprised of three categories:

- Internal services = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Operating = operating and contractual costs
- Salary = salary and related cost

## Accomplishments, Enhancements, and Efficiencies

- Provided services and programs to approximately 550,000 patrons at Library facilities
- Community Engagement partnered with 3,677 individuals for 9,002.5 hours of volunteer service valued at \$220,651.
- The Library partnered with 328 individuals for 13,947 hours of volunteer service valued at \$324,824.
- Community Action Program provided \$779,111 in grant funds for emergency services (eviction prevention; utility assistance; homeless services) to assist residents that meet poverty level guidelines. 21.5% (52,867) of Glendale's population live in poverty.
- The Housing Division received Housing and Urban Development "High Performer" rating for the Section 8 Housing Choice Voucher and Conventional Public Housing programs.



## Goals, Objectives, and Performance Measures

<b>Strategic Objectives</b>	Optimize Processes & Services Improve Community Experience			
<b>Department Strategic Initiative</b>	Key department managers will continue to enhance the programs and services offered to Glendale residents through a variety of diverse activities which preserve the health, safety and livability of the community.			
<b>Intended Result</b>	All patrons of the Community Services Department receive excellent customer service.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>Annual Percent of leased units in the Public Housing Program</i>	96.26%	97.98%	98%	98%
<i>Section 8 (Housing Choice Voucher) assessment rating from Department of Housing and Urban Development (HUD)</i>	100%	100%	100%	100%
<i>Number of activities/projects for Community Engagement volunteer program</i>	223	219	200	200
<i>Number of households receiving housing assistance from housing rehabilitation and new home ownership grants</i>	239	217	220	180
<i>Number of households served through Community Action Program (state/federal funds)</i>	2,357	1013	1500	1500
<i>Number of households provided Energy Conservation educational materials to reduce monthly utility bills which promotes self-sufficiency</i>	1018	1103	1201	1103

<b>Strategic Objective</b>	Improve Resource Alignment			
<b>Department Strategic Initiative</b>	Key department managers recruit new partnerships and/or sustain existing partnerships.			
<b>Intended Result</b>	Programs and services for Glendale residents are maximized by leveraging community partnerships.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>Number of CAP agency partners providing social services to low-to-moderate income residents</i>	67	55	77	55
<i>Leverage of funding for CDBG Public Service Programs to amplify value for our residents</i>	1:26	1:32	1:32	1:32

<b>Strategic Objectives</b>	Optimize Processes & Services Improve Community Experience			
<b>Department Strategic Initiative</b>	Key department managers will continue to enhance the programs and services offered to Glendale residents through a variety of diverse activities which preserve the health, safety and livability of the community.			
<b>Intended Result</b>	All patrons of the Community Services Department receive excellent customer service.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>Number of households assisted through the Section 8 Housing Choice Voucher (Voucher and Port-Ins) and Public Housing Programs.</i>	1,209	1,385	1,400	1,500
<i>Number of community volunteer hours leveraged by the department.</i>	21,500	22,400	22,500	15,000
<i>Number of electronic library materials (e-books, e-music, e-movies) check out per resident</i>	.8	.8	.8	.8
<i>Number of physical library materials (books, DVD's, CD's) checked out per resident</i>	5.9	5.5	5.7	6.0
<i>Number of partners providing library programming to Glendale residents</i>	17	39	42	45

**Community Services (17)**  
**Budget by Categories of Expenditures**

Group	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
Personnel Services	7,419,390	8,321,087	8,384,837	8,769,059	561,789	6.75%
Services and Supplies	3,772,688	21,175,968	18,536,794	20,706,139	-323,829	-1.53%
Internal Charges	708,013	742,559	742,559	713,676	-24,552	-3.31%
<b>Grand Total</b>	<b>11,900,091</b>	<b>30,239,614</b>	<b>27,664,190</b>	<b>30,188,874</b>	<b>213,408</b>	<b>0.71%</b>

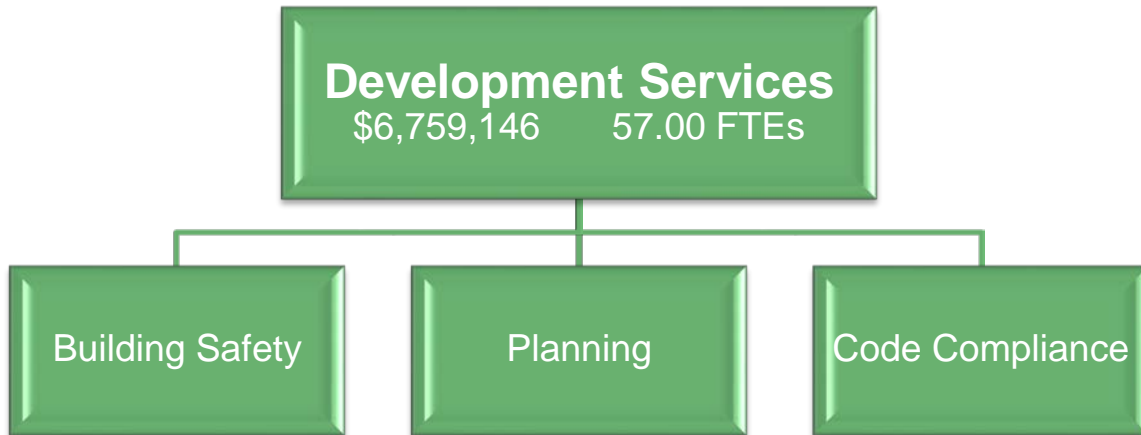
**Fund & Department Number Budget by Program**

Fund / Org	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
(1000-10001710) Community Services Admin	287,115	395,859	395,859	434,397	38,538	9.74%
(1000-10001711) Library	4,918,372	5,497,286	5,497,286	6,278,603	781,317	14.21%
(1000-10001712) Community Engagement	141,958	145,445	145,445	150,524	5,079	3.49%
(1000-10001715) CAP Local Match	18,169	17,382	17,382	17,582	200	1.15%
(1000-10001716) Community Revitalization	288,127	291,556	291,556	361,952	70,396	24.15%
(2010-20104017) Grants-Community Service	-25,554	900,747	370,401	900,747	0	0.00%
(2010-20105140) HOME Administration	21,585	27,707	24,023	27,707	0	0.00%
(2010-20105141) HOME Replace Housing Program	172,054	375,000	200,000	375,000	0	0.00%
(2010-20105142) HOME Affordable Housing	196,167	0	0	0	0	0.00%
(2010-20105143) HOME Single Family Resid Rehab	95,771	375,000	80,000	375,000	0	0.00%
(2020-20204017) Neighborhood Stabilization	337	227,349	25,049	227,472	123	0.05%
(2030-20304017) Grants Neigh Stab Pgm3	0	0	0	0	0	0.00%
(2030-20305150) NSP3 Administration	0	227,300	25,000	227,300	0	0.00%
(2030-20305151) NSP3 Demo	0	0	0	0	0	0.00%
(2040-20404017) CDBG	704,208	3,017,985	2,014,780	2,941,783	-76,202	-2.52%
(2040-20405100) CDBG Administration	385,620	94,730	55,759	94,730	0	0.00%
(2040-20405101) CDBG Single Family Resid Rehab	113,784	835,000	246,880	835,000	0	0.00%
(2040-20405102) CDBG Lead Based Paint	3,357	40,000	9,622	40,000	0	0.00%
(2040-20405103) CDBG Temporary Relocation	21,130	34,000	23,215	34,000	0	0.00%
(2040-20405104) CDBG Rehab/Delivery	118,233	8,500	10,848	8,500	0	0.00%
(2040-20405105) CDBG Demolition Low/Mod	0	43,000	15,000	43,000	0	0.00%
(2040-20405106) CDBG Demolition Slum Blight	843	75,000	35,422	75,000	0	0.00%
(2040-20405107) CDBG Public Services	276,747	0	0	0	0	0.00%
(2040-20405108) CDBG Housing Services-City Prj	82,410	0	0	0	0	0.00%
(2040-20405109) CDBG Housing Services-External	288,775	0	0	0	0	0.00%
(2040-20405110) CDBG Public Facilt/Infra-CtyPrj	178,433	0	0	0	0	0.00%
(2040-20405111) CDBG Public Fclty/Infra-Extern	64,167	0	0	0	0	0.00%
(2040-20405112) CDBG Roof Replacement Program	48,338	100,000	83,529	100,000	0	0.00%
(2110-21101712) Arts Program	0	0	0	0	0	0.00%
(2110-21101714) Arts Program	243,855	260,404	260,404	0	3,744	1.44%
(2140-21404017) CAP Grant	0	68,611	68,611	68,611	0	0.00%
(2140-21405261) Community Action Program DHHS	1,198,218	1,217,269	1,217,269	1,288,039	70,770	5.81%
(2140-21405262) Community Action Program ACAA	47,963	46,857	46,857	46,857	0	0.00%
(2140-21405263) Community Action Program ADOH	0	0	464,250	0	0	0.00%
(2150-21504017) Emergency Shelter Grant	15,662	0	0	0	0	0.00%
(2150-21505130) ESG Administration	8,191	208,992	229,502	258,992	50,000	23.92%
(2150-21505131) ESG Rapid Rehousing	131,501	0	0	0	0	0.00%
(2150-21505133) ESG Emergency Shelter Services	43,323	0	0	0	0	0.00%
(2160-21604017) Grants-Community Service	0	275,000	275,000	275,000	0	0.00%
(2160-21605241) Library Grant Accounts	56,171	0	101,606	0	0	0.00%
(2160-21605249) Library Donation Accounts	1,929	0	0	0	0	0.00%
(2160-21605269) Community Action Prog Donation	6,087	0	0	0	0	0.00%
(6130-61301713) Housing Public Activities	1,747,042	15,433,635	15,433,635	14,703,077	-730,558	-4.73%
<b>Grand Total</b>	<b>11,900,091</b>	<b>30,239,614</b>	<b>27,664,190</b>	<b>30,188,874</b>	<b>213,408</b>	<b>0.71%</b>

**Community Services  
Staffing by Program**

Fund / Org	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Change in Budget
(1000-10001710) Community Services Admin	1.00	3.00	3.00	0.00
(1000-10001711) Library	43.00	50.50	51.50	1.00
(1000-10001712) Community Engagement	1.00	1.00	1.00	0.00
(1000-10001716) Community Revitalization	2.00	2.00	2.00	0.00
(2040-20404017) CDBG	8.75	8.00	8.00	0.00
(2110-21101714) Arts Program	1.00	1.00		
(2140-21405261) Community Action Program DHHS	5.50	5.50	6.50	1.00
(6130-61301713) Housing Public Activities	21.00	20.00	19.00	-1.00
Grand Total	83.25	91.00	91.00	1.00

# Performance Report



## Mission Statement

Development Services provides exceptional customer service to create a quality environment, ensure safe development, and preserve our Glendale community.

## Development Services Divisions and Functions

### **Building Safety**

The Building Safety Division ensures that building code standards are met to safeguard life, health, property, and public welfare by regulating and controlling the design, construction, quality of materials, and occupancy of all buildings and structures in Glendale. The Division is the central resource for development, construction and code information, plan review, permit issuance and construction inspection.

### **Code Compliance**

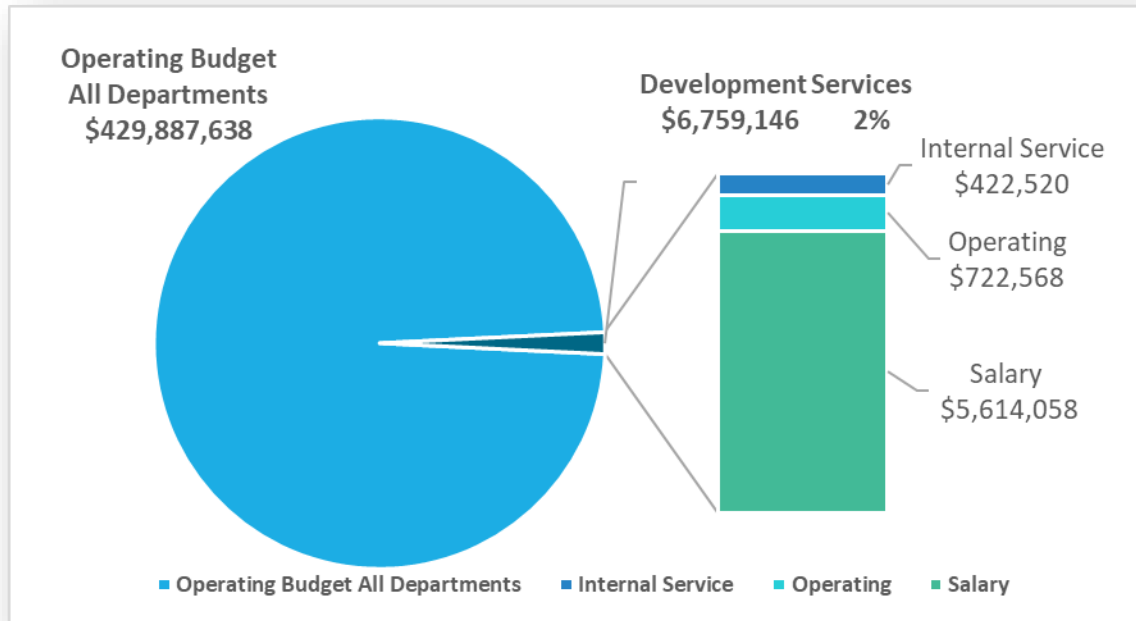
The Code Compliance Division is responsible for ensuring compliance with city codes and ordinances. These regulations are local laws adopted by the Glendale City Council and represent community standards. These community standards have been established to promote health and safety, protect the community from blight and deterioration, and enhance the livability of Glendale.

### **Planning**

The Planning Division provides a multitude of services related to Long Range Planning and Current Planning. We administer the General Plan and Zoning Ordinance regarding new development projects and redevelopment projects. Planning aids the community in development and the permit review process; carries out plans in strategic locations and provides professional information to decision makers and the public to support quality growth and focused development for the community. We also serve as the Historic Preservation Office for the city.

Mapping and Records is part of the Planning Division. Mapping and Records maintains the GIS database which includes layers of information relative to City Council districts, water lines, sewer lines, storm drains, streets, addresses, parcels, and subdivisions. These GIS layers are the largest database in the City.

## Operating Budget



The total City Operating Budget is \$430 million. The departmental operating budget is comprised of three categories:

- Internal services = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Operating = operating and contractual costs
- Salary = salary and related costs

## Accomplishments, Enhancements, and Efficiencies

- Building Safety – Performed plan review and construction inspection of 2.9 million square feet of building development having a construction value of 360 million dollars.
- Building Safety - Reviewed an additional 292 million dollars' worth of construction plans.
- Code Compliance – Increased proactive case initiation from 43% to 50%.
- Code Compliance – Two Code Inspectors began conducting inspections on Saturdays this fiscal year. The Code Inspectors focus on investigating weekend activity violations such as excessive yard sales and illegally parking in the front yard.
- Code Compliance – All Code Inspectors completed certification from the Code Enforcement League of Arizona this year. Staff completed the six-session training to achieve official certification for code inspection.

- Development Services reviewed plans for Westgate District Shops, TopGolf, ASPERA, Arrowhead Hospital addition, Westgate Luxury Apartments, Credit Union West, Dutch Bros., Aloft Hotel, Arrowhead BMW, Zanjero Apartments and Westgate Village Independent Senior Living.

## Goals, Objectives, and Performance Measures

<b>Strategic Objectives</b>	Optimize Processes & Services Improve Community Experience			
<b>Department Strategic Initiative</b>	Address and resolve code compliance violations in an effective and efficient manner			
<b>Intended Result</b>	Maintain compliance with City Codes that relate to nuisances, property maintenance, rental housing and Zoning Ordinance requirements			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>Code Compliance cases opened</i>	6,910	7,045	10,000	10,000
<i>Code compliance cases resolved</i>	6,643	6,802	10,000	10,000
<i>Number Code Compliance inspections performed</i>	19,530	23,870	30,000	30,000
<i>Initial response time (work days) to inspect a reported Code Compliance violation</i>	2	2	2	2
<i>Code Compliance cases addressed through voluntary compliance or with no violation</i>	97%	97%	97%	97%
<b>Strategic Objective</b>	Optimize Processes & Services			
<b>Department Strategic Initiative</b>	Improve the level of Code Compliance cases generated proactively			
<b>Intended Result</b>	Maintain compliance with City Codes that relate to nuisances, property maintenance, rental housing and Zoning Ordinance requirements			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>% of Code Compliance cases opened proactively</i>	43%	49%	55%	60%

<b>Strategic Objective</b>	Optimize Processes & Services			
<b>Department Strategic Initiative</b>	Provide complete and timely review using our newly published time frames to speed projects to completion in an inclusive and open process			
<b>Intended Result</b>	Glendale customers receive superior customer service			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>Number of service requests filed</i>	264	300	360	340
<i>Number of filed cases</i>	268	383	370	350
<i>Planning customers/visits assisted at the Development Services Center counter</i>	3,798	3,555	3,600	3,300

<b>Strategic Objective</b>	Optimize Processes & Services			
<b>Department Strategic Initiative</b>	Provide complete and timely review using our newly published time frames to speed projects to completion in an inclusive and open process			
<b>Intended Result</b>	Glendale customers receive superior customer service			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>Number of service requests filed</i>	264	300	360	340
<i>Number of filed cases</i>	268	383	370	350
<i>Planning customers/visits assisted at the Development Services Center counter</i>	3,798	3,555	3,600	3,300

<b>Strategic Objective</b>	Optimize Processes & Services			
<b>Department Strategic Initiative</b>	95% of all plan review submittals are completed within two review cycles			
<b>Intended Result</b>	Thorough and expedient review of construction plans support the development of our community			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>Number building permits issued</i>	6,867	5,804	6,000	6,000+
<i>Number of plan reviews completed</i>	4,822	4,625	4,864	5,000+
<i>Number of plan reviews completed electronically</i>	340	420	650	1,200
<i>% of submitted plans approved at first review</i>	67%	78%	78%	79%
<i>% of submitted plans approved at second review</i>	28%	19%	19%	18%
<i>% of submitted plans requiring 3 or more reviews</i>	5%	3%	3%	3%



**Development Services (18)  
Budget by Categories of Expenditures**

Group	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
Personnel Services	4,640,873	5,221,070	5,171,070	5,614,058	392,988	7.53%
Services and Supplies	428,304	726,232	746,297	722,568	-3,664	-0.50%
Internal Charges	339,252	345,523	345,523	422,520	76,997	22.28%
<b>Grand Total</b>	<b>5,408,429</b>	<b>6,292,825</b>	<b>6,262,890</b>	<b>6,759,146</b>	<b>466,321</b>	<b>7.41%</b>

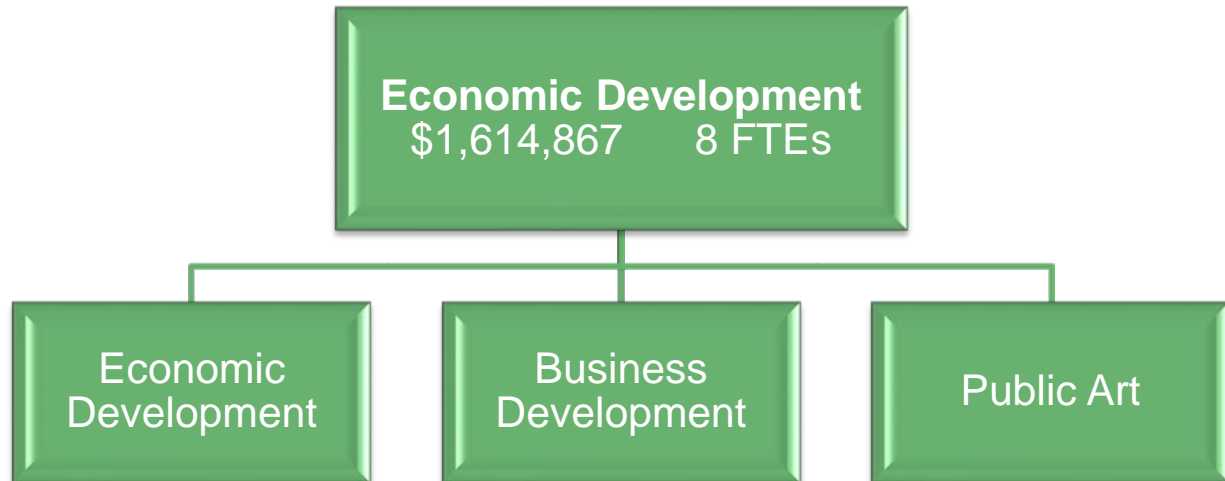
**Fund & Department Number Budget by Program**

Fund / Org	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
(1000-10001810) Planning	1,119,918	1,323,541	1,323,541	1,583,867	260,326	19.67%
(1000-10001811) Building Safety	2,479,743	3,031,653	3,026,718	3,121,333	89,680	2.96%
(1000-10001812) Code Compliance	1,558,223	1,830,897	1,805,897	1,838,993	8,096	0.44%
(1000-10005006) Mapping and Records	96,750	106,734	106,734	214,953	108,219	101.39%
(6020-60201813) Cross Connection Control	153,794	0	0	0	0	0.00%
<b>Grand Total</b>	<b>5,408,429</b>	<b>6,292,825</b>	<b>6,262,890</b>	<b>6,759,146</b>	<b>466,321</b>	<b>7.41%</b>

**Development Services  
Staffing by Program**

Fund / Org	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Change in Budget
(1000-10001810) Planning	9.00	10.00	11.00	1.00
(1000-10001811) Building Safety	23.00	26.00	26.00	0.00
(1000-10001812) Code Compliance	16.50	18.00	18.00	0.00
(1000-10005006) Mapping and Records	1.00	1.00	2.00	1.00
Grand Total	49.50	55.00	57.00	2.00

# Performance Report



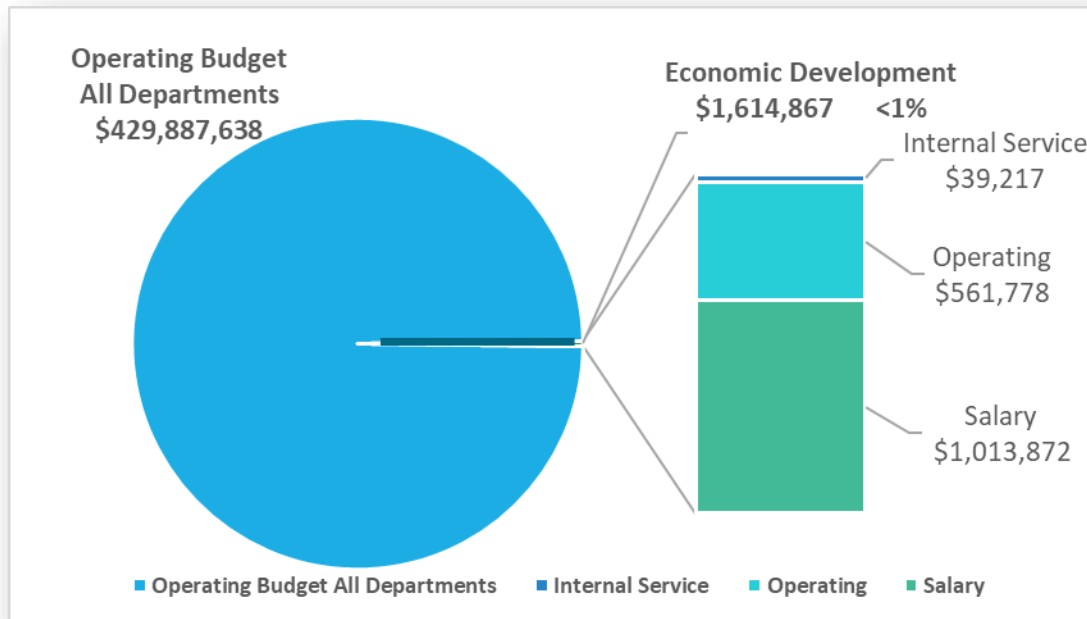
## Mission Statement

To promote economic development in the City of Glendale by serving as an important catalyst for new business, a critical resource for existing business and consistently exploring new industry opportunities to ensure a diverse, sustainable economy that improves the lives of the people we serve every day.

## Department Description

The Office of Economic Development is responsible for facilitating the creation of employment and preserving jobs, promoting growth opportunities, demonstrating servant leadership and enhancing the city's revenue base. Creating a business-friendly climate requires coordinating internally with affected stakeholder groups and externally with the city's business and community partners. Supporting and growing a diverse, sustainable economy that provides economic opportunity is essential to achieving the City's mission to improve the lives of the people we serve every day. Businesses, neighborhoods, individual residents and the entire region all benefit from the improved quality of life that the City's economic development efforts create. It also administers the City's Public Art and Performing Arts Partnership Program.

## Operating Budget



The total City Operating Budget is \$430 million. The departmental operating budget is comprised of three categories:

- Internal services = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Operating = operating and contractual costs
- Salary = salary and related costs

## Accomplishments, Enhancements, and Efficiencies

- Red Bull, Rauch Fruit Juices and Ball Corporations have selected a 134-acre site in the Woolf Logistics Industrial Campus in the City of Glendale's New Frontier District as the home of their newest 700,000+ square foot beverage filling and distribution facility. This site is logistically ideal to serve the increasing demand of the US, Mexican, and Canadian markets. The companies plan to commence construction in 2019 creating 600 construction jobs, and more than 200 permanent jobs.
- Holiday Inn and Marriott are constructing two new 100-room hotels in the Westgate Area. The hotel buildings are 62,000 and 68,000 square feet respectively and will bring 140 new hospitality jobs to the region.
- Corning Optics is in the midst of adding additional lines to their broadband internet, and microwave connectors high tech manufacturing center. The expansion is expected to create 200 highly skilled computer numerical control (CNC) machine positions.

- Connect Express, a North American transportation and logistics company, has located their corporate office and logistics center in the Grand Avenue Industrial Corridor, bringing 47 new jobs to the City.
- Academy of Math and Science broke ground on a new multi-story, 84,000 square foot class A public charter school, which will employ more than 120 teachers with an average wage of \$45,000 per year. The school specializes in STEM education for K-8<sup>th</sup> grade students and is located at 45<sup>th</sup> Ave and Glendale Ave, in the heart of the City Council designated Redevelopment District.
- Glendale's unemployment rate has increased slightly from 4.7% in January 2018 to 5.3% in January 2019; and year over year 5,405 people joined the labor force in Glendale and 4,421 more Glendale residents were employed as of January 2019.
- Conducted numerous business outreach activities through trade shows, sales missions, presentations and business retention visits to inform about the benefits of operating a business in Glendale.
- Held Economic Development office hours at the IDEA Center located at the main branch library, and other locations. This collaboration with the library has provided a broader reach into the community, allowing the economic development office to better support entrepreneurs and small business owners, as well as mentor services for aspiring business owners.
- The Office of Economic Development in partnership with the Glendale Library invited 8 startups companies to "practice their pitch" at the Annual Chamber of Commerce Biz 2 Biz Expo. The event attracted hundreds of attendees and businesses from across the entire West Valley to showcase their products and services. The event was held at the Glendale Civic Center which sponsored the event, providing significant exposure to the venue and Downtown Glendale.
- Taught ASU Start-Up School classes at the Glendale Main Library to promote economic development opportunities for small businesses and participated in other entrepreneurship programming being offered to the business community. The ASU curriculum is taught throughout the year attracting dozens of small businesses and start-up ventures.
- Assisted local tech entrepreneur in forming the West Valley Innovation Alliance (WVIA) designed to promote local collaboration in the tech and innovation fields. Also assisted in coordinating the first of its kind West Valley Innovation Forum and Speaker Series. The inaugural event attracted more than 80 attendees including tech companies, angel investors, judges, and other guests. The 3-hour forum was held at the Start@WestMec Campus in the Glendale Corporate Center near the Loop 101 and Camelback Road.
- Oversaw the council approved contract with the Glendale Chamber of Commerce for Downtown Manager Services to provide targeted support to the downtown business community as part of our downtown redevelopment efforts. Accomplishments have included established monthly Merchant meetings; formation of downtown subcommittees focused on beautification, marketing and events; and improved communication with the downtown business community.

- Leveraged partnership with Canada Arizona Business Council (CABC) and other strategic entities to attract Foreign Direct Investment (FDI) opportunities from abroad.
- Lead the Adaptive Reuse and Infill special council workshops over a year long process in multiple special workshop sessions with the assistance of Mr. Neil Calfee, subject matter expert in the field.
- Actively participated in the Annexation special council workshop topic over a year long process in multiple special workshop sessions with the assistance of Ms. Sarah Murley, Principal with Applied Economics, who performed the independent economic analysis for the City.
- Restructured the Economic Development Program Manager position to allow for the configuration of a Communications Program Manager to develop and execute a communication strategy that delivers internal and external messaging on behalf of the Economic Development Department and elevates the perception and image of the city as whole.
- Engaged in a meaningful way as part of the Governance Committee to develop and launch the city website.
- Reconfigured Communications Program Manager position to commence social platforms strategy and launched in November of 2018. The efforts have garnered over 15,000 impressions with 120+ posts across all three platforms (Facebook, Instagram and Twitter)
- Working with ASU and Glendale Community College to help expand the cyber security program through connecting educational partners with the business community, working toward creating internship opportunities to benefit students and businesses. The ultimate goal is to help extend the current cybersecurity program to create a consortium between ASU, GCC, Grand Canyon University, Arizona Christian University, Embry-Riddle Luke AFB, Midwestern University, and similar regional partners.

## Goals, Objectives, and Performance Measures

<b>Strategic Objective</b>	Improve Community Experience			
<b>Department Strategic Initiative</b>	Leverage industry resources to increase Glendale's visibility in the local, state, and national markets and promote Glendale through recruitment initiatives			
<b>Intended Result</b>	Increase the number of businesses and jobs in our community to ensure long-term financial stability			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>New Businesses &amp; Expansions</i>	13	7	12	10
<i>Jobs Generated</i>	2,091	1,027	820	1,000
<i>Participation in Recruitment Initiatives</i>	5	3	11	8

<b>Strategic Objective</b>	Improve Community Experience			
<b>Department Strategic Initiative</b>	Provide direct assistance to small businesses by connecting them with information, experts, and programs for business development.			
<b>Intended Result</b>	Entrepreneurial small business in Glendale is a fundamental component of our economy.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
ASU Startup School Classes	6	18	12	12
Small Business/IDEA Center (Hours)	N/A	N/A	180	200

<b>Strategic Objective</b>	Improve Purposeful Communication			
<b>Department Strategic Initiative</b>	Proactively share information about businesses expansions, new locates, City programs, and economic development efforts to relevant target audiences.			
<b>Intended Result</b>	Increased public awareness about economic opportunities in Glendale.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
Social Media Posts	N/A	N/A	150	200
Press Releases/ Media Outreach	N/A	N/A	30	40
Followers: Instagram, Facebook, Twitter	N/A	N/A	130, 90, 80	200, 150,100

<b>Strategic Objectives</b>	Improve Stakeholder Engagement Improve Purposeful Communication			
<b>Department Strategic Initiative</b>	Improve visibility and outreach, link businesses to resources, and support business assistance events (job/procurement fairs, seminars, etc.).			
<b>Intended Result</b>	Businesses grow and thrive in our community.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
Targeted Outreach Contacts	270	1,299	1050	1000
Business Assistance Events	16	11	10	10

<b>Strategic Objectives</b>	Optimize Processes & Services Improve Community Experience			
<b>Department Strategic Initiative</b>	Key department managers will continue to enhance the programs and services offered to Glendale residents through a variety of diverse activities which preserve the health, safety and livability of the community.			
<b>Intended Result</b>	All patrons of the Community Services Department receive excellent customer service.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>Number of people attending public art programs</i>	16,000	15,810	17,500	20,000
<i>Number of partners providing arts programming to Glendale residents</i>	17	21	27	30



**Economic Development (19)  
Budget by Categories of Expenditures**

Group	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
Personnel Services	741,483	773,488	773,488	1,013,872	126,567	16.36%
Services and Supplies	300,515	342,809	342,809	561,778	72,969	21.29%
Internal Charges	34,679	34,147	34,147	39,217	739	2.17%
<b>Grand Total</b>	<b>1,076,678</b>	<b>1,150,444</b>	<b>1,150,444</b>	<b>1,614,867</b>	<b>200,275</b>	<b>17.41%</b>

**Fund & Department Number Budget by Program**

Fund / Org	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
(1000-10001910) Economic Development	839,852	873,417	873,417	1,000,723	200,275	22.93%
(1000-10005007) Business Development	236,826	277,027	277,027	349,996	0	0.00%
(2110-21101911) Arts Program	0	0	0	264,148	0	0.00%
<b>Grand Total</b>	<b>1,076,678</b>	<b>1,150,444</b>	<b>1,150,444</b>	<b>1,614,867</b>	<b>200,275</b>	<b>17.41%</b>

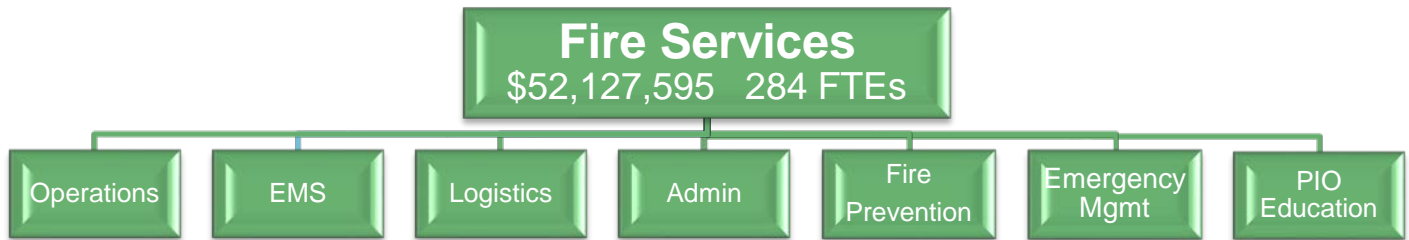
**Economic Development (19)  
Budget by Categories of Expenditures**

Group	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
Personnel Services	741,483	773,488	773,488	900,055	126,567	16.36%
Services and Supplies	300,515	342,809	342,809	415,778	72,969	21.29%
Internal Charges	34,679	34,147	34,147	34,886	739	2.17%
<b>Grand Total</b>	<b>1,076,678</b>	<b>1,150,444</b>	<b>1,150,444</b>	<b>1,350,719</b>	<b>200,275</b>	<b>17.41%</b>

**Fund & Department Number Budget by Program**

Fund / Org	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
(1000-10001910) Economic Development	839,852	873,417	873,417	1,000,723	200,275	22.93%
(1000-10005007) Business Development	236,826	277,027	277,027	349,996	0	0.00%
(2110-21101911) Arts Program	0	0	0	264,148	0	0.00%
<b>Grand Total</b>	<b>1,076,678</b>	<b>1,150,444</b>	<b>1,150,444</b>	<b>1,614,867</b>	<b>200,275</b>	<b>17.41%</b>

# Performance Report



## Mission Statement

Be Safe, Be Nice & Be Accountable

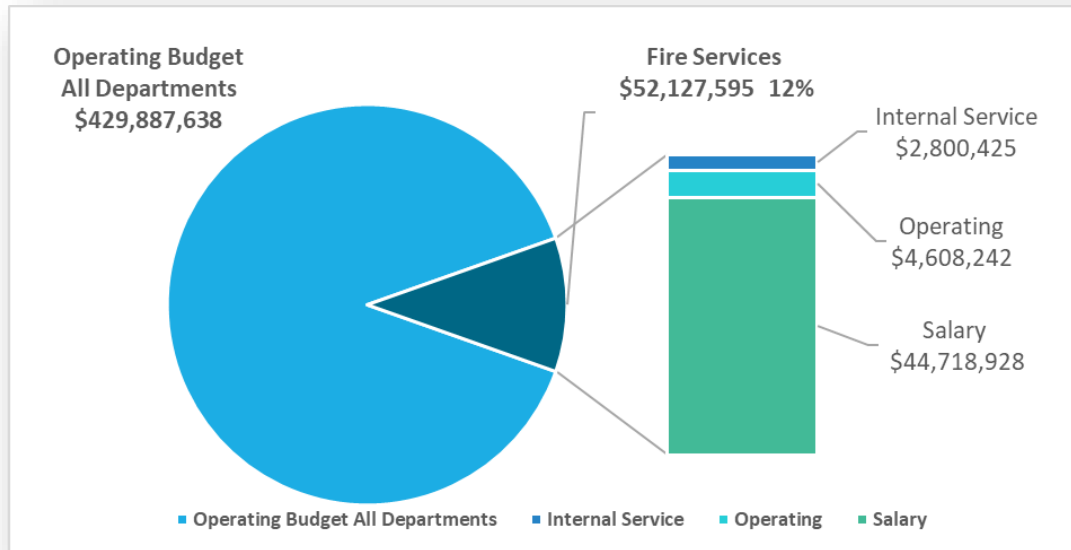
## Department Description

The Glendale Fire Department provides life and property safety to the citizens of Glendale through the extension of:

- Emergency Medical Services - Advanced Life Support (ALS) and Basic Life Support (BLS)
- Fire Suppression, including Hazardous Materials and Technical Rescue Response
- Public Education, Public Information/Outreach and Crisis Response Support
- Fire Prevention Services, including Inspection, Code Enforcement, Fire Investigations, and Plans Reviews

The Glendale Fire Department utilizes an all-hazards response model and participates within the Automatic-Aid System (AAS) intergovernmental agreement to provide for automatic assistance for fires and other types of emergency incidents. The participants of the AAS seek to provide the most efficient, safe, and effective fire-rescue-emergency medical services to their respective communities.

## Operating Budget



The total City Operating Budget is \$430 million. The departmental operating budget is comprised of three categories:

- Internal services = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Operating = operating and contractual costs
- Salary = salary and related costs

## Accomplishments, Enhancements, and Efficiencies

- Public Education was provided to a total of 18,531 participants at 581 classes and events, including 3,067 people trained to provide life-saving "Hands-Only" CPR.
- So far since the inception of the "Hands-Only" CPR Curriculum in late 2007, over 29,000 people have been trained in "Hands-Only" CPR and AED use in Glendale.
- The Crisis Response (CR) Program Volunteers Contributed 16,076 hours of service at a value of \$396,916.44. The CR Unit was dispatched to 1490 Crisis/Traumatic incidents. 28 Bachelor and Master Level interns from ASU, NAU, and USC were provided excellent Field Instructor Supervision by Crisis Response Staff. The Complex Case Management Unit assisted 41 customers with over 280 hours of one on one case management. Implementing long term solutions to customers that are repeat callers of 911.
- Assisted approximately 250 GFD members with continuing education to maintain EMT-Basic and Paramedic certifications.
- GFD members participated in approximately 5300 hours of EMS related training.
- Received the 2018: Mission Lifeline EMS Silver recognition from American Heart Association in June 2018.
- Staffed approximately 150 Special Events in 2018.
- Arranged and deployed the Blue OX as a portable EOC on an Emergency Management Assistance Compact (EMAC) request to operate as a command center for the re-entry into the community of Blue Ridge following the Tinder Fire in Coconino County.

- Replaced or upgraded all antiquated equipment in EOC assuring a state of the art facility that is capable of interoperability throughout the region.
- We placed a new unit in service, LA157.
- Electronic vehicle preemption (EVP) devices were placed in all responding vehicles, designated units from Phoenix and Peoria that regularly respond into Glendale, and multiple high-use intersections, to enhance response times.
- New rapid intervention crew (RIC) bags were equipped and placed on each chief officer vehicle.
- After placing all the new MSA G1 SCBAs in service, personnel reconditioned all our old SCBAs and provided them to GUHSD for use in the high school Fire Science classes.
- The Mapping Division recently purchased new diagramming software for the creation of multi-residency maps. Also, they are producing special request/high priority maps as requested by sworn personnel.
- The Division is moving forward with a plan to convert the entire Department to National Standard thread couplings and nozzles to be more fiscally responsible with future purchases and to increase compatibility with the majority of surrounding automatic aid municipalities.
- The Division identified and removed excess landlines and cell phones from service in all stations and apparatus, decreasing billing to the City by over \$1000/month.

## Goals, Objectives, and Performance Measures

<b>Strategic Objective</b>	Optimize Processes & Services			
<b>Department Strategic Initiative</b>	Ensure proper support and deployment of staffing, apparatus and equipment to provide fast, effective emergency response.			
<b>Intended Result</b>	Our community receives effective and efficient all hazards response and is assured of the long-term sustainability of quality services.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
Response time at the 90 <sup>th</sup> percentile of emergency calls. (Turnout and Travel) Code 3.	6:27	6:55	6:25	6:25
Glendale fire suppression calls	1,159	2307	1,200	1,700
Glendale ALS and BLS calls	27,849	29,219	29,000	30,000
Glendale other call types	2,249	1,167	2,300	1,700
Automatic Aid Received	4,056	4,919	4,100	5,000
Automatic Aid Given	7,059	7,968	7,100	8,000
Insurance Services Office (ISO) rating	2	2	1	1

<b>Strategic Objectives</b>	Strengthen Workforce Development Strengthen Workforce Culture			
<b>Department Strategic Initiative</b>	Annual training of department personnel to maintain compliance with State and National standards.			
<b>Intended Result</b>	We deliver superior customer service; and, have a culture of continuous assessment, progressive management, and quality personnel practices.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
Average number of training hours per Firefighter	216	216	216	216
Firefighters certified at State Firefighter I and Firefighter II levels of proficiency	100%	100%	100%	100%
Training compliance; National Fire Protection Association standards	100%	100%	100%	100%

<b>Strategic Objectives</b>	Optimize Processes & Services Improve Community Experience			
<b>Department Strategic Initiative</b>	Provide fair, consistent, and comprehensive plans review and inspections; Investigate structure fire cause and origin to identify potential prevention measures.			
<b>Intended Result</b>	Reduce the loss of lives and property by incorporating effective fire prevention measures in community development.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
Number of inspections completed	3,043	3,074	3,593	3560
Number of new construction inspections	939	669	892	916
Number of plans reviewed	875	902	1,110	1059
Requests for services*			840	840
Structure Fire Investigations	97	93	84	91
Special Event Inspections	265	287	257	297

\*Tracking began in 2018- This includes meetings with customer for design review and pre construction; knox box installations, citizen complaints, courtesy inspections and other miscellaneous services

<b>Strategic Objectives</b>	Improve Purposeful Communication Improve Stakeholder Engagement			
<b>Department Strategic Initiative</b>	Promote safety awareness in the community through proactive life safety and fire prevention education programs.			
<b>Intended Result</b>	Reduction in loss of life and property within our community.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
Number of life safety classes and events held annually	500	581	550	550
Customer contacts	16,000	18,531	16,750	16,800

**Fire Services (20)**  
**Budget by Categories of Expenditures**

Group	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
Personnel Services	40,754,848	42,379,408	42,487,676	44,718,928	2,339,520	5.52%
Services and Supplies	3,666,469	4,370,363	5,193,518	4,608,242	237,879	5.44%
Internal Charges	2,051,077	2,253,397	2,253,397	2,800,425	547,028	24.28%
<b>Grand Total</b>	<b>46,472,394</b>	<b>49,003,168</b>	<b>49,934,591</b>	<b>52,127,595</b>	<b>3,124,427</b>	<b>6.38%</b>

**Fund & Department Number Budget by Program**

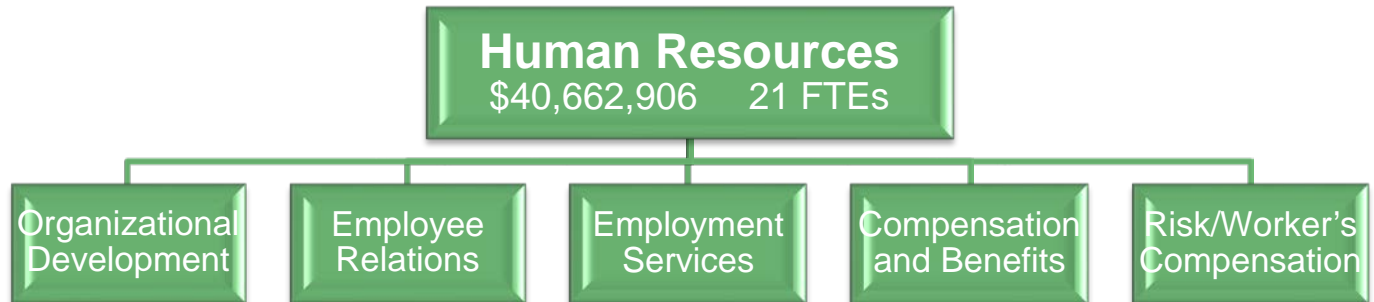
Fund / Org	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
(1000-10002010) Fire Administration	2,331,292	2,647,657	2,403,074	2,368,916	-278,741	-10.53%
(1000-10002011) Fire Operations	34,888,633	34,855,306	34,849,076	37,559,249	2,703,943	7.76%
(1000-10002012) Fire Special Operations	36,120	47,625	35,445	47,625	0	0.00%
(1000-10002013) Fire Resource Management	3,578,456	3,848,850	3,664,799	3,791,772	-57,078	-1.48%
(1000-10002014) Fire Training	22,446	25,500	36,100	36,100	10,600	41.57%
(1000-10002015) Fire Medical Services & Health	228,298	256,563	260,063	256,563	0	0.00%
(1000-10002016) Fire Emergency Management	533,008	617,166	620,166	635,332	18,166	2.94%
(1000-10002017) Fire Marshal's Office	967,046	1,083,807	1,091,937	1,139,973	56,166	5.18%
(1000-10002018) Fire Community Services	21,976	22,250	22,250	21,298	-952	-4.28%
(1000-10002019) LA Services	819,080	1,126,480	1,110,480	1,162,051	35,571	3.16%
(1000-10002020) Logistics Ops	176,953	153,999	153,999	159,663	5,664	3.68%
(1000-10002021) Glendale Health Center	19,427	58,053	58,053	60,956	2,903	5.00%
(1000-10002023) PS Training Fac - Fire	0	0	0	0	0	0.00%
(1000-10005008) FD - NCAA Final Four	0	0	0	0	0	0.00%
(1000-10005009) Fire - Fiesta Bowl Event	13,177	62,748	48,048	59,794	-2,954	-4.71%
(1000-10005010) Stadium - Fire Event Staffing	0	0	0	17,674	17,674	0.00%
(1000-10005011) Arena - Fire Event Staffing	182,728	149,799	162,499	267,311	117,512	78.45%
(1000-10005012) CBRanch - Fire Event Staffing	71,202	59,999	59,999	92,993	32,994	54.99%
(1000-10005013) Fire - College FB Playoffs	0	0	0	0	0	0.00%
(1000-10005076) Fire-Crisis Response	0	0	9,999	10,000	10,000	0.00%
(1000-10005077) Fire-Health & Safety	0	0	234,583	234,583	234,583	0.00%
(1000-10005078) Fire-Turnout Program	0	0	184,051	184,051	184,051	0.00%
(2160-21604020) Grants-Fire Services	0	3,028,831	1,445,581	3,028,831	0	0.00%
(2160-21605201) Fire AZDOHS Grants	119,243	0	624,587	0	0	0.00%
(2160-21605202) Fire FEMA Grants	0	0	0	0	0	0.00%
(2160-21605203) Fire AZ Forestry Grants	1,661,587	0	1,887,173	0	0	0.00%
(2160-21605208) Fire Miscellaneous Grants	6,953	0	14,093	0	0	0.00%
(2160-21605209) Fire Donation Accounts	4,030	0	0	0	0	0.00%
(2200-22002023) PS Training Ops - Fire	790,739	958,535	958,535	992,859	34,324	3.58%
<b>Grand Total</b>	<b>46,472,394</b>	<b>49,003,168</b>	<b>49,934,591</b>	<b>52,127,595</b>	<b>3,124,427</b>	<b>6.38%</b>

**Fire Services  
Staffing by Program**

Fund / Org	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Change in Budget
(1000-10002010) Fire Administration	17.0	17.0	16.0	-1.0
(1000-10002011) Fire Operations	237.0	236.0	236.0	0.0
(1000-10002013) Fire Resource Management	6.0	6.0	7.0	1.0
(1000-10002016) Fire Emergency Management	3.0	3.0	3.0	0.0
(1000-10002017) Fire Marshal's Office	10.0	10.0	10.0	0.0
(1000-10002019) LA Services	6.0	6.0	6.0	0.0
(1000-10002020) Logistics Ops	1.0	1.0	1.0	0.0
(2200-22002023) PS Training Ops - Fire	5.0	5.0	5.0	0.0
Grand Total	285.0	284.0	284.0	0.0



# Performance Report



## Mission Statement

We improve the lives of the people we serve every day.

## Department Description

The Glendale Human Resources and Risk Management 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.

## Programs and Functions

**Employee Relations** – Manages the progressive discipline process and internal investigations as well as conflict mediation and resolution. Provides consultation to management on strategies to improve employee performance as well as the overall work environment to enhance employee and department productivity. Staffs and supports the Personnel Board.

**Recruitment** – Manages Recruitment Process to ensure the organization attracts and retains highly qualified and diverse workforce.

**Benefits** – Continuously works with management and employees to ensure the organization is providing quality, affordable health benefits. Provides wellness resources to assist employees in improving and maintaining a healthy lifestyle. Consults with employees as they prepare for retirement to ensure they understand fully what benefits are available to them.

**Classification & Compensation** - Implements and maintains the classification and compensation structure, policies and practices which include the following:

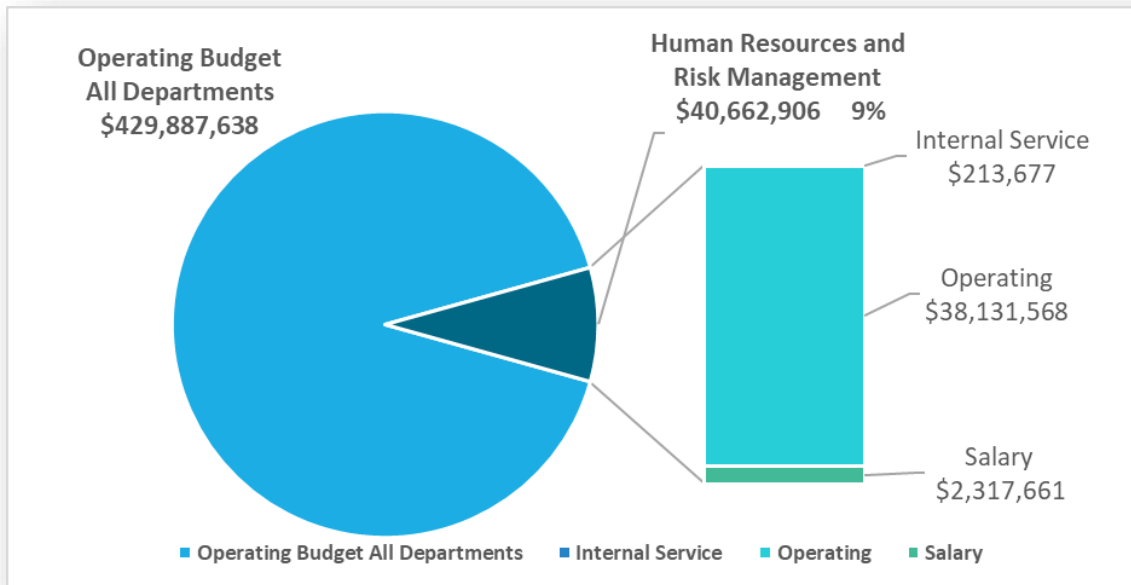
- Conducting job studies and reclassifications as necessary to ensure duties and responsibilities meet the service needs of the departments
- Conducting market studies to ensure pay structure is competitive with the City's benchmark cities
- Working with City management as a resource during the union negotiation processes

- Ensuring compliance with all applicable federal and state laws such as the Fair Labor Standards Act, the Equal Pay Act and Proposition 206

**Employee Development** - Provides employee development, engagement and performance management services to the organization.

**Risk Management** - Responsible for managing the risk management, worker's compensation, safety, and drug-free workplace programs for the organization.

## Operating Budget



The total City Operating Budget is \$430 million. The departmental operating budget is comprised of three categories:

- Internal services = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Operating = operating and contractual costs
- Salary = salary and related costs

## Accomplishments, Enhancements, and Efficiencies

- The Human Resources & Risk Management department worked diligently the entire 2018 calendar year and successfully implemented SimpliCity HR/Payroll Phase 2 on December 22, 2018.
- As part of our Good Life Wellness Program the City was awarded the Healthy Arizona Worksite Gold Award this year. We launched Walker Tracker a tool that tracks steps and activities to help employees stay active. We held four challenges throughout the year and

had 500+ participants. Also held our first Mental Health Wellbeing Panel Discussion and provided a series of mental wellbeing workshops for employees.

- Employee Relations takes a leadership role in serving both employees and managers while addressing workplace concerns and providing guidance and resources to mitigate issues of conflict with a timely and positive resolution. Employee Relations works to assist managers in their efforts to improve employee job performance and to correct unacceptable personal conduct and performance deficiencies. This year the Employee Relations Division addressed approximately 270 cases including personnel issues and investigations in an effort to create a positive work environment and reduce liability to the City of Glendale.
- A total of 2,977 classes were completed by City employee's through Risk Management's on-line training portal. The top 10 courses were slips, trips and falls, back injury prevention, fire protection and prevention, office ergonomics, disaster readiness, workplace violence prevention, GHS Compliance and Hazard Communication (Safety Data Sheets), Bloodborne Pathogens and Decision Driving.
- Risk Management launched a new Beazley cyber security training for all employees. A total of 7,397 courses were completed. Courses taken were Smarter, Better Identity Theft Prevention, Smarter, Better Phishing Prevention, Smarter, Better Spam Prevention and Smarter, Better Malware Protection. Since the training, IT has not had a successful phishing campaign affect the City.
- Risk Management completed 11 ergonomic evaluations, 16 safety assessments and held 3 Safety Security and Alliance meetings. A total of 146 employee's hearing was tested to comply with OSHA's Hearing Conservation Program.
- Maintained 100% return to duty program for employees when they are released back to work from a work-place injury.
- Fund balance for the Workers' Compensation Trust Fund remained above the statutory minimum set by the Industrial Commission of Arizona and the Risk Management Trust Fund remained above the minimum 55% confidence level set by GASB #10.

## Goals, Objectives, and Performance Measures

<b>Strategic Objectives</b>	Strengthen Workforce Culture Strengthen Workforce Development			
<b>Department Strategic Initiatives</b>	<ol style="list-style-type: none"> <li>1. Obtain top level management support for diversity initiatives.</li> <li>2. Form a Diversity Committee to develop, communicate and implement a diversity strategy.</li> </ol>			
<b>Intended Result</b>	Foster and influence a climate of mutual respect and inclusiveness that is open, creative and people centered.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>Number of organizational diversity events held</i>	7	7	8	10
<i>Number of diversity training opportunities held</i>	32	34	36	38
<i>Number of employees attending diversity training/events</i>	1152	1161	1300	1500
<i>Increase diversity ratio of new hires</i>	*See below	*See below	Employee demographics reflect the Glendale Community	Employee demographics reflect the Glendale Community
<i>Increase our diversity ratio to better reflect the Glendale community</i>	**See below	**See below	Same as above	Same as above

\***New Hires FY16/17 Actual** – White 59%, Black/AA 8%, Hispanic/Latino 27%, Asian 1.7%, American Indian .05%, Native Hawaiian and Other Pacific Islander 0%, 2 or More Races 0%, Not Specified 3%

\***New Hires FY17/18 Actual** - White 51%, Black/AA 6%, Hispanic/Latino 32%, Asian 2%, Native Hawaiian and Other Pacific Islander 1%, 2 or More Races 4%, Not Specified 3%

\*\***Community and Employee Ratios FY16/17 and FY17/18 Actual** – White 48.6% Community (65.0%EE), Black/AA 6.2% Community (5.1%EE), Hispanic/Latino 37.3% Community (22.7%EE), Asian 4.3% Community (2.4%EE), American Indian 1.6% Community (.9%EE), Native Hawaiian and Other Pacific Islander 0.2% Community (.05%EE), 2 Or More Races 4.2% Community (.05%EE), Not Specified (3.7%EE)

<b>Strategic Objective</b>	Improve Resource Alignment			
<b>Department Strategic Initiatives</b>	<ol style="list-style-type: none"> <li>1. Collaborate with employees, stakeholders and healthcare organizations to review options for implementing a fiscally sustainable health plan.</li> <li>2. Develop a plan to promote greater participation in the wellness program.</li> </ol>			
<b>Intended Result</b>	Maintain a fiscally sustainable employee benefits program that provides high quality healthcare which promotes and enhances the well-being of employees.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
Cost increases remain at or below the medical trend.	7-1-16 2% above medical trend	7-1-17 .16% above medical trend	7-1-18 1% below medical trend	7-1-19 1.3% below medical trend
Increase enrollment in the wellness program.	565 participants 21% increase over prior year	744 participants 24% increase over prior year	645 21% decrease due to calculation change	709 10% increase in participation
Reduction of overall health insurance costs.	n/a	n/a	1%	1%

<b>Strategic Objectives</b>	Improve Resource Alignment Improve Asset Management			
<b>Department Strategic Initiative</b>	<ol style="list-style-type: none"> <li>1. Monitor external market on regular basis to ensure competitiveness.</li> <li>2. Complete job studies as appropriate in a timely manner to ensure classifications are current.</li> <li>3. Comply with appropriate federal and state laws.</li> <li>4. Complete classification and compensation study to determine critical areas requiring attention.</li> </ol>			
<b>Intended Result</b>	Implement and maintain a competitive non-represented compensation structure, policy, practices and philosophy to attract, motivate and retain highly skilled employees.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
Reduce turnover for non-represented employees	6.8%	13.1%	8.6%	7.0%
Salary ranges are within +/- 5% of the average midpoint for comparative organizations	At +/-5% 7/1/16	At +/-5% 7-1-18	At +/- 5% 7-1-19	Remain at +/-5%

<b>Strategic Objectives</b>	Improve Resource Alignment Improve Asset Management			
<b>Department Strategic Initiatives</b>	<ol style="list-style-type: none"> <li>Utilize risk avoidance, risk reduction, risk transfer and risk retention strategies to protect against losses that would negatively impact City assets and its ability to provide ongoing services.</li> <li>Manage property and liability claims to minimize costs.</li> <li>Promote employee safety awareness programs.</li> </ol>			
<b>Intended Result</b>	Provide and maintain a low risk, safe environment for City of Glendale employees and its citizens.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>Utilize in-house counsel (when practical) to reduce legal fees.</i>  <b>FY18-19 Estimate (New measures)</b> <i>Open (filled/served)</i> <i>Closed (settled, prevailed or dismissed)</i> <i>Internal counsel assigned</i> <i>Outside counsel assigned</i>	Cost of legal fees \$217,205 6% reduction	Cost of legal fees \$445,097	22 12 10 12	Assign no more than 50% of lawsuits filed to outside counsel
<i>*Experience Modification Rate for Workers' Compensation Claims at 1.0 or less. The average for city and county employers is 1.04%</i>	As of 12/31/16 .89	As of 12/31/17 .86	As of 12/31/18 .90	.88
<i>Maintain total operating cost of risk at &lt; 2%</i>	1%	1%	1%	1%

\*The Experience Modification Rate is an indicator of how well a workers' compensation program is performing as compared to other similar business types within a State (in our case against other cities within Arizona)

**Human Resources (21)**  
**Budget by Categories of Expenditures**

Group	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
Personnel Services	2,067,462	2,116,192	2,116,192	2,317,661	201,469	9.52%
Services and Supplies	33,429,558	35,911,613	36,911,613	38,131,568	2,219,955	6.18%
Internal Charges	105,756	100,129	100,129	213,677	113,548	113.40%
<b>Grand Total</b>	<b>35,602,776</b>	<b>38,127,934</b>	<b>39,127,934</b>	<b>40,662,906</b>	<b>2,534,972</b>	<b>6.65%</b>

**Fund & Department Number Budget by Program**

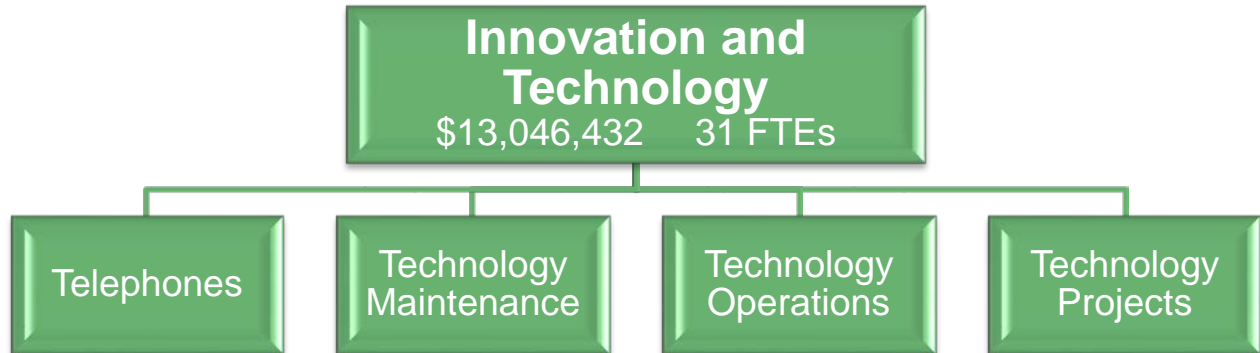
Fund / Org	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
(1000-10002110) Human Resource Administration	420,747	450,813	450,813	675,737	224,924	49.89%
(1000-10002112) Organizational Development	121,848	128,374	128,374	132,203	3,829	2.98%
(1000-10005014) Employment Services	368,220	365,484	365,484	389,819	24,335	6.66%
(1000-10005015) Employee Relations	296,443	305,188	305,188	315,748	10,560	3.46%
(1000-10005016) Compensation	184,854	187,191	187,191	194,966	7,775	4.15%
(1000-10005017) Employee Programs	38,436	60,000	60,000	60,000	0	0.00%
(1000-10005018) Benefits	420,378	424,946	424,946	434,146	9,200	2.16%
(7010-70102113) Risk Management	3,379,061	2,959,242	3,959,242	4,053,491	1,094,249	36.98%
(7020-70202114) Workers' Compensation	2,162,383	2,290,825	2,290,825	2,968,471	677,646	29.58%
(7030-70305019) Benefit Programs	28,210,407	30,955,871	30,955,871	31,438,324	482,453	1.56%
<b>Grand Total</b>	<b>35,602,776</b>	<b>38,127,934</b>	<b>39,127,934</b>	<b>40,662,906</b>	<b>2,534,972</b>	<b>6.65%</b>

**Human Resources  
Staffing by Program**

Fund / Org	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Change in Budget
(1000-10002110) Human Resource Administration	3.00	3.00	4.00	1.00
(1000-10002112) Organizational Development	1.00	1.00	1.00	0.00
(1000-10005014) Employment Services	3.00	3.00	3.00	0.00
(1000-10005015) Employee Relations	3.00	3.00	3.00	0.00
(1000-10005016) Compensation	2.00	2.00	2.00	0.00
(1000-10005018) Benefits	4.00	4.00	4.00	0.00
(7010-70102113) Risk Management	2.00	2.00	2.00	0.00
(7020-70202114) Workers' Compensation	2.00	2.00	2.00	0.00
Grand Total	20.00	20.00	21.00	1.00



# Performance Report



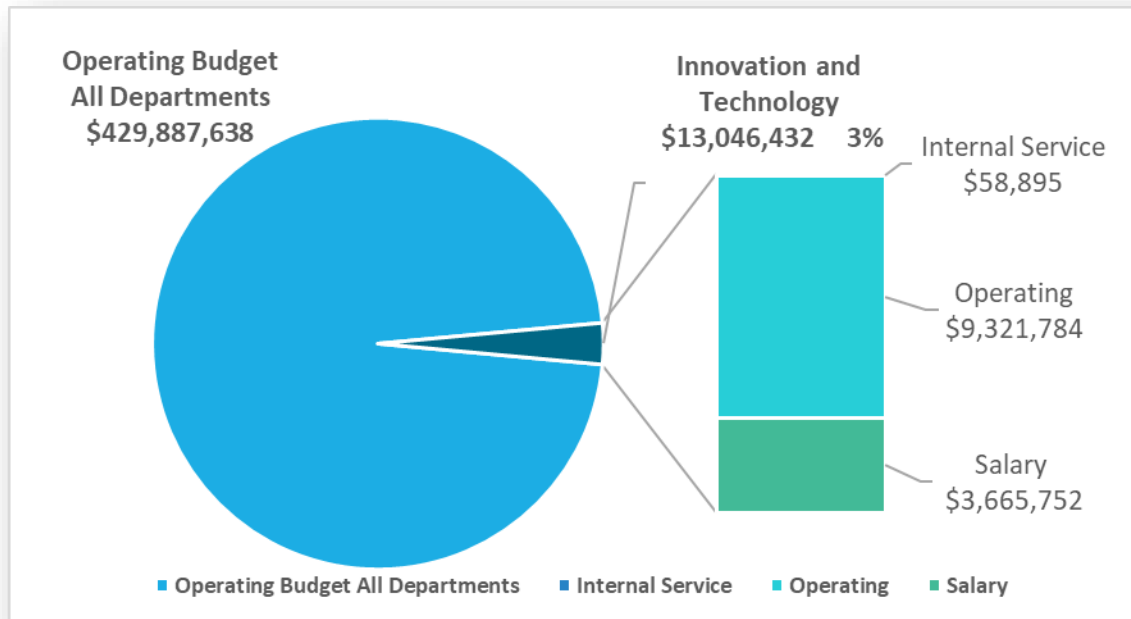
## Mission Statement

The mission of Innovation and Technology is to create a customer focused, team-oriented organization that supports a culture of continuous improvement through the use of technology and process enhancements.

## Department Description

Innovation Technology (IT) supports the city's technology infrastructure such as applications, networks, data services, email, and telephony. IT also supports the enhancement of business processes through the use of the LEAN methodology blended with the appropriate application of technology.

## Operating Budget



The total City Operating Budget is \$430 million. The departmental operating budget is comprised of three categories:

- Internal services = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Operating = operating and contractual costs
- Salary = salary and related costs

## Accomplishments, Enhancements, and Efficiencies

- Completed citywide telephone upgrade 1 year early.
- Implemented SimpliCity Financials and HR including technical support, training and report development.
- Implemented new version of Follow Your Money using Tableau and SimpliCity Financials data.
- Implemented Laserfiche document imaging and management system including public document portal.
- Implemented Phase 2 of eWarrants eliminating 12K paper warrants.
- Completed implementation of WebRMS (Records Management System) and FBR (Field Based Reporting) for Police.
- Implemented Field Based Reporting with data analysis for Parks Maintenance, Right of Way, Park Rangers.

## Goals, Objectives, and Performance Measures

<b>Strategic Objectives</b>	Improve Tools & Technology Optimize Processes & Services			
<b>Department Strategic Initiative</b>	Increase level of service to provide effective and efficient information technology support.			
<b>Intended Result</b>	Technologies are highly available, recoverable, and the integrity of data is maintained.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>City external website uptime</i>	99.72%	99.92%	99.90%	99.90%
<i>Service Level Agreement (SLA) Compliance</i>	92.18%	90.18%	95.00%	97.00%
<i>Tickets Not Re-opened</i>	97.45%	97.23%	98.00%	98.50%
<i>Customer Satisfaction Rating</i>	89.96%	93.83%	95.00%	98.00%
<i>Number of Computers Replaced per Year **</i>	253	365	248	350

\*\*Note: PC shipments were delayed 4.5 months due to shortage of microprocessors.

**Innovation and Technology (22)  
Budget by Categories of Expenditures**

Group	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
Personnel Services	3,186,974	3,455,133	3,455,133	3,665,752	210,619	6.10%
Services and Supplies	5,496,492	8,554,808	8,560,808	9,321,784	766,976	8.97%
Internal Charges	47,135	42,645	42,645	58,895	16,250	38.11%
<b>Grand Total</b>	<b>8,730,601</b>	<b>12,052,586</b>	<b>12,058,586</b>	<b>13,046,432</b>	<b>993,846</b>	<b>8.25%</b>

**Fund & Department Number Budget by Program**

Fund / Org	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
(7050-70502210) Innovation & Tech Operations	5,223,498	5,714,504	5,714,504	5,734,967	20,463	0.36%
(7050-70502211) Telephones	1,092,648	1,155,634	1,161,634	937,951	-217,683	-18.84%
(7050-70502212) Innovation & Tech Maintenance	1,339,032	1,463,344	1,463,344	1,463,344	0	0.00%
(7060-70602213) Technology Projects	1,064,895	3,719,104	3,719,104	4,910,170	1,191,066	32.03%
(7070-70704522) CIP_Innovation and Technology	10,529	0	0	0	0	0.00%
<b>Grand Total</b>	<b>8,730,601</b>	<b>12,052,586</b>	<b>12,058,586</b>	<b>13,046,432</b>	<b>993,846</b>	<b>8.25%</b>

**Innovation and Technolo  
Staffing by Program**

Fund / Org	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Change in Budget
(7050-70502210) Innovation & Tech Operations	29.00	29.00	30.00	1.00
(7050-70502211) Telephones	1.00	1.00	1.00	0.00
Grand Total	30.00	30.00	31.00	1.00

**Non-Departmental (23)  
Budget by Categories of Expenditures**

Group	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
Personnel Services	198,040	215,000	215,000	215,000	0	0.00%
Services and Supplies	11,115,111	12,627,682	19,577,682	11,546,250	-1,081,432	-8.56%
Internal Charges	1,604,764	100,000	100,000	80,000	-20,000	-20.00%
<b>Grand Total</b>	<b>12,917,915</b>	<b>12,942,682</b>	<b>19,892,682</b>	<b>11,841,250</b>	<b>-1,101,432</b>	<b>-8.51%</b>

**Fund & Department Number Budget by Program**

Fund / Org	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
(1000-10002310) Non-Departmental	12,917,915	12,942,682	19,892,682	11,841,250	-1,101,432	-8.51%
<b>Grand Total</b>	<b>12,917,915</b>	<b>12,942,682</b>	<b>19,892,682</b>	<b>11,841,250</b>	<b>-1,101,432</b>	<b>-8.51%</b>

**Grant Non-Departmental (33)  
Budget by Categories of Expenditures**

Group	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
Services and Supplies	97,500	200,000	200,000	200,000	0	0.00%
<b>Grand Total</b>	<b>97,500</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>0</b>	<b>0.00%</b>

**Fund & Department Number Budget by Program**

Fund / Org	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
(2100-21004033) Utility Bill Don-FrmtheHeart	97,500	200,000	200,000	200,000	0	0.00%
(2160-21604033) Grants- Other Departmental	0	0	0	0	0	0.00%
<b>Grand Total</b>	<b>97,500</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>0</b>	<b>0.00%</b>

**Undefined Department (00)  
Budget by Categories of Expenditures**

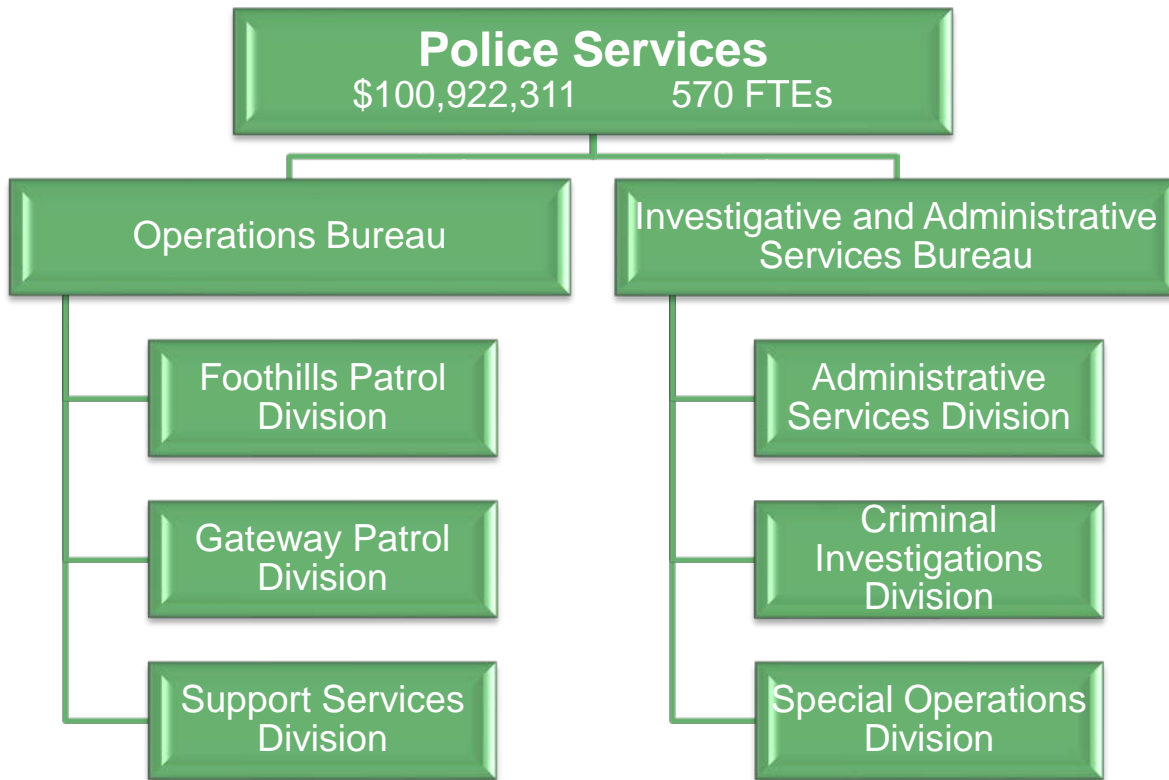
Group	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
Personnel Services	0	750,000	750,000	750,000	0	0.00%
<b>Grand Total</b>	<b>0</b>	<b>750,000</b>	<b>750,000</b>	<b>750,000</b>	<b>0</b>	<b>0.00%</b>

**Fund & Department Number Budget by Program**

Fund / Org	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
(2160-21602311) Non-Departmental Fund 2160	0	750,000	750,000	750,000	0	0.00%
<b>Grand Total</b>	<b>0</b>	<b>750,000</b>	<b>750,000</b>	<b>750,000</b>	<b>0</b>	<b>0.00%</b>



# Performance Report



## Mission Statement

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

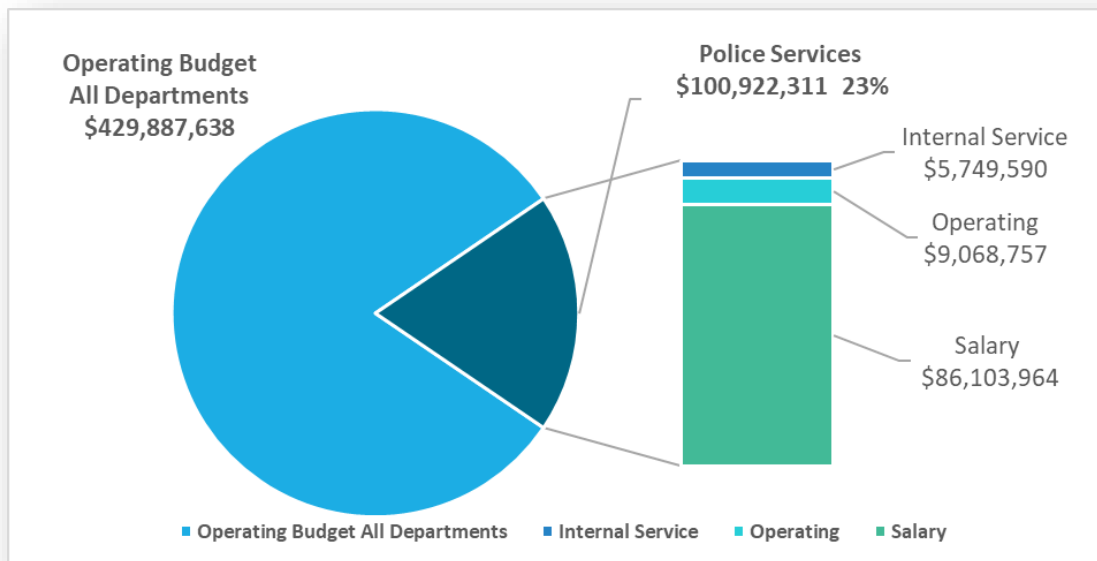
## Department Description

The Glendale Police Department is committed to serving the people of Glendale with the highest quality services in 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 for exemplary men and women and the utilization of progressive, innovative techniques and emerging technologies. 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.

The Department is made up of two major functional units; the Operations Bureau and the Investigative and Administrative Services Bureau; each headed by an Assistant Chief.

- The Operations Bureau encompasses the Patrol Divisions and the Support Services Division. Patrol is made up of two divisions, the Foothills Division and the Gateway Division, each serving a geographic portion of the City. Patrol provides primary patrol and response services to their respective areas of the City with a large contingent of uniformed police officers and other specialized support staff. The Support Services Division provides auxiliary functions in furtherance of department operations including Communications, Detention and Records, and Technology
- The Investigative and Administrative Services Bureau includes three Divisions; the Criminal Investigations Division, the Special Operations Division and the Administrative Services Division. Criminal Investigations is primarily responsible for the investigation of crime and the prosecution of offenders. The Special Operations Division includes three units; the Emergency Response Unit, the Special Events Planning & Operations Unit, and the Traffic Unit. The Administrative Services Division is responsible for the departments Training Unit, Personnel Management, Budget, and Planning and Research.

## Operating Budget



The total City Operating Budget is \$430 million. The departmental operating budget is comprised of three categories:

- Internal services = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Operating = operating and contractual costs
- Salary = salary and related costs

## Accomplishments, Enhancements, and Efficiencies

- Implementing/Developing new technologies – Completing the Records management implementation, full deployment of body worn cameras to officers in enforcement roles, replacement of in car cameras and implementation of intelligence lead policing.
- Following 21<sup>st</sup> Century Policing directives to include initiating open data such as response to resistance within our Public Safety Crime Viewer.
- Intelligence Led Policing Center functional and active
- New contractual relationships with All Animal Rescue and Transport, and AZ Humane Society to handle stray and neglected/abuse related calls for service.

## Goals, Objectives, and Performance Measures

<b>Strategic Objective</b>	Optimize Processes & Services			
<b>Department Strategic Initiatives</b>	Respond to calls for service in a timely manner Increase proactive patrol Judiciously enforce traffic laws to promote traffic safety			
<b>Intended Result</b>	Promote a sense of community through safe and healthy neighborhoods, effective response to requests, maintain high visibility, and enforce traffic safety laws throughout the city.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
Calls for Service	187,063	192,877	201,925	210,197
% responses meet desired standard time*:				
Priority 1 Calls	76.3%	83.5%	85.7%	80%
Priority 2 Calls	55.2%	55.4%	55.5%	80%
Traffic collisions with Injuries**	1,376	1,225	1,074	N/A
DUI Arrests	466	524	533	N/A
Officer initiated call volume (25% not coded)	82,327	72,703	77,067	79,440
Traffic Stops	35,821	27,086	27,386	26,400
Communications				
% calls answered in 10 secs. (est.)	84%	80%	90%	90%
% calls dispatched in 60 secs.	Prt. 1: 77.5% Prt. 2: 73%	Prt. 1: 81.2% Prt. 2: 70.7%	Prt. 1: 80% Prt. 2: 72%	Prt. 1: 80% Prt. 2: 72%

\*Standard response time is 5 minutes for Priority 1 & 2

\*\*Data based on CY data from ADOT

<b>Strategic Objective</b>	Improve Community Experience			
<b>Department Strategic Initiatives</b>	Decrease the level of crime Increase satisfaction of police services.			
<b>Intended Result</b>	Reduced violent and property crime			
<b>Performance Measures*</b>	<b>CY2017 Actual</b>	<b>CY2018 Actual</b>	<b>CY2019 Estimate</b>	<b>CY2020 Target</b>
UCR Part I - % change:				
Violent Crimes % change	+1.3%	-3.0%	-0.9%	-1.30%
Property Crimes % change	-11.7%	-9.8%	-13.3%	-14.9%
UCR Part 1 Crimes	12,522	11,404	10,036	8,698
Violent Crime	1,220	1,168	1,158	1,143
Property Crime	11,302	10,236	8,878	7,555
% of UCR Part I Crimes Cleared	19%	19%	19%	19%
Violent Crimes	30%	33%	36%	39%
Property Crimes	16%	17%	18%	19%
Cleared by Arrest or Submitted to Prosecutor**	21%	18%	16%	17%
	[466/1,220]	[390/1,168]	409/1,158	415/1,143
Violent Crimes [# / total]	38%	33%	35%	36%
Property Crimes [# / total]	[2,228/11,302]	[1,747/10,236]	1,420/8,878	1,071/7,555
	19%	17%	16%	14%

\*Based on CY data submitted to Uniform Crime Reporting Program

\*\* Data for 'Submission to Prosecutor' not available for FY2018 due to new RMS implementation. Data will be made available in the future.

<b>Strategic Objectives</b>	Strengthen Workforce Development Strengthen Workforce Culture			
<b>Department Strategic Initiative</b>	Develop and maintain a high-quality work force by applying and maintaining professional standards for service.			
<b>Intended Result</b>	A high-quality workforce that is dedicated to enhancing safety and security in the City and providing high quality services to the community.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
Revised policies	25	10	54	50
Training:				
E-Learning sessions	20	20	20	20
AOT Session conducted	21	21	21	21
Professional Development Expenditure	\$100,000	\$100,000	\$100,000	\$100,000
Total Investigations Completed	119	108	N/A	N/A
Internal Complaints Sustained	30	24		
Accidents Sustained	33 of 52	27 of 52		
Response to Resistance	3 of 11	1 of 11*		
Investigations Sustained	66	52		

**Police Services (24)**  
**Budget by Categories of Expenditures**

Group	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
Personnel Services	79,309,590	83,002,542	83,869,445	86,103,964	3,101,422	3.74%
Services and Supplies	7,994,199	10,076,997	11,135,565	9,068,757	-1,008,240	-10.01%
Internal Charges	4,527,576	5,267,726	5,267,726	5,749,590	481,864	9.15%
<b>Grand Total</b>	<b>91,831,365</b>	<b>98,347,265</b>	<b>100,272,736</b>	<b>100,922,311</b>	<b>2,575,046</b>	<b>2.62%</b>

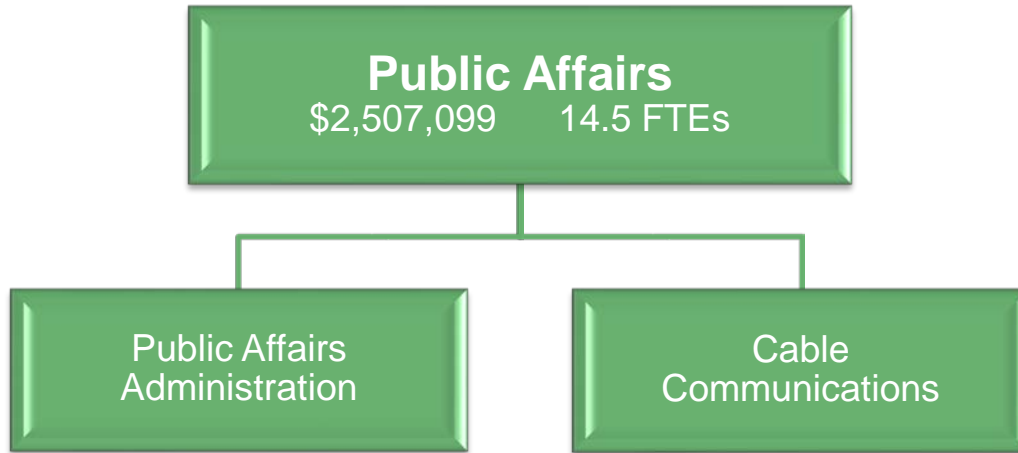
**Fund & Department Number Budget by Program**

Fund / Org	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
(1000-10002410) Police Administration	3,729,438	4,015,177	4,018,120	4,499,346	484,169	12.06%
(1000-10002411) Training	2,916,851	3,837,676	3,841,820	4,133,127	295,451	7.70%
(1000-10002412) PS Training Fac - Police	0	0	0	0	0	0.00%
(1000-10002414) Special Operations	9,168,333	9,001,302	9,169,044	9,733,795	732,493	8.14%
(1000-10002416) Crime Investigations	14,162,368	14,943,037	14,998,320	15,531,389	588,352	3.94%
(1000-10002417) Police Support Services	3,360,416	3,381,415	3,385,285	3,139,118	-242,297	-7.17%
(1000-10002418) Detention	3,099,212	3,029,042	2,871,973	3,170,727	141,685	4.68%
(1000-10002419) Communications	3,927,881	3,704,879	3,704,879	3,924,551	219,672	5.93%
(1000-10002420) Towing Administration	73,240	77,496	77,496	81,281	3,785	4.88%
(1000-10002421) Gateway Patrol Division	21,624,927	21,186,544	21,255,939	22,110,861	924,317	4.36%
(1000-10002422) Foothills Patrol Division	20,933,298	22,341,917	22,508,519	22,578,868	236,951	1.06%
(1000-10005020) Police Personnel Management	939,855	927,102	967,206	770,559	-156,543	-16.89%
(1000-10005021) Fiscal Management	3,528,907	4,615,392	4,645,992	4,887,981	272,589	5.91%
(1000-10005022) PD - Stadium Event Staffing	806,305	784,065	784,065	845,944	61,879	7.89%
(1000-10005023) PD - Fiesta Bowl Event	57,169	70,274	70,274	70,336	62	0.09%
(1000-10005024) PD - Arena Event Staffing	523,335	579,113	579,113	586,288	7,175	1.24%
(1000-10005025) PD - College FB Playoffs	0	0	0	0	0	0.00%
(1000-10005026) PD - CBRanch Event Staffing	7,725	32,535	32,535	32,562	27	0.08%
(1000-10005027) PD - NCAA Final 4	0	0	0	0	0	0.00%
(1000-10005080) SWAT Medics	0	0	0	0	0	0.00%
(2160-21604024) Grants-Police Services	26,041	2,000,000	2,000,000	2,000,000	0	0.00%
(2160-21605211) Police AZDOHS Grants	77,543	0	168,948	0	0	0.00%
(2160-21605212) Police AZDPS Grants	318,817	111,638	715,581	114,247	2,609	2.34%
(2160-21605213) Police GOHS Grants	139,164	0	175,200	0	0	0.00%
(2160-21605214) Police HIDTA Grants	145,092	0	176,075	0	0	0.00%
(2160-21605215) Police USDOJ Grants	331,772	269,739	445,865	358,451	88,712	32.89%
(2160-21605216) Police USMS Grants	73,762	0	22,500	0	0	0.00%
(2160-21605217) Police DUIAC Grants	87,035	0	50,000	0	0	0.00%
(2160-21605218) Police SRO Recovery Grants	311,042	93,014	93,014	132,293	39,279	42.23%
(2160-21605219) Police Task Forces Grants	64,999	0	111,564	0	0	0.00%
(2160-21605228) Police Miscellaneous Grants	361,936	76,879	134,380	93,484	16,605	21.60%
(2160-21605229) Police Donation Accounts	22,784	0	0	0	0	0.00%
(2170-21702423) Federal RICO	839	225,000	225,000	225,000	0	0.00%
(2170-21702424) State RICO	622,656	2,655,975	2,655,975	1,500,143	-1,155,832	-43.52%
(2170-21704024) Grants-Police Services	28,487	0	0	0	0	0.00%
(2200-22002413) PS Training Ops - Police	360,134	388,054	388,054	401,959	13,905	3.58%
<b>Grand Total</b>	<b>91,831,365</b>	<b>98,347,265</b>	<b>100,272,736</b>	<b>100,922,311</b>	<b>2,575,046</b>	<b>2.62%</b>

**Police Services**  
**Staffing by Program**

Fund / Org	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Change in Budget
(1000-10002410) Police Administration	23.0	23.0	23.0	0.0
(1000-10002411) Training	9.0	12.0	21.0	9.0
(1000-10002414) Special Operations	51.0	51.0	56.0	5.0
(1000-10002416) Crime Investigations	89.0	86.0	86.0	0.0
(1000-10002417) Police Support Services	33.5	29.5	29.5	0.0
(1000-10002418) Detention	19.0	19.0	19.0	0.0
(1000-10002419) Communications	36.5	36.5	38.5	2.0
(1000-10002420) Towing Administration	1.0	1.0	1.0	0.0
(1000-10002421) Gateway Patrol Division	135.0	139.0	139.0	0.0
(1000-10002422) Foothills Patrol Division	137.0	143.0	135.0	-8.0
(1000-10005020) Police Personnel Management	5.0	5.0	4.0	-1.0
(1000-10005022) PD - Stadium Event Staffing	2.0	2.0	1.0	-1.0
(1000-10005024) PD - Arena Event Staffing	1.0	1.0	1.0	0.0
(2160-21605212) Police AZDPS Grants	1.0	1.0	1.0	0.0
(2160-21605215) Police USDOJ Grants	10.0	10.0	10.0	0.0
(2160-21605218) Police SRO Recovery Grants	7.0	4.0	1.0	-3.0
(2160-21605228) Police Miscellaneous Grants	1.0	1.0	1.0	0.0
(2170-21702424) State RICO	1.0	1.0	1.0	0.0
(2200-22002413) PS Training Ops - Police	2.0	2.0	2.0	0.0
<b>Grand Total</b>	<b>564.0</b>	<b>567.0</b>	<b>570.0</b>	<b>3.0</b>

# Performance Report



## Mission Statement

The mission of the Public Affairs Department is to develop and implement comprehensive strategies and programs that effectively and accurately communicate the city's key messages to their targeted audiences.

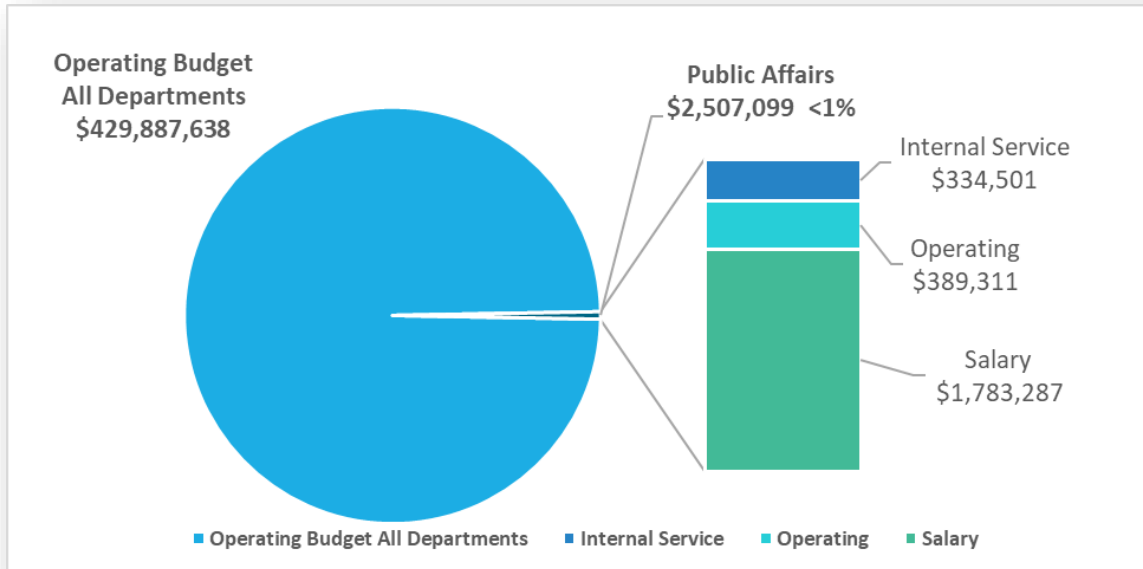
## Department Description

The Public Affairs Administration Division 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. We also supervise the Council Office staff.

We develop and implement the comprehensive and strategically planned public information program for the city. We develop plans to deliver strategic and timely information to residents, employees, elected officials and key stakeholders with messaging consistent with the city's mission, vision and values. We originate, plan, and compose news releases, produce videos, write articles, statements and talking points and plan communications materials for events. We do media relations, coordinating incoming media requests with the right person, as well as doing proactive pitching of important content to journalists. We plan for any ways to address emerging issues to avert crisis communication situations. In addition, we maintain the city website and digital/social media accounts and provide the creative design services for city departments.

The Cable Communications division includes Glendale 11 & the Media Center. This division serves as the city’s government television channel. Also, the TV station team is focused on using innovative tactics and integrating new technology to produce its increasingly popular videos and digital content for the city. This includes planning and producing numerous Facebook live reports that are now done each year as well as videos for the city’s web and social media platforms including Vimeo, Facebook, Instagram, Twitter and YouTube. The media center is also available for rent by outside agencies.

## Operating Budget



The total City Operating Budget is \$430 million. The departmental operating budget is comprised of three categories:

- Internal services = internal charges for technology, insurance, workers’ compensation, indirect charges, etc.
- Operating = operating and contractual costs
- Salary = salary and related costs

## Accomplishments, Enhancements, and Efficiencies

- Increased communications and coordination for all communications inside and outside the city.
- Increased customer service to all city departments.
- Strategic messaging centered on the vision and strategic goals of the City Council.
- Stakeholders from business, government and community partners have a single point of contact for information from the City.



## Goals, Objectives, and Performance Measures

<b>Strategic Objective</b>	Improve Purposeful Communication			
<b>Department Strategic Initiative</b>	Successfully advocate the city's position on issues at the Arizona Legislature, United States Congress, and other governmental bodies.			
<b>Intended Result</b>	Legislative awareness and impact.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
Total number of bills posted	1180	1328	1350	1300
Number of bills tracked that have a direct impact to City and have received staff input	526	775	387	450
Number of new laws being enacted	342	346	350	350

<b>Strategic Objectives</b>	Improve Purposeful Communication Improve Stakeholder Engagement Increase Innovation Solutions			
<b>Department Strategic Initiatives</b>	Increase outreach and provide city news and information about the City's programs, services, and amenities with the use of creative outreach methods. Implement new web content management system to better serve our digital audience and increase visitors to City websites.			
<b>Intended Result</b>	Improved communications and transparency with residents, stakeholders, community partners, businesses and visitors.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
Social media presence - the number of people who see our posts on all digital channels including Vimeo, Facebook, Instagram, Twitter and YouTube	467,748	613,560	700,000	725,000
Number of Facebook Live reports "look live" videos or social media broadcasts of city events	n/a	91	150	175
Number of website visits	5,702,768	4,400,000	5,000,000	6,500,000

<b>Strategic Objectives</b>	Improve Purposeful Communication Improve Stakeholder Engagement Increase Innovation Solutions			
<b>Department Strategic Initiative</b>	Proactively engage residents and council through targeted communication strategies and the use of creative outreach methods.			
<b>Intended Result</b>	The public and the Council are informed of the City's legislative agenda and bills being considered by the Legislature that would have a direct impact on the city or neighborhoods.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
Number of Legislative Link subscribers	85	90	153	200
Number of legislative reports posted to the website	17	14	15	14
Episodes of "Your Legislative Link" show produced and aired	N/A	10	10	7

<b>Strategic Objectives</b>	Improve Purposeful Communication Improve Stakeholder Engagement			
<b>Department Strategic Initiative</b>	Proactively pursue an enhanced presence on regional and national committees, work cooperatively with local and regional partners/agencies, and strategically position Glendale's projects for regional funding and support.			
<b>Intended Result</b>	Glendale projects are funded and completed in the appropriate times.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
Total number of regional and national committees on which Glendale elected officials are serving	18	21	21	21

**Public Affairs (25)**  
**Budget by Categories of Expenditures**

Group	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
Personnel Services	1,602,911	1,696,366	1,696,366	1,783,287	86,921	5.12%
Services and Supplies	310,233	389,311	389,311	389,311	0	0.00%
Internal Charges	335,042	313,286	313,286	334,501	21,215	6.77%
<b>Grand Total</b>	<b>2,248,186</b>	<b>2,398,963</b>	<b>2,398,963</b>	<b>2,507,099</b>	<b>108,136</b>	<b>4.51%</b>

**Fund & Department Number Budget by Program**

Fund/Org	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
(1000-10002510) Public Affairs Administration	1,373,126	1,484,429	1,484,429	1,680,518	196,089	13.21%
(1000-10002511) Cable Communications	875,060	914,534	914,534	826,581	-87,953	-9.62%
<b>Grand Total</b>	<b>2,248,186</b>	<b>2,398,963</b>	<b>2,398,963</b>	<b>2,507,099</b>	<b>108,136</b>	<b>4.51%</b>

**Public Affairs  
Staffing by Program**

Fund / Org	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Change in Budget
(1000-10002510) Public Affairs Administration	11.00	11.00	11.00	0.00
(1000-10002511) Cable Communications	4.50	4.50	3.50	-1.00
Grand Total	15.50	15.50	14.50	-1.00

# Performance Report



## Mission Statement

A partnership of employees and community working together to create a better quality of life for Glendale through the provision of excellent parks, recreational programming, special events, tourism, and neighborhood and community facilities.

## Department Description

**The Parks Division** manages and maintains all public parks, open spaces, trails, storm water retention basins, landscaping at municipal facilities and Thunderbird Conservation Park. The Division is also responsible for monitoring and ensuring the safety and security of park and facility use.

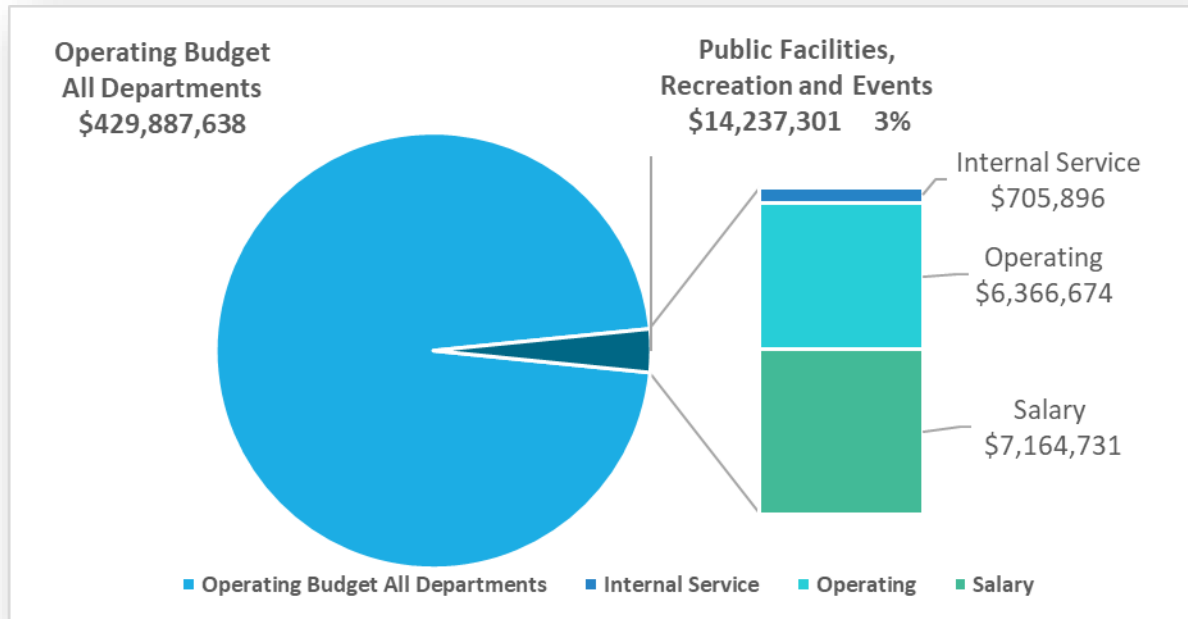
**The Recreation Division** offers opportunities to enhance the social, physical, mental and economic health of our community through a variety of diverse recreation programs and facilities. Recreation programs and events are held at the Foothills Recreation and Aquatics Center, the Glendale Adult Center, Historic Sahuaro Ranch, the five community centers and at basketball, tennis, skate courts and other recreation facilities throughout the city.

**The Special Events Division** is responsible for initiating and planning City-wide signature events in collaboration with community partners to better connect residents and visitors with Glendale, to foster a greater sense of community pride. The Special Events Division plays an important role in attracting tourism and potential shoppers.

**The Glendale Convention & Visitors Bureau** positions and brands Glendale as a preferred year-round destination for visitors, conventions, meetings and major events that produce positive economic impact and increase leisure, business and group travel in Glendale. In addition, the bureau manages the Glendale Visitor Center, a state-designated local visitor information center.

The **Glendale Civic Center** offers hospitality and customer service with the rental of high-quality ballrooms and gardens for corporate meetings, banquets, conferences, trade shows, private parties, and social event gatherings. The Civic Center is a full-service venue that includes the provision of catering (food and beverage) services by a professional food and beverage company.

## Operating Budget



The total City Operating Budget is \$430 million. The departmental operating budget is comprised of three categories:

- Internal services = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Operating = operating and contractual costs
- Salary = salary and related cost

## Accomplishments, Enhancements, and Efficiencies

### Parks

- Parks staff worked with the Engineering Department to clear the Skunk Creek Wash by removing brush, shrubs, weeds and trash and lifted tree canopies to reduce illegal activity, homeless camps, and provide better water flow through the wash.
- Parks used DIF funds to enhance park amenities and increase usage at Orangewood Vista, Discovery and Pasadena Parks.

### Recreation

- Foothills Recreation and Aquatic Center upgraded six pieces of cardio fitness equipment and added two strength training pieces to keep the fitness center relevant and competitive with the current market demand.
- Foothills Recreation and Aquatic Center upgraded the multi-purpose room flooring and expanded programming use to include group fitness classes.
- Foothills Recreation and Aquatic Center added security cameras to monitor the entrance and parking lot areas.
- Staff continued the design process for rebuilding the Sahuaro Ranch Historic buildings damaged by fires in September of 2017.
- A donation by the Los Angeles Dodgers to provide two free tickets to youth baseball registrants encouraged early registration by participants.

### Special Events

- Coordinated the installation and removal of the 1.6 million LED lights throughout the Downtown area.
- Received and reviewed 42 Special Event permit applications, and when applicable worked with the promoter on processing and approvals.
- Implemented four free, festival events that brought an estimated 227,000 visitors and residents to the Downtown area.
- Coordinated and implemented the Glendale Folk & Heritage Festival at Historic Sahuaro Ranch, Touch-A-Truck event at Westgate, the Glendale Summer Band Concert Series at the E. Lowell Rogers Amphitheatre, and the Movies by Moonlight Series at various parks throughout Glendale.

### Glendale Convention & Visitors Bureau

- Hotel occupancy in Glendale increased by 6.1%. The “average daily rate” increased by 1.3% over the previous year. The demand for hotel rooms increased by 6.8% which generated gross hotel room sales of \$52,112,183. This revenue reflects an increase of 8.2% over the year prior.
- The CVB continued their Facebook digital advertising campaign that targeted 86,000 travelers to Arizona per day. The Facebook page allows users to interact with staff by posting comments and questions. The travelers reached totaled approximately 975,000.

### Glendale Civic Center

- The Civic Center hosted 219 event days in FY19 welcoming over 63,500 people to the facility. This reflects an increase in patronage of 8% over the year prior. Digital marketing and advertising initiatives were implemented to generate leads and attract new business, thus contributing to the overall revenues.

## Goals, Objectives, and Performance Measures

<b>Strategic Objectives</b>	Optimize Processes & Services Improve Resource Alignment			
<b>Department Strategic Initiative</b>	Key department managers will work to identify existing and potentially new revenue streams to enhance the General Fund and self-sustaining funds to improve program/service delivery and enhance efficiency in the ongoing maintenance of our facilities.			
<b>Intended Result</b>	All patrons of the Public Facilities, Recreation and Special Events Department receive superior customer service.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
Number of community programs/events/services funded through partnerships and/or outside revenue sources	8	10	10	10
Number of community volunteer hours leveraged by the department	13,820*	12,554	12,800	13,100
Cost per acre of park maintenance	\$2,516	\$2,607	\$2,642	\$2,880
Silver Sneaker Visits at Recreation Facilities	59,715	56,462	52,688	50,000
Number of Recreational Outreach Events	45	48	28	30

\*Neighborhood Services and Library volunteers no longer included in this total. Total includes Glendale Adult Center, Foothills Recreation and Aquatics Center, Parks, CVB, and Special Events.

<b>Strategic Objectives</b>	Optimize Processes & Services Improve Resource Alignment			
<b>Department Strategic Initiative</b>	Enhance marketing strategies to foster a positive image of Glendale; and, increase advertising placements and enhancements to monthly shopping promotions.			
<b>Intended Result</b>	Visitation to the area is increased by marketing conference, travel and trade bookings creating an increased economic impact.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
Increase in Gross Hotel Room Sales (CY)	\$44,107,268	\$48,177,054	\$52,112,183	\$56,385,382
Increase in Hotel Occupancy (CY)	2.3%	-0.8%	6.1%	3.1%
Increase in digital advertising impressions*	8,336,000	14,536,000	17,069,625	18,776,588

\*In FY17 new measurements were calculated due to a new digital and print marketing and ad campaign.



<b>Strategic Objectives</b>	Optimize Processes & Services Improve Purposeful Communication Improve Resource Alignment			
<b>Department Strategic Initiative</b>	Streamline and create a customer friendly Special Event permit process and add community-based programming to existing festivals/events.			
<b>Intended Result</b>	Residents are connected to their community and visitors from across the valley and state are attracted to Glendale which enhances the overall economic impact and positive image of Glendale.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>Increase in festival attendance annually by 5%</i>	350,000	367,500	227,000	227,000
<i>Increase social media responses/interactions annually by 10%</i>	154,212	160,000	134,000	170,000
<i>Increase sponsorship revenue for festivals annually by 10%</i>	\$86,200	\$95,000	\$52,500	\$65,000
<i>Estimated economic impact of special events</i>	\$4.5 mil.	\$4.75 mil.	\$4.85 mil.	\$4.85 mil.

<b>Strategic Objectives</b>	Optimize Processes & Services Improve Community Experience			
<b>Department Strategic Initiative</b>	Engage other departments and agencies to foster and develop relationships that promote safe, updated and inclusive facilities while providing highly diverse programs and events.			
<b>Intended Result</b>	All patrons of the Public Facilities, Recreation and Special Events Department receive superior customer service.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>Number of ramada reservation hours made for public use</i>	8,862	9,160	9,000	9,000
<i>Number of ballfield reservation hours</i>	32,892*	15,694**	15,500	15,500
<i>Community Center program hours available to the community</i>	7,722	4,194	3,274	4,410
<i>Number of people who attended Glendale Adult Center events and programs</i>	151,890	135,196	137,000	138,000
<i>Number of people who attended Foothills Recreation and Aquatic Center events and programs</i>	363,221	280,545	283,000	285,000
<i>Number of people who attend Civic Center events and programs</i>	51,525	58,600	63,500	65,000

\*Includes all hours of use including those for maintenance.

\*\*Does not include maintenance hours, only true reservation hours.

**Public Facilit Recr&Spec Events (26)  
Budget by Categories of Expenditures**

Group	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
Personnel Services	6,921,726	6,982,701	6,902,136	7,164,731	182,030	2.61%
Services and Supplies	6,535,088	6,436,279	7,754,930	6,366,674	-69,605	-1.08%
Internal Charges	475,232	477,625	477,625	705,896	228,271	47.79%
<b>Grand Total</b>	<b>13,932,046</b>	<b>13,896,605</b>	<b>15,134,690</b>	<b>14,237,301</b>	<b>340,696</b>	<b>2.45%</b>

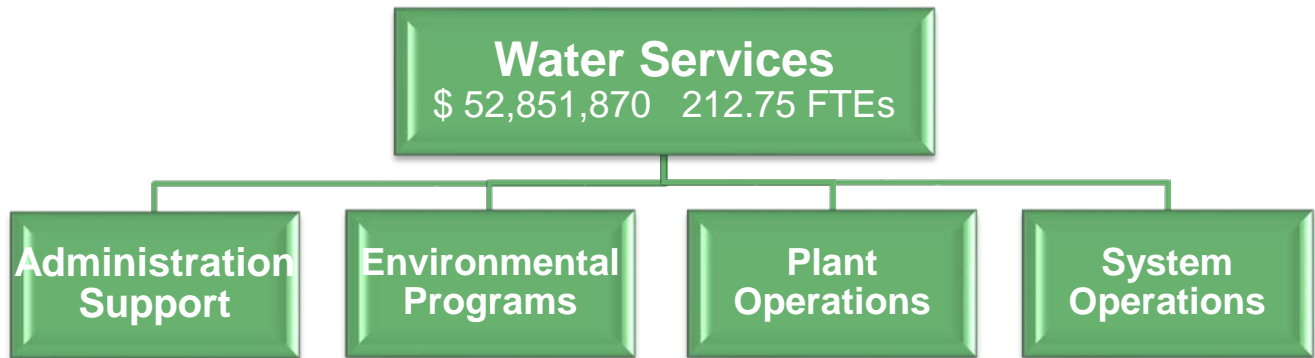
**Fund & Department Number Budget by Program**

Fund / Org	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
(1000-10002610) Public Facil,Rec&Special Event	1,652,948	1,646,160	1,600,821	1,579,745	-66,415	-4.03%
(1000-10002611) Parks Maintenance	6,186,364	6,166,606	5,986,506	6,332,834	166,228	2.70%
(1000-10002615) Park Rangers	346,338	295,484	295,411	303,221	7,737	2.62%
(1000-10002616) Foothills Recreation Center	1,346,514	1,367,741	1,435,790	1,249,374	-118,367	-8.65%
(1000-10002617) Civic Center	626,759	730,016	676,334	609,132	-120,884	-16.56%
(1000-10002618) Adult Center	406,706	412,708	418,681	452,289	39,581	9.59%
(1000-10005035) City-Wide Aquatics	0	0	0	0	0	0.00%
(1000-10005036) Youth and Teen	147,698	199,602	203,602	49,562	-150,040	-75.17%
(1000-10005037) Aquatics-Rose Ln & Splash Pads	347,184	419,818	429,718	451,395	31,577	7.52%
(1000-10005038) Audio/Visual/Support Services	198,446	182,674	110,882	109,700	-72,974	-39.95%
(1000-10005039) Sports	0	0	0	0	0	0.00%
(1000-10005040) SRPHA Sahuaro Ranch Hist	84,393	80,182	80,682	170,203	90,021	112.27%
(1000-10005041) Sports and Health	253,941	309,268	309,410	315,460	6,192	2.00%
(1000-10005042) Glitter Spectacular	111,057	124,904	114,904	124,914	10	0.01%
(1000-10005043) December Weekends	113,947	97,337	90,435	78,516	-18,821	-19.34%
(1000-10005044) Glitter and Glow	76,140	95,783	101,462	101,791	6,008	6.27%
(1000-10005045) Chocolate Affaire	108,982	102,695	106,285	107,499	4,804	4.68%
(1000-10005046) Glitters Light	214,096	154,182	161,084	188,013	33,831	21.94%
(1000-10005047) Other Special Events	65,410	109,835	157,796	84,035	-25,800	-23.49%
(1000-10005048) City-Wide Special Events	370,303	397,219	397,219	423,083	25,864	6.51%
(1000-10005049) Summer Band	6,010	8,435	8,435	8,695	260	3.08%
(1000-10005050) Special Events Permitting	17,577	71,518	71,518	71,612	94	0.13%
(1000-10005051) City Sales Tax - Bed Tax	367,171	444,097	386,867	475,971	31,874	7.18%
(1000-10005052) Glendale CVB - Memberships	1,662	30,000	132,000	30,000	0	0.00%
(1000-10005053) Tourism - Souvenir Program	0	5,000	5,000	5,000	0	0.00%
(1000-10005054) Bed Tax / Tourism	324,952	357,451	326,807	457,538	100,087	28.00%
(1000-10005301) Glen Lakes Golf Course	0	0	612,334	220,797	220,797	0.00%
(1000-10005302) PFR&SE Tohono O'odham Funding	0	0	0	104,040	104,040	0.00%
(1000-10005303) PFR&SE Marketing	0	0	44,982	44,982	44,982	0.00%
(2160-21604026) Grants-Public Fclt, Rec&SE	0	25,000	25,000	25,000	0	0.00%
(2160-21605231) Parks & Rec Grant Accounts	2,708	0	0	0	0	0.00%
(2160-21605239) Parks & Rec Donation Accounts	15,440	0	82,000	0	0	0.00%
(2160-21605251) Other Departments Grant Accnts	528,557	0	720,102	0	0	0.00%
(2180-21805028) Dedicate a Tree	177	2,000	1,000	2,000	0	0.00%
(2180-21805029) Desert Valley Park	0	6,000	6,000	6,000	0	0.00%
(2180-21805030) Desert Mirage Park	0	5,000	5,000	5,000	0	0.00%
(2180-21805031) Desert Gardens Park	0	8,000	8,000	8,000	0	0.00%
(2180-21805032) Discovery Park	0	4,000	4,000	4,000	0	0.00%
(2180-21805033) Elsie McCarthy Pk. Maint	10,567	12,890	10,624	12,900	10	0.08%
(2180-21805034) Paseo Racquet Center	0	25,000	8,000	25,000	0	0.00%
<b>Grand Total</b>	<b>13,932,046</b>	<b>13,896,605</b>	<b>15,134,691</b>	<b>14,237,301</b>	<b>340,696</b>	<b>2.45%</b>

**Public Facilit,Recr&Spec  
Staffing by Program**

Fund / Org	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Change in Budget
(1000-10002610) Public Facil,Rec&Special Event	13.00	15.00	15.00	0.00
(1000-10002611) Parks Maintenance	21.00	22.00	22.00	0.00
(1000-10002615) Park Rangers	2.00	2.00	2.00	0.00
(1000-10002616) Foothills Recreation Center	4.00	3.00	3.00	0.00
(1000-10002617) Civic Center	3.00	3.00	4.00	1.00
(1000-10002618) Adult Center	2.00	3.00	3.00	0.00
(1000-10005036) Youth and Teen	2.00	2.00		
(1000-10005037) Aquatics-Rose Ln & Splash Pads	3.00	3.00	3.00	0.00
(1000-10005038) Audio/Visual/Support Services	4.00	2.00	1.00	-1.00
(1000-10005040) SRPHA Sahuaro Ranch Hist			1.00	
(1000-10005041) Sports and Health		1.00	1.00	0.00
(1000-10005048) City-Wide Special Events	4.00	4.00	4.00	0.00
(1000-10005051) City Sales Tax - Bed Tax	4.00	4.00	4.50	0.50
<b>Grand Total</b>	<b>62.00</b>	<b>64.00</b>	<b>63.50</b>	<b>0.50</b>

# Performance Report



## Mission Statement

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

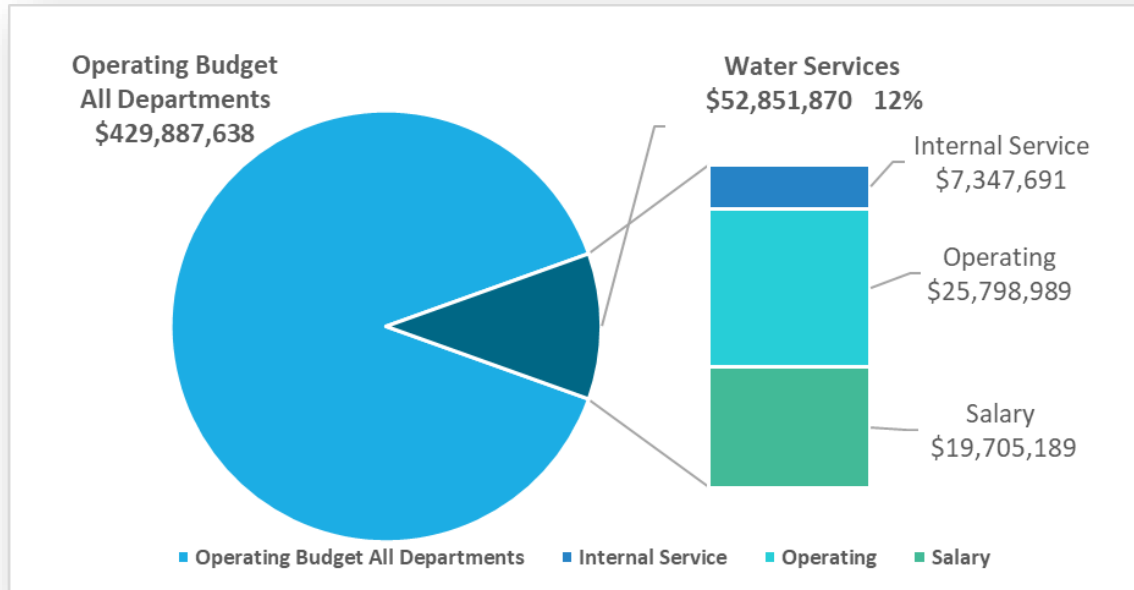
## Department Description

The Water Services Department delivers over 13 billion gallons of drinking water annually to over 62,000 residential and commercial accounts, and an additional three billion gallons serving the City of Peoria. The Department is also responsible for 58,000 sewer accounts, collecting and treating wastewater to an A+ effluent standard, the highest quality recognized in Arizona, for recharge or reuse. Water, wastewater, and storm water services are accomplished through the redundant networks of: four water treatment plants; two water reclamation facilities; a partnership in the regional reclamation facility; three sources for raw water supply; an extensive network of water distribution service mains, boosters, and valves; a wastewater collection system of pipelines and lift stations; and a storm water collection and transport system.

In addition to water and wastewater services, the Department administrates the department and citywide Environmental Programs, and the Material Control Warehouse (MCW). The Environmental Programs include: water resources and sustainability, water quality testing, wastewater pre-treatment, storm water quality management, hazardous material management and air quality compliance. The MCW inventories over 1,100 items for quick access by city-departments.

The Department operates on revenues received from rates, service charges and fees. No revenue is received from sales or property taxes. In accordance with city policy, these services are administered as an enterprise fund.

## Operating Budget



The total City Operating Budget is \$430 million. The departmental operating budget is comprised of three categories:

- Internal services = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Operating = operating and contractual costs
- Salary = salary and related costs

## Accomplishments, Enhancements, and Efficiencies

### Administration Support

- Upgraded outdated Backflow Program software. The new software, Sams XConnection™, provides better management and geospatial tracking of equipment history and activities. It also tracks device status, violation/enforcement histories, and follow-up resolutions. The enhanced software allows for streamlined navigation, better workflow, and timesaving and efficient enforcement
- Materials Control Warehouse received \$452,558 in revenue from auctioning surplus property. Revenue collected goes to the General Fund

### Environmental Programs

- Water Services' Conservation and Sustainable Living Group won Arizona Forward's top Environmental Excellence award for the Desert Food Forest at the Main Library. The landscape showcases desert-edible shrubs, perennials, and succulents that serve as a local food source, habitat for local wildlife, and improvements for air and storm water quality
- The City's Municipal Separate Storm Sewer System (MS4) Program received recognition during the fourth annual Water Environment Federation National Municipal Stormwater and Green Infrastructure Awards Program. The stormwater management program was

recognized for finding new and innovative ways to meet and exceed regulatory requirements in technically effective and financially efficient ways. The MS4 program was categorized as a “Gold Level in Program Management” and “Silver Level in Innovation”

### **Plant Operations**

- The Oasis Water Treatment Campus implemented strategies to maximize Total Organic Compounds (TOCs) removal which extends the life of the filter media and resulted in an improvement in water quality and a 12% reduction in chemical usage
- Upgraded Programmable Logic Controllers (PLCs) at Cholla Water Treatment Plant. The upgrade provides a more robust automated communication for staff. The new PLCs enhance accuracy and require less energy
- Contracted with Lucity, a turn-key asset management software suite, to replace the current outdated work order system. Lucity will provide functional asset management solutions for work and asset management; GIS mobile solutions; specialized reporting and internal dashboard reporting. The enhanced software will increase overall operational reliability and reduce long-term maintenance costs associated with the City’s water and wastewater systems
- The chlorine system at Pyramid Peak Water Treatment Plant was replaced. The new Chlorine Dioxide (ClO<sub>2</sub>) generation system provides the flexibility to make the water cleaner using less chemicals. The ClO<sub>2</sub> technology has a lower capital expense and has the treatment benefits that other technologies are not able to achieve
- Awarded a check for \$23,625 from the Arizona Public Service Peak Solution program for reducing electricity use during high demand periods

### **System Operations**

- Achieved savings of over \$200,000 by using Central Systems Maintenance staff to install the chlorination, communication, and pump control system at the well site at 67<sup>th</sup> Avenue and Corrine Drive
- Proactively rehabilitated and replaced fire hydrants and water line valves throughout our aging distribution system to minimize maintenance, emergency disruptions and assist with preserving the integrity of the water distribution system
- Rehabilitated ten sites that contain sanitary sewer lines and manholes in need of repair, within the City’s wastewater collection system, to ensure continued compliance with existing regulations, decrease maintenance issues, and extend the life of the system

## Goals, Objectives, and Performance Measures

<b>Strategic Objectives</b>	Improve Resource Alignment Increase Purposeful Communication Improve Community Experience			
<b>Department Strategic Initiatives</b>	Recharge 2,000 acre feet of Central Arizona Project and all available effluent. Reduce consumption per capita. Convert grass landscape to xeriscape landscape. Educate users about conservation and sustainability programs.			
<b>Intended Result</b>	Sustain today's resources for future availability.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
CAP water recharged (acre foot)	2,800	2,032	2,000	2,000
Effluent recharged (acre foot)	7,135	6,620	7,000	7,000
Gallons per capita per day usage	156	156	154	154
Square footage of converted landscape	147,926	210,610	110,000	150,000
# of students in Youth Education Program	2,811	2,980	3,000	3,250
# of participants in Green-Living Classes	761	737	750	750

<b>Strategic Objectives</b>	Improve Asset Management Improve Resource Alignment			
<b>Department Strategic Initiatives</b>	Deliver water to meet demand. Maintain O&M cost.			
<b>Intended Result</b>	Customers receive 24/7 water and wastewater services efficiently and economically.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
Amount of water delivered in billion gallons	13.67	13.76	12.82	13.80
Water O&M cost per 1,000 gallons	\$0.84	\$0.88	\$1.04	\$0.96
Amount of sewage treated in billion gallons	6.29	6.04	5.70	6.20
Wastewater O&M cost per 1,000 gallons	\$1.25	\$1.31	\$1.60	\$1.49

<b>Strategic Objectives</b>	Improve Asset Management Improve Resource Alignment			
<b>Department Strategic Initiative</b>	Maintain O&M costs. Replace and rehabilitate lines. Exercise main valves. Clean 235 (1/3 of 707 total) miles of sewer lines. Maintain a rate of <1.0 for Sanitary Sewer Overflow per 100 miles of line.			
<b>Intended Result</b>	Water distribution and wastewater collection systems are operated efficiently and economically.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
Distribution O&M cost per 1,000 gallons	\$0.51	\$0.54	\$0.58	\$0.54
# of water line miles replaced of total 1,094	2.4	1.5	1.5	1.5
# of valves exercised of total 25,000	17,875	17,178	18,000	18,000
# of fire hydrants flushed of total 8,500	11,044	8,691	8,500	8,500
Collection O&M cost per 1,000 gallons	\$0.59	\$0.57	\$0.62	\$0.59
# of sewer line miles replaced of total 707	0.7	1.6	1.0	1.4
% of 235 miles of sewer line cleaned	117%	108%	100%	100%
# of Sanitary Sewer Overflow per 100 miles	0.57	0.28	<1.00	<1.00

<b>Strategic Objectives</b>	Optimize Processes & Services Improve Community Experience			
<b>Department Strategic Initiatives</b>	Submit all federal, state, and local regulatory reports by required dates. Perform 100% of required pretreatment inspections. Inspect 100% of required industrial and commercial facilities for storm water compliance. Perform laboratory tests.			
<b>Intended Result</b>	All treatment results meet all government environmental and health regulations			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
% of 296 water, sewer and storm water regulatory reports submitted on time	100%	98%	100%	100%
% of 1,123 pretreatment permits inspections performed *FY2020 Target 1,450	100%	100%	100%	100%*
% of 100 industrial/commercial facilities inspected for storm water compliance	100%	98%	100%	100%
# of water/wastewater samples analyzed by Water Quality Laboratory (WQL)	13,291	12,909	14,000	12,000
# of analytical results reviewed by WQL	26,451	33,867	26,000	28,000



**Water Services (27)**  
**Budget by Categories of Expenditures**

Group	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
Personnel Services	17,161,055	19,245,285	18,685,285	19,705,189	459,904	2.39%
Services and Supplies	17,499,976	25,269,489	25,193,077	25,798,989	529,500	2.10%
Internal Charges	8,801,998	7,190,570	7,190,570	7,347,691	157,121	2.19%
<b>Grand Total</b>	<b>43,463,030</b>	<b>51,705,344</b>	<b>51,068,932</b>	<b>52,851,870</b>	<b>1,146,526</b>	<b>2.22%</b>

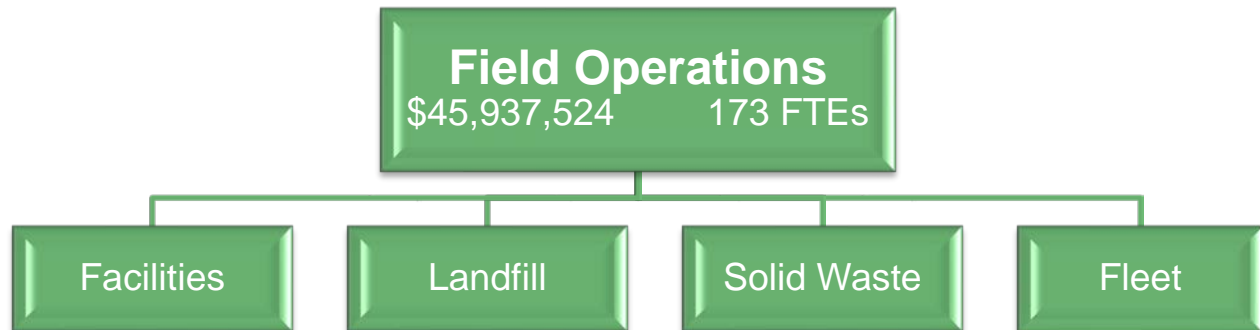
**Fund & Department Number Budget by Program**

Fund / Org	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
(2160-21604027) Grants-Water Services	0	0	0	0	0	0.00%
(2160-21605291) Water Grant	0	0	0	0	0	0.00%
(6020-60202710) Environmental Resources	721,493	873,419	854,419	801,419	-72,000	-8.24%
(6020-60202711) Water Services Administration	4,098,533	8,148,744	8,157,845	7,989,990	-158,754	-1.95%
(6020-60202712) Safety Administration	784,503	840,222	840,222	873,405	33,183	3.95%
(6020-60202713) Information Management	1,251,332	1,669,559	1,669,559	1,694,970	25,411	1.52%
(6020-60202714) Public Service Representative	790,992	911,792	871,792	934,189	22,397	2.46%
(6020-60202715) System Security	500,476	621,302	615,672	649,264	27,962	4.50%
(6020-60202716) Property Management	45,244	101	0	0	-101	-100.00%
(6020-60202717) Water Conservation	449,730	499,012	499,012	508,353	9,341	1.87%
(6020-60202718) Water Quality	1,275,952	1,431,080	1,412,080	1,474,112	43,032	3.01%
(6020-60202719) Materials Control Warehouse	195,914	210,742	211,354	215,324	4,582	2.17%
(6020-60202720) Customer Service - Field	1,004,682	1,168,550	1,154,550	1,231,409	62,859	5.38%
(6020-60202721) Irrigation	221,953	0	0	0	0	0.00%
(6020-60202722) Raw Water Usage	-662,058	4,864,536	4,677,536	4,869,361	4,825	0.10%
(6020-60202723) Central System Control	1,137,139	1,411,358	1,391,358	1,413,276	1,918	0.14%
(6020-60202724) Pyramid Peak WTP	1,939,816	2,239,929	2,210,929	2,339,451	99,522	4.44%
(6020-60202725) Cholla Treatment Plant	3,269,927	3,246,932	3,376,932	3,447,959	201,027	6.19%
(6020-60202726) Central System Maintenance	1,566,154	1,896,497	1,946,497	1,928,323	31,826	1.68%
(6020-60202727) Water Distribution	3,610,710	5,078,571	5,028,341	5,249,743	171,172	3.37%
(6020-60202728) Meter Maintenance	50,456	2,164	0	234	-1,930	-89.20%
(6020-60202729) Oasis Surface WTP	2,518,012	2,975,586	2,831,183	3,077,846	102,260	3.44%
(6020-60202730) Oasis Groundwater WTP	87,150	597	0	0	-597	-100.00%
(6020-60202732) Arrowhead WRF	1,812,009	0	0	0	0	0.00%
(6020-60202733) West Area WRF	2,848,791	0	0	0	0	0.00%
(6020-60204527) CIP_ Water Services	6,878,844	0	0	0	0	0.00%
(6030-60302731) Pretreatment Program	461,647	530,999	530,999	547,715	16,716	3.15%
(6030-60302734) Storm Water	524,284	692,033	686,033	882,478	190,445	27.52%
(6030-60302735) SROG - 91st Ave WWTP	3,113,273	3,723,373	3,573,373	3,727,949	4,576	0.12%
(6030-60302736) 99th Avenue Interceptor	61,267	135	0	0	-135	-100.00%
(6030-60302737) Wastewater Collection	2,723,929	2,894,843	2,794,978	3,011,597	116,754	4.03%
(6030-60302738) Arrowhead WRF	0	2,155,306	2,011,306	2,186,039	30,733	1.43%
(6030-60302739) West Area WRF	0	3,322,429	3,287,429	3,512,574	190,145	5.72%
(6030-60302740) Irrigation	0	295,533	435,533	284,890	-10,643	-3.60%
(6030-60304527) CIP_ Sewer	180,874	0	0	0	0	0.00%
<b>Grand Total</b>	<b>43,463,030</b>	<b>51,705,344</b>	<b>51,068,932</b>	<b>52,851,870</b>	<b>1,146,526</b>	<b>2.22%</b>

**Water Services  
Staffing by Program**

Fund / Org	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Change in Budget
(6020-60202710) Environmental Resources	6.0	6.0	6.0	0.0
(6020-60202711) Water Services Administration	15.8	16.0	15.0	-1.0
(6020-60202712) Safety Administration	6.0	6.0	6.0	0.0
(6020-60202713) Information Management	10.0	10.0	10.0	0.0
(6020-60202714) Public Service Representative	7.0	7.0	7.0	0.0
(6020-60202715) System Security	6.0	7.0	7.0	0.0
(6020-60202717) Water Conservation	3.0	3.0	3.0	0.0
(6020-60202718) Water Quality	11.0	11.0	11.0	0.0
(6020-60202719) Materials Control Warehouse	1.8	2.8	2.8	0.0
(6020-60202720) Customer Service - Field	13.0	14.0	14.0	0.0
(6020-60202723) Central System Control	7.0	7.0	7.0	0.0
(6020-60202724) Pyramid Peak WTP	8.0	8.0	8.0	0.0
(6020-60202725) Cholla Treatment Plant	10.0	10.0	11.0	1.0
(6020-60202726) Central System Maintenance	17.0	18.0	18.0	0.0
(6020-60202727) Water Distribution	35.0	35.0	34.0	-1.0
(6020-60202729) Oasis Surface WTP	8.0	8.0	7.0	-1.0
(6030-60302731) Pretreatment Program	5.0	5.0	5.0	0.0
(6030-60302734) Storm Water	5.0	5.0	6.0	1.0
(6030-60302737) Wastewater Collection	15.0	15.0	15.0	0.0
(6030-60302738) Arrowhead WRF	9.0	9.0	9.0	0.0
(6030-60302739) West Area WRF	10.0	10.0	11.0	1.0
<b>Grand Total</b>	<b>208.5</b>	<b>212.8</b>	<b>212.8</b>	<b>0.0</b>

# Performance Report



## Mission Statement

We improve the lives of the people we serve every day through environmentally sound collection and disposal of solid waste, and fiscally prudent management of the city's assets.

## Department Description

Field Operations provides essential services that directly impact the community and provides support to other departments within the organization. Field Operations includes four separate, yet interdependent divisions that provide essential services to the city: Solid Waste Management, Equipment Management, Facilities Management, and Landfill.

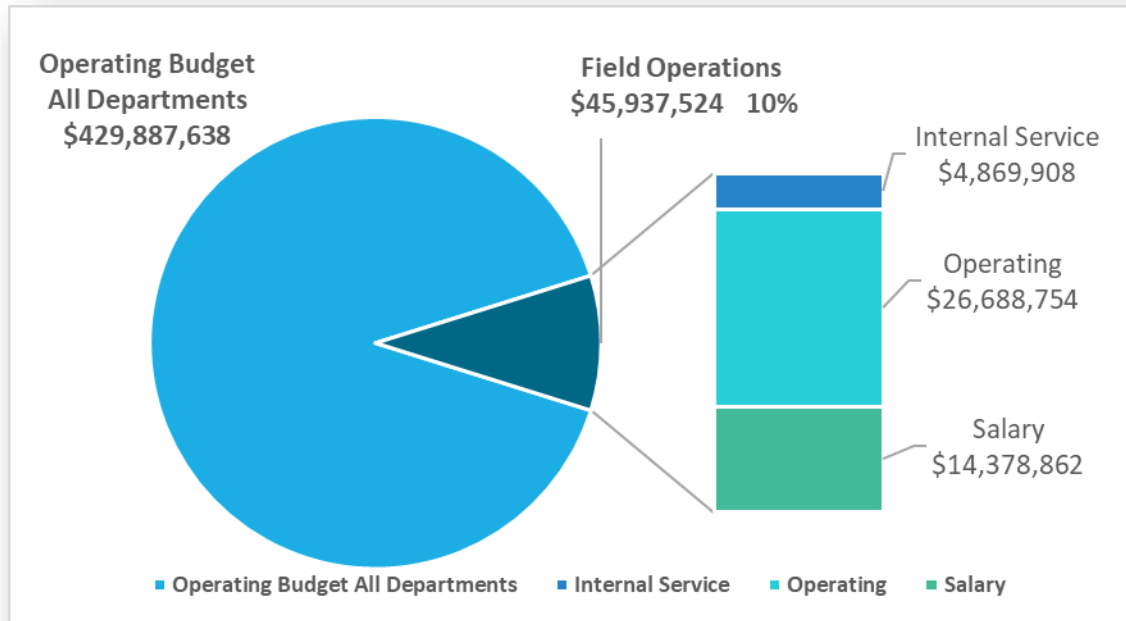
In addition, Field Operations Administrative Services provides the development of agreements for goods and services, budget coordination and monitoring, operational efficiency and innovative business solution programs, strategic and long-range planning, accounts payable and personnel support services.

### The Field Operations Department includes six (6) primary functions:

- Solid waste collection, including residential and commercial refuse, recycling, household hazardous waste, bulk trash, and street sweeping.
- Solid waste disposal, recycle material sorting and marketing, including the Glendale Municipal Landfill and Materials Recovery Facility (MRF) operations.
- Solid waste education, providing information on solid waste and recycling programs at community and group events, as well as through inspection services and public outreach.
- Customer service, assisting residential and commercial customers with their service needs, from new account set-up to container replacement and billing services.
- Fleet Management for the maintenance and repair of approximately 1,300 city vehicles and other associated equipment, fuel management and procurement, and the purchase of new vehicles per the vehicle replacement schedule, as funded.

- Facilities management for the oversight, planning, management, maintenance and cleaning of over 2.5 million square feet of facility space (150 city buildings and 80 city parks), as well as managing the city’s facilities reserve fund that provides funding for facility upgrades, reconstruction and replacement.

## Operating Budget



The total City Operating Budget is \$430 million. The departmental operating budget is comprised of three categories:

- Internal services = internal charges for technology, insurance, workers’ compensation, indirect charges, etc.
- Operating = operating and contractual costs
- Salary = salary and related costs

## Accomplishments, Enhancements, and Efficiencies

- Solid Waste Collection serviced 54,153 residential and 1,030 commercial accounts. The division recently upgrade technology systems which increase vehicle safety efficiency and performance that enhance service to residents.
- The Glendale Municipal Landfill and Materials Recycling Facility (MRF) serve approximately 55,000 Glendale households and many surrounding communities. The landfill receives 355,000 tons of refuse and the MRF processes approximately 15,000 tons of recyclables annually. The landfill has Intergovernmental Agreements (IGA’s) in place with multiple cities, which include Avondale, Phoenix, and Peoria.
- Facilities Management completed over 1,000 preventive and 2,500 corrective maintenance work orders and managed \$1.5 million dollars in capital repairs to city buildings and facilities to extend the useful life of city’s assets. Some examples of CIP projects completed include:

Fleet Management roof & HVAC, Advocacy Center roof, Sine Bldg. HVAC, and Rose Lane Aquatics Center HVAC.

- Fleet Management maintains and services the current city fleet of 1,281 vehicles and equipment. This fiscal year-to-date, staff have prepared 31 new vehicles for service, processed 86 vehicles for auction, performed 17,467 repairs, and completed 2,906 preventative maintenance services. In total, Vehicle Technicians clocked 19,727 labor hours as the city fleet drove 4,825,821 miles while providing service to the community.

## Goals, Objectives, and Performance Measures

<b>Strategic Objective</b>	Optimize Processes & Services			
<b>Department Strategic Initiative</b>	Collect and dispose of all Solid Waste as scheduled			
<b>Intended Result</b>	Provide excellent service to all customers by effectively and efficiently managing solid waste collected; reduce missed collections; and increase efficient disposal and processing services.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
Residential containers missed pickup – reduce by 5%	725	903	624	593
Increase compaction of garbage at Landfill by 1% - Measured in pounds per cubic yard compaction	1,825	1,860	1,860	Changing Reporting Parameters
Decrease residuals at Material Recovery Facility by 1%	33%	31%	33%	31%

<b>Strategic Objective</b>	Optimize Processes & Services			
<b>Department Strategic Initiative</b>	To manage fleet operations and vehicle assets in the most cost effective and efficient manner possible optimizing resources and minimizing downtime while providing safe and reliable transportation to all City departments.			
<b>Intended Result</b>	Maintain a consistent level of achieving/surpassing key performance indicator targets to reach a maximum efficiency with available resources.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
Fleet Vehicle and Equipment Preventative Maintenance (PM) Compliance	76%	77%	60%	Changing Reporting Parameters
Fleet Direct Labor Rate	71.3%	80%	79%	80%
Fleet Downtime Rate	4.2%	<5%	<5%	<5%

**Field Operations (28)**  
**Budget by Categories of Expenditures**

Group	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
Personnel Services	12,637,762	13,508,883	13,283,883	14,378,862	869,979	6.44%
Services and Supplies	25,843,660	24,660,023	26,358,643	26,688,754	2,028,731	8.23%
Internal Charges	4,711,732	4,555,069	4,555,069	4,869,908	314,839	6.91%
<b>Grand Total</b>	<b>43,193,154</b>	<b>42,723,975</b>	<b>44,197,595</b>	<b>45,937,524</b>	<b>3,213,549</b>	<b>7.52%</b>

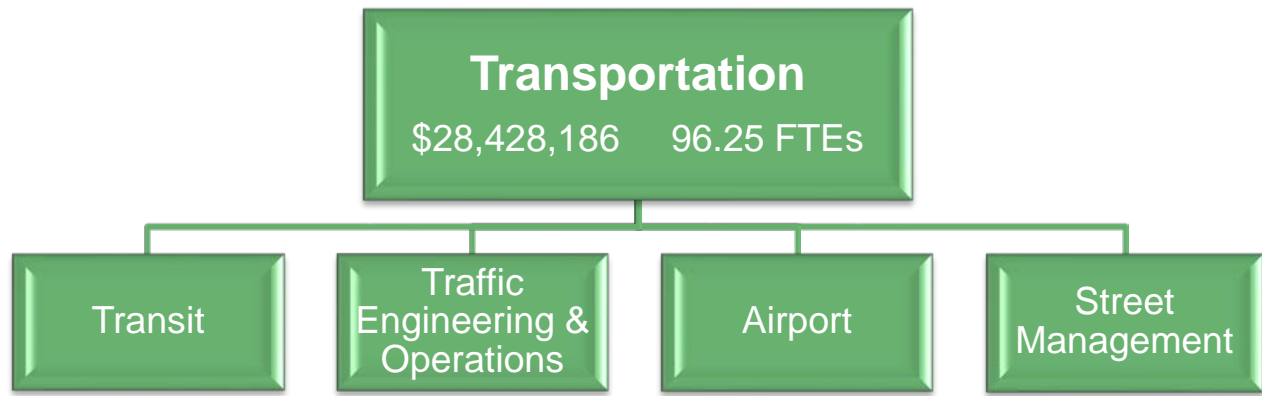
**Fund & Department Number Budget by Program**

Fund / Org	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
(1000-10002810) Field Operations Admin	206,403	92,335	92,335	216,888	124,553	134.89%
(1000-10002812) Facilities	5,833,961	3,933,193	4,670,209	4,854,684	921,491	23.43%
(1000-10005060) Custodial Services	41,688	1,181,176	1,463,673	1,129,733	-51,443	-4.36%
(1020-10202842) Equipment Replacement	3,321,726	2,292,190	2,292,190	3,505,526	1,213,336	52.93%
(1020-10205305) VRF Vehicles 1 time supplement	0	0	0	0	0	0.00%
(2200-22002846) PS Training Ops - Fac. Mgmt	602,718	630,064	658,030	954,895	324,831	51.56%
(6110-61102834) Landfill	3,795,229	4,422,694	4,399,273	4,342,961	-79,733	-1.80%
(6110-61102835) Solid Waste Admin	1,028,866	1,407,661	1,398,661	1,479,622	71,961	5.11%
(6110-61102836) Recycling	1,010,644	1,595,417	1,595,417	1,571,811	-23,606	-1.48%
(6110-61102837) MRF Operations	1,513,227	2,116,444	2,108,273	2,094,616	-21,828	-1.03%
(6110-61104528) CIP_Field Operations	1,275,947	0	0	0	0	0.00%
(6110-61105073) Gas Management System	48,000	167,392	167,392	167,393	1	0.00%
(6120-61202835) Solid Waste Admin	0	0	0	60,000	60,000	0.00%
(6120-61202838) Solid Waste Roll-off	549,011	745,245	745,245	821,998	76,753	10.30%
(6120-61202839) Commercial Frontload	2,630,579	3,157,996	3,162,212	3,177,375	19,379	0.61%
(6120-61202840) Curb Service	6,607,835	7,950,683	7,927,949	8,165,276	214,593	2.70%
(6120-61202841) Residential-Loose Trash Collec	2,973,778	3,630,875	3,630,962	3,843,353	212,478	5.85%
(6120-61204528) CIP_Field Operations	2,507,334	0	0	0	0	0.00%
(7040-70402843) Fleet Management	4,435,382	4,489,856	4,464,436	4,625,014	135,158	3.01%
(7040-70402844) Fuel Services	2,719,653	2,822,218	3,332,802	2,834,866	12,648	0.45%
(7040-70402845) Parts Store Operations	2,091,174	2,088,536	2,088,536	2,091,514	2,978	0.14%
<b>Grand Total</b>	<b>43,193,154</b>	<b>42,723,975</b>	<b>44,197,595</b>	<b>45,937,524</b>	<b>3,213,549</b>	<b>7.52%</b>

**Field Operations  
Staffing by Program**

Fund / Org	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Change in Budget
(1000-10002810) Field Operations Admin	1.0	1.0	1.0	0.0
(1000-10002812) Facilities	10.0	10.0	12.0	2.0
(1000-10005060) Custodial Services	6.0	6.0	5.0	-1.0
(2200-22002846) PS Training Ops - Fac. Mgmt	2.0	2.0	2.0	0.0
(6110-61102834) Landfill	18.0	18.0	19.0	1.0
(6110-61102835) Solid Waste Admin	11.0	11.0	11.5	0.5
(6110-61102836) Recycling	6.0	7.0	7.0	0.0
(6110-61102837) MRF Operations	8.0	7.0	7.0	0.0
(6120-61202838) Solid Waste Roll-off	1.0	1.0	1.0	0.0
(6120-61202839) Commercial Frontload	11.0	11.0	11.0	0.0
(6120-61202840) Curb Service	38.0	37.0	38.5	1.5
(6120-61202841) Residential-Loose Trash Collec	20.0	23.0	24.0	1.0
(7040-70402843) Fleet Management	31.0	32.0	33.0	1.0
(7040-70402845) Parts Store Operations	1.0	1.0	1.0	0.0
<b>Grand Total</b>	<b>164.0</b>	<b>167.0</b>	<b>173.0</b>	<b>6.0</b>

# Performance Report



## Mission Statement

Transportation's mission is to ensure the safety and efficiency of travel for the residents, businesses and visitors of Glendale, Arizona.

## Department Description

The Transportation Department plans, designs, constructs, manages and maintains programs and projects for all modes of travel including aviation, streets and highways, pedestrians, bicycles and transit services.

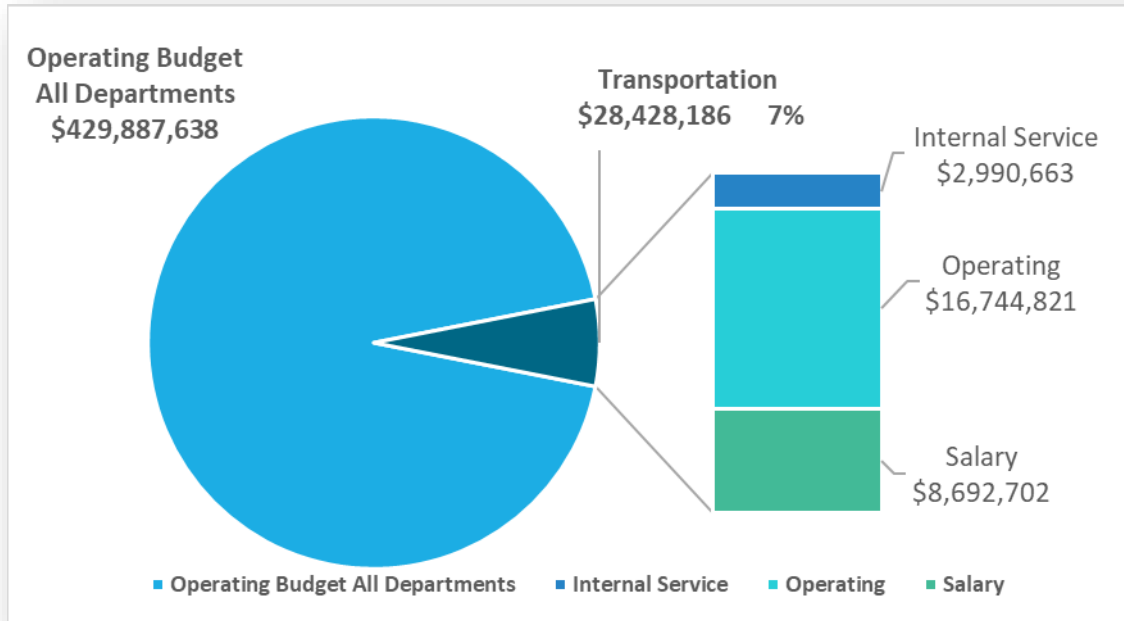
### The Transportation Department includes six (6) primary functions:

- Management of city-operated Dial-A-Ride and GUS programs, the coordination of fixed route bus service and taxi voucher programs and the regional ADA paratransit service.
- Participation in regional planning and coordination of projects such as Northern Parkway and Loop 101.
- Traffic engineering and operations services, including working with the public on traffic concerns, coordination, review and approval of new development traffic improvements. Management, operations and maintenance of traffic signals and intelligent transportation systems, traffic signs, pavement markings, work zone traffic control and large event traffic management.
- Planning and design of city capital improvements to the transportation system for pedestrian, bicycle and vehicular traffic.
- Operation and management of the Glendale Municipal Airport.



- Street management, including pothole patching, concrete repair, rights-of-way (ROW) landscaping (both developed and undeveloped), graffiti removal, operation of the Glendale Memorial Park Cemetery, and oversight of the city's Pavement Management Program funded at \$84.3 million over the next ten years.

## Operating Budget



The total City Operating Budget is \$430 million. The departmental operating budget is comprised of three categories:

- Internal services = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Operating = operating and contractual costs
- Salary = salary and related costs

## Accomplishments, Enhancements, and Efficiencies

- Airport Safety Award – Staff at Glendale Municipal Airport received the annual Airport Safety Award presented by the Aviation Safety Advisory Group of Arizona.

- 2018 Clean Air Campaign Award Winner for Outstanding Transportation Coordinator for a public employer with over 500 employees.
- Secured approximately \$2.8 million in federal Highway Safety Improvement Program funding for Flashing Yellow Arrow Phase III construction for Fiscal Year 2022 and additional \$1 Million in close out funding for federal funded projects.
- Secured \$1.6 million in Federal Transit Administration funding for bus purchases and operating assistance.
- Flashing yellow arrows were installed at four additional intersections in 2018, bringing the total to thirteen completed intersections.
- Work began in January 2019 to complete safety improvements at 12 intersections. Enhancements include modifications to median bull noses, flashing yellow arrows, and reflective tape on the traffic signal backplates.
- Capacity improvements for the 59<sup>th</sup> Avenue and Olive Avenue intersection were completed October 2018.
- Improvements to neighborhoods connection to pathways along Thunderbird Paseo and Skunk Creek were completed in January 2019.
- Addition of 28 Lane Control Signs and 1 Dynamic Message Sign along Maryland Ave.
- At the Glendale Municipal Airport in 2018, a total of 91,305 operations (landings and takeoffs) occurred, and 332 aircraft were based.
- The Graffiti Removal Division eradicated over 5,900 graffiti tags, removed over 1,500 graffiti tags for other city departments, repainted 15,334 linear feet of bridge barrier wall and repainted 742 linear feet of bridge railing.
- The Right-of-Way Division responded to 515 incidents and worked over 662.5 hours of overtime due to monsoon storm damage. Planted 175 new trees throughout the city and pruned 15,600 trees. Installed 200 tons of landscape rock within the Rights-of-Way and refreshed the landscape rock in Catlin Court.
- Street Maintenance staff repaired 12,878 square feet of concrete sidewalk, 25,581 square feet of asphalt, 14,991 potholes and performed 74,300 square feet of grade restoration.
- Signs and Markings staff restriped 34 signalized crosswalks and 20 mid-block crosswalks with 23,227 linear feet of white thermoplastic. 825 roadway street name signs were replaced, of which 565 signs were fabricated as part of the blanket sign replacement program.

## Goals, Objectives, and Performance Measures

<b>Strategic Objectives</b>	Optimize Processes & Services Improve Community Experience			
<b>Department Strategic Initiative</b>	Expend \$10.7 million per year to implement the City's Pavement Management Plan using in-house design, construction administration, and inspection services.			
<b>Intended Result</b>	The \$45 million 5-year Pavement Management Plan to address the complete street network through Mill & Overlay, Slurry Seal, and other surface applications is completed on-time and on-budget.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
Reconstructions	n/a	n/a	\$0.2M	\$4.0M
Rehabilitation (Mill & Overlay)	\$7.5M	\$7.5M	\$0	n/a
Preservation (Slurry Seal, Crack Seal, etc.)	\$3.2M	\$3.2M	\$12M	\$5.2M
Total	\$10.7M	\$10.7M	\$12.2M	\$9.2M
Oversight of Pavement Management Program	80 miles	80 miles	113 miles	148 miles
<b>Strategic Objectives</b>	Improve Asset Management Improve Community Experience			
<b>Department Strategic Initiative</b>	Develop a system-wide holistic transportation master plan and advance regional and local priorities identified, while encouraging economic development opportunities.			
<b>Intended Result</b>	Glendale has a proactive plan for the future transportation network.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
Development of Transportation Plan Update	50%	70%	100%	100%
Finalize Airport Layout Plan Update	95%	100%	n/a	n/a

<b>Strategic Objectives</b>	Optimize Processes & Services Improve Asset Management Improve Community Experience			
<b>Department Strategic Initiative</b>	Complete improvement projects on schedule and on budget by leveraging federal funding.			
<b>Intended Result</b>	The transport of people and goods within and through the City of Glendale is safe and efficient.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
<i>% signalized intersections connected to the central signal system (204 total signalized intersections, including four HAWK pedestrian crosswalks)</i>	84%	86%	88%	88%
<i>Flashing Yellow Arrow Study – Number of intersections studied – 45 locations</i>	45	n/a	n/a	n/a
<i>Flashing Yellow Arrow Installation Program – Number of intersections updated – 45 locations</i>	6	9	14	26
<i>Complete two school zone designs each year (total of 13)</i>	n/a	4	0	2
<i>Complete two school zone construction projects each year (total of 13)</i>	n/a	n/a	2	2
<i>Complete conversion of illuminated street name signs at two intersections per year to LED technology (total of 84 intersections)</i>	n/a	n/a	6	2
<i>Install enhanced detection at 5 signalized intersections per year (199 total)</i>	n/a	n/a	n/a	5

Transportation (29)  
Budget by Categories of Expenditures

Group	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
Personnel Services	7,869,331	8,473,694	7,996,935	8,692,702	219,008	2.58%
Services and Supplies	14,153,628	12,540,239	13,737,687	16,744,821	4,204,582	33.53%
Internal Charges	2,869,192	2,656,082	2,656,082	2,990,663	334,581	12.60%
<b>Grand Total</b>	<b>24,892,152</b>	<b>23,670,015</b>	<b>24,390,704</b>	<b>28,428,186</b>	<b>4,758,171</b>	<b>20.10%</b>

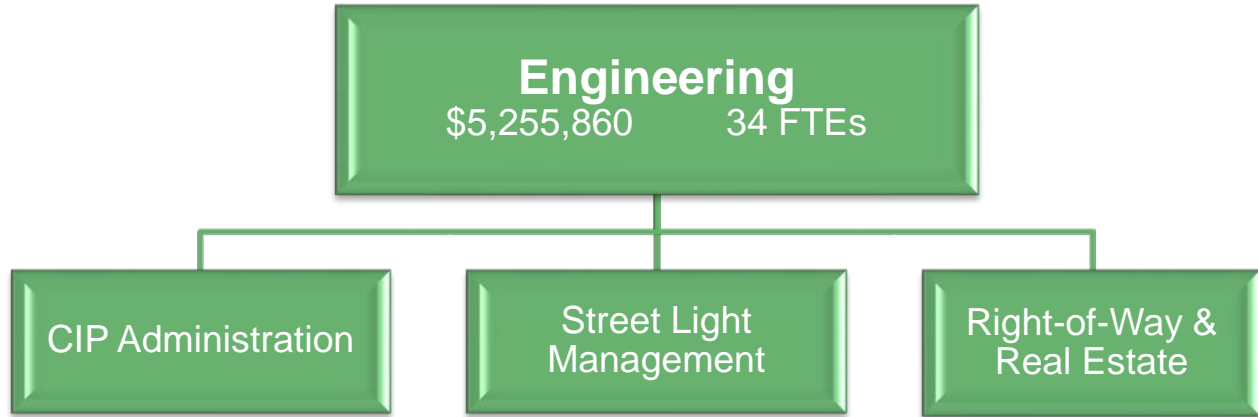
Fund & Department Number Budget by Program

Fund / Org	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
(1000-10002934) Cemetery	281,342	220,816	219,016	236,258	15,442	6.99%
(1000-10005055) Stadium - Transportation Ops	698,543	756,224	756,224	799,670	43,446	5.75%
(1000-10005056) Transp - Fiesta Bowl Event	26,257	65,083	65,083	32,248	-32,835	-50.45%
(1000-10005057) Arena - Transportation Ops.	38,296	51,035	51,035	41,073	-9,962	-19.52%
(1000-10005058) Graffiti Removal	18,317	17,094	16,856	17,130	36	0.21%
(1000-10005059) CBRanch - ROW Maintenance	12,961	16,080	16,150	16,080	0	0.00%
(2050-20502919) Transportation Administration	525,488	115,766	116,660	120,390	4,624	3.99%
(2050-20502920) Right of Way	3,215,549	3,280,494	3,280,494	5,813,823	2,533,329	77.22%
(2050-20502921) Street Maintenance	1,477,324	1,573,207	1,740,447	1,649,365	76,158	4.84%
(2050-20502923) Traffic Signals	1,183,863	1,259,162	1,259,162	1,284,561	25,399	2.02%
(2050-20502924) Signs & Markings	689,592	694,231	694,231	728,784	34,553	4.98%
(2050-20502925) Barricade Management	0	0	0	213,099	213,099	0.00%
(2050-20505063) Traffic Studies	13,158	167,240	0	0	-167,240	-100.00%
(2050-20505064) Traffic Design and Development	20,750	301,037	301,037	190,776	-110,261	-36.63%
(2050-20505065) Graffiti Removal - ROW	5,729	172,444	172,444	170,497	-1,947	-1.13%
(2060-20604029) Grants-Transportation	0	552,821	0	2,000,000	1,447,179	261.78%
(2060-20605271) Transportation Transit Grants	716,802	665,234	1,955,079	700,000	34,766	5.23%
(2060-20605272) Transportation Transport Grant	0	0	30,696	0	0	0.00%
(2070-20702312) Non-Departmental Fund 2070	294,964	0	0	0	0	0.00%
(2070-20702926) Transportation Program Mgmt	2,615,751	2,294,575	2,176,575	2,365,602	71,027	3.10%
(2070-20702927) Fixed Route	4,221,909	4,913,079	4,894,623	4,901,822	-11,257	-0.23%
(2070-20702928) Dial-A-Ride	2,806,274	2,940,879	2,734,379	3,429,943	489,064	16.63%
(2070-20702929) Transit Program Administration	532,335	482,336	481,934	495,545	13,209	2.74%
(2070-20702930) Intelligent Transport Systems	611,383	681,219	681,219	730,226	49,007	7.19%
(2070-20702931) Traffic Mitigation	497,634	527,756	617,756	532,722	4,966	0.94%
(2070-20705066) Transportation Education	22,332	203,230	193,520	210,063	6,833	3.36%
(2070-20705067) Demand Management	2,871	28,505	18,900	28,505	0	0.00%
(2070-20705068) Rail Transit	0	50,000	50,000	0	-50,000	-100.00%
(2070-20705069) CIP O&M	688,814	813,000	1,047,500	813,000	0	0.00%
(2070-20705070) Traffic Signals	10,443	10,050	10,050	10,050	0	0.00%
(2070-20705071) Signs & Markings	26,881	42,040	30,040	42,040	0	0.00%
(2130-21302933) Airport Operations	722,452	775,378	779,595	854,916	79,538	10.26%
(2190-21905281) Airport Grants	2,914,136	0	0	0	0	0.00%
<b>Grand Total</b>	<b>24,892,152</b>	<b>23,670,015</b>	<b>24,390,704</b>	<b>28,428,186</b>	<b>4,758,171</b>	<b>20.10%</b>

### Transportation Staffing by Program

Fund / Org	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Change in Budget
(1000-10002934) Cemetery	1.00	1.00	1.00	0.00
(2050-20502919) Transportation Administration	1.00	1.00	1.00	0.00
(2050-20502920) Right of Way	12.00	12.00	12.00	0.00
(2050-20502921) Street Maintenance	8.00	8.00	9.00	1.00
(2050-20502923) Traffic Signals	6.00	6.00	6.00	0.00
(2050-20502924) Signs & Markings	5.00	5.00	5.00	0.00
(2050-20502925) Barricade Management			1.00	
(2050-20505063) Traffic Studies	1.00	1.00		
(2050-20505064) Traffic Design and Development	3.00	3.00	2.00	-1.00
(2050-20505065) Graffiti Removal - ROW	2.00	2.00	2.00	0.00
(2070-20702926) Transportation Program Mgmt	8.00	8.00	8.00	0.00
(2070-20702928) Dial-A-Ride	32.25	32.25	32.25	0.00
(2070-20702929) Transit Program Administration	4.00	4.00	4.00	0.00
(2070-20702930) Intelligent Transport Systems	4.00	4.00	4.00	0.00
(2070-20702931) Traffic Mitigation	2.00	2.00	2.00	0.00
(2070-20705066) Transportation Education	1.00	1.00	1.00	0.00
(2130-21302933) Airport Operations	6.00	6.00	6.00	0.00
<b>Grand Total</b>	<b>96.25</b>	<b>96.25</b>	<b>96.25</b>	<b>0.00</b>

# Performance Report



## Mission Statement

To develop and implement the Capital Improvement Plan (CIP), review and inspect public/private infrastructure to successfully meet the needs of the community and maintain a reliable streetlighting system.

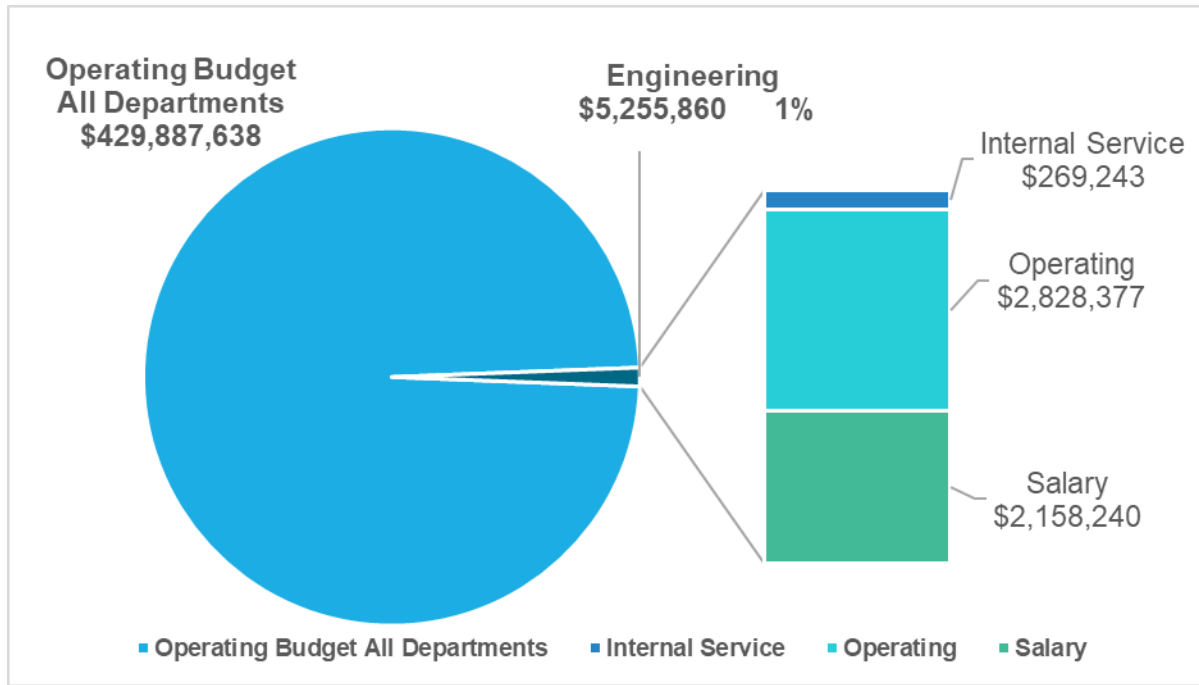
## Department Description

Engineering manages the design and construction of CIP projects which includes public buildings and infrastructure; and, also provides varied private development related services such as engineering plan review, construction inspection, and flood plain ordinance administration. In addition, Engineering is responsible for the oversight and management of the street lighting system, cell tower licensing, and city real estate program.

### The Engineering department includes six (6) primary functions:

- Provide properly designed, constructed and inspected public facilities and infrastructure within the public right-of-way.
- Implement the city's Capital Improvement Plan (CIP).
- Manage the licensing program for cell tower equipment in the public rights-of-way and on city-owned facilities.
- Oversee the city's street lighting system and downtown pedestrian lights.
- Develop the city's real estate portfolio and assist with property acquisition and disposition, procuring easements, and processing license agreements.
- Administer the city's floodplain management program and city-adopted National Flood Insurance Program.

## Operating Budget



The total City Operating Budget is \$430 million. The departmental operating budget is comprised of three categories:

- Internal services = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Operating = operating and contractual costs
- Salary = salary and related costs

## Accomplishments, Enhancements, and Efficiencies

- Provided project management services for a total of 119 Capital Improvement Projects with an estimated total project value of \$369M (66 projects projected to be complete by end of FY2018-19).
- Managed the design and construction of the Black Lot Improvements (formerly known as PS Parking Lot). The new parking lot contains 4,017 spaces and is located at the southeast corner of 95<sup>th</sup> Avenue and Cardinals Way (formerly Bethany Home Road). The project had an aggressive schedule and was completed on-time at a cost of \$8.1M.
- Managed the design and construction of 95<sup>th</sup> Avenue between Cardinals Way and Georgia Avenue. This portion of 95<sup>th</sup> Avenue will connect Cardinals Way and Camelback Road and provide ingress/egress to the new Black Lot. The project had an aggressive schedule and was completed on-time at a cost of \$4.5M.



- Managed the design and construction of the Public Infrastructure Improvements (PII) project in coordination with the Cardinals football organization. The PII project is located along Cardinals Way east of 95<sup>th</sup> Avenue. The project included a pedestrian tunnel under Cardinals Way and two pedestrian bridges over the SRP Canal and Bethany Home Outfall Channel. The tunnel and two bridges provide pedestrian access from the new Black Lot to the events at the State Farm Stadium. The project had an aggressive schedule and was completed in time for the first pre-season football game at a cost of \$3.6M.
- Construction Management of the Pavement Management Program consisting of 8 different contracts with a total value of \$13.8M (FY19). Pavement treatments covered over 92 miles of roadway within the city.
- Managed the Light Emitting Diode (LED) conversion of approximately 18,500 streetlights which was completed in June 2018. The project generated a total rebate of \$504,951 from Arizona Public Service (APS). Since completion, the city's energy costs for streetlight electricity has dropped from \$1.89 million to a projected \$1.34 million for FY2019, an anticipated savings of \$550,000 annually.
- The Street Light Program staff completed a detailed data analysis of over 20,000 streetlights and 800 downtown pedestrian light locations to develop a GIS database of these city assets, replaced 115 rusted streetlight poles, treated 700 streetlight poles affected by unsightly surface rust, completed 33 plan reviews proposing 363 new streetlight installations throughout the city, and created and completed 1,599 work orders for outages.
- Land Development staff performed over 120 plan reviews for city and private development projects, processed 13 Minor Land Divisions/Lot Splits, and processed over 20 subdivisions including the Stonehaven Master Planned Community.
- Real Estate staff managed the Palmaire Parking Garage and Retail Promenade and the Bank of America Building, which generate on average over \$1 million in revenue annually. The Palmaire Retail is 100% occupied and the Bank of America Building is 90% occupied. Staff has been preparing the Bank of America office building for sale since the beginning of the fiscal year, managing surveying, appraisal and broker services and ensuring proper separation of the Promenade and Bank of America building's utilities, landscaping amenities and other features before sale.
- Real Estate staff has also acquired 20 land rights, including easements, licenses and owned property related to Capital Improvement Projects. In addition, disposition of city real estate assets have generated over \$21M in revenue for the city.

## Goals, Objectives, and Performance Measures

<b>Strategic Objective</b>	Optimize Processes & Services			
<b>Department Strategic Initiative</b>	Design, procure and manage Engineering and Construction Consultant Services to all City departments for Capital and Operating projects.			
<b>Intended Result</b>	Deliver a capital improvement program that provides accurate information, optimizes available resources, and provides needed projects for our community.			
<b>Performance Measures</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Target</b>
% of projected cash flow expended in the fiscal year (not including carryover)	66%	85%	90%	88%

**Engineering (30)**  
**Budget by Categories of Expenditures**

Group	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
Personnel Services	1,736,344	2,084,208	2,084,208	2,158,240	74,032	3.55%
Services and Supplies	2,843,199	3,122,912	3,122,912	2,828,377	-294,535	-9.43%
Internal Charges	186,271	238,649	238,649	269,243	30,594	12.82%
<b>Grand Total</b>	<b>4,765,814</b>	<b>5,445,769</b>	<b>5,445,769</b>	<b>5,255,860</b>	<b>-189,909</b>	<b>-3.49%</b>

**Fund & Department Number Budget by Program**

Fund / Org	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimate	FY 2020 Request	\$ Change in Budget	% Change in Budget
(1000-10003014) Engineering Administration	668,637	815,515	818,190	892,665	77,150	9.46%
(1000-10003016) CIP Administration	-538,195	-287,850	-290,211	-395,626	-107,776	37.44%
(1000-10003017) Land Development	132,929	134,980	134,980	143,059	8,079	5.99%
(1000-10003018) Construction Inspection	933,516	908,717	908,403	899,052	-9,665	-1.06%
(1000-10005061) BofA Building	472,023	528,863	483,863	449,175	-79,688	-15.07%
(1000-10005062) Promenade at Palmaire	144,890	60,312	105,312	60,000	-312	-0.52%
(1000-10005304) Downtown Parking Garage	0	0	0	80,000	80,000	0.00%
(2050-20503019) Pavement Management	749,828	812,185	812,185	835,780	23,595	2.91%
(2050-20503020) Street Lighting	1,930,814	2,143,047	2,143,047	1,986,754	-156,293	-7.29%
(2070-20705072) Street Light Managemnet	271,372	330,000	330,000	305,000	-25,000	-7.58%
<b>Grand Total</b>	<b>4,765,814</b>	<b>5,445,769</b>	<b>5,445,769</b>	<b>5,255,860</b>	<b>-189,909</b>	<b>-3.49%</b>

**Engineering  
Staffing by Program**

Fund / Org	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Change in Budget
(1000-10003014) Engineering Administration	7.00	7.00	7.00	0.00
(1000-10003016) CIP Administration	9.00	9.00	8.00	-1.00
(1000-10003017) Land Development	1.00	1.00	1.00	0.00
(1000-10003018) Construction Inspection	8.00	9.00	9.00	0.00
(2050-20503019) Pavement Management	7.00	7.00	7.00	0.00
(2050-20503020) Street Lighting	1.00	1.00	2.00	1.00
Grand Total	33.00	34.00	34.00	0.00



# CAPITAL IMPROVEMENT PLAN

Fiscal Year 2019-2020 Annual Budget Book

---



	Page
<b>Capital Improvements Plan Table of Contents</b> .....	237
<b>Capital Improvements Plan Preparation</b> .....	238
<b>Summary by Project Type</b> .....	248
<b>Summary by Funding Source</b> .....	249
<b>Project Detail</b> .....	252
<b>Airport</b> .....	252
<b>Arts</b> .....	264
<b>Drainage</b> .....	267
<b>Facility Maintenance</b> .....	274
<b>Landfill</b> .....	291
<b>Library</b> .....	315
<b>Parking Lots</b> .....	322
<b>Parks</b> .....	325
<b>Public Safety</b> .....	363
<b>Solid Waste</b> .....	386
<b>Streets</b> .....	396
<b>Technology</b> .....	423
<b>Transit</b> .....	426
<b>Wastewater</b> .....	432
<b>Water</b> .....	451

## 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 infrastructure is what all cities must have in place to provide essential and quality of life services to current and future residents, businesses and visitors. They also are designed to prevent the deterioration of the city's existing infrastructure and respond to and anticipate the future growth of the city. A wide range of projects comprise capital improvements as illustrated by the examples below:

- fire and police stations;
- libraries, court facilities and City office buildings;
- parks, trails, open space, pools, recreation centers and other related facilities;
- water and wastewater treatment plants, transmission pipes, storage facilities, odor control facilities and pump stations;
- roads, bridges, traffic signals and other traffic control devices including fiber optic infrastructure needed for the operation of intelligent transportation systems;
- landscape beautification projects;
- computer software and hardware systems other than personal computers and printers;
- flood control drainage channels, storm drains and retention basins;
- major equipment purchases such as landfill compactors, street sweepers and solid waste trucks.



Glendale, like many cities in the Phoenix metropolitan area, faces a special set of complex problems because much of the city is built out except for scattered areas requiring infill development and the far western edge of the city. These cities need to build new roads, add necessary services such as water, sewer, trash services and provide 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, City buildings and underground pipes for the water and sewer system.

## Paying for Capital Improvements

In many respects, the city planning process for selecting, scheduling and financing capital improvements parallels the way an individual might plan for buying a new house or car. This process entails an assessment of many valid competing needs, a determination of priorities, an evaluation of operating costs as well as financing options for the capital costs, and an establishment of realistic completion timeframes. The analysis process involves many familiar questions.

- Can I wait another year or two?
- Are there other alternatives such as remodeling, using public transit or carpooling?
- What other purchases will I need to forego?
- What can I afford and how can I pay for it?
- Do I need outside financing and what will it cost?
- Will there be additional monthly costs associated with the purchase?

If the purchase plan moves forward, a decision must be made about the down payment. A good planner might have started a replacement fund a few years ago in anticipation of the need. Other cash sources might include a savings account or a rainy-day emergency fund. The city, just like most families, needs to find longer-term financing to cover certain costs for capital improvements. Repayment of the loan might require cutting other expenses like eating at restaurants or increasing income by taking a second part-time job. An unanticipated inheritance may speed up the timetable; a negative event, such as a flood or unanticipated medical expense, might delay the plan.

Similarly, most large capital improvements cannot be financed solely from a single year's revenue stream or by simply increasing income or decreasing expenses.

## Guidelines and Policies Used in Developing the CIP

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

- A. Improve existing assets
- B. Replace existing assets
- C. Construct new assets

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

Additional considerations include the following:

- Does a project qualify as a capital project, i.e., cost more than \$50,000 and have an expected useful life of at least five years?



- Does a project satisfactorily address all federal, state and city legal and financial requirements?
- Does a project support the city's favorable investment ratings and financial integrity?
- Does a project support the city's goal of ensuring all geographic areas of the city have comparable quality in the types of services that are defined in the Public Facilities section of the General Plan?
- Does a project prevent the deterioration of the city's existing infrastructure?
- Does a project respond to and, if possible, anticipate future growth in the city?
- Does a project encourage and sustain quality economic development?
- Can a project be financed through growth in the tax base or development fees, when possible, if constructed in response to residential or commercial development?
- Is a project responsive to the needs of residents and businesses within the constraints of reasonable taxes and fees?
- Does a project leverage funds provided by other units of government (e.g., Maricopa County Flood Control District, Arizona Department of Transportation, etc.) where appropriate?
- Are the projects part of an overall and updated Master Plan for the particular infrastructure?

Master plans also help determine which projects should be included in the CIP and the timeframes in which the projects should be completed. For example, the Parks and Recreation Master Plan's guidelines for neighborhood parks include 3.3 acres of park land per 1,000 residents. When population growth causes an area to exceed this threshold, that neighborhood will rise on the capital plan's priority list for park development. The Water and Sewer Master Plan, Parks Master Plan, Storm Water Master Plan, GO Transportation Plan and five-year plans for landfill and solid waste collection services also provide valuable guidance in the preparation of the CIP.

Economic forecasts also are a critical source of information and guidance throughout the capital planning process. The forecasts assess external factors such as whether the local economy is growing or contracting, population growth, inflation for construction materials, the value of land, and other variables that may affect the city's ability to finance needed services and capital projects.

## Glendale's Annual CIP Development Process

In conjunction with the annual budgeting process, the Budget and Finance Department manages the citywide process of revising and updating the city's capital plan. City staff members from all departments participate in an extensive review of projects in the existing plan and the identification of new projects for inclusion in the CIP. The City Council's commitment to the needs and desires of Glendale's citizens is a critical factor considered during the capital planning process, as well as compliance with legal limits and financial resources.

Once projects are selected for inclusion in the capital plan, decisions must be made about which projects should be recommended for inclusion in the first five years of the plan. Determining how and when to schedule projects is a complicated process. It must take into account City Council's strategic goals as well as all of the variables that affect the city's ability to generate the funds to pay for these projects without jeopardizing its ability to provide routine, ongoing services and one-time or emergency services when needed.

The financial projections used to develop the CIP are based on staff's best prediction of construction and design costs, and other relevant variables. These financial projections are jointly developed by the Budget and Finance Department, the Engineering Department, and the respective departments submitting the CIP projects in conjunction with the City Manager's Office. They are updated annually to reflect changes in the economic environment.

Although only the first year of the plan is appropriated, the first five years of the plan are financially balanced. This means the first five years of the plan

- Comply with the state's constitutional debt limits;
- Comply with the available unissued voter authorization for municipal bonds or maybe classified as high priority from City Council but not enough current available bond authorization;
- Balance the use of incoming revenue streams with the use of fund balance, while maintaining a fund balance in compliance with bond covenants and policies regarding debt management and;
- Identify the source of revenue to finance various projects.

Financial and legal constraints make it impossible for the city to fund every project on its priority list. For example, it is not possible for the city to fund concurrently several large-scale projects that have significant operating budget impacts. Also, revenues used to pay the debt service are not limitless. Therefore, implementation timetables are established to stagger projects over time based on Council's strategic goals and the estimated financial resources expected for the future.

A critical element of financing capital projects is the ability to manage within available resources, including the overall debt incurred for past projects and any new debt for future projects. Limited staff resources to undertake new capital projects also must be considered. Capital projects often require significant time to manage effectively, and project managers in the departments typically manage several capital projects concurrently.

The city also must coordinate the timing of many of its capital projects with federal, state, county, other municipal governments and non-City utilities. For example, a street improvement project will be planned with any other infrastructure "underneath the street" that may undergo moving or replacement in order to minimize the amount of new street surface that may be cut or disturbed. Also, flood control capital improvements are coordinated with the Maricopa County Flood Control District to maximize matching funds that the district makes available for eligible projects.

The availability of unanticipated financing, such as federal or state transportation grants may cause the city to accelerate a particular project. In addition, a scheduled project may be delayed in order to take advantage of an unusual one-time opportunity such as the receipt of non-governmental grant monies.

The City Council reviews the recommended CIP during the spring budget workshops. Council also considers citizen requests and considers the recommendations of staff before making the final decision about which projects should be included in which years of the CIP.

## CIP Project Prioritization Process

The role of a project prioritization process is to objectively rank the order of projects based upon a defined set of criteria where the criteria reflect values of the organization. At Council direction, city staff developed and implemented a new CIP project prioritization process. This process was implemented during the development of the FY19-28 CIP, for projects expected to be funded with G.O. Bonds. As with any other capital funding source, G.O. Bond funding has limitations on available financial capacity to complete projects that fall within this category. In a planned CIP program, typically there are more projects that are submitted than there is financial capacity to complete.

A project ranking matrix was developed and approved by City Council to apply to proposed G.O. Bond projects in the 10-Year CIP Plan. It is an evaluating tool for capital projects to be ranked according to criteria that is distinctively important to the City. The following weighted ranking criteria were used to evaluate projects, and representing themes and objectives in the City's overall strategic plan, as follows:

- 1) Mandated Projects – These are capital projects that are required by law or contract and would likely result in sanctions or penalties to the City if not completed. These are automatically ranked with the maximum points allowable.
- 2) Assessing Operational Costs – These costs most likely will have an impact on the General Fund. It is important to consider those impacts and apply a scoring methodology that aligns with Council expectations for minimizing the potential risks of those impacts to the long-term financial health of the City.
- 3) Aligning with Strategy – A key focus of the work that Council has been engaged in over the last year is creating organizational alignment around Council-adopted strategic objectives; inclusion of this category in the project ranking matrix model reinforces Council's vision and is also a best practice.
- 4) Protecting the Public – Creates an emphasis on projects that would mitigate a public health, welfare, and safety impact.
- 5) Leveraging External Funding –The ability to leverage outside funding sources (revenue, grants, IGA cost share, Developer Agreement) mitigates the City's financial impact to fund a capital project. This criteria measures and scores how much external funding and proposed timeframe of the City receiving those funds.
- 6) Quality of Life – Provides capital infrastructure and the project's ability to improve the overall quality of life for Glendale's citizens and visitors.
- 7) Planning for the Future – Highlights the importance of long-range planning by using Council-approved master plans. These are master plans that are generally developed through a public input process and formally adopted by City Council. This criterion ensures the ability to capture the voice of the community as future funding decisions are made.
- 8) Generating Revenue – Creates a focus on projects that either increase or help maintain existing revenue streams.

Once the G.O. Bond projects were ranked, their estimated project costs and ranking were applied to the available G.O. Bond capacity starting in FY21-22. The current FY20-29 CIP program reflects the G.O. Bond projects that have made the highest priority out of all G.O. Bond projects submitted for the FY20-29 CIP program. Some projects may not have available bond authorization but have been deemed as a high priority by City Council based on the priority ranking criteria.

## Citizen Involvement in the CIP Process

The CIP is an important financial, planning and public communication tool. It gives residents and businesses a clear and concrete view of the city's long-term direction for capital improvements and a better understanding of the city's ongoing needs for stable revenue sources to fund large or multi-year capital projects.

Input into the annual CIP updating process is obtained from citizens who serve on many different city boards and commissions, as well from individual citizens through the public hearing and comment process. City boards and commissions are comprised of residents and business owners and their meetings are open to the public. A few examples include the Parks and Recreation Advisory Committee, the Library Advisory Board, the Arts Commission, and the Citizens Utilities Advisory Commission. The public also can provide comments to the Mayor and Council through public meetings of the Council, Council District meetings and through other interactions with them. It is through this public input that residents and businesses have the opportunity to inform Council and staff about infrastructure development and renovation needs, important quality-of-life enhancements, and environmental and historic preservation issues that should be addressed in the capital plan.

## Types of CIP Projects and Funding Sources

The ten-year CIP is developed with identified funding sources for each CIP project. For example, a street project might be funded through one or more of the following financing sources: Highway User Revenue Fund (HURF) bonds, general obligation (G.O.) bonds, federal or state grants, 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.) Bond Funded Projects**

The City uses G.O. Bonds to fund facility, infrastructure and equipment capital improvements for capital programs such as Transportation, Parks and Recreation, Cultural Facilities, Flood Control, Government Facilities, Libraries, Public Safety, and City Court. G.O. bonds are backed by "the full faith and credit" of the city and the debt service (principal and interest) on the bonds is repaid from secondary property taxes levied each fiscal year during the budget process. 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. Ongoing maintenance and operating costs are generally paid out of the General Fund.

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

### **Development Impact Fee Funded Projects**

Impact fees are one-time charges to developers that are used to offset a city's capital costs resulting from new development. Developers pay Development Impact Fees (DIF) 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: streets, parks, libraries, police, fire, and water/sewer.

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 a growing economic condition, a number of DIF funded projects would more likely be included in the capital plan to supplement the growth-related portion of projects funded with other resources such as G.O. bonds. DIF revenue alone rarely is sufficient to fund 100% of the cost of growth-related projects. Therefore, given these circumstances, the current capital plan reflects very little spending of impact fees.

### **Enterprise and Other Projects**

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

Landfill Revenue Funded Projects: Landfill user fee revenues fund environmental improvements required by federal and state law as well as improvements related to constructing, extending, improving and repairing the Glendale Municipal Landfill. Landfill equipment is also included in the landfill capital fund. Users of the Glendale Municipal Landfill include private haulers, other cities that are under contract with the city's landfill and the city's residential and commercial solid waste operations.

Solid Waste Revenue Funded Projects: Unlike Water/Sewer and Landfill, the capital plan for Solid waste is not usually funded with revenue bonds. Instead solid waste projects are funded with user revenues and cash balances. However, inter-funds loans and capital leases have been used as a funding option in the past.

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

Everyone who shops in Glendale pays the half-cent sales tax that became effective January 1, 2002. The revenues are dedicated to funding the implementation of the *Glendale Onboard! (GO Transportation Plan)*. The sales tax has no termination date. The transportation capital and operating budgets are balanced yearly. Transportation projects can either be funded with Transportation Revenue Obligations or cash financed. The principal and interest on revenue obligations will be covered with future transportation sales tax revenue.

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

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

In the past, the Arizona Legislature has altered (1) the type and/or rate of taxes, fees and charges to be deposited into the Arizona Highway Revenue Fund and (2) the allocation of such monies among the Arizona Department of Transportation, Arizona cities and counties and other purposes. The Arizona Legislature reduced the amount of funds allocated to cities in FY 2009 through FY 2012. Future legislative alterations to HURF revenue sources and/or the HURF distribution formula may occur.

Municipal Property Corporation Bond Funded Projects: A city may form a Municipal Property Corporation (MPC) to finance a large capital project. An MPC is a non-profit organization over which the city exercises oversight authority, including the appointment of its governing board. This mechanism allows the city to finance a needed capital improvement and then purchase the improvement from the corporation over a period of years.

In order for the MPC to market the bonds, a city will typically pledge unrestricted excise taxes. Unrestricted excise taxes are generally all excise, transaction privilege, franchise and income taxes within the city's General Fund. This means MPC debt service is paid with General Fund operating dollars.



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),
- Gila River Arena,
- Glendale Media Center and Expo Hall, Convention Center and Parking Garage adjacent to the Westgate development in west Glendale,
- a portion of the Glendale Regional Public Safety Training Facility and infrastructure for the Zanjero development, and
- the Camelback Ranch development

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

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

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.

Pay-As-You-Go (PAYGO) - Capital and Operating Budget Projects: Some capital improvements are paid for on a cash basis and are either included in the capital budget and/or as part of the departments operating budgets on a pay-as-you-go basis. PAYGO is used in order to avoid the interest costs that may be incurred when using other financing instruments. The city's operating budget also provides for the maintenance of capital assets and expenses associated with the depreciation of city facilities and equipment.



Lease Financing Projects: Lease financing provides long-term financing for the purchase of equipment or other capital improvements and does not affect the city's G.O. bond capacity or require voter approval. In a lease transaction, the asset being financed can include new capital needs, assets under existing lease agreements or, in some cases, equipment purchased in the

past for which the government or municipal unit would prefer to be reimbursed and paid over time. Title to the asset is transferred to the city at the end of the lease term.

Local Improvement District Bond Projects: Local improvement districts (LIDs) are legally designated geographic areas in which a majority of the affected property owners agree to pay for one or more capital improvements through a supplemental assessment. This financing approach ties the repayment of debt to those property owners who most directly benefit from the improvements financed.

## Impact of the CIP on the Operating Budget

Glendale's operating budget is directly affected by the CIP. Almost every new capital improvement will require additional ongoing expenses for routine operation, repair, and maintenance upon project completion. Some CIP projects may require additional staff to operate and maintain the new asset (new fire station, new firefighters). 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. PAYGO capital projects, grant-matching funds and lease/purchase capital expenses also come directly from the operating budget.

Operating costs are evaluated and are part of the project prioritization matrix scoring criteria. All projects are carefully considered when prioritizing CIP projects, due to the city's inability to concurrently fund several large-scale projects with significant operating budget impacts. In addition, realistic timelines and accurate cashflows of projects have to be considered based on available manpower and forecasted revenue streams.

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, promote the economic development and growth that can lead to the generation of additional operating revenues. These new revenue sources provide the funding needed to maintain, improve and expand the city's infrastructure.



## CIP Summary by Project Type

Project Type	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
Airport	\$0	\$1,500,000	\$3,650,000	\$2,450,000	\$2,600,000	\$2,150,000	\$750,000	\$13,100,000
Arts	\$846,050	\$142,943	\$0	\$0	\$0	\$0	\$0	\$988,993
Drainage	\$1,159,212	\$314,700	\$314,700	\$14,352,430	\$0	\$0	\$5,672,745	\$21,813,787
Facility Maintenance	\$1,669,566	\$3,673,000	\$4,239,700	\$14,673,000	\$16,890,480	\$12,890,480	\$120,698,490	\$174,734,716
Landfill	\$1,398,527	\$5,845,659	\$3,020,396	\$11,415,000	\$4,895,000	\$4,175,000	\$17,006,000	\$47,755,582
Library	\$369,267	\$0	\$0	\$0	\$1,059,078	\$4,914,116	\$7,456,900	\$13,799,361
Parking Lots	\$0	\$0	\$0	\$0	\$0	\$0	\$4,648,689	\$4,648,689
Parks	\$1,548,857	\$1,354,413	\$176,795	\$17,383,410	\$13,382,049	\$14,789,957	\$23,748,533	\$72,384,014
Public Safety	\$1,304,301	\$1,264,000	\$8,027,000	\$2,870,000	\$23,503,490	\$24,365,790	\$70,770,286	\$132,104,867
Solid Waste	\$0	\$2,774,046	\$3,132,455	\$3,392,674	\$3,479,747	\$2,121,961	\$11,713,501	\$26,614,384
Streets	\$12,538,863	\$25,212,239	\$19,690,824	\$16,180,071	\$11,925,295	\$9,595,000	\$31,845,000	\$126,987,292
Technology	\$579,705	\$0	\$0	\$0	\$0	\$0	\$0	\$579,705
Transit	\$256,011	\$652,500	\$265,000	\$270,000	\$270,000	\$275,000	\$1,045,000	\$3,033,511
Wastewater	\$7,210,357	\$22,127,762	\$18,971,000	\$17,252,000	\$10,300,000	\$14,375,950	\$43,150,000	\$133,387,069
Water	\$23,449,406	\$63,924,930	\$36,522,105	\$16,791,163	\$12,600,000	\$16,000,000	\$131,973,225	\$301,260,829
<b>Grand Total</b>	<b>\$52,330,122</b>	<b>\$128,786,192</b>	<b>\$98,009,975</b>	<b>\$117,029,748</b>	<b>\$100,905,139</b>	<b>\$105,653,254</b>	<b>\$470,478,369</b>	<b>\$1,073,192,799</b>

## ALL Project Types Summary for All Fund Sources

Funding Source	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
1080-General Government Capital Prj	\$2,069,649	\$4,137,000	\$4,168,000	\$5,773,000	\$5,878,000	\$8,323,000	\$104,565,589	\$134,914,238
2060-Transportation Grants	\$0	\$325,000	\$0	\$0	\$0	\$0	\$0	\$325,000
2110-Arts Commission	\$846,050	\$142,943	\$0	\$0	\$0	\$0	\$0	\$988,993
2160-Other Grants	\$40,521	\$0	\$0	\$0	\$0	\$0	\$0	\$40,521
2190-Airport Capital Grant	\$0	\$1,350,000	\$3,500,000	\$2,300,000	\$2,450,000	\$2,000,000	\$0	\$11,600,000
4010-Streets Construction	\$7,435,932	\$5,375,450	\$5,225,450	\$0	\$0	\$0	\$0	\$18,036,832
4020-Hurf Streets Construction	\$780,000	\$5,890,395	\$5,340,395	\$3,525,000	\$3,525,000	\$3,525,000	\$16,375,000	\$38,960,790
4030-Transportation Capital Proj	\$4,032,239	\$7,877,500	\$9,539,979	\$14,575,071	\$10,320,295	\$7,995,000	\$18,765,000	\$73,105,084
4040-Public Safety Construction	\$952,753	\$800,000	\$7,532,000	\$1,270,000	\$21,798,490	\$20,700,136	\$70,704,294	\$123,757,673
4050-Parks Construction	\$14,802	\$322,276	\$0	\$17,383,410	\$13,180,049	\$12,119,333	\$12,119,333	\$55,139,203
4060-Government Facilities	\$202,000	\$0	\$366,700	\$4,500,000	\$8,419,480	\$6,388,104	\$25,238,490	\$45,114,774
4080-Cultural Facility	\$45,530	\$0	\$0	\$0	\$0	\$0	\$0	\$45,530
4090-Open Space/Trail Construction	\$26,932	\$0	\$176,795	\$0	\$0	\$0	\$11,629,200	\$11,832,927

## ALL Project Types Summary for All Fund Sources

Funding Source	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
4100-Library Construction	\$0	\$0	\$0	\$0	\$1,059,078	\$4,914,116	\$0	\$5,973,194
4110-Flood Control Construction	\$1,159,212	\$314,700	\$314,700	\$14,352,430	\$0	\$0	\$5,672,745	\$21,813,787
4120-DIF library Building sb1525	\$63,480	\$0	\$0	\$0	\$0	\$0	\$0	\$63,480
4130-DIF Fire Prot Facilit sb1525	\$515	\$0	\$0	\$0	\$0	\$15,654	\$0	\$16,169
4230-DIF Citywide Parks sb 1525	\$1,526	\$0	\$0	\$0	\$0	\$0	\$0	\$1,526
4240-DIF Citywide Parks	\$105,917	\$105,917	\$0	\$0	\$0	\$0	\$0	\$211,834
4250-DIF Citywide REC/FAC sb 1525	\$142,354	\$83,083	\$0	\$0	\$0	\$0	\$3,469	\$228,906
4270-DIF Libraries sb 1525	\$175,020	\$0	\$0	\$0	\$0	\$0	\$17,563	\$192,583
4290-DIF Citywide Open Space	\$83,845	\$184,944	\$0	\$0	\$0	\$0	\$0	\$268,789
4300-DIF Parks Dev Zone 1 sb 1525	\$59,156	\$0	\$0	\$0	\$0	\$0	\$6,938	\$66,094
4310-DIF Parks Dev Zone 1	\$52,303	\$52,303	\$0	\$0	\$0	\$0	\$0	\$104,606
4320-DIF Parks and Rec Zone 1 East	\$312,578	\$140,000	\$0	\$0	\$0	\$0	\$0	\$452,578
4330-DIF Parks &Rec Zone 2 west 101	\$358,170	\$527,890	\$0	\$0	\$0	\$0	\$0	\$886,060

250

## ALL Project Types Summary for All Fund Sources

Funding Source	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
4370-DIF Parks Dev Zone 3 sb1525	\$167,803	\$0	\$0	\$0	\$0	\$0	\$3,469	\$171,272
4390-DIF Roadway Improve sb1525	\$0	\$0	\$0	\$0	\$0	\$0	\$34,553	\$34,553
4420-DIF Streets Zone 2 West 101	\$546,703	\$3,763,462	\$0	\$0	\$0	\$0	\$0	\$4,310,165
4440-DIF General Government	\$17,137	\$0	\$0	\$0	\$0	\$0	\$0	\$17,137
6020-Water	\$23,449,406	\$63,924,930	\$36,522,105	\$18,291,163	\$14,100,000	\$17,500,000	\$133,473,225	\$307,260,829
6030-Sewer	\$7,210,357	\$22,127,762	\$18,971,000	\$17,252,000	\$10,300,000	\$14,375,950	\$43,150,000	\$133,387,069
6060-Water DIF Zone 2 West 101	\$0	\$1,678,195	\$0	\$0	\$0	\$0	\$0	\$1,678,195
6090-Sewer DIF Zone 2 West 101	\$0	\$1,042,737	\$0	\$0	\$0	\$0	\$0	\$1,042,737
6110-Landfill	\$1,398,527	\$5,845,659	\$3,020,396	\$11,415,000	\$4,895,000	\$4,175,000	\$17,006,000	\$47,755,582
6120-Solid Waste	\$0	\$2,774,046	\$3,332,455	\$6,392,674	\$4,979,747	\$3,621,961	\$11,713,501	\$32,814,384
7070-Citywide ERP Solution	\$579,705	\$0	\$0	\$0	\$0	\$0	\$0	\$579,705
<b>Grand Total</b>	<b>\$52,330,122</b>	<b>\$128,786,192</b>	<b>\$98,009,975</b>	<b>\$117,029,748</b>	<b>\$100,905,139</b>	<b>\$105,653,254</b>	<b>\$470,478,369</b>	<b>\$1,073,192,799</b>

# Airport Summary by Project

Project Number	Project Title	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIPAP19075	AIRPORT EA FOR CHANNELIZATION		\$0	\$0	\$300,000	\$0	\$0	\$0	\$300,000
CIPAP19076	SOUTH APRON R&R PHASE 1		\$0	\$3,500,000	\$0	\$0	\$0	\$0	\$3,500,000
CIPAP20001	SOUTH APRON R&R PHASE 2		\$0	\$0	\$2,000,000	\$0	\$0	\$0	\$2,000,000
CIPAP20002	RUNWAY REHABILITATION		\$0	\$0	\$0	\$1,750,000	\$0	\$0	\$1,750,000
CIPAP20003	AWOS EQUIPMENT		\$0	\$0	\$0	\$350,000	\$0	\$0	\$350,000
CIPAP20004	AIRPORT PLANNING STUDY		\$0	\$0	\$0	\$350,000	\$0	\$0	\$350,000
CIPAP20005	AIRFIELD LIGHTING PRESERVATION		\$0	\$0	\$0	\$0	\$2,000,000	\$0	\$2,000,000
CIPAP20017	WILDLIFE HAZARD MANAGEMENT PLAN		\$350,000	\$0	\$0	\$0	\$0	\$0	\$350,000
CIPAP20018	TAXIWAY REHAB PRESERVATION		\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$1,000,000
CIPAP65078	AIRPORT MATCHING FUNDS		\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000	\$1,500,000
<b>Grand Total</b>			\$1,500,000	\$3,650,000	\$2,450,000	\$2,600,000	\$2,150,000	\$750,000	\$13,100,000

ANNUAL BUDGET  
Fiscal Year 2019-2020

FY2020-2029 Capital Improvement Program  
Project Detail

## Airport Summary by Funding Source

Funding Source	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
2190-Airport Capital Grant		\$1,350,000	\$3,500,000	\$2,300,000	\$2,450,000	\$2,000,000	\$0	\$11,600,000
4030-Transportation Capital Proj		\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000	\$1,500,000
<b>Grand Total</b>		<b>\$1,500,000</b>	<b>\$3,650,000</b>	<b>\$2,450,000</b>	<b>\$2,600,000</b>	<b>\$2,150,000</b>	<b>\$750,000</b>	<b>\$13,100,000</b>

# AIRPORT EA FOR CHANNELIZATION

Package Number  
FY20-29CIP

Project Type  
Airport

Project Number  
CIPAP19075

Project Number: CIPAP19075

## Description

This project is to conduct an Environmental Assessment for Channelization of New River.

## Justification

This project will allow the airport to obtain the additional land adjacency needed to meet Federal Aviation Administration design standards. No foreseen operational and maintenance costs are associated for this project. Outside funding is to be leveraged for this project.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
DESIGN	2190-Airport Capital Grant			\$300,000				\$300,000
<b>Grand Total</b>				<b>\$300,000</b>				<b>\$300,000</b>

# SOUTH APRON R&R PHASE 1

Package Number  
FY20-29CIP

Project Type  
Airport

Project Number  
CIPAP19076

Project Number: CIPAP19076

## Description

Full reconstruction of pavement in South Apron including Intersections A4 and A6 totaling approximately 38,000 square yards.

## Justification

The Airport's Pavement Maintenance and Management Program indicates major rehabilitation is needed in the existing South Apron. In 2017, the Pavement Condition Index (PCI) was identified as 31 and it is estimated to be 23 in 2021. A PCI of 23 indicates a very poor pavement condition. The A4 and A6 Intersections will also be reconfigured to meet current FAA design standards. Outside funding is to be leveraged for this project.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	2190-Airport Capital Grant		\$3,500,000					\$3,500,000
<b>Grand Total</b>			<b>\$3,500,000</b>					<b>\$3,500,000</b>



## SOUTH APRON R&R PHASE 2

Package Number  
FY20-29CIP

Project Type  
Airport

Project Number  
CIPAP20001

Project Number: CIPAP20001

### Description

The south apron project includes reconstruction (38,000 square yards) in FY 2019 and rehabilitation (93,000 square yards) in FY 2020. The portion of the south apron that is beyond rehabilitation is to be reconstructed in FY 2019.

### Justification

The Airport's Pavement Maintenance and Management Program indicates major rehabilitation is needed in the existing South Apron. In 2017, the Pavement Condition Index (PCI) was identified as 31 and it is estimated to be 23 in 2021. A PCI of 23 indicates a very poor pavement condition. The A4 and A6 Intersections will also be reconfigured to meet current FAA design standards. Outside funding is to be leveraged for this project.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	2190-Airport Capital Grant			\$2,000,000				\$2,000,000
<b>Grand Total</b>				<b>\$2,000,000</b>				<b>\$2,000,000</b>

# RUNWAY REHABILITATION

Package Number  
FY20-29CIP

Project Type  
Airport

Project Number  
CIPAP20002

Project Number: CIPAP20002

## Description

Project is to rehabilitate the runway by adding a Mill and Overlay treatment to the pavement.

## Justification

The Airport's Pavement Maintenance Management Program indicates rehabilitation is necessary in the existing runway. In 2017, the Pavement Condition Index (PCI) in this location was 76 and it is estimated to be 66 in 2023. A PCI of 66 indicates pavement in fair conditions. A Mill and Overlay treatment will improve and extend the life cycle of the pavement. Outside funding is to be leveraged for this project.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	2190-Airport Capital Grant				\$1,750,000			\$1,750,000
<b>Grand Total</b>					<b>\$1,750,000</b>			<b>\$1,750,000</b>

Package Number  
FY20-29CIP

Project Type  
Airport

Project Number  
CIPAP20003

## AWOS EQUIPMENT

Project Number: CIPAP20003

### Description

Replace Automated Weather Observing System (AWOS) and Windsock

### Justification

This project is to replace existing surface observation equipment with Automated Weather Observing System to include wind information. The existing equipment is outdated and becoming obsolete. Wind information is necessary for an airplane to land into the wind and avoid landing with a tailwind. No foreseen operational and maintenance costs are associated for this project. Outside funding is to be leveraged for this project.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
EQUIPMENT	2190-Airport Capital Grant				\$350,000			\$350,000
<b>Grand Total</b>					<b>\$350,000</b>			<b>\$350,000</b>

## AIRPORT PLANNING STUDY

Package Number  
FY20-29CIP

Project Type  
Airport

Project Number  
CIPAP20004

Project Number: CIPAP20004

### Description

Part 150 Airport Noise Compatibility Planning Update

### Justification

Complete and update the Part 150 study that was completed in 1994. Updates are needed to coincide with recent master planning, forecasts, and Airport Layout Plan updates. No foreseen operational and maintenance costs are associated for this project. Outside funding is to be leveraged for this project.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
STUDY	2190-Airport Capital Grant				\$350,000			\$350,000
<b>Grand Total</b>					<b>\$350,000</b>			<b>\$350,000</b>

# AIRFIELD LIGHTING PRESERVATION

Package Number  
FY20-29CIP

Project Type  
Airport

Project Number  
CIPAP20005

Project Number: CIPAP20005

## Description

Replace Lighting in Runway, Taxiway, and Apron

## Justification

This project would replace all existing runway and taxiway edge lighting, airfield signs, navigational aids (NAVAIDS), regulators, and controls. All airfield lighting and signage is aged and in need of upgrade to the proven LED technology. No foreseen operational and maintenance costs are associated for this project. Outside funding is to be leveraged for this project.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
EQUIPMENT	2190-Airport Capital Grant					\$2,000,000		\$2,000,000
<b>Grand Total</b>						<b>\$2,000,000</b>		<b>\$2,000,000</b>

# WILDLIFE HAZARD MANAGEMENT PLAN

Package Number  
FY20-29CIP

Project Type  
Airport

Project Number  
CIPAP20017

Project Number: CIPAP20017

## Description

A Wildlife Hazard Assessment (WHA) recently completed suggests a Wildlife Hazard Management Plan (WHMP) be developed for the airport. The Wildlife Hazard Management Plan identifies the specific actions the airport will take to mitigate the risk of wildlife strikes on or near the airport. WHA has been accepted and approved by Federal Aviation Administration.

## Justification

This is a project the City is required to do based on a Federal mandate for airports to mitigate environmental impacts for wildlife. No foreseen operational and maintenance costs are associated for this project. Outside funding is to be leveraged for this project.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
STUDY	2190-Airport Capital Grant	\$350,000						\$350,000
<b>Grand Total</b>		<b>\$350,000</b>						<b>\$350,000</b>

# TAXIWAY REHAB PRESERVATION

Package Number  
FY20-29CIP

Project Type  
Airport

Project Number  
CIPAP20018

Project Number: CIPAP20018

## Description

Mill and Overlay of existing Taxiway Alpha totaling approximately 47,224 square yards.

## Justification

Pavement preservation for existing Taxiway Alpha is identified as necessary in the pavement maintenance and management program. In 2017 the Pavement Condition Index (PCI) was identified as 62. It is estimated that in 2020 the PCI will be 58 which is classified as in fair to marginal condition. Preserving the Taxiway Alpha pavement will extend the pavement life cycle. No foreseen operational and maintenance costs are associated for this project. Outside funding to be leveraged for this project.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	2190-Airport Capital Grant	\$1,000,000						\$1,000,000
<b>Grand Total</b>		<b>\$1,000,000</b>						<b>\$1,000,000</b>

# AIRPORT MATCHING FUNDS

Package Number  
FY20-29CIP

Project Type  
Airport

Project Number  
CIPAP65078

Project Number: CIPAP65078

## Description

This request is to provide for matching funds for Glendale Airport projects as identified in the Airport Capital Improvement Program. Funding covers the local match for all airport capital costs.

## Justification

This request allows for projects identified in the Airport Capital Improvement Program be completed with a local match funding and leverage Federal and State funds. No foreseen operational and maintenance costs are associated for this project.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4030-Transportation Capita..	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$675,000	\$1,350,000
DESIGN	4030-Transportation Capita..	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000	\$150,000
<b>Grand Total</b>		<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$750,000</b>	<b>\$1,500,000</b>



## Arts Summary by Project

Project Number	Project Title	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIPAT20035	MUNICIPAL ARTS PROGRAM	\$846,050	\$142,943						\$988,993
<b>Grand Total</b>		\$846,050	\$142,943						\$988,993

## Arts Summary by Funding Source

Funding Source	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
2110-Arts Commission	\$846,050	\$142,943						\$988,993
<b>Grand Total</b>	<b>\$846,050</b>	<b>\$142,943</b>						<b>\$988,993</b>

# MUNICIPAL ARTS PROGRAM

Package Number  
FY20-29CIP

Project Type  
Arts

Project Number  
All

Project Number: CIPAT20035

## Description

City Council Ordinance No. 1226 created a Municipal Art Fund which provides for the purchase of works of art for public places. This consists of commissioned, non-commissioned and the performing arts, all reviewed and recommended by the Glendale Arts Commission (via the Annual Arts Plan). These funds are used to implement the Annual Arts Plan and maintain and restore the City's art portfolio (when necessary)

## Justification

By City Council Ordinance No. 1226, a Municipal Art Fund is created which provides for the purchase of works of art for public places.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	2110-Arts Commission	\$846,050						\$846,050
MISC CIP	2110-Arts Commission	\$142,943						\$142,943
<b>Grand Total</b>		<b>\$988,993</b>						<b>\$988,993</b>

## Drainage Summary by Project

Project Number	Project Title	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIPDR19039	BETHANY HOME SD, 58th to 79th	\$0	\$0	\$0	\$11,147,430			\$0	\$11,147,430
CIPDR19040	CAMELBACK ROAD, 51st to 58th	\$0	\$0	\$0	\$3,205,000			\$0	\$3,205,000
CIPDR19078	83RD AVE, BETHANY HM to CAMELBACK	\$0	\$0	\$0	\$0			\$3,080,000	\$3,080,000
CIPDR19079	59th AVE & THUNDERBIRD RD SD	\$0	\$0	\$0	\$0			\$1,963,345	\$1,963,345
CIPDR79004	LOCAL DRAINAGE PROBLEMS	\$1,159,212	\$314,700	\$314,700	\$0			\$629,400	\$2,418,012
<b>Grand Total</b>		<b>\$1,159,212</b>	<b>\$314,700</b>	<b>\$314,700</b>	<b>\$14,352,430</b>			<b>\$5,672,745</b>	<b>\$21,813,787</b>

## Drainage Summary by Funding Source

Funding Source	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
4110-Flood Control Construction	\$1,159,212	\$314,700	\$314,700	\$14,352,430			\$5,672,745	\$21,813,787
<b>Grand Total</b>	<b>\$1,159,212</b>	<b>\$314,700</b>	<b>\$314,700</b>	<b>\$14,352,430</b>			<b>\$5,672,745</b>	<b>\$21,813,787</b>

## BETHANY HOME SD, 58th to 79th

Package Number  
FY20-29CIP

Project Type  
Drainage

Project Number  
CIPDR19039

Project Number: CIPDR19039

### Description

Design and construction of storm drain pipe, inlets, catch basins and other appurtenances in Bethany Home Road from 79th Avenue to 51st Avenue. The design and construction costs of storm drain are to be shared with Maricopa County Flood Control District (50%). Total estimated project cost is \$21.7M. The funds in this project only reflect the city's portion. The project description and title have been corrected to note 51-79, was 58-79 approved in the FY19 CIP submission. Amounts are unchanged.

### Justification

An IGA has been approved in 2001 by the County Flood Control District and the City of Glendale.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4110-Flood Control Constru..			\$11,147,430				\$11,147,430
<b>Grand Total</b>				\$11,147,430				\$11,147,430

## CAMELBACK ROAD, 51st to 58th

Package Number  
FY20-29CIP

Project Type  
Drainage

Project Number  
CIPDR19040

Project Number: CIPDR19040

### Description

Installation of storm drain Camelback Road from 51st to 58th Avenues.

### Justification

This project is identified in the Stormwater Management Plan (SMP) completed and presented to the city and Flood Control District of Maricopa County in July 2011. Amounts and description are unchanged from the FY19 CIP submission.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4110-Flood Control Constru..			\$3,205,000				\$3,205,000
<b>Grand Total</b>				<b>\$3,205,000</b>				<b>\$3,205,000</b>

# 83RD AVE, BETHANY HM to CAMELBACK

Package Number  
FY20-29CIP

Project Type  
Drainage

Project Number  
CIPDR19078

Project Number: CIPDR19078

## Description

Installation of storm drain in 83rd Avenue from Bethany Home Road to Camelback Road.

## Justification

This project is identified in the Stormwater Management Plan (SMP) completed and presented to the city and Flood Control District of Maricopa County in July 2011. Amounts and description are unchanged from the FY19 CIP submission.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4110-Flood Control Constru..						\$2,500,000	\$2,500,000
DESIGN	4110-Flood Control Constru..						\$500,000	\$500,000
INTRNL CHG	4110-Flood Control Constru..						\$55,000	\$55,000
PUBLIC ART	4110-Flood Control Constru..						\$25,000	\$25,000
<b>Grand Total</b>							<b>\$3,080,000</b>	<b>\$3,080,000</b>



## 59th AVE & THUNDERBIRD RD SD

Package Number  
FY20-29CIP

Project Type  
Drainage

Project Number  
CIPDR19079

Project Number: CIPDR19079

### Description

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

### Justification

This project is identified in the Stormwater Management Plan (SMP) completed and presented to the city and Flood Control District of Maricopa County in July 2011. Amounts and description are unchanged from the FY19 CIP submission.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4110-Flood Control Constr..						\$1,700,000	\$1,700,000
CONTGNCY	4110-Flood Control Constr..						\$116,000	\$116,000
DESIGN	4110-Flood Control Constr..						\$58,000	\$58,000
INTRNL CHG	4110-Flood Control Constr..						\$48,345	\$48,345
LAND	4110-Flood Control Constr..						\$24,000	\$24,000
PUBLIC ART	4110-Flood Control Constr..						\$17,000	\$17,000
<b>Grand Total</b>							<b>\$1,963,345</b>	<b>\$1,963,345</b>

## LOCAL DRAINAGE PROBLEMS

Package Number  
FY20-29CIP

Project Type  
Drainage

Project Number  
CIPDR79004

Project Number: CIPDR79004

### Description

Construct localized storm drainage improvements to mitigate drainage and/or flooding problems.

### Justification

This is an ongoing program that typically addresses drainage problems in older neighborhoods, residential areas, and extends existing storm drain systems. There is no change from last FY approved request.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4110-Flood Control Constru..	\$1,159,212	\$0				\$0	\$1,159,212
CONSTRUCT	4110-Flood Control Constru..	\$300,000	\$300,000				\$600,000	\$1,200,000
INTRNL CHG	4110-Flood Control Constru..	\$14,700	\$14,700				\$29,400	\$58,800
<b>Grand Total</b>		<b>\$1,473,912</b>	<b>\$314,700</b>				<b>\$629,400</b>	<b>\$2,418,012</b>

## Facility Maintenance Summary by Project

Project Number	Project Title	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIPFC19015	FLEET BLDG HVAC/ROOF IMPROVEMENTS	\$253,831	\$0	\$0	\$0	\$0	\$0	\$0	\$253,831
CIPFC19016	FIELD OPS CAMPUS RENOVATION	\$0	\$0	\$200,000	\$10,500,000	\$9,000,000	\$4,500,000	\$3,000,000	\$27,200,000
CIPFC19038	CITY HALL BLDG REMODEL	\$0	\$0	\$366,700	\$0	\$3,717,480	\$3,717,480	\$7,118,490	\$14,920,150
CIPFC19061	ELECTRICAL SYSTEM RENEWAL	\$0	\$0	\$0	\$0	\$0	\$0	\$5,600,000	\$5,600,000
CIPFC19062	ELEVATOR SYSTEM RENEWAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,700,000	\$2,700,000
CIPFC19063	FIRE PROTECTION RENEWAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,050,000	\$3,050,000
CIPFC19064	SECURITY CAMERA IMPROVEMENTS	\$0	\$0	\$0	\$0	\$0	\$0	\$3,195,000	\$3,195,000
CIPFC19065	PLUMBING SYSTEM RENEWAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,100,000	\$3,100,000
CIPFC19067	REPAIR OF CAR/TRUCK WASH BUILDING	\$0	\$0	\$0	\$0	\$0	\$0	\$1,650,000	\$1,650,000
CIPFC19068	ROOFING SYSTEM RENEWAL	\$0	\$0	\$0	\$0	\$0	\$0	\$10,800,000	\$10,800,000
CIPFC19071	HVAC REPAIR/REPLACEMENTS	\$0	\$0	\$0	\$0	\$0	\$0	\$13,000,000	\$13,000,000
CIPFC19072	SPACE PLANNING INTERIOR UPDATES	\$0	\$0	\$0	\$0	\$0	\$0	\$19,810,000	\$19,810,000
CIPFC19073	BUILDING EXT. SEALING /RENEWAL	\$0	\$0	\$0	\$0	\$0	\$0	\$6,190,000	\$6,190,000

## Facility Maintenance Summary by Project

Project Number	Project Title	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIPFC19074	COMMUNITY SVCS. RESOURCE CENTER	\$0	\$0	\$0	\$0	\$0	\$0	\$16,950,000	\$16,950,000
CIPFC20023	ADULT CENTER RENOVATION	\$0	\$0	\$0	\$0	\$0	\$0	\$1,170,000	\$1,170,000
CIPFC70800	BUILDING MAINT. RESERVE	\$732,744	\$1,500,000	\$1,500,000	\$2,000,000	\$2,000,000	\$2,500,000	\$12,500,000	\$22,732,744
CIPFC70801	CAMELBACK RANCH MAINT. RESERVE	\$386,479	\$1,673,000	\$1,673,000	\$1,673,000	\$1,673,000	\$1,673,000	\$8,365,000	\$17,116,479
CIPPK70803	CAPITAL REPAIR-ARENA	\$296,512	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000	\$5,296,512
<b>Grand Total</b>		<b>\$1,669,566</b>	<b>\$3,673,000</b>	<b>\$4,239,700</b>	<b>\$14,673,000</b>	<b>\$16,890,480</b>	<b>\$12,890,480</b>	<b>\$120,698,490</b>	<b>\$174,734,716</b>

## Facility Maintenance Summary by Funding Source

Funding Source	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
1080-General Government Capital Prj	\$1,669,566	\$3,673,000	\$3,673,000	\$4,173,000	\$4,173,000	\$4,673,000	\$92,460,000	\$114,494,566
4030-Transportation Capital Proj	\$0	\$0	\$0	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$6,000,000
4060-Government Facilities	\$0	\$0	\$366,700	\$4,500,000	\$8,217,480	\$3,717,480	\$25,238,490	\$42,040,150
6020-Water	\$0	\$0	\$0	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$6,000,000
6120-Solid Waste	\$0	\$0	\$200,000	\$3,000,000	\$1,500,000	\$1,500,000	\$0	\$6,200,000
<b>Grand Total</b>	<b>\$1,669,566</b>	<b>\$3,673,000</b>	<b>\$4,239,700</b>	<b>\$14,673,000</b>	<b>\$16,890,480</b>	<b>\$12,890,480</b>	<b>\$120,698,490</b>	<b>\$174,734,716</b>

# FLEET BLDG HVAC/ROOF IMPROVEMENTS

Package Number  
FY20-29CIP

Project Type  
Facility Maintenance

Project Number  
CIPFC19015

Project Number: CIPFC19015

## Description

## Justification

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	1080-General Government C..	\$253,831						\$253,831
<b>Grand Total</b>		<b>\$253,831</b>						<b>\$253,831</b>

# FIELD OPS CAMPUS RENOVATION

Package Number  
FY20-29CIP

Project Type  
Facility Maintenance

Project Number  
CIPFC19016

Project Number: CIPFC19016

## Description

Project entries will be refined at council workshops. Multiple phase project and master plan. Phase 1, temporary storage space for Police Evidence and building demolition. Phase 2, design & construction of new shared facility for Field Operations, Transportation, Parks, and Water. Facility provides swing space for future City Hall renovations. Phase 3, design & construction of new storage facility. Phase 4, final occupancy.

## Justification

Field Operations Campus has outlived its useful life and must be replaced. Multiple structures in poor condition and do not serve the business needs of the City. Aging infrastructure, security, and operations efficiency concerns must be addressed in order to continue to provide effective service to the community

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4030-Transportation Capita..		\$0	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$6,000,000
	4060-Government Facilities		\$0	\$4,500,000	\$4,500,000	\$0	\$0	\$9,000,000
	6020-Water		\$0	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$6,000,000
	6120-Solid Waste		\$0	\$3,000,000	\$1,500,000	\$1,500,000	\$0	\$6,000,000
DESIGN	6120-Solid Waste		\$200,000	\$0	\$0	\$0	\$0	\$200,000
<b>Grand Total</b>			<b>\$200,000</b>	<b>\$10,500,000</b>	<b>\$9,000,000</b>	<b>\$4,500,000</b>	<b>\$3,000,000</b>	<b>\$27,200,000</b>

# CITY HALL BLDG REMODEL

Package Number  
FY20-29CIP

Project Type  
Facility Maintenance

Project Number  
CIPFC19038

Project Number: CIPFC19038

## Description

Project restores City Hall infrastructure and rebuilds the interior; floor by floor. Project implement findings of City Hall Space Needs study. Design will begin in FY 2021, to coincide with construction of the Field Operations Campus. Upon completion, this campus will provide space for City Hall occupants while City Hall building is remodeled. Costs include estimates for furniture

## Justification

The existing City Hall building has outlived its useful life and no longer effectively serves the needs of the organization and the community. Aging infrastructure including plumbing, HVAC, roofing, and electrical are failing and in need of replacement before catastrophic failure

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4060-Government Facilities		\$0		\$2,877,000	\$2,877,000	\$5,437,530	\$11,191,530
CONTGNCY	4060-Government Facilities		\$0		\$316,470	\$316,470	\$632,940	\$1,265,880
DESIGN	4060-Government Facilities		\$0		\$287,700	\$287,700	\$575,400	\$1,150,800
EQUIPMENT	4060-Government Facilities		\$0		\$150,000	\$150,000	\$300,000	\$600,000
INTRNL CHG	4060-Government Facilities		\$0		\$86,310	\$86,310	\$172,620	\$345,240
STUDY	4060-Government Facilities		\$366,700		\$0	\$0	\$0	\$366,700
<b>Grand Total</b>			<b>\$366,700</b>		<b>\$3,717,480</b>	<b>\$3,717,480</b>	<b>\$7,118,490</b>	<b>\$14,920,150</b>



# ELECTRICAL SYSTEM RENEWAL

Package Number  
FY20-29CIP

Project Type  
Facility Maintenance

Project Number  
CIPFC19061

Project Number: CIPFC19061

## Description

Funds to renew & replace facility electrical systems. Priority list, and estimated costs, comply with industry standards. Lucity Asset Management System will identify priorities based on electrical system conditions and detail repair recommendations. An inventory and assessment effort will be completed in FY 2020 to define the electrical system renewal program.

## Justification

The City has approximately 1,600,000 sq.ft. of building space, including over 500,000 dedicated to public safety. Renewing the electrical systems beyond their useful life aligns with the City's strategic priorities including: reducing long term life cycle costs, protecting public health and safety, and improving service delivery to the community.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	1080-General Government C..						\$4,750,000	\$4,750,000
DESIGN	1080-General Government C..						\$850,000	\$850,000
<b>Grand Total</b>							<b>\$5,600,000</b>	<b>\$5,600,000</b>

# ELEVATOR SYSTEM RENEWAL

Package Number  
FY20-29CIP

Project Type  
Facility Maintenance

Project Number  
CIPFC19062

**Project Number:** CIPFC19062

## Description

This project funds renewal of existing elevator systems in City facilities. The following buildings have elevators: City Hall, Public Safety Building, Adult Center, Main Library, Fire Station 157, Foothills Recreation and Aquatics Center, Airport, and Sine Building. An inventory and assessment effort will be completed in FY 2020 to define the elevator system renewal program.

## Justification

The City has approximately 1,600,000 sq.ft. of building space, including over 500,000 dedicated to public safety. Many of these buildings are 25 to 30 years old and their elevator systems are beyond their useful life. Renewing the building elevators will align resources with the City's strategic priorities including- reducing long term life cycle costs, protecting public health and safety, and improving service delivery to the community.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	1080-General Government C..						\$2,000,000	\$2,000,000
DESIGN	1080-General Government C..						\$600,000	\$600,000
INTRNL CHG	1080-General Government C..						\$100,000	\$100,000
<b>Grand Total</b>							<b>\$2,700,000</b>	<b>\$2,700,000</b>

Package Number: FY20-29CIP  
Project Type: Facility Maintenance  
Project Number: CIPFC19063

## FIRE PROTECTION RENEWAL

Project Number: CIPFC19063

### Description

Funds to renew & repair the City's fire protection systems. The priorities, and estimated costs, comply with industry standards. Lucity Asset Management System will identify priorities based on electrical system conditions and manage repair recommendations. An inventory and assessment effort will be completed in FY 2020 to define the fire protection system renewal program.

### Justification

The City has approximately 1,600,000 sq.ft. of building space, including over 500,000 dedicated to public safety. Many of the 25-30 year-old buildings have exceeded their life. Renewing the building roofs will align resources with the City's strategic priorities including: reducing long term life cycle costs, protecting public health and safety, and improving service delivery to the community.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	1080-General Government C..						\$2,000,000	\$2,000,000
CONTGNCY	1080-General Government C..						\$250,000	\$250,000
DESIGN	1080-General Government C..						\$650,000	\$650,000
INTRNL CHG	1080-General Government C..						\$150,000	\$150,000
<b>Grand Total</b>							<b>\$3,050,000</b>	<b>\$3,050,000</b>

Package Number  
FY20-29CIP

Project Type  
Facility Maintenance

Project Number  
CIPFC19064

## SECURITY CAMERA IMPROVEMENTS

**Project Number:** CIPFC19064

### Description

Project funds design and construction for security camera improvements for City Hall, Public Safety Building, Advocacy Center, City Court, and their respective garages. In FY 2018, an assessment was completed for these areas to identify gaps in security coverage and recommendations for improvements. A security camera assessment team has been created in FY 2019 to define goals and document roles and responsibilities going forward.

### Justification

The consultants report identified potential gaps in the security camera coverage in the critical facilities in the downtown area. In order to improve coverage the existing systems will require upgrade.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	1080-General Government C..						\$2,710,000	\$2,710,000
CONTGNCY	1080-General Government C..						\$110,000	\$110,000
DESIGN	1080-General Government C..						\$325,000	\$325,000
INTRNL CHG	1080-General Government C..						\$50,000	\$50,000
<b>Grand Total</b>							<b>\$3,195,000</b>	<b>\$3,195,000</b>

# PLUMBING SYSTEM RENEWAL

Package Number  
FY20-29CIP

Project Type  
Facility Maintenance

Project Number  
CIPFC19065

**Project Number:** CIPFC19065

## Description

Funds renewal and replacement of City’s plumbing systems, that exceed their useful life. The priority list, and estimated costs, comply with industry standard. Lucity Asset Management System will inventory and identify priorities based on plumbing system conditions and manage repair recommendations. An inventory and assessment effort will be completed in FY 2020 to define the plumbing system renewal program.

## Justification

The City has approximately 1,600,000 sq.ft. of building space, including over 500,000 dedicated to public safety. Many of these buildings are 25 to 30 years old and their plumbing systems are beyond their useful life. Maintaining these assets align with the City’s strategic priorities including: reducing long term life cycle costs, protecting public health and safety, and improving service delivery to the community.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	1080-General Government C..						\$2,370,000	\$2,370,000
DESIGN	1080-General Government C..						\$625,000	\$625,000
INTRNL CHG	1080-General Government C..						\$105,000	\$105,000
<b>Grand Total</b>							<b>\$3,100,000</b>	<b>\$3,100,000</b>

# REPAIR OF CAR/TRUCK WASH BUILDING

Package Number  
FY20-29CIP

Project Type  
Facility Maintenance

Project Number  
CIPFC19067

Project Number: CIPFC19067

## Description

The Car/Truck Wash structure and equipment require significant repair. The building shell has deteriorated, has major cracks, and has widespread rust on the steel support structure.

## Justification

This facility is necessary to clean vehicles and equipment prior to repair / maintenance, and to keep city vehicles presentable. Some light duty vehicles can use a commercial car wash, but over 2/3 of the City's fleet can not due to equipment and vehicle size and location.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	1080-General Government C..						\$1,000,000	\$1,000,000
CONTGNCY	1080-General Government C..						\$500,000	\$500,000
DESIGN	1080-General Government C..						\$150,000	\$150,000
<b>Grand Total</b>							<b>\$1,650,000</b>	<b>\$1,650,000</b>

# ROOFING SYSTEM RENEWAL

Package Number  
FY20-29CIP

Project Type  
Facility Maintenance

Project Number  
CIPFC19068

**Project Number:** CIPFC19068

## Description

Funds roofing repairs & renewals to City buildings. The priority list, and estimated costs, comply with industry standard. The Lucity asset management system began in FY 19 and will be fully implemented in FY 20. Lucity will provide detailed information on building condition and repair recommendations for future cash flow planning. An inventory and assessment effort will be completed in FY 2020 to define the roofing replacement program.

## Justification

The City has approximately 1,600,000 sq.ft. of building space, including over 500,000 dedicated to public safety. Many of these buildings are 25 to 30 years old and their roofing systems are beyond their useful life. Renewing the building roofs will align resources with the City's strategic priorities including- reducing long term life cycle costs, protecting public health and safety, and improving service delivery to the community.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	1080-General Government C..						\$9,500,000	\$9,500,000
DESIGN	1080-General Government C..						\$1,100,000	\$1,100,000
INTRNL CHG	1080-General Government C..						\$200,000	\$200,000
<b>Grand Total</b>							<b>\$10,800,000</b>	<b>\$10,800,000</b>

## HVAC REPAIR/REPLACEMENTS

Package Number  
FY20-29CIP

Project Type  
Facility Maintenance

Project Number  
CIPFC19071

Project Number: CIPFC19071

### Description

Funds the City's HVAC System Renewal Program. The priority list, and estimated costs, were developed using an industry standard. The Lucity Asset Management System began in FY19 and will be fully implemented in FY 20. Lucity's inventory process will identify HVAC conditions and manage repair recommendations. An inventory and assessment effort will be completed in FY 2020 to define the HVAC system replacement program.

### Justification

The City has approximately 1,600,000 sq.ft. of building space, including over 500,000 dedicated to public safety. Many of these buildings are 25 to 30 years old and their HVAC systems are beyond their useful life. Renewing the building HVAC systems will align resources with the City's strategic priorities including- reducing long term life cycle costs, protecting public health and safety, and improving service delivery to the community.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	1080-General Government C..						\$11,000,000	\$11,000,000
DESIGN	1080-General Government C..						\$1,350,000	\$1,350,000
INTRNL CHG	1080-General Government C..						\$650,000	\$650,000
<b>Grand Total</b>							<b>\$13,000,000</b>	<b>\$13,000,000</b>



## SPACE PLANNING INTERIOR UPDATES

Package Number  
FY20-29CIP

Project Type  
Facility Maintenance

Project Number  
CIPFC19072

Project Number: CIPFC19072

### Description

Funds the City's interior building repairs and replacement program. The priority list, and estimated costs, comply with industry standard. Implementation of the Lucity Asset Management System began in FY 19 and will be fully implemented in FY 20. Lucity's inventory process prioritizes interior conditions. An inventory and assessment effort will be completed in FY 2020 to define the space planning interior updates program.

### Justification

The City has approximately 1,600,000 sq.ft. of building, including over 500,000 dedicated to public safety. Many of these buildings are 25 to 30 years old and their interior systems (flooring, wall finishes, ADA compliance, etc.) are beyond their useful life. Renewing the building interior systems will align resources with the City's strategic priorities including- reducing long term life cycle costs, protecting public health and safety, and improving service delivery to the community.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	1080-General Government C..						\$13,750,000	\$13,750,000
DESIGN	1080-General Government C..						\$5,425,000	\$5,425,000
INTRNL CHG	1080-General Government C..						\$635,000	\$635,000
<b>Grand Total</b>							<b>\$19,810,000</b>	<b>\$19,810,000</b>

## BUILDING EXT. SEALING /RENEWAL

Package Number  
FY20-29CIP

Project Type  
Facility Maintenance

Project Number  
CIPFC19073

Project Number: CIPFC19073

### Description

The city's annual maintenance program for exterior repair and replacement. Items included: painting, sealing, siding replacements, carpentry repairs, window/door replacements, ADA compliance, and plumbing. The priority list, and estimated costs, comply with industry standard. Lucity asset management system will provide detailed information on building condition and repair recommendations. Assessment will be completed in FY 2020.

### Justification

The City has approximately 1,600,000 sqft of building space, including over 500,000 dedicated to public safety. Many of these buildings are 25 to 30 years old and their roofing systems are beyond their useful life. Renewing the building roofs will align resources with the City's strategic priorities including- reducing long term life cycle costs, protecting public health and safety, and improving service delivery to the community.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	1080-General Government C..						\$5,550,000	\$5,550,000
DESIGN	1080-General Government C..						\$550,000	\$550,000
INTRNL CHG	1080-General Government C..						\$90,000	\$90,000
<b>Grand Total</b>							<b>\$6,190,000</b>	<b>\$6,190,000</b>

# COMMUNITY SVCS. RESOURCE CENTER

Package Number  
FY20-29CIP

Project Type  
Facility Maintenance

Project Number  
CIPFC19074

Project Number: CIPFC19074

## Description

The Community Services Department does not have a central office location that can house all five divisions that make up the Department. With divisions located in five different offices, it is extremely difficult for our customers to access the service they need in a timely manner. This is a major concern with time sensitive activities. There is a need for a human services HUB within the City of Glendale.

## Justification

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4060-Government Facilities						\$15,000,000	\$15,000,000
DESIGN	4060-Government Facilities						\$1,700,000	\$1,700,000
INTRNL CHG	4060-Government Facilities						\$250,000	\$250,000
<b>Grand Total</b>							<b>\$16,950,000</b>	<b>\$16,950,000</b>

# ADULT CENTER RENOVATION

Package Number  
FY20-29CIP

Project Type  
Facility Maintenance

Project Number  
CIPFC20023

Project Number: CIPFC20023

## Description

This project is to complete the build out of the second floor of the Adult Center for Parks staff offices. The second floor was built as shell space originally and will be completed for offices

## Justification

Parks staff are currently spread out among various facilities making it difficult to coordinate services and efficiently manage operations. This project will improve customer service, asset management, and financial responsibility

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4060-Government Facilities						\$900,000	\$900,000
CONTGNCY	4060-Government Facilities						\$105,000	\$105,000
DESIGN	4060-Government Facilities						\$125,000	\$125,000
INTRNL CHG	4060-Government Facilities						\$40,000	\$40,000
<b>Grand Total</b>							<b>\$1,170,000</b>	<b>\$1,170,000</b>

## Operating Costs

Category	O&M Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIP O&M							\$480,000	\$480,000
<b>Grand Total</b>							<b>\$480,000</b>	<b>\$480,000</b>

## BUILDING MAINT. RESERVE

Package Number  
FY20-29CIP

Project Type  
Facility Maintenance

Project Number  
CIPFC70800

Project Number: CIPFC70800

### Description

This project supports renewal and repair of major building components and systems such as HVAC, plumbing, electrical, roofing, interiors, elevators, and other building systems.

### Justification

The City has approximately 1,600,000 square feet of building supported by the General Fund, including over 500,000 dedicated to public safety. These buildings are 25 to 30 years old and many of their components are beyond their useful life. Renewing the building systems aligns resources with the City's strategic priorities including- improving asset management, reducing long term life cycle costs, protecting public health and safety, and improving service delivery to the community.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	1080-General Government C..	\$732,744	\$0	\$0	\$0	\$0	\$0	\$732,744
MISC CIP	1080-General Government C..	\$1,500,000	\$1,500,000	\$2,000,000	\$2,000,000	\$2,500,000	\$12,500,000	\$22,000,000
<b>Grand Total</b>		<b>\$2,232,744</b>	<b>\$1,500,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,500,000</b>	<b>\$12,500,000</b>	<b>\$22,732,744</b>

## CAMELBACK RANCH MAINT. RESERVE

Package Number  
FY20-29CIP

Project Type  
Facility Maintenance

Project Number  
CIPFC70801

Project Number: CIPFC70801

### Description

This project supports renewal and repair of major building components and systems such as HVAC, plumbing, electrical, roofing, interiors, elevators, and other building systems

### Justification

Camelback Ranch is a premier public facility for the City of Glendale. As a public entertainment facility it is important to keep all major building systems in reliable operating condition and functionality. Renewing the building systems aligns resources with the City's strategic priorities including: improving asset management, reducing long term life cycle costs, protecting public health and safety, and improving service delivery to the community.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	1080-General Government C..	\$386,479	\$0	\$0	\$0	\$0	\$0	\$386,479
CONTGNCY	1080-General Government C..	\$1,673,000	\$1,673,000	\$1,673,000	\$1,673,000	\$1,673,000	\$8,365,000	\$16,730,000
<b>Grand Total</b>		<b>\$2,059,479</b>	<b>\$1,673,000</b>	<b>\$1,673,000</b>	<b>\$1,673,000</b>	<b>\$1,673,000</b>	<b>\$8,365,000</b>	<b>\$17,116,479</b>

# CAPITAL REPAIR-ARENA

Package Number  
FY20-29CIP

Project Type  
Facility Maintenance

Project Number  
CIPPK70803

Project Number: CIPPK70803

## Description

This project supports renewal and repair of major building components and systems such as HVAC, plumbing, electrical, roofing, interiors, elevators, and other building systems

## Justification

Glendale’s Gila River Arena is a premier public facility for the City of Glendale. As a public entertainment facility it is important to keep all major building systems in reliable operating condition and functionality. Renewing the building systems aligns resources with the City’s strategic priorities including- improving asset management, reducing long term life cycle costs, protecting public health and safety, and improving service delivery to the community.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	1080-General Government C..	\$296,512	\$0	\$0	\$0	\$0	\$0	\$296,512
MISC CIP	1080-General Government C..	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000	\$5,000,000
<b>Grand Total</b>		<b>\$796,512</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$2,500,000</b>	<b>\$5,296,512</b>

## Landfill Summary by Project

Project Number	Project Title	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIPLF19019	LANDFILL COMPACTOR REPLACEMENT	\$0	\$0	\$600,000	\$1,400,000	\$0	\$0	\$2,100,000	\$4,100,000
CIPLF19024	BULLDOZER REPLACEMENTS AND REBUILDS	\$0	\$0	\$0	\$1,300,000	\$1,400,000	\$0	\$1,900,000	\$4,600,000
CIPLF19025	NORTH CELL LINER	\$0	\$0	\$150,000	\$7,400,000	\$150,000	\$0	\$3,000,000	\$10,700,000
CIPLF19090	LANDFILL MOTOR GRADER REPLACEMENT	\$0	\$0	\$0	\$0	\$0	\$650,000	\$0	\$650,000
CIPLF19091	LANDFILL SCRAPER EQUIPMENT	\$0	\$0	\$0	\$0	\$0	\$0	\$1,900,000	\$1,900,000
CIPLF20009	CLOSED LANDFILL	\$0	\$100,000	\$475,000	\$0	\$0	\$0	\$0	\$575,000
CIPLF20010	NORTHERN AVE. IMPROVEMENTS (MCDOT)	\$0	\$247,725	\$0	\$0	\$0	\$0	\$0	\$247,725
CIPLF78503	LANDFILL CLOSURE (SOUTH)	\$0	\$125,000	\$350,000	\$500,000	\$125,000	\$125,000	\$750,000	\$1,975,000
CIPLF78505	LF PHASE CONSTRUCTION (NORTH)	\$0	\$4,600,000	\$100,000	\$100,000	\$2,400,000	\$2,800,000	\$4,500,000	\$14,500,000
CIPLF78506	LANDFILL 4x4 REPLACEMENT TRUCKS	\$73,958	\$35,000	\$0	\$35,000	\$0	\$0	\$150,000	\$293,958
CIPLF78512	FUEL TANKER REPLACEMENT	\$197,600	\$225,000	\$0	\$0	\$0	\$0	\$250,000	\$672,600
CIPLF78514	SOLID WASTE INSPECTION TRUCKS	\$28,915	\$23,711	\$23,711	\$0	\$0	\$0	\$75,000	\$151,337
CIPLF78522	LANDFILL WATER PULL/TRUCK	\$0	\$0	\$742,000	\$0	\$0	\$0	\$316,000	\$1,058,000



## Landfill Summary by Project

Project Number	Project Title	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIPLF78528	NORTHERN AVE IMPROVEMENTS (MCDOT)	\$247,725	\$0	\$0	\$0	\$0	\$0	\$0	\$247,725
CIPLF78532	AUXILIARY EQUIPMENT	\$54,891	\$0	\$29,685	\$0	\$30,000	\$0	\$65,000	\$179,576
CIPLF78534	STORMWATER CONTROLS	\$735,438	\$269,223	\$280,000	\$280,000	\$290,000	\$300,000	\$800,000	\$2,954,661
CIPLF78535	LANDFILL GAS EXTRACTION SYSTEM	\$60,000	\$220,000	\$270,000	\$400,000	\$500,000	\$300,000	\$1,200,000	\$2,950,000
<b>Grand Total</b>		<b>\$1,398,527</b>	<b>\$5,845,659</b>	<b>\$3,020,396</b>	<b>\$11,415,000</b>	<b>\$4,895,000</b>	<b>\$4,175,000</b>	<b>\$17,006,000</b>	<b>\$47,755,582</b>

## Landfill Summary by Funding Source

Funding Source	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
6110-Landfill	\$1,398,527	\$5,845,659	\$3,020,396	\$11,415,000	\$4,895,000	\$4,175,000	\$17,006,000	\$47,755,582
<b>Grand Total</b>	<b>\$1,398,527</b>	<b>\$5,845,659</b>	<b>\$3,020,396</b>	<b>\$11,415,000</b>	<b>\$4,895,000</b>	<b>\$4,175,000</b>	<b>\$17,006,000</b>	<b>\$47,755,582</b>

# LANDFILL COMPACTOR REPLACEMENT

Package Number  
FY20-29CIP

Project Type  
Landfill

Project Number  
CIPLF19019

Project Number: CIPLF19019

## Description

This project provides for the rebuild and/or replacement of the landfill compactors, one 836H (to be rebuilt in 2021) and one 836k, at the end of their serviceable life or on an appropriate schedule based on current usage hours and equipment condition. The compactors are now being equipped with GPS systems, which will increase landfill compaction and decrease the use of soil for covering waste.

## Justification

The compactors are essential pieces of equipment used on a daily basis for the proper placement and compaction of solid waste and cover within the landfill. This equipment is essential in meeting the regulatory permit requirements of the landfill.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
EQUIPMENT	6110-Landfill		\$600,000	\$1,400,000			\$2,100,000	\$4,100,000
<b>Grand Total</b>			<b>\$600,000</b>	<b>\$1,400,000</b>			<b>\$2,100,000</b>	<b>\$4,100,000</b>

## BULLDOZER REPLACEMENTS AND REBUILDS

Package Number  
FY20-29CIP

Project Type  
Landfill

Project Number  
CIPLF19024

Project Number: CIPLF19024

### Description

Provides 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. The newer D-6 was purchased in FY 18 and will require an undercarriage rebuild FY 25 - FY 29. The D-8 bulldozer is scheduled for replacement is 2022. The D-9 is scheduled for replacement in 2023. Tracks for the D-6 will be replaced in 2023.

### Justification

Bulldozers are essential pieces of equipment to ensure that proper compaction and cover are achieved at the landfill in order to meet regulatory permit requirements.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
EQUIPMENT	6110-Landfill			\$1,300,000	\$1,400,000		\$1,900,000	\$4,600,000
<b>Grand Total</b>				<b>\$1,300,000</b>	<b>\$1,400,000</b>		<b>\$1,900,000</b>	<b>\$4,600,000</b>

## NORTH CELL LINER

Package Number  
FY20-29CIP

Project Type  
Landfill

Project Number  
CIPLF19025

Project Number: CIPLF19025

### Description

Project is for design/construction of the liner for North Cell (Phases 1 and 2) Glendale Municipal Landfill. This liner provides a protective barrier to prevent migration/potential groundwater contamination, required by the City's permit with Arizona Department of Environmental Quality (ADEQ). Includes cost of ADEQ review/permitting FY 2021 (Phase 1) FY 2023 (Phase 2). Includes construction costs of Phase 1 (FY 2023) Phase 2 (FY 2025).

### Justification

Liners are required per ADEQ's regulatory review and permitting process.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	6110-Landfill		\$0	\$7,400,000	\$0		\$3,000,000	\$10,400,000
DESIGN	6110-Landfill		\$150,000	\$0	\$150,000		\$0	\$300,000
<b>Grand Total</b>			<b>\$150,000</b>	<b>\$7,400,000</b>	<b>\$150,000</b>		<b>\$3,000,000</b>	<b>\$10,700,000</b>

# LANDFILL MOTOR GRADER REPLACEMENT

Package Number  
FY20-29CIP

Project Type  
Landfill

Project Number  
CIPLF19090

Project Number: CIPLF19090

## Description

Funding for the replacement of the motor grader that is expected to reach the end of its serviceable life in FY 2024. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund.

## Justification

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.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
EQUIPMENT	6110-Landfill					\$650,000		\$650,000
<b>Grand Total</b>						<b>\$650,000</b>		<b>\$650,000</b>

# LANDFILL SCRAPER EQUIPMENT

Package Number  
FY20-29CIP

Project Type  
Landfill

Project Number  
CIPLF19091

**Project Number:** CIPLF19091

## Description

The scraper is an essential piece of support equipment that excavates, transports, and stockpiles soil used for covering waste disposed of at the landfill. The scraper was rebuilt in 2018. A replacement scraper will be needed sometime between 2025 and 2029 depending on the existing scrapers condition and longevity. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund.

## Justification

Scraper excavates, transports and stockpiles soil for covering waste. This enables the City to meet the regulatory requirements of its permit.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
EQUIPMENT	6110-Landfill						\$1,900,000	\$1,900,000
<b>Grand Total</b>							<b>\$1,900,000</b>	<b>\$1,900,000</b>

## CLOSED LANDFILL

Package Number  
FY20-29CIP

Project Type  
Landfill

Project Number  
CIPLF20009

Project Number: CIPLF20009

### Description

Closed landfills may need site maintenance from time to time (improvements to grading, drainage, fencing, landscaping and flare station maintenance, etc.). Part of this funding is for work at the closed landfill site located at 103rd Ave. and the Butler Dr. alignment. Funds will replace existing fencing on the south side of the site and provide drainage, grading, landscaping and access improvements.

### Justification

Closed landfills may require maintenance from time to time. Improvements can include grading, drainage, fencing, landscaping, and flare station maintenance for example.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	6110-Landfill	\$0	\$475,000					\$475,000
DESIGN	6110-Landfill	\$100,000	\$0					\$100,000
<b>Grand Total</b>		<b>\$100,000</b>	<b>\$475,000</b>					<b>\$575,000</b>



## NORTHERN AVE. IMPROVEMENTS (MCDOT)

Package Number  
FY20-29CIP

Project Type  
Landfill

Project Number  
CIPLF20010

Project Number: CIPLF20010

### Description

This project provides funding for block wall that will extend west along the landfill property 115th Ave. & Northern. The relocation of approximately 20 existing cacti that are to be removed due to Northern Ave. Parkway project. There are currently forty cacti along the right-of-way that were sold to MCDOT. 20 of the cacti will be donated to the Northern Ave. project, 20 will be relocated Landfill property at Glendale's expense.

### Justification

This is part of MDCOT's Northern Parkway Project.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	6110-Landfill	\$167,493						\$167,493
CONTGNCY	6110-Landfill	\$41,400						\$41,400
INTRNL CHG	6110-Landfill	\$12,012						\$12,012
MISC CIP	6110-Landfill	\$25,000						\$25,000
PUBLIC ART	6110-Landfill	\$1,820						\$1,820
<b>Grand Total</b>		<b>\$247,725</b>						<b>\$247,725</b>

Package Number  
FY20-29CIP

Project Type  
Landfill

Project Number  
CIPLF78503

## LANDFILL CLOSURE (SOUTH)

Project Number: CIPLF78503

### Description

Project provides for closure of the south area of the landfill as its permitted air space approaches capacity. 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. Annual post-closure maintenance, monitoring and repair activities will begin once closure of the south area is completed.

### Justification

Mandated per regulatory agency requirements as south cell is operated prior to closure.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	6110-Landfill	\$125,000	\$350,000	\$500,000	\$125,000	\$125,000	\$750,000	\$1,975,000
<b>Grand Total</b>		<b>\$125,000</b>	<b>\$350,000</b>	<b>\$500,000</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$750,000</b>	<b>\$1,975,000</b>

## LF PHASE CONSTRUCTION (NORTH)

Package Number  
FY20-29CIP

Project Type  
Landfill

Project Number  
CIPLF78505

Project Number: CIPLF78505

### Description

Soil excavation for the North Cell includes stockpiling of dirt as required for the construction of the North Cell and continued operation and closure of the South Cell, engineering design, engineered fill contingency, and soil excavation provided by in-house personnel. Project includes phased soil preparation, liner installation, a leachate and gas collection system construction and placement of soil protective cover over the bottom liner system.

### Justification

Mandated per regulatory agency requirements for the continued development of the Glendale Municipal Landfill.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	6110-Landfill	\$4,500,000	\$0	\$0	\$2,300,000	\$2,700,000	\$4,200,000	\$13,700,000
DESIGN	6110-Landfill	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$300,000	\$800,000
<b>Grand Total</b>		<b>\$4,600,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$2,400,000</b>	<b>\$2,800,000</b>	<b>\$4,500,000</b>	<b>\$14,500,000</b>

# LANDFILL 4x4 REPLACEMENT TRUCKS

Package Number  
FY20-29CIP

Project Type  
Landfill

Project Number  
CIPLF78506

Project Number: CIPLF78506

## Description

Trucks are used by the landfill inspector, mechanic, crew leader, supervisor and field employees. Two trucks will be reaching the end of their service life (one in 2020 and one in 2022). Four trucks will need replacement between 2025 and 2029.

## Justification

Trucks are needed to transport landfill personnel various locations throughout the landfill site as needed.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6110-Landfill	\$73,958		\$0			\$0	\$73,958
EQUIPMENT	6110-Landfill	\$35,000		\$35,000			\$150,000	\$220,000
<b>Grand Total</b>		<b>\$108,958</b>		<b>\$35,000</b>			<b>\$150,000</b>	<b>\$293,958</b>

## FUEL TANKER REPLACEMENT

Package Number  
FY20-29CIP

Project Type  
Landfill

Project Number  
CIPLF78512

Project Number: CIPLF78512

### Description

Replacement of fuel tanker, which was purchased 2008, is expected to reach the end of its serviceable life in 2020. The fuel tanker truck transports diesel fuel from the onsite storage tank to the landfill heavy equipment located on the active waste disposal areas. It's essential piece of support equipment at the landfill for maximizing operational efficiencies and minimizing equipment downtime.

### Justification

Fuel tanker is an essential piece of equipment that maximizes operational efficiencies and minimizes downtime by have a local source for diesel refueling.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6110-Landfill	\$197,600					\$0	\$197,600
EQUIPMENT	6110-Landfill	\$225,000					\$250,000	\$475,000
<b>Grand Total</b>		<b>\$422,600</b>					<b>\$250,000</b>	<b>\$672,600</b>

## SOLID WASTE INSPECTION TRUCKS

Package Number  
FY20-29CIP

Project Type  
Landfill

Project Number  
CIPLF78514

Project Number: CIPLF78514

### Description

This funding provides for the replacement of trucks in the Recycling Division. Currently, there are 8 half-ton extended cab pick-up trucks with lift gates in the Solid Waste Management fleet. Trucks will be replaced as follows: 1 in 2020, 1 in 2021 and 3 in 2025 thru 2029.

### Justification

Trucks enable the inspectors to provide education and inspection of the recycle barrels and to improve the quality of materials sent for recycling.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6110-Landfill	\$28,915	\$0				\$0	\$28,915
EQUIPMENT	6110-Landfill	\$23,711	\$23,711				\$75,000	\$122,422
<b>Grand Total</b>		<b>\$52,626</b>	<b>\$23,711</b>				<b>\$75,000</b>	<b>\$151,337</b>

## LANDFILL WATER PULL/TRUCK

Package Number  
FY20-29CIP

Project Type  
Landfill

Project Number  
CIPLF78522

Project Number: CIPLF78522

### Description

Replacement of the water pull truck in 2021 when the existing truck is expected to reach the end of its serviceable life. 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.

### Justification

The water pull truck is a critical piece of support equipment for reducing dust and maintaining compliance with the existing air quality permit.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
EQUIPMENT	6110-Landfill		\$742,000				\$316,000	\$1,058,000
<b>Grand Total</b>			<b>\$742,000</b>				<b>\$316,000</b>	<b>\$1,058,000</b>

## NORTHERN AVE IMPROVEMENTS (MCDOT)

Package Number  
FY20-29CIP

Project Type  
Landfill

Project Number  
CIPLF78528

Project Number: CIPLF78528

### Description

This project provides funding for block wall that will extend west along the landfill property at 115th Ave. & Northern. The relocation of approximately 20 existing cacti that are to be removed due to Northern Ave. Parkway project. There are currently forty cacti along the right-of-way that were sold to MCDOT. 20 of the cacti will be donated to the Northern Ave. project, 20 will be relocated Landfill property at Glendale's expense.

### Justification

This is part of MDCOT's Northern Parkway Project.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6110-Landfill	\$247,725						\$247,725
<b>Grand Total</b>		<b>\$247,725</b>						<b>\$247,725</b>



## AUXILIARY EQUIPMENT

Package Number  
FY20-29CIP

Project Type  
Landfill

Project Number  
CIPLF78532

Project Number: CIPLF78532

### Description

Replace auxiliary equipment needed by the landfill. These include light towers, air compressors, skid steers, bobcats, lube trailer, etc.

### Justification

Replaces equipment needed to keep landfill operational and meeting its regulatory permit requirements

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6110-Landfill	\$54,891	\$0		\$0		\$0	\$54,891
EQUIPMENT	6110-Landfill	\$0	\$29,685		\$30,000		\$65,000	\$124,685
<b>Grand Total</b>		<b>\$54,891</b>	<b>\$29,685</b>		<b>\$30,000</b>		<b>\$65,000</b>	<b>\$179,576</b>

# STORMWATER CONTROLS

Package Number  
FY20-29CIP

Project Type  
Landfill

Project Number  
CIPLF78534

Project Number: CIPLF78534

## Description

Storm water controls for the Glendale Municipal Landfill include installing top deck berms & culvert down drains, improving existing side slope channels, installing new storm water berms on the west fill region and channels on the west and east perimeters. Installing/improving perimeter access roads, installing the large south face down drains and improvements to the three retention basins.

## Justification

Construction and maintenance of these storm water controls is mandated by the landfill's regulatory permit.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6110-Landfill	\$735,438	\$0	\$0	\$0	\$0	\$0	\$735,438
CONSTRUCT	6110-Landfill	\$219,223	\$230,000	\$230,000	\$0	\$0	\$0	\$679,223
DESIGN	6110-Landfill	\$50,000	\$50,000	\$50,000	\$290,000	\$300,000	\$800,000	\$1,540,000
<b>Grand Total</b>		<b>\$1,004,661</b>	<b>\$280,000</b>	<b>\$280,000</b>	<b>\$290,000</b>	<b>\$300,000</b>	<b>\$800,000</b>	<b>\$2,954,661</b>

# LANDFILL GAS EXTRACTION SYSTEM

Package Number  
FY20-29CIP

Project Type  
Landfill

Project Number  
CIPLF78535

Project Number: CIPLF78535

## Description

Modifications to the Landfill Gas Extraction System (LGES) includes following the existing method of raising South Cell west slope vertical wellheads and installing new laterals as filling proceeds, installing horizontal collectors along the west side of the South Cell. Continuous modifications to the LGES are required to provide for collection of landfill gas created from the placement of trash.

## Justification

Modifications and improvements to the LGES are required to meet the regulatory permit requirements for gas collection.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6110-Landfill	\$60,000	\$0	\$0	\$0	\$0	\$0	\$60,000
CONSTRUCT	6110-Landfill	\$200,000	\$240,000	\$350,000	\$450,000	\$260,000	\$1,100,000	\$2,600,000
DESIGN	6110-Landfill	\$20,000	\$30,000	\$50,000	\$50,000	\$40,000	\$100,000	\$290,000
<b>Grand Total</b>		<b>\$280,000</b>	<b>\$270,000</b>	<b>\$400,000</b>	<b>\$500,000</b>	<b>\$300,000</b>	<b>\$1,200,000</b>	<b>\$2,950,000</b>

# Library Summary by Project

ANNUAL BUDGET  
Fiscal Year 2019-2020

Project Number	Project Title	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIPLB19011	WESTERN AREA LIBRARY	\$246,036				\$0	\$0	\$0	\$246,036
CIPLB19045	VELMA TEAGUE LIBRARY RENOVATION	\$0				\$294,603	\$1,366,952	\$0	\$1,661,555
CIPLB19046	MAIN LIBRARY RENOVATION	\$0				\$764,475	\$3,547,164	\$0	\$4,311,639
CIPLB19066	FOOTHILLS LIBRARY RENOVATION	\$0				\$0	\$0	\$7,456,900	\$7,456,900
CIPLB74751	LIBRARY BOOKS - POP. GROWTH	\$123,231				\$0	\$0	\$0	\$123,231
<b>Grand Total</b>		<b>\$369,267</b>				<b>\$1,059,078</b>	<b>\$4,914,116</b>	<b>\$7,456,900</b>	<b>\$13,799,361</b>

FY2020-2029 Capital Improvement Program  
Project Detail

## Library Summary by Funding Source

Funding Source	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
1080-General Government Capital Prj	\$0				\$0	\$0	\$7,456,900	\$7,456,900
2160-Other Grants	\$31,212				\$0	\$0	\$0	\$31,212
4100-Library Construction	\$0				\$1,059,078	\$4,914,116	\$0	\$5,973,194
4120-DIF library Building sb1525	\$63,480				\$0	\$0	\$0	\$63,480
4270-DIF Libraries sb 1525	\$174,443				\$0	\$0	\$0	\$174,443
4330-DIF Parks &Rec Zone 2 west 101	\$69,858				\$0	\$0	\$0	\$69,858
4370-DIF Parks Dev Zone 3 sb1525	\$13,137				\$0	\$0	\$0	\$13,137
4440-DIF General Government	\$17,137				\$0	\$0	\$0	\$17,137
<b>Grand Total</b>	<b>\$369,267</b>				<b>\$1,059,078</b>	<b>\$4,914,116</b>	<b>\$7,456,900</b>	<b>\$13,799,361</b>

# WESTERN AREA LIBRARY

Package Number  
FY20-29CIP

Project Type  
Library

Project Number  
CIPLB19011

Project Number: CIPLB19011

## Description

This project was reviewed by the Library Advisory Board, staff, and Council. A conceptual design was approved by Council and direction was given to proceed with the design and construction of a Western Library at the Heroes Regional Park. The facility is 7500- 8000 square feet in size and would provide library services to residents in this geographic area of Glendale.

## Justification

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	2160-Other Grants	\$31,212						\$31,212
	4120-DIF library Building sb..	\$63,480						\$63,480
	4270-DIF Libraries sb 1525	\$51,212						\$51,212
	4330-DIF Parks &Rec Zone 2 ..	\$69,858						\$69,858
	4370-DIF Parks Dev Zone 3 s..	\$13,137						\$13,137
	4440-DIF General Governme..	\$17,137						\$17,137
<b>Grand Total</b>		<b>\$246,036</b>						<b>\$246,036</b>

# VELMA TEAGUE LIBRARY RENOVATION

Package Number  
FY20-29CIP

Project Type  
Library

Project Number  
CIPLB19045

Project Number: CIPLB19045

## Description

Renovation and updating of the Velma Teague Library to update major building systems that have reached the end of their useful life and modernize the functions, technology, and equipment of the library to meet the needs of the community. The library will be closed for approximately one year and services will be relocated to remaining libraries

## Justification

This project is necessary to extend the life of the structure and to improve library services, community experience, and improve the lives of the people we serve. This structure was built in 1971 and has exceeded its useful life. Replacement of major systems including, HVAC, roofing, electrical and plumbing are necessary. Investment in new technology, equipment, and services is necessary to meet the modern needs of the community.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4100-Library Construction				\$0	\$1,110,400		\$1,110,400
CONTGNCY	4100-Library Construction				\$0	\$176,761		\$176,761
DESIGN	4100-Library Construction				\$235,682	\$0		\$235,682
EQUIPMENT	4100-Library Construction				\$0	\$68,006		\$68,006
INTRNL CHG	4100-Library Construction				\$58,921	\$0		\$58,921
PUBLIC ART	4100-Library Construction				\$0	\$11,785		\$11,785
<b>Grand Total</b>					<b>\$294,603</b>	<b>\$1,366,952</b>		<b>\$1,661,555</b>

# MAIN LIBRARY RENOVATION

Package Number  
FY20-29CIP

Project Type  
Library

Project Number  
CIPLB19046

Project Number: CIPLB19046

## Description

Renovation and updating of the Main Library to update major building systems that have reached the end of their useful life and modernize the functions, technology, and equipment of the library to meet the needs of the community

## Justification

This project is necessary to extend the life of the structure and to improve library services, community experience, and improve the lives of the people we serve. This structure was built in 1987 and has exceeded its useful life. Replacement of major systems including, HVAC, roofing, electrical and plumbing are necessary. Investment in new technology, equipment, and services is necessary to meet the modern needs of the community. Customer usage and revenue could increase as well

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4100-Library Construction				\$0	\$2,678,900		\$2,678,900
CONTGNCY	4100-Library Construction				\$0	\$458,685		\$458,685
DESIGN	4100-Library Construction				\$611,580	\$0		\$611,580
EQUIPMENT	4100-Library Construction				\$0	\$379,000		\$379,000
INTRNL CHG	4100-Library Construction				\$152,895	\$0		\$152,895
PUBLIC ART	4100-Library Construction				\$0	\$30,579		\$30,579
<b>Grand Total</b>					<b>\$764,475</b>	<b>\$3,547,164</b>		<b>\$4,311,639</b>

## Operating Costs

Category	O&M Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIP O&M							\$25,000	\$25,000
<b>Grand Total</b>							<b>\$25,000</b>	<b>\$25,000</b>



# FOOTHILLS LIBRARY RENOVATION

Package Number  
FY20-29CIP

Project Type  
Library

Project Number  
CIPLB19066

Project Number: CIPLB19066

## Description

Renovation and updating of the Foothills Library to update major building systems that have reached the end of their useful life and modernize the functions, technology, and equipment of the library to meet the needs of the community.

## Justification

To extend the life of the structure and to improve library services, community experience, and improve the lives of the people we serve. This structure was built in 1997 and has exceeded its useful life. Replacement of major systems including, HVAC, roofing, electrical and plumbing are necessary. Investment in new technology, equipment, and services to meet community needs. Customer usage and revenue could increase as well.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	1080-General Government C..						\$5,412,500	\$5,412,500
CONTGNCY	1080-General Government C..						\$811,875	\$811,875
DESIGN	1080-General Government C..						\$1,082,500	\$1,082,500
EQUIPMENT	1080-General Government C..						\$95,900	\$95,900
PUBLIC ART	1080-General Government C..						\$54,125	\$54,125
<b>Grand Total</b>							<b>\$7,456,900</b>	<b>\$7,456,900</b>

## LIBRARY BOOKS - POP. GROWTH

Package Number  
FY20-29CIP

Project Type  
Library

Project Number  
CIPLB74751

Project Number: CIPLB74751

### Description

This project requests the use of collected DIF to continue the phased-in approach of increasing the number of library material at the three Glendale libraries.

### Justification

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4270-DIF Libraries sb 1525	\$123,231						\$123,231
<b>Grand Total</b>		<b>\$123,231</b>						<b>\$123,231</b>

## Parking Lots Summary by Project

Project Number	Project Title	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIPPL19059	RENEW PARKING GARAGES/LOTS							\$4,648,689	\$4,648,689
<b>Grand Total</b>								\$4,648,689	\$4,648,689

## Parking Lots Summary by Funding Source

Funding Source	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
1080-General Government Capital Prj							\$4,648,689	\$4,648,689
<b>Grand Total</b>							\$4,648,689	\$4,648,689

## RENEW PARKING GARAGES/LOTS

Package Number  
FY20-29CIP

Project Type  
Parking Lots

Project Number  
All

Project Number: CIPPL19059

### Description

For renewal of the City's parking garages and lots, including City Hall, Main Library, and Main Public Safety buildings. Priority list, and estimated costs, comply with industry standards. Lucity asset management system will detail conditions and priorities. This management tool will provide timely information, and the inventory and assessment effort will be completed in FY 2020.

### Justification

The City has approximately 1,600,000 sq.ft. of building space, including over 500,000 dedicated to public safety. Many of these buildings have parking lots/garages are beyond their useful life, and are in need of sealing, repaving, or other maintenance. Renewing these assets aligns with the City's strategic priorities including: reducing long term life cycle costs, protecting public health and safety, and improving service delivery to the community.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	1080-General Government C..						\$3,770,000	\$3,770,000
CONTGNCY	1080-General Government C..						\$135,689	\$135,689
DESIGN	1080-General Government C..						\$625,000	\$625,000
INTRNL CHG	1080-General Government C..						\$105,000	\$105,000
PUBLIC ART	1080-General Government C..						\$13,000	\$13,000
<b>Grand Total</b>							<b>\$4,648,689</b>	<b>\$4,648,689</b>

## Parks Summary by Project

Project Number	Project Title	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIPPK19004	ORANGEWOOD VISTA	\$60,568	\$0	\$0	\$0	\$0	\$0	\$0	\$60,568
CIPPK19005	PARKS MASTER PLAN UPDATE	\$235,433	\$0	\$0	\$0	\$0	\$0	\$0	\$235,433
CIPPK19007	PICNIC RAMADA EXPANSION	\$229,881	\$0	\$0	\$0	\$0	\$0	\$0	\$229,881
CIPPK19008	SAHUARO RANCH PARK IMPROVMENTS	\$54,839	\$0	\$0	\$0	\$0	\$0	\$0	\$54,839
CIPPK19009	T-BIRD PARK MASTER PLAN	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
CIPPK19012	DISTRICT IMPROVEMENTS - YUCCA	\$34,000	\$0	\$0	\$0	\$0	\$0	\$0	\$34,000
CIPPK19013	DISTRICT IMPROVEMENTS - SAHUARO	\$8,383	\$0	\$0	\$0	\$0	\$0	\$0	\$8,383
CIPPK19014	DISTRICT IMPROVEMENTS - OCOTILLO	\$7,700	\$0	\$0	\$0	\$0	\$0	\$0	\$7,700
CIPPK19032	PARK GROUND AND IRRIGATION	\$0	\$0	\$0	\$1,060,716	\$1,060,716	\$0	\$0	\$2,121,432
CIPPK19033	PARK LIGHTING	\$0	\$0	\$0	\$820,583	\$820,583	\$820,583	\$820,583	\$3,282,332
CIPPK19034	Park Infrastructure Imps.	\$0	\$0	\$0	\$10,500,000	\$10,500,000	\$10,500,000	\$10,500,000	\$42,000,000
CIPPK19035	PLAY PARK STRUCTURES	\$0	\$0	\$0	\$798,750	\$798,750	\$798,750	\$798,750	\$3,195,000
CIPPK19036	HEROES REGIONAL PARK LAKE	\$0	\$232,276	\$0	\$4,203,361	\$0	\$0	\$0	\$4,435,637

## Parks Summary by Project

Project Number	Project Title	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIPPK19077	THUNDERBIRD CONSV. PARK IMPS	\$0	\$0	\$0	\$0	\$0	\$0	\$11,629,200	\$11,629,200
CIPPK20024	PARKS MASTER PLAN REPLACEMENT	\$0	\$230,000	\$0	\$0	\$0	\$0	\$0	\$230,000
CIPPK20025	PARK AMENITY UPGRADES	\$0	\$177,578	\$0	\$0	\$0	\$0	\$0	\$177,578
CIPPK20026	PARK AMENITY UPGRADES 4310	\$0	\$52,303	\$0	\$0	\$0	\$0	\$0	\$52,303
CIPPK20027	THUNDERBIRD MASTER PLAN	\$0	\$34,944	\$0	\$0	\$0	\$0	\$0	\$34,944
CIPPK20028	THUNDERBIRD PARK IMPS. 4250	\$0	\$83,083	\$0	\$0	\$0	\$0	\$0	\$83,083
CIPPK20029	CITYWIDE PARK IMPS.	\$0	\$105,917	\$0	\$0	\$0	\$0	\$0	\$105,917
CIPPK20031	O'NEIL PARK SPLASH PAD	\$0	\$90,000	\$0	\$0	\$0	\$0	\$0	\$90,000
CIPPK70007	OPEN SPACE/TRAILS MASTER PLAN	\$11,876	\$0	\$0	\$0	\$0	\$0	\$0	\$11,876
CIPPK70453	DISCOVERY PARK	\$33,627	\$0	\$0	\$0	\$0	\$0	\$0	\$33,627
CIPPK70454	PASADENA PARK	\$15,274	\$0	\$0	\$0	\$0	\$0	\$0	\$15,274
CIPPK70546	SAHUARO RANCH PARK MASTER PLAN	\$14,802	\$0	\$0	\$0	\$0	\$0	\$0	\$14,802
CIPPK72806	GRAND CANAL LINEAR PRK STAGING	\$3,856	\$0	\$0	\$0	\$0	\$0	\$0	\$3,856

## Parks Summary by Project

Project Number	Project Title	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIPPK72808	THUNDERBIRD PARK IMPRVMT	\$83,083	\$150,000	\$176,795	\$0	\$0	\$0	\$0	\$409,878
CIPPK72812	HEROES REGIONAL PARK	\$49,868	\$0	\$0	\$0	\$0	\$0	\$0	\$49,868
CIPPK73404	PASEO LINEAR PARK ADDITIONS	\$154,438	\$0	\$0	\$0	\$0	\$0	\$0	\$154,438
CIPPK73475	CITYWIDE PARK IMPROV	\$105,917	\$0	\$0	\$0	\$0	\$0	\$0	\$105,917
CIPPK73576	BIKE PARK FOOTHILLS PARK	\$135,000	\$140,000	\$0	\$0	\$0	\$0	\$0	\$275,000
CIPPK73625	NEW RIVER TRAIL ZN 2 W	\$58,312	\$58,312	\$0	\$0	\$0	\$0	\$0	\$116,624
CIPPK77516	AMPHITHEATER RENOVATIONS	\$202,000	\$0	\$0	\$0	\$202,000	\$2,670,624	\$0	\$3,074,624
<b>Grand Total</b>		<b>\$1,548,857</b>	<b>\$1,354,413</b>	<b>\$176,795</b>	<b>\$17,383,410</b>	<b>\$13,382,049</b>	<b>\$14,789,957</b>	<b>\$23,748,533</b>	<b>\$72,384,014</b>



## Parks Summary by Funding Source

Funding Source	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
1080-General Government Capital Prj	\$50,083	\$0	\$0	\$0	\$0	\$0	\$0	\$50,083
2160-Other Grants	\$9,309	\$0	\$0	\$0	\$0	\$0	\$0	\$9,309
4050-Parks Construction	\$14,802	\$322,276	\$0	\$17,383,410	\$13,180,049	\$12,119,333	\$12,119,333	\$55,139,203
4060-Government Facilities	\$202,000	\$0	\$0	\$0	\$202,000	\$2,670,624	\$0	\$3,074,624
4080-Cultural Facility	\$45,530	\$0	\$0	\$0	\$0	\$0	\$0	\$45,530
4090-Open Space/Trail Construction	\$26,932	\$0	\$176,795	\$0	\$0	\$0	\$11,629,200	\$11,832,927
4230-DIF Citywide Parks sb 1525	\$1,526	\$0	\$0	\$0	\$0	\$0	\$0	\$1,526
4240-DIF Citywide Parks	\$105,917	\$105,917	\$0	\$0	\$0	\$0	\$0	\$211,834
4250-DIF Citywide REC/FAC sb 1525	\$142,240	\$83,083	\$0	\$0	\$0	\$0	\$0	\$225,323
4290-DIF Citywide Open Space	\$83,845	\$184,944	\$0	\$0	\$0	\$0	\$0	\$268,789
4300-DIF Parks Dev Zone 1 sb 1525	\$59,042	\$0	\$0	\$0	\$0	\$0	\$0	\$59,042
4310-DIF Parks Dev Zone 1	\$52,303	\$52,303	\$0	\$0	\$0	\$0	\$0	\$104,606
4320-DIF Parks and Rec Zone 1 East	\$312,578	\$140,000	\$0	\$0	\$0	\$0	\$0	\$452,578

328

## Parks Summary by Funding Source

Funding Source	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
4330-DIF Parks &Rec Zone 2 west 101	\$288,312	\$465,890	\$0	\$0	\$0	\$0	\$0	\$754,202
4370-DIF Parks Dev Zone 3 sb1525	\$154,438	\$0	\$0	\$0	\$0	\$0	\$0	\$154,438
<b>Grand Total</b>	<b>\$1,548,857</b>	<b>\$1,354,413</b>	<b>\$176,795</b>	<b>\$17,383,410</b>	<b>\$13,382,049</b>	<b>\$14,789,957</b>	<b>\$23,748,533</b>	<b>\$72,384,014</b>

# ORANGEWOOD VISTA

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK19004

Project Number: CIPPK19004

## Description

Impact fees will be used to address park amenities and infrastructure that appeared in the original park design, but have not been constructed. Completion of the neighborhood/school joint-use park that currently serves a one-mile radius as per the current standards. Additionally, we need to add to existing play structures to accommodate the age category 6 months to two years. Current playground events are designed for children ages 2 - 5 and 5 - 12. Recent ASTM and CPSC standards have indicated a need to provide play events for the younger age group. This project meets the 2011 Parks and Recreation Master Plan's primary action plan goals of "Develop and improve shade structures and amenities in parks" and "Revitalize cond..

## Justification

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4230-DIF Citywide Parks sb ..	\$1,526						\$1,526
	4300-DIF Parks Dev Zone 1 s..	\$59,042						\$59,042
<b>Grand Total</b>		<b>\$60,568</b>						<b>\$60,568</b>

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK19005

## PARKS MASTER PLAN UPDATE

Project Number: CIPPK19005

### Description

This project funding source is Development Impact Fees (DIF) which are designed to cover a city's increased costs for providing new or expanded infrastructure. The project is for the replacement of the existing Parks and Recreation master plan that is 26 years old. The plan update will incorporate and update the existing Thunderbird Conservation Park Master Plan and the Open Space and Trails master plans.

### Justification

The current Parks and Recreation Master Plan was originally approved in 2002 and updated in 2011.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4250-DIF Citywide REC/FAC ..	\$5,433						\$5,433
	4330-DIF Parks &Rec Zone 2..	\$230,000						\$230,000
<b>Grand Total</b>		<b>\$235,433</b>						<b>\$235,433</b>

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK19007

## PICNIC RAMADA EXPANSION

Project Number: CIPPK19007

### Description

The Parks and Recreation Division’s picnic ramadas can be used for both drop-in use as well as rentals. Ramada rentals generate approximately \$140,000 each year and staff have identified several parks that do not currently have picnic ramadas and other parks that are experiencing additional demand for ramada rentals. Parks such as Chapparal, Hillcrest, Oasis, Utopia Heritage, Lions, Dos Lagos, Mondo, and Sunset but have increased activity and demand to warrant the addition of picnic ramadas.

### Justification

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4310-DIF Parks Dev Zone 1	\$52,303						\$52,303
	4320-DIF Parks and Rec Zon..	\$177,578						\$177,578
<b>Grand Total</b>		<b>\$229,881</b>						<b>\$229,881</b>

# SAHUARO RANCH PARK IMPROVMENTS

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK19008

Project Number: CIPPK19008

## Description

This project will continue the replacement of aging amenities in the historic area's 13 original buildings and adjacent areas. A separate assessment of the current historic infrastructure will be completed to determine criteria for replacement. Staff will continue to make potential safety items the highest priority and address as much of the replacement items until funding is depleted.

## Justification

Replacement and renovation of historic infrastructure to address priority items identified in the assessment recommendations.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	2160-Other Grants	\$9,309						\$9,309
	4080-Cultural Facility	\$45,530						\$45,530
<b>Grand Total</b>		<b>\$54,839</b>						<b>\$54,839</b>

# T-BIRD PARK MASTER PLAN

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK19009

Project Number: CIPPK19009

## Description

This project funding source is Development Impact Fees (DIF) which are designed to cover a city's increased costs for providing new or expanded infrastructure. This project will update the existing Thunderbird Conservation Park master plan that is 22 years old. The update will be included in the Parks and Recreation Department Master Plan Replacement CIP project. This is partial funding, the balance is being requested in Fund 2140 Open Space and Trails in the amount of \$15,056.

## Justification

This project will update the existing Thunderbird Conservation Park master plan that is 22 years old.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4090-Open Space/Trail Cons..	\$15,056						\$15,056
	4290-DIF Citywide Open Spa..	\$34,944						\$34,944
<b>Grand Total</b>		<b>\$50,000</b>						<b>\$50,000</b>

## DISTRICT IMPROVEMENTS - YUCCA

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK19012

Project Number: CIPPK19012

### Description

Various capital improvements in Yucca District

### Justification

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	1080-General Government C..	\$34,000						\$34,000
<b>Grand Total</b>		<b>\$34,000</b>						<b>\$34,000</b>



## DISTRICT IMPROVEMENTS - SAHUARO

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK19013

Project Number: CIPPK19013

### Description

Various capital improvements in Sahuaro District

### Justification

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	1080-General Government C..	\$8,383						\$8,383
<b>Grand Total</b>		<b>\$8,383</b>						<b>\$8,383</b>

## DISTRICT IMPROVEMENTS - OCOTILLO

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK19014

Project Number: CIPPK19014

### Description

Various capital improvements in Ocotillo District

### Justification

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	1080-General Government C..	\$7,700						\$7,700
<b>Grand Total</b>		<b>\$7,700</b>						<b>\$7,700</b>

# PARK GROUND AND IRRIGATION

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK19032

Project Number: CIPPK19032

## Description

This project is for the replacement of aging turf irrigation infrastructure throughout the city's park inventory. A separate assessment of the current infrastructure will be completed to determine criteria for replacement. This project follows key elements of the master plan including: Care of Infrastructure; maintain and improve what we have; maintain, enhance park facilities to promote health and safety; and the 4th most important item to improve in the current master plan citizen survey.

## Justification

Replacement of aging park irrigation infrastructure per the current master plan and to address recommendations from the irrigation system assessment.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4050-Parks Construction			\$710,680	\$710,680			\$1,421,360
CONTGNCY	4050-Parks Construction			\$106,072	\$106,072			\$212,144
DESIGN	4050-Parks Construction			\$127,286	\$127,286			\$254,572
INTRNL CHG	4050-Parks Construction			\$106,072	\$106,072			\$212,144
PUBLIC ART	4050-Parks Construction			\$10,606	\$10,606			\$21,212
<b>Grand Total</b>				<b>\$1,060,716</b>	<b>\$1,060,716</b>			<b>\$2,121,432</b>

# PARK LIGHTING

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK19033

Project Number: CIPPK19033

## Description

This project is for the replacement of aging park and sport court lighting throughout the city's park inventory. A separate assessment of the current irrigation infrastructure will be completed to determine criteria for replacement. This project follows key elements of the master plan: core service of Care of Infrastructure: maintain and improve what we have; maintain, enhance park facilities to promote healthy lifestyles and safety and the 4th most important to improve."

## Justification

Replacement of aging park lighting infrastructure per the current master plan and to address recommendations from the park lighting assessment.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4050-Parks Construction			\$549,791	\$549,791	\$549,791	\$549,791	\$2,199,164
CONTGNCY	4050-Parks Construction			\$82,058	\$82,058	\$82,058	\$82,058	\$328,232
DESIGN	4050-Parks Construction			\$98,470	\$98,470	\$98,470	\$98,470	\$393,880
INTRNL CHG	4050-Parks Construction			\$82,058	\$82,058	\$82,058	\$82,058	\$328,232
PUBLIC ART	4050-Parks Construction			\$8,206	\$8,206	\$8,206	\$8,206	\$32,824
<b>Grand Total</b>				<b>\$820,583</b>	<b>\$820,583</b>	<b>\$820,583</b>	<b>\$820,583</b>	<b>\$3,282,332</b>

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK19034

## Park Infrastructure Imps.

Project Number: CIPPK19034

### Description

This project is for the replacement of aging infrastructure and amenities in city parks. A separate assessment of the current parks infrastructure will be completed to determine criteria for replacement. This project follows key elements of the master plan: core service of Care of Infrastructure: maintain and improve what we have; maintain, enhance park facilities to promote healthy lifestyles and safety and the 4th most important to improve in citizen survey.

### Justification

Replacement of aging amenities in city park per the current parks and recreation master plan and to address recommendations from the assessment of current condition of parks infrastructure and amenities.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4050-Parks Construction			\$7,035,000	\$7,035,000	\$7,035,000	\$7,035,000	\$28,140,000
CONTGNCY	4050-Parks Construction			\$1,050,000	\$1,050,000	\$1,050,000	\$1,050,000	\$4,200,000
DESIGN	4050-Parks Construction			\$1,260,000	\$1,260,000	\$1,260,000	\$1,260,000	\$5,040,000
INTRNL CHG	4050-Parks Construction			\$1,050,000	\$1,050,000	\$1,050,000	\$1,050,000	\$4,200,000
PUBLIC ART	4050-Parks Construction			\$105,000	\$105,000	\$105,000	\$105,000	\$420,000
<b>Grand Total</b>				<b>\$10,500,000</b>	<b>\$10,500,000</b>	<b>\$10,500,000</b>	<b>\$10,500,000</b>	<b>\$42,000,000</b>

# PLAY PARK STRUCTURES

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK19035

Project Number: CIPPK19035

## Description

This project is for the replacement of aging park play structures throughout the city's park inventory. A separate assessment of the current infrastructure will be completed to determine criteria for replacement. This project follows key elements of the master plan including: Care of Infrastructure; maintain and improve what we have; maintain, enhance park facilities to promote health and safety; and the 4th most important item to improve in the current master plan citizen survey.

## Justification

Replacement of aging park play structures in city parks per the current parks and recreation master plan and address recommendations from the assessment of current conditions of park play structures.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONTGNCY	4050-Parks Construction			\$79,875	\$79,875	\$79,875	\$79,875	\$319,500
DESIGN	4050-Parks Construction			\$95,850	\$95,850	\$95,850	\$95,850	\$383,400
EQUIPMENT	4050-Parks Construction			\$615,038	\$615,038	\$615,038	\$615,038	\$2,460,152
PUBLIC ART	4050-Parks Construction			\$7,987	\$7,987	\$7,987	\$7,987	\$31,948
<b>Grand Total</b>				<b>\$798,750</b>	<b>\$798,750</b>	<b>\$798,750</b>	<b>\$798,750</b>	<b>\$3,195,000</b>

# HEROES REGIONAL PARK LAKE

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK19036

**Project Number:** CIPPK19036

## Description

This project is for the construction of an urban lake at Heroes Regional Park. The originally-approved concept is for a 7.6-acre lake and necessary pumping/irrigation system, which will cover irrigation needs for the proposed turf and landscaping throughout the park and provide up to 30-day storage capacity. The lake would be part of the Urban Fishing Program. A separate assessment of the current lake requirements will be completed to determine phasing the design and construction.

## Justification

This project is for the phased design and construction of the Heroes Regional Park Lake per the originally approved 2005 Design Concept Report.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4050-Parks Construction	\$0		\$3,271,877				\$3,271,877
CONTGNCY	4050-Parks Construction	\$0		\$443,564				\$443,564
INTRNL CHG	4050-Parks Construction	\$0		\$443,564				\$443,564
PUBLIC ART	4050-Parks Construction	\$0		\$44,356				\$44,356
STUDY	4050-Parks Construction	\$232,276		\$0				\$232,276
<b>Grand Total</b>		<b>\$232,276</b>		<b>\$4,203,361</b>				<b>\$4,435,637</b>

# THUNDERBIRD CONSV. PARK IMPS

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK19077

Project Number: CIPPK19077

## Description

This project addresses key items developed through public input for the 2011 Glendale Parks and Recreation Master Plan Update. This request is for replacement of aging infrastructure at Thunderbird Conservation Park including repair of existing trails. and replacement/addition of restrooms, ramadas, parking spaces, and roadways.

## Justification

This project meets important elements of the master plan including Care of Infrastructure.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4090-Open Space/Trail Cons..						\$8,810,000	\$8,810,000
CONTGNCY	4090-Open Space/Trail Cons..						\$969,100	\$969,100
DESIGN	4090-Open Space/Trail Cons..						\$1,497,700	\$1,497,700
INTRNL CHG	4090-Open Space/Trail Cons..						\$264,300	\$264,300
PUBLIC ART	4090-Open Space/Trail Cons..						\$88,100	\$88,100
<b>Grand Total</b>							<b>\$11,629,200</b>	<b>\$11,629,200</b>



# PARKS MASTER PLAN REPLACEMENT

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK20024

Project Number: CIPPK20024

## Description

This project funding source is Development Impact Fees (DIF) which are designed to cover a city's increased costs for providing new or expanded infrastructure. The project is for the replacement of the existing Parks and Recreation master plan that is 26 years old. The plan update will incorporate and update the existing Thunderbird Conservation Park Master Plan and the Open Space and Trails master plans.

## Justification

The current Parks and Recreation Master Plan was originally approved in 2002 and updated in 2011.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
STUDY	4330-DIF Parks &Rec Zone 2..	\$230,000						\$230,000
<b>Grand Total</b>		<b>\$230,000</b>						<b>\$230,000</b>

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK20025

## PARK AMENITY UPGRADES

Project Number: CIPPK20025

### Description

This project funding source is Development Impact Fees (DIF) which are designed to cover a city's increased costs for providing new or expanded infrastructure. This project is to add parks and recreation amenities to existing parks within the areas defined by DIF regulations. Staff will use the recommendations of the parks inventory assessment project to complete upgrades until the funding has been depleted.

### Justification

This project will address increased demand and usage in the appropriate DIF eligible area.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4330-DIF Parks &Rec Zone 2..	\$136,735						\$136,735
CONTGNCY	4330-DIF Parks &Rec Zone 2..	\$17,758						\$17,758
DESIGN	4330-DIF Parks &Rec Zone 2..	\$21,309						\$21,309
PUBLIC ART	4330-DIF Parks &Rec Zone 2..	\$1,776						\$1,776
<b>Grand Total</b>		<b>\$177,578</b>						<b>\$177,578</b>

# PARK AMENITY UPGRADES 4310

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK20026

Project Number: CIPPK20026

## Description

This project funding source is Development Impact Fees (DIF) which are designed to cover a city's increased costs for providing new or expanded infrastructure. This project is to add parks and recreation amenities to existing parks within the areas defined by DIF regulations. Staff will use the recommendations of the parks inventory assessment project to complete upgrades until the funding has been depleted.

## Justification

This project will address increased demand and usage in the appropriate DIF eligible area.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4310-DIF Parks Dev Zone 1	\$40,273						\$40,273
CONTGNCY	4310-DIF Parks Dev Zone 1	\$5,230						\$5,230
DESIGN	4310-DIF Parks Dev Zone 1	\$6,276						\$6,276
PUBLIC ART	4310-DIF Parks Dev Zone 1	\$524						\$524
<b>Grand Total</b>		<b>\$52,303</b>						<b>\$52,303</b>

# THUNDERBIRD MASTER PLAN

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK20027

**Project Number:** CIPPK20027

## Description

This project funding source is Development Impact Fees (DIF) which are designed to cover a city's increased costs for providing new or expanded infrastructure. This project will update the existing Thunderbird Conservation Park master plan that is 22 years old. The update will be included in the Parks and Recreation Department Master Plan Replacement CIP project. This is partial funding, the balance is being requested in Fund 2140 Open Space and Trails in the amount of \$15,056.

## Justification

This project will update the existing Thunderbird Conservation Park master plan that is 22 years old.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
STUDY	4290-DIF Citywide Open Spa..	\$34,944						\$34,944
<b>Grand Total</b>		<b>\$34,944</b>						<b>\$34,944</b>

# THUNDERBIRD PARK IMPS. 4250

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK20028

Project Number: CIPPK20028

## Description

This project funding source is Development Impact Fees (DIF) which are designed to cover a city's increased costs for providing new or expanded infrastructure. This project will help address ongoing needs for construction/renovation of Thunderbird Conservation Park trails based on increased usage and recommendations from a recently completed trail assessment.

## Justification

Trail improvements due to increased usage and recommendations from a recently completed trail assessment study.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4250-DIF Citywide REC/FAC ..	\$63,974						\$63,974
CONTGNCY	4250-DIF Citywide REC/FAC ..	\$8,308						\$8,308
DESIGN	4250-DIF Citywide REC/FAC ..	\$9,970						\$9,970
PUBLIC ART	4250-DIF Citywide REC/FAC ..	\$831						\$831
<b>Grand Total</b>		<b>\$83,083</b>						<b>\$83,083</b>

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK20029

## CITYWIDE PARK IMPS.

Project Number: CIPPK20029

### Description

This project funding source is Development Impact Fees (DIF) which are designed to cover a city's increased costs for providing new or expanded infrastructure. The project would include the construction of additional amenities at DIF eligible parks. This project meets the 2011 Parks and Recreation Master Plan's primary action plan goals of "Develop and improve shade structures and amenities in parks" and "Revitalize conditions of neighborhood parks".

### Justification

Construction of addition amenities due to increased demand and growth and as recommended in the current Parks and Recreation master plan.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4240-DIF Citywide Parks	\$81,556						\$81,556
CONTGNCY	4240-DIF Citywide Parks	\$10,592						\$10,592
DESIGN	4240-DIF Citywide Parks	\$12,710						\$12,710
PUBLIC ART	4240-DIF Citywide Parks	\$1,059						\$1,059
<b>Grand Total</b>		<b>\$105,917</b>						<b>\$105,917</b>

# O'NEIL PARK SPLASH PAD

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK20031

Project Number: CIPPK20031

## Description

This project is for the design of a new splashpad at O'Neil Park. The proposed design will include the splashpad area, rubberized surfacing, spray amenities, associated plumbing and pumps, seat benches, walkway and shade covering.

## Justification

This project is being developed per City Council direction and will replace previous aquatics facilities for the park service area and adjacent neighborhoods.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
DESIGN	4050-Parks Construction	\$90,000						\$90,000
<b>Grand Total</b>		<b>\$90,000</b>						<b>\$90,000</b>

# OPEN SPACE/TRAILS MASTER PLAN

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK70007

Project Number: CIPPK70007

## Description

This project is to revise the existing Open Space and Trails Master Plan that is 23 years old. Since the approval of the current master plan, the development and use of trails and open space has increased and staff continue to receive requests for additional/expanded amenities. This update will be included as part of the Parks and Recreation Department Master Plan.

## Justification

This project is to revise the existing Open Space and Trails Master Plan that is 23 years old.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4090-Open Space/Trail Cons..	\$11,876						\$11,876
<b>Grand Total</b>		<b>\$11,876</b>						<b>\$11,876</b>



# DISCOVERY PARK

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK70453

Project Number: CIPPK70453

## Description

This project will create new amenities and infrastructure related to Discovery Park. Improvements will 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.

## Justification

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4290-DIF Citywide Open Spa..	\$33,627						\$33,627
<b>Grand Total</b>		<b>\$33,627</b>						<b>\$33,627</b>

# PASADENA PARK

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK70454

Project Number: CIPPK70454

## Description

This project will create new amenities and infrastructure related to Pasadena Park. The project is proposed to include a multi-use loop path connection to adjacent sidewalks in the park and to make connections to the adjacent neighborhoods, as well as site improvements that address growth within this area of the city.

## Justification

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4290-DIF Citywide Open Spa..	\$15,274						\$15,274
<b>Grand Total</b>		<b>\$15,274</b>						<b>\$15,274</b>

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK70546

## SAHUARO RANCH PARK MASTER PLAN

Project Number: CIPPK70546

### Description

This project will include developing a master plan for the 17 acre, historic area of Sahuaro Ranch Park which includes 13 original buildings, a rose garden, barnyard and historic orchards. The historic area has been a cultural asset that celebrates the city's historic beginnings. Listed on the National Registry of Historic Places and known as the "Showplace of the Valley," the Sahuaro Ranch Historic Area offers activities, exhibits and guided tours—keeping the history of early settlement in the Valley alive.

### Justification

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4050-Parks Construction	\$14,802						\$14,802
<b>Grand Total</b>		<b>\$14,802</b>						<b>\$14,802</b>

# GRAND CANAL LINEAR PRK STAGING

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK72806

Project Number: CIPPK72806

## Description

This project is for the expansion of the Grand Canal Linear Park Equestrian Staging Facility located south of Bethany Home Road on 79th Avenue to accommodate additional demand for equestrian parking, trail use, and larger horse trailers. The recent completion of an additional segment of the New River trail and future plans to develop the segment of the Grand Canal will complete the connection of the two trails. This project complies with the 2011 Parks and Recreation Master Plan primary action plan recommended major areas of focus according to the priorities and interests of the community to "Improve existing and develop new trails, greenways and complete the Trails Master Plan".

## Justification

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4250-DIF Citywide REC/FAC ..	\$3,856						\$3,856
<b>Grand Total</b>		<b>\$3,856</b>						<b>\$3,856</b>

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK72808

# THUNDERBIRD PARK IMPRVMT

Project Number: CIPPK72808

## Description

This project funding source is Development Impact Fees (DIF) which are designed to cover a city's increased costs for providing new or expanded infrastructure. This project will help address ongoing needs for construction/renovation of Thunderbird Conservation Park trails based on increased usage and recommendations from a recently completed trail assessment.

## Justification

Trail improvements due to increased usage and recommendations from a recently completed trail assessment study.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4250-DIF Citywide REC/FAC ..	\$83,083	\$0					\$83,083
CONSTRUCT	4090-Open Space/Trail Cons..	\$0	\$154,000					\$154,000
	4290-DIF Citywide Open Spa..	\$115,500	\$0					\$115,500
CONTGNCY	4090-Open Space/Trail Cons..	\$0	\$9,255					\$9,255
	4290-DIF Citywide Open Spa..	\$15,000	\$0					\$15,000
DESIGN	4290-DIF Citywide Open Spa..	\$18,000	\$0					\$18,000
INTRNL CHG	4090-Open Space/Trail Cons..	\$0	\$12,000					\$12,000
PUBLIC ART	4090-Open Space/Trail Cons..	\$0	\$1,540					\$1,540
	4290-DIF Citywide Open Spa..	\$1,500	\$0					\$1,500
<b>Grand Total</b>		<b>\$233,083</b>	<b>\$176,795</b>					<b>\$409,878</b>

# HEROES REGIONAL PARK

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK72812

Project Number: CIPPK72812

## Description

This project is for the completion of the half street improvements along the east side of 83rd Avenue, from Bethany Home Road to the park entrance at Berridge Lane.

## Justification

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4250-DIF Citywide REC/FAC ..	\$49,868						\$49,868
<b>Grand Total</b>		<b>\$49,868</b>						<b>\$49,868</b>

# PASEO LINEAR PARK ADDITIONS

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK73404

Project Number: CIPPK73404

## Description

Installation of additional recreation park features, such as picnic tables, exercise stations, playgrounds and shade structures in Thunderbird Paseo Linear Park between 51st Avenue and 73rd Avenue and Olive Avenue and Greenway Road.

## Justification

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4370-DIF Parks Dev Zone 3 s..	\$154,438						\$154,438
<b>Grand Total</b>		<b>\$154,438</b>						<b>\$154,438</b>

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK73475

## CITYWIDE PARK IMPROV

Project Number: CIPPK73475

### Description

"This project funding source is Development Impact Fees (DIF) which are designed to cover a city's increased costs for providing new or expanded infrastructure. The project would include the construction of additional amenities at DIF eligible parks. This project meets the 2011 Parks and Recreation Master Plan's primary action plan goals of ""Develop and improve shade structures and amenities in parks"" and ""Revitalize conditions of neighborhood parks"".

### Justification

Construction of addition amenities due to increased demand and growth and as recommended in the current Parks and Recreation master plan.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4240-DIF Citywide Parks	\$105,917						\$105,917
<b>Grand Total</b>		<b>\$105,917</b>						<b>\$105,917</b>



# BIKE PARK Foothills Park

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK73576

Project Number: CIPPK73576

## Description

This project is for the design and construction of a new bike amenity at Foothills Park. The project will include new and unique design that will allow different types of bike use as well as scooters and skateboards in a pump track construction.

## Justification

Staff has encountered continued bike use at the Foothills SK8 Court which was designed and built using skateboard specifications only. This project will provide a bike/bmx/scooter option not currently available at the SK8 Court.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4320-DIF Parks and Rec Zon..	\$135,000						\$135,000
CONSTRUCT	4320-DIF Parks and Rec Zon..	\$107,800						\$107,800
CONTGNCY	4320-DIF Parks and Rec Zon..	\$14,000						\$14,000
DESIGN	4320-DIF Parks and Rec Zon..	\$16,800						\$16,800
PUBLIC ART	4320-DIF Parks and Rec Zon..	\$1,400						\$1,400
<b>Grand Total</b>		<b>\$275,000</b>						<b>\$275,000</b>

# NEW RIVER TRAIL ZN 2 W

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK73625

**Project Number:** CIPPK73625

## Description

This project funding source is Development Impact Fees (DIF) which are designed to cover a city's increased costs for providing new or expanded infrastructure. The New River Trail system is an important link to a region-wide multi-use trail system that connects Glendale with adjacent regional trail systems. This project is to develop a trail map and sign design that identifies City of Glendale segments within the larger trail network and guides users through the system.

## Justification

This project will address increased usage and help direct users in a recently expanded trail system that now connects to adjacent trail networks.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4330-DIF Parks &Rec Zone 2..	\$58,312						\$58,312
CONSTRUCT	4330-DIF Parks &Rec Zone 2..	\$44,900						\$44,900
CONTGNCY	4330-DIF Parks &Rec Zone 2..	\$5,831						\$5,831
DESIGN	4330-DIF Parks &Rec Zone 2..	\$6,997						\$6,997
PUBLIC ART	4330-DIF Parks &Rec Zone 2..	\$584						\$584
<b>Grand Total</b>		<b>\$116,624</b>						<b>\$116,624</b>

# AMPHITHEATER RENOVATIONS

Package Number  
FY20-29CIP

Project Type  
Parks

Project Number  
CIPPK77516

Project Number: CIPPK77516

## Description

Renovate the E. Lowell Rogers Amphitheater at City Hall. FY 2018 study identified deficiencies and recommended solutions such as: spatial quality, seating, shading, stage improvements, support areas, circulation and accessibility, concessions, storage and audio-visual system improvements. Design scheduled for FY 2023. Construction - FY 2024, including council chambers basement renovation.

## Justification

The City Hall Amphitheater has outlived its useful life and does not adequately provide a performance venue. Much of the equipment and systems are in poor condition and must be replaced. The public experience is poor and does not meet modern accessibility standards. O&M does not include personnel or maintenance of audio visual equipment

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4060-Government Facilities	\$202,000			\$0	\$0		\$202,000
CONSTRUCT	4060-Government Facilities	\$0			\$0	\$2,670,624		\$2,670,624
DESIGN	4060-Government Facilities	\$0			\$202,000	\$0		\$202,000
<b>Grand Total</b>		<b>\$202,000</b>			<b>\$202,000</b>	<b>\$2,670,624</b>		<b>\$3,074,624</b>

# Public Safety Summary by Project

ANNUAL BUDGET  
Fiscal Year 2019-2020

FY2020-2029 Capital Improvement Program  
Project Detail

Project Number	Project Title	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIPFC19037	UNDERGROUND STORAGE TANK REPLACE	\$0	\$0	\$0	\$0	\$0	\$450,000	\$0	\$450,000
CIPPS19003	DIF UPDATE	\$1,548	\$0	\$0	\$0	\$0	\$15,654	\$65,992	\$83,194
CIPPS19028	CITY PROSECUTOR REMODEL	\$0	\$0	\$0	\$300,000	\$2,700,000	\$0	\$0	\$3,000,000
CIPPS19029	REPL./REM. FIRE STATION #153	\$0	\$0	\$0	\$470,000	\$4,720,000	\$0	\$0	\$5,190,000
CIPPS19030	NEW POLICE EVIDENCE STORAGE	\$0	\$0	\$0	\$100,000	\$9,500,000	\$0	\$0	\$9,600,000
CIPPS19031	CITY COURT REMODEL	\$0	\$0	\$0	\$400,000	\$3,600,000	\$0	\$0	\$4,000,000
CIPPS19041	MAIN PUBLIC SAFETY BLDG REMODEL	\$0	\$0	\$0	\$0	\$878,490	\$17,025,136	\$0	\$17,903,626
CIPPS19042	FOOTHILLS POLICE STATION REMODEL	\$0	\$0	\$0	\$0	\$100,000	\$0	\$3,615,748	\$3,715,748
CIPPS19043	GATEWAY POLICE STATION REMODEL	\$0	\$0	\$0	\$0	\$100,000	\$330,000	\$4,596,328	\$5,026,328
CIPPS19044	RENOVATE FIRE STATION #154	\$0	\$0	\$0	\$0	\$200,000	\$2,425,000	\$0	\$2,625,000
CIPPS19049	FIRE STATION - WESTERN AREA	\$0	\$0	\$0	\$0	\$0	\$0	\$12,555,575	\$12,555,575
CIPPS19050	REPL./REM. FIRE STATION #155	\$0	\$0	\$0	\$0	\$0	\$470,000	\$4,720,000	\$5,190,000
CIPPS19051	RENOVATE FIRE STATION #156	\$0	\$0	\$0	\$0	\$0	\$0	\$2,625,000	\$2,625,000

## Public Safety Summary by Project

Project Number	Project Title	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIPPS19052	RENOVATE FIRE STA. #157	\$0	\$0	\$0	\$0	\$0	\$0	\$2,825,000	\$2,825,000
CIPPS19053	POLICE STATION -WEST AREA	\$0	\$0	\$0	\$0	\$0	\$0	\$2,006,000	\$2,006,000
CIPPS19054	CITY COURT BUILDING	\$0	\$0	\$0	\$0	\$0	\$0	\$36,380,000	\$36,380,000
CIPPS19055	800MHz COMM EQUIP	\$0	\$0	\$0	\$0	\$0	\$0	\$1,380,643	\$1,380,643
CIPPS20033	PUBLIC SAFETY BUILDING REMODELS	\$0	\$800,000	\$7,532,000	\$0	\$0	\$0	\$0	\$8,332,000
CIPPS70814	FIRE LADDER/TENDER TRUCKS	\$350,000	\$464,000	\$495,000	\$1,600,000	\$1,705,000	\$3,650,000	\$0	\$8,264,000
CIPPS75039	REMODEL FIRE STATION #152	\$952,753	\$0	\$0	\$0	\$0	\$0	\$0	\$952,753
<b>Grand Total</b>		<b>\$1,304,301</b>	<b>\$1,264,000</b>	<b>\$8,027,000</b>	<b>\$2,870,000</b>	<b>\$23,503,490</b>	<b>\$24,365,790</b>	<b>\$70,770,286</b>	<b>\$132,104,867</b>

## Public Safety Summary by Funding Source

Funding Source	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
1080-General Government Capital Prj	\$350,000	\$464,000	\$495,000	\$1,600,000	\$1,705,000	\$3,650,000	\$0	\$8,264,000
4040-Public Safety Construction	\$952,753	\$800,000	\$7,532,000	\$1,270,000	\$21,798,490	\$20,700,136	\$70,704,294	\$123,757,673
4130-DIF Fire Prot Facilit sb1525	\$515	\$0	\$0	\$0	\$0	\$15,654	\$0	\$16,169
4250-DIF Citywide REC/FAC sb 1525	\$114	\$0	\$0	\$0	\$0	\$0	\$3,469	\$3,583
4270-DIF Libraries sb 1525	\$577	\$0	\$0	\$0	\$0	\$0	\$17,563	\$18,140
4300-DIF Parks Dev Zone 1 sb 1525	\$114	\$0	\$0	\$0	\$0	\$0	\$6,938	\$7,052
4370-DIF Parks Dev Zone 3 sb1525	\$228	\$0	\$0	\$0	\$0	\$0	\$3,469	\$3,697
4390-DIF Roadway Improve sb1525	\$0	\$0	\$0	\$0	\$0	\$0	\$34,553	\$34,553
<b>Grand Total</b>	<b>\$1,304,301</b>	<b>\$1,264,000</b>	<b>\$8,027,000</b>	<b>\$2,870,000</b>	<b>\$23,503,490</b>	<b>\$24,365,790</b>	<b>\$70,770,286</b>	<b>\$132,104,867</b>

# UNDERGROUND STORAGE TANK REPLACE

Package Number  
FY20-29CIP

Project Type  
Public Safety

Project Number  
CIPFC19037

Project Number: CIPFC19037

## Description

Replacement of aging underground fuel storage tanks located at Field Operations Complex. The fuel sites are essential to fuel public safety vehicles, utility vehicles, etc. The purpose of this project is to replace the tanks before the equipment fails and to maintain compliance with regulatory requirements.

## Justification

The tanks at Field Operations Complex are over 25-years old and in need of significant repairs. Compliance of the new federal requirements (40 CFR §280) was 10/13/2018. The tank systems at the fire stations are required to meet federal and state underground storage tank (UST) requirements. The tank system at Field Operations Complex is located in a below-grade vault, so federal UST requirements do not apply to these tanks.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4040-Public Safety Constru..					\$450,000		\$450,000
<b>Grand Total</b>						<b>\$450,000</b>		<b>\$450,000</b>

Package Number  
FY20-29CIP

Project Type  
Public Safety

Project Number  
CIPPS19003

## DIF UPDATE

Project Number: CIPPS19003

### Description

Development impact fee studies are required to be updated a minimum of every five years. The current fees have been effective since July 1, 2014. DIF legislation allows for fees collected to fund the DIF studies and updates. There is a consultant currently developing the update for 2018. This is the fire facilities portion of the DIF study and updates.

### Justification

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4130-DIF Fire Prot Facilit sb..	\$515				\$0	\$0	\$515
	4250-DIF Citywide REC/FAC ..	\$114				\$0	\$0	\$114
	4270-DIF Libraries sb 1525	\$577				\$0	\$0	\$577
	4300-DIF Parks Dev Zone 1 s..	\$114				\$0	\$0	\$114
	4370-DIF Parks Dev Zone 3 s..	\$228				\$0	\$0	\$228
NONCAPITAL	4130-DIF Fire Prot Facilit sb..	\$0				\$15,654	\$0	\$15,654
	4250-DIF Citywide REC/FAC ..	\$0				\$0	\$3,469	\$3,469
	4270-DIF Libraries sb 1525	\$0				\$0	\$17,563	\$17,563
	4300-DIF Parks Dev Zone 1 s..	\$0				\$0	\$6,938	\$6,938
	4370-DIF Parks Dev Zone 3 s..	\$0				\$0	\$3,469	\$3,469
	4390-DIF Roadway Improve ..	\$0				\$0	\$34,553	\$34,553
<b>Grand Total</b>		<b>\$1,548</b>				<b>\$15,654</b>	<b>\$65,992</b>	<b>\$83,194</b>



# CITY PROSECUTOR REMODEL

Package Number  
FY20-29CIP

Project Type  
Public Safety

Project Number  
CIPPS19028

Project Number: CIPPS19028

## Description

This project is to provide space for the City Prosecutor to replace the existing trailers that are deteriorated and are past their useful life

## Justification

The trailers the Prosecutors are currently housed in are in poor condition and are past their useful life. New space must be provided to continue to provide this critical citizen service

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4040-Public Safety Constru..			\$0	\$2,700,000			\$2,700,000
DESIGN	4040-Public Safety Constru..			\$300,000	\$0			\$300,000
<b>Grand Total</b>				<b>\$300,000</b>	<b>\$2,700,000</b>			<b>\$3,000,000</b>

# REPL./REM. FIRE STATION #153

Package Number  
FY20-29CIP

Project Type  
Public Safety

Project Number  
CIPPS19029

Project Number: CIPPS19029

## Description

This project is to remodel or replace the existing fire station 153 which has reached the end of its useful life

## Justification

The station was constructed in 1974 and is beyond its useful life. The station house, drives, and equipment bay must be completely renovated and renewed to extend the life of the building and allow the fire department to continue to provide service to the community

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4040-Public Safety Constru..			\$0	\$4,720,000			\$4,720,000
DESIGN	4040-Public Safety Constru..			\$470,000	\$0			\$470,000
<b>Grand Total</b>				<b>\$470,000</b>	<b>\$4,720,000</b>			<b>\$5,190,000</b>

# NEW POLICE EVIDENCE STORAGE

Package Number  
FY20-29CIP

Project Type  
Public Safety

Project Number  
CIPPS19030

Project Number: CIPPS19030

## Description

This project is to design and construct a 30,000 square feet secure warehouse facility for police evidence and property storage and management. This project will be completed as phase one of the Field Operations Campus master plan. Design work to start in FY 2020 and construction in FY 2021

## Justification

Police evidence and property storage and management regulatory requirements are increasingly complex and sophisticated. The police department has outgrown their existing capacity and requires significant additional space to meet the regulatory requirements placed on it

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4040-Public Safety Constru..			\$0	\$9,500,000			\$9,500,000
DESIGN	4040-Public Safety Constru..			\$100,000	\$0			\$100,000
<b>Grand Total</b>				<b>\$100,000</b>	<b>\$9,500,000</b>			<b>\$9,600,000</b>

## Operating Costs

Category	O&M Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIP O&M				\$300,000	\$300,000	\$300,000	\$1,500,000	\$2,400,000
<b>Grand Total</b>				<b>\$300,000</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$1,500,000</b>	<b>\$2,400,000</b>

# CITY COURT REMODEL

Package Number  
FY20-29CIP

Project Type  
Public Safety

Project Number  
CIPPS19031

Project Number: CIPPS19031

## Description

The goal of this project is to extend the function of the Courts building until it can be replaced entirely. A number of needs must be addressed including- replace the existing fire alarm system, repair and re-insulate existing chilled water, condensate drain and hot water piping, replace existing ceilings and flooring, construct an addition for storage, replace existing furniture, fixtures and equipment, and replace the roof.

## Justification

The existing City Court building was constructed in approximately 1989 and has reached the end of its useful life. In addition the building no longer meets the functional needs of the Courts. It lacks adequate security, document storage space, circulation and court function space

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4040-Public Safety Constru..			\$0	\$3,600,000			\$3,600,000
DESIGN	4040-Public Safety Constru..			\$400,000	\$0			\$400,000
<b>Grand Total</b>				<b>\$400,000</b>	<b>\$3,600,000</b>			<b>\$4,000,000</b>

# MAIN PUBLIC SAFETY BLDG REMODEL

Package Number  
FY20-29CIP

Project Type  
Public Safety

Project Number  
CIPPS19041

Project Number: CIPPS19041

## Description

This project is to design and construct a complete renewal of the main public safety building to include HVAC, electrical, plumbing, roofing, interior, and exterior systems. Design work to start in FY 2023 and construction in FY 2024

## Justification

The main public safety building has exceeded it's useful life and requires significant infrastructure and functionality modernization to meet the business needs of the police department. As the master plan is completed the budget numbers will be updated

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4040-Public Safety Constru..				\$0	\$17,025,136		\$17,025,136
DESIGN	4040-Public Safety Constru..				\$878,490	\$0		\$878,490
<b>Grand Total</b>					<b>\$878,490</b>	<b>\$17,025,136</b>		<b>\$17,903,626</b>

# FOOTHILLS POLICE STATION REMODEL

Package Number  
FY20-29CIP

Project Type  
Public Safety

Project Number  
CIPPS19042

Project Number: CIPPS19042

## Description

This project is to modernize infrastructure and improve functionality and security of the Foothills substation. Land acquisition costs if needed are not included in these estimates. This project will follow the remodeling of Fire Station 155. Design will begin in 2025 and construction will take place in 2026. This project will follow the replacement of Fire Station 155. As the design plan is completed the budget numbers will be updated

## Justification

The foothills police substation has exceeded it's useful life and requires significant infrastructure and functionality modernization to meet the business needs of the police department

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4040-Public Safety Constru..				\$0		\$3,615,748	\$3,615,748
DESIGN	4040-Public Safety Constru..				\$100,000		\$0	\$100,000
<b>Grand Total</b>					<b>\$100,000</b>		<b>\$3,615,748</b>	<b>\$3,715,748</b>

# GATEWAY POLICE STATION REMODEL

Package Number  
FY20-29CIP

Project Type  
Public Safety

Project Number  
CIPPS19043

Project Number: CIPPS19043

## Description

This project is to modernize infrastructure and improve functionality and security of the Gateway substation. Land acquisition costs if needed are not included in these estimates. The site must be expanded to allow for more police parking. The City owns the property to the east of the site. Design will begin in FY 2023, and construction will start in FY 2024. As the design plan is completed the budget numbers will be updated

## Justification

This project is to modernize infrastructure and improve functionality and security of the Gateway substation. Land acquisition costs if needed are not included in these estimates. The site must be expanded to allow for more police parking. The City owns the property to the east of the site. Design will begin in FY 2023, and construction will start in FY 2024. As the design plan is completed the budget numbers will be updated

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4040-Public Safety Constru..				\$0	\$330,000	\$4,596,328	\$4,926,328
DESIGN	4040-Public Safety Constru..				\$100,000	\$0	\$0	\$100,000
<b>Grand Total</b>					<b>\$100,000</b>	<b>\$330,000</b>	<b>\$4,596,328</b>	<b>\$5,026,328</b>

# RENOVATE FIRE STATION #154

Package Number  
FY20-29CIP

Project Type  
Public Safety

Project Number  
CIPPS19044

Project Number: CIPPS19044

## Description

This project is to modernize infrastructure and improve functionality and security of the Gateway substation. Land acquisition costs if needed are not included in these estimates. The site must be expanded to allow for more police parking. The City owns the property to the east of the site. Design will begin in FY 2023, and construction will start in FY 2024. As the design plan is completed the budget numbers will be updated

## Justification

The station was constructed in 1982 and is beyond its useful life. The station house, drives, and equipment bay must be completely renovated and renewed to extend the life of the building and allow the fire department to continue to provide service to the community

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4040-Public Safety Constru..				\$0	\$2,425,000		\$2,425,000
DESIGN	4040-Public Safety Constru..				\$200,000	\$0		\$200,000
<b>Grand Total</b>					<b>\$200,000</b>	<b>\$2,425,000</b>		<b>\$2,625,000</b>



# FIRE STATION - WESTERN AREA

Package Number  
FY20-29CIP

Project Type  
Public Safety

Project Number  
CIPPS19049

Project Number: CIPPS19049

## Description

This project is for the design and construction of a 15,000 square feet, four bay fire station including furniture, fixtures and equipment, 18 personnel, and one engine. The fire station will respond to the area between 83rd and 115th Avenue, between Northern and Camelback Rd. The station will include space for future expansion as growth demands

## Justification

Future growth in the area is projected to require an additional station to serve the needs of the community

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4040-Public Safety Constru..						\$5,226,000	\$5,226,000
CONTGNCY	4040-Public Safety Constru..						\$1,625,775	\$1,625,775
DESIGN	4040-Public Safety Constru..						\$1,407,000	\$1,407,000
EQUIPMENT	4040-Public Safety Constru..						\$1,601,040	\$1,601,040
INTRNL CHG	4040-Public Safety Constru..						\$92,500	\$92,500
IT INFRAST	4040-Public Safety Constru..						\$156,000	\$156,000
LAND	4040-Public Safety Constru..						\$2,395,000	\$2,395,000
PUBLIC ART	4040-Public Safety Constru..						\$52,260	\$52,260
<b>Grand Total</b>							<b>\$12,555,575</b>	<b>\$12,555,575</b>

# REPL./REM. FIRE STATION #155

Package Number  
FY20-29CIP

Project Type  
Public Safety

Project Number  
CIPPS19050

Project Number: CIPPS19050

## Description

This project is to remodel or replace the existing fire station 155 which has reached the end of its useful life

## Justification

The station was constructed in 1988 and has reached the end of its useful life. The station house, drives, and equipment bay must be completely renovated and renewed to extend the life of the building and allow the fire department to continue to provide service to the community

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4040-Public Safety Constru..					\$0	\$4,720,000	\$4,720,000
DESIGN	4040-Public Safety Constru..					\$470,000	\$0	\$470,000
<b>Grand Total</b>						<b>\$470,000</b>	<b>\$4,720,000</b>	<b>\$5,190,000</b>

# RENOVATE FIRE STATION #156

Package Number  
FY20-29CIP

Project Type  
Public Safety

Project Number  
CIPPS19051

Project Number: CIPPS19051

## Description

This project is to remodel or replace the existing fire station 156 which has reached the end of its useful life

## Justification

The station was constructed in 1995 and is beyond its useful life. The station house, drives, and equipment bay must be completely renovated and renewed to extend the life of the building and allow the fire department to continue to provide service to the community

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4040-Public Safety Constru..						\$2,425,000	\$2,425,000
DESIGN	4040-Public Safety Constru..						\$200,000	\$200,000
<b>Grand Total</b>							<b>\$2,625,000</b>	<b>\$2,625,000</b>

# RENOVATE FIRE STA. #157

Package Number  
FY20-29CIP

Project Type  
Public Safety

Project Number  
CIPPS19052

Project Number: CIPPS19052

## Description

This project is to remodel or replace the existing fire station 157 which has reached the end of its useful life

## Justification

The station was constructed in 1997 and is beyond its useful life. The station house, drives, and equipment bay must be completely renovated and renewed to extend the life of the building and allow the fire department to continue to provide service to the community

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4040-Public Safety Constru..						\$2,625,000	\$2,625,000
DESIGN	4040-Public Safety Constru..						\$200,000	\$200,000
<b>Grand Total</b>							<b>\$2,825,000</b>	<b>\$2,825,000</b>

## POLICE STATION -WEST AREA

Package Number  
FY20-29CIP

Project Type  
Public Safety

Project Number  
CIPPS19053

Project Number: CIPPS19053

### Description

This project is for the design and construction of a 4,000 square feet police substation in conjunction with the proposed west area fire station. The facility will include future expansion as growth demands. Estimates include furniture, fixtures and equipment

### Justification

Future growth in the area is projected to require an additional station to serve the needs of the community

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4040-Public Safety Constru..						\$1,858,000	\$1,858,000
DESIGN	4040-Public Safety Constru..						\$148,000	\$148,000
<b>Grand Total</b>							<b>\$2,006,000</b>	<b>\$2,006,000</b>

# CITY COURT BUILDING

Package Number  
FY20-29CIP

Project Type  
Public Safety

Project Number  
CIPPS19054

Project Number: CIPPS19054

## Description

This project is to complete the existing structure that was built to ground level in 2009 and stopped. Originally planned at ~90,000 SF, a master plan will investigate the possibility of reducing the footprint to ~75,000 SF of occupied space either through eliminating two of twelve bays or leaving the third floor unfinished as future shell space

## Justification

The existing court building has outlived its useful life and no longer effectively serves the needs of the court personnel and the community. Numerous changes in codes and court security standards have occurred since the original design and construction requiring a review and update of the building plans

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4040-Public Safety Constru..						\$31,000,000	\$31,000,000
CONTGNCY	4040-Public Safety Constru..						\$3,100,000	\$3,100,000
DESIGN	4040-Public Safety Constru..						\$1,650,000	\$1,650,000
INTRNL CHG	4040-Public Safety Constru..						\$320,000	\$320,000
PUBLIC ART	4040-Public Safety Constru..						\$310,000	\$310,000
<b>Grand Total</b>							<b>\$36,380,000</b>	<b>\$36,380,000</b>

## Operating Costs

Category	O&M Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIP O&M							\$4,972,839	\$4,972,839
<b>Grand Total</b>							<b>\$4,972,839</b>	<b>\$4,972,839</b>

# 800MHz COMM EQUIP

Package Number  
FY20-29CIP

Project Type  
Public Safety

Project Number  
CIPPS19055

Project Number: CIPPS19055

## Description

Replacement and/or upgrade of existing radios for Regional Wireless Cooperative to assure the department continues to meet Federal Communications Commission requirements for Public Safety radio transmissions and to replace radios that have met or exceeded their life expectancy and required technology upgrades.

## Justification

Requirements of bandwidth by the FCC for public safety use.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
EQUIPMENT	4040-Public Safety Constru..						\$1,380,643	\$1,380,643
<b>Grand Total</b>							<b>\$1,380,643</b>	<b>\$1,380,643</b>

## PUBLIC SAFETY BUILDING REMODELS

Package Number  
FY20-29CIP

Project Type  
Public Safety

Project Number  
CIPPS20033

Project Number: CIPPS20033

### Description

This project is a placeholder to cover the imminent needs that arise as a result from the public safety building assessments, as well as address the immediate needs of the City Prosecutor’s building and the City Court building.

### Justification

Many facilities are at the end of their useful life and require renewal and renovation in order to be usable assets in the future.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4040-Public Safety Constru..	\$0	\$7,532,000					\$7,532,000
STUDY	4040-Public Safety Constru..	\$800,000	\$0					\$800,000
<b>Grand Total</b>		<b>\$800,000</b>	<b>\$7,532,000</b>					<b>\$8,332,000</b>



Package Number  
FY20-29CIP

Project Type  
Public Safety

Project Number  
CIPPS70814

## FIRE LADDER/TENDER TRUCKS

Project Number: CIPPS70814

### Description

To maximize the safe use of Emergency Code 3 Apparatus the Fire Department's replacement plan indicates that front line engines should be replaced at 7 years or 100,000 miles and be moved into a reserve status. Ladder trucks should be replaced after 15 years or 100,000 miles. The department will maintain a reserve fleet of one reserve truck for every two front line trucks. This CIP request is for a continuous plan for replacement of the department's Code 3 Apparatus in an effort to be compliant with the National Fire Protection Association Standards for emergency apparatus. Our fleet now averages 11 years old and 150,000 miles of service.

### Justification

Estimate inflation factor of 5-7% increase. Prices based on current quotes for re-chassis of ladder tenders and \$1.3 million for replacement of an aerial ladder apparatus. FY 20-22 are prices for ladder tender re-chassis, one per year. FY22-24 are prices to replace the aerial ladder fleet of four aerials (one each in FY22 and FY23, two in FY24).

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	1080-General Government C..	\$350,000	\$0	\$0	\$0	\$0		\$350,000
EQUIPMENT	1080-General Government C..	\$464,000	\$495,000	\$1,600,000	\$1,705,000	\$3,650,000		\$7,914,000
<b>Grand Total</b>		<b>\$814,000</b>	<b>\$495,000</b>	<b>\$1,600,000</b>	<b>\$1,705,000</b>	<b>\$3,650,000</b>		<b>\$8,264,000</b>

# REMODEL FIRE STATION #152

Package Number  
FY20-29CIP

Project Type  
Public Safety

Project Number  
CIPPS75039

Project Number: CIPPS75039

## Description

Fire Station 152, located at 69th Avenue and Bethany Home Road, was constructed in 1979. The 12,622 square foot facility is functionally obsolete to meet desired service levels and has several life-safety concerns including cracking floors in the restrooms, overcrowded electrical/data and utility rooms, sewer backups, and asbestos in the flooring. Renovation includes removing all walls, fixtures, appliances, electrical and plumbing, with a complete rebuild of all offices, work areas, and living quarters. The apparatus bays will not be affected during the renovations to ensure regular service delivery. Staff would be relocated to temporary quarters on site during the renovations to minimize the impact on operations.

## Justification

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4040-Public Safety Constru..	\$952,753						\$952,753
<b>Grand Total</b>		<b>\$952,753</b>						<b>\$952,753</b>

## Solid Waste Summary by Project

Project Number	Project Title	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIPSW19026	SOLID WASTE SOFTWARE PROCESS IMP.		\$0	\$400,000	\$100,000	\$0	\$0	\$0	\$500,000
CIPSW19027	REPLACE STREET SWEEPERS		\$265,009	\$0	\$0	\$0	\$291,510	\$597,596	\$1,154,115
CIPSW78001	REPLACE ROLLOFF TRUCKS - COMMERCIAL		\$209,012	\$0	\$227,230	\$0	\$0	\$471,843	\$908,085
CIPSW78002	FRONTLOAD TRUCKS-COMMERCIAL		\$699,839	\$628,128	\$0	\$329,767	\$0	\$2,077,532	\$3,735,266
CIPSW78003	SIDELOAD TRUCKS-RESIDENTIAL		\$1,213,859	\$1,284,000	\$2,315,782	\$1,686,255	\$1,037,046	\$6,023,509	\$13,560,451
CIPSW78004	BULK TRASH EQUIP.-RESIDENTIAL		\$201,550	\$633,432	\$649,662	\$1,331,808	\$793,405	\$2,408,970	\$6,018,827
CIPSW78005	REPLACE PICKUPS/ SERVICE TRUCKS		\$84,777	\$86,895	\$0	\$31,917	\$0	\$134,051	\$337,640
CIPSW78009	ALLEY GATING		\$100,000	\$100,000	\$100,000	\$100,000	\$0	\$0	\$400,000
<b>Grand Total</b>			<b>\$2,774,046</b>	<b>\$3,132,455</b>	<b>\$3,392,674</b>	<b>\$3,479,747</b>	<b>\$2,121,961</b>	<b>\$11,713,501</b>	<b>\$26,614,384</b>

## Solid Waste Summary by Funding Source

Funding Source	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
6120-Solid Waste		\$2,774,046	\$3,132,455	\$3,392,674	\$3,479,747	\$2,121,961	\$11,713,501	\$26,614,384
<b>Grand Total</b>		\$2,774,046	\$3,132,455	\$3,392,674	\$3,479,747	\$2,121,961	\$11,713,501	\$26,614,384

## SOLID WASTE SOFTWARE PROCESS IMP.

Package Number  
FY20-29CIP

Project Type  
Solid Waste

Project Number  
CIPSW19026

Project Number: CIPSW19026

### Description

For the implementation of a Solid Waste software process system to be City hosted or Vendor hosted. This system will improve routing efficiency, and provide a comprehensive enterprise-level solution for SW operations. Services will include system software, in-vehicle mobile devices, configuration/implementation/conversion services, product training and support. Funding in FY 2021 is for implementation of the system; FY 2022 will be for upgrades.

### Justification

This software project will be the driver for increasing operating efficiencies for a revenue generating enterprise.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
MISC CIP	6120-Solid Waste		\$400,000	\$100,000				\$500,000
<b>Grand Total</b>			<b>\$400,000</b>	<b>\$100,000</b>				<b>\$500,000</b>

# REPLACE STREET SWEEPERS

Package Number  
FY20-29CIP

Project Type  
Solid Waste

Project Number  
CIPSW19027

Project Number: CIPSW19027

## Description

Solid Waste currently has 5 street sweepers. 5 street sweepers will require replacement over the next 10 years as their individual life is 7 years. The number of trucks to be replaced each year are the following; FY2020 - 1 truck, FY2024 - 1 truck FY 2025-2029 - 2 trucks. Replacement trucks will be first submitted for MAG grant funding and upon approval the purchase price will be reduced to the 5.7% grant matching funding requirement.

## Justification

This project assists in maintaining a high quality of life for residents and visitors to the City of Glendale by clearing city streets of road hazards and debris.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
EQUIPMENT	6120-Solid Waste	\$265,009				\$291,510	\$597,596	\$1,154,115
<b>Grand Total</b>		<b>\$265,009</b>				<b>\$291,510</b>	<b>\$597,596</b>	<b>\$1,154,115</b>

## REPLACE ROLLOFF TRUCKS - COMMERCIAL

Package Number  
FY20-29CIP

Project Type  
Solid Waste

Project Number  
CIPSW78001

Project Number: CIPSW78001

### Description

Solid Waste has three commercial roll-off trucks in its equipment fleet for its commercial roll-off container collection service. Three roll-off trucks will require replacement over the next ten years as they will have reached their individual life span of 8 years. The number of trucks to be replaced each year are the following; FY2020 - 1 truck, FY2022 - 1 truck, FY 2026-2029 - 2 trucks.

### Justification

The equipment identified in this project are mandated by State and City code and are utilized for the safe collection and disposal of solid waste.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
EQUIPMENT	6120-Solid Waste	\$209,012		\$227,230			\$471,843	\$908,085
<b>Grand Total</b>		<b>\$209,012</b>		<b>\$227,230</b>			<b>\$471,843</b>	<b>\$908,085</b>

## FRONTLOAD TRUCKS-COMMERCIAL

Package Number  
FY20-29CIP

Project Type  
Solid Waste

Project Number  
CIPSW78002

Project Number: CIPSW78002

### Description

7 commercial front load trucks and 1 front load bin delivery truck/trailer in equipment to provide container collection. Current replacement schedule is 6 years and 10 years for front load bin service truck. Replacement cycle is 11 trucks over 10 years. The number of trucks to be replaced each year are the following; FY 2020 - 2 trucks, 1 delivery truck, and 1 bin trailer, FY2021 - 2 trucks, FY 2023 - 1 truck, FY 2025 - 2029 - 6 trucks.

### Justification

The equipment identified in this project are mandated by State and City code and are utilized for the safe collection and disposal of solid waste. The bin delivery truck and trailer are support units that assist in maintaining a safe and efficient operation for a revenue generating enterprise.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
EQUIPMENT	6120-Solid Waste	\$699,839	\$628,128		\$329,767		\$2,077,532	\$3,735,266
<b>Grand Total</b>		<b>\$699,839</b>	<b>\$628,128</b>		<b>\$329,767</b>		<b>\$2,077,532</b>	<b>\$3,735,266</b>



## SIDELOAD TRUCKS-RESIDENTIAL

Package Number  
FY20-29CIP

Project Type  
Solid Waste

Project Number  
CIPSW78003

Project Number: CIPSW78003

### Description

Solid Waste has 26 side load trucks for residential SW and Recycling collection service. At the current replacement schedule of 6 years for newly purchased side load trucks, 34 side load trucks will require replacement over the next 10 years. The number of trucks to be replaced each year are the following; FY 2020 - 4 trucks, FY 2021 - 4 trucks, FY2022 - 7 trucks, FY 2023 - 5 trucks, FY 2024 - 3 trucks, FY 2025 - 2029 - 17 trucks.

### Justification

The equipment identified in this project are mandated by State and City code and are utilized for the safe collection and disposal of solid waste.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
EQUIPMENT	6120-Solid Waste	\$1,213,859	\$1,284,000	\$2,315,782	\$1,686,255	\$1,037,046	\$6,023,509	\$13,560,451
<b>Grand Total</b>		<b>\$1,213,859</b>	<b>\$1,284,000</b>	<b>\$2,315,782</b>	<b>\$1,686,255</b>	<b>\$1,037,046</b>	<b>\$6,023,509</b>	<b>\$13,560,451</b>

Package Number  
FY20-29CIP

Project Type  
Solid Waste

Project Number  
CIPSW78004

## BULK TRASH EQUIP.-RESIDENTIAL

Project Number: CIPSW78004

### Description

Solid Waste has 15 rear load trucks and 8 tractors for residential bulk trash collection. Over the next 10 years, replacement plan includes 11 rear loaders and 7 tractors. The schedule for bulk trash equipment replacement is: FY 2020 - 2 tractors, FY 2021 - 2 trucks, FY 2022 - 2 trucks, FY 2023 - 4 trucks, FY 2024 - 2 trucks 1 tractor, FY 2025 - 2029 - 6 trucks and 3 tractors. Due to tonnage increases, the replacement schedule has been accelerated.

### Justification

The equipment identified in this project are mandated by State and City code and are utilized for the safe collection and disposal of solid waste.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
EQUIPMENT	6120-Solid Waste	\$201,550	\$633,432	\$649,662	\$1,331,808	\$793,405	\$2,408,970	\$6,018,827
<b>Grand Total</b>		<b>\$201,550</b>	<b>\$633,432</b>	<b>\$649,662</b>	<b>\$1,331,808</b>	<b>\$793,405</b>	<b>\$2,408,970</b>	<b>\$6,018,827</b>

## REPLACE PICKUPS / SERVICE TRUCKS

Package Number  
FY20-29CIP

Project Type  
Solid Waste

Project Number  
CIPSW78005

Project Number: CIPSW78005

### Description

SW has 8 pickup trucks and 2 service body trucks for collections, inspections, and field mechanics. At the current replacement schedule, 7 trucks will require replacement. The numbers below have been updated to reflect current market pricing and quotes received this Fiscal Year. The number of trucks to be replaced each year are the following; FY 2020 - 3 trucks, FY 2021 - 3 trucks, FY 2023 - 1 truck, FY 2025-2029 4 trucks.

### Justification

These trucks are support units that assist in maintaining the safe and efficient operation for a revenue generating enterprise.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
EQUIPMENT	6120-Solid Waste	\$84,777	\$86,895		\$31,917		\$134,051	\$337,640
<b>Grand Total</b>		<b>\$84,777</b>	<b>\$86,895</b>		<b>\$31,917</b>		<b>\$134,051</b>	<b>\$337,640</b>

## ALLEY GATING

Package Number  
FY20-29CIP

Project Type  
Solid Waste

Project Number  
CIPSW78009

Project Number: CIPSW78009

### Description

This project manages health and safety issues from materials being dumped in alley, illegally dumped material blocking vehicular access, and the difficulty of enforcement due to the nature of alleys and materials dumped. This project includes citizen notification, pre-gated alley cleanup, residential garbage container relocations, blue stake gate location, gate installation, and key issuing. Project evaluation will occur in FY 2023.

### Justification

This project promotes and enhances the quality of life for Glendale residents that reside near or adjacent to alley ways by providing and safer and cleaner environment.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONTGNCY	6120-Solid Waste	\$100,000	\$100,000	\$100,000	\$100,000			\$400,000
<b>Grand Total</b>		<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>			<b>\$400,000</b>

## Streets Summary by Project

Project Number	Project Title	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIPST19006	PAVEMENT MANAGEMENT	\$1,000,000	\$5,200,000	\$5,200,000	\$5,200,000	\$5,200,000	\$5,200,000	\$26,000,000	\$53,000,000
CIPST19010	BALLPARK BOULEVARD	\$2,287,860	\$8,454,744	\$0	\$0	\$0	\$0	\$0	\$10,742,604
CIPST19048	CAPITAL BRIDGE REPAIR PROGRAM	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$2,500,000
CIPST19080	91st Avenue Improv. Turn Lane	\$329,000	\$0	\$0	\$0	\$0	\$0	\$0	\$329,000
CIPST20008	STREET RECONSTRUCTION CAMELBACK ROA	\$0	\$150,000	\$1,329,130	\$1,100,000	\$0	\$0	\$0	\$2,579,130
CIPST20012	FLASHING YELLOW ARROWS	\$0	\$0	\$0	\$471,000	\$0	\$0	\$0	\$471,000
CIPST20013	VEHICLE REPLACEMENT	\$0	\$600,000	\$500,000	\$500,000	\$500,000	\$500,000	\$1,250,000	\$3,850,000
CIPST20014	STREET RECONSTRUCTION BETHANY HOME	\$0	\$30,000	\$717,288	\$2,233,712	\$0	\$0	\$0	\$2,981,000
CIPST20016	STREET RECONSTRUCTION GLENDALE AVEN	\$0	\$2,851,063	\$7,905,276	\$3,110,654	\$0	\$0	\$0	\$13,866,993
CIPST20019	STREET RECONSTRUCTION CAMELBACK ROA	\$0	\$0	\$0	\$0	\$0	\$2,580,000	\$0	\$2,580,000
CIPST20020	STREET RECONSTRUCTION BETHANY HOME	\$0	\$194,387	\$306,113	\$2,249,705	\$4,910,295	\$0	\$0	\$7,660,500
CIPST20021	STREET RECONSTRUCTION CAMELBACK ROA	\$0	\$2,000,000	\$602,622	\$0	\$0	\$0	\$0	\$2,602,622
CIPST20022	BIKE PROJECTS (MATCH)	\$0	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000	\$680,000	\$1,330,000

396

## Streets Summary by Project

Project Number	Project Title	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIPST65005	ITS UPGRADES	\$300,000	\$190,000	\$190,000	\$190,000	\$190,000	\$190,000	\$950,000	\$2,200,000
CIPST65016	NORTHERN PARKWAY	\$0	\$670,000	\$670,000	\$670,000	\$670,000	\$670,000	\$1,340,000	\$4,690,000
CIPST65062	GLENDALE SPORTS FACILITIES SGN	\$70,000	\$0	\$0	\$0	\$0	\$0	\$0	\$70,000
CIPST65063	NEW RIVER - MULTI-USE PATHWAY	\$716,896	\$0	\$0	\$0	\$0	\$0	\$0	\$716,896
CIPST65101	SIDEWALK AND CURB IMPROVEMENTS	\$151,472	\$160,000	\$0	\$0	\$0	\$0	\$0	\$311,472
CIPST67930	BETHANY HM 83RD -91ST	\$546,703	\$2,291,650	\$0	\$0	\$0	\$0	\$0	\$2,838,353
CIPST68125	STREET RECONSTRUCTION PROGRAM	\$6,810,029	\$0	\$0	\$0	\$0	\$0	\$0	\$6,810,029
CIPST68129	WESTGATE AREA SIGNAGE	\$296,903	\$150,000	\$0	\$0	\$0	\$0	\$0	\$446,903
CIPST68918	INFILL LIGHTING PROGRAM	\$0	\$530,000	\$530,000	\$0	\$0	\$0	\$0	\$1,060,000
CIPST68922	STREETLIGHT POLE PROGRAM	\$0	\$1,360,395	\$1,360,395	\$75,000	\$75,000	\$75,000	\$375,000	\$3,320,790
CIPST68923	EMERGENCY VEHICLE PREEMPTION	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000
<b>Grand Total</b>		<b>\$12,538,863</b>	<b>\$25,212,239</b>	<b>\$19,690,824</b>	<b>\$16,180,071</b>	<b>\$11,925,295</b>	<b>\$9,595,000</b>	<b>\$31,845,000</b>	<b>\$126,987,292</b>

## Streets Summary by Funding Source

Funding Source	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
4010-Streets Construction	\$7,435,932	\$5,375,450	\$5,225,450	\$0	\$0	\$0	\$0	\$18,036,832
4020-Hurf Streets Construction	\$780,000	\$5,890,395	\$5,340,395	\$3,525,000	\$3,525,000	\$3,525,000	\$16,375,000	\$38,960,790
4030-Transportation Capital Proj	\$3,776,228	\$7,400,000	\$9,124,979	\$12,655,071	\$8,400,295	\$6,070,000	\$15,470,000	\$62,896,573
4330-DIF Parks &Rec Zone 2 west 101	\$0	\$62,000	\$0	\$0	\$0	\$0	\$0	\$62,000
4420-DIF Streets Zone 2 West 101	\$546,703	\$3,763,462	\$0	\$0	\$0	\$0	\$0	\$4,310,165
6060-Water DIF Zone 2 West 101	\$0	\$1,678,195	\$0	\$0	\$0	\$0	\$0	\$1,678,195
6090-Sewer DIF Zone 2 West 101	\$0	\$1,042,737	\$0	\$0	\$0	\$0	\$0	\$1,042,737
<b>Grand Total</b>	<b>\$12,538,863</b>	<b>\$25,212,239</b>	<b>\$19,690,824</b>	<b>\$16,180,071</b>	<b>\$11,925,295</b>	<b>\$9,595,000</b>	<b>\$31,845,000</b>	<b>\$126,987,292</b>

Package Number: FY20-29CIP  
Project Type: Streets  
Project Number: CIPST19006

# PAVEMENT MANAGEMENT

Project Number: CIPST19006

## Description

Project provides for street pavement treatments. Specific activities included in this project involve surface preparation, repairs, and overlays as needed.

## Justification

This project targets street segments that are in need of pavement treatments. Street rehabilitation is necessary to maximize the life of the city's residential, collector, and arterial street network. This project promotes or enhances the quality of life for the residents and visitors by providing better streets.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4020-Hurf Streets Construc..	\$250,000	\$0	\$0	\$0	\$0	\$0	\$250,000
	4030-Transportation Capita..	\$750,000	\$0	\$0	\$0	\$0	\$0	\$750,000
CONSTRUCT	4020-Hurf Streets Construc..	\$3,138,000	\$3,138,000	\$3,138,000	\$3,138,000	\$3,138,000	\$15,690,000	\$31,380,000
	4030-Transportation Capita..	\$1,912,046	\$1,912,046	\$1,912,046	\$1,912,046	\$1,912,046	\$9,560,230	\$19,120,460
CONTGNCY	4030-Transportation Capita..	\$51,626	\$51,626	\$51,626	\$51,626	\$51,626	\$258,126	\$516,256
DESIGN	4020-Hurf Streets Construc..	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000	\$300,000
INTRNL CHG	4030-Transportation Capita..	\$17,208	\$17,208	\$17,208	\$17,208	\$17,208	\$86,042	\$172,082
PUBLIC ART	4020-Hurf Streets Construc..	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000	\$160,000	\$320,000
	4030-Transportation Capita..	\$19,120	\$19,120	\$19,120	\$19,120	\$19,120	\$95,602	\$191,202
<b>Grand Total</b>		<b>\$6,200,000</b>	<b>\$5,200,000</b>	<b>\$5,200,000</b>	<b>\$5,200,000</b>	<b>\$5,200,000</b>	<b>\$26,000,000</b>	<b>\$53,000,000</b>



# BALLPARK BOULEVARD

Package Number  
FY20-29CIP

Project Type  
Streets

Project Number  
CIPST19010

Project Number: CIPST19010

## Description

Project to design and construct Ball Park Boulevard. The project will connect the existing Ball Park Boulevard to Maryland Avenue at 99th Avenue. The roadway will be 36- foot wide and accommodate two travel lanes.

## Justification

This project was identified as necessary for network connectivity in the region.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4020-Hurf Streets Construc..	\$500,000						\$500,000
	4030-Transportation Capita..	\$1,787,860						\$1,787,860
CONSTRUCT	4020-Hurf Streets Construc..	\$500,000						\$500,000
	4030-Transportation Capita..	\$3,700,000						\$3,700,000
	4330-DIF Parks &Rec Zone 2 ..	\$62,000						\$62,000
	4420-DIF Streets Zone 2 We..	\$1,471,812						\$1,471,812
	6060-Water DIF Zone 2 Wes..	\$1,678,195						\$1,678,195
	6090-Sewer DIF Zone 2 Wes..	\$1,042,737						\$1,042,737
<b>Grand Total</b>		<b>\$10,742,604</b>						<b>\$10,742,604</b>

# CAPITAL BRIDGE REPAIR PROGRAM

Package Number  
FY20-29CIP

Project Type  
Streets

Project Number  
CIPST19048

Project Number: CIPST19048

## 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.

## Justification

Under the National Bridge Inspection Program, administered by ADOT, the city is required to maintain its bridges to a satisfactory standard.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4030-Transportation Capita..	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$2,500,000
<b>Grand Total</b>		<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$1,250,000</b>	<b>\$2,500,000</b>

# 91st Avenue Improv. Turn Lane

Package Number  
FY20-29CIP

Project Type  
Streets

Project Number  
CIPST19080

Project Number: CIPST19080

## Description

Project will construct a right

## Justification

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4010-Streets Construction	\$329,000						\$329,000
<b>Grand Total</b>		<b>\$329,000</b>						<b>\$329,000</b>

# STREET RECONSTRUCTION CAMELBACK ROA

Package Number  
FY20-29CIP

Project Type  
Streets

Project Number  
CIPST20008

Project Number: CIPST20008

## Description

Project to reconstruct street segment between Camelback Road Loop 101 to 91st Avenue and related improvements.

## Justification

This street segment (approximately 0.8 mile) has been identified in the Pavement Management Plan to be reconstructed due to poor pavement conditions. This project promotes or enhances the quality of life for the residents and visitors. No foreseen additional operational and maintenance costs are associated for this project.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4010-Streets Construction	\$0	\$1,329,130	\$0				\$1,329,130
	4030-Transportation Capita..	\$0	\$0	\$1,100,000				\$1,100,000
DESIGN	4010-Streets Construction	\$150,000	\$0	\$0				\$150,000
<b>Grand Total</b>		<b>\$150,000</b>	<b>\$1,329,130</b>	<b>\$1,100,000</b>				<b>\$2,579,130</b>

# FLASHING YELLOW ARROWS

Package Number  
FY20-29CIP

Project Type  
Streets

Project Number  
CIPST20012

Project Number: CIPST20012

## Description

The project is to convert left-turn movements at existing signalized intersections to flashing yellow arrow operation with the purpose of reducing left-turn crashes. The project involves median modifications to provide better alignment. Pursuing Federal funds for this project.

## Justification

The City's Capital cost of the project (\$3,000,000) is intended to be mitigated by leveraging outside agency funding. According to national data, Flashing Yellow Arrows can reduce left-turn crashes as much as 20% and keeps traffic moving by offering motorists more opportunities to make left turns.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4030-Transportation Capita..			\$471,000				\$471,000
<b>Grand Total</b>				<b>\$471,000</b>				<b>\$471,000</b>

## VEHICLE REPLACEMENT

Package Number  
FY20-29CIP

Project Type  
Streets

Project Number  
CIPST20013

Project Number: CIPST20013

### Description

Replacement of existing vehicles, pick-ups and equipment.

### Justification

Replacing existing vehicles that are in bad condition will enable more efficiency and reduce maintenance costs. This program includes replacing vehicles, truck and equipment in Street Maintenance, Graffiti Removal, Signs and Markings and other divisions. No additional vehicles are requested.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
EQUIPMENT	4020-Hurf Streets Construc..	\$300,000	\$250,000	\$250,000	\$250,000	\$250,000	\$0	\$1,300,000
	4030-Transportation Capita..	\$300,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$2,550,000
<b>Grand Total</b>		<b>\$600,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$1,250,000</b>	<b>\$3,850,000</b>

# STREET RECONSTRUCTION BETHANY HOME

Package Number  
FY20-29CIP

Project Type  
Streets

Project Number  
CIPST20014

Project Number: CIPST20014

## Description

Project to reconstruct street segment between Bethany Home Road from 51st Avenue to 43rd Avenue and related improvement.

## Justification

This street segment (approximately 1 mile) has been identified in the Pavement Management Plan to be reconstructed due to poor pavement conditions. This project promotes or enhances the quality of life for the residents and visitors. No foreseen additional operational and maintenance costs are associated for this project.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4010-Streets Construction	\$0	\$717,288	\$0				\$717,288
	4030-Transportation Capita..	\$0	\$0	\$2,233,712				\$2,233,712
DESIGN	4010-Streets Construction	\$30,000	\$0	\$0				\$30,000
<b>Grand Total</b>		<b>\$30,000</b>	<b>\$717,288</b>	<b>\$2,233,712</b>				<b>\$2,981,000</b>

# STREET RECONSTRUCTION GLENDALE AVEN

Package Number  
FY20-29CIP

Project Type  
Streets

Project Number  
CIPST20016

Project Number: CIPST20016

## Description

Project to reconstruct street segment between Glendale Avenue from Loop 101 to El Mirage Road and related improvements.

## Justification

This street segment (approximately 3.12 miles) has been identified in the Pavement Management Plan to be reconstructed due to poor pavement conditions. This project promotes or enhances the quality of life for the residents and visitors. No foreseen additional operational and maintenance costs are associated for this project.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4010-Streets Construction	\$2,851,063	\$2,270,297	\$0				\$5,121,360
	4030-Transportation Capita..	\$0	\$5,634,979	\$3,110,654				\$8,745,633
<b>Grand Total</b>		<b>\$2,851,063</b>	<b>\$7,905,276</b>	<b>\$3,110,654</b>				<b>\$13,866,993</b>



# STREET RECONSTRUCTION CAMELBACK ROA

Package Number  
FY20-29CIP

Project Type  
Streets

Project Number  
CIPST20019

Project Number: CIPST20019

## Description

Project to reconstruct street segment between Camelback Road from 59th Avenue to 51st Avenue and related improvements

## Justification

This street segment (approximately 1 mile) has been identified in the Pavement Management Plan to be reconstructed due to poor pavement conditions. This project promotes or enhances the quality of life for the residents and visitors. No foreseen additional operational and maintenance costs are associated for this project.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4030-Transportation Capita..					\$2,475,000		\$2,475,000
DESIGN	4030-Transportation Capita..					\$25,000		\$25,000
INTRNL CHG	4030-Transportation Capita..					\$55,000		\$55,000
PUBLIC ART	4030-Transportation Capita..					\$25,000		\$25,000
<b>Grand Total</b>						<b>\$2,580,000</b>		<b>\$2,580,000</b>

# STREET RECONSTRUCTION BETHANY HOME

Package Number  
FY20-29CIP

Project Type  
Streets

Project Number  
CIPST20020

Project Number: CIPST20020

## Description

Project to reconstruct street segment between Bethany Road from 79th Avenue to 59th Avenue and related improvements.

## Justification

This street segment (approximately 2.5 miles) has been identified in the Pavement Management Plan to be reconstructed due to poor pavement conditions. This project promotes or enhances the quality of life for the residents and visitors. No foreseen additional operational and maintenance costs are associated for this project.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4030-Transportation Capita..	\$0	\$0	\$2,249,705	\$4,910,295			\$7,160,000
DESIGN	4010-Streets Construction	\$194,387	\$306,113	\$0	\$0			\$500,500
<b>Grand Total</b>		<b>\$194,387</b>	<b>\$306,113</b>	<b>\$2,249,705</b>	<b>\$4,910,295</b>			<b>\$7,660,500</b>

# STREET RECONSTRUCTION CAMELBACK ROA

Package Number  
FY20-29CIP

Project Type  
Streets

Project Number  
CIPST20021

Project Number: CIPST20021

## Description

Project to reconstruct street segment between Camelback Road from 91st Avenue to 83rd Road and related improvements.

## Justification

This street segment (approximately 1 mile) has been identified in the Pavement Management Plan to be reconstructed due to poor pavement conditions. This project promotes or enhances the quality of life for the residents and visitors. No foreseen additional operational and maintenance costs are associated for this project.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4010-Streets Construction	\$2,000,000	\$602,622					\$2,602,622
<b>Grand Total</b>		<b>\$2,000,000</b>	<b>\$602,622</b>					<b>\$2,602,622</b>

## BIKE PROJECTS (MATCH)

Package Number  
FY20-29CIP

Project Type  
Streets

Project Number  
CIPST20022

Project Number: CIPST20022

### Description

This funding provides matching funds for bicycle and pedestrian related projects.

### Justification

This project promotes or enhances the quality of life for the residents and visitors by providing additional bicycle and pedestrian facilities such as multi-use paths, crosswalks, bike lanes, sidewalks among others. Enhancing bicycle and pedestrian facilities improves accessibility, promotes healthy communities and reduces air pollution. The City's Capital cost of bicycle and pedestrian projects can be mitigated by leveraging outside agency funding.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4030-Transportation Capita..	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000	\$680,000	\$1,330,000
<b>Grand Total</b>		<b>\$130,000</b>	<b>\$130,000</b>	<b>\$130,000</b>	<b>\$130,000</b>	<b>\$130,000</b>	<b>\$680,000</b>	<b>\$1,330,000</b>

# ITS UPGRADES

Package Number  
FY20-29CIP

Project Type  
Streets

Project Number  
CIPST65005

Project Number: CIPST65005

## Description

Project provides local match funds for three approved Federally Funded Intelligent Transportation Systems (ITS) projects.

## Justification

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. The City's Capital cost of the project be will be mitigated by leveraging outside agency funding.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4030-Transportation Capita..	\$300,000	\$0	\$0	\$0	\$0	\$0	\$300,000
CONSTRUCT	4030-Transportation Capita..	\$190,000	\$190,000	\$190,000	\$190,000	\$190,000	\$950,000	\$1,900,000
<b>Grand Total</b>		<b>\$490,000</b>	<b>\$190,000</b>	<b>\$190,000</b>	<b>\$190,000</b>	<b>\$190,000</b>	<b>\$950,000</b>	<b>\$2,200,000</b>

# NORTHERN PARKWAY

Package Number  
FY20-29CIP

Project Type  
Streets

Project Number  
CIPST65016

Project Number: CIPST65016

## Description

Professional engineering for preparation of design concepts and administration of right-of-way purchase for roadway, bicycle, pedestrian and transit projects. Providing professional engineering recommendations on capital projects and operations and maintenance of completed projects.

## Justification

Consulting services are necessary for studies and other transportation related services.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4030-Transportation Capita..	\$670,000	\$670,000	\$670,000	\$670,000	\$670,000	\$1,340,000	\$4,690,000
<b>Grand Total</b>		<b>\$670,000</b>	<b>\$670,000</b>	<b>\$670,000</b>	<b>\$670,000</b>	<b>\$670,000</b>	<b>\$1,340,000</b>	<b>\$4,690,000</b>

## GLENDALE SPORTS FACILITIES SGN

Package Number  
FY20-29CIP

Project Type  
Streets

Project Number  
CIPST65062

Project Number: CIPST65062

### Description

This provides local funds for design and construction of one potential federally funded and one locally funded Intelligent Transportation Systems projects. These projects includes design, purchase and installation of Dynamic Message Signs on arterial streets and lane control signs around the Glendale Sports Facilities in addition to the communications connections of the signs to the central traffic control system. Once these projects are complete, the ..

### Justification

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4030-Transportation Capita..	\$70,000						\$70,000
<b>Grand Total</b>		<b>\$70,000</b>						<b>\$70,000</b>

## NEW RIVER - MULTI-USE PATHWAY

Package Number  
FY20-29CIP

Project Type  
Streets

Project Number  
CIPST65063

Project Number: CIPST65063

### 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 Multi-modal Corridor Master Plan. This project has federal funds towards construction costs.

### Justification

This funding is for pending potential settlement agreement costs.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4030-Transportation Capita..	\$716,896						\$716,896
<b>Grand Total</b>		<b>\$716,896</b>						<b>\$716,896</b>



# SIDEWALK AND CURB IMPROVEMENTS

Package Number  
FY20-29CIP

Project Type  
Streets

Project Number  
CIPST65101

Project Number: CIPST65101

## Description

The project is to install curb, gutter, and sidewalks, along north and south side of Orangewood Avenue between 67th and Grand avenues.

## Justification

This project is in compliance with the Americans with Disabilities Act and enhances the quality of life for the residents and visitors. The City's Capital cost of the project are mitigated by leveraging outside agency funding.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4030-Transportation Capita..	\$151,472						\$151,472
CONSTRUCT	4030-Transportation Capita..	\$151,326						\$151,326
INTRNL CHG	4030-Transportation Capita..	\$7,204						\$7,204
PUBLIC ART	4030-Transportation Capita..	\$1,470						\$1,470
<b>Grand Total</b>		<b>\$311,472</b>						<b>\$311,472</b>

# BETHANY HM 83RD -91ST

Package Number  
FY20-29CIP

Project Type  
Streets

Project Number  
CIPST67930

Project Number: CIPST67930

## Description

This project is for ROW Acquisition, design and construction of Bethany Home North of Center Line.

## Justification

Stone Haven development agreement was approved by City Council to complete this project.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4420-DIF Streets Zone 2 We..	\$546,703						\$546,703
CONSTRUCT	4420-DIF Streets Zone 2 We..	\$1,000,000						\$1,000,000
LAND	4420-DIF Streets Zone 2 We..	\$1,291,650						\$1,291,650
<b>Grand Total</b>		<b>\$2,838,353</b>						<b>\$2,838,353</b>

## Operating Costs

Category	O&M Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIP O&M			\$37,000	\$37,000	\$37,000	\$37,000	\$185,000	\$333,000
<b>Grand Total</b>			<b>\$37,000</b>	<b>\$37,000</b>	<b>\$37,000</b>	<b>\$37,000</b>	<b>\$185,000</b>	<b>\$333,000</b>

# STREET RECONSTRUCTION PROGRAM

Package Number  
FY20-29CIP

Project Type  
Streets

Project Number  
CIPST68125

Project Number: CIPST68125

## Description

Street reconstruction on various arterial and collector streets as identified on the Pavement Management Plan.

## Justification

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4010-Streets Construction	\$6,810,029						\$6,810,029
<b>Grand Total</b>		<b>\$6,810,029</b>						<b>\$6,810,029</b>

## WESTGATE AREA SIGNAGE

Package Number  
FY20-29CIP

Project Type  
Streets

Project Number  
CIPST68129

Project Number: CIPST68129

### Description

This project will design and install overhead and roadside electronic wayfinding signs at five locations in the Sports and Entertainment District area.

### Justification

The installation of electronic wayfinding signs for special events in the Sports and Entertainment District area is in accordance with the AZ Cardinals settlement agreement. This is phase 2 of the signing component of the agreement.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4010-Streets Construction	\$296,903						\$296,903
MISC CIP	4010-Streets Construction	\$150,000						\$150,000
<b>Grand Total</b>		<b>\$446,903</b>						<b>\$446,903</b>

# INFILL LIGHTING PROGRAM

Package Number  
FY20-29CIP

Project Type  
Streets

Project Number  
CIPST68918

Project Number: CIPST68918

## Description

This project installs additional street lighting in areas determined to be inadequate due to a spacing of 350 feet or greater. Infill street lighting requests are initiated by residents or staff and requires approval of affected residents.

## Justification

This project promotes or enhances the quality of life for the residents and visitors by providing well-lit areas in the city.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	4020-Hurf Streets Construc..	\$530,000	\$530,000					\$1,060,000
<b>Grand Total</b>		<b>\$530,000</b>	<b>\$530,000</b>					<b>\$1,060,000</b>

# STREETLIGHT POLE PROGRAM

Package Number  
FY20-29CIP

Project Type  
Streets

Project Number  
CIPST68922

Project Number: CIPST68922

## Description

This project is to remove and replace existing streetlight poles that have been identified for replacement in the pole inspection program.

## Justification

This project reduces safety concerns if any streetlight pole were to fall. When a street light pole falls or is knocked down, the costs for removal and the damage it may cause are more expensive. This program is to mitigate safety hazards and provide better service.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
NONCAPITAL	4020-Hurf Streets Construc..	\$1,360,395	\$1,360,395	\$75,000	\$75,000	\$75,000	\$375,000	\$3,320,790
<b>Grand Total</b>		<b>\$1,360,395</b>	<b>\$1,360,395</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$375,000</b>	<b>\$3,320,790</b>

# EMERGENCY VEHICLE PREEMPTION

Package Number  
FY20-29CIP

Project Type  
Streets

Project Number  
CIPST68923

Project Number: CIPST68923

## Description

Fifty-eight (58) high priority Emergency Vehicle Preemption (EVP) installation at intersections located citywide. Forty-eight (48) to be located at arterial to arterial intersections, five (5) to be located at fire station access signals, and five (5) to be located along high priority corridors.

## Justification

Placing EVP citywide will allow for a faster response to the community during emergencies. This project is for placement of High Priority Emergency Vehicle Preemption (EVP) at intersections Citywide. EVP is done by adjusting traffic signals. This starts with communications between a receiving device on a traffic signal and an emitter on an approaching emergency vehicle. The goal is to ensure the emergency vehicle's safe passage through the intersection.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4020-Hurf Streets Construc..	\$30,000						\$30,000
<b>Grand Total</b>		<b>\$30,000</b>						<b>\$30,000</b>

## Technology Summary by Project

Project Number	Project Title	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIPIT72000	CITY-WIDE ERP SOLUTION	\$579,705							\$579,705
<b>Grand Total</b>		\$579,705							\$579,705



## Technology Summary by Funding Source

Funding Source	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
7070-Citywide ERP Solution	\$579,705							\$579,705
<b>Grand Total</b>	<b>\$579,705</b>							<b>\$579,705</b>

# CITY-WIDE ERP SOLUTION

Package Number  
FY20-29CIP

Project Type  
Technology

Project Number  
All

**Project Number:** CIPIT72000

## Description

The current Peoplesoft system has reached it's end of life. Replacement of the City's ERP system to TylerMunis also includes modules for financials, procurement, budget, and HR. This year will be the last year of implementation. This system will replace all PS applications.

## Justification

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	7070-Citywide ERP Solution	\$579,705						\$579,705
<b>Grand Total</b>		<b>\$579,705</b>						<b>\$579,705</b>

## Transit Summary by Project

Project Number	Project Title	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIPTR20006	BUS STOP ENHANCEMENTS (MATCH)	\$0	\$137,500	\$0	\$0	\$0	\$0	\$0	\$137,500
CIPTR20007	BUS STOP ACCESS ENHANCEMENTS (MAG)	\$0	\$250,000	\$0	\$0	\$0	\$0	\$0	\$250,000
CIPTR65022	TRANSP. PROG. ENGR. CONSULTANT	\$0	\$265,000	\$265,000	\$270,000	\$270,000	\$275,000	\$1,045,000	\$2,390,000
CIPTR65069	GLENDALE TRANSPORTATION PLAN	\$256,011	\$0	\$0	\$0	\$0	\$0	\$0	\$256,011
<b>Grand Total</b>		<b>\$256,011</b>	<b>\$652,500</b>	<b>\$265,000</b>	<b>\$270,000</b>	<b>\$270,000</b>	<b>\$275,000</b>	<b>\$1,045,000</b>	<b>\$3,033,511</b>

## Transit Summary by Funding Source

Funding Source	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
2060-Transportation Grants	\$0	\$325,000	\$0	\$0	\$0	\$0	\$0	\$325,000
4030-Transportation Capital Proj	\$256,011	\$327,500	\$265,000	\$270,000	\$270,000	\$275,000	\$1,045,000	\$2,708,511
<b>Grand Total</b>	<b>\$256,011</b>	<b>\$652,500</b>	<b>\$265,000</b>	<b>\$270,000</b>	<b>\$270,000</b>	<b>\$275,000</b>	<b>\$1,045,000</b>	<b>\$3,033,511</b>

## BUS STOP ENHANCEMENTS (MATCH)

Package Number  
FY20-29CIP

Project Type  
Transit

Project Number  
CIPTR20006

Project Number: CIPTR20006

### Description

This project will include pouring pads for boarding de-boarding at various bus stops, connecting detached sidewalks to pads, and extending sidewalks to from a crosswalk to the stop, allowing mobility devices access to the pad.

### Justification

Funding to match FTA funds. These funds will be used to enhance identified stops to make them accessible, thereby bringing them into compliance with American with Disabilities Act legislation.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	2060-Transportation Grants	\$125,000						\$125,000
	4030-Transportation Capita..	\$12,500						\$12,500
<b>Grand Total</b>		<b>\$137,500</b>						<b>\$137,500</b>

## BUS STOP ACCESS ENHANCEMENTS (MAG)

Package Number  
FY20-29CIP

Project Type  
Transit

Project Number  
CIPTR20007

Project Number: CIPTR20007

### Description

Improvements to existing bus stops at various locations throughout the city to improve accessibility, including ADA ramps, bus stop pads (for wheelchair).

### Justification

Funding to match Achieving Transit Accessibility Now (ATAN) funds. These funds will be used to enhance identified stops to make them accessible, thereby bringing them into compliance with ADA legislation. This project promotes or enhances the quality of life for the residents and visitors. The City's Capital cost of the project are intended to be mitigated by leveraging outside agency funding

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
MISC CIP	2060-Transportation Grants	\$200,000						\$200,000
	4030-Transportation Capita..	\$50,000						\$50,000
<b>Grand Total</b>		<b>\$250,000</b>						<b>\$250,000</b>

## TRANSP. PROG. ENGR. CONSULTANT

Package Number  
FY20-29CIP

Project Type  
Transit

Project Number  
CIPTR65022

Project Number: CIPTR65022

### Description

Professional engineering for preparation of design concepts and administration of right-of-way purchase for roadway, bicycle, pedestrian and transit projects. Providing professional engineering recommendations on capital projects and operations and maintenance of completed projects.

### Justification

Consulting services are necessary for studies and other transportation related services.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
STUDY	4030-Transportation Capita..	\$265,000	\$265,000	\$270,000	\$270,000	\$275,000	\$1,045,000	\$2,390,000
<b>Grand Total</b>		<b>\$265,000</b>	<b>\$265,000</b>	<b>\$270,000</b>	<b>\$270,000</b>	<b>\$275,000</b>	<b>\$1,045,000</b>	<b>\$2,390,000</b>

# GLENDALE TRANSPORTATION PLAN

Package Number  
FY20-29CIP

Project Type  
Transit

Project Number  
CIPTR65069

Project Number: CIPTR65069

## Description

This project will update the 2009 City of Glendale Transportation Plan. The plan will include elements that address roadways, transit, bicycle, pedestrian, Transportation System Management, and include public involvement.

## Justification

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	4030-Transportation Capita..	\$256,011						\$256,011
<b>Grand Total</b>		<b>\$256,011</b>						<b>\$256,011</b>



## Wastewater Summary by Project

Project Number	Project Title	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIPWW190..	GLENDALE AVE 93rd-99th AVE	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000	\$3,500,000
CIPWW190..	ARROWHEAD SEWER LINES - PHASE 2	\$0	\$0	\$0	\$0	\$380,000	\$500,000	\$3,300,000	\$4,180,000
CIPWW190..	ARROWHEAD SEWER LINES - PHASE 3	\$0	\$0	\$0	\$0	\$0	\$350,000	\$3,800,000	\$4,150,000
CIPWW200..	99TH AVENUE INTERCEPTOR	\$0	\$72,000	\$737,000	\$72,000	\$604,000	\$2,175,950	\$2,050,000	\$5,710,950
CIPWW200..	WASTEWATER SERVICES FOR LUKE AFB	\$0	\$600,000	\$3,620,000	\$980,000	\$0	\$0	\$0	\$5,200,000
CIPWW600..	ARRWHD WTR RECLAM FAC IMPS	\$1,981,512	\$4,619,762	\$0	\$200,000	\$0	\$2,000,000	\$10,000,000	\$18,801,274
CIPWW600..	WEST AREA WRF IMPROVEMENTS	\$264,617	\$8,336,000	\$4,914,000	\$8,800,000	\$816,000	\$3,100,000	\$6,000,000	\$32,230,617
CIPWW630..	99TH AVE INTERCEPTOR LINE	\$252,329	\$0	\$0	\$0	\$0	\$0	\$0	\$252,329
CIPWW630..	ARROWHEAD SEWER LINES	\$500,000	\$300,000	\$1,000,000	\$1,000,000	\$1,000,000	\$0	\$0	\$3,800,000
CIPWW630..	91ST AVE. CONSTRUCTION	\$538,787	\$2,300,000	\$2,100,000	\$2,800,000	\$2,600,000	\$2,500,000	\$10,000,000	\$22,838,787
CIPWW630..	SEWER LINE REPLACEMENT	\$1,516,245	\$3,500,000	\$2,800,000	\$900,000	\$4,650,000	\$3,500,000	\$2,000,000	\$18,866,245
CIPWW630..	SEWER LINE EXTENSION	\$506,674	\$0	\$0	\$0	\$0	\$0	\$0	\$506,674
CIPWW630..	CITYWIDE MANHOLE REHAB	\$372,112	\$500,000	\$500,000	\$500,000	\$250,000	\$250,000	\$2,500,000	\$4,872,112

## Wastewater Summary by Project

Project Number	Project Title	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIPWW630..	LIFT STATION RECOND. PROGRAM	\$849,225	\$900,000	\$2,300,000	\$1,500,000	\$0	\$0	\$0	\$5,549,225
CIPWW630..	WASTEWATER CAPITAL EQUIPMENT	\$178,856	\$500,000	\$500,000	\$500,000	\$0	\$0	\$0	\$1,678,856
CIPWW630..	WASTEWATER COLLECT-IMPRV	\$250,000	\$500,000	\$500,000	\$0	\$0	\$0	\$0	\$1,250,000
<b>Grand Total</b>		<b>\$7,210,357</b>	<b>\$22,127,762</b>	<b>\$18,971,000</b>	<b>\$17,252,000</b>	<b>\$10,300,000</b>	<b>\$14,375,950</b>	<b>\$43,150,000</b>	<b>\$133,387,069</b>

## Wastewater Summary by Funding Source

Funding Source	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
6030-Sewer	\$7,210,357	\$22,127,762	\$18,971,000	\$17,252,000	\$10,300,000	\$14,375,950	\$43,150,000	\$133,387,069
<b>Grand Total</b>	<b>\$7,210,357</b>	<b>\$22,127,762</b>	<b>\$18,971,000</b>	<b>\$17,252,000</b>	<b>\$10,300,000</b>	<b>\$14,375,950</b>	<b>\$43,150,000</b>	<b>\$133,387,069</b>

## GLENDALE AVE 93rd-99th AVE

Package Number  
FY20-29CIP

Project Type  
Wastewater

Project Number  
CIPWW19086

Project Number: CIPWW19086

### Description

Design and construction of parallel sewer on Glendale Avenue from 93rd to 99th Avenue.

### Justification

This project will provide additional sewer line capacity in the area along Glendale Avenue from 93rd to 99th Avenue.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	6030-Sewer						\$2,900,000	\$2,900,000
DESIGN	6030-Sewer						\$500,000	\$500,000
INTRNL CHG	6030-Sewer						\$71,000	\$71,000
PUBLIC ART	6030-Sewer						\$29,000	\$29,000
<b>Grand Total</b>							<b>\$3,500,000</b>	<b>\$3,500,000</b>

## ARROWHEAD SEWER LINES - PHASE 2

Package Number  
FY20-29CIP

Project Type  
Wastewater

Project Number  
CIPWW19087

Project Number: CIPWW19087

### Description

Replacement or rehabilitation of sewer lines in the Arrowhead Ranch area to improve sewer flow condition and reduce odor - phase 2 in Union Hills from 67th Ave to 79th Ave.

### Justification

The sewer line and manhole systems are over 32 years old and the segments need rehabilitation condition assessments. In addition, this is the only sewer main that conveys sewage to the ARWRF for treatment.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	6030-Sewer				\$0	\$350,000	\$3,000,000	\$3,350,000
DESIGN	6030-Sewer				\$380,000	\$100,000	\$200,000	\$680,000
INTRNL CHG	6030-Sewer				\$0	\$46,500	\$70,000	\$116,500
PUBLIC ART	6030-Sewer				\$0	\$3,500	\$30,000	\$33,500
<b>Grand Total</b>					<b>\$380,000</b>	<b>\$500,000</b>	<b>\$3,300,000</b>	<b>\$4,180,000</b>

## ARROWHEAD SEWER LINES - PHASE 3

Package Number  
FY20-29CIP

Project Type  
Wastewater

Project Number  
CIPWW19088

Project Number: CIPWW19088

### Description

Replacement or rehabilitation of sewer lines in the Arrowhead Ranch area to improve sewer flow condition and reduce odor - phase 3 in 67th Ave from Union Hills to Utopia.

### Justification

The sewer line and manhole systems are over 32 years old and the segments need rehabilitation condition assessments. In addition, this is the only sewer main that conveys sewage to the ARWRF for treatment.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	6030-Sewer					\$0	\$3,300,000	\$3,300,000
DESIGN	6030-Sewer					\$350,000	\$300,000	\$650,000
INTRNL CHG	6030-Sewer					\$0	\$167,000	\$167,000
PUBLIC ART	6030-Sewer					\$0	\$33,000	\$33,000
<b>Grand Total</b>						<b>\$350,000</b>	<b>\$3,800,000</b>	<b>\$4,150,000</b>

# 99TH AVENUE INTERCEPTOR

Package Number  
FY20-29CIP

Project Type  
Wastewater

Project Number  
CIPWW20011

Project Number: CIPWW20011

## Description

99th Ave interceptor rehabilitation of manholes and interior lining.

## Justification

The 99th interceptor conveys sewerage from the Cities of Glendale, Sun City, Peoria, and Phoenix to the 91st Avenue WWTP for treatment. The interceptor system is over 35 years old and is rehabilitated in phases based on condition assessments. Cities share in costs based on ownership.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
EQUIPMENT	6030-Sewer	\$72,000	\$737,000	\$72,000	\$604,000	\$2,175,950	\$2,050,000	\$5,710,950
<b>Grand Total</b>		<b>\$72,000</b>	<b>\$737,000</b>	<b>\$72,000</b>	<b>\$604,000</b>	<b>\$2,175,950</b>	<b>\$2,050,000</b>	<b>\$5,710,950</b>

## WASTEWATER SERVICES FOR LUKE AFB

Package Number  
FY20-29CIP

Project Type  
Wastewater

Project Number  
CIPWW20030

Project Number: CIPWW20030

### Description

Design and construct a wastewater collection line and lift station from the Luke Air Force Base to the West Area Water Reclamation Facility. It is anticipated that one million gallons per day will conveyed and treated. Project infrastructure and treatment costs will be paid back as determined in a 10-year service agreement. Project completion is scheduled for October 2021 to coincide with reconstruction of Glendale Avenue.

### Justification

The city of Glendale annexed the area around the Luke Air Force Base (LAFB) in 1995. Since before that time LAFB has operated its own wastewater treatment facility. As the facility is at the end of its operating life, the agency has determined the preferred alternative for wastewater treatment is to contract with an off-base provider. Even though the city's annexation policy is for privately-owned treatment works provide the service west of 115th Avenue, the agency is concerned about loss of certain exemptions. Therefore, the city will construct the infrastructure from LAFB to the West Area Reclamation Facility to provide the wastewater treatment services.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	6030-Sewer	\$0	\$3,500,000	\$930,000				\$4,430,000
DESIGN	6030-Sewer	\$600,000	\$0	\$0				\$600,000
INTRNL CHG	6030-Sewer	\$0	\$85,000	\$40,000				\$125,000
PUBLIC ART	6030-Sewer	\$0	\$35,000	\$10,000				\$45,000
<b>Grand Total</b>		<b>\$600,000</b>	<b>\$3,620,000</b>	<b>\$980,000</b>				<b>\$5,200,000</b>



# ARRWHD WTR RECLAM FAC IMPS

Package Number  
FY20-29CIP

Project Type  
Wastewater

Project Number  
CIPWW60007

Project Number: CIPWW60007

## Description

Design and construct replacement filters, headworks, odor control system, clarifier, fiber optic, other civil, mechanical, electrical, and PLC improvements.

## Justification

Rehabilitate, improve process, replace equipment at end of service life. Provide funding for future rehabilitation needs.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6030-Sewer	\$1,981,512		\$0		\$0	\$0	\$1,981,512
CONSTRUCT	6030-Sewer	\$3,696,715		\$0		\$0	\$10,000,000	\$13,696,715
DESIGN	6030-Sewer	\$886,080		\$0		\$0	\$0	\$886,080
EQUIPMENT	6030-Sewer	\$0		\$200,000		\$0	\$0	\$200,000
PUBLIC ART	6030-Sewer	\$36,967		\$0		\$0	\$0	\$36,967
STUDY	6030-Sewer	\$0		\$0		\$2,000,000	\$0	\$2,000,000
<b>Grand Total</b>		<b>\$6,601,274</b>		<b>\$200,000</b>		<b>\$2,000,000</b>	<b>\$10,000,000</b>	<b>\$18,801,274</b>

## WEST AREA WRF IMPROVEMENTS

Package Number  
FY20-29CIP

Project Type  
Wastewater

Project Number  
CIPWW60016

Project Number: CIPWW60016

### Description

Study, design and construct improvements to process areas, fine screens, ultraviolet (UV) system, and the raw sewage pump station (RSPS).

### Justification

West Area was built in 2000 and processes 2.7 billion gallons of wastewater annually. If this facility is unable to operate, the flows will go to the 91st Avenue Wastewater Treatment plant and Glendale would be responsible for additional treatment costs.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6030-Sewer	\$264,617	\$0	\$0	\$0	\$0	\$0	\$264,617
CONSTRUCT	6030-Sewer	\$7,066,000	\$3,500,000	\$8,000,000	\$0	\$2,500,000	\$5,000,000	\$26,066,000
DESIGN	6030-Sewer	\$570,000	\$1,030,000	\$520,000	\$600,000	\$200,000	\$1,000,000	\$3,920,000
INTRNL CHG	6030-Sewer	\$465,000	\$352,000	\$200,000	\$216,000	\$375,000	\$0	\$1,608,000
PUBLIC ART	6030-Sewer	\$35,000	\$32,000	\$80,000	\$0	\$25,000	\$0	\$172,000
STUDY	6030-Sewer	\$200,000	\$0	\$0	\$0	\$0	\$0	\$200,000
<b>Grand Total</b>		<b>\$8,600,617</b>	<b>\$4,914,000</b>	<b>\$8,800,000</b>	<b>\$816,000</b>	<b>\$3,100,000</b>	<b>\$6,000,000</b>	<b>\$32,230,617</b>

### Operating Costs

Category	O&M Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIP O&M				\$240,000	\$328,000	\$328,000	\$1,640,000	\$2,536,000
<b>Grand Total</b>				<b>\$240,000</b>	<b>\$328,000</b>	<b>\$328,000</b>	<b>\$1,640,000</b>	<b>\$2,536,000</b>

# 99TH AVE INTERCEPTOR LINE

Package Number  
FY20-29CIP

Project Type  
Wastewater

Project Number  
CIPWW63003

Project Number: CIPWW63003

## Description

99th Ave interceptor rehabilitation of manholes and interior lining.

## Justification

The 99th interceptor conveys sewerage from the Cities of Glendale, Sun City, Peoria, and Phoenix to the 91st Avenue WWTP for treatment. The interceptor system is over 35 years old and is rehabilitated in phases based on condition assessments. Cities share in costs based on ownership.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6030-Sewer	\$252,329						\$252,329
<b>Grand Total</b>		<b>\$252,329</b>						<b>\$252,329</b>

# ARROWHEAD SEWER LINES

Package Number  
FY20-29CIP

Project Type  
Wastewater

Project Number  
CIPWW63006

Project Number: CIPWW63006

## Description

Replacement or rehabilitation of sewer lines in the Arrowhead Ranch area to improve sewer flow condition and reduce odor - phase 1 from 79th Ave under loop 101 to ARWRF.

## Justification

The sewer line and manhole systems are over 32 years old and the segments need rehabilitation condition assessments. In addition, this is the only sewer main that conveys sewage to the ARWRF for treatment. Reduce risk of sewer line collapse and sewerage overflows.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6030-Sewer	\$500,000	\$0	\$0	\$0			\$500,000
CONSTRUCT	6030-Sewer	\$0	\$400,000	\$900,000	\$900,000			\$2,200,000
DESIGN	6030-Sewer	\$0	\$500,000	\$0	\$0			\$500,000
INTRNL CHG	6030-Sewer	\$0	\$60,000	\$91,000	\$91,000			\$242,000
PUBLIC ART	6030-Sewer	\$0	\$40,000	\$9,000	\$9,000			\$58,000
STUDY	6030-Sewer	\$300,000	\$0	\$0	\$0			\$300,000
<b>Grand Total</b>		<b>\$800,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>			<b>\$3,800,000</b>

# 91ST AVE. CONSTRUCTION

Package Number  
FY20-29CIP

Project Type  
Wastewater

Project Number  
CIPWW63010

Project Number: CIPWW63010

## Description

Improvements at the 91st Ave WWTP of which Glendale is part owner. Includes GL03 metering station rehabilitation with EPCOR sharing in the cost of this project.

## Justification

Glendale is one of five partner-cities that own the 91st Avenue Wastewater Treatment Plant. Rehabilitation and improvements are on-going. Contribution is based on ownership equity and is mandatory.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6030-Sewer	\$538,787	\$0	\$0	\$0	\$0	\$0	\$538,787
EQUIPMENT	6030-Sewer	\$2,300,000	\$2,100,000	\$2,800,000	\$2,600,000	\$2,500,000	\$10,000,000	\$22,300,000
<b>Grand Total</b>		<b>\$2,838,787</b>	<b>\$2,100,000</b>	<b>\$2,800,000</b>	<b>\$2,600,000</b>	<b>\$2,500,000</b>	<b>\$10,000,000</b>	<b>\$22,838,787</b>

# SEWER LINE REPLACEMENT

Package Number  
FY20-29CIP

Project Type  
Wastewater

Project Number  
CIPWW63016

Project Number: CIPWW63016

## Description

Sewer line rehabilitation or replacement. Design and construction performed in phases based on condition assessments.

## Justification

Segments identified to be in poor condition will be repaired or replaced. It is important that sewage from residential and business within the City be reliably and safely conveyed through the sewer systems. Reduce risk of sewer line collapse and sewerage overflows. Includes construction of ARWRF waste activated sludge (WAS) line by-pass.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6030-Sewer	\$1,516,245	\$0	\$0	\$0	\$0	\$0	\$1,516,245
CONSTRUCT	6030-Sewer	\$2,700,000	\$1,900,000	\$800,000	\$3,500,000	\$3,000,000	\$2,000,000	\$13,900,000
DESIGN	6030-Sewer	\$500,000	\$500,000	\$0	\$500,000	\$400,000	\$0	\$1,900,000
INTRNL CHG	6030-Sewer	\$273,000	\$181,000	\$92,000	\$315,000	\$70,000	\$0	\$931,000
PUBLIC ART	6030-Sewer	\$27,000	\$19,000	\$8,000	\$35,000	\$30,000	\$0	\$119,000
STUDY	6030-Sewer	\$0	\$200,000	\$0	\$300,000	\$0	\$0	\$500,000
<b>Grand Total</b>		<b>\$5,016,245</b>	<b>\$2,800,000</b>	<b>\$900,000</b>	<b>\$4,650,000</b>	<b>\$3,500,000</b>	<b>\$2,000,000</b>	<b>\$18,866,245</b>

## SEWER LINE EXTENSION

Package Number  
FY20-29CIP

Project Type  
Wastewater

Project Number  
CIPWW63017

Project Number: CIPWW63017

### Description

Sewer line extension from 95th Avenue to the west. Includes oversizing of sewer line and lift station.

### Justification

Funding needed to install infrastructure for new development within the Vision 4 area.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6030-Sewer	\$506,674						\$506,674
<b>Grand Total</b>		<b>\$506,674</b>						<b>\$506,674</b>

# CITYWIDE MANHOLE REHAB

Package Number  
FY20-29CIP

Project Type  
Wastewater

Project Number  
CIPWW63024

Project Number: CIPWW63024

## Description

Manhole rehabilitation throughout the city. Construction performed in phases.

## Justification

Manholes are in a very corrosive environment. It is important that sewage from residential homes and businesses can be reliably conveyed in sewer lines that have structural integrity. Rehabilitation reduces the risk of sewer line collapse and sewerage overflows, thus, creating an environmental hazard.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6030-Sewer	\$372,112	\$0	\$0	\$0	\$0	\$0	\$372,112
CONSTRUCT	6030-Sewer	\$450,000	\$450,000	\$450,000	\$180,000	\$220,000	\$2,200,000	\$3,950,000
DESIGN	6030-Sewer	\$0	\$0	\$0	\$0	\$0	\$200,000	\$200,000
INTRNL CHG	6030-Sewer	\$45,500	\$45,500	\$45,500	\$18,200	\$27,800	\$78,000	\$260,500
PUBLIC ART	6030-Sewer	\$4,500	\$4,500	\$4,500	\$1,800	\$2,200	\$22,000	\$39,500
STUDY	6030-Sewer	\$0	\$0	\$0	\$50,000	\$0	\$0	\$50,000
<b>Grand Total</b>		<b>\$872,112</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$2,500,000</b>	<b>\$4,872,112</b>



## LIFT STATION RECOND. PROGRAM

Package Number  
FY20-29CIP

Project Type  
Wastewater

Project Number  
CIPWW63030

Project Number: CIPWW63030

### Description

Assess condition and rehabilitate lift stations and related force mains city wide.

### Justification

Sewer Lift Stations are continuously in operation and in a very corrosive environment. Condition assessment is performed to determine what improvements are needed. It is important to ensure the lift stations are in good operational conditions and meet safety requirements. Potential equipment failure would cause sewerage overflows, thus, creating an environmental hazard.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6030-Sewer	\$849,225	\$0	\$0				\$849,225
CONSTRUCT	6030-Sewer	\$500,000	\$1,600,000	\$1,400,000				\$3,500,000
DESIGN	6030-Sewer	\$200,000	\$200,000	\$0				\$400,000
EQUIPMENT	6030-Sewer	\$100,000	\$300,000	\$0				\$400,000
INTRNL CHG	6030-Sewer	\$0	\$184,000	\$86,000				\$270,000
IT INFRAST	6030-Sewer	\$94,000	\$0	\$0				\$94,000
PUBLIC ART	6030-Sewer	\$6,000	\$16,000	\$14,000				\$36,000
<b>Grand Total</b>		<b>\$1,749,225</b>	<b>\$2,300,000</b>	<b>\$1,500,000</b>				<b>\$5,549,225</b>

# WASTEWATER CAPITAL EQUIPMENT

Package Number  
FY20-29CIP

Project Type  
Wastewater

Project Number  
CIPWW63031

Project Number: CIPWW63031

## Description

Replacement of capital equipment at wastewater facilities. Includes PLC and VFD.

## Justification

As equipment at the wastewater collection system reach the end of service-life, it is replaced. It is critical to ensure City's collection system is in good operational condition to meet water demands and regulatory requirements. It critical to make these replacements in a timely manner before failures occurs.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6030-Sewer	\$178,856	\$0	\$0				\$178,856
EQUIPMENT	6030-Sewer	\$500,000	\$500,000	\$500,000				\$1,500,000
<b>Grand Total</b>		<b>\$678,856</b>	<b>\$500,000</b>	<b>\$500,000</b>				<b>\$1,678,856</b>

## WASTEWATER COLLECT-IMPRV

Package Number  
FY20-29CIP

Project Type  
Wastewater

Project Number  
CIPWW63032

Project Number: CIPWW63032

### Description

Study, design and construct improvements to wastewater collection system. Includes air relief valves, odor control, and force mains.

### Justification

As equipment at the wastewater collection system reach the end of service-life, it is replaced. It is critical to ensure City's collection system is in good operational condition to meet water demands and regulatory requirements. It critical to make these replacements in a timely manner before failures occurs.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6030-Sewer	\$250,000	\$0					\$250,000
EQUIPMENT	6030-Sewer	\$500,000	\$500,000					\$1,000,000
<b>Grand Total</b>		<b>\$750,000</b>	<b>\$500,000</b>					<b>\$1,250,000</b>

# Water Summary by Project

ANNUAL BUDGET  
Fiscal Year 2019-2020

FY2020-2029 Capital Improvement Program  
Project Detail

Project Number	Project Title	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIPWA19018	WHITE MTN APACHE WATER RIGHTS	\$0	\$0	\$0	\$0	\$0	\$3,500,000	\$3,500,000	\$7,000,000
CIPWA19020	SCADA STUDY & REPLACEMENT	\$0	\$0	\$0	\$400,000	\$450,000	\$750,000	\$0	\$1,600,000
CIPWA19021	STORAGE AND RECOVERY WELL	\$0	\$0	\$350,000	\$350,000	\$350,000	\$350,000	\$1,500,000	\$2,900,000
CIPWA19022	WATER SUPPLY REDUNDANCY	\$0	\$800,000	\$1,500,000	\$2,000,000	\$5,000,000	\$3,000,000	\$10,000,000	\$22,300,000
CIPWA19085	LOOP 101 WATER TREATMENT PLANT	\$0	\$0	\$0	\$0	\$0	\$0	\$43,023,225	\$43,023,225
CIPWA60015	ASSET MANGEMENT PROGRAM	\$1,153,095	\$1,500,000	\$1,000,000	\$0	\$0	\$0	\$0	\$3,653,095
CIPWA60017	INTEGRATED WATER MASTER PLAN	\$1,381,078	\$750,000	\$1,250,000	\$0	\$0	\$0	\$0	\$3,381,078
CIPWA60018	LABORATORY EQUIPMENT	\$225,000	\$350,000	\$150,000	\$250,000	\$0	\$0	\$0	\$975,000
CIPWA60019	VEHICLE REPLACEMENT	\$1,150,000	\$600,000	\$750,000	\$600,000	\$1,000,000	\$600,000	\$4,000,000	\$8,700,000
CIPWA61001	LARGE WATER VALVES	\$620,365	\$529,142	\$650,000	\$650,000	\$650,000	\$650,000	\$3,250,000	\$6,999,507
CIPWA61013	WATER LINE REPLACEMENT	\$1,542,065	\$2,500,000	\$1,500,000	\$1,500,000	\$0	\$0	\$7,500,000	\$14,542,065
CIPWA61023	WATER SYSTEM SECURITY	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$350,000	\$1,250,000
CIPWA61024	CHOLLA WATER PLANT PROCESS IMP	\$8,225,860	\$5,582,610	\$300,000	\$3,400,000	\$2,300,000	\$2,000,000	\$20,600,000	\$42,408,470

451

## Water Summary by Project

Project Number	Project Title	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIPWA61027	WATER LINE EXTENSION	\$870,832	\$0	\$0	\$0	\$0	\$0	\$0	\$870,832
CIPWA61043	PYRAMID PEAK WTP PROCESS IMP.	\$2,318,196	\$10,103,591	\$7,066,834	\$2,957,317	\$0	\$2,500,000	\$18,100,000	\$43,045,938
CIPWA61045	THUNDERBIRD RESERVOIR MISC. IM	\$0	\$200,000	\$500,000	\$0	\$1,500,000	\$0	\$1,250,000	\$3,450,000
CIPWA61047	CITYWIDE METER VAULT IMP	\$739,049	\$650,000	\$650,000	\$0	\$0	\$0	\$1,000,000	\$3,039,049
CIPWA61048	GROUNDWATER WELL REHABILITATION	\$485,829	\$1,000,000	\$2,000,000	\$0	\$200,000	\$200,000	\$4,200,000	\$8,085,829
CIPWA61049	ZONE 2&3 DISTRIBUTION IMPROVEMENTS	\$232,652	\$500,000	\$1,000,000	\$0	\$0	\$0	\$0	\$1,732,652
CIPWA61051	ACCRUAL OF LT WTR STORAGE CREDITS	\$500,000	\$500,000	\$500,000	\$500,000	\$0	\$0	\$0	\$2,000,000
CIPWA61052	RECHARGE STORAGE ASSESSMENT	\$216,000	\$0	\$0	\$0	\$0	\$300,000	\$1,200,000	\$1,716,000
CIPWA61054	DISTRIB SYS IMPRV - CITYWIDE	\$853,569	\$500,000	\$500,000	\$0	\$0	\$0	\$1,500,000	\$3,353,569
CIPWA61055	OASIS WTP IMPROVEMENTS	\$655,197	\$2,000,000	\$2,250,000	\$0	\$500,000	\$2,000,000	\$11,000,000	\$18,405,197
CIPWA61058	PYRAMID PEAK WTP 15MGD EXP.	\$1,332,726	\$34,709,587	\$13,155,271	\$3,533,846	\$0	\$0	\$0	\$52,731,430
CIPWA61061	WATER CAPITAL EQUIPMENT	\$397,893	\$1,000,000	\$1,000,000	\$500,000	\$500,000	\$0	\$0	\$3,397,893
CIPWA61062	67TH AVE WATER LINE IMPROV	\$400,000	\$0	\$300,000	\$0	\$0	\$0	\$0	\$700,000

## Water Summary by Project

Project Number	Project Title	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
<b>Grand Total</b>		<b>\$23,449,406</b>	<b>\$63,924,930</b>	<b>\$36,522,105</b>	<b>\$16,791,163</b>	<b>\$12,600,000</b>	<b>\$16,000,000</b>	<b>\$131,973,225</b>	<b>\$301,260,829</b>

## Water Summary by Funding Source

Funding Source	CARRYOVER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
6020-Water	\$23,449,406	\$63,924,930	\$36,522,105	\$16,791,163	\$12,600,000	\$16,000,000	\$131,973,225	\$301,260,829
<b>Grand Total</b>	<b>\$23,449,406</b>	<b>\$63,924,930</b>	<b>\$36,522,105</b>	<b>\$16,791,163</b>	<b>\$12,600,000</b>	<b>\$16,000,000</b>	<b>\$131,973,225</b>	<b>\$301,260,829</b>

# WHITE MTN APACHE WATER RIGHTS

Package Number  
FY20-29CIP

Project Type  
Water

Project Number  
CIPWA19018

**Project Number:** CIPWA19018

## Description

100-year lease of water rights pursuant to the White Mountain Apache Tribe settlement for 2,363 acre feet annually. Funding to follow in future years.

## Justification

Council approved the settlement on February 24, 2009 and approve the amended and restated WMAT Water Quantification Agreement on February 12, 2013.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
MISC CIP	6020-Water					\$3,500,000	\$3,500,000	\$7,000,000
<b>Grand Total</b>						<b>\$3,500,000</b>	<b>\$3,500,000</b>	<b>\$7,000,000</b>



# SCADA STUDY & REPLACEMENT

Package Number  
FY20-29CIP

Project Type  
Water

Project Number  
CIPWA19020

Project Number: CIPWA19020

## Description

Study alternative information and communication systems to develop a plan to improve and upgrade equipment of the Supervisory Control and Data Acquisition (SCADA) system to new technologies. The system gathers process data for monitoring and controlling the treatment processes.

## Justification

System component are at end of service life. Start research on replacement. Develop and implement recommendations.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
DESIGN	6020-Water			\$200,000	\$0	\$0		\$200,000
STUDY	6020-Water			\$200,000	\$450,000	\$750,000		\$1,400,000
<b>Grand Total</b>				<b>\$400,000</b>	<b>\$450,000</b>	<b>\$750,000</b>		<b>\$1,600,000</b>

## STORAGE AND RECOVERY WELL

Package Number  
FY20-29CIP

Project Type  
Water

Project Number  
CIPWA19021

Project Number: CIPWA19021

### Description

Rehabilitate groundwater recharge and recovery wells for the purpose of recharging effluent from the Arrowhead Water Reclamation Facility. Rehabilitate one well every year.

### Justification

Recovery wells require rehabilitation every ten years to efficiently recharge effluent.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	6020-Water		\$300,000	\$300,000	\$300,000	\$200,000	\$1,250,000	\$2,350,000
DESIGN	6020-Water		\$0	\$0	\$0	\$100,000	\$0	\$100,000
INTRNL CHG	6020-Water		\$47,000	\$47,000	\$47,000	\$47,000	\$235,000	\$423,000
PUBLIC ART	6020-Water		\$3,000	\$3,000	\$3,000	\$3,000	\$15,000	\$27,000
<b>Grand Total</b>			<b>\$350,000</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$1,500,000</b>	<b>\$2,900,000</b>

Package Number: FY20-29CIP  
Project Type: Water  
Project Number: CIPWA19022

## WATER SUPPLY REDUNDANCY

Project Number: CIPWA19022

### Description

Study, design and construct new groundwater supply wells and other sources to create supply redundancy city wide. First source is inter-connects with adjacent cities.

### Justification

Provide water supply from multiple sources at times of restricted supply, such as, drought management, plant shut-down, or transmission outage.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	6020-Water	\$0	\$0	\$1,500,000	\$4,300,000	\$2,700,000	\$9,000,000	\$17,500,000
DESIGN	6020-Water	\$0	\$0	\$500,000	\$457,000	\$173,000	\$710,000	\$1,840,000
EQUIPMENT	6020-Water	\$800,000	\$1,500,000	\$0	\$0	\$0	\$0	\$2,300,000
INTRNL CHG	6020-Water	\$0	\$0	\$0	\$200,000	\$100,000	\$200,000	\$500,000
PUBLIC ART	6020-Water	\$0	\$0	\$0	\$43,000	\$27,000	\$90,000	\$160,000
<b>Grand Total</b>		<b>\$800,000</b>	<b>\$1,500,000</b>	<b>\$2,000,000</b>	<b>\$5,000,000</b>	<b>\$3,000,000</b>	<b>\$10,000,000</b>	<b>\$22,300,000</b>

# LOOP 101 WATER TREATMENT PLANT

Package Number  
FY20-29CIP

Project Type  
Water

Project Number  
CIPWA19085

Project Number: CIPWA19085

## Description

Future groundwater treatment plant. Revise need after Water Master Plan is updated.

## Justification

The need for this water treatment plant will be evaluated after completion of the Integrated Master Plan review.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	6020-Water						\$35,000,000	\$35,000,000
CONTGNCY	6020-Water						\$4,025,000	\$4,025,000
DESIGN	6020-Water						\$3,500,000	\$3,500,000
INTRNL CHG	6020-Water						\$148,225	\$148,225
PUBLIC ART	6020-Water						\$350,000	\$350,000
<b>Grand Total</b>							<b>\$43,023,225</b>	<b>\$43,023,225</b>

## ASSET MANGEMENT PROGRAM

Package Number  
FY20-29CIP

Project Type  
Water

Project Number  
CIPWA60015

Project Number: CIPWA60015

### Description

Evaluate and replace asset management system software application for additional functionalities and efficiencies.

### Justification

Software is out of date. New technologies will provide efficiencies and additional functions determine maintenance and/of replacement of asset.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6020-Water	\$1,153,095	\$0					\$1,153,095
EQUIPMENT	6020-Water	\$1,500,000	\$1,000,000					\$2,500,000
<b>Grand Total</b>		<b>\$2,653,095</b>	<b>\$1,000,000</b>					<b>\$3,653,095</b>

### Operating Costs

Category	O&M Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIP O&M			\$10,000	\$10,000	\$10,000	\$50,000		\$80,000
<b>Grand Total</b>			<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$50,000</b>		<b>\$80,000</b>

# INTEGRATED WATER MASTER PLAN

Package Number  
FY20-29CIP

Project Type  
Water

Project Number  
CIPWA60017

Project Number: CIPWA60017

## Description

Update Integrated Master Plan to include the plans for water, sewer, reclaimed water, and storm water systems.

## Justification

The existing water master plan was prepared in 2003 and wastewater master plan was prepared in 2008. This project provides needed planning tools to ensure necessary infrastructure is available, and water resources are available to meet anticipated demands to support future development. A storm water management plan has never been prepared.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6020-Water	\$1,381,078	\$0					\$1,381,078
NONCAPITAL	6020-Water	\$750,000	\$1,250,000					\$2,000,000
<b>Grand Total</b>		<b>\$2,131,078</b>	<b>\$1,250,000</b>					<b>\$3,381,078</b>

## LABORATORY EQUIPMENT

Package Number  
FY20-29CIP

Project Type  
Water

Project Number  
CIPWA60018

Project Number: CIPWA60018

### Description

Upgrade or replace laboratory equipment. Includes water de-ionizer, ion chromatograph, four IC-ESI-MS/MS, two GC-MS over three years.

### Justification

Equipment is at end of service-life. Maintenance is becoming costly versus replacement.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6020-Water	\$225,000	\$0	\$0				\$225,000
EQUIPMENT	6020-Water	\$350,000	\$150,000	\$250,000				\$750,000
<b>Grand Total</b>		<b>\$575,000</b>	<b>\$150,000</b>	<b>\$250,000</b>				<b>\$975,000</b>

### Operating Costs

Category	O&M Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIP O&M				\$1,000	\$1,000	\$1,500	\$8,000	\$11,500
<b>Grand Total</b>				<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,500</b>	<b>\$8,000</b>	<b>\$11,500</b>

Package Number  
FY20-29CIP

Project Type  
Water

Project Number  
CIPWA60019

## VEHICLE REPLACEMENT

Project Number: CIPWA60019

### Description

Replacement of vehicles, heavy trucks, and excavation equipment.

### Justification

Having the right equipment and vehicles is important to safely complete construction and repair projects. Water Services has facilities in all areas of the City. Mobility is critical to effectively and efficiently perform work required.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6020-Water	\$1,150,000	\$0	\$0	\$0	\$0	\$0	\$1,150,000
EQUIPMENT	6020-Water	\$600,000	\$750,000	\$600,000	\$1,000,000	\$600,000	\$4,000,000	\$7,550,000
<b>Grand Total</b>		<b>\$1,750,000</b>	<b>\$750,000</b>	<b>\$600,000</b>	<b>\$1,000,000</b>	<b>\$600,000</b>	<b>\$4,000,000</b>	<b>\$8,700,000</b>



# LARGE WATER VALVES

Package Number  
FY20-29CIP

Project Type  
Water

Project Number  
CIPWA61001

Project Number: CIPWA61001

## Description

Design and construct the replacement of large water main valves and fire hydrant and related water lines to maintain the operational reliability of the City's water distribution and fire suppression systems.

## Justification

The ages of main valves vary, with many of them over 25 years old. Parts are no longer available and should be replaced. Attached fire hydrants and service line are replaced at the same time. Reduce the risk of equipment failure and loss of service.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6020-Water	\$620,365	\$0	\$0	\$0	\$0	\$0	\$620,365
EQUIPMENT	6020-Water	\$529,142	\$650,000	\$650,000	\$650,000	\$650,000	\$3,250,000	\$6,379,142
<b>Grand Total</b>		<b>\$1,149,507</b>	<b>\$650,000</b>	<b>\$650,000</b>	<b>\$650,000</b>	<b>\$650,000</b>	<b>\$3,250,000</b>	<b>\$6,999,507</b>

Package Number  
FY20-29CIP

Project Type  
Water

Project Number  
CIPWA61013

## WATER LINE REPLACEMENT

Project Number: CIPWA61013

### Description

Waterline replacement design and construction. Work is performed in phases based on condition assessments.

### Justification

The average age of the water distribution system is over 35 years old. Additionally, due to the pipe condition some of the water line segments have failed multiple times which required costly emergency repairs and unplanned service interruptions. Early replacement reduces risk of system failure and loss of water service to citizens.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6020-Water	\$1,542,065	\$0	\$0			\$0	\$1,542,065
CONSTRUCT	6020-Water	\$2,000,000	\$1,000,000	\$1,100,000			\$5,000,000	\$9,100,000
DESIGN	6020-Water	\$400,000	\$400,000	\$200,000			\$1,950,000	\$2,950,000
INTRNL CHG	6020-Water	\$90,000	\$90,000	\$189,000			\$500,000	\$869,000
PUBLIC ART	6020-Water	\$10,000	\$10,000	\$11,000			\$50,000	\$81,000
<b>Grand Total</b>		<b>\$4,042,065</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>			<b>\$7,500,000</b>	<b>\$14,542,065</b>

# WATER SYSTEM SECURITY

Package Number  
FY20-29CIP

Project Type  
Water

Project Number  
CIPWA61023

Project Number: CIPWA61023

## Description

Installation of equipment citywide to further enhance security of city's water supply, treatment plants and distribution systems.

## Justification

Replace and update cameras and equipment at Water Services facilities to further enhance security of City's water supply, treatment plants and distribution systems.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6020-Water	\$150,000	\$0	\$0	\$0	\$0	\$0	\$150,000
EQUIPMENT	6020-Water	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$350,000	\$1,100,000
<b>Grand Total</b>		<b>\$300,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$350,000</b>	<b>\$1,250,000</b>

# CHOLLA WATER PLANT PROCESS IMP

Package Number  
FY20-29CIP

Project Type  
Water

Project Number  
CIPWA61024

Project Number: CIPWA61024

## Description

Study, design, and construct improvements to storage reservoirs, chemical feed system, site lighting, electrical feed system, SCADA controls, booster stations and admin building improvements.

## Justification

The Cholla WTP, constructed in 1978, is one of two critical plants serving the residents and business of Glendale. This plant provides four billion gallons of water annually to the central portion of Glendale. Rehabilitation reduces risk of equipment failure and loss of service to citizens.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6020-Water	\$8,225,860	\$0	\$0	\$0	\$0	\$0	\$8,225,860
CONSTRUCT	6020-Water	\$4,861,649	\$0	\$2,400,000	\$2,000,000	\$1,800,000	\$17,000,000	\$28,061,649
DESIGN	6020-Water	\$520,961	\$0	\$690,000	\$200,000	\$100,000	\$3,000,000	\$4,510,961
INTRNL CHG	6020-Water	\$152,000	\$300,000	\$286,000	\$80,000	\$82,000	\$430,000	\$1,330,000
PUBLIC ART	6020-Water	\$48,000	\$0	\$24,000	\$20,000	\$18,000	\$170,000	\$280,000
<b>Grand Total</b>		<b>\$13,808,470</b>	<b>\$300,000</b>	<b>\$3,400,000</b>	<b>\$2,300,000</b>	<b>\$2,000,000</b>	<b>\$20,600,000</b>	<b>\$42,408,470</b>

# WATER LINE EXTENSION

Package Number  
FY20-29CIP

Project Type  
Water

Project Number  
CIPWA61027

Project Number: CIPWA61027

## Description

Waterline extension installation to extend the City's water transmission and distribution system to meet projected demand from future development.

## Justification

Funding needed to install infrastructure for new development within the Vision 4 area.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6020-Water	\$870,832						\$870,832
<b>Grand Total</b>		<b>\$870,832</b>						<b>\$870,832</b>

## PYRAMID PEAK WTP PROCESS IMP.

Package Number  
FY20-29CIP

Project Type  
Water

Project Number  
CIPWA61043

Project Number: CIPWA61043

### Description

Study, design, and construct process improvements to the water supply system, wash water system, chemical feed system, electrical system, and HVAC systems. City of Peoria shares in 23% of the costs. Perform condition assessment and rehabilitation in second 5-year period.

### Justification

The Pyramid Peak WTP, constructed in 1987, is one of two critical plants serving the residents and businesses of Glendale. This plant provides ten billion gallons of water to the northern and central portions of Glendale, which includes three billion gallons of water to Peoria.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6020-Water	\$2,318,196	\$0	\$0		\$0	\$0	\$2,318,196
CONSTRUCT	6020-Water	\$8,790,434	\$5,012,344	\$957,317		\$2,000,000	\$17,000,000	\$33,760,095
CONTGNCY	6020-Water	\$100,000	\$614,599	\$0		\$0	\$0	\$714,599
DESIGN	6020-Water	\$723,157	\$929,456	\$0		\$300,000	\$1,000,000	\$2,952,613
EQUIPMENT	6020-Water	\$325,000	\$90,000	\$0		\$0	\$100,000	\$515,000
INTRNL CHG	6020-Water	\$100,000	\$100,000	\$100,000		\$0	\$0	\$300,000
STUDY	6020-Water	\$65,000	\$320,435	\$1,900,000		\$200,000	\$0	\$2,485,435
<b>Grand Total</b>		<b>\$12,421,787</b>	<b>\$7,066,834</b>	<b>\$2,957,317</b>		<b>\$2,500,000</b>	<b>\$18,100,000</b>	<b>\$43,045,938</b>

### Operating Costs

Category	O&M Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CIP O&M			\$400,000	\$500,000	\$750,000	\$750,000	\$5,000,000	\$7,400,000
<b>Grand Total</b>			<b>\$400,000</b>	<b>\$500,000</b>	<b>\$750,000</b>	<b>\$750,000</b>	<b>\$5,000,000</b>	<b>\$7,400,000</b>

# THUNDERBIRD RESERVOIR MISC. IM

Package Number  
FY20-29CIP

Project Type  
Water

Project Number  
CIPWA61045

Project Number: CIPWA61045

## Description

Design and construct improvements to increase water quality and water delivery during peak demand. Design and construct roof replacement in out years.

## Justification

The Thunderbird reservoir is a 12 million gallon reservoir and was installed in 1985. This reservoir plays an important role in meeting peak water demand within the central portion of Glendale.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CONSTRUCT	6020-Water	\$0	\$450,000		\$1,100,000		\$1,100,000	\$2,650,000
DESIGN	6020-Water	\$200,000	\$0		\$300,000		\$50,000	\$550,000
INTRNL CHG	6020-Water	\$0	\$45,500		\$89,000		\$89,000	\$223,500
PUBLIC ART	6020-Water	\$0	\$4,500		\$11,000		\$11,000	\$26,500
<b>Grand Total</b>		<b>\$200,000</b>	<b>\$500,000</b>		<b>\$1,500,000</b>		<b>\$1,250,000</b>	<b>\$3,450,000</b>

Package Number  
FY20-29CIP

Project Type  
Water

Project Number  
CIPWA61047

## CITYWIDE METER VAULT IMP

Project Number: CIPWA61047

### Description

Large meter vault access improvements to meet safety requirements. Work is contracted in phases.

### Justification

The ages of meter vaults vary. Many of them are over 25 years old and are in need of repair and upgrades to meet safety and maintenance standards.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6020-Water	\$739,049	\$0				\$0	\$739,049
CONSTRUCT	6020-Water	\$600,000	\$600,000				\$800,000	\$2,000,000
INTRNL CHG	6020-Water	\$44,000	\$44,000				\$192,000	\$280,000
PUBLIC ART	6020-Water	\$6,000	\$6,000				\$8,000	\$20,000
<b>Grand Total</b>		<b>\$1,389,049</b>	<b>\$650,000</b>				<b>\$1,000,000</b>	<b>\$3,039,049</b>



# GROUNDWATER WELL REHABILITATION

Package Number  
FY20-29CIP

Project Type  
Water

Project Number  
CIPWA61048

Project Number: CIPWA61048

## Description

Assess water production and water quality at 14 groundwater wells. Rehabilitation of well, pump and electrical as needed.

## Justification

Wells need rehabilitation every 5-10 years to maintain high production levels. Rehabilitation reduces risk of equipment failure and loss of service as well as decrease in water quality.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6020-Water	\$485,829	\$0		\$0	\$0	\$0	\$485,829
CONSTRUCT	6020-Water	\$750,000	\$1,500,000		\$0	\$0	\$4,000,000	\$6,250,000
INTRNL CHG	6020-Water	\$42,500	\$85,000		\$0	\$0	\$160,000	\$287,500
PUBLIC ART	6020-Water	\$7,500	\$15,000		\$0	\$0	\$40,000	\$62,500
STUDY	6020-Water	\$200,000	\$400,000		\$200,000	\$200,000	\$0	\$1,000,000
<b>Grand Total</b>		<b>\$1,485,829</b>	<b>\$2,000,000</b>		<b>\$200,000</b>	<b>\$200,000</b>	<b>\$4,200,000</b>	<b>\$8,085,829</b>

## ZONE 2&3 DISTRIBUTION IMPROVEMENTS

Package Number  
FY20-29CIP

Project Type  
Water

Project Number  
CIPWA61049

Project Number: CIPWA61049

### Description

Improvements to the water supply and distribution system within Zone 2 and Zone 3 for water supply redundancy.

### Justification

This booster station was constructed in 1992 and is being upgraded to provide emergency water supply to northern portion of Glendale when Pyramid Peak WTP has reduced production.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6020-Water	\$232,652	\$0					\$232,652
CONSTRUCT	6020-Water	\$0	\$800,000					\$800,000
DESIGN	6020-Water	\$300,000	\$0					\$300,000
EQUIPMENT	6020-Water	\$200,000	\$100,000					\$300,000
INTRNL CHG	6020-Water	\$0	\$92,000					\$92,000
PUBLIC ART	6020-Water	\$0	\$8,000					\$8,000
<b>Grand Total</b>		<b>\$732,652</b>	<b>\$1,000,000</b>					<b>\$1,732,652</b>

## ACCRUAL OF LT WTR STORAGE CREDITS

Package Number  
FY20-29CIP

Project Type  
Water

Project Number  
CIPWA61051

Project Number: CIPWA61051

### Description

Utilize Groundwater Saving Facility and Central Arizona Project agreements provide the accrual of long-term water storage credits.

### Justification

Accrued water storage credits can be withdrawn at times of reduced supply. Storage target is 25,000 acre feet by 2025.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6020-Water	\$500,000	\$0	\$0				\$500,000
MISC CIP	6020-Water	\$500,000	\$500,000	\$500,000				\$1,500,000
<b>Grand Total</b>		<b>\$1,000,000</b>	<b>\$500,000</b>	<b>\$500,000</b>				<b>\$2,000,000</b>

# RECHARGE STORAGE ASSESSMENT

Package Number  
FY20-29CIP

Project Type  
Water

Project Number  
CIPWA61052

Project Number: CIPWA61052

## Description

Study recharge capacity of the West Area Aquifer Recharge Facility (WAARF). Design and construct of new infrastructure to occur in future years.

## Justification

WAARF recharge basins were installed in 2001. Need to provide for additional recharge capacity at new locations.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6020-Water	\$216,000				\$0	\$0	\$216,000
CONSTRUCT	6020-Water	\$0				\$0	\$700,000	\$700,000
DESIGN	6020-Water	\$0				\$0	\$300,000	\$300,000
INTRNL CHG	6020-Water	\$0				\$0	\$193,000	\$193,000
PUBLIC ART	6020-Water	\$0				\$0	\$7,000	\$7,000
STUDY	6020-Water	\$0				\$300,000	\$0	\$300,000
<b>Grand Total</b>		<b>\$216,000</b>				<b>\$300,000</b>	<b>\$1,200,000</b>	<b>\$1,716,000</b>

## DISTRIB SYS IMPRV - CITYWIDE

Package Number  
FY20-29CIP

Project Type  
Water

Project Number  
CIPWA61054

Project Number: CIPWA61054

### Description

Study, design and construct water distribution system improvements city-wide. Includes PRVs, water instrumentation, flow meters, transmission line, sub-zone splitting.

### Justification

Pressure reducing valves (PRV) and process control systems are over 20 years old and have reached the end of useful life. It is very important to ensure the PRVs are functional to move water between different pressure zones to meet water demand, manage water pressure, and fire flow. This project will also update the city-wide pressure maps for new development and fire flow purposes.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6020-Water	\$853,569	\$0				\$0	\$853,569
CONSTRUCT	6020-Water	\$350,000	\$350,000				\$1,050,000	\$1,750,000
DESIGN	6020-Water	\$100,000	\$100,000				\$300,000	\$500,000
INTRNL CHG	6020-Water	\$46,500	\$46,500				\$139,500	\$232,500
PUBLIC ART	6020-Water	\$3,500	\$3,500				\$10,500	\$17,500
<b>Grand Total</b>		<b>\$1,353,569</b>	<b>\$500,000</b>				<b>\$1,500,000</b>	<b>\$3,353,569</b>

# OASIS WTP IMPROVEMENTS

Package Number  
FY20-29CIP

Project Type  
Water

Project Number  
CIPWA61055

Project Number: CIPWA61055

## Description

Evaluation of groundwater plant condition, construction of efficiency and operation upgrades. Brine ponds improvements in future years.

## Justification

Oasis Water Campus includes the Oasis surface WTP and Oasis GTP. Oasis WTP was built in 2007 and Oasis GTP was built in 2012. Oasis Water Campus provides 1.7 billion gallons of water to the southern and western portions of Glendale. After a condition assessment, several systems are in of rehabilitation.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6020-Water	\$655,197	\$0		\$0	\$0	\$0	\$655,197
CONSTRUCT	6020-Water	\$200,000	\$1,500,000		\$0	\$1,400,000	\$10,000,000	\$13,100,000
CONTGNCY	6020-Water	\$0	\$0		\$0	\$500,000	\$0	\$500,000
DESIGN	6020-Water	\$250,000	\$400,000		\$0	\$0	\$400,000	\$1,050,000
EQUIPMENT	6020-Water	\$1,500,000	\$0		\$0	\$0	\$0	\$1,500,000
INTRNL CHG	6020-Water	\$48,000	\$135,000		\$0	\$86,000	\$500,000	\$769,000
PUBLIC ART	6020-Water	\$2,000	\$15,000		\$0	\$14,000	\$100,000	\$131,000
STUDY	6020-Water	\$0	\$200,000		\$500,000	\$0	\$0	\$700,000
<b>Grand Total</b>		<b>\$2,655,197</b>	<b>\$2,250,000</b>		<b>\$500,000</b>	<b>\$2,000,000</b>	<b>\$11,000,000</b>	<b>\$18,405,197</b>

## PYRAMID PEAK WTP 15MGD EXP.

Package Number  
FY20-29CIP

Project Type  
Water

Project Number  
CIPWA61058

Project Number: CIPWA61058

### Description

Design and construction to increase resiliency of plant and expand capacity by 15 MGD for city of Peoria future growth. City of Peoria to fund 23% of resiliency improvements and 100% of expansion.

### Justification

This project was requested and funded by the City of Peoria to meet Peoria's projected water demand in accordance with the Intergovernmental Agreement (IGA) between the Cities of Glendale and Peoria.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6020-Water	\$1,332,726	\$0	\$0				\$1,332,726
CONSTRUCT	6020-Water	\$31,659,457	\$10,283,218	\$1,295,290				\$43,237,965
CONTGNCY	6020-Water	\$1,250,000	\$610,622	\$0				\$1,860,622
DESIGN	6020-Water	\$1,450,130	\$1,887,076	\$1,428,556				\$4,765,762
INTRNL CHG	6020-Water	\$200,000	\$300,000	\$300,000				\$800,000
STUDY	6020-Water	\$150,000	\$74,355	\$510,000				\$734,355
<b>Grand Total</b>		<b>\$36,042,313</b>	<b>\$13,155,271</b>	<b>\$3,533,846</b>				<b>\$52,731,430</b>

## WATER CAPITAL EQUIPMENT

Package Number  
FY20-29CIP

Project Type  
Water

Project Number  
CIPWA61061

Project Number: CIPWA61061

### Description

Replacement of capital equipment at water facilities. Includes Program Logic Controllers (PLC), Variable Frequency Drives (VFD), pumps and motors.

### Justification

As equipment at the water treatment plants reach the end of service-life, it is replaced. It is critical to ensure City's water treatment facilities are in good operational condition to meet water demands and regulatory requirements. It critical to make these replacements in a timely manner before failures occurs.

### Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6020-Water	\$397,893	\$0	\$0	\$0			\$397,893
EQUIPMENT	6020-Water	\$1,000,000	\$1,000,000	\$500,000	\$500,000			\$3,000,000
<b>Grand Total</b>		<b>\$1,397,893</b>	<b>\$1,000,000</b>	<b>\$500,000</b>	<b>\$500,000</b>			<b>\$3,397,893</b>



# 67TH AVE WATER LINE IMPROV

Package Number  
FY20-29CIP

Project Type  
Water

Project Number  
CIPWA61062

Project Number: CIPWA61062

## Description

Assess condition and rehabilitate the 67th Avenue water transmission main south of Jomax Road. Future rehabilitation costs will added after assessment is complete.

## Justification

The transmission main was installed in 1987. This is the only line that conveys water from Pyramid Peak WTP to Glendale water customers in the northern portions of the City and the City of Peoria Turnout. The condition of the pipe needs to be assessed to determine if the pipeline is in need of rehabilitation.

## Capital Costs

Category	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	Grand Total
CARRYOVER	6020-Water	\$400,000	\$0					\$400,000
STUDY	6020-Water	\$0	\$300,000					\$300,000
<b>Grand Total</b>		<b>\$400,000</b>	<b>\$300,000</b>					<b>\$700,000</b>

# SCHEDULES

Fiscal Year 2019-2020 Annual Budget Book

---



## WHY HAVE SCHEDULES?

The budget schedules summarize the City's financial activities in a comprehensive, numeric format. They are intended to give the reader a glance at the city's financial situation. *Schedule 1* is the most comprehensive schedule, offering a summary of all pertinent financial information for all the City's funds. The reader can readily determine the starting and ending fund balances, transfers in and out, revenues and operating, capital and debt service expenditures for each fund.

The remaining schedules provide in-depth detail of budgetary information which is necessary for the smooth operation of the city. All the schedules serve as handy reference materials to City of Glendale employees and to the public.

This section includes detailed analyses and reports for the following areas:

- ❖ **Schedule 1** is a summary of the inflows and outflows and the effect on **fund balance**
- ❖ **Schedule 2** is a multi-year look at **revenues** by individual fund
- ❖ **Schedule 3** is a multi-year look at **operating expenditures**
- ❖ **Schedule 4** is a summary of scheduled **inter-fund transfers**
- ❖ **Schedule 5** is a multi-year look at Glendale **property tax** rates and levies
- ❖ **Schedule 6** is a multi-year listing of departmental **authorized staffing** by position
- ❖ **Schedule 7** is current year **debt service** obligations
- ❖ **Schedule 8** is a listing of **internal services premiums** by fund and department

Official Budget Forms per the State of Arizona Office of the Auditor General:

- ❖ **Schedule A** - Summary Schedule of Estimated Revenues and Expenditures/Expenses
- ❖ **Schedule B** - Tax Levy and Tax Rate Information
- ❖ **Schedule C** - Revenues Other Than Property Taxes
- ❖ **Schedule D** - Other Financing Sources/<Uses> and Inter-fund Transfers
- ❖ **Schedule E** - Expenditures/Expenses by Fund
- ❖ **Schedule F** - Expenditures/Expenses by Department
- ❖ **Schedule G** - Full-Time Employees and Personnel Compensation

City of Glendale  
Schedule 1 - Fund Balance Analysis

	Beginning Fund Balance	Projected Revenues	Transfer In	Transfer Out	Operations	Capital Outlay	Debt Service	Contingency	Total Appropriation	Ending Fund Balance
<b>General Fund</b>										
1000 General	45,438,950	235,682,261	28,576,155	(43,900,865)	(218,476,090)	-	-	(1,849,773)	(220,325,863)	45,470,638
1020 Vehicle Replacement	639,247	270,000	3,000,000	-	(3,505,526)	-	-	-	(3,505,526)	403,721
<b>Sub-Total General Fund</b>	<b>46,078,197</b>	<b>235,952,261</b>	<b>31,576,155</b>	<b>(43,900,865)</b>	<b>(221,981,616)</b>	<b>-</b>	<b>-</b>	<b>(1,849,773)</b>	<b>(223,831,389)</b>	<b>45,874,359</b>
<b>Special Revenue Funds</b>										
2100 Utility Bill Donation	48,191	165,400	-	-	(200,000)	-	-	-	(200,000)	13,591
2110 Arts Commission Fund	1,394,174	481,520	-	-	(264,148)	(988,993)	-	-	(1,253,141)	622,553
2120 Court Security/Bonds	378,283	447,890	-	-	(574,709)	-	-	-	(574,709)	251,464
2010 Home Grant	220,132	1,708,454	-	-	(1,678,454)	-	-	-	(1,678,454)	250,132
2020 Neighborhood Stabilization Pgm	201,978	298,816	-	-	(227,472)	-	-	-	(227,472)	273,322
2030 N'hood Stabilization Pgm III	69,613	227,300	-	-	(227,300)	-	-	-	(227,300)	69,613
2040 C.D.B.G.	-	4,172,013	-	-	(4,172,013)	-	-	-	(4,172,013)	-
2050 Highway User Gas Tax	6,450,034	16,924,349	-	(5,890,395)	(12,993,829)	-	-	-	(12,993,829)	4,490,159
2060 Transportation Grants	325,000	2,700,000	-	-	(2,700,000)	(325,000)	-	-	(3,025,000)	-
2070 Transportation Sales Tax	35,037,634	30,592,943	-	(14,920,544)	(13,864,516)	-	-	-	(13,864,516)	36,845,517
2080 Police Special Revenue	4,003,208	18,094,660	-	(19,364,660)	-	-	-	-	-	2,733,208
2090 Fire Special Revenue	778,016	9,111,495	-	(9,211,495)	-	-	-	-	-	678,016
2130 Airport Special Revenue	-	707,869	147,047	-	(854,916)	-	-	-	(854,916)	-
2140 CAP Grant	-	1,339,208	64,299	-	(1,403,507)	-	-	-	(1,403,507)	-
2150 Emergency Shelter Grants	-	258,992	-	-	(258,992)	-	-	-	(258,992)	-
2160 Grants	232,709	15,824,645	-	-	(6,777,306)	(40,521)	-	(9,239,528)	(16,057,355)	-
2170 RICO Funds	2,619,744	1,015,000	-	-	(1,725,143)	-	-	-	(1,725,143)	1,909,601
2180 Parks & Recreation Designated	200,456	6,480	-	-	(62,900)	-	-	-	(62,900)	144,036
2190 Airport Capital Grants	42,137	1,350,000	-	-	-	(1,350,000)	-	-	(1,350,000)	42,137
2200 Training Facility Revenue Fund	448,313	393,736	1,901,280	-	(2,349,714)	-	-	-	(2,349,714)	393,615
<b>Sub-Total Special Revenue Funds</b>	<b>52,449,622</b>	<b>105,820,770</b>	<b>2,112,626</b>	<b>(49,387,094)</b>	<b>(50,334,919)</b>	<b>(2,704,514)</b>	<b>-</b>	<b>(9,239,528)</b>	<b>(62,278,961)</b>	<b>48,716,964</b>
<b>Debt Service Funds</b>										
3010 G.O. Bond Debt Service	1,997,888	20,645,713	-	-	-	-	(20,848,833)	-	(20,848,833)	1,794,768
3020 HURF Debt Service	43,456	-	-	-	-	-	-	-	-	43,456
3030 M.P.C. Debt Service	3,606,634	-	16,174,794	-	-	-	(16,974,794)	-	(16,974,794)	2,806,634
3050 Excise Tax Deb Service	92,682	-	16,915,571	-	-	-	(16,915,571)	-	(16,915,571)	92,682
3040 Transportation Debt Service	724,313	-	7,043,044	-	-	-	(7,043,044)	-	(7,043,044)	724,313
<b>Sub-Total Debt Service Funds</b>	<b>6,464,973</b>	<b>20,645,713</b>	<b>40,133,409</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(61,782,242)</b>	<b>-</b>	<b>(61,782,242)</b>	<b>5,461,853</b>
<b>Permanent Funds</b>										
8010 Cemetery Perpetual Care	5,809,643	26,000	-	-	-	-	-	(5,814,676)	(5,814,676)	20,967
<b>Sub-Total Permanent Funds</b>	<b>5,809,643</b>	<b>26,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(5,814,676)</b>	<b>(5,814,676)</b>	<b>20,967</b>

City of Glendale  
Schedule 1 - Fund Balance Analysis

	Beginning Fund Balance	Projected Revenues	Transfer In	Transfer Out	Operations	Capital Outlay	Debt Service	Contingency	Total Appropriation	Ending Fund Balance
<b>Capital Project Funds</b>										
4100 Library Construction						-			-	-
4120 DIF Library Bld	1,866,089	10,000	-	-	-	(63,480)	-	(1,812,609)	(1,876,089)	-
4130+ DIF-Fire Protection Facilities	1,686,430	254,762	-	-	-	(515)	-	(1,940,677)	(1,941,192)	-
4180+ DIF-Police Facilities	856,227	94,294	-	-	-	-	-	(950,521)	(950,521)	-
4230+ DIF-Citywide Parks	448,076	1,679	-	-	-	(213,360)	-	(236,395)	(449,755)	-
4250+ DIF-Citywide Recreation Fac	757,694	1,192	-	-	-	(225,437)	-	(533,449)	(758,886)	-
4270+ DIF-Libraries	1,720,180	13,172	-	-	-	(175,020)	-	(1,558,332)	(1,733,352)	-
4290 DIF-Citywide Open Spaces	600,530	2,546	-	-	-	(268,789)	-	(334,287)	(603,076)	-
4330+ DIF-Parks Dev Zone 1	1,396,192	171,448	-	-	-	(1,502,400)	-	(65,240)	(1,567,640)	-
4350+ DIF-Parks Dev Zone 2	751,627	1,265	-	-	-	-	-	(752,892)	(752,892)	-
4370+ DIF-Parks Dev Zone 3	182,183	429	-	-	-	(167,803)	-	(14,809)	(182,612)	-
4390+ DIF-Roadway Improvements	7,397,227	820,140	-	-	-	(4,310,165)	-	(3,907,202)	(8,217,367)	-
4440 DIF-General Government	162,778	818	-	-	-	(17,137)	-	(146,459)	(163,596)	-
4010 Streets Constr. - 1999 Auth	12,811,382	-	-	-	-	(12,811,382)	-	-	(12,811,382)	-
4020 HURF Capital Projects	780,000	-	5,890,395	-	-	(6,670,395)	-	-	(6,670,395)	-
4040 Public Safety Construction	2,650,232	-	-	-	-	(1,752,753)	-	(897,479)	(2,650,232)	-
4050 Parks Construction	544,804	-	-	-	-	(337,078)	-	(207,726)	(544,804)	-
1080 General Gov Capital Projects	2,219,649	-	4,137,000	-	-	(6,206,649)	-	(150,000)	(6,356,649)	-
4060 Gov't Facilities - 1999 Auth	237,684	-	-	-	-	(202,000)	-	(35,684)	(237,684)	-
4070 Economic Dev. Constr-1999 Auth	1,007,567	-	-	-	-	-	-	(1,007,567)	(1,007,567)	-
4080 Cultural Facility Bond Fund	234,380	-	-	-	-	(45,530)	-	(188,850)	(234,380)	-
4090 Open Space/Trails Constr-99 Au	226,795	-	-	-	-	(26,932)	-	(199,863)	(226,795)	-
4110 Flood Control Construction	1,730,489	-	-	-	-	(1,473,912)	-	(256,577)	(1,730,489)	-
4030 Transportation Capital Project	4,032,239	-	7,877,500	-	-	(11,909,739)	-	-	(11,909,739)	-
<b>Sub-Total Capital Fund</b>	<b>44,300,453</b>	<b>1,371,745</b>	<b>17,904,895</b>	<b>-</b>	<b>-</b>	<b>(48,380,476)</b>	<b>-</b>	<b>(15,196,617)</b>	<b>(63,577,093)</b>	<b>-</b>
<b>Enterprise Funds</b>										
6020+ Water and Sewer	63,801,285	160,928,000	25,491,962	(25,095,483)	(56,085,509)	(119,433,387)	(25,095,483)	(2,400,000)	(203,014,379)	22,111,385
6110 Landfill	6,294,375	13,237,048	653,379	-	(9,656,404)	(7,244,186)	-	(500,000)	(17,400,590)	2,784,212
6120 Solid Waste	1,694,476	19,219,096	124,453	-	(16,068,000)	(2,774,046)	-	(200,000)	(19,042,046)	1,995,979
6130 Pub Housing Budget Activities	3,219,615	15,519,078	386,563	-	(14,703,077)	-	-	-	(14,703,077)	4,422,179
<b>Sub-Total Enterprise Funds</b>	<b>75,009,751</b>	<b>208,903,222</b>	<b>26,656,357</b>	<b>(25,095,483)</b>	<b>(96,512,990)</b>	<b>(129,451,619)</b>	<b>(25,095,483)</b>	<b>(3,100,000)</b>	<b>(254,160,092)</b>	<b>31,313,755</b>
<b>Internal Service Funds</b>										
7010 Risk Management Self Insurance	5,148,302	4,401,585	-	-	(4,053,491)	-	-	(1,000,000)	(5,053,491)	4,496,396
7020 Workers Comp. Self Insurance	7,827,251	2,725,415	-	-	(2,968,471)	-	-	(1,000,000)	(3,968,471)	6,584,195
7030 Benefits Trust Fund	-	31,438,324	-	-	(31,438,324)	-	-	-	(31,438,324)	-
7040 Fleet Services	-	9,551,394	-	-	(9,551,394)	-	-	-	(9,551,394)	-
7050 Technology	-	9,053,992	-	-	(8,136,262)	-	-	(917,730)	(9,053,992)	-
7060 Technology Projects	3,353,988	1,556,182	-	-	(4,910,170)	-	-	-	(4,910,170)	-
7070 Citywide ERP Solution	579,705	-	-	-	-	(579,705)	-	-	(579,705)	-
<b>Sub-Total Internal Service Funds</b>	<b>16,909,247</b>	<b>58,726,892</b>	<b>-</b>	<b>-</b>	<b>(61,058,112)</b>	<b>(579,705)</b>	<b>-</b>	<b>(2,917,730)</b>	<b>(64,555,547)</b>	<b>11,080,592</b>
<b>TOTAL</b>	<b>247,021,886</b>	<b>631,446,603</b>	<b>118,383,442</b>	<b>(118,383,442)</b>	<b>(429,887,637)</b>	<b>(181,116,314)</b>	<b>(86,877,725)</b>	<b>(38,118,324)</b>	<b>(736,000,000)</b>	<b>142,468,490</b>

FUND - DESCRIPTION	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET
<b>General Funds</b>				
<b>1000-General Fund</b>				
City Sales Tax	\$ 109,926,919	\$ 111,206,621	\$ 111,206,621	\$ 117,815,424
State Income Tax	\$ 30,456,435	\$ 30,186,283	\$ 30,186,283	\$ 32,653,840
State Shared Sales Tax	\$ 23,626,666	\$ 25,267,422	\$ 25,267,422	\$ 25,926,142
Motor Vehicle In-Lieu	\$ 10,165,585	\$ 10,866,400	\$ 10,866,400	\$ 11,265,111
Staff & Adm Chargebacks	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000
Miscellaneous	\$ 6,728,807	\$ 4,764,470	\$ 4,764,470	\$ 7,083,817
Property Tax	\$ 5,702,781	\$ 5,759,711	\$ 5,759,711	\$ 5,856,524
Gas/Electric Franchise Fees	\$ 3,008,265	\$ 2,913,691	\$ 2,913,691	\$ 3,068,430
Court Revenue	\$ 2,848,872	\$ 3,089,871	\$ 3,089,871	\$ 2,920,454
Arena Fees	\$ 2,242,863	\$ 2,748,893	\$ 2,748,893	\$ 2,357,263
Facility Rental Income	\$ 2,101,490	\$ 2,038,915	\$ 2,038,915	\$ 2,117,957
Building Permits	\$ 1,834,839	\$ 1,557,458	\$ 1,557,458	\$ 1,878,841
Recreation Revenue	\$ 1,711,124	\$ 2,487,920	\$ 2,487,920	\$ 1,694,171
Cable Franchise Fees	\$ 1,551,050	\$ 1,572,061	\$ 1,572,061	\$ 1,582,071
Plan Check Fees	\$ 1,333,947	\$ 1,212,967	\$ 1,212,967	\$ 1,364,491
City Property Rental	\$ 1,323,899	\$ 1,349,538	\$ 1,349,538	\$ 1,323,899
Fire Department Other Fees	\$ 855,573	\$ 1,938,660	\$ 1,938,660	\$ 1,147,326
Sales Tax Licenses	\$ 57,722	\$ 784,827	\$ 784,827	\$ 923,570
Right-of-Way Permits	\$ 669,933	\$ 565,605	\$ 565,605	\$ 683,332
Lease Proceeds	\$ 556,137	\$ 567,091	\$ 567,091	\$ 556,137
Planning/Zoning	\$ 459,164	\$ 373,466	\$ 373,466	\$ 468,466
SRO Revenue	\$ -	\$ 433,504	\$ 433,504	\$ 433,504
Fire Dept CD Fees	\$ 421,235	\$ 364,451	\$ 364,451	\$ 432,372
Interest	\$ 542,864	\$ 446,538	\$ 446,538	\$ 353,776
Bus./Prof. Licenses	\$ 1,171,676	\$ 116,516	\$ 116,516	\$ 330,415
SRP In-Lieu	\$ 315,788	\$ 278,315	\$ 278,315	\$ 322,104
Engineering Plan Check Revenue	\$ 305,855	\$ 278,811	\$ 278,811	\$ 312,192
Cemetery Revenue	\$ 198,069	\$ 194,596	\$ 194,596	\$ 202,030
Liquor Licenses	\$ 189,251	\$ 192,177	\$ 192,177	\$ 193,036
Camelback Ranch Rev-Fire	\$ 63,299	\$ 60,350	\$ 60,350	\$ 96,249
Business Licenses	\$ 76,394	\$ 83,323	\$ 83,323	\$ 77,922
Miscellaneous CD Fees	\$ 261,820	\$ 119,753	\$ 119,753	\$ 69,911
Traffic Engineering Plan Check	\$ 64,184	\$ 50,425	\$ 50,425	\$ 65,468
Security Revenue	\$ 15,411	\$ -	\$ -	\$ 33,085
Health Care Revenue	\$ 31,020	\$ 69,742	\$ 69,742	\$ 31,020
Library Fines/Fees	\$ 23,153	\$ 303,473	\$ 303,473	\$ 23,616
Equipment Rental	\$ 18,295	\$ 28,467	\$ 28,467	\$ 18,295
Airport Fees	\$ -	\$ -	\$ -	\$ -
Loss on Investment	\$ -	\$ -	\$ -	\$ -
Grants	\$ 32,470	\$ -	\$ -	\$ -
Gain on Investment	\$ -	\$ -	\$ -	\$ -
<b>1000-General Fund Total</b>	<b>\$ 220,892,855</b>	<b>\$ 224,272,311</b>	<b>\$ 224,272,311</b>	<b>\$ 235,682,261</b>

FUND - DESCRIPTION		FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET
<b>1020-Vehicle Replacement</b>					
Miscellaneous		\$ 223,906	\$ 250,000	\$ 250,000	\$ 250,000
Interest		\$ 28,828	\$ 20,000	\$ 20,000	\$ 20,000
<b>1020-Vehicle Replacement</b>	<b>Total</b>	<b>\$ 252,734</b>	<b>\$ 270,000</b>	<b>\$ 270,000</b>	<b>\$ 270,000</b>
<b>General Funds Total</b>		<b>\$ 221,145,589</b>	<b>\$ 224,542,311</b>	<b>\$ 224,542,311</b>	<b>\$ 235,952,261</b>

<b>Special Revenue Funds</b>					
<b>1050-Arena Special Revenue</b>					
City Sales Tax		\$ -	\$ -	\$ -	\$ -
<b>1050-Arena Special Revenue</b>	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>2010-Home Grant</b>					
Grants		\$ 403,503	\$ 1,708,454	\$ 1,708,454	\$ 1,708,454
Miscellaneous		\$ 79,425	\$ -	\$ -	\$ -
<b>2010-Home Grant</b>	<b>Total</b>	<b>\$ 482,928</b>	<b>\$ 1,708,454</b>	<b>\$ 1,708,454</b>	<b>\$ 1,708,454</b>
<b>2020-Neighborhood Stabilization</b>					
Grants		\$ 36,284	\$ 233,816	\$ 233,816	\$ 233,816
Miscellaneous		\$ 6,368	\$ 65,000	\$ 65,000	\$ 65,000
<b>2020-Neighborhood Stabilization</b>	<b>Total</b>	<b>\$ 42,652</b>	<b>\$ 298,816</b>	<b>\$ 298,816</b>	<b>\$ 298,816</b>
<b>2030-Neighborhd Stabilization Pgm3</b>					
Grants		\$ -	\$ 227,300	\$ 227,300	\$ 227,300
Miscellaneous		\$ -	\$ -	\$ -	\$ -
<b>2030-Neighborhd Stabilization Pgm3</b>	<b>Total</b>	<b>\$ -</b>	<b>\$ 227,300</b>	<b>\$ 227,300</b>	<b>\$ 227,300</b>
<b>2040-CDBG</b>					
Grants		\$ 1,597,413	\$ 4,228,004	\$ 4,228,004	\$ 4,151,802
Miscellaneous		\$ 128,546	\$ 20,211	\$ 20,211	\$ 20,211
<b>2040-CDBG</b>	<b>Total</b>	<b>\$ 1,725,960</b>	<b>\$ 4,248,215</b>	<b>\$ 4,248,215</b>	<b>\$ 4,172,013</b>
<b>2050-Highway User Gas Tax</b>					
Highway User Revenues		\$ 16,002,976	\$ 15,759,575	\$ 15,759,575	\$ 16,724,349
Miscellaneous CD Fees		\$ -	\$ -	\$ -	\$ 200,000
Miscellaneous		\$ 611,630	\$ 8,080	\$ 8,080	\$ -
<b>2050-Highway User Gas Tax</b>	<b>Total</b>	<b>\$ 16,614,605</b>	<b>\$ 15,767,655</b>	<b>\$ 15,767,655</b>	<b>\$ 16,924,349</b>
<b>2060-Transportation Grants</b>					
Grants		\$ 890,997	\$ 1,000,000	\$ 1,000,000	\$ 2,700,000
Miscellaneous		\$ -	\$ 218,055	\$ 218,055	\$ -
<b>2060-Transportation Grants</b>	<b>Total</b>	<b>\$ 890,997</b>	<b>\$ 1,218,055</b>	<b>\$ 1,218,055</b>	<b>\$ 2,700,000</b>
<b>2070-Transportation Sales Tax</b>					
City Sales Tax		\$ 27,600,279	\$ 27,097,175	\$ 27,097,175	\$ 30,308,943
Interest		\$ 507,404	\$ 200,000	\$ 200,000	\$ 160,000
Transit Revenue		\$ 135,804	\$ 124,000	\$ 124,000	\$ 124,000
Miscellaneous		\$ 95,122	\$ -	\$ -	\$ -
Grants		\$ 661,844	\$ -	\$ -	\$ -
<b>2070-Transportation Sales Tax</b>	<b>Total</b>	<b>\$ 29,000,453</b>	<b>\$ 27,421,175</b>	<b>\$ 27,421,175</b>	<b>\$ 30,592,943</b>

FUND - DESCRIPTION	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET
<b>2080-Police Special Revenue</b>				
City Sales Tax	\$ 16,793,113	\$ 13,569,330	\$ 13,569,330	\$ 14,112,103
City Sales Tax - PS .4	\$ 52,579	\$ 3,829,382	\$ 3,829,382	\$ 3,982,557
<b>2080-Police Special Revenue Total</b>	<b>\$ 16,845,691</b>	<b>\$ 17,398,712</b>	<b>\$ 17,398,712</b>	<b>\$ 18,094,660</b>
<b>2090-Fire Special Revenue</b>				
City Sales Tax - PS .4	\$ 26,299	\$ 6,832,783	\$ 6,832,783	\$ 7,106,094
City Sales Tax	\$ 8,391,359	\$ 1,928,270	\$ 1,928,270	\$ 2,005,401
<b>2090-Fire Special Revenue Total</b>	<b>\$ 8,417,659</b>	<b>\$ 8,761,053</b>	<b>\$ 8,761,053</b>	<b>\$ 9,111,495</b>
<b>2100-Utility Bill Donation</b>				
Other	\$ 94,184	\$ 90,000	\$ 90,000	\$ 90,000
Miscellaneous	\$ -	\$ 75,000	\$ 75,000	\$ 75,000
Interest	\$ 1,249	\$ 400	\$ 400	\$ 400
<b>2100-Utility Bill Donation Total</b>	<b>\$ 95,433</b>	<b>\$ 165,400</b>	<b>\$ 165,400</b>	<b>\$ 165,400</b>
<b>2110-Arts Commission</b>				
Miscellaneous	\$ 481,520	\$ 300,000	\$ 300,000	\$ 481,520
Interest	\$ 12,453	\$ 4,800	\$ 4,800	\$ -
<b>2110-Arts Commission Total</b>	<b>\$ 493,974</b>	<b>\$ 304,800</b>	<b>\$ 304,800</b>	<b>\$ 481,520</b>
<b>2120-Court Security Bonds</b>				
Court Revenue	\$ 371,839	\$ 416,700	\$ 416,700	\$ 416,700
Miscellaneous	\$ 29,752	\$ 30,000	\$ 30,000	\$ 30,000
Interest	\$ 5,535	\$ 1,190	\$ 1,190	\$ 1,190
Grants	\$ -	\$ -	\$ -	\$ -
<b>2120-Court Security Bonds Total</b>	<b>\$ 407,125</b>	<b>\$ 447,890</b>	<b>\$ 447,890</b>	<b>\$ 447,890</b>
<b>2130-Airport Special Revenue</b>				
Airport Fees	\$ 552,123	\$ 555,831	\$ 555,831	\$ 555,831
Miscellaneous	\$ 54,372	\$ 72,500	\$ 72,500	\$ 152,038
City Sales Tax	\$ -	\$ -	\$ -	\$ -
Lease Proceeds	\$ -	\$ -	\$ -	\$ -
<b>2130-Airport Special Revenue Total</b>	<b>\$ 606,495</b>	<b>\$ 628,331</b>	<b>\$ 628,331</b>	<b>\$ 707,869</b>
<b>2140-CAP Grant</b>				
Grants	\$ 1,210,232	\$ 1,268,438	\$ 1,268,438	\$ 1,339,208
<b>2140-CAP Grant Total</b>	<b>\$ 1,210,232</b>	<b>\$ 1,268,438</b>	<b>\$ 1,268,438</b>	<b>\$ 1,339,208</b>
<b>2150-Emergency Shelter Grant</b>				
Grants	\$ 198,938	\$ 208,992	\$ 208,992	\$ 258,992
<b>2150-Emergency Shelter Grant Total</b>	<b>\$ 198,938</b>	<b>\$ 208,992</b>	<b>\$ 208,992</b>	<b>\$ 258,992</b>
<b>2160-Other Grants</b>				
Grants	\$ 3,621,070	\$ 15,416,760	\$ 15,416,760	\$ 15,416,760
Miscellaneous	\$ 738,164	\$ 407,885	\$ 407,885	\$ 407,885
Interest	\$ -	\$ -	\$ -	\$ -
Library Fines/Fees	\$ 4,242	\$ -	\$ -	\$ -
Court Revenue	\$ 2,708	\$ -	\$ -	\$ -
<b>2160-Other Grants Total</b>	<b>\$ 4,366,184</b>	<b>\$ 15,824,645</b>	<b>\$ 15,824,645</b>	<b>\$ 15,824,645</b>



FUND - DESCRIPTION		FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET
<b>2170-Rico Funds</b>					
State Forfeitures		\$ 714,847	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Federal Forfeitures		\$ 142,058	\$ 15,000	\$ 15,000	\$ 15,000
Interest		\$ 34,472	\$ -	\$ -	\$ -
Miscellaneous		\$ 24,076	\$ -	\$ -	\$ -
<b>2170-Rico Funds</b>	<b>Total</b>	<b>\$ 915,453</b>	<b>\$ 1,015,000</b>	<b>\$ 1,015,000</b>	<b>\$ 1,015,000</b>
<b>2180-Park and Rec Designated</b>					
Recreation Revenue		\$ 23,700	\$ 6,000	\$ 6,000	\$ 6,000
Interest		\$ 661	\$ 480	\$ 480	\$ 480
<b>2180-Park and Rec Designated</b>	<b>Total</b>	<b>\$ 24,361</b>	<b>\$ 6,480</b>	<b>\$ 6,480</b>	<b>\$ 6,480</b>
<b>2190-Airport Capital Grant</b>					
Grants		\$ 2,914,136	\$ 6,821,236	\$ 6,821,236	\$ 1,350,000
Interest		\$ 13	\$ -	\$ -	\$ -
Miscellaneous		\$ -	\$ -	\$ -	\$ -
<b>2190-Airport Capital Grant</b>	<b>Total</b>	<b>\$ 2,914,149</b>	<b>\$ 6,821,236</b>	<b>\$ 6,821,236</b>	<b>\$ 1,350,000</b>
<b>2200-Training Facility Revenue</b>					
Partner Revenue		\$ 555,977	\$ 393,736	\$ 393,736	\$ 393,736
Miscellaneous		\$ 533	\$ -	\$ -	\$ -
<b>2200-Training Facility Revenue</b>	<b>Total</b>	<b>\$ 556,510</b>	<b>\$ 393,736</b>	<b>\$ 393,736</b>	<b>\$ 393,736</b>
<b>Special Revenue Funds Total</b>		<b>\$ 85,809,799</b>	<b>\$ 104,134,383</b>	<b>\$ 104,134,383</b>	<b>\$ 105,820,770</b>

<b>Debt Service Funds</b>					
<b>3010-General Obligation Debt Serv</b>					
Property Tax		\$ 19,890,533	\$ 20,070,771	\$ 20,070,771	\$ 20,408,799
Miscellaneous		\$ 528,965	\$ 500,521	\$ 500,521	\$ 236,914
Interest		\$ 332	\$ -	\$ -	\$ -
Bond Proceeds		\$ -	\$ -	\$ -	\$ -
<b>3010-General Obligation Debt Serv</b>	<b>Total</b>	<b>\$ 20,419,830</b>	<b>\$ 20,571,292</b>	<b>\$ 20,571,292</b>	<b>\$ 20,645,713</b>
<b>3030-MPC Debt Service</b>					
Interest		\$ 81,409	\$ -	\$ -	\$ -
<b>3030-MPC Debt Service</b>	<b>Total</b>	<b>\$ 81,409</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>3040-Transportation Debt Service</b>					
Interest		\$ 5,390	\$ -	\$ -	\$ -
Miscellaneous		\$ 7,180	\$ -	\$ -	\$ -
<b>3040-Transportation Debt Service</b>	<b>Total</b>	<b>\$ 12,570</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>3050-Excise Tax Debt Service</b>					
Interest		\$ 28,757	\$ -	\$ -	\$ -
Bond Proceeds		\$ -	\$ -	\$ -	\$ -
Miscellaneous		\$ 8,997	\$ -	\$ -	\$ -
<b>3050-Excise Tax Debt Service</b>	<b>Total</b>	<b>\$ 37,754</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Debt Service Funds Total</b>		<b>\$ 20,551,564</b>	<b>\$ 20,571,292</b>	<b>\$ 20,571,292</b>	<b>\$ 20,645,713</b>

FUND - DESCRIPTION	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET
<b>Capital Projects Funds</b>				
<b>1080-General Government Capital Prj</b>				
Bond Proceeds	\$ -	\$ -	\$ -	\$ -
Miscellaneous	\$ -	\$ -	\$ -	\$ -
<b>1080-General Government Capital Prj Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>4010-Streets Construction</b>				
Grants	\$ -	\$ -	\$ -	\$ -
Bond Proceeds	\$ 15,769,895	\$ 9,318,051	\$ 9,318,051	\$ -
Miscellaneous	\$ -	\$ -	\$ -	\$ -
<b>4010-Streets Construction Total</b>	<b>\$ 15,769,895</b>	<b>\$ 9,318,051</b>	<b>\$ 9,318,051</b>	<b>\$ -</b>
<b>4020-Hurf Streets Construction</b>				
Interest	\$ -	\$ -	\$ -	\$ -
Miscellaneous	\$ 350,152	\$ -	\$ -	\$ -
<b>4020-Hurf Streets Construction Total</b>	<b>\$ 350,152</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>4030-Transportation Capital Proj</b>				
Grants	\$ -	\$ -	\$ -	\$ -
Miscellaneous	\$ 37,815	\$ -	\$ -	\$ -
<b>4030-Transportation Capital Proj Total</b>	<b>\$ 37,815</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>4040-Public Safety Construction</b>				
Bond Proceeds	\$ 1,458,488	\$ 4,702,500	\$ 4,702,500	\$ -
Interest	\$ -	\$ -	\$ -	\$ -
<b>4040-Public Safety Construction Total</b>	<b>\$ 1,458,488</b>	<b>\$ 4,702,500</b>	<b>\$ 4,702,500</b>	<b>\$ -</b>
<b>4050-Parks Construction</b>				
Bond Proceeds	\$ -	\$ 50,000	\$ 50,000	\$ -
<b>4050-Parks Construction Total</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>
<b>4060-Government Facilities</b>				
Bond Proceeds	\$ -	\$ 202,000	\$ 202,000	\$ -
<b>4060-Government Facilities Total</b>	<b>\$ -</b>	<b>\$ 202,000</b>	<b>\$ 202,000</b>	<b>\$ -</b>
<b>4070-Economic Development</b>				
Bond Proceeds	\$ -	\$ -	\$ -	\$ -
<b>4070-Economic Development Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>4080-Cultural Facility</b>				
Bond Proceeds	\$ -	\$ 284,550	\$ 284,550	\$ -
<b>4080-Cultural Facility Total</b>	<b>\$ -</b>	<b>\$ 284,550</b>	<b>\$ 284,550</b>	<b>\$ -</b>
<b>4090-Open Space/Trail Construction</b>				
Bond Proceeds	\$ -	\$ 65,056	\$ 65,056	\$ -
<b>4090-Open Space/Trail Construction Total</b>	<b>\$ -</b>	<b>\$ 65,056</b>	<b>\$ 65,056</b>	<b>\$ -</b>
<b>4110-Flood Control Construction</b>				
Grants	\$ -	\$ -	\$ -	\$ -
Bond Proceeds	\$ -	\$ 2,453,186	\$ 2,453,186	\$ -
Interest	\$ -	\$ -	\$ -	\$ -
<b>4110-Flood Control Construction Total</b>	<b>\$ -</b>	<b>\$ 2,453,186</b>	<b>\$ 2,453,186</b>	<b>\$ -</b>
<b>4120-DIF library Building sb1525</b>				
Interest	\$ 21,600	\$ 10,000	\$ 10,000	\$ 10,000
<b>4120-DIF library Building sb1525 Total</b>	<b>\$ 21,600</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>

FUND - DESCRIPTION	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET
<b>4130+-DIF Fire Protection Facilites</b>				
Development Impact Fees	\$ 504,634	\$ 249,587	\$ 249,587	\$ 249,587
Interest	\$ 19,584	\$ 5,175	\$ 5,175	\$ 5,175
<b>4130+-DIF Fire Protection Facilites Total</b>	<b>\$ 524,218</b>	<b>\$ 254,762</b>	<b>\$ 254,762</b>	<b>\$ 254,762</b>
<b>4180+-DIF Police Facilites</b>				
Development Impact Fees	\$ 92,313	\$ 90,800	\$ 90,800	\$ 90,800
Interest	\$ 9,736	\$ 3,494	\$ 3,494	\$ 3,494
<b>4180+-DIF Police Facilites Total</b>	<b>\$ 102,048</b>	<b>\$ 94,294</b>	<b>\$ 94,294</b>	<b>\$ 94,294</b>
<b>4230+-DIF Citywide Parks</b>				
Interest	\$ 4,080	\$ 1,679	\$ 1,679	\$ 1,679
Development Impact Fees	\$ -	\$ -	\$ -	\$ -
<b>4230+-DIF Citywide Parks Total</b>	<b>\$ 4,080</b>	<b>\$ 1,679</b>	<b>\$ 1,679</b>	<b>\$ 1,679</b>
<b>4250+-DIF Citywide Recreation Fac</b>				
Interest	\$ 9,287	\$ 1,192	\$ 1,192	\$ 1,192
<b>4250+-DIF Citywide Recreation Fac Total</b>	<b>\$ 9,287</b>	<b>\$ 1,192</b>	<b>\$ 1,192</b>	<b>\$ 1,192</b>
<b>4270+-DIF Libraries</b>				
Interest	\$ 21,774	\$ 13,172	\$ 13,172	\$ 13,172
<b>4270+-DIF Libraries Total</b>	<b>\$ 21,774</b>	<b>\$ 13,172</b>	<b>\$ 13,172</b>	<b>\$ 13,172</b>
<b>4290-DIF Citywide Open Space</b>				
Interest	\$ 6,188	\$ 2,546	\$ 2,546	\$ 2,546
<b>4290-DIF Citywide Open Space Total</b>	<b>\$ 6,188</b>	<b>\$ 2,546</b>	<b>\$ 2,546</b>	<b>\$ 2,546</b>
<b>4300+-DIF Parks Dev Zone 1</b>				
Development Impact Fees	\$ 204,837	\$ 167,500	\$ 167,500	\$ 167,500
Interest	\$ 12,935	\$ 3,948	\$ 3,948	\$ 3,948
<b>4300+-DIF Parks Dev Zone 1 Total</b>	<b>\$ 217,772</b>	<b>\$ 171,448</b>	<b>\$ 171,448</b>	<b>\$ 171,448</b>
<b>4350+-DIF Parks Dev Zone 2</b>				
Interest	\$ 2,185	\$ 1,265	\$ 1,265	\$ 1,265
Development Impact Fees	\$ -	\$ -	\$ -	\$ -
<b>4350+-DIF Parks Dev Zone 2 Total</b>	<b>\$ 2,185</b>	<b>\$ 1,265</b>	<b>\$ 1,265</b>	<b>\$ 1,265</b>
<b>4370+-DIF Parks Dev Zone 3</b>				
Interest	\$ 170	\$ 429	\$ 429	\$ 429
<b>4370+-DIF Parks Dev Zone 3 Total</b>	<b>\$ 170</b>	<b>\$ 429</b>	<b>\$ 429</b>	<b>\$ 429</b>
<b>4390+-DIF Roadway Improvements</b>				
Development Impact Fees	\$ 1,463,098	\$ 796,054	\$ 796,054	\$ 796,054
Interest	\$ 83,121	\$ 24,086	\$ 24,086	\$ 24,086
Miscellaneous	\$ 550	\$ -	\$ -	\$ -
<b>4390+-DIF Roadway Improvements Total</b>	<b>\$ 1,546,768</b>	<b>\$ 820,140</b>	<b>\$ 820,140</b>	<b>\$ 820,140</b>
<b>4440-DIF General Government</b>				
Interest	\$ 1,984	\$ 818	\$ 818	\$ 818
<b>4440-DIF General Government Total</b>	<b>\$ 1,984</b>	<b>\$ 818</b>	<b>\$ 818</b>	<b>\$ 818</b>
<b>Capital Projects Funds Total</b>	<b>\$ 20,074,424</b>	<b>\$ 18,447,088</b>	<b>\$ 18,447,088</b>	<b>\$ 1,371,745</b>

FUND - DESCRIPTION	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET
<b>Permanent Funds</b>				
<b>8010-Cemetery</b>				
Interest	\$ 69,590	\$ 26,000	\$ 26,000	\$ 26,000
<b>8010-Cemetery Total</b>	<b>\$ 69,590</b>	<b>\$ 26,000</b>	<b>\$ 26,000</b>	<b>\$ 26,000</b>
<b>Permanent Funds Total</b>	<b>\$ 69,590</b>	<b>\$ 26,000</b>	<b>\$ 26,000</b>	<b>\$ 26,000</b>
<b>Enterprise Funds</b>				
<b>6020+-Water &amp; Sewer</b>				
Water Revenues	\$ 50,249,093	\$ 50,584,553	\$ 50,584,553	\$ 54,410,000
Intergovernmental Agreement	\$ 1,650,124	\$ -	\$ -	\$ 38,898,000
Sewer Revenue	\$ 33,025,362	\$ 35,204,410	\$ 35,204,410	\$ 34,550,000
Bond Proceeds	\$ -	\$ -	\$ -	\$ 28,000,000
Miscellaneous	\$ 7,896,655	\$ 3,695,271	\$ 3,695,271	\$ 2,778,000
Water Development Impact Fees	\$ 979,342	\$ 553,846	\$ 553,846	\$ 1,046,154
Sewer Development Impact Fees	\$ 578,917	\$ 346,154	\$ 346,154	\$ 653,846
Interest	\$ 1,264,444	\$ 68,000	\$ 68,000	\$ 400,000
City Property Rental	\$ 50,224	\$ 50,352	\$ 50,352	\$ 100,704
Staff & Adm Chargebacks	\$ 82,000	\$ 82,000	\$ 82,000	\$ 82,000
Facility Rental Income	\$ 5,851	\$ 4,648	\$ 4,648	\$ 9,296
Lease Proceeds	\$ 23,934	\$ -	\$ -	\$ -
<b>6020+-Water &amp; Sewer Total</b>	<b>\$ 95,805,947</b>	<b>\$ 90,589,234</b>	<b>\$ 90,589,234</b>	<b>\$ 160,928,000</b>
<b>6110+-Landfill</b>				
Tipping Fees	\$ 5,537,392	\$ 5,677,825	\$ 5,677,825	\$ 5,998,957
Internal Charges	\$ 2,704,169	\$ 2,938,079	\$ 2,938,079	\$ 3,110,316
Bond Proceeds	\$ -	\$ -	\$ -	\$ 2,400,000
Recycling Sales	\$ 1,098,583	\$ 1,596,967	\$ 1,596,967	\$ 1,000,000
Staff & Adm Chargebacks	\$ 431,000	\$ 431,000	\$ 431,000	\$ 431,000
Miscellaneous	\$ 113,551	\$ 333,045	\$ 333,045	\$ 271,875
Interest	\$ 97,151	\$ 45,905	\$ 45,905	\$ 24,900
Residential Recycling Fees	\$ -	\$ -	\$ -	\$ -
<b>6110+-Landfill Total</b>	<b>\$ 9,981,846</b>	<b>\$ 11,022,821</b>	<b>\$ 11,022,821</b>	<b>\$ 13,237,048</b>
<b>6120-Solid Waste</b>				
Residential Sanitation	\$ 11,957,937	\$ 13,733,071	\$ 13,733,071	\$ 14,739,384
Commercial Sanitation Frontload	\$ 3,011,951	\$ 3,143,428	\$ 3,143,428	\$ 3,363,468
Commercial Sanitation Rolloff	\$ 700,866	\$ 697,410	\$ 697,410	\$ 746,229
Internal Charges	\$ 158,030	\$ 179,224	\$ 179,224	\$ 166,030
Miscellaneous	\$ 71,554	\$ 120,719	\$ 120,719	\$ 114,655
Miscellaneous Bin Service	\$ 85,800	\$ 71,041	\$ 71,041	\$ 86,315
Interest	\$ (1,841)	\$ 3,015	\$ 3,015	\$ 3,015
Outside City Commercial	\$ 56,248	\$ -	\$ -	\$ -
<b>6120-Solid Waste Total</b>	<b>\$ 16,040,545</b>	<b>\$ 17,947,908</b>	<b>\$ 17,947,908</b>	<b>\$ 19,219,096</b>
<b>6130-Housing Public Activities</b>				
Grants	\$ 1,742,875	\$ 15,519,078	\$ 15,519,078	\$ 15,519,078
Miscellaneous	\$ 4,167	\$ -	\$ -	\$ -
<b>6130-Housing Public Activities Total</b>	<b>\$ 1,747,042</b>	<b>\$ 15,519,078</b>	<b>\$ 15,519,078</b>	<b>\$ 15,519,078</b>
<b>Enterprise Funds Total</b>	<b>\$ 123,575,380</b>	<b>\$ 135,079,041</b>	<b>\$ 135,079,041</b>	<b>\$ 208,903,222</b>

FUND - DESCRIPTION	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET
<b>Internal Service Funds</b>				
<b>7010-Risk Management Self Insurance</b>				
Internal Charges	\$ 3,845,219	\$ 3,056,466	\$ 3,056,466	\$ 4,251,585
Miscellaneous	\$ 176,850	\$ 100,000	\$ 100,000	\$ 100,000
Security Revenue	\$ -	\$ 30,000	\$ 30,000	\$ 30,000
Interest	\$ 57,086	\$ 20,000	\$ 20,000	\$ 20,000
<b>7010-Risk Management Self Insurance Total</b>	<b>\$ 4,079,155</b>	<b>\$ 3,206,466</b>	<b>\$ 3,206,466</b>	<b>\$ 4,401,585</b>
<b>7020-Workers Comp Self Insurance</b>				
Internal Charges	\$ 1,277,848	\$ 1,299,278	\$ 1,299,278	\$ 2,669,415
Security Revenue	\$ -	\$ 30,000	\$ 30,000	\$ 30,000
Interest	\$ 101,432	\$ 26,000	\$ 26,000	\$ 26,000
Miscellaneous	\$ 1,723	\$ -	\$ -	\$ -
<b>7020-Workers Comp Self Insurance Total</b>	<b>\$ 1,381,003</b>	<b>\$ 1,355,278</b>	<b>\$ 1,355,278</b>	<b>\$ 2,725,415</b>
<b>7030-Benefits Trust</b>				
City Contributions	\$ 19,920,070	\$ 19,660,167	\$ 19,660,167	\$ 19,966,575
Employee Contributions	\$ 6,764,559	\$ 6,362,915	\$ 6,362,915	\$ 6,462,081
Retiree Contributions	\$ 3,052,432	\$ 4,825,836	\$ 4,825,836	\$ 4,901,048
Miscellaneous	\$ 3,440	\$ 104,553	\$ 104,553	\$ 106,182
Right-of-Way Permits	\$ 106	\$ 1,620	\$ 1,620	\$ 1,645
Interest	\$ 79,176	\$ 780	\$ 780	\$ 792
Internal Charges	\$ (20)	\$ -	\$ -	\$ -
<b>7030-Benefits Trust Total</b>	<b>\$ 29,819,764</b>	<b>\$ 30,955,871</b>	<b>\$ 30,955,871</b>	<b>\$ 31,438,323</b>
<b>7040-Fleet Services</b>				
Internal Charges	\$ 9,231,438	\$ 9,400,610	\$ 9,400,610	\$ 9,551,394
Miscellaneous	\$ 2,667	\$ -	\$ -	\$ -
<b>7040-Fleet Services Total</b>	<b>\$ 9,234,105</b>	<b>\$ 9,400,610</b>	<b>\$ 9,400,610</b>	<b>\$ 9,551,394</b>
<b>7050-Technology</b>				
Internal Charges	\$ 8,702,826	\$ 8,752,070	\$ 8,752,070	\$ 9,053,992
Interest	\$ 25,907	\$ -	\$ -	\$ -
Miscellaneous	\$ 20,680	\$ -	\$ -	\$ -
<b>7050-Technology Total</b>	<b>\$ 8,749,413</b>	<b>\$ 8,752,070</b>	<b>\$ 8,752,070</b>	<b>\$ 9,053,992</b>
<b>7060-Technology Projects</b>				
Internal Charges	\$ 477,867	\$ 1,154,676	\$ 1,154,676	\$ 1,556,182
<b>7060-Technology Projects Total</b>	<b>\$ 477,867</b>	<b>\$ 1,154,676</b>	<b>\$ 1,154,676</b>	<b>\$ 1,556,182</b>
<b>7070-Citywide ERP Solution</b>				
Internal Charges	\$ 2,939,693	\$ -	\$ -	\$ -
<b>7070-Citywide ERP Solution Total</b>	<b>\$ 2,939,693</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Internal Service Funds Total</b>	<b>\$ 56,681,000</b>	<b>\$ 54,824,971</b>	<b>\$ 54,824,971</b>	<b>\$ 58,726,891</b>
<b>TOTAL REVENUE - ALL FUNDS</b>	<b>\$ 527,907,346</b>	<b>\$ 557,625,086</b>	<b>\$ 557,625,086</b>	<b>\$ 631,446,602</b>

FUND - DESCRIPTION	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET
<b>General Funds</b>				
<b>1000-General Fund</b>				
<b>Budget and Finance</b>				
10001110 Budget&Finance Administration	\$ 637,652	\$ 533,826	\$ 533,826	\$ 788,313
10001111 Accounting Services	\$ 1,487,090	\$ 1,548,109	\$ 1,548,109	\$ 1,635,619
10001112 License/Collection	\$ 1,119,074	\$ 1,286,594	\$ 1,286,594	\$ 1,250,661
10001113 Procurement	\$ 444,312	\$ 505,631	\$ 510,831	\$ 535,395
10001114 Other Fees	\$ 50,109	\$ 330,899	\$ 330,899	\$ 330,899
10001115 Budget and Research	\$ 448,085	\$ 521,980	\$ 521,980	\$ 494,079
10001116 Grants Administration	\$ 144,700	\$ 143,028	\$ 143,028	\$ 148,143
10001119 Collections	\$ -	\$ -	\$ -	\$ 48,500
<b>Budget and Finance Total</b>	<b>\$ 4,331,021</b>	<b>\$ 4,870,067</b>	<b>\$ 4,875,267</b>	<b>\$ 5,231,609</b>
<b>City Attorney's Office</b>				
10001210 Legal Services	\$ 3,314,135	\$ 3,750,234	\$ 3,750,234	\$ 3,791,124
<b>City Attorney's Office Total</b>	<b>\$ 3,314,135</b>	<b>\$ 3,750,234</b>	<b>\$ 3,750,234</b>	<b>\$ 3,791,124</b>
<b>City Auditor</b>				
10001310 City Auditor Administration	\$ 381,588	\$ 396,173	\$ 396,173	\$ 410,043
<b>City Auditor Total</b>	<b>\$ 381,588</b>	<b>\$ 396,173</b>	<b>\$ 396,173</b>	<b>\$ 410,043</b>
<b>City Clerk</b>				
10001410 City Clerk Administration	\$ 687,691	\$ 717,232	\$ 744,732	\$ 767,898
10001411 Elections	\$ 208	\$ 127,750	\$ 100,250	\$ 2,000
<b>City Clerk Total</b>	<b>\$ 687,899</b>	<b>\$ 844,982</b>	<b>\$ 844,982</b>	<b>\$ 769,898</b>
<b>City Court</b>				
10001510 Court Administration	\$ 4,712,448	\$ 4,941,221	\$ 4,927,762	\$ 5,185,785
<b>City Court Total</b>	<b>\$ 4,712,448</b>	<b>\$ 4,941,221</b>	<b>\$ 4,927,762</b>	<b>\$ 5,185,785</b>
<b>City Manager's Office</b>				
10001610 City Manager Administration	\$ 924,096	\$ 976,774	\$ 1,068,774	\$ 1,673,591
<b>City Manager's Office Total</b>	<b>\$ 924,096</b>	<b>\$ 976,774</b>	<b>\$ 1,068,774</b>	<b>\$ 1,673,591</b>
<b>Community Services</b>				
10001710 Community Services Admin	\$ 287,115	\$ 395,859	\$ 395,859	\$ 434,397
10001711 Library	\$ 4,918,372	\$ 5,497,286	\$ 5,497,286	\$ 6,278,603
10001712 Community Engagement	\$ 141,958	\$ 145,445	\$ 145,445	\$ 150,524
10001715 CAP Local Match	\$ 18,169	\$ 17,382	\$ 17,382	\$ 17,582
10001716 Community Revitalization	\$ 288,127	\$ 291,556	\$ 291,556	\$ 361,952
<b>Community Services Total</b>	<b>\$ 5,653,742</b>	<b>\$ 6,347,528</b>	<b>\$ 6,347,528</b>	<b>\$ 7,243,059</b>
<b>Development Services</b>				
10001810 Planning	\$ 1,119,918	\$ 1,323,541	\$ 1,323,541	\$ 1,583,867
10001811 Building Safety	\$ 2,479,743	\$ 3,031,653	\$ 3,026,718	\$ 3,121,333
10001812 Code Compliance	\$ 1,558,223	\$ 1,830,897	\$ 1,805,897	\$ 1,838,993
10005006 Mapping and Records	\$ 96,750	\$ 106,734	\$ 106,734	\$ 214,953
<b>Development Services Total</b>	<b>\$ 5,254,634</b>	<b>\$ 6,292,825</b>	<b>\$ 6,262,890</b>	<b>\$ 6,759,146</b>
<b>Economic Development</b>				
10001910 Economic Development	\$ 839,852	\$ 873,417	\$ 873,417	\$ 1,000,723
10005007 Business Development	\$ 236,826	\$ 277,027	\$ 277,027	\$ 349,996
<b>Economic Development Total</b>	<b>\$ 1,076,678</b>	<b>\$ 1,150,444</b>	<b>\$ 1,150,444</b>	<b>\$ 1,350,719</b>

FUND - DESCRIPTION	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET
<b>Engineering</b>				
10003014 Engineering Administration	\$ 668,637	\$ 815,515	\$ 818,190	\$ 892,665
10003016 CIP Administration	\$ (538,195)	\$ (287,850)	\$ (290,211)	\$ (395,626)
10003017 Land Development	\$ 132,929	\$ 134,980	\$ 134,980	\$ 143,059
10003018 Construction Inspection	\$ 933,516	\$ 908,717	\$ 908,403	\$ 899,052
10005061 BofA Building	\$ 472,023	\$ 528,863	\$ 483,863	\$ 449,175
10005062 Promenade at Palmaire	\$ 144,890	\$ 60,312	\$ 105,312	\$ 60,000
10005304 Downtown Parking Garage	\$ -	\$ -	\$ -	\$ 80,000
<b>Engineering Total</b>	<b>\$ 1,813,800</b>	<b>\$ 2,160,537</b>	<b>\$ 2,160,537</b>	<b>\$ 2,128,325</b>
<b>Field Operations</b>				
10002810 Field Operations Admin	\$ 206,403	\$ 92,335	\$ 92,335	\$ 216,888
10002812 Facilities	\$ 5,833,961	\$ 3,933,193	\$ 4,670,209	\$ 4,854,684
10005060 Custodial Services	\$ 41,688	\$ 1,181,176	\$ 1,463,673	\$ 1,129,733
<b>Field Operations Total</b>	<b>\$ 6,082,051</b>	<b>\$ 5,206,704</b>	<b>\$ 6,226,217</b>	<b>\$ 6,201,305</b>
<b>Fire Services</b>				
10002010 Fire Administration	\$ 2,331,292	\$ 2,647,657	\$ 2,403,074	\$ 2,368,916
10002011 Fire Operations	\$ 34,888,633	\$ 34,855,306	\$ 34,849,076	\$ 37,559,249
10002012 Fire Special Operations	\$ 36,120	\$ 47,625	\$ 35,445	\$ 47,625
10002013 Fire Resource Management	\$ 3,578,456	\$ 3,848,850	\$ 3,664,799	\$ 3,791,772
10002014 Fire Training	\$ 22,446	\$ 25,500	\$ 36,100	\$ 36,100
10002015 Fire Medical Services & Health	\$ 228,298	\$ 256,563	\$ 260,063	\$ 256,563
10002016 Fire Emergency Management	\$ 533,008	\$ 617,166	\$ 620,166	\$ 635,332
10002017 Fire Marshal's Office	\$ 967,046	\$ 1,083,807	\$ 1,091,937	\$ 1,139,973
10002018 Fire Community Services	\$ 21,976	\$ 22,250	\$ 22,250	\$ 21,298
10002019 LA Services	\$ 819,080	\$ 1,126,480	\$ 1,110,480	\$ 1,162,051
10002020 Logistics Ops	\$ 176,953	\$ 153,999	\$ 153,999	\$ 159,663
10002021 Glendale Health Center	\$ 19,427	\$ 58,053	\$ 58,053	\$ 60,956
10002023 PS Training Fac - Fire	\$ -	\$ -	\$ -	\$ -
10002024 PS Training Fac-Fire	\$ -	\$ -	\$ -	\$ -
10005008 FD - NCAA Final Four	\$ -	\$ -	\$ -	\$ -
10005009 Fire - Fiesta Bowl Event	\$ 13,177	\$ 62,748	\$ 48,048	\$ 59,794
10005010 Stadium - Fire Event Staffing	\$ -	\$ -	\$ -	\$ 17,674
10005011 Arena - Fire Event Staffing	\$ 182,728	\$ 149,799	\$ 162,499	\$ 267,311
10005012 CBRanch - Fire Event Staffing	\$ 71,202	\$ 59,999	\$ 59,999	\$ 92,993
10005013 Fire - College FB Playoffs	\$ -	\$ -	\$ -	\$ -
10005076 Fire-Crisis Response	\$ -	\$ -	\$ 9,999	\$ 10,000
10005077 Fire-Health & Safety	\$ -	\$ -	\$ 234,583	\$ 234,583
10005078 Fire-Turnout Program	\$ -	\$ -	\$ 184,051	\$ 184,051
<b>Fire Services Total</b>	<b>\$ 43,889,842</b>	<b>\$ 45,015,802</b>	<b>\$ 45,004,622</b>	<b>\$ 48,105,904</b>
<b>Human Resources</b>				
10002110 Human Resource Administration	\$ 420,747	\$ 450,813	\$ 450,813	\$ 675,737
10002112 Organizational Development	\$ 121,848	\$ 128,374	\$ 128,374	\$ 132,203
10005014 Employment Services	\$ 368,220	\$ 365,484	\$ 365,484	\$ 389,819
10005015 Employee Relations	\$ 296,443	\$ 305,188	\$ 305,188	\$ 315,748
10005016 Compensation	\$ 184,854	\$ 187,191	\$ 187,191	\$ 194,966
10005017 Employee Programs	\$ 38,436	\$ 60,000	\$ 60,000	\$ 60,000
10005018 Benefits	\$ 420,378	\$ 424,946	\$ 424,946	\$ 434,146
<b>Human Resources Total</b>	<b>\$ 1,850,925</b>	<b>\$ 1,921,996</b>	<b>\$ 1,921,996</b>	<b>\$ 2,202,620</b>

FUND - DESCRIPTION	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET
<b>Mayor &amp; Council Office</b>				
10001010 Mayor's Office	\$ 427,108	\$ 464,475	\$ 464,475	\$ 472,631
10001011 Council Office Administration	\$ 458,241	\$ 432,277	\$ 432,277	\$ 555,454
10001012 Cholla District	\$ 92,635	\$ 104,848	\$ 104,848	\$ 109,318
10001013 Barrel District	\$ 89,228	\$ 101,139	\$ 101,139	\$ 105,428
10001014 Sahuaro District	\$ 89,356	\$ 111,885	\$ 111,885	\$ 117,147
10001015 Cactus District	\$ 93,277	\$ 110,187	\$ 110,187	\$ 107,249
10001016 Yucca District	\$ 76,640	\$ 104,848	\$ 104,848	\$ 105,944
10001017 Ocotillo District	\$ 85,268	\$ 106,007	\$ 106,007	\$ 112,851
<b>Mayor &amp; Council Office Total</b>	<b>\$ 1,411,754</b>	<b>\$ 1,535,666</b>	<b>\$ 1,535,666</b>	<b>\$ 1,686,022</b>
<b>Non-Departmental</b>				
10002310 Non-Departmental	\$ 12,917,915	\$ 12,942,682	\$ 19,892,682	\$ 11,841,250
<b>Non-Departmental Total</b>	<b>\$ 12,917,915</b>	<b>\$ 12,942,682</b>	<b>\$ 19,892,682</b>	<b>\$ 11,841,250</b>
<b>Police Services</b>				
10002410 Police Administration	\$ 3,729,438	\$ 4,015,177	\$ 4,018,120	\$ 4,499,346
10002411 Training	\$ 2,916,851	\$ 3,837,676	\$ 3,841,820	\$ 4,133,127
10002412 PS Training Fac - Police	\$ -	\$ -	\$ -	\$ -
10002414 Special Operations	\$ 9,168,333	\$ 9,001,302	\$ 9,169,044	\$ 9,733,795
10002416 Crime Investigations	\$ 14,162,368	\$ 14,943,037	\$ 14,998,320	\$ 15,531,389
10002417 Police Support Services	\$ 3,360,416	\$ 3,381,415	\$ 3,385,285	\$ 3,139,118
10002418 Detention	\$ 3,099,212	\$ 3,029,042	\$ 2,871,973	\$ 3,170,727
10002419 Communications	\$ 3,927,881	\$ 3,704,879	\$ 3,704,879	\$ 3,924,551
10002420 Towing Administration	\$ 73,240	\$ 77,496	\$ 77,496	\$ 81,281
10002421 Gateway Patrol Division	\$ 21,624,927	\$ 21,186,544	\$ 21,255,939	\$ 22,110,861
10002422 Foothills Patrol Division	\$ 20,933,298	\$ 22,341,917	\$ 22,508,519	\$ 22,578,868
10005020 Police Personnel Management	\$ 939,855	\$ 927,102	\$ 967,206	\$ 770,559
10005021 Fiscal Management	\$ 3,528,907	\$ 4,615,392	\$ 4,645,992	\$ 4,887,981
10005022 PD - Stadium Event Staffing	\$ 806,305	\$ 784,065	\$ 784,065	\$ 845,944
10005023 PD - Fiesta Bowl Event	\$ 57,169	\$ 70,274	\$ 70,274	\$ 70,336
10005024 PD - Arena Event Staffing	\$ 523,335	\$ 579,113	\$ 579,113	\$ 586,288
10005025 PD - College FB Playoffs	\$ -	\$ -	\$ -	\$ -
10005026 PD - CBRanch Event Staffing	\$ 7,725	\$ 32,535	\$ 32,535	\$ 32,562
10005027 PD - NCAA Final 4	\$ -	\$ -	\$ -	\$ -
10005080 SWAT Medics	\$ -	\$ -	\$ -	\$ -
<b>Police Services Total</b>	<b>\$ 88,859,262</b>	<b>\$ 92,526,966</b>	<b>\$ 92,910,580</b>	<b>\$ 96,096,734</b>
<b>Public Affairs</b>				
10002510 Public Affairs Administration	\$ 1,373,126	\$ 1,484,429	\$ 1,484,429	\$ 1,680,518
10002511 Cable Communications	\$ 875,060	\$ 914,534	\$ 914,534	\$ 826,581
<b>Public Affairs Total</b>	<b>\$ 2,248,186</b>	<b>\$ 2,398,963</b>	<b>\$ 2,398,963</b>	<b>\$ 2,507,099</b>



FUND - DESCRIPTION	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET
<b>Public Facil Recr&amp;Spec Events</b>				
10002610 Public Facil,Rec&Special Event	\$ 1,652,948	\$ 1,646,160	\$ 1,600,821	\$ 1,579,745
10002611 Parks Maintenance	\$ 6,186,364	\$ 6,166,606	\$ 5,986,506	\$ 6,332,834
10002615 Park Rangers	\$ 346,338	\$ 295,484	\$ 295,411	\$ 303,221
10002616 Foothills Recreation Center	\$ 1,346,514	\$ 1,367,741	\$ 1,435,790	\$ 1,249,374
10002617 Civic Center	\$ 626,759	\$ 730,016	\$ 676,334	\$ 609,132
10002618 Adult Center	\$ 406,706	\$ 412,708	\$ 418,681	\$ 452,289
10005035 City-Wide Aquatics	\$ -	\$ -	\$ -	\$ -
10005036 Youth and Teen	\$ 147,698	\$ 199,602	\$ 203,602	\$ 49,562
10005037 Aquatics-Rose Ln & Splash Pads	\$ 347,184	\$ 419,818	\$ 429,718	\$ 451,395
10005038 Audio/Visual/Support Services	\$ 198,446	\$ 182,674	\$ 110,882	\$ 109,700
10005039 Sports	\$ -	\$ -	\$ -	\$ -
10005040 SRPHA Sahuaro Ranch Hist	\$ 84,393	\$ 80,182	\$ 80,682	\$ 170,203
10005041 Sports and Health	\$ 253,941	\$ 309,268	\$ 309,410	\$ 315,460
10005042 Glitter Spectacular	\$ 111,057	\$ 124,904	\$ 114,904	\$ 124,914
10005043 December Weekends	\$ 113,947	\$ 97,337	\$ 90,435	\$ 78,516
10005044 Glitter and Glow	\$ 76,140	\$ 95,783	\$ 101,462	\$ 101,791
10005045 Chocolate Affaire	\$ 108,982	\$ 102,695	\$ 106,285	\$ 107,499
10005046 Glitters Light	\$ 214,096	\$ 154,182	\$ 161,084	\$ 188,013
10005047 Other Special Events	\$ 65,410	\$ 109,835	\$ 157,796	\$ 84,035
10005048 City-Wide Special Events	\$ 370,303	\$ 397,219	\$ 397,219	\$ 423,083
10005049 Summer Band	\$ 6,010	\$ 8,435	\$ 8,435	\$ 8,695
10005050 Special Events Permitting	\$ 17,577	\$ 71,518	\$ 71,518	\$ 71,612
10005051 City Sales Tax - Bed Tax	\$ 367,171	\$ 444,097	\$ 386,867	\$ 475,971
10005052 Glendale CVB - Memberships	\$ 1,662	\$ 30,000	\$ 132,000	\$ 30,000
10005053 Tourism - Souvenir Program	\$ -	\$ 5,000	\$ 5,000	\$ 5,000
10005054 Bed Tax / Tourism	\$ 324,952	\$ 357,451	\$ 326,807	\$ 457,538
10005301 Glen Lakes Golf Course	\$ -	\$ -	\$ 612,334	\$ 220,797
10005302 PFR&SE Tohono O'odham Funding	\$ -	\$ -	\$ -	\$ 104,040
10005303 PFR&SE Marketing	\$ -	\$ -	\$ 44,982	\$ 44,982
<b>Public Facil Recr&amp;Spec Events Total</b>	<b>\$ 13,374,596</b>	<b>\$ 13,808,715</b>	<b>\$ 14,264,965</b>	<b>\$ 14,149,400</b>
<b>Transportation</b>				
10002934 Cemetery	\$ 281,342	\$ 220,816	\$ 219,016	\$ 236,258
10005055 Stadium - Transportation Ops	\$ 698,543	\$ 756,224	\$ 756,224	\$ 799,670
10005056 Transp - Fiesta Bowl Event	\$ 26,257	\$ 65,083	\$ 65,083	\$ 32,248
10005057 Arena - Transportation Ops.	\$ 38,296	\$ 51,035	\$ 51,035	\$ 41,073
10005058 Graffiti Removal	\$ 18,317	\$ 17,094	\$ 16,856	\$ 17,130
10005059 CBRanch - ROW Maintenance	\$ 12,961	\$ 16,080	\$ 16,150	\$ 16,080
<b>Transportation Total</b>	<b>\$ 1,075,716</b>	<b>\$ 1,126,332</b>	<b>\$ 1,124,364</b>	<b>\$ 1,142,459</b>
<b>1000-General Fund Total</b>	<b>\$ 199,860,288</b>	<b>\$ 208,214,611</b>	<b>\$ 217,064,645</b>	<b>\$ 218,476,090</b>
<b>1020-Vehicle Replacement</b>				
<b>Field Operations</b>				
10202842 Equipment Replacement	\$ 3,321,726	\$ 2,292,190	\$ 2,292,190	\$ 3,505,526
10205305 VRF Vehicles 1 time supplement	\$ -	\$ -	\$ -	\$ -
<b>Field Operations Total</b>	<b>\$ 3,321,726</b>	<b>\$ 2,292,190</b>	<b>\$ 2,292,190</b>	<b>\$ 3,505,526</b>
<b>1020-Vehicle Replacement Total</b>	<b>\$ 3,321,726</b>	<b>\$ 2,292,190</b>	<b>\$ 2,292,190</b>	<b>\$ 3,505,526</b>
<b>General Funds Total</b>	<b>\$ 203,182,014</b>	<b>\$ 210,506,801</b>	<b>\$ 219,356,835</b>	<b>\$ 221,981,616</b>

FUND - DESCRIPTION	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET
<b>Special Revenue Funds</b>				
<b>2010-Home Grant</b>				
<b>Community Services</b>				
20104017 Grants-Community Service	\$ (25,554)	\$ 900,747	\$ 370,401	\$ 900,747
20105140 HOME Administration	\$ 21,585	\$ 27,707	\$ 24,023	\$ 27,707
20105141 HOME Replace Housing Program	\$ 172,054	\$ 375,000	\$ 200,000	\$ 375,000
20105142 HOME Affordable Housing	\$ 196,167	\$ -	\$ -	\$ -
20105143 HOME Single Family Resid Rehab	\$ 95,771	\$ 375,000	\$ 80,000	\$ 375,000
<b>Community Services Total</b>	<b>\$ 460,024</b>	<b>\$ 1,678,454</b>	<b>\$ 674,424</b>	<b>\$ 1,678,454</b>
<b>2010-Home Grant Total</b>	<b>\$ 460,024</b>	<b>\$ 1,678,454</b>	<b>\$ 674,424</b>	<b>\$ 1,678,454</b>
<b>2020-Neighborhood Stabilization</b>				
<b>Community Services</b>				
20204017 Neighborhood Stabilization	\$ 337	\$ 227,349	\$ 25,049	\$ 227,472
<b>Community Services Total</b>	<b>\$ 337</b>	<b>\$ 227,349</b>	<b>\$ 25,049</b>	<b>\$ 227,472</b>
<b>2020-Neighborhood Stabilization Total</b>	<b>\$ 337</b>	<b>\$ 227,349</b>	<b>\$ 25,049</b>	<b>\$ 227,472</b>
<b>2030-Neighborhd Stabilization Pgm3</b>				
<b>Community Services</b>				
20304017 Grants Neigh Stab Pgm3	\$ -	\$ -	\$ -	\$ -
20305150 NSP3 Administration	\$ -	\$ 227,300	\$ 25,000	\$ 227,300
20305151 NSP3 Demo	\$ -	\$ -	\$ -	\$ -
<b>Community Services Total</b>	<b>\$ -</b>	<b>\$ 227,300</b>	<b>\$ 25,000</b>	<b>\$ 227,300</b>
<b>2030-Neighborhd Stabilization Pgm3 Total</b>	<b>\$ -</b>	<b>\$ 227,300</b>	<b>\$ 25,000</b>	<b>\$ 227,300</b>
<b>2040-CDBG</b>				
<b>Community Services</b>				
20404017 CDBG	\$ 704,208	\$ 3,017,985	\$ 2,014,780	\$ 2,941,783
20405100 CDBG Administration	\$ 385,620	\$ 94,730	\$ 55,759	\$ 94,730
20405101 CDBG Single Family Resid Rehab	\$ 113,784	\$ 835,000	\$ 246,880	\$ 835,000
20405102 CDBG Lead Based Paint	\$ 3,357	\$ 40,000	\$ 9,622	\$ 40,000
20405103 CDBG Temporary Relocation	\$ 21,130	\$ 34,000	\$ 23,215	\$ 34,000
20405104 CDBG Rehab/Delivery	\$ 118,233	\$ 8,500	\$ 10,848	\$ 8,500
20405105 CDBG Demolition Low/Mod	\$ -	\$ 43,000	\$ 15,000	\$ 43,000
20405106 CDBG Demolition Slum Blight	\$ 843	\$ 75,000	\$ 35,422	\$ 75,000
20405107 CDBG Public Services	\$ 276,747	\$ -	\$ -	\$ -
20405108 CDBG Housing Services-City Prj	\$ 82,410	\$ -	\$ -	\$ -
20405109 CDBG Housing Services-External	\$ 288,775	\$ -	\$ -	\$ -
20405110 CDBG Public Fclty/Infra-CtyPrj	\$ 178,433	\$ -	\$ -	\$ -
20405111 CDBG Public Fclty/Infra-Extern	\$ 64,167	\$ -	\$ -	\$ -
20405112 CDBG Roof Replacement Program	\$ 48,338	\$ 100,000	\$ 83,529	\$ 100,000
<b>Community Services Total</b>	<b>\$ 2,286,046</b>	<b>\$ 4,248,215</b>	<b>\$ 2,495,055</b>	<b>\$ 4,172,013</b>
<b>2040-CDBG Total</b>	<b>\$ 2,286,046</b>	<b>\$ 4,248,215</b>	<b>\$ 2,495,055</b>	<b>\$ 4,172,013</b>

FUND - DESCRIPTION	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET
<b>2050-Highway User Gas Tax</b>				
<b>Engineering</b>				
20503019 Pavement Management	\$ 749,828	\$ 812,185	\$ 812,185	\$ 835,780
20503020 Street Lighting	\$ 1,930,814	\$ 2,143,047	\$ 2,143,047	\$ 1,986,754
<b>Engineering Total</b>	<b>\$ 2,680,642</b>	<b>\$ 2,955,232</b>	<b>\$ 2,955,232</b>	<b>\$ 2,822,535</b>
<b>Transportation</b>				
20502919 Transportation Administration	\$ 525,488	\$ 115,766	\$ 116,660	\$ 120,390
20502920 Right of Way	\$ 3,215,549	\$ 3,280,494	\$ 3,280,494	\$ 5,813,823
20502921 Street Maintenance	\$ 1,477,324	\$ 1,573,207	\$ 1,740,447	\$ 1,649,365
20502923 Traffic Signals	\$ 1,183,863	\$ 1,259,162	\$ 1,259,162	\$ 1,284,561
20502924 Signs & Markings	\$ 689,592	\$ 694,231	\$ 694,231	\$ 728,784
20502925 Barricade Management	\$ -	\$ -	\$ -	\$ 213,099
20505063 Traffic Studies	\$ 13,158	\$ 167,240	\$ -	\$ -
20505064 Traffic Design and Development	\$ 20,750	\$ 301,037	\$ 301,037	\$ 190,776
20505065 Graffiti Removal - ROW	\$ 5,729	\$ 172,444	\$ 172,444	\$ 170,497
<b>Transportation Total</b>	<b>\$ 7,131,454</b>	<b>\$ 7,563,581</b>	<b>\$ 7,564,475</b>	<b>\$ 10,171,294</b>
<b>2050-Highway User Gas Tax Total</b>	<b>\$ 9,812,096</b>	<b>\$ 10,518,813</b>	<b>\$ 10,519,707</b>	<b>\$ 12,993,829</b>
<b>2060-Transportation Grants</b>				
<b>Transportation</b>				
20604029 Grants-Transportation	\$ -	\$ 552,821	\$ -	\$ 2,000,000
20605271 Transportation Transit Grants	\$ 716,802	\$ 665,234	\$ 1,955,079	\$ 700,000
20605272 Transportation Transport Grant	\$ -	\$ -	\$ 30,696	\$ -
<b>Transportation Total</b>	<b>\$ 716,802</b>	<b>\$ 1,218,055</b>	<b>\$ 1,985,775</b>	<b>\$ 2,700,000</b>
<b>2060-Transportation Grants Total</b>	<b>\$ 716,802</b>	<b>\$ 1,218,055</b>	<b>\$ 1,985,775</b>	<b>\$ 2,700,000</b>
<b>2070-Transportation Sales Tax</b>				
<b>Engineering</b>				
20705072 Street Light Managemnet	\$ 271,372	\$ 330,000	\$ 330,000	\$ 305,000
<b>Engineering Total</b>	<b>\$ 271,372</b>	<b>\$ 330,000</b>	<b>\$ 330,000</b>	<b>\$ 305,000</b>
<b>Transportation</b>				
20702312 Non-Departmental Fund 2070	\$ 294,964	\$ -	\$ -	\$ -
20702926 Transportation Program Mgmt	\$ 2,615,751	\$ 2,294,575	\$ 2,176,575	\$ 2,365,602
20702927 Fixed Route	\$ 4,221,909	\$ 4,913,079	\$ 4,894,623	\$ 4,901,822
20702928 Dial-A-Ride	\$ 2,806,274	\$ 2,940,879	\$ 2,734,379	\$ 3,429,943
20702929 Transit Program Administration	\$ 532,335	\$ 482,336	\$ 481,934	\$ 495,545
20702930 Intelligent Transport Systems	\$ 611,383	\$ 681,219	\$ 681,219	\$ 730,226
20702931 Traffic Mitigation	\$ 497,634	\$ 527,756	\$ 617,756	\$ 532,722
20705066 Transportation Education	\$ 22,332	\$ 203,230	\$ 193,520	\$ 210,063
20705067 Demand Management	\$ 2,871	\$ 28,505	\$ 18,900	\$ 28,505
20705068 Rail Transit	\$ -	\$ 50,000	\$ 50,000	\$ -
20705069 CIP O&M	\$ 688,814	\$ 813,000	\$ 1,047,500	\$ 813,000
20705070 Traffic Signals	\$ 10,443	\$ 10,050	\$ 10,050	\$ 10,050
20705071 Signs & Markings	\$ 26,881	\$ 42,040	\$ 30,040	\$ 42,040
<b>Transportation Total</b>	<b>\$ 12,331,592</b>	<b>\$ 12,986,669</b>	<b>\$ 12,936,496</b>	<b>\$ 13,559,517</b>
<b>2070-Transportation Sales Tax Total</b>	<b>\$ 12,602,964</b>	<b>\$ 13,316,669</b>	<b>\$ 13,266,496</b>	<b>\$ 13,864,517</b>

FUND - DESCRIPTION	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET
<b>2100-Utility Bill Donation</b>				
<b>Grant Non-Departmental</b>				
21004033 Utility Bill Don-FrmtheHeart	\$ 97,500	\$ 200,000	\$ 200,000	\$ 200,000
<b>Grant Non-Departmental Total</b>	<b>\$ 97,500</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>
<b>2100-Utility Bill Donation Total</b>	<b>\$ 97,500</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>
<b>2110-Arts Commission</b>				
<b>Community Services</b>				
21101712 Arts Program	\$ -	\$ -	\$ -	\$ -
21101714 Arts Program	\$ 243,855	\$ 260,404	\$ 260,404	\$ -
<b>Community Services Total</b>	<b>\$ 243,855</b>	<b>\$ 260,404</b>	<b>\$ 260,404</b>	<b>\$ -</b>
<b>Economic Development</b>				
21101911 Arts Program	\$ -	\$ -	\$ -	\$ 264,148
<b>Economic Development Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 264,148</b>
<b>2110-Arts Commission Total</b>	<b>\$ 243,855</b>	<b>\$ 260,404</b>	<b>\$ 260,404</b>	<b>\$ 264,148</b>
<b>2120-Court Security Bonds</b>				
<b>City Court</b>				
21205001 Court Security	\$ 372,168	\$ 451,361	\$ 492,896	\$ 453,243
21205002 Court Time Payments	\$ 85,603	\$ 82,220	\$ 68,827	\$ 64,321
21205003 Fill the Gap	\$ 23,816	\$ 57,264	\$ 33,268	\$ 57,145
<b>City Court Total</b>	<b>\$ 481,586</b>	<b>\$ 590,845</b>	<b>\$ 594,991</b>	<b>\$ 574,709</b>
<b>2120-Court Security Bonds Total</b>	<b>\$ 481,586</b>	<b>\$ 590,845</b>	<b>\$ 594,991</b>	<b>\$ 574,709</b>
<b>2130-Airport Special Revenue</b>				
<b>Transportation</b>				
21302933 Airport Operations	\$ 722,452	\$ 775,378	\$ 779,595	\$ 854,916
<b>Transportation Total</b>	<b>\$ 722,452</b>	<b>\$ 775,378</b>	<b>\$ 779,595</b>	<b>\$ 854,916</b>
<b>2130-Airport Special Revenue Total</b>	<b>\$ 722,452</b>	<b>\$ 775,378</b>	<b>\$ 779,595</b>	<b>\$ 854,916</b>
<b>2140-CAP Grant</b>				
<b>Community Services</b>				
21404017 CAP Grant	\$ -	\$ 68,611	\$ 68,611	\$ 68,611
21405261 Community Action Program DHHS	\$ 1,198,426	\$ 1,217,269	\$ 1,217,269	\$ 1,288,039
21405262 Community Action Program ACAA	\$ 47,963	\$ 46,857	\$ 46,857	\$ 46,857
21405263 Community Action Program ADOH	\$ -	\$ -	\$ 464,250	\$ -
<b>Community Services Total</b>	<b>\$ 1,246,389</b>	<b>\$ 1,332,737</b>	<b>\$ 1,796,987</b>	<b>\$ 1,403,507</b>
<b>2140-CAP Grant Total</b>	<b>\$ 1,246,389</b>	<b>\$ 1,332,737</b>	<b>\$ 1,796,987</b>	<b>\$ 1,403,507</b>
<b>2150-Emergency Shelter Grant</b>				
<b>Community Services</b>				
21504017 Emergency Shelter Grant	\$ 15,662	\$ -	\$ -	\$ -
21505130 ESG Administration	\$ 8,191	\$ 208,992	\$ 229,502	\$ 258,992
21505131 ESG Rapid Rehousing	\$ 131,501	\$ -	\$ -	\$ -
21505133 ESG Emergency Shelter Services	\$ 43,323	\$ -	\$ -	\$ -
<b>Community Services Total</b>	<b>\$ 198,677</b>	<b>\$ 208,992</b>	<b>\$ 229,502</b>	<b>\$ 258,992</b>
<b>2150-Emergency Shelter Grant Total</b>	<b>\$ 198,677</b>	<b>\$ 208,992</b>	<b>\$ 229,502</b>	<b>\$ 258,992</b>

FUND - DESCRIPTION	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET
<b>2160-Other Grants</b>				
<b>Community Services</b>				
21604017 Grants-Community Service	\$ -	\$ 275,000	\$ 275,000	\$ 275,000
21605241 Library Grant Accounts	\$ 56,171	\$ -	\$ 101,606	\$ -
21605249 Library Donation Accounts	\$ 1,929	\$ -	\$ -	\$ -
21605269 Community Action Prog Donation	\$ 6,087	\$ -	\$ -	\$ -
<b>Community Services Total</b>	<b>\$ 64,186</b>	<b>\$ 275,000</b>	<b>\$ 376,606</b>	<b>\$ 275,000</b>
<b>Contingency</b>				
21603214 Other Grants Contingency	\$ -	\$ -	\$ -	\$ -
<b>Contingency Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Fire Services</b>				
21604020 Grants-Fire Services	\$ -	\$ 3,028,831	\$ 1,445,581	\$ 3,028,831
21605201 Fire AZDOHS Grants	\$ 119,243	\$ -	\$ 624,587	\$ -
21605202 Fire FEMA Grants	\$ -	\$ -	\$ -	\$ -
21605203 Fire AZ Forestry Grants	\$ 1,661,587	\$ -	\$ 1,887,173	\$ -
21605208 Fire Miscellaneous Grants	\$ 6,953	\$ -	\$ 14,093	\$ -
21605209 Fire Donation Accounts	\$ 4,030	\$ -	\$ -	\$ -
<b>Fire Services Total</b>	<b>\$ 1,791,813</b>	<b>\$ 3,028,831</b>	<b>\$ 3,971,434</b>	<b>\$ 3,028,831</b>
<b>Grant Non-Departmental</b>				
21604033 Grants- Other Departmental	\$ -	\$ -	\$ -	\$ -
21605251 Other Departments Grant Accnts	\$ 528,557	\$ -	\$ 720,102	\$ -
21605259 Other Department Donation Acct	\$ 7,697	\$ -	\$ 11,000	\$ -
<b>Grant Non-Departmental Total</b>	<b>\$ 536,254</b>	<b>\$ -</b>	<b>\$ 731,102</b>	<b>\$ -</b>
<b>Police Services</b>				
21604024 Grants-Police Services	\$ 26,041	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
21605211 Police AZDOHS Grants	\$ 77,543	\$ -	\$ 168,948	\$ -
21605212 Police AZDPS Grants	\$ 318,817	\$ 111,638	\$ 715,581	\$ 114,247
21605213 Police GOHS Grants	\$ 139,164	\$ -	\$ 175,200	\$ -
21605214 Police HIDTA Grants	\$ 145,092	\$ -	\$ 176,075	\$ -
21605215 Police USDOJ Grants	\$ 331,772	\$ 269,739	\$ 445,865	\$ 358,451
21605216 Police USMS Grants	\$ 73,762	\$ -	\$ 22,500	\$ -
21605217 Police DUIAC Grants	\$ 87,035	\$ -	\$ 50,000	\$ -
21605218 Police SRO Recovery Grants	\$ 311,042	\$ 93,014	\$ 93,014	\$ 132,293
21605219 Police Task Forces Grants	\$ 64,999	\$ -	\$ 111,564	\$ -
21605228 Police Miscellaneous Grants	\$ 361,936	\$ 76,879	\$ 134,380	\$ 93,484
21605229 Police Donation Accounts	\$ 22,784	\$ -	\$ -	\$ -
<b>Police Services Total</b>	<b>\$ 1,959,987</b>	<b>\$ 2,551,270</b>	<b>\$ 4,093,127</b>	<b>\$ 2,698,475</b>
<b>Public Facilit Recr&amp;Spec Events</b>				
21604026 Grants-Public Fclt, Rec&SE	\$ -	\$ 25,000	\$ 25,000	\$ 25,000
21605231 Parks & Rec Grant Accounts	\$ 2,708	\$ -	\$ -	\$ -
21605239 Parks & Rec Donation Accounts	\$ 15,440	\$ -	\$ 82,000	\$ -
<b>Public Facilit Recr&amp;Spec Events Total</b>	<b>\$ 18,148</b>	<b>\$ 25,000</b>	<b>\$ 107,000</b>	<b>\$ 25,000</b>
<b>Undefined Department</b>				
21602311 Non-Departmental Fund 2160	\$ -	\$ 750,000	\$ 750,000	\$ 750,000
<b>Undefined Department Total</b>	<b>\$ -</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>
<b>Water Services</b>				
21604027 Grants-Water Services	\$ -	\$ -	\$ -	\$ -
21605291 Water Grant	\$ -	\$ -	\$ -	\$ -
<b>Water Services Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>2160-Other Grants Total</b>	<b>\$ 4,370,389</b>	<b>\$ 6,630,101</b>	<b>\$ 10,029,269</b>	<b>\$ 6,777,306</b>

FUND - DESCRIPTION	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET
<b>2170-Rico Funds</b>				
<b>Police Services</b>				
21702423 Federal RICO	\$ 839	\$ 225,000	\$ 225,000	\$ 225,000
21702424 State RICO	\$ 622,656	\$ 2,655,975	\$ 2,655,975	\$ 1,500,143
21704024 Grants-Police Services	\$ 28,487	\$ -	\$ -	\$ -
<b>Police Services Total</b>	<b>\$ 651,982</b>	<b>\$ 2,880,975</b>	<b>\$ 2,880,975</b>	<b>\$ 1,725,143</b>
<b>2170-Rico Funds Total</b>	<b>\$ 651,982</b>	<b>\$ 2,880,975</b>	<b>\$ 2,880,975</b>	<b>\$ 1,725,143</b>
<b>2180-Park and Rec Designated</b>				
<b>Public Faclit Recr&amp;Spec Events</b>				
21805028 Parks Maintenance	\$ 177	\$ 2,000	\$ 1,000	\$ 2,000
21805029 Desert Valley Park	\$ -	\$ 6,000	\$ 6,000	\$ 6,000
21805030 Desert Mirage Park	\$ -	\$ 5,000	\$ 5,000	\$ 5,000
21805031 Desert Gardens Park	\$ -	\$ 8,000	\$ 8,000	\$ 8,000
21805032 Discovery Park	\$ -	\$ 4,000	\$ 4,000	\$ 4,000
21805033 Elsie McCarthy Pk. Maint	\$ 10,567	\$ 12,890	\$ 10,624	\$ 12,900
21805034 Paseo Racquet Center	\$ -	\$ 25,000	\$ 8,000	\$ 25,000
<b>Public Faclit Recr&amp;Spec Events Total</b>	<b>\$ 10,745</b>	<b>\$ 62,890</b>	<b>\$ 42,624</b>	<b>\$ 62,900</b>
<b>2180-Park and Rec Designated Total</b>	<b>\$ 10,745</b>	<b>\$ 62,890</b>	<b>\$ 42,624</b>	<b>\$ 62,900</b>
<b>2190-Airport Capital Grant</b>				
<b>Transportation</b>				
21905281 Airport Grants	\$ 2,914,136	\$ -	\$ -	\$ -
<b>Transportation Total</b>	<b>\$ 2,914,136</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>2190-Airport Capital Grant Total</b>	<b>\$ 2,914,136</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>2200-Training Facility Revenue</b>				
<b>Field Operations</b>				
22002846 PS Training Ops - Fac. Mgmt	\$ 602,718	\$ 630,064	\$ 658,030	\$ 954,895
<b>Field Operations Total</b>	<b>\$ 602,718</b>	<b>\$ 630,064</b>	<b>\$ 658,030</b>	<b>\$ 954,895</b>
<b>Fire Services</b>				
22002023 PS Training Ops - Fire	\$ 790,739	\$ 958,535	\$ 958,535	\$ 992,859
<b>Fire Services Total</b>	<b>\$ 790,739</b>	<b>\$ 958,535</b>	<b>\$ 958,535</b>	<b>\$ 992,859</b>
<b>Police Services</b>				
22002413 PS Training Ops - Police	\$ 360,134	\$ 388,054	\$ 388,054	\$ 401,959
<b>Police Services Total</b>	<b>\$ 360,134</b>	<b>\$ 388,054</b>	<b>\$ 388,054</b>	<b>\$ 401,959</b>
<b>2200-Training Facility Revenue Total</b>	<b>\$ 1,753,591</b>	<b>\$ 1,976,653</b>	<b>\$ 2,004,619</b>	<b>\$ 2,349,714</b>
<b>Special Revenue Funds Total</b>	<b>\$ 38,569,571</b>	<b>\$ 46,353,830</b>	<b>\$ 47,810,471</b>	<b>\$ 50,334,920</b>

FUND - DESCRIPTION	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET
<b>Enterprise Funds</b>				
<b>6020+-Water &amp; Sewer</b>				
<b>Budget and Finance</b>				
60201117 Customer Service	\$ 2,632,234	\$ 3,144,936	\$ 3,144,936	\$ 3,233,639
<b>Budget and Finance Total</b>	<b>\$ 2,632,234</b>	<b>\$ 3,144,936</b>	<b>\$ 3,144,936</b>	<b>\$ 3,233,639</b>
<b>Development Services</b>				
60201813 Cross Connection Control	\$ 153,794	\$ -	\$ -	\$ -
<b>Development Services Total</b>	<b>\$ 153,794</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Water Services</b>				
60202710 Environmental Resources	\$ 721,493	\$ 873,419	\$ 854,419	\$ 801,419
60202711 Water Services Administration	\$ 4,098,533	\$ 8,148,744	\$ 8,157,845	\$ 7,989,990
60202712 Safety Administration	\$ 784,503	\$ 840,222	\$ 840,222	\$ 873,405
60202713 Information Management	\$ 1,251,332	\$ 1,669,559	\$ 1,669,559	\$ 1,694,970
60202714 Public Service Representative	\$ 790,992	\$ 911,792	\$ 871,792	\$ 934,189
60202715 System Security	\$ 500,476	\$ 621,302	\$ 615,672	\$ 649,264
60202716 Property Management	\$ 45,244	\$ 101	\$ -	\$ -
60202717 Water Conservation	\$ 449,730	\$ 499,012	\$ 499,012	\$ 508,353
60202718 Water Quality	\$ 1,275,952	\$ 1,431,080	\$ 1,412,080	\$ 1,474,112
60202719 Materials Control Warehouse	\$ 195,914	\$ 210,742	\$ 211,354	\$ 215,324
60202720 Customer Service - Field	\$ 1,004,682	\$ 1,168,550	\$ 1,154,550	\$ 1,231,409
60202721 Irrigation	\$ 221,953	\$ -	\$ -	\$ -
60202722 Raw Water Usage	\$ (662,058)	\$ 4,864,536	\$ 4,677,536	\$ 4,869,361
60202723 Central System Control	\$ 1,137,139	\$ 1,411,358	\$ 1,391,358	\$ 1,413,276
60202724 Pyramid Peak WTP	\$ 1,939,816	\$ 2,239,929	\$ 2,210,929	\$ 2,339,451
60202725 Cholla Treatment Plant	\$ 3,269,927	\$ 3,246,932	\$ 3,376,932	\$ 3,447,959
60202726 Central System Maintenance	\$ 1,566,154	\$ 1,896,497	\$ 1,946,497	\$ 1,928,323
60202727 Water Distribution	\$ 3,610,710	\$ 5,078,571	\$ 5,028,341	\$ 5,249,743
60202728 Meter Maintenance	\$ 50,456	\$ 2,164	\$ -	\$ 234
60202729 Oasis Surface WTP	\$ 2,518,012	\$ 2,975,586	\$ 2,831,183	\$ 3,077,846
60202730 Oasis Groundwater WTP	\$ 87,150	\$ 597	\$ -	\$ -
60202732 Arrowhead WRF	\$ 1,812,009	\$ -	\$ -	\$ -
60202733 West Area WRF	\$ 2,848,791	\$ -	\$ -	\$ -
60204527 CIP_Water Services	\$ 6,878,844	\$ -	\$ -	\$ -
60302731 Pretreatment Program	\$ 461,647	\$ 530,999	\$ 530,999	\$ 547,715
60302734 Storm Water	\$ 524,284	\$ 692,033	\$ 686,033	\$ 882,478
60302735 SROG - 91st Ave WWTP	\$ 3,113,273	\$ 3,723,373	\$ 3,573,373	\$ 3,727,949
60302736 99th Avenue Interceptor	\$ 61,267	\$ 135	\$ -	\$ -
60302737 Wastewater Collection	\$ 2,723,929	\$ 2,894,843	\$ 2,794,978	\$ 3,011,597
60302738 Arrowhead WRF	\$ -	\$ 2,155,306	\$ 2,011,306	\$ 2,186,039
60302739 West Area WRF	\$ -	\$ 3,322,429	\$ 3,287,429	\$ 3,512,574
60302740 Irrigation	\$ -	\$ 295,533	\$ 435,533	\$ 284,890
60304527 CIP_Sewer	\$ 180,874	\$ -	\$ -	\$ -
<b>Water Services Total</b>	<b>\$ 43,463,030</b>	<b>\$ 51,705,344</b>	<b>\$ 51,068,932</b>	<b>\$ 52,851,870</b>
<b>6020+-Water &amp; Sewer Total</b>	<b>\$ 46,249,057</b>	<b>\$ 54,850,280</b>	<b>\$ 54,213,868</b>	<b>\$ 56,085,509</b>

FUND - DESCRIPTION	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET
<b>6110+-Landfill</b>				
<b>Field Operations</b>				
61102834 Landfill	\$ 3,795,229	\$ 4,422,694	\$ 4,399,273	\$ 4,342,961
61102835 Solid Waste Admin	\$ 1,028,866	\$ 1,407,661	\$ 1,398,661	\$ 1,479,622
61102836 Recycling	\$ 1,010,644	\$ 1,595,417	\$ 1,595,417	\$ 1,571,811
61102837 MRF Operations	\$ 1,513,227	\$ 2,116,444	\$ 2,108,273	\$ 2,094,616
61104528 CIP_Field Operations	\$ 1,275,947	\$ -	\$ -	\$ -
61105073 Gas Management System	\$ 48,000	\$ 167,392	\$ 167,392	\$ 167,393
<b>Field Operations Total</b>	<b>\$ 8,671,912</b>	<b>\$ 9,709,608</b>	<b>\$ 9,669,016</b>	<b>\$ 9,656,403</b>
<b>6110+-Landfill Total</b>	<b>\$ 8,671,912</b>	<b>\$ 9,709,608</b>	<b>\$ 9,669,016</b>	<b>\$ 9,656,403</b>
<b>6120-Solid Waste</b>				
<b>Field Operations</b>				
61202835 Solid Waste Admin	\$ -	\$ -	\$ -	\$ 60,000
61202838 Solid Waste Roll-off	\$ 549,011	\$ 745,245	\$ 745,245	\$ 821,998
61202839 Commercial Frontload	\$ 2,630,579	\$ 3,157,996	\$ 3,162,212	\$ 3,177,375
61202840 Curb Service	\$ 6,607,835	\$ 7,950,683	\$ 7,927,949	\$ 8,165,276
61202841 Residential-Loose Trash Collec	\$ 2,973,778	\$ 3,630,875	\$ 3,630,962	\$ 3,843,353
61204528 CIP_Field Operations	\$ 2,507,334	\$ -	\$ -	\$ -
<b>Field Operations Total</b>	<b>\$ 15,268,537</b>	<b>\$ 15,484,799</b>	<b>\$ 15,466,368</b>	<b>\$ 16,068,001</b>
<b>6120-Solid Waste Total</b>	<b>\$ 15,268,537</b>	<b>\$ 15,484,799</b>	<b>\$ 15,466,368</b>	<b>\$ 16,068,001</b>
<b>6130-Housing Public Activities</b>				
<b>Community Services</b>				
61301713 Housing Public Activities	\$ 1,747,042	\$ 15,433,635	\$ 15,433,635	\$ 14,703,077
<b>Community Services Total</b>	<b>\$ 1,747,042</b>	<b>\$ 15,433,635</b>	<b>\$ 15,433,635</b>	<b>\$ 14,703,077</b>
<b>6130-Housing Public Activities Total</b>	<b>\$ 1,747,042</b>	<b>\$ 15,433,635</b>	<b>\$ 15,433,635</b>	<b>\$ 14,703,077</b>
<b>Enterprise Funds Total</b>	<b>\$ 71,936,548</b>	<b>\$ 95,478,322</b>	<b>\$ 94,782,887</b>	<b>\$ 96,512,990</b>



FUND - DESCRIPTION	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET
<b>Internal Service Funds</b>				
<b>7010-Risk Management Self Insurance</b>				
<b>Human Resources</b>				
70102113 Risk Management	\$ 3,379,061	\$ 2,959,242	\$ 3,959,242	\$ 4,053,491
<b>Human Resources Total</b>	<b>\$ 3,379,061</b>	<b>\$ 2,959,242</b>	<b>\$ 3,959,242</b>	<b>\$ 4,053,491</b>
<b>7010-Risk Management Self Insurance Total</b>	<b>\$ 3,379,061</b>	<b>\$ 2,959,242</b>	<b>\$ 3,959,242</b>	<b>\$ 4,053,491</b>
<b>7020-Workers Comp Self Insurance</b>				
<b>Human Resources</b>				
70202114 Workers' Compensation	\$ 2,162,383	\$ 2,290,825	\$ 2,290,825	\$ 2,968,471
<b>Human Resources Total</b>	<b>\$ 2,162,383</b>	<b>\$ 2,290,825</b>	<b>\$ 2,290,825</b>	<b>\$ 2,968,471</b>
<b>7020-Workers Comp Self Insurance Total</b>	<b>\$ 2,162,383</b>	<b>\$ 2,290,825</b>	<b>\$ 2,290,825</b>	<b>\$ 2,968,471</b>
<b>7030-Benefits Trust</b>				
<b>Human Resources</b>				
70305019 Benefit Programs	\$ 28,210,407	\$ 30,955,871	\$ 30,955,871	\$ 31,438,324
<b>Human Resources Total</b>	<b>\$ 28,210,407</b>	<b>\$ 30,955,871</b>	<b>\$ 30,955,871</b>	<b>\$ 31,438,324</b>
<b>7030-Benefits Trust Total</b>	<b>\$ 28,210,407</b>	<b>\$ 30,955,871</b>	<b>\$ 30,955,871</b>	<b>\$ 31,438,324</b>
<b>7040-Fleet Services</b>				
<b>Field Operations</b>				
70402843 Fleet Management	\$ 4,435,382	\$ 4,489,856	\$ 4,464,436	\$ 4,625,014
70402844 Fuel Services	\$ 2,719,653	\$ 2,822,218	\$ 3,332,802	\$ 2,834,866
70402845 Parts Store Operations	\$ 2,091,174	\$ 2,088,536	\$ 2,088,536	\$ 2,091,514
<b>Field Operations Total</b>	<b>\$ 9,246,209</b>	<b>\$ 9,400,610</b>	<b>\$ 9,885,774</b>	<b>\$ 9,551,394</b>
<b>7040-Fleet Services Total</b>	<b>\$ 9,246,209</b>	<b>\$ 9,400,610</b>	<b>\$ 9,885,774</b>	<b>\$ 9,551,394</b>
<b>7050-Technology</b>				
<b>Innovation and Technology</b>				
70502210 Innovation & Tech Operations	\$ 5,223,498	\$ 5,714,504	\$ 5,714,504	\$ 5,734,967
70502211 Telephones	\$ 1,092,648	\$ 1,155,634	\$ 1,161,634	\$ 937,951
70502212 Innovation & Tech Maintenance	\$ 1,339,032	\$ 1,463,344	\$ 1,463,344	\$ 1,463,344
<b>Innovation and Technology Total</b>	<b>\$ 7,655,177</b>	<b>\$ 8,333,482</b>	<b>\$ 8,339,482</b>	<b>\$ 8,136,262</b>
<b>7050-Technology Total</b>	<b>\$ 7,655,177</b>	<b>\$ 8,333,482</b>	<b>\$ 8,339,482</b>	<b>\$ 8,136,262</b>
<b>7060-Technology Projects</b>				
<b>Innovation and Technology</b>				
70602213 Technology Projects	\$ 1,064,895	\$ 3,719,104	\$ 3,719,104	\$ 4,910,170
<b>Innovation and Technology Total</b>	<b>\$ 1,064,895</b>	<b>\$ 3,719,104</b>	<b>\$ 3,719,104</b>	<b>\$ 4,910,170</b>
<b>7060-Technology Projects Total</b>	<b>\$ 1,064,895</b>	<b>\$ 3,719,104</b>	<b>\$ 3,719,104</b>	<b>\$ 4,910,170</b>
<b>7070-Citywide ERP Solution</b>				
<b>Budget and Finance</b>				
70704511 CIP_Budget and Finance	\$ -	\$ -	\$ 50,000	\$ -
<b>Budget and Finance Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>
<b>Innovation and Technology</b>				
70704522 CIP_Innovation and Technology	\$ 10,529	\$ -	\$ -	\$ -
<b>Innovation and Technology Total</b>	<b>\$ 10,529</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>7070-Citywide ERP Solution Total</b>	<b>\$ 10,529</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>
<b>Internal Service Funds Total</b>	<b>\$ 51,728,661</b>	<b>\$ 57,659,134</b>	<b>\$ 59,200,298</b>	<b>\$ 61,058,112</b>
<b>Grand Total</b>	<b>\$ 365,416,794</b>	<b>\$ 409,998,087</b>	<b>\$ 421,150,491</b>	<b>\$ 429,887,638</b>

Transfer From Transfers To	1000 - General	6020 Water/ Sewer	2050 - Highway User Gas Tax	2070 - Transporta- tion Sales Tax	2080 - Police Special Revenue	2090 - Fire Special Revenue	Total Transfer-In
<b>1000 - General</b>	-	-	-	-	19,364,660	9,211,495	28,576,155
<b>1020-Vehicle Repl</b>	3,000,000	-	-	-	-	-	3,000,000
<b>2070 - Transp. Sales Tax</b>	-	-	-	-	-	-	-
<b>2130 - Airport Special Revenue</b>	147,047	-	-	-	-	-	147,047
<b>2140 - CAP Grant</b>	64,299	-	-	-	-	-	64,299
<b>3010 - G.O. Bond Debt Service</b>	-	-	-	-	-	-	-
<b>3030 - M.P.C. Debt Service</b>	16,174,794	-	-	-	-	-	16,174,794
<b>3050 - Excise Tax Deb Service</b>	16,915,571	-	-	-	-	-	16,915,571
<b>3040 - Transp. Debt Service</b>	-	-	-	7,043,044	-	-	7,043,044
<b>2000 - Hurf Street Bonds</b>	-	-	5,890,395	-	-	-	5,890,395
<b>1080 - Gen Gov Capital Projects</b>	4,137,000	-	-	-	-	-	4,137,000
<b>4030 - Transp. Capital Project</b>	-	-	-	7,877,500	-	-	7,877,500
<b>6040 - Water/Sewer Debt Service</b>	-	25,095,483	-	-	-	-	25,095,483
<b>6020 - Water/Sewer</b>	396,479	-	-	-	-	-	396,479
<b>6110 - Landfill</b>	653,379	-	-	-	-	-	653,379
<b>6140 - Solid Waste</b>	124,453	-	-	-	-	-	124,453
<b>6130 - Pub Housing Budget</b>	386,563	-	-	-	-	-	386,563
<b>2200 - Training Fac Rev Fund</b>	1,901,280	-	-	-	-	-	1,901,280
<b>Total Transfer Out</b>	43,900,865	25,095,483	5,890,395	14,920,544	19,364,660	9,211,495	118,383,442

\* Actual transfer amounts will vary based on actual revenues, expenses, grant opportunities, etc.

DESCRIPTION	BUDGET FY 2016	BUDGET FY 2017	BUDGET FY 2018	BUDGET FY 2019	PROJECTED FY 2020
Fiscal Year Budget Amount	\$632,000,000	\$693,000,000	\$672,000,000	\$689,000,000	\$736,000,000
Qualifiable Exclusions (estimated)	\$203,261,649	\$220,089,427	\$249,924,142	\$247,578,915	\$283,246,263
Total Estimated Expenditures	\$428,738,351	\$472,910,573	\$422,075,858	\$441,421,085	\$452,753,737
Expenditure Limitation	\$542,088,977	\$554,464,628	\$568,852,831	\$584,109,698	\$603,062,288
b1. Maximum Allowable Primary Property Tax Levy (ARS 42-17051)					
Primary Assessed Valuation	\$1,129,008,207	\$1,173,091,035	\$1,227,220,727	\$1,306,946,089	\$1,413,253,839
Maximum Allowable Primary Tax	\$5,529,882	\$5,732,896	\$5,912,749	\$6,111,280	\$6,338,443
b2. Amount Received from Primary Property Taxation in Prior Year in Excess of the Sum of that Year's Maximum Allowable Primary Property Tax Levy [ARS 42-17005]					
	N/A	N/A	N/A	N/A	N/A
b3. Property Tax Levy Amounts					
Secondary Assessed Valuation	\$1,129,008,207	\$1,173,091,035	\$1,227,220,727	\$1,306,946,089	\$1,413,253,839
<b>A. Secondary Property Tax Levy</b>	<b>\$19,268,783</b>	<b>\$19,587,858</b>	<b>\$19,807,342</b>	<b>\$20,070,771</b>	<b>\$20,408,799</b>
<b>B. Primary Property Tax Levy</b>	<b>\$5,529,882</b>	<b>\$5,621,452</b>	<b>\$5,684,486</b>	<b>\$5,759,711</b>	<b>\$5,856,524</b>
Total Property Tax Levy Amount	\$24,798,665	\$25,209,310	\$25,491,828	\$25,830,482	\$26,265,323
b4. Property Taxes Collected (Estimated)					
A. Primary Property Tax	\$5,486,383	\$5,687,694	\$5,684,486	\$5,759,711	\$5,856,524
Prior Year's	\$43,499	\$45,202	\$39,323	\$46,234	\$48,833
B. Secondary Property Tax	\$19,095,187	\$19,094,786	\$19,807,342	\$20,070,771	\$20,408,799
Prior Year's	\$173,596	\$173,997	\$152,281	\$153,579	\$161,285
Total Current Year's Collections	\$24,581,570	\$24,782,480	\$25,491,828	\$25,830,482	\$26,265,323
Total Prior Year's Collections	\$217,095	\$219,199	\$191,604	\$199,813	\$210,118
Total Property Tax Levy Collected	\$24,798,665	\$25,001,679	\$25,683,432	\$26,030,295	\$26,475,441
City of Glendale Tax Rate					
A. Primary Property Tax Rate	\$0.4898	\$0.4792	\$0.4632	\$0.4407	\$0.4144
B. Secondary Property Tax Rate	\$1.7067	\$1.6698	\$1.6140	\$1.5357	\$1.4441
Total Property Tax Rate	\$2.1965	\$2.1490	\$2.0772	\$1.9764	\$1.8585

Arizona law limits the amount of tax supported debt that a city may issue. This limitation for bonds to finance water, wastewater, storm drain, streets, parks and recreation projects is 20% of the municipality's assessed valuation. The limit for bonds to finance all other projects is 6% of the municipality's assessed valuation. The current debt limits and indebtedness are shown below.

**Calculation of legal limitations**

<b>20% Bonds</b>	
Secondary Property Value	\$1,413,253,839
Bond Indebtedness Limitation	\$282,650,768
Debt Outstanding as of 07/01/19	\$116,100,000
Principal Payments FY20	\$15,655,000
Proposed Debt FY20	\$0
Estimated Debt outstanding FY20	\$100,445,000
Remaining limitation available	\$182,205,768
<b>6% Bonds</b>	
Secondary Property Value	\$1,413,253,839
Bond Indebtedness Limitation	\$84,795,230
Debt Outstanding as of 07/01/19	\$0
Principal Payments FY20	\$0
Proposed Debt FY20	\$0
Estimated Debt outstanding FY20	\$0
Remaining limitation available	\$84,795,230

**Truth in Taxation Calculation**

Previous year's primary levy	=	Tax Rate
Current net assessed valuation(AV)		
	\$5,759,711	=
	\$1,389,848,207	\$0.4144
Current AV-Existing Property		\$1,389,848,207
Prior year Levy		\$5,759,711
Prior Year Tax Rate		\$0.4407
Rate to Receive Prior Year Levy		\$0.4144
New property valuation		\$23,405,632
Growth in Levy-New Property		\$96,993
Increase-Exclusive of New Property		\$0

DEPT	FUND/ORG	POSITION TITLE	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b>Budget and Finance</b>							
	10001110						
		ADMINISTRATOR, REVENUE		1			
		ASSISTANT DIRECTOR, FINANCE	1	1	1	1	1
		CONTRACTS PROGRAM MANAGER		1	1		
		DIRECTOR, BUDGET AND FINANCE		1	1	1	1
		FINANCE & TECHNOLOGY DIRECTOR	1				
		MANAGEMENT ASSISTANT		1	1	1	1
		OFFICE SUPPORT SUPV	1				
		REVENUE ADMIN	1				
	10001110 Total		<b>4</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>3</b>
	10001111						
		ACCOUNT SPECIALIST	2				
		ACCOUNT SPECIALIST II	2				
		ACCOUNTANT		3	4	4	4
		ACCOUNTANT I	3				
		ACCOUNTANT II	3				
		ACCOUNTANT MGR	1				
		ACCOUNTANT, SR.		3	4	4	4
		ACCOUNTING PROJECT MANAGER		1	1	1	1
		ACCOUNTS PAYABLE SPECIALIST		2	2	2	2
		CONTROLLER	1	1	1	1	1
		FINANCIAL SRVCS SUPV	1				
		PAYROLL SPECIALIST		2	2	2	2
		SUPERVISOR, PAYROLL		1	1	1	1
	10001111 Total		<b>13</b>	<b>13</b>	<b>15</b>	<b>15</b>	<b>15</b>
	10001112						
		ACCOUNT SPECIALIST	1				
		APPLICATIONS ANALYST, SR.	1	1			
		CONTRACTS PROGRAM MANAGER		1			
		CUSTOMER SERVICE REP		1			
		LICENSING & TAXPAYER ANALYST	3	2	2	2	1
		LICENSING SPECIALIST		1	2	2	2
		MANAGER, TAX & LICENSE	1	1	1	1	1
		SR BILLING & COMPLIANCE SPEC	1				
		SUPERVISOR, TAX AND LICENSING			1	1	1
		SYSTEMS ANALYST, SR			1	1	1
		TAX AUDITOR	3	3	3	3	4
	10001112 Total		<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
	10001113						
		ADMINISTRATIVE SUPPORT SPEC		1			
		ADMINISTRATOR, PROCUREMENT		1	1	1	1
		CONTRACT ANALYST	3	3	3	3	3
		MANAGEMENT ASSISTANT			1	1	1
		MGMT AIDE	1				
		PURCH & MATERIALS MGR	1				
	10001113 Total		<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
	10001115						
		ADMINISTRATOR, BUDGET	1	1	1	1	1
		BUDGET AND FINANCE ANALYST		1	3	3	3
		SR BUDGET ANALYST	1				
	10001115 Total		<b>2</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>4</b>
	10001116						
		GRANTS ADMIN	1				
		GRANTS PROGRAM MANAGER		1	1	1	1
	10001116 Total		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

60201117	ACCOUNT SPECIALIST II	3				
	ACCOUNTANT		1			
	ACCOUNTANT I	1				
	ADMINISTRATIVE SUPPORT ASST			1	1	1
	ADMINISTRATIVE SUPPORT SPEC		2	1	1	1
	BILLING & COMPLIANCE SPEC	15				
	CASHIER	1	1			
	COLLECTIONS REPRESENTATIVE	1	1	1	1	2
	CUSTOMER SERVICE MANAGER	1				
	CUSTOMER SVC REPRESENTATIVE		15.5	14.5	14.5	13.5
	CUSTOMER SVC REPRESENTATIVE SR		3	3	3	3
	FINANCIAL SRVCS SUPV	4				
	MANAGEMENT ANALYST		1	1	1	1
	MANAGER, CUSTOMER SERVICE		1	1	1	1
	MGMT ASST	1				
	OFFICE ASST	1				
	SR CUSTOMER ASSISTANCE REP	0.5				
	SR SECRETARY	1				
	SUPERVISOR, CUSTOMER SERVICE		4	4	4	3
	SUPERVISOR, REVENUE RECOVERY					1
60201117 Total		29.5	29.5	26.5	26.5	26.5
<b>Budget and Finance Total</b>		<b>64.5</b>	<b>65.5</b>	<b>65.5</b>	<b>64.5</b>	<b>64.5</b>
<b>City Attorney's Office</b>						
10001210	ADMINISTRATIVE SUPPORT ASST		1	1	1	1
	ADMINISTRATIVE SUPPORT SPEC		5	5	5	5
	ASSISTANT CITY ATTORNEY	3	3	3	4	4
	ASSISTANT CITY PROSECUTOR	6	5	6	6	6
	ASSISTANT CITY PROSECUTOR, SR.		1	1	1	1
	CHIEF DEPUTY CITY ATTORNEY	1	1	1	1	1
	CITY ATTORNEY	1	1	1	1	1
	CITY PROSECUTOR	1	1	1	1	1
	CONTRACTS PROGRAM MANAGER					1
	DEPUTY CITY ATTORNEY	2	2	2	2	2
	EXEC LEGAL ASST	1				
	LEGAL ASSISTANT	2	2	3	3	3
	LEGAL ASSISTANT, SR.		1	1	1	1
	MGMT ASST TO THE CITY ATTORNEY	1	1	1	1	
	RECORDS COORDINATOR		1			
	SECRETARY	1				
	SR SECRETARY	5				
	VICTIM ASSISTANCE CASEWORKER	1	1	1	2	2
10001210 Total		25	26	27	29	29
<b>City Attorney's Office Total</b>		<b>25</b>	<b>26</b>	<b>27</b>	<b>29</b>	<b>29</b>
<b>City Auditor</b>						
10001310	ASSISTANT CITY AUDITOR	1	1	1	1	
	CITY AUDITOR	1	1	1	1	
	INTERNAL AUDIT PROGRAM MANAGER					1
	SR SECRETARY	0.5				
10001310 Total		2.5	2	2	2	1
<b>City Auditor Total</b>		<b>2.5</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>
<b>City Clerk</b>						
10001410	ADMINISTRATIVE SUPPORT SPEC		1	1	1	1
	CITY CLERK	1	1	1	1	1
	COUNCIL AGENDA PROCESS MANAGER		1	1	1	1

DEPUTY CITY CLERK	1	1	1	1	1
MANAGEMENT ASSISTANT		1	1	1	1
MGMT AIDE	1				
RECORDS COORDINATOR		1	1	1	1
RECORDS MGMT ASST	1				
RECORDS PROGRAM MANAGER		1	1	1	1
RECORDS SUPV	1				
SR SECRETARY	1				
<b>10001410 Total</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
<b>City Clerk Total</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
<b>City Court</b>					
10001510					
ACCOUNT SPECIALIST		1	1		
ACCOUNTANT	0			1	1
ACCOUNTANT, SR.		1	1	1	1
ADMINISTRATIVE SUPPORT SPEC		1	1	1	1
ADMINISTRATOR, COURT		1	1	1	1
CITY JUDGE	2	2	2	2	2
COURT ACCOUNTING SUPV	1				
COURT ADMIN	1				
COURT CLERK		23.25	23.5	23	23.5
COURT CLERK II	23.25				
COURT CLERK III	2				
COURT CLERK, SR.		2	2	4	4
COURT HEARING OFFICER	1	1	1	1	1
COURT INTERPRETER	1.5	1.5	1.5	1.5	1.5
COURT PROGRAM COORDINATOR		1	1	1	1
COURT SUPV	3				
DEPUTY COURT ADMINISTRATOR			1	1	1
JUDICIAL ASST	1				
JUDICIAL PROJECTS COORDINATOR		1			
MGMT ASST	1				
PRESIDING CITY JUDGE	1	1	1	1	1
SR SECRETARY	1				
SUPERVISOR, COURT		3	3	3	3
SYSTEMS ANALYST	1	2	2	2	2
<b>10001510 Total</b>	<b>39.75</b>	<b>41.75</b>	<b>42</b>	<b>43.5</b>	<b>44</b>
21205001					
COURT PROGRAM COORDINATOR		1	1	1	1
MGMT ASST	1				
POLICE OFFICER	1	1	1	1	1
<b>21205001 Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
21205002					
COURT CLERK		1.75	1.75	0.75	0.5
<b>21205002 Total</b>		<b>1.75</b>	<b>1.75</b>	<b>0.75</b>	<b>0.5</b>
<b>City Court Total</b>	<b>41.75</b>	<b>45.5</b>	<b>45.75</b>	<b>46.25</b>	<b>46.5</b>
<b>City Manager's Office</b>					
10001610					
ASSISTANT CITY MANAGER	2	1	1	2	2
CHIEF DATA & ANALYTICS OFFICER					1
CITY MANAGER	1	1	1	1	1
DEPUTY CITY MANAGER					1
DEPUTY CITY MANAGER - PUBLIC SAFETY					1
DIRECTOR ORGANIZATIONAL PERFORMANCE					1
EXEC ASST TO CITY MGR		1	1	1	1
MANAGEMENT ASSISTANT		1	1	1	1
MGMT ASST TO THE CITY MGR	1				
SR MGMT ASST	1				

STRAT INIT&SPEC PROJ EXEC OFF		1	1	1	
10001610 Total	5	5	5	6	9
City Manager's Office Total	5	5	5	6	9
<b>Community Services</b>					
10001710					
ACCOUNT SPECIALIST		1			
ADMINISTRATIVE SUPPORT SPEC		1			
ASSISTANT DIRECTOR, COMMUNITY SVCS	1	1			
COMMUNITY SVCS PROGRAM MANAGER		1			
DIRECTOR, COMMUNITY SERVICES	1	1	1	1	1
MANAGEMENT ANALYST				1	1
MANAGEMENT ASSISTANT				1	1
MGMT AIDE	2				
MGMT ASST	1				
MKTNG & COMMUNICATION PROG MGR		1			
SUPERVISOR, ADMIN SUPPORT		1			
10001710 Total	5	7	1	3	3
10001711					
ADMINISTRATIVE LIBRARIAN	5	5	5	6	6
ADMINISTRATOR, LIBRARY		1	1	1	1
CHIEF LIBRARIAN	1	1	1	1	1
LIBRARIAN	11.75	12	12	13.5	13.5
LIBRARY ASSISTANT		3.5	3.5	3.5	3.5
LIBRARY ASSISTANT, LEAD		4	4	4	4
LIBRARY ASSISTANT, SR.		6	6	6	6
LIBRARY ASST I	2				
LIBRARY ASST II	1.5				
LIBRARY ASST III	10.75				
LIBRARY MGR	1				
LIBRARY OPERATIONS COORDINATOR		1	1	1	1
LIBRARY TECHNOLOGY SPECIALIST		1	1	1	1
PUBLIC SERVICE ASSISTANT	5.5	5.5	5.5	9	9
SERVICE WORKER				0.5	0.5
SERVICE WORKER (PARKS)					1
SUPERVISOR, LIBRARY OPERATIONS	4	3	3	4	4
10001711 Total	42.5	43	43	50.5	51.5
10001712					
NEIGHBORHOOD SRVCS COORD	1	1			
NEIGHBORHOOD SVCS PROG MGR			1	1	1
10001712 Total	1	1	1	1	1
10001716					
ADMINISTRATOR, REVITALIZATION		1	1	1	1
HUMAN SRVS ADMINISTRATOR	1				
REVITALIZATION MGR	1				
SUPV, REVITALIZATION GRANTS	1	1	1	1	1
10001716 Total	3	2	2	2	2
20404017					
ACCOUNT SPECIALIST		1	1	1	1
ACCOUNT SPECIALIST II	1				
ADMINISTRATIVE SUPPORT ASST		1	1	1	1
ADMINISTRATIVE SUPPORT SPEC		1	1	1	1
MANAGEMENT ASSISTANT		0.75	0.75		
MGMT ASST	0.75				
REVITALIZATION COORDINATOR	4	4	4	4	4
SECRETARY	1				
SR SECRETARY	1				
SUPERVISOR, REVITALIZATION	1	1	1	1	1
20404017 Total	8.75	8.75	8.75	8	8

21101714	ARTS & CULTURE PROGRAM MANAGER		1	1	1	
	ARTS COORDINATOR	1				
21101714 Total		<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
21405261	ADMIN, COMMUNITY ACTION PRGM		1	1	1	1
	COMMUNITY ACTION PROGRAM MGR	1				
	COMMUNITY ELIGIBILITY REP	2.5				
	COMMUNITY ELIGIBILITY SPEC	1				
	COMMUNITY SERVICES REP, SR.		1	1	1	1
	COMMUNITY SERVICES REP		2.5	2.5	2.5	3.5
	MANAGEMENT ASSISTANT		1	1	1	1
	MGMT AIDE	1				
21405261 Total		<u>5.5</u>	<u>5.5</u>	<u>5.5</u>	<u>5.5</u>	<u>6.5</u>
61301713	ACCOUNT SPECIALIST		1	1	1	1
	ACCOUNT SPECIALIST II	1				
	ACCOUNTANT		1	1	1	1
	ADMINISTRATIVE SUPPORT ASST		1			
	ADMINISTRATIVE SUPPORT SPEC		2	2	2	2
	ADMINISTRATOR, HOUSING SERVICE		1	1	1	1
	BLDG MAINT LEADER	1				
	BLDG MAINT SUPV	1				
	BUILDING MAINT WORKER, LEAD		1	1	1	1
	BUILDING MAINTENANCE WORKER	2	2	2	1	1
	COMMUNITY SERVICES REP, SR.		1	1	1	1
	COMMUNITY SERVICES REP		8	7	7	6
	HOUSING ASSISTANCE REP	10				
	HOUSING PROGRAM INSPECTOR		1	1	1	1
	HOUSING PROGRAM MANAGER	1	1	1	1	1
	MGMT ASST	1				
	NEIGHBORHOOD SRVCS COORD	1	1			
	SECRETARY	2				
	SERVICE WORKER (BLDG MAINT)		1	1	1	1
	SR MGMT ASST	1				
	SR SECRETARY	1				
	SRVC WORKER I (BLDG MAINT)	1				
	SUPERVISOR, HOUSING	1	1	1	1	1
	SUPV BUILDING MAINTENANCE		1	1	1	1
61301713 Total		<u>24</u>	<u>24</u>	<u>21</u>	<u>20</u>	<u>19</u>
Community Services Total		90.75	92.25	83.25	91	91
<b>Development Services</b>						
10001810	ADMINISTRATIVE SUPPORT ASST		1	1	1	1
	ADMINISTRATOR, PLANNING	1	1	1	0	1
	DIRECTOR, PLANNING	1	1	1	1	
	MANAGEMENT ASSISTANT		1	1	1	1
	PLANNER	1	2	2	3	3
	PLANNER, SR.	2	2	2	2	3
	PLANNING TECHNICIAN	1	1	1	1	1
	SPECIAL PROJECTS EXEC OFFICER				1	1
	SR SECRETARY	1				
10001810 Total		<u>7</u>	<u>9</u>	<u>9</u>	<u>10</u>	<u>11</u>
10001811	ADMINISTRATIVE SUPPORT SPEC		1	1	1	1
	ADMINISTRATOR, BUILDING SAFETY		2	2	2	2
	BLDG SAFETY MGR	3				
	BUILDING INSPECTOR	3	2	2	2	2



BUILDING INSPECTOR SPECIALIST	4	5	5	6	6
BUILDING SAFETY OFFICIAL	1	1	1	1	1
DEVELOPMENT PLANS TECH	2	2	2	2	2
DEVELOPMENT SVCS REP	1	2	2	3	3
PLANS EXAMINER	1	1	1	2	2
PLANS EXAMINER, SR.		1	1	1	1
SECRETARY	1				
SR BLDG INSP	3				
STRUCTURAL PLANS EXAMINER	1	1	1	1	1
SUPV, BUILDING INSPECTION		4	4	4	4
SUPV, DEVELOPMENT SERVICES	1	1	1	1	1
<b>10001811 Total</b>	<b>21</b>	<b>23</b>	<b>23</b>	<b>26</b>	<b>26</b>
10001812					
ADMINISTRATIVE SUPPORT ASST		1	1	1	1
ADMINISTRATIVE SUPPORT SPEC		1	1	1	1
ADMINISTRATOR, CODE COMPLIANCE	1	1	1	2	2
CODE COMPLIANCE OFFICIAL				1	1
CODE INSP I	4				
CODE INSP II	2				
CODE INSP III	2				
CODE INSPECTOR		6	8.5	9	9
CODE INSPECTOR, SR.		2	2	3	3
DIRECTOR, DEVELOPMENT SERVICES	1	1	1	1	1
SECRETARY	1				
SR SECRETARY	1				
SUPERVISOR, CODE COMPLIANCE	2	2	2	0	
<b>10001812 Total</b>	<b>14</b>	<b>14</b>	<b>16.5</b>	<b>18</b>	<b>18</b>
10005006					
GIS COORDINATOR					1
GIS TECHNICIAN		1	1	1	1
SR ENGINEERING TECH	1				
<b>10005006 Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>
<b>Development Services Total</b>	<b>43</b>	<b>47</b>	<b>49.5</b>	<b>55</b>	<b>57</b>
<b>Economic Development</b>					
10001910					
ASST DIRECTOR, ECONOMIC DEV	1	1		1	1
DIRECTOR, ECONOMIC DEVELOPMENT	1	1	1	1	1
ECON DEVELOPMENT ADMIN ASST	1				
ECONOMIC DEV PROGRAM MGR		1	1	1	1
ECONOMIC DEVELOPMENT ADMIN	1				
ECONOMIC DEVELOPMENT OFFICER		1	2	1	1
ECONOMIC DEVELOPMENT SPEC	1	1	1	1	2
MANAGEMENT ASSISTANT		1	1	1	1
PROGRAMS ADMIN	1				
<b>10001910 Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>7</b>
21101911					
ARTS & CULTURE PROGRAM MANAGER					1
<b>21101911 Total</b>					<b>1</b>
<b>Economic Development Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>8</b>
<b>Engineering</b>					
10003014					
ADMINISTRATIVE SUPPORT COORD		1			
ADMINISTRATIVE SUPPORT SPEC		2	1	1	1
CELL SITE PROGRAM COORDINATOR			1	1	1
CIP PROJECT MANAGER		1	1	1	1
CITY ENGINEER	1	1	1	1	1
ENGINEERING PROJECT MGR	1	1	1	1	1
MGMT ASST	1				

PROGRAMS ADMIN	1				
REAL ESTATE PROGRAM MANAGER			1	1	1
SR SECRETARY	1				
SUPERVISOR, ENGINEERING SUPPT			1	1	1
10003014 Total	<b>5</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>
10003016					
CIVIL ENGINEER, SR.	1	1	3	3	2
ENGINEERING PROJECT MGR	2	2	3	3	3
PRINCIPAL ENGINEER			3	3	3
10003016 Total	<b>3</b>	<b>3</b>	<b>9</b>	<b>9</b>	<b>8</b>
10003017					
CIVIL ENGINEER, SR.	1	1	1	1	1
10003017 Total	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
10003018					
ADMINISTRATOR, CIVIL ENGINEER		1	1	1	1
ENGINEERING INSP II	3				
ENGINEERING INSPECTOR		5	5	6	6
ENGINEERING INSPECTOR, SR.	1	2	2	2	2
ENGINEERING PROJECT MGR	1				
MATERIALS TECH	2				
SR MATERIALS TECH	1				
10003018 Total	<b>8</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>9</b>
20503019					
CIVIL ENGINEER, SR.	1	1	1	1	1
ENGINEERING INSPECTOR			2	2	2
ENGINEERING INSPECTOR, SR.	2	2	2	2	2
ENGINEERING PROJECT MGR	1	1	1	1	1
PRINCIPAL ENGINEER	1	1			
TRAFFIC ENGINEERING TECHNICIAN			1	1	1
20503019 Total	<b>5</b>	<b>5</b>	<b>7</b>	<b>7</b>	<b>7</b>
20503020					
ADMINISTRATIVE SUPPORT SPEC					1
PROGRAMS ADMIN	1				
STREETLIGHT PROGRAM MANAGER		1	1	1	1
20503020 Total	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>
<b>Engineering Total</b>	<b>23</b>	<b>24</b>	<b>33</b>	<b>34</b>	<b>34</b>
<b>Field Operations</b>					
10002810					
DEPUTY DIRECTOR, PUBLIC WORKS	1	1	1	0	
DIRECTOR, FIELD OPERATIONS				1	1
10002810 Total	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
10002812					
BLDG MAINT LEADER	2				
BUILDING MAINTENANCE WORKER	7				
SUPERVISOR, FACILITIES MAINT	1	1	1	1	2
TRADES WORKER		7	7	7	8
TRADES WORKER, LEAD		2	2	2	2
10002812 Total	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>12</b>
10005060					
CUSTODIAN	4	3	3	1	1
CUSTODIAN, LEAD	2	2	2	2	2
PLANNER-SCHEDULER				1	1
SUPERINTENDENT, FACILITIES MGT		1	1	1	1
SUPERVISOR, FACILITIES MAINT				1	
10005060 Total	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>5</b>
22002846					
BUILDING MAINTENANCE WORKER	1	1	1	1	1
TRADES WORKER	1	1	1	1	1

22002846 Total	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
61102834					
ACCOUNT SPECIALIST, LEAD			1	1	1
BUSINESS ANALYST		1	1	1	1
CASHIER	3	3	3	3	4
CREWLEADER (LANDFILL)	1	1	1	1	1
EQUIPMENT MECHANIC SPEC SR	1	1	1	1	1
LANDFILL INSPECTOR	1	1	1	1	1
LANDFILL OPERATOR	5	5	5	5	5
MGMT ASST	1				
SERVICE WORKER (LANDFILL)		3	3	3	3
SRVC WORKER I (LANDFILL)	1				
SRVC WORKER II (LANDFILL)	2				
SUPERINTENDENT, LANDFILL	1	1	1	1	1
SUPERVISOR, LANDFILL	1	1	1	1	1
61102834 Total	<b>17</b>	<b>17</b>	<b>18</b>	<b>18</b>	<b>19</b>
61102835					
ACCOUNT SPECIALIST		5	4	4	4
ACCOUNT SPECIALIST II	5				
ACCOUNT SPECIALIST, LEAD		1	0	0	
ACCOUNTANT II	1				
ACCOUNTANT, SR.		1			
ADMIN, DEPT SUPPORT SVCS		1	1	1	1
ADMINISTRATIVE SUPPORT COORD			1	1	1
BUDGET AND FINANCE ANALYST		1			
CONTRACT MONITOR			1	1	1
DIRECTOR, PUBLIC WORKS	1	1	1	0	
EQUIPMENT OPERATOR (STREETS)	1				
FIELD OPS ADMIN SUPV	1				
MANAGEMENT ANALYST				1	1
PRINCIPAL ENGINEER		1	1	1	1
PUBLIC WORKS PROGRAM MANAGER		1	1	1	1
SAFETY PROGRAM MANAGER					0.5
SANITATION SUPT	1				
SR BUDGET ANALYST	1				
SR MGMT ASST	1				
SRVC WORKER II (STREETS)	1				
SUPT, SOLID WASTE MGMT		1	1	1	1
61102835 Total	<b>13</b>	<b>13</b>	<b>11</b>	<b>11</b>	<b>11.5</b>
61102836					
RECYCLING COORD	1				
SANITATION INSP	4				
SOLID WASTE MGMT INSPECTOR		4	4	5	5
SR SANITATION INSP	1				
SUPERVISOR, RECYCLING		1	1	1	1
SWM INSPECTOR, LEAD		1	1	1	1
61102836 Total	<b>6</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>7</b>
61102837					
ACCOUNT SPECIALIST		1	1	1	1
ACCOUNT SPECIALIST II	1				
CREWLEADER (SANITATION)	1				
CREWLEADER (SOL WST MGMT)		1	1	1	1
EQUIPMENT MECHANIC SPEC SR	2	2	1	1	1
PRINCIPAL ENGINEER			1	0	
SANITATION SUPV	1				
SERVICE WORKER		1	1	1	1
SERVICE WORKER (LANDFILL)		2	2	2	2
SRVC WORKER II	2				

	SRVC WORKER II (LANDFILL)	1				
	SUPERVISOR, MRF OPERATIONS		1	1	1	1
61102837 Total		<b>8</b>	<b>8</b>	<b>8</b>	<b>7</b>	<b>7</b>
61202838						
	EQUIP OPERATOR (SANITATION)	1				
	EQUIPMENT OPERATOR (SWM)		1	1	1	1
61202838 Total		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
61202839						
	COMMERCIAL SANITATION INSP	1				
	CREWLEADER (SOL WST MGMT)	1	1	1	1	1
	EQUIPMENT OPERATOR (SWM)	9	9	8	8	8
	SERVICE WORKER, SR (SWM)		1	1	1	1
	SOLID WASTE MGMT INSPECTOR		1			
	SOLID WASTE SERVICES REP			1	1	1
	SRVC WORKER III (SANITATION)	1				
61202839 Total		<b>12</b>	<b>12</b>	<b>11</b>	<b>11</b>	<b>11</b>
61202840						
	CREWLEADER (SANITATION)	2				
	CREWLEADER (SOL WST MGMT)		2	2	2	2
	EQUIP MECHANIC I	2				
	EQUIP OPERATOR (SANITATION)	30				
	EQUIPMENT MECHANIC SPEC		2	2	2	2
	EQUIPMENT OPERATOR (SWM)		30	30	29	29
	SAFETY PROGRAM MANAGER					0.5
	SANITATION SUPV	1				
	SERVICE WORKER					1
	SERVICE WORKER (SWM)		2	2	2	2
	SOLID WASTE ROUTING SPECIALIST			1	1	1
	SRVC WORKER II (SANITATION)	2				
	SUPERVISOR, SOLID WASTE MGMT		1	1	1	1
61202840 Total		<b>37</b>	<b>37</b>	<b>38</b>	<b>37</b>	<b>38.5</b>
61202841						
	CREWLEADER (SANITATION)	1				
	CREWLEADER (SOL WST MGMT)		1	1	1	1
	EQUIP OPERATOR (SANITATION)	16				
	EQUIPMENT OPERATOR (STREETS)	1	1	1	1	2
	EQUIPMENT OPERATOR (SWM)		16	16	19	19
	SANITATION INSP	1				
	SANITATION SUPV	1				
	SOLID WASTE MGMT INSPECTOR		1	1	1	1
	SUPERVISOR, SOLID WASTE MGMT		1	1	1	1
61202841 Total		<b>20</b>	<b>20</b>	<b>20</b>	<b>23</b>	<b>24</b>
70402843						
	BUYER		1	1	1	1
	BUYER I	1				
	EQUIP MECHANIC I	3				
	EQUIP MECHANIC II	6				
	EQUIP MGMT SUPT	1				
	EQUIPMENT MECHANIC		4	3	3	3
	EQUIPMENT MECHANIC SPEC	14	14	14	15	15
	EQUIPMENT MECHANIC, SR.		5	6	5	5
	FLEET MAINTENANCE COORDINATOR		2	2	2	2
	FLEET TIRE SPECIALIST					1
	SERVICE WORKER		1	1	1	1
	SERVICE WRITER				1	1
	SHOP MAINT COORD	2				
	SHOP SUPV	2				
	SRVC WORKER I	1				

	SUPERINTENDENT, EQUIPMENT MGT	1	1	1	1
	SUPERVISOR, FLEET	2	2	2	2
	SUPV, FLEET ACQUISITION & BILL	1	1	1	1
70402843 Total		<b>30</b>	<b>31</b>	<b>31</b>	<b>32</b>
70402845					
	BUYER II	1			
	MANAGEMENT ASSISTANT		1	1	1
70402845 Total		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Field Operations Total</b>		<b>164</b>	<b>165</b>	<b>164</b>	<b>173</b>
<b>Fire Services</b>					
10002010					
	ACCOUNT SPECIALIST		1	2	2
	ADMINISTRATIVE SUPPORT SPEC		1	1	1
	ASSISTANT FIRE CHIEF	2	2	2	2
	CRISIS INTERVENTION SPECIALIST	2	2	2	2
	CUSTOMER ASSISTANCE REP	1			
	DEP FIRE CHIEF (40 HRS)	2			
	DEPUTY FIRE CHIEF (52 HRS)		2	2	2
	FIRE CHIEF	1	1	1	1
	FIRE COMM OUTREACH COORD	1			
	FIRE DATA PROJECT MANAGER		1	1	1
	FIRE DEPT STAFF COUNSELOR	1	1	1	1
	FIRE ED & COMM OUTREACH COORD		1	1	1
	FIRE EMS COORDINATOR	1	1	1	1
	FIRE MGMT ANALYST	1			
	FIRE PERSONNEL ANALYST		1	1	1
	MANAGEMENT ASSISTANT		2	2	2
	MGMT AIDE	3			
	SR MGMT ASST	1			
10002010 Total		<b>16</b>	<b>16</b>	<b>17</b>	<b>17</b>
10002011					
	ADMIN, FIRE HUMAN SERVICES		1	1	1
	DEP FIRE CHIEF (40 HRS)	1	1		
	DEPUTY FIRE CHIEF (52 HRS)	3	3	4	4
	FIRE BATTALION CHIEF (40 HRS)	2	2		
	FIRE BATTALION CHIEF (52 HRS)	5	5	7	7
	FIRE CAPTAIN (40 HRS)	9	15		
	FIRE CAPTAIN (52 HRS)	44	38	53	52
	FIRE COMM OUTREACH COORD	1			
	FIRE ENGINEER (40 HRS)	2	4		
	FIRE ENGINEER (52 HRS)	47	45	49	49
	FIRE FIGHTER (40 HRS)	12	13		
	FIRE FIGHTER (52 HRS)	94	94	123	123
10002011 Total		<b>220</b>	<b>221</b>	<b>237</b>	<b>236</b>
10002013					
	ADMIN, FIRE PHYSICAL RESOURCES		1	1	
	BUSINESS ANALYST		1	1	1
	FIRE CAPTAIN (52 HRS)	1	1	1	1
	FLEET MAINTENANCE COORDINATOR	1	1	1	1
	MGMT ANALYST	1			
	PUBLIC SAFETY TECH SRVCS ADMIN	1			
	SERVICE WORKER		1	1	1
	SERVICE WORKER, SR.		1	1	3
	SRVC WORKER II	1			
	SRVC WORKER III	1			
10002013 Total		<b>6</b>	<b>6</b>	<b>6</b>	<b>7</b>
10002016					
	EMERGENCY MANAGEMENT ANALYST		1	1	1

	EMERGENCY SVCS COORD	1	1	1	1	1
	FIRE BATTALION CHIEF (52 HRS)	1	1	1	1	1
	SYS ADMIN	1				
10002016 Total		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
10002017						
	ASSISTANT FIRE MARSHAL	1	1	1	1	1
	FIRE INSP I	1				
	FIRE INSP II	6				
	FIRE INSPECTOR		2	3	3	3
	FIRE INSPECTOR, SR.		5	4	4	4
	FIRE MARSHAL	1	1	1	1	1
	PLANS EXAMINER	1	1	1	1	1
10002017 Total		<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
10002019						
	ADMINISTRATIVE SUPPORT SPEC		1	1	1	1
	FIRE CAPTAIN (40 HRS)			1	1	
	FIRE CAPTAIN (52 HRS)	1	3	2	2	3
	FIRE FIGHTER (52 HRS)		2	2	2	2
	SR SECRETARY	1				
10002019 Total		<b>2</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
10002020						
	ACCOUNT SPECIALIST		1			
	FIRE ENGINEER (40 HRS)	1				
	FIRE ENGINEER (52 HRS)		1	1	1	1
	FIRE FIGHTER (52 HRS)	2	1			
	MGMT AIDE	1				
10002020 Total		<b>4</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>
21605202						
	FIRE FIGHTER (52 HRS)	15	15			
21605202 Total		<b>15</b>	<b>15</b>			
22002023						
	ADMINISTRATIVE SUPPORT COORD		1	1	1	1
	ADMINISTRATIVE SUPPORT SPEC		1	1	1	1
	DEP FIRE CHIEF (40 HRS)	1				
	DEPUTY FIRE CHIEF (52 HRS)		1	1	1	1
	FIRE CAPTAIN (40 HRS)	1				
	FIRE CAPTAIN (52 HRS)		1	1	1	1
	MGMT AIDE	1				
	MGMT ASST	1				
	SECRETARY	1				
	SUPERVISOR, ADMIN SUPPORT		1	1	1	1
22002023 Total		<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Fire Services Total</b>		<b>281</b>	<b>285</b>	<b>285</b>	<b>284</b>	<b>284</b>
<b>Human Resources</b>						
10002110						
	BUSINESS ANALYST		1	1	1	1
	DIRECTOR, HR & RISK MGMT	1	1	1	1	1
	HR BUSINESS PARTNER					1
	MANAGEMENT ASSISTANT	1	1	1	1	1
	MGMT ANALYST	1				
10002110 Total		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>
10002112						
	EMPLOYEE DEVEL COORD	1				
	HR PROGRAM MANAGER		1	1	1	1
10002112 Total		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
10005014						
	ASSISTANT DIRECTOR, HR	1	1	1	1	1
	HR BUSINESS PARTNER		2	2	2	2

HR GENERALIST	2				
10005014 Total	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
10005015					
ADMINISTRATOR, HUMAN RESOURCES		1	1	1	1
CUSTOMER ASSISTANCE REP	1				
HR ADMIN	1				
HR BUSINESS PARTNER		1	1	1	1
HR GENERALIST	1				
HUMAN RESOURCES ASSISTANT		1	1	1	1
10005015 Total	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
10005016					
HR PROGRAM MANAGER		1	1	1	1
HR SPECIALIST		1	1	1	1
SR HR ANALYST	1				
SR HR TECH	1				
10005016 Total	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
10005018					
ADMINISTRATOR, HUMAN RESOURCES		1	1	1	1
BENEFITS & WELLNES ANALYST		1	1	1	1
HR ADMIN	1				
HR BUSINESS PARTNER		1	1	1	1
HR GENERALIST	1				
HR TECHNICIAN	2	2	1	1	1
10005018 Total	<u>4</u>	<u>5</u>	<u>4</u>	<u>4</u>	<u>4</u>
70102113					
RISK & SAFETY ANALYST	1	1	1	1	1
RISK MANAGER	1	1	1	1	1
70102113 Total	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
70202114					
HR PROGRAM MANAGER		1	1	1	1
HR TECHNICIAN			1		
RISK & SAFETY ANALYST	1				
RISK MANAGEMENT SPECIALIST				1	1
70202114 Total	<u>1</u>	<u>1</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>Human Resources Total</b>	<b>19</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>21</b>
<b>Innovation and Technolo</b>					
70502210					
ADMINISTRATOR, INFO TECHNOLOGY		3	3	3	2
APPLICATIONS ANALYST	1	1	1	1	1
CHIEF INFORMATION OFFICER	1	1	1	1	1
DATA ANALYST				1	1
DATA ARCHITECT		1	1	1	1
DATABASE ADMINISTRATOR	1	1	1	1	1
DATABASE ADMINISTRATOR, SR.	1	1	1	1	1
DEPUTY CHIEF INFO OFFICER	1	1	1	1	1
GIS ANALYST	1	1	1	1	1
GIS ANALYST, SR.	1	1	1	1	1
HELP DESK SUPPORT SPEC	2				
HELP DESK SUPV	1				
INFO TECHNOLOGY MGR	3				
INFO TECHNOLOGY PROJECT MGR		2	2	1	2
MANAGEMENT ASSISTANT		1	1	1	1
NETWORK ENGINEER	1	1	1	1	1
NETWORK ENGINEER, SR.	1	1	1	1	1
PC SUPPORT SPECIALIST II	2				
SERVICE DESK SPECIALIST		4	4	4	4
SUPERVISOR, SERVICE DESK		1	1	1	1
SYSTEM ADMINISTRATOR	3	3	3	3	4

	SYSTEMS ADMINISTRATOR, SR	1	1	1	2	2
	SYSTEMS ANALYST	3	3	3	3	3
	SYSTEMS ANALYST, SR	1	1	1	0	
70502210 Total		<b>25</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>30</b>
70502211						
	TELECOMMUNICATIONS ANALYST		1	1	1	1
	VOICE COMMS ADMIN	1				
70502211 Total		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
70502212						
	MGMT AIDE	1				
70502212 Total		<b>1</b>				
<b>Innovation and Technolo Total</b>		<b>27</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>31</b>
<b>Mayor &amp; Council Office</b>						
10001010						
	ASSISTANT TO THE MAYOR	1	1	1	1	
	COMMUNICATIONS PROJECT MANAGER		1	1	1	1
	MANAGEMENT ASSISTANT		1	1	1	1
	MAYOR	1	1	1	1	1
	MGMT AIDE	1				
	SR MGMT ASST	1				
10001010 Total		<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>
10001011						
	COUNCIL ASST	3	3	4	4	6
	EXEC ADMINISTRATIVE ASST	2				
	EXECUTIVE ASSISTANT		2	2	1	
10001011 Total		<b>5</b>	<b>5</b>	<b>6</b>	<b>5</b>	<b>6</b>
10001012						
	COUNCIL MEMBER	1	1	1	1	1
10001012 Total		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
10001013						
	COUNCIL MEMBER	1	1	1	1	1
10001013 Total		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
10001014						
	COUNCIL MEMBER	1	1	1	1	1
10001014 Total		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
10001015						
	COUNCIL MEMBER	1	1	1	1	1
10001015 Total		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
10001016						
	COUNCIL MEMBER	1	1	1	1	1
10001016 Total		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
10001017						
	COUNCIL MEMBER	1	1	1	1	1
10001017 Total		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Mayor &amp; Council Office Total</b>		<b>15</b>	<b>15</b>	<b>16</b>	<b>15</b>	<b>15</b>
<b>Police Services</b>						
10002410						
	ACCOUNT SPECIALIST					1
	ADMINISTRATIVE SUPPORT COORD		1	1	1	1
	ASSISTANT POLICE CHIEF	2	2	2	2	2
	MANAGEMENT ANALYST		1	2	2	2
	MANAGEMENT ASSISTANT	3	4	3	3	3
	MGMT AIDE	2				
	POLICE CHIEF	1	1	1	1	1
	POLICE CRIME/STATS ANALYST	1				
	POLICE LIEUTENANT	1		2	2	1
	POLICE OFFICER	4	4	4	4	4
	POLICE PLAN & RESEARCH ANALYST	1	2	2	2	2



	POLICE SERGEANT	4	4	5	5	6
	POLICE VOLUNTEER COORDINATOR			1	1	
	SR MGMT ASST	1				
10002410 Total		<b>20</b>	<b>19</b>	<b>23</b>	<b>23</b>	<b>23</b>
10002411						
	POLICE COMMANDER	1	1	1	1	1
	POLICE LIEUTENANT	1	1			
	POLICE OFFICER	12	12	5	8	16
	POLICE SERGEANT	3	3	3	3	4
10002411 Total		<b>17</b>	<b>17</b>	<b>9</b>	<b>12</b>	<b>21</b>
10002414						
	POLICE AIDE	1	1			
	POLICE COMMANDER	1	1	1	1	1
	POLICE COMMUNITY SVCS OFFICER			1	4	6
	POLICE LIEUTENANT	3	3	3	3	3
	POLICE OFFICER	30	30	30	28	30
	POLICE SERGEANT	9	9	9	8	8
	POLICE VOLUNTEER COORDINATOR	1	1			1
	SECURITY OFFICER	5	5	5	5	5
	SUPERVISOR, SUPPORT SERVICES	1	1	2	2	2
10002414 Total		<b>51</b>	<b>51</b>	<b>51</b>	<b>51</b>	<b>56</b>
10002416						
	ADMINISTRATIVE SUPPORT SPEC		1	1	1	1
	FORENSICS SCIENTIST		4	5	6	6
	MGMT AIDE	3				
	POLICE CASE SUPPORT SPECIALIST		3	3	3	3
	POLICE COMMANDER	1	2	1	1	1
	POLICE COMMUNITY SVCS OFFICER	1	1			
	POLICE IDENTIFICATION SUPV	1				
	POLICE IDENTIFICATION TECH	4				
	POLICE LIEUTENANT	3	3	3	3	3
	POLICE OFFICER	64	66	61	57	58
	POLICE RECORDS TECHNICIAN				1	
	POLICE SERGEANT	9	11	10	9	9
	SECRETARY	1				
	SUPERVISOR, FORENSICS		1	1	1	1
	SUPERVISOR, VICTIM ASSISTANCE		1	1	1	1
	VICTIM ASSISTANCE CASEWORKER	4	3	3	3	3
10002416 Total		<b>91</b>	<b>96</b>	<b>89</b>	<b>86</b>	<b>86</b>
10002417						
	ACCOUNT SPECIALIST		1			
	ADMIN, POLICE TECHNICAL SVCS		1	1	1	1
	BUSINESS ANALYST		1	1	1	2
	MANAGER, POLICE SUPPORT SVCS		1	1	1	1
	MGMT ANALYST	1				
	MGMT ASST	1				
	POLICE COMM SYSTEM TECH	1	1	1	1	1
	POLICE COMMUNICATION SYS SPEC	1	1	1	1	1
	POLICE COMMUNITY SVCS OFFICER		5	5	2	
	POLICE OFFICER	1				
	POLICE PROPERTY/EVID CUSTODIAN	4				
	POLICE PROPERTY/EVID SPEC		4	4	4	4
	POLICE RECORDS TECHNICIAN	14.5	14.5	14.5	13.5	14.5
	POLICE SUPPORT SRVCS SUPV	1				
	POLICE TECH SRVCS MGR	1				
	PROPERTY ROOM SUPV	1				
	PUBLIC SAFETY TECH SRVCS ADMIN	1				
	SUPERVISOR, PROPERTY EVIDENCE		1	1	1	1

	SUPERVISOR, SUPPORT SERVICES		2	2	2	2	2
	SYSTEMS ANALYST	1	2	2	2	2	2
10002417 Total		<b>28.5</b>	<b>34.5</b>	<b>33.5</b>	<b>29.5</b>	<b>29.5</b>	
10002418							
	MANAGER, DETENTION & FLEET SVC		1	1	1	1	1
	POLICE DETENTION OFFICER	14	14	14	14	14	14
	POLICE TECH SRVCS MGR	1					
	SUPERVISOR, SUPPORT SERVICES	4	4	4	4	4	4
10002418 Total		<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>	
10002419							
	MANAGER, POLICE COMMUNICATIONS		1	1	1	1	1
	POLICE COMM SPECIALIST	29.5	30.5	30.5	30.5	30.5	32.5
	POLICE CRIME/STATS ANALYST	1					
	POLICE OPS MGR	1					
	SUPV, POLICE COMMUNICATIONS	5	5	5	5	5	5
10002419 Total		<b>36.5</b>	<b>36.5</b>	<b>36.5</b>	<b>36.5</b>	<b>38.5</b>	
10002420							
	ACCOUNT SPECIALIST		1	1	1	1	1
	MGMT AIDE	1					
10002420 Total		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	
10002421							
	ADMINISTRATIVE SUPPORT SPEC		1	1	1	1	1
	POLICE COMMANDER	1	1	1	1	1	1
	POLICE CRIME PREVENTION SPEC	2	2	2	2	2	2
	POLICE LIEUTENANT	4	6	6	5	5	5
	POLICE OFFICER	108	105	111	115	114	114
	POLICE SERGEANT	15	14	14	15	16	16
	SECRETARY	1					
10002421 Total		<b>131</b>	<b>129</b>	<b>135</b>	<b>139</b>	<b>139</b>	
10002422							
	ADMINISTRATIVE SUPPORT SPEC		1	1	1	1	1
	MGMT AIDE	1					
	POLICE CASE SUPPORT SPECIALIST		1	1	1	1	1
	POLICE COMMANDER	1		1	1	1	1
	POLICE CRIME PREVENTION SPEC	2	2	2	2	2	2
	POLICE LIEUTENANT	5	4	3	4	5	5
	POLICE OFFICER	106	108	114	118	111	111
	POLICE SERGEANT	15	15	15	16	14	14
	SECRETARY	1					
10002422 Total		<b>131</b>	<b>131</b>	<b>137</b>	<b>143</b>	<b>135</b>	
10005020							
	MANAGER, POLICE PERSONNEL		1	1	1	1	1
	POLICE HIRING COORD	1					
	POLICE OFFICER	2	2	2	2	2	2
	POLICE PERSONNEL SPECIALIST		1	1	1	1	1
	POLICE SERGEANT	1	1	1	1		
	POLICE TECH SRVCS MGR	1					
10005020 Total		<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>	
10005022							
	ACCOUNT SPECIALIST		1	1	1	1	1
	MGMT AIDE	1					
	PUBLIC SAFETY EVENTS SCHEDULER	1	1	1	1		
10005022 Total		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	
10005024							
	PUBLIC SAFETY EVENTS SCHEDULER	1	1	1	1	1	1
10005024 Total		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	
21605212							
	VICTIM ASSISTANCE CASEWORKER	1	1	1	1	1	1

21605212 Total	1	1	1	1	1
21605215					
POLICE OFFICER	10	10	10	10	10
21605215 Total	10	10	10	10	10
21605218					
POLICE OFFICER	7	7	7	4	1
21605218 Total	7	7	7	4	1
21605228					
VICTIM ASSISTANCE CASEWORKER	1	1	1	1	1
21605228 Total	1	1	1	1	1
21702424					
ACCOUNT SPECIALIST		1	1	1	1
SECRETARY	1				
21702424 Total	1	1	1	1	1
22002413					
POLICE LIEUTENANT	1	1	1	1	1
SECURITY OFFICER	1	1	1	1	1
22002413 Total	2	2	2	2	2
<b>Police Services Total</b>	<b>556</b>	<b>564</b>	<b>564</b>	<b>567</b>	<b>570</b>
<b>Public Affairs</b>					
10002510					
ADMIN, PUB INFO & COMM			1	1	1
ADMINISTRATIVE SUPPORT SPEC		1			
ASSISTANT DIRECTOR, COMMUNICATIONS		1			
ASSISTANT DIRECTOR, INTERGOV		1	1	1	1
CREATIVE DESIGNER		1	1	1	1
CREATIVE SERVICES PROGRAM MGR.		1	1	1	1
DIGITAL COMMUNICATIONS PGM MGR					1
DIGITAL CONTENT PRGM MANAGER		1	1	1	1
DIRECTOR, PUBLIC AFFAIRS		1	1	1	
INTERGOV PROGRAMS ADMIN	1				
INTERGOV PROGRAMS DIR	1				
INTERGOVERNMENTAL COORDINATOR			1	1	1
MANAGEMENT ASSISTANT	1	2	2	2	2
MARKETING & COMM PRGM MGR, SR		1			
MKTNG & COMMUNICATION PROG MGR		1	2	2	2
10002510 Total	3	11	11	11	11
10002511					
CHIEF BROADCAST ENGINEER		1	1	1	1
MEDIA PRODUCTION SPECIALIST		3.5	3.5	3.5	2.5
10002511 Total		4.5	4.5	4.5	3.5
10810*					
COMMUNICATIONS DIRECTOR	1				
CREATIVE DESIGNER	1				
CREATIVE SERVICES MGR	1				
DEP COMM DIR	1				
MGMT AIDE	1				
MGMT ASST	1				
MKTNG & COMMUNICATION PROG MGR	2				
SR MARKETING & COMM MGR	1				
WEB CONTENT PROGRAM MGR	1				
10810* Total	10				
10891*					
CHIEF BROADCAST ENGINEER	1				
10891* Total	1				
14120*					
MEDIA PRODUCTION SPECIALIST	3.5				
14120* Total	3.5				

Public Affairs Total	17.5	15.5	15.5	15.5	14.5
<b>Public Faclit,Recr&amp;Spec</b>					
10002610					
ACCOUNT SPECIALIST			1	1	1
ADMIN, RECREATION		1	1	1	1
ADMINISTRATIVE SUPPORT ASST		2	2	3	3
ADMINISTRATIVE SUPPORT COORD		1	1	2	2
ADMINISTRATIVE SUPPORT SPEC			1	1	1
ASST DIRECTOR, PF, REC & SP EV			1	1	1
CSG OPERATIONS MGR	1				
DEPUTY DIRECTOR, PFRSE				1	1
DIR, PUB FAC, REC & SP EVENTS				1	1
MKTNG & COMMUNICATION PROG MGR			1	1	1
OFFICE SUPPORT SUPV	1				
PUB FAC REC & SE PRGRM MGR			1	1	1
REC MGR	1				
RECREATION COORDINATOR				1	1
RECREATION COORDINATOR, SR.	1	1	1	0	
RECREATION PROGRAMMER		1	1	0	
SECRETARY	2				
SUPERINTENDENT, PARKS		1	1	0	
SUPERVISOR, ADMIN SUPPORT			1	1	1
<b>10002610 Total</b>	<b>6</b>	<b>7</b>	<b>13</b>	<b>15</b>	<b>15</b>
10002611					
ADMINISTRATIVE SUPPORT SPEC		1	1	1	1
CREWLEADER (PARKS)		2	1	1	1
DEPUTY DIRECTOR, PFRSE			1	0	
LANDSCAPE GARD/HORTICULTURIST	1	1	1	1	1
PARK MANAGER	2	3	3	3	2
PARKS & REC ADMIN	1				
PLAYGROUND EQUIP SVCS WORKER	2	2	2	2	2
RECREATION COORDINATOR	1	1	1	0	
SERVICE WORKER (PARKS)		9	9	9	7
SERVICE WORKER, SR. (PARKS)		2	2	4	4
SR SECRETARY	1				
SRVC WORKER II (PARKS)	9				
SRVC WORKER III (PARKS)	2				
SUPERINTENDENT, PARKS				1	1
SUPERVISOR, PARKS					3
SUPPORT SRVC SUPV	1				
<b>10002611 Total</b>	<b>20</b>	<b>21</b>	<b>21</b>	<b>22</b>	<b>22</b>
10002615					
PARK MGR	1				
PARK RANGER	2	2	1	1	1
SUPERVISOR, PARK RANGERS			1	1	1
<b>10002615 Total</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
10002616					
ADMINISTRATIVE SUPPORT COORD		1	1	0	
OFFICE SUPPORT SUPV	1				
REC PROGRAMMER	1				
RECREATION COORDINATOR		2	2	1	1
RECREATION COORDINATOR, SR.	1	1	1	1	1
RECREATION PROGRAMMER					1
SERVICE WORKER (PARKS)				1	
<b>10002616 Total</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>3</b>
10002617					
ADMINISTRATOR, CIVIC CENTER			1	1	1
ADMINISTRATOR, COMMUNITY SERVICES		1			

	CIVIC CENTER EVENT COORD	2	2	2	2	2
	CSG OPERATIONS MGR	1				
	OPERATIONS COORDINATOR					1
10002617 Total		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>
10002618						
	ADMINISTRATIVE SUPPORT ASST		1	1	0	
	RECREATION COORDINATOR	1	1	1	1	1
	RECREATION COORDINATOR, SR.				1	1
	SECRETARY	1				
	SERVICE WORKER (PARKS)				1	1
10002618 Total		<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>
10005036						
	RECREATION COORDINATOR		1	1	1	
	RECREATION PROGRAMMER		1	1	1	
10005036 Total			<b>2</b>	<b>2</b>	<b>2</b>	
10005037						
	RECREATION COORDINATOR	1	1	1	1	1
	SERVICE WORKER, SR. (PARKS)		2	2	2	2
	SRVC WORKER III (PARKS)	2				
10005037 Total		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
10005038						
	SERVICE WORKER (PARKS)		3	3	1	
	SPECIAL EVENTS PROD SPEC	1	1	1	1	1
	SRVC WORKER II (PARKS)	2				
	SRVC WORKER III (BLDG MAINT)	1				
10005038 Total		<b>4</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>1</b>
10005040						
	RECREATION COORDINATOR, SR.					1
10005040 Total						<b>1</b>
10005041						
	RECREATION COORDINATOR				1	1
10005041 Total					<b>1</b>	<b>1</b>
10005048						
	ADMINISTRATOR, SPECIAL EVENTS		1	1	1	1
	DIR, PUBLIC FACILITIES & EVENT		1	1	0	
	RECREATION COORDINATOR				1	1
	SPECIAL EVENTS COORDINATOR	1	1	1	1	1
	SPECIAL EVENTS DIVISION MGR	1				
	SPECIAL EVENTS PROGRAM MANAGER	2	1	1	1	1
10005048 Total		<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
10005051						
	ADMINISTRATIVE SUPPORT SPEC			0.5	0.5	
	ADMINISTRATOR, CONVENTION AND VISITORS BUREAU		1	1	1	1
	CUSTOMER ASSISTANCE REP	0.5				
	CVB MGR	1				
	CVB REPRESENTATIVE		0.5	0.5	0.5	0.5
	DIGITAL CONTENT SPECIALIST					1
	NATIONAL SALES MANAGER			1	1	2
	TOURISM COORDINATOR	1	1	1	1	
10005051 Total		<b>2.5</b>	<b>2.5</b>	<b>4</b>	<b>4</b>	<b>4.5</b>
14830*						
	REC COORD					1
14830* Total						<b>1</b>
14850*						
	REC PROGRAMMER					4
14850* Total						<b>4</b>
Public Facil,Recr&Spec Total		55.5	54.5	62	64	63.5
Transportation						

10002934					
	CREWLEADER (PARKS)	1	1	1	1
10002934 Total		<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
20502919					
	SR MGMT ASST	1			
	SUPERVISOR, ADMIN SUPPORT		1	1	1
20502919 Total		<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
20502920					
	CONTRACT MONITOR		1	1	1
	CREWLEADER (STREETS)		1	1	1
	ENGINEERING INSP II	1			
	PARKS & REC PROJECTS COORD	1			
	SERVICE WORKER (STREETS)		6	4	4
	SERVICE WORKER III (STREETS)	5			
	SERVICE WORKER, SR. (STREETS)		5	5	5
	SRVC WORKER II (STREETS)	4			
	SUPERVISOR, RIGHT OF WAY		1	1	1
20502920 Total		<u>11</u>	<u>14</u>	<u>12</u>	<u>12</u>
20502921					
	CREWLEADER (STREETS)	2	2	2	2
	PRINCIPAL ENGINEER				1
	SERVICE WORKER (STREETS)			2	2
	SERVICE WORKER III (STREETS)	2			
	SERVICE WORKER, SR. (STREETS)		2	2	2
	SUPERINTENDENT, STREETS	1	1	1	1
	SUPERVISOR, STREETS	1	1	1	1
20502921 Total		<u>6</u>	<u>6</u>	<u>8</u>	<u>9</u>
20502923					
	SUPERVISOR, TRAFFIC SIGNAL	1	1	1	1
	TRAFFIC OPS ELECTRONIC TECH	1	1	1	1
	TRAFFIC SIGNAL TECH I	1			
	TRAFFIC SIGNAL TECH II	2			
	TRAFFIC SIGNAL TECH III	1			
	TRAFFIC SIGNAL TECH, SR		3	3	3
	TRAFFIC SIGNAL TECHNICIAN		1	1	1
20502923 Total		<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>
20502924					
	CREWLEADER (STREETS)	2	1	1	1
	SERVICE WORKER (STREETS)		3	3	3
	SRVC WORKER II (STREETS)	3			
	SUPERVISOR, TRAFFIC ENGR			1	1
20502924 Total		<u>5</u>	<u>4</u>	<u>5</u>	<u>5</u>
20502925					
	SUPERVISOR, TRAFFIC ENGR				1
20502925 Total					<u>1</u>
20505063					
	CITY TRAFFIC ENGINEER		1	1	1
	SR TRAFFIC ENGINEERING SPEC	1			
	TRAFFIC ENGINEERING TECHNICIAN	1	1		
	TRANSPORTATION ENGINEER	1			
20505063 Total		<u>3</u>	<u>2</u>	<u>1</u>	<u>1</u>
20505064					
	SUPERVISOR, TRAFFIC ENGR		1	1	1
	TRAFFIC ENGINEERING SPEC, SR	1	1	1	1
	TRAFFIC ENGINEERING TECHNICIAN	1	1	1	1
20505064 Total		<u>2</u>	<u>3</u>	<u>3</u>	<u>2</u>
20505065					
	SERVICE WORKER (STREETS)		2	2	2

SRVC WORKER II (STREETS)	2				
20505065 Total	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
20702926					
ADMIN, TRANSPORTATION PLANNING		1	1	1	1
ADMINISTRATIVE SUPPORT SPEC		1	1	1	1
CITY TRAFFIC ENGINEER					1
DEP PUBLIC WORKS DIR	1				
DEPUTY DIRECTOR, TRANSPORTATIO		1	1		
DIRECTOR, TRANSPORTATION				1	1
MANAGEMENT ASSISTANT	1	1	1	1	1
PLANNING MGR	1				
PRINCIPAL ENGINEER		1	1	1	
SR SECRETARY	1				
SR. TRANS ANALYST	1				
TRANS ENGINEER	1				
TRANSPORTATION ANALYST		1	1	1	1
TRANSPORTATION PLANNER	1	2	2	2	2
TRANSPORTATION PROGRAM MANAGER		1			
20702926 Total	<b>7</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>8</b>
20702928					
ADMINISTRATIVE SUPPORT SPEC		1	1	1	1
DISPATCHER/ROUTER	5.5	5.5	5.5	5.5	5.5
SUPERVISOR, TRANSIT	1	2	2	2	2
TRANSIT COORDINATOR	2	1	1	1	1
TRANSIT OPER	16	16	16	16	16
TRANSIT REPRESENTATIVE, LEAD	7.75	6.75	6.75	6.75	6.75
20702928 Total	<b>32.25</b>	<b>32.25</b>	<b>32.25</b>	<b>32.25</b>	<b>32.25</b>
20702929					
ADMINISTRATOR, TRANSIT	1	1	1	1	1
MANAGEMENT ASSISTANT		1	1	1	1
SR MGMT ASST	1				
SUPT, TRANSIT OPERATIONS		1	1	1	1
TRANSIT MGR	2				
TRANSPORTATION PROGRAM MANAGER			1	1	1
20702929 Total	<b>4</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>
20702930					
ADMIN,TRANSPORTATION SYSTEMS		1	1	1	1
INTELLIGENT TRANS SYS ANALYST	1				
ITS TECHNICIAN	2	2	2	2	2
SUPV, INTELLIGENT TRANSP SYS		1	1	1	1
TRANS SYS MGR	1				
TRANSPORTATION ENGINEER	1				
20702930 Total	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
20702931					
PRINCIPAL ENGINEER		1	1	1	1
TRAFFIC ENGINEER I	1				
TRANSPORTATION ENGINEER		1	1	1	1
20702931 Total	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
20705066					
TRAFFIC EDUCATION PROGRAM MGR	1	1	1	1	1
20705066 Total	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
21302933					
ADMINISTRATOR, AIRPORT	1	1	1	1	1
CREWLEADER (AIRPORT)	1				
MANAGEMENT ASSISTANT	1	1	1	1	1
SERVICE WORKER (AIRPORT)		3	3	3	3
SRVC WORKER II (AIRPORT)	3				
SUPERVISOR, AIRPORT OPERATIONS		1	1	1	1

21302933 Total	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
Transportation Total	93.25	96.25	96.25	96.25	96.25
<b>Water Services</b>					
60202710					
CIVIL ENGINEER	1	1	1	1	1
DEP WATER SRVCS DIR	1				
ENVIRONMENTAL PROGRAM MGR	3	3	3	3	3
PRINCIPAL ENGINEER	1	1	1	1	1
SAFETY PROGRAM MANAGER			1	1	1
60202710 Total	<b>6</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>
60202711					
ADMIN, DEPT SUPPORT SVCS		1	1	1	1
ADMIN, FINANCIAL PROGRAMS		1	1	1	1
ADMINISTRATIVE SUPPORT ASST		1	1.75	2	2
ADMINISTRATIVE SUPPORT COORD		1	1	0	
ADMINISTRATIVE SUPPORT SPEC		1	1	1	1
DEPUTY DIRECTOR, WATER SERVICE	2	3	4	4	4
DIRECTOR, WATER SERVICES	1	1	1	1	1
FINANCIAL ANALYST		1	1	1	1
HR BUSINESS PARTNER		1	1	1	
HR GENERALIST	1				
MANAGEMENT ANALYST		1	1	1	1
MANAGEMENT ASSISTANT	2	1	1	2	2
MGMT AIDE	1				
SECRETARY	1				
SR MGMT ASST	1				
SR SECRETARY	2				
SUPERVISOR, WATER SVCS ADMIN		1	1	1	1
WATER SRVCS ADMIN	2				
60202711 Total	<b>13</b>	<b>14</b>	<b>15.75</b>	<b>16</b>	<b>15</b>
60202712					
SAFETY PROGRAM MANAGER		1			
SUPT, WATER SVCS OPS/MAINT			5	5	5
WATER SRVCS SAFETY/SECURITY COOR	1				
WATER SVCS PROCESS OPS MGR			1	1	1
60202712 Total	<b>1</b>	<b>1</b>	<b>6</b>	<b>6</b>	<b>6</b>
60202713					
ADMINISTRATOR, INFO TECHNOLOGY			1	1	1
APPLICATIONS ANALYST, SR.			1	1	1
GIS COORDINATOR	1	1	1	1	1
NETWORK ENGINEER		1	1	1	1
PC OPERATOR		1	2	2	2
PC SUPPORT SPECIALIST II	1				
SUPV, ENTERPRISE ASSET MGMT			1	1	1
SYSTEM ADMINISTRATOR	1	1	1	1	2
SYSTEMS ADMINISTRATOR, SR	1	1	1	1	1
WATER SRVCS NETWORK ENGINEER	1				
WATER SRVCS PROCESS OPS MGR		1			
WATER SRVCS TECHNOLOGY MGR	1				
WATER SVCS DATA COORDINATOR	2	2	1	1	1
60202713 Total	<b>8</b>	<b>8</b>	<b>10</b>	<b>10</b>	<b>10</b>
60202714					
PUBLIC SERVICE REPRESENTATIVE	3	3	3	3	3
PUBLIC SVC REPRESENTATIVE LEAD		1	1	1	1
SR. WATER SRVCS SYST TECH	1				
SUPERVISOR, WATER SERVICES	1	1	1	1	1
UTILITY LOCATOR	2	2	2	2	2
60202714 Total	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>



60202715	SECURITY OFFICER	5	5	5	5	5
	SECURITY SYSTEMS TECH				1	1
	SUPERVISOR, SUPPORT SERVICES		1	1	1	1
	SUPT, WATER SVCS OPS/MAINT		1			
	WATER SRVCS SAFETY/SECURITY COOR	1				
	WATER SRVCS SECUR SUPT	1				
<b>60202715 Total</b>		<b>7</b>	<b>7</b>	<b>6</b>	<b>7</b>	<b>7</b>
60202717	ADMIN, ENVT PROGRAMS		1	1	1	1
	ENVIRONMENTAL PROGRAM MGR	1				
	WATER CONSERVATION SPEC	2	2	2	2	2
<b>60202717 Total</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
60202718	ADMIN, WATER QUALITY LAB		1	1	1	1
	CHEMIST	5	4	4	4	4
	CHEMIST, LEAD		1	1	1	1
	LABORATORY TECHNICIAN	3	3	2	2	2
	LABORATORY TECHNICIAN, LEAD			1	1	1
	WATER QUALITY ASSURANCE COORD	1	1	1	1	1
	WATER QUALITY DATA COORD	1				
	WATER QUALITY LAB MGR	1				
	WATER SVCS DATA COORDINATOR		1	1	1	1
<b>60202718 Total</b>		<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>
60202719	BUYER		1.75	1.75	1.75	1.75
	MATERIALS CONTROL SPEC	1.75			1	1
<b>60202719 Total</b>		<b>1.75</b>	<b>1.75</b>	<b>1.75</b>	<b>2.75</b>	<b>2.75</b>
60202720	APPLICATIONS ANALYST, SR.	1	1			
	SUPERVISOR, WATER SERVICES	1	1	1	1	1
	WATER SERVICES REPRESENTATIVE	10	10	10	11	11
	WATER SRVCS OPS SUPT	1				
	WATER SVC REPRESENTATIVE, LEAD	2	2	2	2	2
<b>60202720 Total</b>		<b>15</b>	<b>14</b>	<b>13</b>	<b>14</b>	<b>14</b>
60202723	SUPERVISOR, WATER FACILITIES		1	1	1	1
	WATER CONTROL ROOM OPERATOR	6	6	6	6	5
	WATER CONTROL ROOM OPERATOR, LEAD					1
	WATER/WASTEWATER OPS SUPV	1				
<b>60202723 Total</b>		<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
60202724	SUPERVISOR, WATER FACILITIES		1	1	1	1
	WATER PLANT OPERATOR II	7				
	WATER PLANT OPERATOR, LEAD		1	1	1	1
	WATER PLANT OPERATOR, SR	1	7	6	6	6
	WATER/WASTEWATER OPS SUPV	1				
<b>60202724 Total</b>		<b>9</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>8</b>
60202725	SUPERVISOR, WATER FACILITIES		1	1	1	1
	WATER PLANT OPERATOR II	6				
	WATER PLANT OPERATOR, LEAD		1	1	1	1
	WATER PLANT OPERATOR, SR	1	5	7	7	7
	WATER SERVICES PLANT OPERATOR			1	1	2
<b>60202725 Total</b>		<b>7</b>	<b>7</b>	<b>10</b>	<b>10</b>	<b>11</b>
60202726	IND MAINT PLANNER SCHEDULER				1	1
	INDUSTRIAL MAINT ELECTRICIAN				1	1

INDUSTRIAL MAINT MECHANIC		3	4	4	4
INDUSTRIAL MAINTENANCE MECH SR		4	4	4	5
INSTRUMENTATION TECHNICIAN		3	3	3	3
INSTRUMENTATION TECHNICIAN, SR		5	5	4	3
PLANT INSTRUMENT TECH II	3				
PLANT MAINT MECHANIC II	3				
SR PLANT INSTRUMENT TECH	5				
SR PLANT MAINT MECHANIC	4				
SUPERVISOR, WATER SERVICES	1	1	1	1	1
WATER/WASTEWATER OPS SUPV	1				
<b>60202726 Total</b>		<b>17</b>	<b>16</b>	<b>17</b>	<b>18</b>
60202727					
ADMINISTRATIVE SUPPORT SPEC		0.75			
BLDG INSP	1				
BUILDING INSPECTOR SPECIALIST		1	1	1	1
SECRETARY	0.75				
SR. WATER SRVCS SYST TECH	3				
SRVC WORKER II (WATER)	1				
SUPERVISOR, WATER SERVICES	3	3	5	5	4
SUPT, WATER SVCS OPS/MAINT		1			
WATER SRVCS SYS TECH I	14				
WATER SRVCS SYS TECH II	13				
WATER SRVCS SYS TECH, SR		3	2	0	
WATER SVCS SYS TECH, LEAD		3	3	3	3
WATER SVCS SYS TECH, SR		9	9	11	11
WATER SVCS SYS TECHNICIAN		15	15	15	15
<b>60202727 Total</b>		<b>35.75</b>	<b>35.75</b>	<b>35</b>	<b>34</b>
60202729					
BUILDING MAINTENANCE WORKER	1				
INDUSTRIAL MAINT MECHANIC		1			
SRVC WORKER II (WATER)	1				
SUPERVISOR, WATER FACILITIES		1	1	1	1
SUPT, WATER SVCS OPS/MAINT		1			
TRADES WORKER		1	1	1	
WATER PLANT OPERATOR II	5				
WATER PLANT OPERATOR, LEAD		1	1	1	1
WATER PLANT OPERATOR, SR	1	6	5	5	5
WATER SRVCS OPS SUPT	1				
WATER/WASTEWATER OPS SUPV	1				
<b>60202729 Total</b>		<b>10</b>	<b>11</b>	<b>8</b>	<b>7</b>
60302731					
ADMIN, PRETREATMENT PRGM		1	1	1	1
PRETREATMENT INSPECTOR	3	3	3	3	3
PRETREATMENT INSPECTOR, SR.	1	1	1	1	1
PRETREATMENT PROGRAM MGR	1				
<b>60302731 Total</b>		<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
60302734					
SUPERVISOR, WATER SERVICES		1	1	1	2
WATER SRVCS SYS TECH I	2				
WATER SRVCS SYS TECH II	1				
WATER SVCS SYS TECH, LEAD		1	1	1	1
WATER SVCS SYS TECH, SR	1	1	1	1	1
WATER SVCS SYS TECHNICIAN		2	2	2	2
<b>60302734 Total</b>		<b>4</b>	<b>5</b>	<b>5</b>	<b>6</b>
60302737					
PC OPERATOR	1	1			
SUPERVISOR, WATER SERVICES	1	1	1	1	1
SUPT, WATER SVCS OPS/MAINT		1			

WATER SRVCS OPS SUPT	1				
WATER SRVCS SYS TECH I	8				
WATER SRVCS SYS TECH II	4				
WATER SVCS SYS TECH, LEAD		2	2	2	2
WATER SVCS SYS TECH, SR	2	4	4	4	4
WATER SVCS SYS TECHNICIAN		8	8	8	8
<b>60302737 Total</b>	<b>17</b>	<b>17</b>	<b>15</b>	<b>15</b>	<b>15</b>
60302738					
SUPERVISOR, WATER FACILITIES		1	1	1	1
WATER RECLAM FAC OPER, LEAD		1	1	1	1
WATER RECLAM FAC OPER, SR	1	6	7	7	7
WATER RECLAM FACILITY OPER II	7				
WATER/WASTEWATER OPS SUPV	1				
<b>60302738 Total</b>	<b>9</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>9</b>
60302739					
PC OPERATOR	1	1			
SUPERVISOR, WATER FACILITIES		1	1	1	1
SUPT, WATER SVCS OPS/MAINT		1			
WATER RECLAM FAC OPER, LEAD		1	1	1	1
WATER RECLAM FAC OPER, SR	1	9	8	8	8
WATER RECLAM FACILITY OPER II	8				
WATER SERVICES PLANT OPERATOR					1
WATER SRVCS OPS SUPT	1				
WATER/WASTEWATER OPS SUPV	1				
<b>60302739 Total</b>	<b>12</b>	<b>13</b>	<b>10</b>	<b>10</b>	<b>11</b>
<b>Water Services Total</b>	<b>205.5</b>	<b>205.5</b>	<b>208.5</b>	<b>212.75</b>	<b>212.75</b>
<b>Grand Total</b>	<b>1741.25</b>	<b>1771</b>	<b>1785.25</b>	<b>1812.25</b>	<b>1828</b>

\* Divisions that are no longer in use and not assigned new system numbers

Bond Description	Original Issue	Outstanding Principal 7/1/2019	FY19-20 Principal	FY19-20 Interest	FY19-20 Fees	Total Requirements
<b>MPC Tax Funded Debt (Fund 3030)</b>						
<b>Existing</b>						
MPC Bonds - Series 2003B - Taxable	97,040,000	1,480,000	-	82,584	5,000	87,584
MPC Bonds - Series 2008B - Taxable	52,780,000	41,340,000	1,755,000	2,535,460	5,000	4,295,460
MPC Bonds - Series 2012A*	8,665,000	2,295,000	1,000,000	104,750	5,000	1,109,750
MPC Bonds - Series 2012B*	39,620,000	39,620,000	-	1,981,000	5,000	1,986,000
MPC Bonds - Series 2012C*	183,405,000	108,245,000	-	4,912,250	2,500	4,914,750
MPC Bonds - Series 2012D* - Taxable	16,850,000	4,440,000	4,440,000	138,750	2,500	4,581,250
<b>MPC Tax Funded Debt Total</b>	<b>398,360,000</b>	<b>197,420,000</b>	<b>7,195,000</b>	<b>9,754,794</b>	<b>25,000</b>	<b>16,974,794</b>
<b>Excise Tax Funded Debt (Fund 3050)</b>						
<b>Existing</b>						
Excise Tax Debt Bonds - Series 2015A*	114,130,000	94,130,000	5,540,000	4,706,500	5,000	10,251,500
Excise Tax Debt Bonds - Series 2015B	13,700,000	13,700,000	-	544,271	5,000	549,271
Excise Tax Debt Bonds - Series 2016*	33,830,000	32,315,000	1,560,000	1,304,300	-	2,864,300
Excise Tax Debt Bonds - Series 2017*	64,910,000	64,910,000	-	3,245,500	5,000	3,250,500
<b>Excise Tax Funded Debt Total</b>	<b>226,570,000</b>	<b>205,055,000</b>	<b>7,100,000</b>	<b>9,800,571</b>	<b>15,000</b>	<b>16,915,571</b>
<b>Property Tax Funded Debt (Fund 3010)</b>						
<b>Existing</b>						
General Obligation Bonds - Series 2009B	41,650,000	-	-	721,638	39,509	761,147
General Obligation Bonds - Series 2010	38,300,000	10,530,000	3,950,000	492,800	36,331	4,479,131
General Obligation Bond - Series 2015	39,490,000	26,470,000	8,920,000	1,132,150	37,460	10,089,610
General Obligation Bond - Series 2016A	25,687,939	16,705,000	-	548,625	24,368	572,993
General Obligation Bond - Series 2016B	12,903,178	9,435,000	360,000	261,839	12,240	634,078
General Obligation Bond - Series 2017 (Refund 2009B)*	26,555,000	26,555,000	2,015,000	419,171	25,190	2,459,361
General Obligation Bond - Series 2018A	15,240,000	11,020,000	-	551,000	14,457	565,457
General Obligation Bond - Series 2019B	15,385,000	15,385,000	410,000	862,462	14,594	1,287,056
<b>Property Tax Funded Debt Total</b>	<b>342,611,117</b>	<b>116,100,000</b>	<b>15,655,000</b>	<b>4,989,684</b>	<b>204,149</b>	<b>20,848,833</b>
<b>Water &amp; Sewer Revenue Funded Debt (Fund 6040)</b>						
<b>Existing</b>						
Subordinate Lien W&S Rev Bonds - Series 2010	25,685,000	25,685,000	-	1,638,858	5,000	1,643,858
Senior Lien W&S Bonds - Series 2012*	77,635,000	52,620,000	4,850,000	2,631,000	5,000	7,486,000
Senior Lien W&S Bonds - Series 2015*	121,245,000	105,380,000	11,585,000	4,375,625	5,000	15,965,625
<b>Water &amp; Sewer Revenue Funded Debt Total</b>	<b>224,565,000</b>	<b>183,685,000</b>	<b>16,435,000</b>	<b>8,645,483</b>	<b>15,000</b>	<b>25,095,483</b>
<b>Transp. Sales Tax Rev Funded Debt (Fund 3040)</b>						
<b>Existing</b>						
Transp Sales Tax Obligations Bond - Series 2015*	55,340,000	55,340,000	-	2,595,150	5,000	2,600,150
Transp Sales Tax Obligations Bond - Series 2017*	19,330,000	11,370,000	4,140,000	297,894	5,000	4,442,894
<b>Transportation Sales Tax Funded Debt Total</b>	<b>74,670,000</b>	<b>66,710,000</b>	<b>4,140,000</b>	<b>2,893,044</b>	<b>10,000</b>	<b>7,043,044</b>
<b>Total Debt Service Payments (All Funds)</b>	<b>\$ 1,266,776,117</b>	<b>\$ 768,970,000</b>	<b>\$ 50,525,000</b>	<b>36,083,575</b>	<b>\$ 269,149</b>	<b>\$ 86,877,724</b>

\* Refunding

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, 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 - DESCRIPTION	Insurance	Workers' Compensation	Technology Projects	Technology	Telephone
<b>General Funds</b>					
<b>1000-General Fund</b>					
<b>Budget and Finance</b>					
10001110 Budget&Finance Administration	\$ 269,414	\$ 274	\$ -	\$ 25,434	\$ 16,116
10001111 Accounting Services	\$ 9,637	\$ 1,155	\$ -	\$ 50,150	\$ -
10001112 License/Collection	\$ 7,492	\$ 939	\$ -	\$ 90,101	\$ 14,101
10001113 Procurement	\$ 3,170	\$ 584	\$ -	\$ 20,017	\$ 3,357
10001115 Budget and Research	\$ 3,236	\$ 467	\$ -	\$ 16,674	\$ 2,014
10001116 Grants Administration	\$ 740	\$ 117	\$ -	\$ 3,893	\$ 671
<b>Budget and Finance Total</b>	<b>\$ 293,689</b>	<b>\$ 3,535</b>	<b>\$ -</b>	<b>\$ 206,270</b>	<b>\$ 36,260</b>
<b>City Attorney's Office</b>					
10001210 Legal Services	\$ 19,730	\$ 3,060	\$ -	\$ 121,714	\$ 22,159
<b>City Attorney's Office Total</b>	<b>\$ 19,730</b>	<b>\$ 3,060</b>	<b>\$ -</b>	<b>\$ 121,714</b>	<b>\$ 22,159</b>
<b>City Auditor</b>					
10001310 City Auditor Administration	\$ 1,759	\$ 81	\$ -	\$ 8,338	\$ 2,014
<b>City Auditor Total</b>	<b>\$ 1,759</b>	<b>\$ 81</b>	<b>\$ -</b>	<b>\$ 8,338</b>	<b>\$ 2,014</b>
<b>City Clerk</b>					
10001410 City Clerk Administration	\$ 4,446	\$ 817	\$ -	\$ 31,105	\$ 8,729
<b>City Clerk Total</b>	<b>\$ 4,446</b>	<b>\$ 817</b>	<b>\$ -</b>	<b>\$ 31,105</b>	<b>\$ 8,729</b>
<b>City Court</b>					
10001510 Court Administration	\$ 30,581	\$ 4,815	\$ 23,250	\$ 245,004	\$ 39,618
<b>City Court Total</b>	<b>\$ 30,581</b>	<b>\$ 4,815</b>	<b>\$ 23,250</b>	<b>\$ 245,004</b>	<b>\$ 39,618</b>
<b>City Manager's Office</b>					
10001610 City Manager Administration	\$ 4,715	\$ 700	\$ -	\$ 24,461	\$ 24,174
<b>City Manager's Office Total</b>	<b>\$ 4,715</b>	<b>\$ 700</b>	<b>\$ -</b>	<b>\$ 24,461</b>	<b>\$ 24,174</b>
<b>Community Services</b>					
10001710 Community Services Admin	\$ 2,160	\$ 400	\$ -	\$ 11,681	\$ 671
10001711 Library	\$ 48,005	\$ 11,117	\$ 39,751	\$ 329,520	\$ 79,236
10001712 Community Engagement	\$ 742	\$ 315	\$ -	\$ 4,443	\$ 2,686
10001715 CAP Local Match	\$ -	\$ -	\$ -	\$ 6,602	\$ 8,729
10001716 Community Revitalization	\$ 1,460	\$ 157	\$ -	\$ 16,589	\$ 8,058
<b>Community Services Total</b>	<b>\$ 52,368</b>	<b>\$ 11,989</b>	<b>\$ 39,751</b>	<b>\$ 368,834</b>	<b>\$ 99,380</b>
<b>Development Services</b>					
10001810 Planning	\$ 7,132	\$ 1,167	\$ -	\$ 46,087	\$ 9,401
10001811 Building Safety	\$ 28,323	\$ 29,829	\$ -	\$ 154,532	\$ 24,174
10001812 Code Compliance	\$ 24,163	\$ 3,372	\$ -	\$ 75,584	\$ 14,101
10005006 Mapping and Records	\$ 646	\$ 117	\$ -	\$ 3,893	\$ -
<b>Development Services Total</b>	<b>\$ 60,263</b>	<b>\$ 34,485</b>	<b>\$ -</b>	<b>\$ 280,096</b>	<b>\$ 47,676</b>
<b>Economic Development</b>					
10001910 Economic Development	\$ 4,474	\$ 700	\$ -	\$ 25,012	\$ 4,700
<b>Economic Development Total</b>	<b>\$ 4,474</b>	<b>\$ 700</b>	<b>\$ -</b>	<b>\$ 25,012</b>	<b>\$ 4,700</b>
<b>Engineering</b>					
10003014 Engineering Administration	\$ 7,673	\$ 881	\$ -	\$ 34,406	\$ 20,145
10003016 CIP Administration	\$ 2,632	\$ 1,050	\$ -	\$ 30,091	\$ -
10003017 Land Development	\$ 722	\$ 117	\$ -	\$ 3,343	\$ -
10003018 Construction Inspection	\$ 15,527	\$ 44,814	\$ -	\$ 35,042	\$ -
<b>Engineering Total</b>	<b>\$ 26,554</b>	<b>\$ 46,862</b>	<b>\$ -</b>	<b>\$ 102,882</b>	<b>\$ 20,145</b>
<b>Field Operations</b>					
10002810 Field Operations Admin	\$ 562	\$ 117	\$ -	\$ 4,443	\$ 6,715
10002812 Facilities	\$ 58,957	\$ 23,495	\$ 40,000	\$ 39,485	\$ 6,715
10005060 Custodial Services	\$ 10,484	\$ 11,068	\$ -	\$ 23,911	\$ -
<b>Field Operations Total</b>	<b>\$ 70,003</b>	<b>\$ 34,680</b>	<b>\$ 40,000</b>	<b>\$ 67,839</b>	<b>\$ 13,430</b>

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, 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 - DESCRIPTION	Insurance	Workers' Compensation	Technology Projects	Technology	Telephone
<b>Fire Services</b>					
10002010 Fire Administration	\$ 13,392	\$ 17,112	\$ -	\$ 56,837	\$ 28,203
10002011 Fire Operations	\$ 496,047	\$ 683,950	\$ -	\$ 792,377	\$ -
10002013 Fire Resource Management	\$ 81,713	\$ 7,323	\$ -	\$ 145,494	\$ 132,283
10002016 Fire Emergency Management	\$ 2,592	\$ 3,131	\$ -	\$ 54,591	\$ -
10002017 Fire Marshal's Office	\$ 6,520	\$ 19,030	\$ -	\$ 33,434	\$ -
10002019 LA Services	\$ 8,025	\$ 14,605	\$ -	\$ 20,060	\$ -
10002020 Logistics Ops	\$ 765	\$ 2,898	\$ -	\$ 3,343	\$ -
10002021 Glendale Health Center	\$ 117	\$ -	\$ -	\$ -	\$ 14,773
10005009 Fire - Fiesta Bowl Event	\$ 159	\$ -	\$ -	\$ -	\$ -
10005011 Arena - Fire Event Staffing	\$ 381	\$ -	\$ -	\$ -	\$ -
10005012 CBRanch - Fire Event Staffing	\$ 152	\$ -	\$ -	\$ -	\$ -
<b>Fire Services Total</b>	<b>\$ 609,864</b>	<b>\$ 748,048</b>	<b>\$ -</b>	<b>\$ 1,106,135</b>	<b>\$ 175,259</b>
<b>Human Resources</b>					
10002110 Human Resource Administration	\$ 2,099	\$ 321	\$ -	\$ 29,549	\$ 20,816
10002112 Organizational Development	\$ 706	\$ 117	\$ -	\$ 3,343	\$ -
10005014 Employment Services	\$ 2,069	\$ 350	\$ -	\$ 10,030	\$ -
10005015 Employee Relations	\$ 1,916	\$ 350	\$ -	\$ 10,030	\$ -
10005016 Compensation	\$ 1,236	\$ 233	\$ -	\$ 6,687	\$ -
10005018 Benefits	\$ 2,600	\$ 467	\$ -	\$ 13,373	\$ -
<b>Human Resources Total</b>	<b>\$ 10,627</b>	<b>\$ 1,838</b>	<b>\$ -</b>	<b>\$ 73,011</b>	<b>\$ 20,816</b>
<b>Mayor &amp; Council Office</b>					
10001010 Mayor's Office	\$ 3,249	\$ 467	\$ -	\$ 17,774	\$ 12,087
10001011 Council Office Administration	\$ 3,333	\$ 700	\$ -	\$ 31,063	\$ 8,058
10001012 Cholla District	\$ 647	\$ 117	\$ -	\$ 3,343	\$ -
10001013 Barrel District	\$ 637	\$ 117	\$ -	\$ 3,343	\$ -
10001014 Sahuaro District	\$ 664	\$ 117	\$ -	\$ 3,343	\$ -
10001015 Cactus District	\$ 660	\$ 117	\$ -	\$ 3,343	\$ -
10001016 Yucca District	\$ 647	\$ 117	\$ -	\$ 3,343	\$ -
10001017 Ocotillo District	\$ 650	\$ 117	\$ -	\$ 3,343	\$ -
<b>Mayor &amp; Council Office Total</b>	<b>\$ 10,487</b>	<b>\$ 1,867</b>	<b>\$ -</b>	<b>\$ 68,897</b>	<b>\$ 20,145</b>
<b>Non-Departmental</b>					
10002310 Non-Departmental	\$ -	\$ -	\$ 80,000	\$ -	\$ -
<b>Non-Departmental Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 80,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Police Services</b>					
10002410 Police Administration	\$ 471,958	\$ 23,972	\$ -	\$ 80,241	\$ -
10002411 Training	\$ 21,891	\$ 29,321	\$ -	\$ 60,180	\$ 6,043
10002414 Special Operations	\$ 108,660	\$ 82,317	\$ -	\$ 180,542	\$ 16,116
10002416 Crime Investigations	\$ 135,667	\$ 117,523	\$ -	\$ 290,873	\$ -
10002417 Police Support Services	\$ 25,825	\$ 3,582	\$ -	\$ 91,943	\$ -
10002418 Detention	\$ 17,207	\$ 19,339	\$ -	\$ 63,524	\$ 10,072
10002419 Communications	\$ 23,287	\$ 4,930	\$ -	\$ 122,032	\$ 14,101
10002420 Towing Administration	\$ 577	\$ 117	\$ -	\$ 3,343	\$ 671
10002421 Gateway Patrol Division	\$ 279,997	\$ 220,492	\$ -	\$ 468,070	\$ 48,347
10002422 Foothills Patrol Division	\$ 420,108	\$ 213,859	\$ -	\$ 451,354	\$ -
10005020 Police Personnel Management	\$ 5,000	\$ 3,491	\$ -	\$ 13,373	\$ -
10005021 Fiscal Management	\$ 22,891	\$ -	\$ 1,146,461	\$ 275,619	\$ 7,386
10005022 PD - Stadium Event Staffing	\$ 22,316	\$ 1,047	\$ -	\$ 3,343	\$ -
10005023 PD - Fiesta Bowl Event	\$ 178	\$ 50	\$ -	\$ -	\$ -
10005024 PD - Arena Event Staffing	\$ 5,840	\$ 117	\$ -	\$ 3,343	\$ 1,343
10005026 PD - CBRanch Event Staffing	\$ 83	\$ 12	\$ -	\$ -	\$ -
<b>Police Services Total</b>	<b>\$ 1,561,485</b>	<b>\$ 720,168</b>	<b>\$ 1,146,461</b>	<b>\$ 2,107,780</b>	<b>\$ 104,081</b>

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, 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 - DESCRIPTION	Insurance	Workers' Compensation	Technology Projects	Technology	Telephone
<b>Public Affairs</b>					
10002510 Public Affairs Administration	\$ 7,941	\$ 1,284	\$ -	\$ 43,928	\$ 10,744
10002511 Cable Communications	\$ 5,152	\$ 1,772	\$ -	\$ 245,549	\$ 18,130
<b>Public Affairs Total</b>	<b>\$ 13,094</b>	<b>\$ 3,056</b>	<b>\$ -</b>	<b>\$ 289,477</b>	<b>\$ 28,874</b>
<b>Public Facilit Recr&amp;Spec Events</b>					
10002610 Public Facil,Rec&Special Event	\$ 12,255	\$ 3,446	\$ -	\$ 57,301	\$ 10,744
10002611 Parks Maintenance	\$ 228,829	\$ 37,907	\$ 2,400	\$ 84,006	\$ 6,715
10002615 Park Rangers	\$ 3,262	\$ 4,468	\$ -	\$ 6,687	\$ -
10002616 Foothills Recreation Center	\$ 4,124	\$ 8,136	\$ -	\$ 21,541	\$ 18,130
10002617 Civic Center	\$ 3,935	\$ 3,885	\$ -	\$ 17,774	\$ 8,729
10002618 Adult Center	\$ 2,122	\$ 5,945	\$ -	\$ 24,334	\$ 18,802
10005036 Youth and Teen	\$ 1,163	\$ 3,341	\$ -	\$ 5,851	\$ -
10005037 Aquatics-Rose Ln & Splash Pads	\$ 3,783	\$ 6,485	\$ -	\$ 12,231	\$ -
10005038 Audio/Visual/Support Services	\$ 1,411	\$ 157	\$ -	\$ 3,343	\$ -
10005040 SRPHA Sahuaro Ranch Hist	\$ -	\$ 405	\$ -	\$ -	\$ -
10005041 Sports and Health	\$ 1,161	\$ 2,592	\$ -	\$ 3,343	\$ -
10005042 Glitter Spectacular	\$ -	\$ 49	\$ -	\$ -	\$ -
10005043 December Weekends	\$ -	\$ 48	\$ -	\$ -	\$ -
10005044 Glitter and Glow	\$ -	\$ 40	\$ -	\$ -	\$ -
10005045 Chocolate Affaire	\$ -	\$ 23	\$ -	\$ -	\$ -
10005048 City-Wide Special Events	\$ 14,484	\$ 2,131	\$ -	\$ 16,124	\$ 3,357
10005050 Special Events Permitting	\$ -	\$ 475	\$ -	\$ -	\$ -
10005051 City Sales Tax - Bed Tax	\$ 2,624	\$ 2,913	\$ -	\$ 17,224	\$ 4,700
10005054 Bed Tax / Tourism	\$ 908	\$ -	\$ -	\$ -	\$ -
<b>Public Facilit Recr&amp;Spec Events Total</b>	<b>\$ 280,061</b>	<b>\$ 82,445</b>	<b>\$ 2,400</b>	<b>\$ 269,760</b>	<b>\$ 71,178</b>
<b>Transportation</b>					
10002934 Cemetery	\$ 6,160	\$ 2,068	\$ -	\$ 3,893	\$ 1,343
10005055 Stadium - Transportation Ops	\$ 1,921	\$ -	\$ -	\$ -	\$ -
10005056 Transp - Fiesta Bowl Event	\$ 165	\$ -	\$ -	\$ -	\$ -
10005057 Arena - Transportation Ops.	\$ 130	\$ -	\$ -	\$ -	\$ -
10005058 Graffiti Removal	\$ 54	\$ -	\$ -	\$ -	\$ -
<b>Transportation Total</b>	<b>\$ 8,430</b>	<b>\$ 2,068</b>	<b>\$ -</b>	<b>\$ 3,893</b>	<b>\$ 1,343</b>
<b>1000-General Fund Total</b>	<b>\$ 3,062,630</b>	<b>\$ 1,701,213</b>	<b>\$ 1,331,862</b>	<b>\$ 5,400,507</b>	<b>\$ 739,982</b>
<b>General Funds Total</b>	<b>\$ 3,062,630</b>	<b>\$ 1,701,213</b>	<b>\$ 1,331,862</b>	<b>\$ 5,400,507</b>	<b>\$ 739,982</b>

**Special Revenue Funds**

<b>2020-Neighborhood Stabilization</b>					
<b>Community Services</b>					
20204017 Neighborhood Stabilization	\$ 172	\$ -	\$ -	\$ -	\$ -
<b>Community Services Total</b>	<b>\$ 172</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>2020-Neighborhood Stabilization Total</b>	<b>\$ 172</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>2040-CDBG</b>					
<b>Community Services</b>					
20404017 CDBG	\$ 10,699	\$ 934	\$ -	\$ 24,890	\$ -
<b>Community Services Total</b>	<b>\$ 10,699</b>	<b>\$ 934</b>	<b>\$ -</b>	<b>\$ 24,890</b>	<b>\$ -</b>
<b>2040-CDBG Total</b>	<b>\$ 10,699</b>	<b>\$ 934</b>	<b>\$ -</b>	<b>\$ 24,890</b>	<b>\$ -</b>

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, 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 - DESCRIPTION	Insurance	Workers' Compensation	Technology Projects	Technology	Telephone
<b>2050-Highway User Gas Tax</b>					
<b>Engineering</b>					
20503019 Pavement Management	\$ 5,837	\$ 22,699	\$ -	\$ 25,629	\$ -
20503020 Street Lighting	\$ 15,526	\$ -	\$ -	\$ 3,111	\$ -
<b>Engineering Total</b>	<b>\$ 21,362</b>	<b>\$ 22,699</b>	<b>\$ -</b>	<b>\$ 28,740</b>	<b>\$ -</b>
<b>Transportation</b>					
20502919 Transportation Administration	\$ 652	\$ 117	\$ -	\$ 4,761	\$ 14,101
20502920 Right of Way	\$ 49,566	\$ 57,534	\$ -	\$ 41,736	\$ -
20502921 Street Maintenance	\$ 92,664	\$ 44,814	\$ -	\$ 36,254	\$ -
20502923 Traffic Signals	\$ 22,978	\$ 33,840	\$ -	\$ 21,418	\$ -
20502924 Signs & Markings	\$ 25,465	\$ 22,703	\$ -	\$ 19,407	\$ -
20502925 Barricade Management	\$ 957	\$ 180	\$ -	\$ -	\$ -
20505064 Traffic Design and Development	\$ 4,218	\$ 5,821	\$ -	\$ 10,985	\$ -
20505065 Graffiti Removal - ROW	\$ 2,920	\$ 11,174	\$ -	\$ 6,222	\$ -
<b>Transportation Total</b>	<b>\$ 199,419</b>	<b>\$ 176,182</b>	<b>\$ -</b>	<b>\$ 140,783</b>	<b>\$ 14,101</b>
<b>2050-Highway User Gas Tax Total</b>	<b>\$ 220,782</b>	<b>\$ 198,881</b>	<b>\$ -</b>	<b>\$ 169,523</b>	<b>\$ 14,101</b>
<b>2070-Transportation Sales Tax</b>					
<b>Transportation</b>					
20702926 Transportation Program Mgmt	\$ 5,685	\$ 934	\$ 30,000	\$ 119,994	\$ -
20702927 Fixed Route	\$ 18,290	\$ 656	\$ -	\$ -	\$ -
20702928 Dial-A-Ride	\$ 100,039	\$ 38,894	\$ -	\$ 111,340	\$ 15,444
20702929 Transit Program Administration	\$ 2,746	\$ 467	\$ -	\$ 12,445	\$ -
20702930 Intelligent Transport Systems	\$ 8,091	\$ 11,408	\$ -	\$ 16,846	\$ 3,357
20702931 Traffic Mitigation	\$ 2,100	\$ 233	\$ -	\$ 7,873	\$ -
20705066 Transportation Education	\$ 1,473	\$ 344	\$ -	\$ 4,761	\$ -
<b>Transportation Total</b>	<b>\$ 138,423</b>	<b>\$ 52,936</b>	<b>\$ 30,000</b>	<b>\$ 273,259</b>	<b>\$ 18,802</b>
<b>2070-Transportation Sales Tax Total</b>	<b>\$ 138,423</b>	<b>\$ 52,936</b>	<b>\$ 30,000</b>	<b>\$ 273,259</b>	<b>\$ 18,802</b>
<b>2110-Arts Commission</b>					
<b>Economic Development</b>					
21101911 Arts Program	\$ 1,042	\$ 178	\$ -	\$ 3,111	\$ -
<b>Economic Development Total</b>	<b>\$ 1,042</b>	<b>\$ 178</b>	<b>\$ -</b>	<b>\$ 3,111</b>	<b>\$ -</b>
<b>2110-Arts Commission Total</b>	<b>\$ 1,042</b>	<b>\$ 178</b>	<b>\$ -</b>	<b>\$ 3,111</b>	<b>\$ -</b>
<b>2120-Court Security Bonds</b>					
<b>City Court</b>					
21205001 Court Security	\$ 1,900	\$ 1,746	\$ -	\$ 6,222	\$ 2,014
21205002 Court Time Payments	\$ 483	\$ 88	\$ -	\$ 2,334	\$ -
21205003 Fill the Gap	\$ 145	\$ -	\$ -	\$ -	\$ -
<b>City Court Total</b>	<b>\$ 2,528</b>	<b>\$ 1,833</b>	<b>\$ -</b>	<b>\$ 8,556</b>	<b>\$ 2,014</b>
<b>2120-Court Security Bonds Total</b>	<b>\$ 2,528</b>	<b>\$ 1,833</b>	<b>\$ -</b>	<b>\$ 8,556</b>	<b>\$ 2,014</b>
<b>2130-Airport Special Revenue</b>					
<b>Transportation</b>					
21302933 Airport Operations	\$ 14,686	\$ 12,331	\$ -	\$ 21,968	\$ 4,700
<b>Transportation Total</b>	<b>\$ 14,686</b>	<b>\$ 12,331</b>	<b>\$ -</b>	<b>\$ 21,968</b>	<b>\$ 4,700</b>
<b>2130-Airport Special Revenue Total</b>	<b>\$ 14,686</b>	<b>\$ 12,331</b>	<b>\$ -</b>	<b>\$ 21,968</b>	<b>\$ 4,700</b>
<b>2140-CAP Grant</b>					
<b>Community Services</b>					
21405261 Community Action Program DHHS	\$ 3,609	\$ 643	\$ -	\$ 18,589	\$ -
<b>Community Services Total</b>	<b>\$ 3,609</b>	<b>\$ 643</b>	<b>\$ -</b>	<b>\$ 18,589</b>	<b>\$ -</b>
<b>2140-CAP Grant Total</b>	<b>\$ 3,609</b>	<b>\$ 643</b>	<b>\$ -</b>	<b>\$ 18,589</b>	<b>\$ -</b>



Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, 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 - DESCRIPTION		Insurance	Workers' Compensation	Technology Projects	Technology	Telephone
<b>2160-Other Grants</b>						
<b>Police Services</b>						
	21605212 Police AZDPS Grants	\$ 663	\$ 464	\$ -	\$ 3,111	\$ -
	21605215 Police USDOJ Grants	\$ 4,457	\$ 16,289	\$ -	\$ 31,113	\$ -
	21605218 Police SRO Recovery Grants	\$ 1,742	\$ 6,516	\$ -	\$ 12,445	\$ -
	21605228 Police Miscellaneous Grants	\$ 575	\$ 117	\$ -	\$ 3,111	\$ -
<b>Police Services</b>	<b>Total</b>	<b>\$ 7,438</b>	<b>\$ 23,386</b>	<b>\$ -</b>	<b>\$ 49,780</b>	<b>\$ -</b>
<b>2160-Other Grants</b>	<b>Total</b>	<b>\$ 7,438</b>	<b>\$ 23,386</b>	<b>\$ -</b>	<b>\$ 49,780</b>	<b>\$ -</b>
<b>2170-Rico Funds</b>						
<b>Police Services</b>						
	21702424 State RICO	\$ 590	\$ 117	\$ -	\$ 3,111	\$ -
<b>Police Services</b>	<b>Total</b>	<b>\$ 590</b>	<b>\$ 117</b>	<b>\$ -</b>	<b>\$ 3,111</b>	<b>\$ -</b>
<b>2170-Rico Funds</b>	<b>Total</b>	<b>\$ 590</b>	<b>\$ 117</b>	<b>\$ -</b>	<b>\$ 3,111</b>	<b>\$ -</b>
<b>2180-Park and Rec Designated</b>						
<b>Public Facilit Recr&amp;Spec Events</b>						
	21805033 Elsie McCarthy Pk. Maint	\$ -	\$ 51	\$ -	\$ -	\$ -
<b>Public Facilit Recr&amp;Spec Events</b>	<b>Total</b>	<b>\$ -</b>	<b>\$ 51</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>2180-Park and Rec Designated</b>	<b>Total</b>	<b>\$ -</b>	<b>\$ 51</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>2200-Training Facility Revenue</b>						
<b>Field Operations</b>						
	22002846 PS Training Ops - Fac. Mgmt	\$ 5,179	\$ 4,699	\$ -	\$ 6,222	\$ 18,130
<b>Field Operations</b>	<b>Total</b>	<b>\$ 5,179</b>	<b>\$ 4,699</b>	<b>\$ -</b>	<b>\$ 6,222</b>	<b>\$ 18,130</b>
<b>Fire Services</b>						
	22002023 PS Training Ops - Fire	\$ 10,364	\$ 6,145	\$ -	\$ 112,379	\$ 32,232
<b>Fire Services</b>	<b>Total</b>	<b>\$ 10,364</b>	<b>\$ 6,145</b>	<b>\$ -</b>	<b>\$ 112,379</b>	<b>\$ 32,232</b>
<b>Police Services</b>						
	22002413 PS Training Ops - Police	\$ 8,616	\$ 2,969	\$ -	\$ 6,222	\$ 7,386
<b>Police Services</b>	<b>Total</b>	<b>\$ 8,616</b>	<b>\$ 2,969</b>	<b>\$ -</b>	<b>\$ 6,222</b>	<b>\$ 7,386</b>
<b>2200-Training Facility Revenue</b>	<b>Total</b>	<b>\$ 24,159</b>	<b>\$ 13,813</b>	<b>\$ -</b>	<b>\$ 124,824</b>	<b>\$ 57,748</b>
<b>Special Revenue Funds Total</b>		<b>\$ 424,128</b>	<b>\$ 305,103</b>	<b>\$ 30,000</b>	<b>\$ 697,611</b>	<b>\$ 97,366</b>

<b>Enterprise Funds</b>						
<b>6020+-Water &amp; Sewer</b>						
<b>Budget and Finance</b>						
	60201117 Customer Service	\$ 27,905	\$ 3,093	\$ -	\$ 105,003	\$ 34,917
<b>Budget and Finance</b>	<b>Total</b>	<b>\$ 27,905</b>	<b>\$ 3,093</b>	<b>\$ -</b>	<b>\$ 105,003</b>	<b>\$ 34,917</b>

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, 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 - DESCRIPTION	Insurance	Workers' Compensation	Technology Projects	Technology	Telephone
<b>Water Services</b>					
60202710 Environmental Resources	\$ 4,465	\$ 700	\$ -	\$ 19,218	\$ 15,444
60202711 Water Services Administration	\$ 17,012	\$ 1,538	\$ 30,000	\$ 218,563	\$ 49,019
60202712 Safety Administration	\$ 4,415	\$ 700	\$ -	\$ 18,667	\$ -
60202713 Information Management	\$ 8,120	\$ 1,415	\$ -	\$ 201,653	\$ -
60202714 Public Service Representative	\$ 9,603	\$ 11,083	\$ -	\$ 21,778	\$ -
60202715 System Security	\$ 5,399	\$ 6,932	\$ -	\$ 21,778	\$ 671
60202717 Water Conservation	\$ 2,979	\$ 796	\$ -	\$ 13,185	\$ -
60202718 Water Quality	\$ 10,119	\$ 12,534	\$ -	\$ 34,224	\$ -
60202719 Materials Control Warehouse	\$ 3,910	\$ 321	\$ -	\$ 10,206	\$ -
60202720 Customer Service - Field	\$ 19,713	\$ 22,364	\$ -	\$ 43,557	\$ -
60202722 Raw Water Usage	\$ 12,361	\$ -	\$ -	\$ -	\$ -
60202723 Central System Control	\$ 6,220	\$ 11,083	\$ -	\$ 21,778	\$ -
60202724 Pyramid Peak WTP	\$ 12,738	\$ 12,666	\$ -	\$ 24,890	\$ 29,546
60202725 Cholla Treatment Plant	\$ 16,608	\$ 15,833	\$ -	\$ 31,113	\$ 19,473
60202726 Central System Maintenance	\$ 19,541	\$ 32,330	\$ -	\$ 56,552	\$ -
60202727 Water Distribution	\$ 149,116	\$ 61,030	\$ -	\$ 111,227	\$ 3,357
60202728 Meter Maintenance	\$ 234	\$ -	\$ -	\$ -	\$ -
60202729 Oasis Surface WTP	\$ 14,640	\$ 13,432	\$ -	\$ 25,990	\$ -
60302731 Pretreatment Program	\$ 6,717	\$ 7,916	\$ -	\$ 15,556	\$ -
60302734 Storm Water	\$ 9,448	\$ 7,916	\$ -	\$ 16,106	\$ 2,686
60302735 SROG - 91st Ave WWTP	\$ 9,460	\$ -	\$ -	\$ -	\$ -
60302737 Wastewater Collection	\$ 40,777	\$ 23,749	\$ -	\$ 46,669	\$ 4,029
60302738 Arrowhead WRF	\$ 13,492	\$ 9,500	\$ -	\$ 29,652	\$ 12,087
60302739 West Area WRF	\$ 17,378	\$ 15,833	\$ -	\$ 32,213	\$ 28,874
60302740 Irrigation	\$ 4,742	\$ 149	\$ -	\$ -	\$ -
<b>Water Services Total</b>	<b>\$ 419,204</b>	<b>\$ 269,821</b>	<b>\$ 30,000</b>	<b>\$ 1,014,575</b>	<b>\$ 165,186</b>
<b>6020+-Water &amp; Sewer Total</b>	<b>\$ 447,109</b>	<b>\$ 272,914</b>	<b>\$ 30,000</b>	<b>\$ 1,119,579</b>	<b>\$ 200,104</b>
<b>6110+-Landfill</b>					
<b>Field Operations</b>					
61102834 Landfill	\$ 76,437	\$ 40,008	\$ -	\$ 97,117	\$ 18,802
61102835 Solid Waste Admin	\$ 7,864	\$ 5,283	\$ -	\$ 89,466	\$ 15,444
61102836 Recycling	\$ 15,374	\$ 24,652	\$ -	\$ 30,030	\$ 8,058
61102837 MRF Operations	\$ 10,578	\$ 13,818	\$ -	\$ 25,079	\$ 2,686
<b>Field Operations Total</b>	<b>\$ 110,253</b>	<b>\$ 83,762</b>	<b>\$ -</b>	<b>\$ 241,693</b>	<b>\$ 44,990</b>
<b>6110+-Landfill Total</b>	<b>\$ 110,253</b>	<b>\$ 83,762</b>	<b>\$ -</b>	<b>\$ 241,693</b>	<b>\$ 44,990</b>
<b>6120-Solid Waste</b>					
<b>Field Operations</b>					
61202835 Solid Waste Admin	\$ -	\$ -	\$ 60,000	\$ -	\$ -
61202838 Solid Waste Roll-off	\$ 6,740	\$ 3,522	\$ -	\$ 3,111	\$ -
61202839 Commercial Frontload	\$ 35,623	\$ 37,628	\$ -	\$ 36,424	\$ -
61202840 Curb Service	\$ 73,206	\$ 120,659	\$ -	\$ 120,068	\$ -
61202841 Residential-Loose Trash Collec	\$ 37,038	\$ 81,955	\$ -	\$ 75,960	\$ -
<b>Field Operations Total</b>	<b>\$ 152,608</b>	<b>\$ 243,764</b>	<b>\$ 60,000</b>	<b>\$ 235,563</b>	<b>\$ -</b>
<b>6120-Solid Waste Total</b>	<b>\$ 152,608</b>	<b>\$ 243,764</b>	<b>\$ 60,000</b>	<b>\$ 235,563</b>	<b>\$ -</b>
<b>6130-Housing Public Activities</b>					
<b>Community Services</b>					
61301713 Housing Public Activities	\$ (19,034)	\$ 11,751	\$ -	\$ 74,328	\$ 14,773
<b>Community Services Total</b>	<b>\$ (19,034)</b>	<b>\$ 11,751</b>	<b>\$ -</b>	<b>\$ 74,328</b>	<b>\$ 14,773</b>
<b>6130-Housing Public Activities Total</b>	<b>\$ (19,034)</b>	<b>\$ 11,751</b>	<b>\$ -</b>	<b>\$ 74,328</b>	<b>\$ 14,773</b>
<b>Enterprise Funds Total</b>	<b>\$ 690,936</b>	<b>\$ 612,190</b>	<b>\$ 90,000</b>	<b>\$ 1,671,162</b>	<b>\$ 259,867</b>

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, 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 - DESCRIPTION	Insurance	Workers' Compensation	Technology Projects	Technology	Telephone
<b>Internal Service Funds</b>					
<b>7010-Risk Management Self Insurance</b>					
<b>Human Resources</b>					
70102113 Risk Management	\$ 1,348	\$ 233	\$ 52,160	\$ -	\$ -
<b>Human Resources Total</b>	<b>\$ 1,348</b>	<b>\$ 233</b>	<b>\$ 52,160</b>	<b>\$ -</b>	<b>\$ -</b>
<b>7010-Risk Management Self Insurance Total</b>	<b>\$ 1,348</b>	<b>\$ 233</b>	<b>\$ 52,160</b>	<b>\$ -</b>	<b>\$ -</b>
<b>7020-Workers Comp Self Insurance</b>					
<b>Human Resources</b>					
70202114 Workers' Compensation	\$ 1,250	\$ 233	\$ 52,160	\$ -	\$ -
<b>Human Resources Total</b>	<b>\$ 1,250</b>	<b>\$ 233</b>	<b>\$ 52,160</b>	<b>\$ -</b>	<b>\$ -</b>
<b>7020-Workers Comp Self Insurance Total</b>	<b>\$ 1,250</b>	<b>\$ 233</b>	<b>\$ 52,160</b>	<b>\$ -</b>	<b>\$ -</b>
<b>7040-Fleet Services</b>					
<b>Field Operations</b>					
70402843 Fleet Management	\$ 32,393	\$ 46,823	\$ -	\$ 125,966	\$ 33,574
70402844 Fuel Services	\$ 7,750	\$ -	\$ -	\$ -	\$ -
70402845 Parts Store Operations	\$ 602	\$ 117	\$ -	\$ 3,111	\$ -
<b>Field Operations Total</b>	<b>\$ 40,745</b>	<b>\$ 46,940</b>	<b>\$ -</b>	<b>\$ 129,077</b>	<b>\$ 33,574</b>
<b>7040-Fleet Services Total</b>	<b>\$ 40,745</b>	<b>\$ 46,940</b>	<b>\$ -</b>	<b>\$ 129,077</b>	<b>\$ 33,574</b>
<b>7050-Technology</b>					
<b>Innovation and Technology</b>					
70502210 Innovation & Tech Operations	\$ 29,914	\$ 3,385	\$ -	\$ -	\$ 24,845
70502211 Telephones	\$ 635	\$ 117	\$ -	\$ -	\$ -
<b>Innovation and Technology Total</b>	<b>\$ 30,549</b>	<b>\$ 3,501</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 24,845</b>
<b>7050-Technology Total</b>	<b>\$ 30,549</b>	<b>\$ 3,501</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 24,845</b>
<b>Internal Service Funds Total</b>	<b>\$ 73,892</b>	<b>\$ 50,908</b>	<b>\$ 104,320</b>	<b>\$ 129,077</b>	<b>\$ 58,420</b>
<b>Grand Total</b>	<b>\$ 4,251,585</b>	<b>\$ 2,669,415</b>	<b>\$ 1,556,182</b>	<b>\$ 7,898,358</b>	<b>\$ 1,155,634</b>

	Page
<b>Schedule A –</b>	
Summary of Estimated Revenues and Expenditures/Expenses.....	539
<b>Schedule B –</b>	
Tax Levy and Tax Rate Information.....	540
<b>Schedule C –</b>	
Revenue Other Than Property Taxes.....	541
<b>Schedule D –</b>	
Other Financing Sources/<Uses> and Interfund Transfers.....	546
<b>Schedule E –</b>	
Expenditures/Expended by Fund.....	547
<b>Schedule F –</b>	
Expenditures/Expended by Department.....	549
<b>Schedule G –</b>	
Full-Time Employee and Personnel Compensation.....	554

**City of Glendale  
Summary Schedule of Estimated Revenues and Expenditures/Expenses  
Fiscal Year 2020**

Fiscal Year	S c h	FUNDS								
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Total All Funds	
2019	Adopted/Adjusted Budgeted Expenditures/Expenses*	E 1	218,796,801	67,629,872	65,747,563	72,347,697	5,814,676	195,958,815	62,704,576	689,000,000
2019	Actual Expenditures/Expenses**	E 2	220,192,501	60,277,695	65,747,563	72,349,697	5,814,676	195,263,677	63,195,740	682,841,550
2020	Fund Balance/Net Position at July 1***	3	46,078,197	52,449,622	6,464,973	44,300,453	5,809,643	75,009,751	16,909,246	247,021,885
2020	Primary Property Tax Levy	B 4	5,856,524							5,856,524
2020	Secondary Property Tax Levy	B 5			20,408,799					20,408,799
2020	Estimated Revenues Other than Property Taxes	C 6	230,095,737	105,820,770	236,914	1,371,745	26,000	208,903,222	58,726,891	605,181,279
2020	Other Financing Sources	D 7	0	0	0	0	0	0	0	0
2020	Other Financing (Uses)	D 8	0	0	0	0	0	0	0	0
2020	Interfund Transfers In	D 9	31,576,155	2,112,626	40,133,409	17,904,895	0	26,656,357	0	118,383,442
2020	Interfund Transfers (Out)	D 10	43,900,865	49,387,094	0	0	0	25,095,483	0	118,383,442
2020	Reduction for Amounts Not Available:	11								
2020	LESS: Amounts for Future Debt Retirement:									0
	Future Capital Projects									0
	Maintained Fund Balance for Financial Stability									0
										0
										0
2020	Total Financial Resources Available	12	269,705,748	110,995,924	67,244,095	63,577,093	5,835,643	285,473,847	75,636,137	878,468,487
2020	Budgeted Expenditures/Expenses	E 13	223,831,389	62,278,961	61,782,242	63,577,093	5,814,676	254,160,092	64,555,547	736,000,000

**EXPENDITURE LIMITATION COMPARISON**

1	Budgeted expenditures/expenses
2	Add/subtract: estimated net reconciling items
3	Budgeted expenditures/expenses adjusted for reconciling items
4	Less: estimated exclusions
5	Amount subject to the expenditure limitation
6	EEC expenditure limitation

	2019	2020
1	\$ 689,000,000	\$ 736,000,000
2		
3	689,000,000	736,000,000
4	247,578,915	283,246,263
5	\$ 441,421,085	\$ 452,753,737
6	\$ 584,109,698	\$ 603,062,288

The city/town does not levy property taxes and does not have special assessment districts for which property taxes are levied. Therefore, Schedule B has been omitted.

\* Includes Expenditure/Expense Adjustments Approved in the current year from Schedule E.

\*\* Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

\*\*\* Amounts on this line represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

**City of Glendale  
Tax Levy and Tax Rate Information  
Fiscal Year 2020**

	<b>2019</b>	<b>2020</b>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>6,111,280</u>	\$ <u>6,338,443</u>
2. Amount received from primary property taxation in the <b>current year</b> in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>5,759,711</u>	\$ <u>5,856,524</u>
B. Secondary property taxes	<u>20,070,771</u>	<u>20,408,799</u>
C. Total property tax levy amounts	\$ <u>25,830,482</u>	\$ <u>26,265,323</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ <u>3,824,961</u>	
(2) Prior years' levies	<u>19,974</u>	
(3) Total primary property taxes	\$ <u>3,844,936</u>	
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$ <u>13,273,200</u>	
(2) Prior years' levies	<u>53,895</u>	
(3) Total secondary property taxes	\$ <u>13,327,096</u>	
C. Total property taxes collected	\$ <u>17,172,031</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.4407</u>	<u>0.4144</u>
(2) Secondary property tax rate	<u>1.5357</u>	<u>1.4441</u>
(3) Total city/town tax rate	<u>1.9764</u>	<u>1.8585</u>
B. Special assessment district tax rates		
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating _____ special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

\* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

**City of Glendale  
Revenues Other Than Property Taxes  
Fiscal Year 2020**

SOURCE OF REVENUES	ESTIMATED REVENUES 2019	ACTUAL REVENUES* 2019	ESTIMATED REVENUES 2020
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
City Sales Tax	\$ 111,206,621	\$ 111,206,621	\$ 117,815,424
Arena Fees	1,262,114	1,262,114	1,058,959
<b>Licenses and permits</b>			
Gas/Electric Franchise Fees	2,913,691	2,913,691	3,068,430
Building Permits	1,557,458	1,557,458	1,878,841
Cable Franchise Fees	1,572,061	1,572,061	1,582,071
Sales Tax Licenses	784,827	784,827	923,570
Fire Department Other Fees	1,143,640	1,143,640	676,822
Planning/Zoning	373,466	373,466	468,466
Fire Dept CD Fees	364,451	364,451	432,372
Right-of-Way Permits	290,053	290,053	350,426
Bus./Prof. Licenses	116,516	116,516	330,415
Liquor Licenses	192,177	192,177	193,036
Arena Fees	204,079	204,079	171,230
Business Licenses	83,323	83,323	77,922
Miscellaneous CD Fees	119,753	119,753	69,911
Engineering Plan Check Revenue	17,637	17,637	19,749
Plan Check Fees	7,443	7,443	8,373
<b>Intergovernmental</b>			
State Income Tax	30,186,283	30,186,283	32,653,840
State Shared Sales Tax	25,267,422	25,267,422	25,926,142
Motor Vehicle In-Lieu	10,866,400	10,866,400	11,265,111
Partner Revenue	-	-	-
Arena Fees	353,500	353,500	347,442
SRO Revenue	433,504	433,504	433,504
Miscellaneous	105,091	105,091	123,204
<b>Charges for services</b>			
Staff & Adm Chargebacks	10,000,000	10,000,000	10,000,000
Facility Rental Income	2,038,915	2,038,915	2,117,957
Recreation Revenue	2,487,920	2,487,920	1,694,171
Plan Check Fees	1,205,524	1,205,524	1,356,118
Arena Fees	929,200	929,200	779,632
Miscellaneous	530,848	530,848	622,342
Right-of-Way Permits	275,552	275,552	332,906
City Property Rental	336,150	336,150	329,764
Fire Department Other Fees	556,894	556,894	329,578
Engineering Plan Check Revenue	261,174	261,174	292,443
Camelback Ranch Rev-Fire	60,350	60,350	96,249
Traffic Engineering Plan Check	50,425	50,425	65,468
Court Revenue	64,012	64,012	60,502
Security Revenue	-	-	33,085
Health Care Revenue	69,742	69,742	31,020
Equipment Rental	28,467	28,467	18,295

**City of Glendale  
Revenues Other Than Property Taxes  
Fiscal Year 2020**

SOURCE OF REVENUES	ESTIMATED REVENUES 2019	ACTUAL REVENUES* 2019	ESTIMATED REVENUES 2020
<b>Fines and forfeits</b>			
Court Revenue	3,025,859	3,025,859	2,859,952
Miscellaneous	284,951	284,951	334,064
Library Fines/Fees	150,707	150,707	11,728
<b>Interest on investments</b>			
Interest	466,538	466,538	373,776
<b>Contributions</b>			
Voluntary contributions			
<b>Miscellaneous</b>			
Miscellaneous	4,093,580	4,093,580	6,254,208
City Property Rental	1,013,388	1,013,388	994,135
Lease Proceeds	567,091	567,091	556,137
Cemetery Revenue	194,596	194,596	202,030
Fire Department Other Fees	238,126	238,126	140,926
Library Fines/Fees	152,766	152,766	11,888
<b>Total General Fund</b>	<b>\$ 218,782,600</b>	<b>\$ 218,782,600</b>	<b>\$ 230,095,737</b>
<b>SPECIAL REVENUE FUNDS</b>			
<b>Public Facilities and Events Funds</b>			
Recreation Revenue	\$ 6,000	\$ 6,000	\$ 6,000
Interest	480	480	480
	<b>\$ 6,480</b>	<b>\$ 6,480</b>	<b>\$ 6,480</b>
<b>Community Services Grants</b>			
Grants	\$ 7,875,004	\$ 7,875,004	\$ 7,919,572
Miscellaneous	85,211	85,211	85,211
	<b>\$ 7,960,215</b>	<b>\$ 7,960,215</b>	<b>\$ 8,004,783</b>
<b>Other Grants</b>			
Grants	\$ 15,416,760	\$ 15,416,760	\$ 15,416,760
Miscellaneous	407,885	407,885	407,885
	<b>\$ 15,824,645</b>	<b>\$ 15,824,645</b>	<b>\$ 15,824,645</b>
<b>Public Safety Funds</b>			
City Sales Tax	\$ 15,497,600	\$ 15,497,600	\$ 16,117,504
City Sales Tax - PS .4	10,662,165	10,662,165	11,088,651
State Forfeitures	1,000,000	1,000,000	1,000,000
Federal Forfeitures	15,000	15,000	15,000
Miscellaneous	-	-	-
Interest	-	-	-
	<b>\$ 27,174,765</b>	<b>\$ 27,174,765</b>	<b>\$ 28,221,155</b>



**City of Glendale**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2020**

SOURCE OF REVENUES	ESTIMATED REVENUES 2019	ACTUAL REVENUES* 2019	ESTIMATED REVENUES 2020
<b>Transportation/HURF Funds</b>			
City Sales Tax	\$ 27,097,175	\$ 27,097,175	\$ 30,308,943
Highway User Revenues	15,759,575	15,759,575	16,724,349
Grants	7,821,236	7,821,236	4,050,000
Airport Fees	555,831	555,831	555,831
LTAf - Lottery	-	-	-
Miscellaneous CD Fees	-	-	200,000
Interest	200,000	200,000	160,000
Miscellaneous	279,635	279,635	133,038
Transit Revenue	124,000	124,000	124,000
Miscellaneous	19,000	19,000	19,000
	\$ 51,856,452	\$ 51,856,452	\$ 52,275,161
<b>Intergovernmental</b>			
Partner Revenue	\$ 393,736	\$ 393,736	\$ 393,736
Miscellaneous	30,000	30,000	30,000
	\$ 423,736	\$ 423,736	\$ 423,736
<b>Fines and forfeits</b>			
Court Revenue	\$ 416,700	\$ 416,700	\$ 416,700
	\$ 416,700	\$ 416,700	\$ 416,700
<b>Interest on investments</b>			
Interest	\$ 6,390	\$ 6,390	\$ 1,590
	\$ 6,390	\$ 6,390	\$ 1,590
<b>Miscellaneous</b>			
Miscellaneous	\$ 375,000	\$ 375,000	\$ 556,520
Other	90,000	90,000	90,000
	\$ 465,000	\$ 465,000	\$ 646,520
<b>Total Special Revenue Funds</b>	\$ 104,134,383	\$ 104,134,383	\$ 105,820,770
<b>DEBT SERVICE FUNDS</b>			
Miscellaneous	\$ 500,521	\$ 500,521	\$ 236,914
	\$ 500,521	\$ 500,521	\$ 236,914
<b>Total Debt Service Funds</b>	\$ 500,521	\$ 500,521	\$ 236,914
<b>CAPITAL PROJECTS FUNDS</b>			
<b>Development Impact Fee Funds</b>			
Development Impact Fees	\$ 1,303,941	\$ 1,303,941	\$ 1,303,941
Interest	67,804	67,804	67,804
	\$ 1,371,745	\$ 1,371,745	\$ 1,371,745
<b>G.O. Bond Funds</b>			
Bond Proceeds	\$ 17,075,343	\$ 17,075,343	\$ -
	\$ 17,075,343	\$ 17,075,343	\$ -
<b>Total Capital Projects Funds</b>	\$ 18,447,088	\$ 18,447,088	\$ 1,371,745

**City of Glendale**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2020**

SOURCE OF REVENUES	ESTIMATED REVENUES 2019	ACTUAL REVENUES* 2019	ESTIMATED REVENUES 2020
<b>PERMANENT FUNDS</b>			
<b>Cemetery Perpetual Care</b>			
Interest	\$ 26,000	\$ 26,000	\$ 26,000
	\$ 26,000	\$ 26,000	\$ 26,000
<b>Total Permanent Funds</b>	\$ 26,000	\$ 26,000	\$ 26,000
<b>ENTERPRISE FUNDS</b>			
<b>Water/Sewer Funds</b>			
Water Revenues	\$ 49,842,690	\$ 49,842,690	\$ 53,612,033
Sewer Revenue	35,117,289	35,117,289	34,464,498
Intergovernmental Agreement	-	-	38,898,000
Bond Proceeds	-	-	28,000,000
Miscellaneous	445	445	342
Staff & Adm Chargebacks	82,000	82,000	82,000
Facility Rental Income	4,648	4,648	9,296
Interest	68,000	68,000	400,000
Miscellaneous	88,994	88,994	-
Water Revenues	118,925	118,925	127,919
Water Revenues	622,938	622,938	670,048
Sewer Revenue	87,121	87,121	85,502
Miscellaneous	3,605,832	3,605,832	2,777,658
Water Development Impact Fees	553,846	553,846	1,046,154
Sewer Development Impact Fees	346,154	346,154	653,846
City Property Rental	50,352	50,352	100,704
	\$ 90,589,234	\$ 90,589,234	\$ 160,928,000
<b>Landfill</b>			
Tipping Fees	\$ 5,677,825	\$ 5,677,825	\$ 5,998,957
Internal Charges	2,938,079	2,938,079	3,110,316
Bond Proceeds	-	-	2,400,000
Recycling Sales	1,596,967	1,596,967	1,000,000
Staff & Adm Chargebacks	431,000	431,000	431,000
Miscellaneous	215,000	215,000	147,153
Miscellaneous	118,045	118,045	124,722
Interest	45,905	45,905	24,900
	\$ 11,022,821	\$ 11,022,821	\$ 13,237,048
<b>Solid Waste</b>			
Residential Sanitation	\$ 13,733,071	\$ 13,733,071	\$ 14,739,384
Commercial Sanitation Frontload	3,143,428	3,143,428	3,363,468
Commercial Sanitation Rolloff	697,410	697,410	746,229
Internal Charges	179,224	179,224	166,030
Miscellaneous	120,719	120,719	114,655
Miscellaneous Bin Service	71,041	71,041	86,315
Interest	3,015	3,015	3,015
	\$ 17,947,908	\$ 17,947,908	\$ 19,219,096
<b>Pub Housing Budget Activities</b>			
Grants	\$ 15,519,078	\$ 15,519,078	\$ 15,519,078
	\$ 15,519,078	\$ 15,519,078	\$ 15,519,078
<b>Total Enterprise Funds</b>	\$ 135,079,041	\$ 135,079,041	\$ 208,903,222

**City of Glendale  
Revenues Other Than Property Taxes  
Fiscal Year 2020**

SOURCE OF REVENUES	ESTIMATED REVENUES 2019	ACTUAL REVENUES* 2019	ESTIMATED REVENUES 2020
<b>INTERNAL SERVICE FUNDS</b>			
<b>Risk Management Self Insurance</b>			
Internal Charges	\$ 3,056,466	\$ 3,056,466	\$ 4,251,585
Security Revenue	30,000	30,000	30,000
Interest	20,000	20,000	20,000
Miscellaneous	100,000	100,000	100,000
	<u>\$ 3,206,466</u>	<u>\$ 3,206,466</u>	<u>\$ 4,401,585</u>
<b>Workers Comp. Self Insurance</b>			
Internal Charges	\$ 1,299,278	\$ 1,299,278	\$ 2,669,415
Security Revenue	30,000	30,000	30,000
Interest	26,000	26,000	26,000
	<u>\$ 1,355,278</u>	<u>\$ 1,355,278</u>	<u>\$ 2,725,415</u>
<b>Benefits Trust Fund</b>			
City Contributions	\$ 19,660,167	\$ 19,660,167	\$ 19,966,575
Employee Contributions	6,362,915	6,362,915	6,462,081
Retiree Contributions	4,825,836	4,825,836	4,901,048
Miscellaneous	104,553	104,553	106,182
Right-of-Way Permits	1,620	1,620	1,645
Interest	780	780	792
	<u>\$ 30,955,871</u>	<u>\$ 30,955,871</u>	<u>\$ 31,438,323</u>
<b>Fleet Services</b>			
Internal Charges	\$ 9,400,610	\$ 9,400,610	\$ 9,551,394
	<u>\$ 9,400,610</u>	<u>\$ 9,400,610</u>	<u>\$ 9,551,394</u>
<b>Technology</b>			
Internal Charges	\$ 8,752,070	\$ 8,752,070	\$ 9,053,992
	<u>\$ 8,752,070</u>	<u>\$ 8,752,070</u>	<u>\$ 9,053,992</u>
<b>Technology Projects</b>			
Internal Charges	\$ 1,154,676	\$ 1,154,676	\$ 1,556,182
	<u>\$ 1,154,676</u>	<u>\$ 1,154,676</u>	<u>\$ 1,556,182</u>
<b>Total Internal Service Funds</b>	<u>\$ 54,824,971</u>	<u>\$ 54,824,971</u>	<u>\$ 58,726,891</u>
<b>TOTAL ALL FUNDS</b>	<u>\$ 531,794,604</u>	<u>\$ 531,794,604</u>	<u>\$ 605,181,279</u>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**City of Glendale**  
**Other Financing Sources/(Uses) and Interfund Transfers**  
**Fiscal Year 2020**

FUND	OTHER FINANCING 2020		INTERFUND TRANSFERS 2020	
	SOURCES	(USES)	IN	(OUT)
<b>GENERAL FUND</b>				
1000-General Fund	\$	\$	\$ 28,576,155	\$ 43,900,865
1020-Vehicle Replacement			3,000,000	
<b>Total General Fund</b>	\$	\$	\$ 31,576,155	\$ 43,900,865
<b>SPECIAL REVENUE FUNDS</b>				
2050-Highway User Gas Tax	\$	\$		\$ 5,890,395
2070-Transportation Sales Tax				14,920,544
2080-Police Special Revenue				19,364,660
2090-Fire Special Revenue				9,211,495
2130-Airport Special Revenue			147,047	
2140-CAP Grant			64,299	
2200-Training Facility Revenue			1,901,280	
<b>Total Special Revenue Funds</b>	\$	\$	\$ 2,112,626	\$ 49,387,094
<b>DEBT SERVICE FUNDS</b>				
3010-General Obligation Debt Serv	\$	\$	\$	\$
3020-HURF Debt Service				
3030-MPC Debt Service			16,174,794	
3040-Transportation Debt Service			7,043,044	
3050-Excise Tax Debt Service			16,915,571	
<b>Total Debt Service Funds</b>	\$	\$	\$ 40,133,409	\$
<b>CAPITAL PROJECTS FUNDS</b>				
1080-General Government Capital Prj	\$	\$	\$ 4,137,000	\$
4010-Streets Construction				
4020-Hurf Streets Construction			5,890,395	
4030-Transportation Capital Proj			7,877,500	
4250-DIF Citywide REC/FAC sb 1525				
<b>Total Capital Projects Funds</b>	\$	\$	\$ 17,904,895	\$
<b>PERMANENT FUNDS</b>				
<b>Total Permanent Funds</b>	\$	\$	\$	\$
<b>ENTERPRISE FUNDS</b>				
6020-Water	\$	\$	\$ 396,479	\$ 25,095,483
6040-Water and Sewer Bond Debt Svc			25,095,483	
6110-Landfill			653,379	
6120-Solid Waste			124,453	
6130-Housing Public Activities			386,563	
<b>Total Enterprise Funds</b>	\$	\$	\$ 26,656,357	\$ 25,095,483
<b>INTERNAL SERVICE FUNDS</b>				
<b>Total Internal Service Funds</b>	\$	\$	\$	\$
<b>TOTAL ALL FUNDS</b>	\$	\$	\$ 118,383,442	\$ 118,383,442

**City of Glendale  
Expenditures/Expenses by Fund  
Fiscal Year 2020**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2019	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2019	ACTUAL EXPENDITURES/ EXPENSES* 2019	BUDGETED EXPENDITURES/ EXPENSES 2020
<b>GENERAL FUND</b>				
Budget and Finance	\$ 4,870,067	\$ -	\$ 4,875,267	\$ 5,231,609
City Attorney's Office	3,750,234	-	3,750,234	3,791,124
City Auditor	396,173	-	396,173	410,043
City Clerk	844,982	-	844,982	769,898
City Court	4,941,221	-	4,927,762	5,185,785
City Manager's Office	976,774	92,000	1,068,774	1,673,591
Community Services	6,347,528	-	6,347,528	7,243,059
Development Services	6,292,825	-	6,262,890	6,759,146
Economic Development	1,150,444	-	1,150,444	1,350,719
Engineering	2,160,537	-	2,160,537	2,128,325
Field Operations	7,498,894	-	8,518,407	9,706,831
Fire Services	45,015,802	(0)	45,004,622	48,105,904
Human Resources	1,921,996	-	1,921,996	2,202,620
Mayor & Council Office	1,535,666	-	1,535,666	1,686,022
Non-Departmental	12,942,682	6,950,000	19,892,682	11,841,250
Police Services	92,526,966	-	92,910,580	96,096,734
Public Affairs	2,398,963	-	2,398,963	2,507,099
Public Facilit Recr&Spec Events	13,808,715	412,334	14,264,965	14,149,400
Transportation	1,126,332	-	1,124,364	1,142,459
Contingency	2,000,000	(1,164,334)	835,666	1,849,773
<b>Total General Fund</b>	<b>\$ 212,506,801</b>	<b>\$ 6,290,000</b>	<b>\$ 220,192,501</b>	<b>\$ 223,831,389</b>
<b>SPECIAL REVENUE FUNDS</b>				
City Court	\$ 590,845	\$ -	\$ 594,991	\$ 574,709
Community Services	9,744,501	464,250	7,067,471	8,492,738
Economic Development	-	-	-	1,253,141
Engineering	3,285,232	-	3,285,232	3,127,535
Field Operations	630,064	-	658,030	954,895
Fire Services	5,987,366	301,616	6,288,982	6,021,690
Grant Non-Departmental	200,000	731,102	931,102	200,000
Police Services	8,320,299	41,412	8,361,711	7,325,577
Public Facilit Recr&Spec Events	336,042	-	315,776	278,421
Transportation	27,842,308	(323,160)	27,474,085	28,960,727
Undefined Department	5,280,315	4,177,680	5,280,315	5,089,527
Water Services	-	-	-	-
Contingency	2,820,000	(2,800,000)	20,000	-
<b>Total Special Revenue Funds</b>	<b>\$ 65,036,972</b>	<b>\$ 2,592,900</b>	<b>\$ 60,277,695</b>	<b>\$ 62,278,961</b>
<b>DEBT SERVICE FUNDS</b>				
Excise Tax Debt Service	\$ 16,820,271	\$ -	\$ 16,820,271	\$ 16,915,571
General Obligation Debt Serv	25,914,169	-	25,914,169	20,848,833
HURF Debt Service	-	-	-	-
MPC Debt Service	15,969,362	-	15,969,362	16,974,794
Transportation Debt Service	7,043,761	-	7,043,761	7,043,044
<b>Total Debt Service Funds</b>	<b>\$ 65,747,563</b>	<b>\$ -</b>	<b>\$ 65,747,563</b>	<b>\$ 61,782,242</b>

**City of Glendale  
Expenditures/Expenses by Fund  
Fiscal Year 2020**

<b>FUND/DEPARTMENT</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2019</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2019</b>	<b>ACTUAL EXPENDITURES/ EXPENSES* 2019</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2020</b>
<b>CAPITAL PROJECTS FUNDS</b>				
Budget and Finance	\$ 635,124	\$ (31,688)	\$ 603,436	\$ 150,000
City Attorney's Office	-	-	-	-
City Auditor	-	-	-	-
City Clerk	-	-	-	-
City Court	-	-	-	-
City Manager's Office	-	-	-	-
Community Services	446,643	(6,615)	440,028	123,808
Development Services	-	-	-	-
Economic Development	-	-	-	-
Engineering	3,213,784	(277,703)	2,936,081	2,738,056
Field Operations	4,484,685	1,364,606	5,849,291	6,956,566
Fire Services	519,425	1,438,000	1,957,425	953,268
Human Resources	-	-	-	-
Innovation and Technology	262,847	-	262,847	188,850
Mayor & Council Office	-	31,688	31,688	50,083
Non-Departmental	-	-	-	-
Police Services	3,789,250	(1,161,440)	2,627,810	-
Public Affairs	-	-	-	-
Public Facilit Recr&Spec Events	6,248,137	(507,075)	5,743,062	3,390,607
Transportation	52,995,216	(11,194,798)	41,800,418	36,001,365
Contingency	10,097,611	-	10,097,611	13,024,490
	-	-	-	-
<b>Total Capital Projects Funds</b>	<b>\$ 82,692,722</b>	<b>\$ (10,345,025)</b>	<b>\$ 72,349,697</b>	<b>\$ 63,577,093</b>
<b>PERMANENT FUNDS</b>				
Contingency	\$ 5,814,676	\$ -	\$ 5,814,676	\$ 5,814,676
<b>Total Permanent Funds</b>	<b>\$ 5,814,676</b>	<b>\$ -</b>	<b>\$ 5,814,676</b>	<b>\$ 5,814,676</b>
<b>ENTERPRISE FUNDS</b>				
Budget and Finance	\$ 3,144,936	\$ -	\$ 3,144,936	\$ 3,233,639
Community Services	15,433,635	-	15,433,635	14,703,077
Debt Service	25,462,783	-	25,462,783	25,095,483
Development Services	-	-	-	-
Field Operations	34,339,216	667,622	34,947,815	35,742,636
Water Services	111,912,272	2,098,351	113,374,508	172,285,257
Contingency	2,900,000	-	2,900,000	3,100,000
<b>Total Enterprise Funds</b>	<b>\$ 193,192,842</b>	<b>\$ 2,765,973</b>	<b>\$ 195,263,677</b>	<b>\$ 254,160,092</b>
<b>INTERNAL SERVICE FUNDS</b>				
Human Resources	\$ 36,205,938	\$ 1,000,000	\$ 37,205,938	\$ 38,460,286
Innovation and Technology	12,789,567	-	12,795,567	13,964,162
Field Operations	9,400,610	-	9,885,774	9,551,394
Budget and Finance	3,612,309	(1,303,848)	2,308,461	579,705
Contingency	2,000,000	(1,000,000)	1,000,000	2,000,000
<b>Total Internal Service Funds</b>	<b>\$ 64,008,424</b>	<b>\$ (1,303,848)</b>	<b>\$ 63,195,740</b>	<b>\$ 64,555,547</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 689,000,000</b>	<b>\$ -</b>	<b>\$ 682,841,550</b>	<b>\$ 736,000,000</b>

\* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

**City of Glendale  
Expenditures/Expenses by Department  
Fiscal Year 2020**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED</b>	<b>ACTUAL EXPENDITURES/ EXPENSES*</b>	<b>BUDGETED EXPENDITURES/ EXPENSES</b>
	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
<b>City Attorney</b>				
1000-General Fund	\$ 3,750,234	\$ -	\$ 3,750,234	\$ 3,791,124
<b>City Attorney Total</b>	<b>\$ 3,750,234</b>	<b>\$ -</b>	<b>\$ 3,750,234</b>	<b>\$ 3,791,124</b>
<b>City Auditor</b>				
1000-General Fund	\$ 396,173	\$ -	\$ 396,173	\$ 410,043
<b>City Auditor Total</b>	<b>\$ 396,173</b>	<b>\$ -</b>	<b>\$ 396,173</b>	<b>\$ 410,043</b>
<b>City Clerk</b>				
1000-General Fund	\$ 844,982	\$ -	\$ 844,982	\$ 769,898
<b>City Clerk Total</b>	<b>\$ 844,982</b>	<b>\$ -</b>	<b>\$ 844,982</b>	<b>\$ 769,898</b>
<b>City Court</b>				
1000-General Fund	\$ 4,941,221	\$ -	\$ 4,927,762	\$ 5,185,785
2120-Court Security Bonds	590,845	-	594,991	574,709
<b>City Court Total</b>	<b>\$ 5,532,066</b>	<b>\$ -</b>	<b>\$ 5,522,753</b>	<b>\$ 5,760,494</b>
<b>City Manager</b>				
1000-General Fund	\$ 976,774	\$ 92,000	\$ 1,068,774	\$ 1,673,591
<b>City Manager Total</b>	<b>\$ 976,774</b>	<b>\$ 92,000</b>	<b>\$ 1,068,774</b>	<b>\$ 1,673,591</b>
<b>Community Services</b>				
1000-General Fund	\$ 6,347,528	\$ -	\$ 6,347,528	\$ 7,243,059
1080-General Government Capital Prj	-	-	-	-
2010-Home Grant	1,678,454	-	674,424	1,678,454
2020-Neighborhood Stabilization	227,349	-	25,049	227,472
2030-Neighborhood Stabilization Pgm3	227,300	-	25,000	227,300
2040-CDBG	4,248,215	-	2,495,055	4,172,013
2110-Arts Commission	1,296,454	-	1,296,454	-
2140-CAP Grant	1,332,737	464,250	1,796,987	1,403,507
2150-Emergency Shelter Grant	208,992	-	229,502	258,992
2160-Other Grants	525,000	-	525,000	525,000
4100-Library Construction	-	-	-	-
4120-DIF library Building sb1525	-	-	-	-
4270-DIF Libraries sb 1525	446,643	(6,615)	440,028	123,808
6130-Housing Public Activities	15,433,635	-	15,433,635	14,703,077
<b>Community Services Total</b>	<b>\$ 31,972,307</b>	<b>\$ 457,635</b>	<b>\$ 29,288,662</b>	<b>\$ 30,562,682</b>

**City of Glendale  
Expenditures/Expenses by Department  
Fiscal Year 2020**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED</b>	<b>ACTUAL EXPENDITURES/ EXPENSES*</b>	<b>BUDGETED EXPENDITURES/ EXPENSES</b>
	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
<b>Contingency</b>				
1000-General Fund	\$ 2,000,000	\$ (1,164,334)	\$ 835,666	\$ 1,849,773
2050-Highway User Gas Tax	720,000	(700,000)	20,000	-
2070-Transportation Sales Tax	2,100,000	(2,100,000)	-	-
2160-Other Grants	-	-	-	-
4040-Public Safety Construction	259,479	-	259,479	897,479
4050-Parks Construction	-	-	-	207,726
4090-Open Space/Trail Construction	226,795	-	226,795	199,863
4120-DIF library Building sb1525	56,105	-	56,105	1,812,609
4130-DIF Fire Prot Facilit sb1525	2,123,794	-	2,123,794	1,940,676
4180-DIF Police Facilities sb 1525	950,251	-	950,251	950,521
4230-DIF Citywide Parks sb 1525	3,181	-	3,181	236,395
4270-DIF Libraries sb 1525	93,277	-	93,277	1,558,332
4290-DIF Citywide Open Space	154,482	-	154,482	334,287
4300-DIF Parks Dev Zone 1 sb 1525	201,472	-	201,472	65,240
4340-DIF-Parks & Rec Zone 3 West303	11,350	-	11,350	752,892
4350-DIF Parks & Rec Zone 2 sb 1525	-	-	-	-
4370-DIF Parks Dev Zone 3 sb1525	2,175	-	2,175	14,809
4390-DIF Roadway Improve sb1525	5,865,872	-	5,865,872	3,907,202
4440-DIF General Government	149,378	-	149,378	146,459
6020-Water	2,200,000	-	2,200,000	2,400,000
6110-Landfill	500,000	-	500,000	500,000
6120-Solid Waste	200,000	-	200,000	200,000
7010-Risk Management Self Insurance	1,000,000	(1,000,000)	-	1,000,000
7020-Workers Comp Self Insurance	1,000,000	-	1,000,000	1,000,000
8010-Cemetery	5,814,676	-	5,814,676	5,814,676
<b>Contingency Total</b>	<b>\$ 25,632,287</b>	<b>\$ (4,964,334)</b>	<b>\$ 20,667,953</b>	<b>\$ 25,788,939</b>
<b>Mayor &amp; Council Office</b>				
1000-General Fund	\$ 1,535,666	\$ -	\$ 1,535,666	\$ 1,686,022
1080-General Government Capital Prj	-	31,688	31,688	50,083
<b>Mayor &amp; Council Office Total</b>	<b>\$ 1,535,666</b>	<b>\$ 31,688</b>	<b>\$ 1,567,354</b>	<b>\$ 1,736,105</b>
<b>Development Services</b>				
1000-General Fund	\$ 6,292,825	\$ -	\$ 6,262,890	\$ 6,759,146
<b>Development Services Total</b>	<b>\$ 6,292,825</b>	<b>\$ -</b>	<b>\$ 6,262,890</b>	<b>\$ 6,759,146</b>
<b>Economic Development</b>				
1000-General Fund	\$ 1,150,444	\$ -	\$ 1,150,444	\$ 1,350,719
2110-Arts Commission	-	-	-	1,253,141
<b>Economic Development Total</b>	<b>\$ 1,150,444</b>	<b>\$ -</b>	<b>\$ 1,150,444</b>	<b>\$ 2,603,860</b>
<b>Budget and Finance</b>				
1000-General Fund	\$ 4,870,067	\$ -	\$ 4,875,267	\$ 5,231,609
1080-General Government Capital Prj	635,124	(31,688)	603,436	150,000
6020-Water	3,144,936	-	3,144,936	3,233,639
7070-Citywide ERP Solution	3,612,309	(1,303,848)	2,308,461	579,705
3010-General Obligation Debt Serv	25,914,169	-	25,914,169	20,848,833
3030-MPC Debt Service	15,969,362	-	15,969,362	16,974,794
3050-Excise Tax Debt Service	16,820,271	-	16,820,271	16,915,571
<b>Budget and Finance Total</b>	<b>\$ 70,966,238</b>	<b>\$ (1,335,536)</b>	<b>\$ 69,635,902</b>	<b>\$ 63,934,152</b>



**City of Glendale  
Expenditures/Expenses by Department  
Fiscal Year 2020**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED</b>	<b>ACTUAL EXPENDITURES/ EXPENSES*</b>	<b>BUDGETED EXPENDITURES/ EXPENSES</b>
	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
<b>Engineering</b>				
1000-General Fund	\$ 2,160,537	\$ -	\$ 2,160,537	\$ 2,128,325
1080-General Government Capital Prj	-	-	-	-
2050-Highway User Gas Tax	2,955,232	-	2,955,232	2,822,535
2070-Transportation Sales Tax	330,000	-	330,000	305,000
4070-Economic Development	-	-	-	1,007,567
4110-Flood Control Construction	3,213,784	(277,703)	2,936,081	1,730,489
<b>Engineering Total</b>	<b>\$ 8,659,553</b>	<b>\$ (277,703)</b>	<b>\$ 8,381,850</b>	<b>\$ 7,993,916</b>
<b>Field Operations</b>				
1000-General Fund	\$ 5,206,704	\$ -	\$ 6,226,217	\$ 6,201,305
1020-Vehicle Replacement	2,292,190	-	2,292,190	3,505,526
1080-General Government Capital Prj	4,484,685	1,364,606	5,849,291	6,156,566
2200-Training Facility Revenue	630,064	-	658,030	954,895
4040-Public Safety Construction	-	-	-	800,000
6110-Landfill	16,220,151	(154,315)	16,025,244	16,900,589
6120-Solid Waste	18,119,065	821,937	18,922,571	18,842,047
7040-Fleet Services	9,400,610	-	9,885,774	9,551,394
<b>Field Operations Total</b>	<b>\$ 56,353,469</b>	<b>\$ 2,032,228</b>	<b>\$ 59,859,317</b>	<b>\$ 62,912,322</b>
<b>Fire Services</b>				
1000-General Fund	\$ 45,015,802	\$ (0)	\$ 45,004,622	\$ 48,105,904
1080-General Government Capital Prj	503,771	-	503,771	-
2160-Other Grants	5,028,831	301,616	5,330,447	5,028,831
2200-Training Facility Revenue	958,535	-	958,535	992,859
4040-Public Safety Construction	-	1,438,000	1,438,000	952,753
4130-DIF Fire Prot Facilit sb1525	15,654	-	15,654	515
<b>Fire Services Total</b>	<b>\$ 51,522,593</b>	<b>\$ 1,739,616</b>	<b>\$ 53,251,029</b>	<b>\$ 55,080,863</b>
<b>HR &amp; Risk Mgt</b>				
1000-General Fund	\$ 1,921,996	\$ -	\$ 1,921,996	\$ 2,202,620
1080-General Government Capital Prj	-	-	-	-
7010-Risk Management Self Insurance	2,959,242	1,000,000	3,959,242	4,053,491
7020-Workers Comp Self Insurance	2,290,825	-	2,290,825	2,968,471
7030-Benefits Trust	30,955,871	-	30,955,871	31,438,324
<b>HR &amp; Risk Mgt Total</b>	<b>\$ 38,127,934</b>	<b>\$ 1,000,000</b>	<b>\$ 39,127,934</b>	<b>\$ 40,662,906</b>
<b>Innovation &amp; Technology</b>				
4080-Cultural Facility	\$ 262,847	\$ -	\$ 262,847	\$ 188,850
7050-Technology	9,070,463	-	9,076,463	9,053,992
7060-Technology Projects	3,719,104	-	3,719,104	4,910,170
<b>Innovation &amp; Technology Total</b>	<b>\$ 13,052,414</b>	<b>\$ -</b>	<b>\$ 13,058,414</b>	<b>\$ 14,153,012</b>
<b>Public Affairs</b>				
1000-General Fund	\$ 2,398,963	\$ -	\$ 2,398,963	\$ 2,507,099
<b>Public Affairs Total</b>	<b>\$ 2,398,963</b>	<b>\$ -</b>	<b>\$ 2,398,963</b>	<b>\$ 2,507,099</b>

**City of Glendale  
Expenditures/Expenses by Department  
Fiscal Year 2020**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED</b>	<b>ACTUAL EXPENDITURES/ EXPENSES*</b>	<b>BUDGETED EXPENDITURES/ EXPENSES</b>
	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
<b>Misc. Grants &amp; Misc Capital Grants</b>				
2160-Other Grants	\$ 5,280,315	\$ 4,177,680	\$ 5,280,315	\$ 5,089,527
<b>Misc. Grants &amp; Misc Capital Grants Total</b>	<b>\$ 5,280,315</b>	<b>\$ 4,177,680</b>	<b>\$ 5,280,315</b>	<b>\$ 5,089,527</b>
<b>Non-Departmental</b>				
1000-General Fund	\$ 12,942,682	\$ 6,950,000	\$ 19,892,682	\$ 11,841,250
2100-Utility Bill Donation	200,000	-	200,000	200,000
2160-Other Grants	-	731,102	731,102	-
<b>Non-Departmental Total</b>	<b>\$ 13,142,682</b>	<b>\$ 7,681,102</b>	<b>\$ 20,823,784</b>	<b>\$ 12,041,250</b>
<b>Police Services</b>				
1000-General Fund	\$ 92,526,966	\$ -	\$ 92,910,580	\$ 96,096,734
1080-General Government Capital Prj	-	276,560	276,560	-
2160-Other Grants	5,051,270	41,412	5,092,682	5,198,475
2170-Rico Funds	2,880,975	-	2,880,975	1,725,143
2200-Training Facility Revenue	388,054	-	388,054	401,959
4040-Public Safety Construction	3,789,250	(1,438,000)	2,351,250	-
<b>Police Services Total</b>	<b>\$ 104,636,515</b>	<b>\$ (1,120,028)</b>	<b>\$ 103,900,101</b>	<b>\$ 103,422,311</b>
<b>Public Facilities &amp; Events</b>				
1000-General Fund	\$ 13,808,715	\$ 412,334	\$ 14,264,965	\$ 14,149,400
1080-General Government Capital Prj	-	-	-	-
2160-Other Grants	273,152	-	273,152	215,521
2180-Park and Rec Designated	62,890	-	42,624	62,900
4040-Public Safety Construction	-	-	-	-
4050-Parks Construction	170,795	(6,245)	164,550	337,078
4080-Cultural Facility	263,019	(151,708)	113,311	45,530
4090-Open Space/Trail Construction	65,056	-	65,056	26,932
4120-DIF library Building sb1525	1,755,029	-	1,755,029	63,480
4230-DIF Citywide Parks sb 1525	230,896	-	230,896	1,526
4240-DIF Citywide Parks	107,957	-	107,957	211,834
4250-DIF Citywide REC/FAC sb 1525	753,642	(134,719)	618,923	758,886
4270-DIF Libraries sb 1525	1,194,393	(214,403)	979,990	51,212
4290-DIF Citywide Open Space	364,325	-	364,325	268,789
4300-DIF Parks Dev Zone 1 sb 1525	127,554	-	127,554	59,156
4310-DIF Parks Dev Zone 1	52,303	-	52,303	104,606
4320-DIF Parks and Rec Zone 1 East	317,578	-	317,578	452,578
4330-DIF Parks & Rec Zone 2 west 101	642,940	-	642,940	824,060
4350-DIF Parks & Rec Zone 2 sb 1525	-	-	-	-
4370-DIF Parks Dev Zone 3 sb1525	185,513	-	185,513	167,803
4380-DIF Parks Dev Zone 3	-	-	-	-
4440-DIF General Government	17,137	-	17,137	17,137
<b>Public Facilities &amp; Events Total</b>	<b>\$ 20,392,894</b>	<b>\$ (94,741)</b>	<b>\$ 20,323,803</b>	<b>\$ 17,818,429</b>

**City of Glendale  
Expenditures/Expenses by Department  
Fiscal Year 2020**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED</b>	<b>ACTUAL EXPENDITURES/ EXPENSES*</b>	<b>BUDGETED EXPENDITURES/ EXPENSES</b>
	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
<b>Transportation</b>				
1000-General Fund	\$ 1,126,332	\$ -	\$ 1,124,364	\$ 1,142,459
1080-General Government Capital Prj	-	-	-	-
2050-Highway User Gas Tax	7,563,581	-	7,564,475	10,171,294
2060-Transportation Grants	1,218,055	767,720	1,985,775	3,025,000
2070-Transportation Sales Tax	12,986,669	-	12,936,496	13,559,517
2130-Airport Special Revenue	775,378	-	779,595	854,916
2140-CAP Grant	-	-	-	-
2190-Airport Capital Grant	5,298,625	(1,090,880)	4,207,745	1,350,000
4010-Streets Construction	20,917,850	(8,346,353)	12,571,497	12,811,382
4020-Hurf Streets Construction	13,749,522	(5,379,840)	8,369,682	6,670,395
4030-Transportation Capital Proj	15,759,520	2,769,478	18,528,998	11,909,739
4060-Government Facilities	237,684	-	237,684	237,684
4330-DIF Parks &Rec Zone 2 west 101	-	-	-	62,000
4390-DIF Roadway Improve sb1525	49,553	-	49,553	-
4400-DIF Roadway Improve	1,521,076	(238,083)	1,282,993	-
4410-DIF Streets Zone 1 East	110,011	-	110,011	-
4420-DIF Streets Zone 2 West 101	650,000	-	650,000	4,310,165
3040-Transportation Debt Service	7,043,761	-	7,043,761	7,043,044
<b>Transportation Total</b>	<b>\$ 89,007,617</b>	<b>\$ (11,517,958)</b>	<b>\$ 77,442,629</b>	<b>\$ 73,147,595</b>
<b>Water Services</b>				
6020-Water	\$ 76,358,621	\$ 2,509,655	\$ 78,527,161	\$ 126,072,964
6030-Sewer	35,553,651	(411,304)	34,847,347	43,491,361
6060-Water DIF Zone 2 West 101	-	-	-	1,678,195
6090-Sewer DIF Zone 2 West 101	-	-	-	1,042,737
6040-Water and Sewer Bond Debt Svc	25,462,783	-	25,462,783	25,095,483
<b>Water Services Total</b>	<b>\$ 137,375,055</b>	<b>\$ 2,098,351</b>	<b>\$ 138,837,291</b>	<b>\$ 197,380,740</b>
<b>TOTAL ALL DEPARTMENTS</b>	<b>\$ 689,000,000</b>	<b>\$</b>	<b>\$ 682,841,550</b>	<b>\$ 736,000,000</b>

\* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

**City of Glendale  
Full-Time Employees and Personnel Compensation  
Fiscal Year 2020**

FUND	Full-Time Equivalent (FTE) 2020	Employee Salaries and Hourly Costs 2020	Retirement Costs 2020	Healthcare Costs 2020	Other Benefit Costs 2020	Total Estimated Personnel Compensation 2020
<b>GENERAL FUND</b>						
1000-General Fund	1,237.25	\$ 105,523,484	\$ 34,154,411	\$ 16,450,046	\$ 9,342,146	\$ 165,470,087
<b>Total General Fund</b>	<b>1,237.25</b>	<b>\$ 105,523,484</b>	<b>\$ 34,154,411</b>	<b>\$ 16,450,046</b>	<b>\$ 9,342,146</b>	<b>\$ 165,470,087</b>
<b>SPECIAL REVENUE FUNDS</b>						
2010-Home Grant		\$	\$	\$	\$ 32,019	\$ 32,019
2020-Neighborhood Stabilization					25,000	25,000
2030-Neighborhood Stabilization Pgm					25,000	25,000
2040-CDBG	8.00	477,466	57,821	100,041	35,932	671,260
2050-Highway User Gas Tax	46.00	3,200,483	364,460	614,168	220,771	4,399,881
2060-Transportation Grants						
2070-Transportation Sales Tax	51.25	3,253,842	391,782	586,941	246,160	4,478,726
2110-Arts Commission	1.00	89,928	10,198	6,870	6,821	113,817
2120-Court Security Bonds	2.75	266,008	64,682	34,964	21,354	387,008
2130-Airport Special Revenue	6.00	387,055	46,982	59,608	29,914	523,558
2140-CAP Grant	6.50	415,034	50,065	105,921	29,185	600,204
2150-Emergency Shelter Grant					17,183	17,183
2160-Other Grants	13.00	5,917,140	466,673	194,757	86,538	6,665,107
2170-Rico Funds	1.00	52,000	6,297	18,894	28,473	105,664
2180-Park and Rec Designated		5,200			383	5,583
2200-Training Facility Revenue	9.00	696,961	214,440	117,788	45,964	1,075,153
<b>Total Special Revenue Funds</b>	<b>144.50</b>	<b>\$ 14,761,118</b>	<b>\$ 1,673,399</b>	<b>\$ 1,839,951</b>	<b>\$ 850,695</b>	<b>\$ 19,125,163</b>
<b>DEBT SERVICE FUNDS</b>						
<b>Total Debt Service Funds</b>		\$	\$	\$	\$	\$
<b>CAPITAL PROJECTS FUNDS</b>						
<b>Total Capital Projects Funds</b>		\$	\$	\$	\$	\$
<b>PERMANENT FUNDS</b>						
<b>Total Permanent Funds</b>		\$	\$	\$	\$	\$

554

Schedule G

**City of Glendale  
Full-Time Employees and Personnel Compensation  
Fiscal Year 2020**

<b>FUND</b>	<b>Full-Time Equivalent (FTE)</b>	<b>Employee Salaries and Hourly Costs</b>	<b>Retirement Costs</b>	<b>Healthcare Costs</b>	<b>Other Benefit Costs</b>	<b>Total Estimated Personnel Compensation</b>
	<b>2020</b>	<b>2020</b>	<b>2020</b>	<b>2020</b>	<b>2020</b>	<b>2020</b>
<b>ENTERPRISE FUNDS</b>						
6020-Water	193.25	\$ 12,822,852	\$ 1,528,458	\$ 2,420,638	\$ 999,135	\$ 17,771,084
6030-Sewer	46.00	2,843,921	333,255	564,532	206,098	3,947,806
6110-Landfill	44.50	2,711,322	315,618	432,194	203,266	3,662,399
6120-Solid Waste	74.50	4,237,960	458,760	911,272	274,978	5,882,970
6130-Housing Public Activities	19.00	1,211,659	142,884	259,958	87,007	1,701,508
<b>Total Enterprise Funds</b>	<b>377.25</b>	<b>\$ 23,827,714</b>	<b>\$ 2,778,974</b>	<b>\$ 4,588,594</b>	<b>\$ 1,770,485</b>	<b>\$ 32,965,768</b>
<b>INTERNAL SERVICE FUND</b>						
7010-Risk Management Self Insurar	2.00	\$ 188,133	\$ 22,834	\$ 19,103	\$ 14,872	\$ 244,941
7020-Workers Comp Self Insurance	2.00	139,233	16,920	25,917	10,583	192,652
7040-Fleet Services	34.00	2,057,670	248,786	418,063	160,681	2,885,200
7050-Technology	31.00	2,785,103	324,838	352,389	203,421	3,665,752
7070-Citywide ERP Solution						
<b>Total Internal Service Fund</b>	<b>69.00</b>	<b>\$ 5,170,139</b>	<b>\$ 613,377</b>	<b>\$ 815,472</b>	<b>\$ 389,557</b>	<b>\$ 6,988,545</b>
<b>TOTAL ALL FUNDS</b>	<b>1,828.00</b>	<b>\$ 149,282,455</b>	<b>\$ 39,220,162</b>	<b>\$ 23,694,063</b>	<b>\$ 12,352,883</b>	<b>\$ 224,549,563</b>



# APPENDIX

Fiscal Year 2019-2020 Annual Budget Book

---

Appendix



RESOLUTION NO. R19-67

A RESOLUTION OF THE COUNCIL OF THE CITY OF GLENDALE, MARICOPA COUNTY, ARIZONA, ADOPTING THE FINAL BUDGET OF THE AMOUNTS REQUIRED FOR THE PUBLIC EXPENSE FOR THE CITY OF GLENDALE FOR THE FISCAL YEAR 2019-2020, SETTING FORTH THE REVENUE AND THE AMOUNT TO BE RAISED BY DIRECT PROPERTY TAXATION, ADOPTING THE CITY COUNCIL'S FINANCIAL POLICIES, AND DESIGNATING THE CITY'S CHIEF FINANCIAL OFFICER AS THE INDIVIDUAL DESIGNATED TO SUBMIT THE CITY'S EXPENDITURE LIMITATION REPORT.

WHEREAS, pursuant to the provisions of the laws of the United States, the State of Arizona and the charter and ordinances of the City of Glendale, the Glendale City Council must adopt a final budget for the fiscal year beginning July 1, 2019, and ending June 30, 2020; and

WHEREAS, the tentative budget has been advertised in the City's newspaper of record; and

WHEREAS, the tentative budget was approved by the Glendale City Council on May 14, 2019, by Resolution No. R19-55; and

WHEREAS, it appears that the sums to be raised by taxation, as specified in the tentative budget, do not in the aggregate exceed that amount for primary property taxes as computed in A.R.S. § 42-17051(A); and

WHEREAS, Arizona Revised Statutes § 41-1279.07(E) requires the City to officially designate the individual authorized to submit the current year's annual expenditure limitation report to the state and any other necessary parties; and, therefore,

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF GLENDALE as follows:

SECTION 1. That the schedules contained in Exhibit A to this resolution are adopted for the purpose as set forth in the final budget for the City of Glendale for the fiscal year 2019-2020.

SECTION 2. That the Council will set the property tax levy on June 25, 2019.

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.

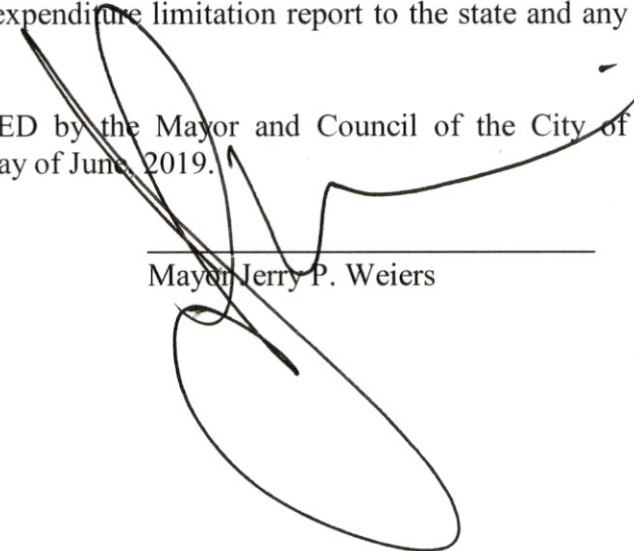
SECTION 4. That money from any fund may be used for any and all of these appropriations, except monies specifically restricted by federal and state law, or the Glendale City Charter and ordinances.



SECTION 5. That all sums contained in the final budget estimated expenditures are considered as specific appropriation and authority for the expenditures, as provided in the final budget, the laws of the United States Government, the State of Arizona, and the charter and ordinances of the City of Glendale.

SECTION 6. That the City's Chief Financial Officer Vicki Rios is authorized and designated to submit the current year's annual expenditure limitation report to the state and any other necessary parties.

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Glendale, Maricopa County, Arizona, this 11<sup>th</sup> day of June, 2019.



\_\_\_\_\_  
Mayor Jerry P. Weiers

ATTEST:



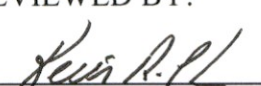
\_\_\_\_\_  
Julie K. Bower, City Clerk (SEAL)

APPROVED AS TO FORM:



\_\_\_\_\_  
Michael D. Bailey, City Attorney

REVIEWED BY:



\_\_\_\_\_  
Kevin R. Phelps, City Manager

**Year Founded:**

•1892

**Date Incorporated**

•June 18, 1910

**Form of Government**

•Council/City Manager

**County**

•Maricopa

**Elevation:**

•1,152 Ft.

**Top Glendale Employers**

Luke Air Force Base	6,900
Banner Thunderbird Medical Center	3,000
CSAA/AAA	1,065
Abrazo Arrowhead Campus	1,010
Humana Healthcare	940
Honeywell Aerospace	830
Midwestern University	879
Topgolf	467
Conair Corporation	450
Lockheed Martin	400
Bechtel Corporation	325

**Annexed Area in Sq. Miles**

<u>Year</u>	<u>Total</u>
1910	1
1910-1969	15
1970-1979	39
1980-1989	49
1990-2003	54
2004	56
2005	57
2006-2009	58
2010-2017	60
2018	62

**Population**

1970	36,228
1980	97,172
1990 (Census)	148,134
2000 (Census)	218,812
2018 (Estimate)	250,388

\* All population numbers 1995 and after include the population of Luke AFB.

**Elections**

Number of votes cast:	
August 2018 Primary Elec. (3 Districts)	14,530
Percentage of registered voters voting in:	
August 2018 Primary Elec. (3 Districts)	27%
August 2016 Primary Elec.	25.37%
August 2014 Primary Elec.	23.21%
November 2014 General Elec.	40.53%

**City Authorized Staffing (FY 2020)**

Full-Time & Part-Time, Permanent 1,828

**Building Permits (FY)**

<u>Fiscal Year</u>	<u>Number</u>	<u>Value of Buildings</u>
2007	6,185	\$582,249,673
2008	6,883	\$452,658,952
2009	5,289	\$324,754,646
2010	5,181	\$158,806,092
2011	5,594	\$115,544,634
2012	5,278	\$172,102,612
2013	6,383	\$271,481,707
2014	4,107	\$211,043,961
2015	4,622	\$309,334,480
2016	6,295	\$207,203,096
2017	6,234	\$359,690,425
2018	5,804	\$321,246,786

**Fire Protection (CY 2018)**

Number of Stations	9
Number of Incidents (includes Automatic Aid):	
EMS	34,934
Fire	3,475
Miscellaneous	1,249
<u>Special Operations</u>	<u>993</u>
Total Calls	40,651
Fire FTE's (FY 2020)	284

**Police Protection (CY 2018)**

Number of Stations	3
Calls Processed*	408,686
Text to 911**	27
Vehicular Patrol Units***	135
Number of Reserves	7
*Includes incoming, outgoing and 911 calls	
**New service implemented 4/4/18	
***Marked by lights/sirens & uniformed patrol officers	
Police FTE's (FY 2019)	571

**Court Offenses Processed (FY 2018)**

DUI	432
Other Criminal Traffic	995
Failure to Appear	500
Civil Traffic	10,958
Parking	3,572
Non-Traffic Misdemeanor	3,907
<u>Protective Orders</u>	<u>2,580</u>
<b>Total Case Filings</b>	<b>22,944</b>

**Parks and Recreation (FY 2018)**

Number of:	
Conservation Park	1
Regional Parks	6
Neighborhood Parks	55
Community Parks	9
Sports Complexes	4
Total Park Acreage	2,188.5
Disc. Golf	1
Amphitheater	1
Sensory Garden	1
Bird Blind	1
Playgrounds	97
Ramadas	146
Tennis Courts	38
Racquetball Courts	46
Basketball Courts	56
Volleyball Courts	47
Soccer/Football Fields	54
Softball Fields	54
Swimming Pools	2
Splash Pads	2
Dog Parks	3
Skate Parks	2
Reservable Ramadas	48
Area Lights	1,493
Park Benches	542
Drinking Fountains	139
Barbeques	252
Picnic Tables	703
Miles of Trails	46
Linear Feet of Multiuse Walkways	92,892

**Landfill & MRF (FY 2018)**

Number of Customer Transactions	166,953
Tonnage Processed	
Residential	204,434
Commercial	156,164
Recycle	8,494
<b>Tonnage Processed Total</b>	<b>369,092</b>

**Sanitation (FY 2018)**

Number of Customers	54,610
---------------------	--------

**Transportation Services (FY 2018)**

Number of:	
Streetlights	20,200
Signalized Intersections	198
High-Intensity Activated Crosswalks	4
Total Bus Stops	544
Bus Stops w/ Shelters	173
Bus Stops w/ Benches Only	58
Total Glendale Transit Ridership	2,486,883
Dial-a-Ride Total/ADA	71,912/14,010
Glendale Urban Shuttle (GUS)	84,440

**Transportation (FY 2018)**

Taxi Program	4,967
Fixed Route	2,304,129
Avg. Monthly Aircraft Based at Airport	324
Miles of Streets Maintained	
Arterial	108.5
Residential	488.5
Collector Major	81.5
Collector Minor	70.5
Alleys	25

**Water Services (FY 2018)**

Number of Customers	62,724
Miles of Distribution lines	994
Storage Capacity	67 MG
Treatment Plant Capacities	
Cholla WTP	30.0 MGD
Pyramid Peak WTP	37.0 MGD
Oasis WTP	22.5 MGD
Groundwater Wells	14.6 MGD
Total Capacity	104.1 MGD
Annual Consumption	13.76 BG
Average Daily Water Treated	37.7 MGD
Avg consumption per customer	219 KG

**Wastewater Services (FY 2018)**

Number of Customers	58,152
Miles of Collection Lines	707
Treatment Plant Capacities	
West Area WRF	11.5 MGD
Arrowhead WRF	4.5 MGD
91 <sup>st</sup> Ave WWTP	13.2 MGD
Total Capacity	29.2 MGD
Annual Wastewater Treated	6.04 BG
Average Daily Water Treated	16.6 MGD

K = thousand  
M = million  
B = billion  
G = gallon  
MGD = million gallons per day

Sources:  
Various City of Glendale Department Records  
U.S. Census

## GLOSSARY OF TERMS

The City of Glendale designed the Annual Budget to offer citizens and staff an understandable and meaningful budget document. This glossary provides assistance to those unfamiliar with budgeting terms and specific terms related to the Glendale financial planning process.

### A

**ACCRUAL BASIS OF ACCOUNTING:**

The most commonly used accounting method, which reports income when earned and expenses when incurred, as opposed to cash basis accounting, which reports income when received and expenses when paid.

**APPROPRIATION:** An authorization made by the City Council which permits the city to incur obligations and expend resources.

**ASSESSED VALUATION:** A valuation placed upon real estate or other property by the county assessor and the state as a basis for levying taxes.

### B

**BALANCED BUDGET:** Arizona law (Title 42 Arizona Revised Statutes) requires the City Council to annually adopt a balanced budget by purpose of public expense. The city charter also requires an annual balanced budget. The charter specifically states that “the total amounts in the budget proposed for expenditure shall not exceed the total amounts proposed for expenditure in the published estimates.

**BASE BUDGET:** Ongoing expenses for personnel, contractual services, supplies and replacement of equipment to maintain service levels for each program as authorized by the City Council.

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

**BOND:** A municipality will issue this debt instrument and agree to repay the face amount of the bond on the designated maturity date. Bonds are primarily used to finance capital projects.

**General Obligation (GO) Bond:**

This type of bond is secured by the full faith, credit, and taxing power of the municipality.

**Revenue Bond:** This type of bond is secured by the revenues generated from providing a specific service such as water/sewer or landfill operations.

### C

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

**CAPITAL IMPROVEMENT PROJECT:**

Non-routine capital expenditures that generally cost more than \$50,000 resulting in the construction, renovation or acquisition of land, infrastructure, buildings and/or the purchase of equipment, with an expected useful life of at least five years. Capital improvement projects are designed to prevent the deterioration of

the city's existing infrastructure and respond to the future growth needs of the city.

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

## D

**DEBT RATIO:** Total debt divided by total assets. Used by finance and budget staff to assess fiscal health, internal controls, etc.

**DEBT SERVICE:** Principal and interest payments on outstanding bonds.

**DEPRECIATION:** The decline in the value of an asset due to general wear and tear or obsolescence.

**DEVELOPMENT IMPACT FEE:** Fees requiring new development to cover the increased cost to the city of providing new infrastructure when they construct new residential and commercial developments.

## E

**ENCUMBRANCE:** The formal accounting recognition of commitments to expend resources in the future.

**ENTERPRISE FUND:** Funds that are accounted for in a manner similar to a private business. Enterprise funds are intended to be self-sufficient with all costs supported primarily by user fees. The city maintains three enterprise funds: water/sewer, landfill and sanitation.

**EXPENDITURE:** Represents a decrease in fund resources.

**EXPENDITURE LIMITATION:** An amendment to the Arizona State Constitution which limits annual expenditures of all municipalities. The Economic Estimates Commission uses actual payments of local revenues for FY 1980 as the base limit and adjusts annually for population growth and inflation. All municipalities have the option of Home Rule that requires voters to approve a four-year expenditure limit based on revenues received. Glendale citizens have approved the Home Rule Option since the inception of the expenditure limitation.

## F

**FISCAL YEAR (FY):** The period designated by the city for the beginning and ending of financial transactions. The fiscal year for the City of Glendale begins July 1 and ends June 30.

**FULL-TIME EQUIVALENT (FTE):** A position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time employee working 20 hours per week would be equivalent to a 0.5 FTE (20 hours times 52 weeks divided by 2,080 hours).

**FUND:** A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources.

**FUND BALANCE:** A balance or carry over that occurs when actual revenues exceed budgeted revenues and/or when actual expenditures are less than budgeted expenditures.

## G

**GENERAL FUND:** Primary operating fund of the city. It exists to account for the resources devoted to finance the services traditionally associated with local government. Included in these services are police and fire protection, street and right of way maintenance, parks and recreation, planning and economic development, general administration of the city, and any other activity for which a special fund has not been created.

**GOAL:** A general and timeless statement created with a purpose based on the needs of the community.

## I

**INFRASTRUCTURE:** Facilities that support the continuance and growth of a community. Examples include roads, water lines, sewers, public buildings, parks and airports.

## L

**LOCAL IMPROVEMENT DISTRICT (LID):** LID's are legally designated geographic areas in which a majority of the affected property owners agree to pay for one or more capital improvements through a special assessment.

## O

**OBJECTIVE:** A measurable output that an organization strives to achieve within a designated time frame. The achievement of the objective advances an organization toward a corresponding goal.

## OPERATING AND MAINTENANCE

**(O & M) COSTS:** The day-to-day costs of a municipality including personnel, gas, electric and utility bills, telephone expenses, reproduction costs, postage and vehicle maintenance.

**OPERATING BUDGET:** The day-to-day costs of delivering city services.

## P

**PAY-AS-YOU-GO (PAYGO) CAPITAL PROJECTS:** Capital projects funded by General Fund operating revenues.

**PERFORMANCE MEASURES:** Measurement of service performance indicators that reflect the amount of money spent on services and the resulting outcomes at a specific level of services provided.

**PERMANENT BASE ADJUSTMENT:** An adjustment to the expenditure limitation base established by the Economics Estimate Commission (see expenditure limitation) which requires voter approval. The Glendale voters approved a permanent base adjust in the spring of 2000 which became effective with the FY 2003 budget year.

**PRODUCTIVITY:** A measurement of the increase/decrease of city services output compared to the per unit input cost invested.

**PROGRAM:** A group of related activities performed by one or more organizational units for the purpose of accomplishing a city responsibility.

**PROPERTY TAX:** The total property tax levied by a municipality. Arizona's municipal property tax system is divided into a primary and secondary tax rate.

**Primary Tax:** Arizona statute limits the primary property tax levy amount and municipalities may use this tax for any purpose.

**Secondary Rate:** Arizona statute does not limit the secondary tax levy amount and municipalities may only use this levy to retire the principal and interest or redemption charges on bond debt.

## R

**RESOURCES:** Total amounts available for appropriation including fund balances, estimated revenues and fund transfers.

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

**Actual vs. Budget:** Difference between the amount projected (budgeted) in revenues or expenditures at the beginning of the fiscal year and the actual receipts or expenses which are incurred through the end of the fiscal year.

## S

**SALARY SAVINGS TRANSFER:** A transfer of savings from salary & benefit accounts to non-salary, operational accounts like office supplies, equipment maintenance, etc. Normal employee turnover, retirements and terminations can create salary savings situations. This action requires Council approval.

**SECONDARY PROPERTY TAX:** A tax levy restricted to the payment of principal and interest on general obligation bonds.

**SERVICE LEASE:** A lessor maintains and services an asset under a service lease.

**SPECIAL REVENUE FUND:** A separate fund that accounts for receipts from revenue sources that have been earmarked for specific activities and related expenditures.

**STATE-SHARED REVENUE:** Includes the city's portion of state sales tax revenues, state income tax receipts and Motor Vehicle In-Lieu taxes.

## SUPPLEMENTAL BUDGET

**ALLOWANCE:** This allowance provides additional personnel, equipment and related expenses which enhance the service level of a program. Supplemental increases are directed at attaining council goals or meeting increased service needs and must be approved by Council.

## T

**TAX LEVY:** The total amount of the general property taxes collected for purposes specified in the Tax Levy Ordinance.

**TAX RATE:** The amount of tax levied for each \$100 of assessed valuation.

**TRANSFER:** Movement of resources between two funds. Example: An inter-fund transfer could include the transfer of operating resources from the General Fund to the Civic Center or Housing Fund.

## U

**USER CHARGES:** The payment of a fee in direct receipt of a public service by the party who benefits from the service.

## W

**WORKLOAD INDICATORS:** Statistical information that indicates the demands for services within a given department or division. Workload indicators are a type of performance measure utilized by some departments or divisions to help assess its level of service being provided.



A	
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
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
ERP	Enterprise Resource Program
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
GF	General Fund
GFOA	Government Finance Officers Association
GIS	Geographic Information System
G.O.	General Obligation
GO	Glendale Onboard
GUS	Glendale Urban Shuttle

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
IT	Innovation & Technology
J	
JAG	Juvenile Alternatives of Glendale
JARC	Job Access and Reverse Commute
L	
LID	Local Improvement Districts
LTAf	Local Transportation Assistance Fund
M	
MGD	Million Gallons per Day
MPC	Municipal Property Corporation
MRF	Material Recovery Facility
N	
NHL	National Hockey League
O	
O and M	Operational and Maintenance
P	
PAYGO	Pay-As-You-Go Capital
PC	Personal Computer
PFC	Public Facilities Corporation
R	
RICO	Racketeer Influenced and Corrupt Organizations
ROW	Right-of-Way
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
WTP	Water Treatment Plant

## FREQUENTLY ASKED QUESTIONS

The City of Glendale Annual Budget document is designed to offer citizens and staff an understandable and meaningful financial plan. This user guide to frequently asked questions (FAQ) provides 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.

**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 budget will be formally adopted by the City Council at a public meeting in June, 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 Glendale's budget on the City's website, 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 equipment or special contracts that were budgeted for but not purchased (or paid for) in the previous fiscal year (typically Capital projects). 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?** Any city or town can permanently adjust its state-imposed expenditure limitation base if a majority of the electors voting on the issue at a regular city election vote in favor of the adjustment. In the spring of 2000, Glendale voters approved a permanent base adjustment.

**What is a full-time equivalent (FTE) position?** 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 over 100 budget funds to help keep track of and focus resources. These include the General Fund, Transportation Fund, Sanitation Fund and Water/Sewer Fund, to name just a few. A family might use several funds, too, in order to help manage their finances and determine how close they are to reaching certain goals. For instance, a family might have a children’s college fund, a retirement fund, vacation fund and household expenses fund (such as an IRA, savings and checking account). A budget fund, then, is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources. Glendale uses separate funds in order to correctly and legally track revenues and expenditures associated with that particular fund to aid with various financial reporting requirements.

**What is a fund balance?** Fund balance refers to the remainder or carryover that occurs when actual revenues exceed budgeted revenues and/or when actual expenditures are less than budgeted expenditures at the end of the fiscal year (June 30). If the city budgets (plans to

spend) \$15.0 million on roads next year, but only spends \$14.0 million, the leftover \$1.0 million would essentially become fund balance.

**What does the word "group" in Glendale's budget mean?** Every department belongs to an administrative group led by a Department Director, City Manager or Assistant City Manager. These groups include Appointed & Elected Officials, City Auditor, City Manager, Community Services, Development Services, Economic Development, Budget & Finance, Human Resources & Risk Management, Public Affairs, Police Services, Fire Services, Public Facilities, Recreation & Special Events, Public Works, 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 the City Council approved primary and secondary rate in property tax per \$100 of assessed valuation.

**How much does the City receive from my property tax bill and how is it used?** 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 Primary Property tax revenue represents <4% of the city's General Fund revenue and 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. Secondary Property Tax is used to pay off 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.

State-shared revenue enables local governments to continue providing basic services, such as police and fire protection, without burdening the residents with additional local taxes. Since cities and towns are not equally wealthy, state shared revenue is of great assistance, especially to cities with lesser wealth or greater service needs. Because state-shared revenue distribution is a specified percentage of state revenue collections, as state revenue declines, city revenue declines. Consequently, in difficult economic times, cities 'feel the pinch' just as the State does.

**What is a budget transfer?** A budget transfer moves budget appropriation between City offices, departments, or agencies.

**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  
Budget and Finance Department  
5850 West Glendale Avenue, 3<sup>rd</sup> Floor  
Glendale, Arizona 85301  
Phone: (623) 930-2480**

