

ANNUAL BUDGET BOOK



Fiscal Year 2020-2021



INTRODUCTION

FISCAL YEAR 2020-2021 ANNUAL BUDGET BOOK



**CITY OF GLENDALE, ARIZONA
FISCAL YEAR 2020-2021
ANNUAL BUDGET**

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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.

WORKING FOR YOU



Our Community

Improve
Community
Experience



Our Finances

Improve
Asset
Management

Improve
Resource
Alignment



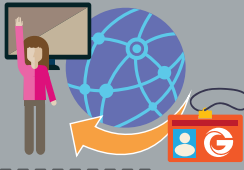
Our Processes

Increase
Innovation
Solutions

Optimize
Processes &
Services

Improve
Stakeholder
Engagement

Improve
Purposeful
Communication



Our Organization

Improve
Tools &
Technology

Strengthen
Workforce
Culture

Strengthen
Workforce
Development

Results That Matter

The future is a new frontier that we embrace with excitement and enthusiasm. Advancing organizational performance in service to our community is what we do. We are Team Glendale!

COMMUNITY | INTEGRITY | EXCELLENCE | INNOVATION | LEARNING

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

Superior Service Delivery

We demonstrate a culture of service and continuous improvement that drives us to provide accessible, innovative, and technology-focused services. Investing in technology and process improvement strategies is critical to improving service and maximizing resources.

Process Improvements

- Solid Waste route optimization resulted in **\$190,000 savings** over a two-year period
- Electronic bids improve convenience for **1,761** vendors
- **75% reduction** in invoice processing time for Capital projects
- **55% increase** in residents served with Human Services pilot project
- GlendaleOne streamlined processing of **160+** request types in **45** operational areas



Call Center Improvements

- **84%** of all calls answered within **one minute**
- **30% improvement** in call answer time even with a **28% increase** in call volume over a **two-year period**

Website Transformation

- Eliminated **3,450 pages** of stale content
- **94.6/100** content quality rating
- **93.1/100** user experience rating

Financial Stewardship

We manage our community's resources through accountable leadership, effective business functions, and long-term fiscal stewardship. Welcoming new commerce is the key to sales tax generation which allows the city to reinvest in public infrastructure and amenities.

Growth & Development

- **500 million** in private capital investment
- **3.2 million square feet** of new commercial development
- **6,217** building permits issued
- **17% increase** in hotel room inventory

Fiscal Sustainability

- **6.2% increase** in overall sales tax collection
- **10.6% increase** in rental sales tax
- **8.7% increase** in restaurant/bar sales tax
- **11% increase** in gross hotel revenue



Leveraging Investments

- **\$22 million** awarded to **20** partner agencies for Community Services programs
- **\$9 million** in FAA grants for Glendale Airport
- **\$2.3 million** for flood control projects
- **\$656,800** pedestrian project delivered with agency partnership and **\$0** city funding

Stakeholder Engagement

We ensure a sense of genuine and consistent engagement for all stakeholders – residents, businesses, partners, and employees. Increasing opportunities for stakeholder engagement through multiple channels is critical to serving our community.

Twitter & Facebook

- **2 million overall impressions** from GlendaleAZ channels
- Followers **increased 7.74%** on Twitter & **12.9%** on Facebook
- Follower engagement **.73%** on Twitter & **1.3%** on Facebook

Community Engagement Programs

- **1.9 million gallons** of water savings identified through the Water Efficiency Partner program
- **112,000 people** benefitted from free municipal arts programming
- **18,297 people** educated through Fire Department outreach
- **1,913 people** engaged through public outreach on Parks & Recreation Master Plan

Digital Content Delivery

- Sharing the impact of our work through **125 video productions** about city services
- **65 live news reports** by city reporters
- **23 unique events** broadcast on Facebook Live in addition to Council Meetings



Community Livability

We create a safe and inclusive environment that provides a blend of amenities and infrastructure to support an active live-work community. Investing in programs and infrastructure wisely is critical to improving the quality of amenities and service delivery.

Streets & Public Transportation

- **Four-year** pavement improvement strategy resulted in **304 miles** of treatment and **\$46.5 million invested**
- **15.5% overall average increase** in pavement condition index
- **2.3 million** rides on public transportation in Glendale

Real Time Crime Center

- Improving safety with **\$1.3 million** intelligent communication technology partnership
- **908 criminal activities** observed in real time
- **151 arrests** for criminal activity
- **66 proactive** interventions

Facility Investments & Programming

- **\$4.5 million** invested to refurbish aging city facilities
- **650,357 interactions** with Parks, Recreation, & Special Event programming
- **7,500 square foot** Heroes Park Regional Library
- **1,800** public library programs reached **62,000 attendees**



GLENDALE CITY OFFICIALS



Jerry Weiers
Mayor



Ray Malnar
Vice Mayor/Councilmember
Sahuaro District



Bart Turner
Councilmember
Barrel District



Ian Hugh
Councilmember
Cactus District



Lauren Tolmachoff
Councilmember
Cholla District

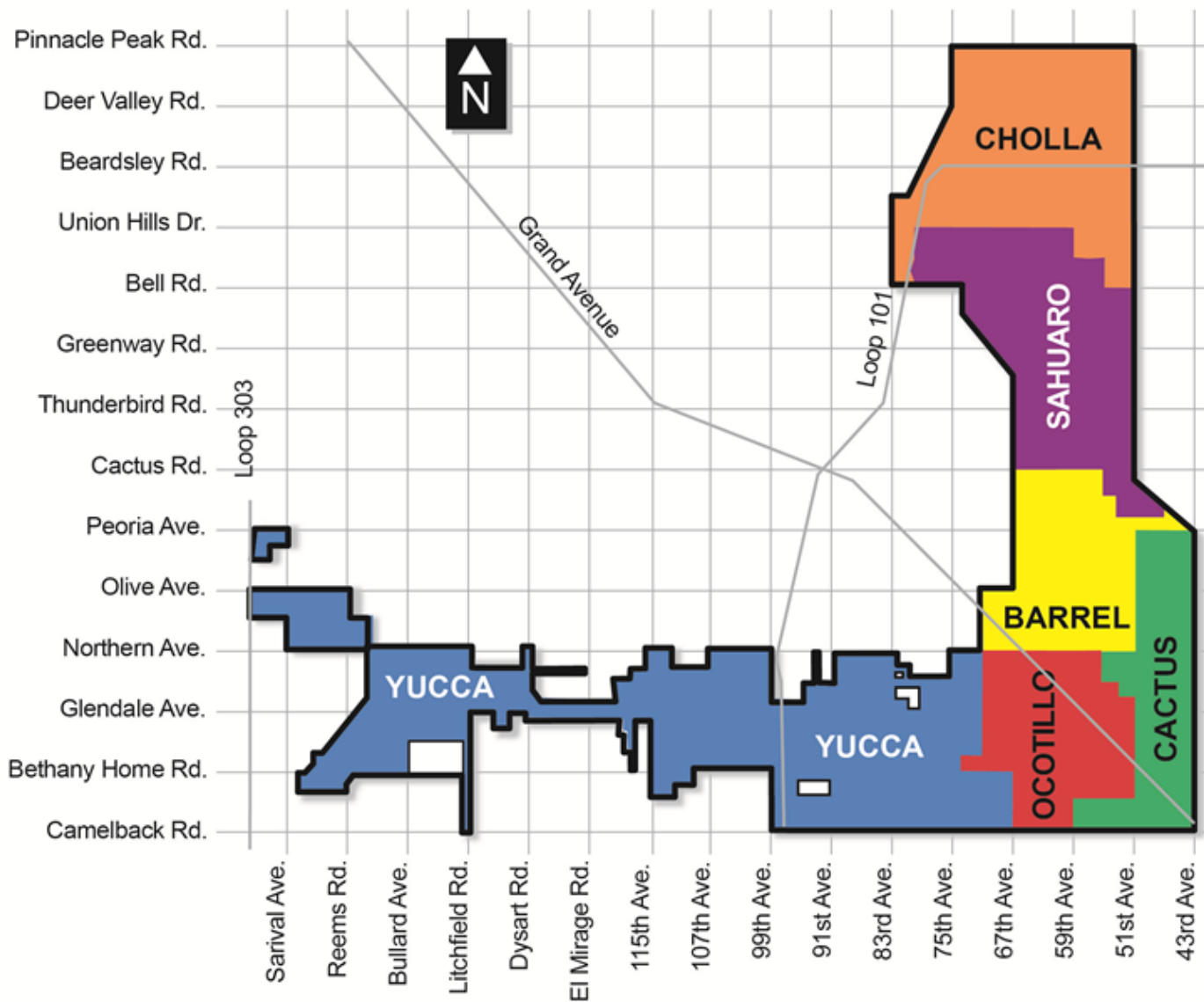


Jamie Aldama
Councilmember
Ocotillo District

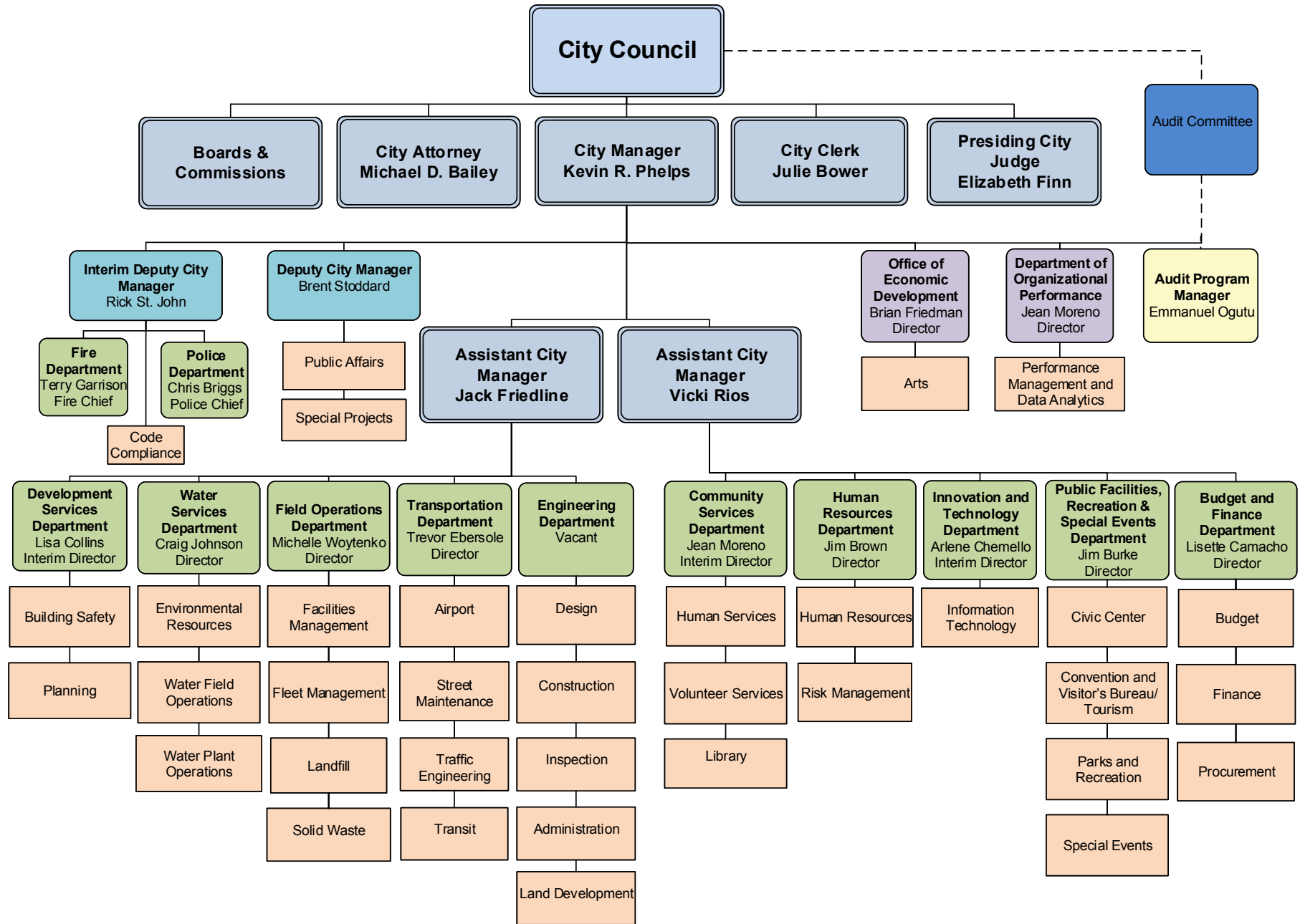


Joyce Clark
Councilmember
Yucca District

GLENDALE COUNCIL DISTRICT BOUNDARIES



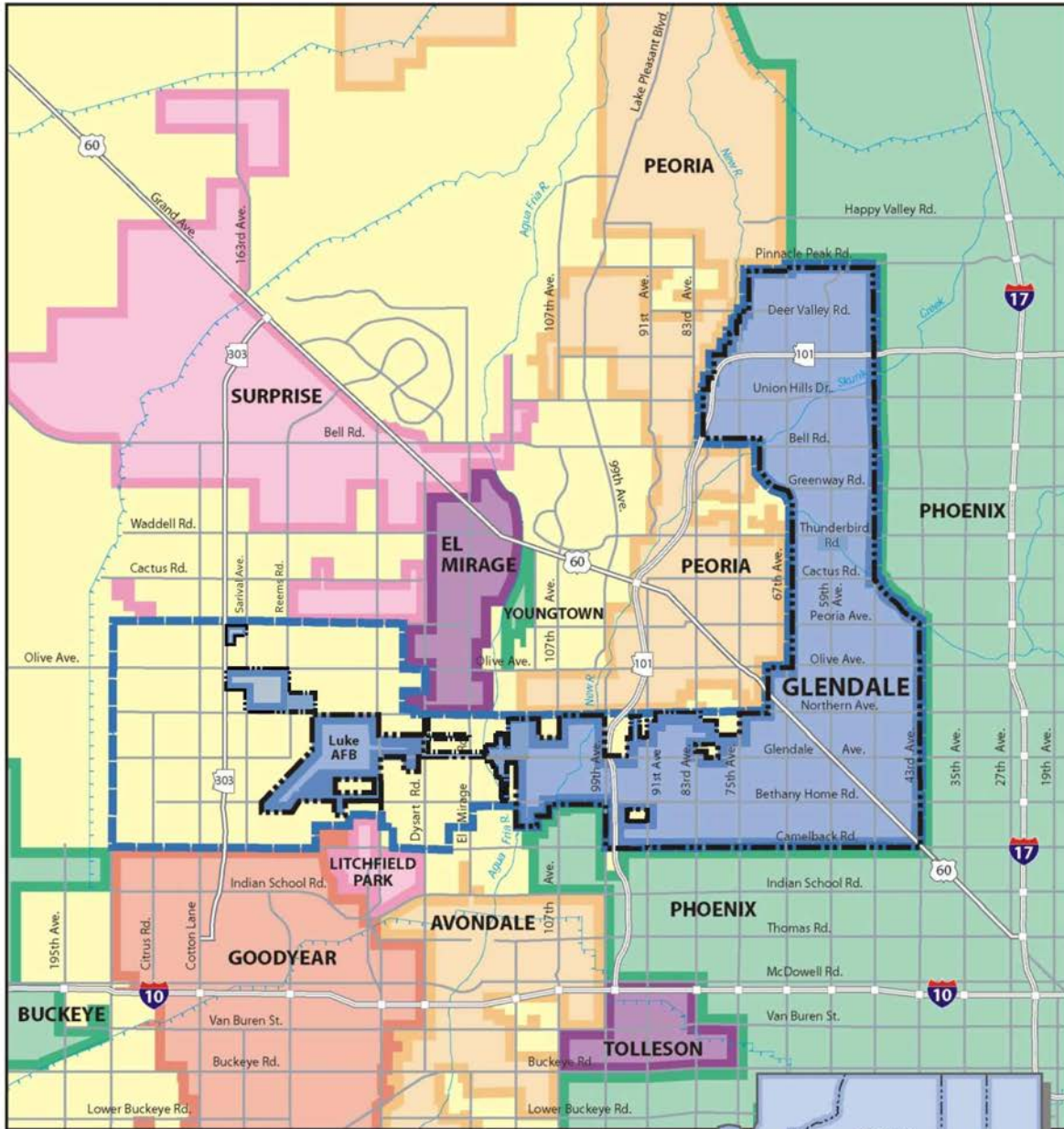
CITIZENS OF GLENDALE



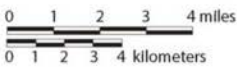
COMMUNITY INTEGRITY EXCELLENCE INNOVATION LEARNING

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

MAP OF GLENDALE AND NEIGHBORING COMMUNITIES



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



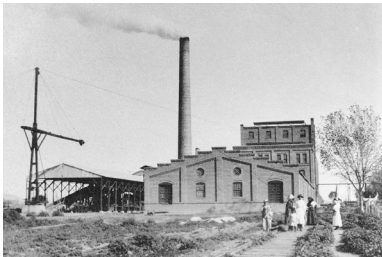
COMMUNITY PROFILE

2020-2021 Annual Budget

HISTORY



58th & Grand Ave.



Beet Sugar Factory



Thunderbird Field



Historic Sahuaro Ranch

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

2020-2021 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

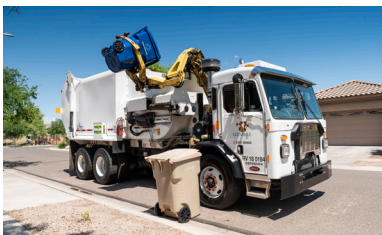
The Glendale Police Department's objectives include crime prevention, crime control, community involvement and fair and equitable treatment for residents. The department has three police stations, 429 sworn officers and 141 civilian employees.



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 254 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

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TRANSPORTATION



Loop 101/63rd Ave. Pedestrian-Bike Bridge



Glendale Urban Shuttle (GUS)



Glendale Municipal Airport



Dial-A-Ride

Glendale is a member of the Maricopa Association of Governments, which serves as the regional council of governments and Metropolitan Planning Organization. Major transportation corridors that connect Glendale to the entire metropolitan region include historic Grand Avenue, Loop 303 in the far west, Loop 101 in the western and northern parts of the city, and Northern Parkway, which is under construction connecting several West Valley cities between Loop 303 and Grand Avenue.

Glendale is also 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, Regional Americans with Disabilities Act (ADA) service, and a taxi-subsidy program for persons with special transportation needs. The taxi-subsidy program is designed to assist people making repetitive trips for medical treatments and therapies.

In compliance with federal regulations, the city offers an ADA service to eligible riders that cannot use fixed-route bus service due to a disability. The ADA service covers the same routes and operates the same hours as fixed-route bus service in Glendale.

The Transit Division is piloting a Microtransit program in North Glendale. This On-Demand service allows riders to schedule and pay for trips via a free downloadable app on their smartphone.

The 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. DoubleMap, a free downloadable route tracking app, allows passengers to track all three Gus routes in real-time. The app provides the estimated arrival time for the particular stop, number of people currently on the bus, message updates for delays or detours and other pertinent information. 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.

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

2020-2021 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:

- 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
- Mark Anthony Brewing, the makers of White Claw Hard Seltzer and Mike's Hard Lemonade, built a 900,000+ SF state-of-the-art facility, the largest brewing operation to be constructed in the US in the last 25 years
- 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



Sports & Entertainment District



Special Events



Parks & Trails



Glendale Public Library-Main, Veterans Memorial



COMMUNITY PROFILE

2020-2021 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.

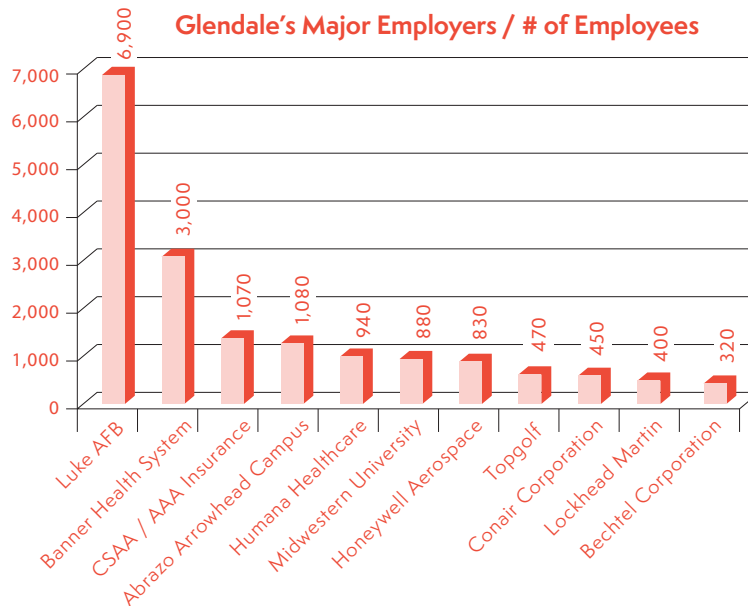
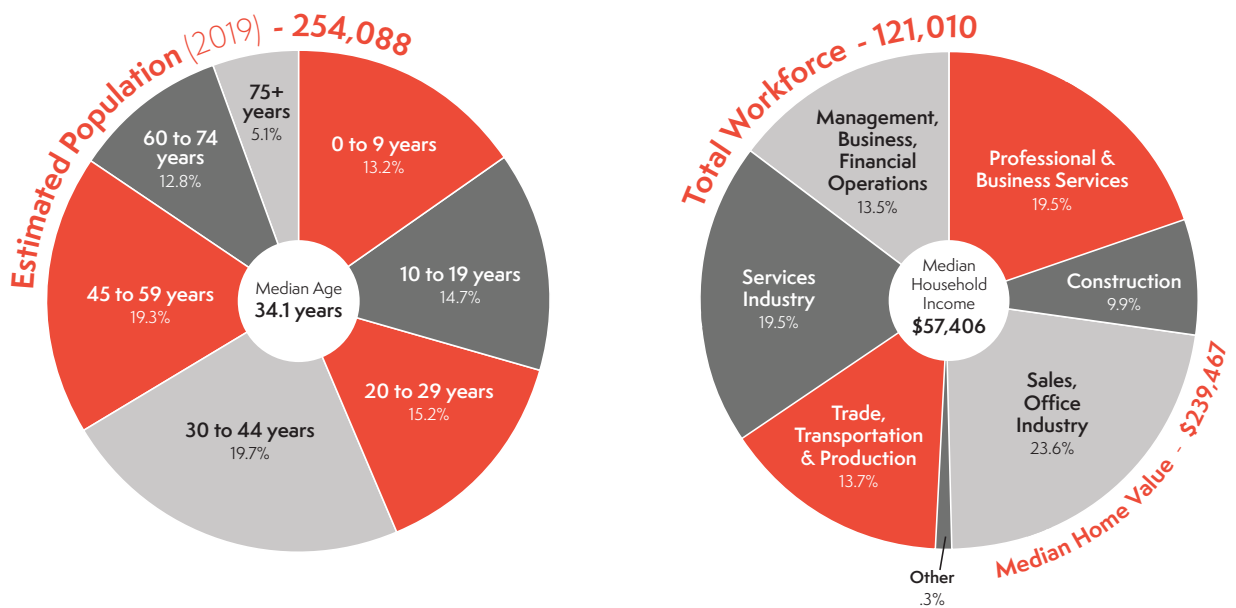
The Convention & Visitors Bureau promotes Glendale as a premier travel destination both nationally and internationally through marketing, advertising, and various sales missions. The Midwest continues to be the target market for the Glendale CVB. However, New York has recently been identified as a new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

2020-2021 Annual Budget

PRIMARY EDUCATION



Arizona State University
at the West campus

- 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 50,000 school aged children (5-17) in Glendale, 19.7% of the population

HIGHER EDUCATION



Glendale Community College

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

OTHER QUICK FACTS ABOUT GLENDALE



Arizona Christian University

- High School Diploma or Higher
84.8%
- Persons Per Household
2.8
- Non-English Language at Home
32.6%
- Number of Businesses
15,000+
- Land in Square Miles
60

TOTAL FY20-21 BUDGET
\$747,000,000

OPERATING
\$443,837,826

CONTINGENCY
\$41,406,169

General Funds
\$228,374,911

Enterprise Funds
\$99,772,613

Internal Service Funds
\$67,487,992

Special Revenue Funds
\$48,202,309

Enterprise Funds
\$2,700,000

1000
General
\$224,966,262

6020+
Water and Sewer
\$58,687,133

7010
Risk Management
Self Insurance
\$4,624,968

2010
Home Grant
\$1,678,454

2110
Arts Commission
\$340,456

General Funds
\$2,000,000

1020
Vehicle
Replacement
\$3,408,649

6110+
Landfill
\$9,834,067

7020
Workers Comp.
Self Insurance
\$4,750,076

2020
Neighborhood
Stabilization
\$227,300

2120
Court Security
Bonds
\$527,610

Internal Service
Funds
\$2,099,069

6120
Solid Waste
\$16,228,933

7030
Benefits Trust Fund
\$32,458,292

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

2130
Airport Special
Revenue
\$972,322

Special Revenue
Funds
\$13,187,447

6130
Housing Public
Activities
\$15,022,480

7040
Fleet Services
\$9,905,394

2040
CDBG
\$4,177,834

2140
CAP Grant
\$1,398,445

Permanent Funds
\$5,074,337

7050
Technology
\$9,722,492

2050
Highway User Gas
Tax
\$12,011,412

2150
Emergency Shelter
Grant
\$258,992

Capital Funds
\$16,345,316

7060
Technology
Projects
\$6,026,770

2060
Transportation
Grants
\$2,700,000

2160
Other Grants
\$5,732,489

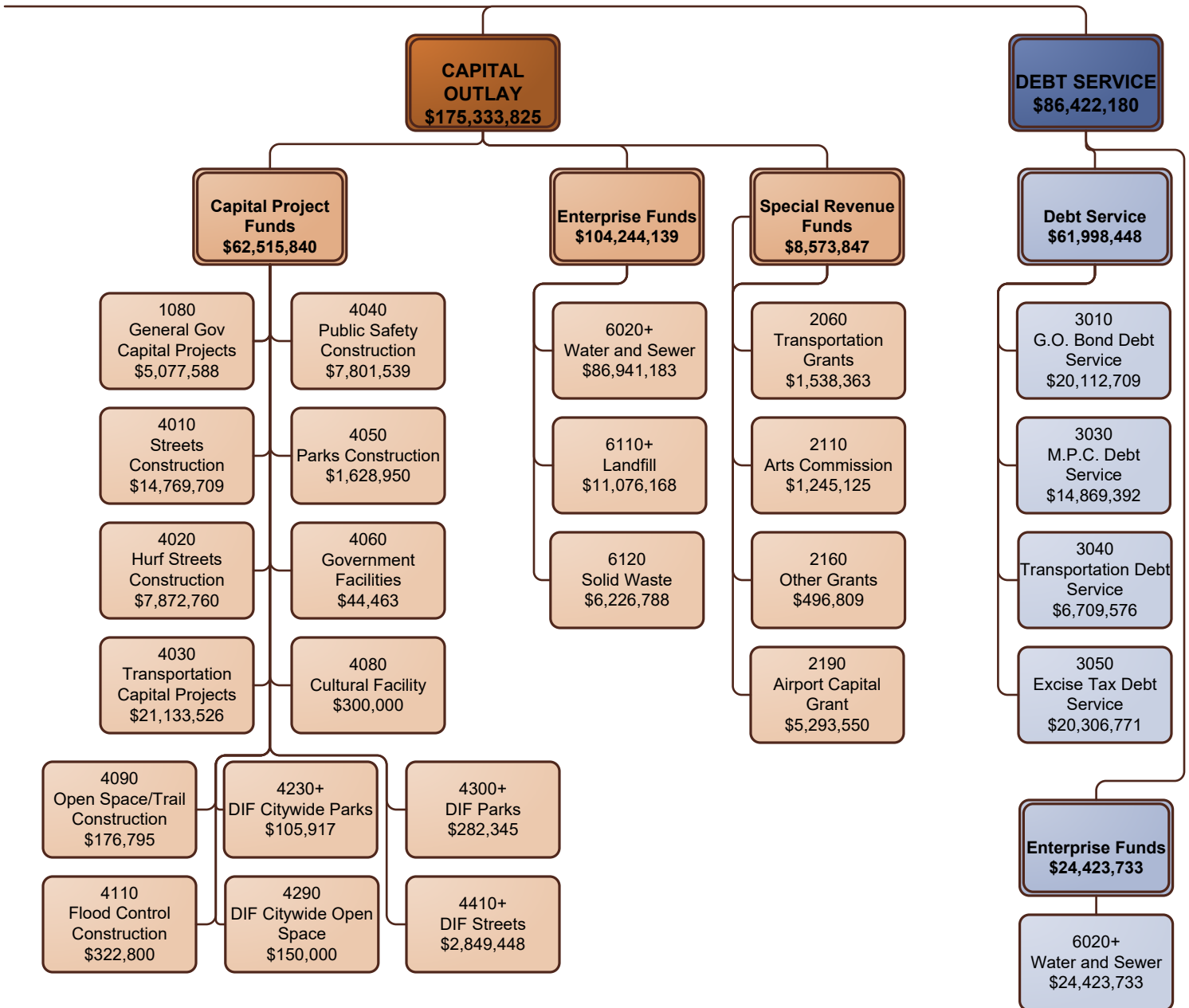
2070
Transportation
Sales Tax
\$14,088,871

2170
Rico Funds
\$1,743,272

2100
Utility Bill Donation
\$200,000

2180
Park and Rec
Designated
\$62,897

2200
Training Facility
Revenue
\$1,854,654





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Glendale
Arizona**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

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 2019 – February 2020

Budget staff analyzed revenue and expenditure data to assess the budget and economic outlook for FY20-21. Discussions with the City Manager's Office and other executive management staff occurred during this time regarding numerous balancing options for the FY20-21 revenue, operating, and debt service budgets.

Preparation of FY20-21 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 2019 – February 2020

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 FY2021-2030 CIP document for City Council review.

December 2019

A Five-Year Financial Forecast of the General Fund and all major operating funds was presented to Council December 10, 2019, at a Council Workshop. This discussion primarily focused on the General Fund and opportunities to strengthen the city's financial position.

The FY20-21 operating budget kickoff meeting with department directors and staff to commence budget input was held on December 12, 2019. Input continued through January 2020.

January 2020

Department's base budget and supplemental request submissions were due mid-January 2020. Review meetings with department and budget office staff to discuss base budget submissions in late January and continuing into February 2020.

February 2020

Staff presented City Council with information on the upcoming FY20-21 Budget calendar, budget process and discussion on policy guidance and input. Key revenues were presented, as well as information on long-term and short-term options, and items identified in the General Fund five-year forecast for consideration in the FY20-21 budget process. Council began discussion on the prioritization of G. O. Bond projects to be included in the FY2021-2030 Capital Improvement Plan.

March 2020

Council continued the discussion on the prioritization of G. O. Bond projects to be included in the 2021-2030 Capital Improvement Plan. Upcoming financial strategies, the city's Financial Policies, and the first draft of the city's proposed ten-year Capital Improvement Plan was presented.

April 2020

Budget workshops that were scheduled during April were postponed when it became evident the COVID-19 pandemic was going to have a longer lasting negative effect on the economy. The city spent this time researching the potential economic impacts and revising the Five-Year Financial Forecasts.

May 2020

City Council held a budget workshop where updated Five-Year Financial Forecasts were presented, as well as updates on the development of the budget and updated revenue assumptions for the General Fund and other Major Funds. These updates included the potential impacts of the COVID-19 pandemic. An overview of the draft FY20-21 budget for the General Fund was presented and discussed in detail as this is the city's largest operating fund. Council discussed in detail supplemental operating budget requests, including the addition of critical positions, increases tied to contractual obligations, and recommended supplemental requests.

A follow up budget workshop on budget requests, items for policy consideration, and the FY2021-2030 Capital Improvement Plan were also presented.

On May 26th, City Council adopted a resolution approving the FY20-21 tentative budget, directing publication of the tentative budget, giving notice of the June 9th date for the public hearing on the FY20-21 final budget and conducted a separate public hearing on the FY20-21 property tax levy. Notice was also given of the June 23rd date for the adoption of the FY20-21 property tax levy.

June 2020

City Council conducted a separate public hearing on the FY20-21 budget and convened a special meeting to adopt a resolution approving the FY20-21 budget. Final adoption of the FY20-21 Property Tax Levy was approved.

July 2020

Start of fiscal year 2020-2021.

BUDGET PROCESS

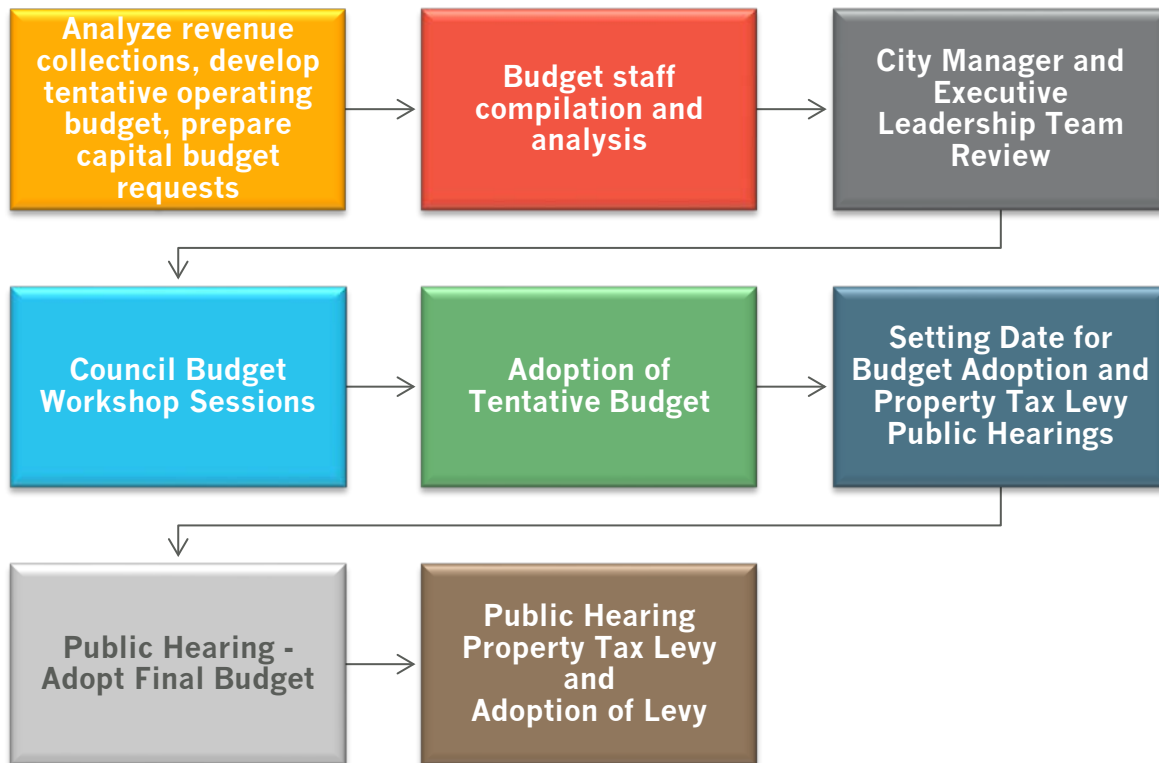
Overview

The goal of the FY20-21 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 FY20-21 operating budget and the FY2021-2030 capital improvement plans were evaluated. A series of budget workshops were held from February to May 2020. A final balanced plan was established in May 2020 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 26, 2020, thereby setting the expenditure limitation for FY20-21. 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 FY20-21 budget, the Council adopted the budget on June 9, 2020. 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. 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. Proceeds from sale of assets are not recognized as revenue on a GAAP basis.
- c. Inventory expenditures are recorded at the time they are used for both GAAP reporting and budgetary purposes.
- d. Depreciation expense is not budgeted as an expense.
- e. Beginning fund balance is not recognized as a revenue on a GAAP basis.

- f. 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 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, several 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.



BUDGET MESSAGE

FISCAL YEAR 2020-2021 ANNUAL BUDGET BOOK

Budget Message



FY20-21 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 FY20-21 annual budget and ten-year Capital Improvement Plan. The FY20-21 budget request totals \$747 million including an operating budget of \$444 million, a capital improvement budget of \$175 million, a debt service budget of \$87 million, and a contingency appropriation of \$41 million. This is a 1.5% increase over the prior year's budget.

The city continues to align its budget with its strategic plan, and includes the following initiatives in each of the city's four scorecard perspectives:

Our Community

- After-school programming at city-owned recreation centers
- Glendale Works homeless assistance and employment program
- Medical Response Unit
- Arts Program Community Activity
- Household Hazardous Waste program increase

Our Finances

- Payroll Specialist
- Business Analyst and GIS Analyst for asset management in Water Dept.
- Risk Management Analyst

Our Processes:

- Social media management software
- GlendaleOne online customer service portal
- Network Engineer

Our Organization

- Compensation adjustments based on a market study
- Tobacco cessation program
- Updated Risk Management and Workers Compensation premiums

Budget Approach

The overall goals underlying the city's financial policies include fiscal conservatism, flexibility, and adherence to the highest management practices. Due to the global economic impact of the COVID-19 pandemic, this year's budget started with a base budget from the previous year and increased funding only for known contractual obligations, critical positions, and critical supplementals.

Revenues

Total revenues for FY20-21 are projected at \$668 million. The General Fund revenues are the largest source at \$241 million. These revenues are primarily used for general government operations. Key General Fund revenues are sales taxes (\$113.6 million), primary property taxes (\$5.9 million), and State Shared Revenues (\$71.9 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 \$207 million. These revenues are mainly from user fees and charges for services such as water and sewer, solid waste and landfill. Staff continues to monitor the finances of these enterprise funds to ensure adequate fund balances are maintained.

Operating Budget Highlights

The total FY20-21 Operating Budget request is \$444 million which is a 3% increase over the FY19-20 Operating Budget of \$430 million. A few of the highlights of the proposed budget include:

- Balanced budget with no increase to the Primary Property Tax Levy
- Meets regulatory and contractual obligations
 - Election costs
 - Computer Aided Dispatch fee contract increase
 - Regional Wireless Cooperative systems upgrade
 - Maricopa County Sheriff's Office prisoner housing contract increase
 - Glendale Onboard audit
- Addresses inflationary cost increases
 - Chemical costs
 - Raw water cost
- Improves and enhances productivity
 - CIP Project Manager
 - Library Volunteer Coordinator

A net total of 14 new full-time equivalent positions (FTE's) have been requested in the FY20-21 budget to address key priorities:

General Fund Depts.	# of positions
Budget and Finance	1.0
Human Resources	1.0
Fire Services – MRU	4.0
PFR&SE – After School Program	1.0
Total General Fund	7.0

Internal Service Depts.	# of positions
Human Resources	1.0
Innovation and Technology	1.0
Total Internal Service Funds	2.0

Enterprise Fund Dept.	# of positions
Public Housing	1.0
Water Services	4.0
Total Enterprise Funds	5.0

General Fund

The total FY20-21 General Fund operating budget request is \$228 million, and public safety remains a top priority. Police and Fire Departments represent the largest operating budgets within the General Fund, with expenditures totaling \$150 million, or 66%. The next largest share of General Fund expenses is Public Facilities, Parks, Recreation and Special Events at \$15 million. Total General Fund appropriations also include \$2 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 2021-2030 Capital Improvement Plan (CIP) totals \$1.2 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 FY20-21 budget is adopted. The FY20-21 CIP totals \$175 million. Notable projects in the first year of the CIP include:

- Pavement Management of \$10.2 million (\$3.2 million in HURF funding, \$7.0 million in Transportation Sales Tax funding)
- O'Neil Park Splash Pad Construction of \$1.3 million
- Public Safety Building Remodels of \$7.7 million, including improvements to the Sine Building, Court Building and other items identified in the Public Safety Assessment
- Reconstruction of Glendale Avenue for \$13 million
- Reconstruction of Camelback Road for \$3 million

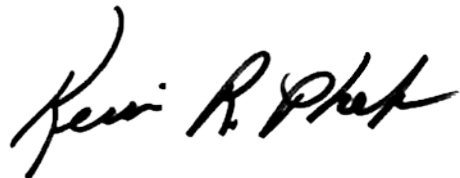
Conclusion

Development of the FY20-21 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 and put the city in the position to attain an unassigned General Fund reserve balance of approximately \$50 million as it enters the FY20-21 fiscal year.

For FY20-21, 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 continues its valued partnerships with the business community, serves its citizens through quality amenities and programs, 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 FY20-21 budget.

Sincerely,

A handwritten signature in black ink, reading "Kevin R. Phelps". The signature is written in a cursive, flowing style.

Kevin R. Phelps

City Manager

FINANCIAL GUIDELINES

FISCAL YEAR 2020-2021 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 FY20-21 forecasts were used to examine the revenue and expenditure structures for the five-year period of FY20-21 through FY24-25. 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 four 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 FY20-21 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 \$270.40 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	270.4	2.69%
1994	149.6	2.33%	2007	212.2	3.16%	2020	257.6	-4.73%
1995	153.5	2.61%	2008	219.6	3.51%	1986 - 2019 Avg	2.68%	
1996	157.6	2.67%	2009	218.8	-0.38%	2010 - 2019 Avg	2.15%	
1997	161.4	2.41%	2010	218.1	-0.35%	2015 - 2019 Avg	2.40%	
1998	164.4	1.86%	2011	221.2	1.44%	*2020 = Jan to June Average		

The annual inflation rate has averaged 2.68% since 1986. The ten-year period inflation rate averaged 2.15% and the five-year inflation rate averaged 2.40%. 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 254,088. The following table shows the historical and projected population growth and percentage increases for years 1984 through 2023, measured as of the beginning of the fiscal year.

City of Glendale Population at Start of Fiscal Year

Year	Population	% Increase	Year	Population	% Increase
1984	117,348	4.49%	2004	229,501	0.79%
a 1985	122,392	4.30%	e 2005	231,126	0.71%
1986	127,486	4.16%	2006	230,455	-0.29%
1987	132,581	4.00%	2007	230,643	0.08%
1988	137,675	3.84%	2008	230,658	0.01%
1989	142,769	3.70%	2009	229,241	-0.61%
b 1990	148,134	3.76%	f 2010	226,721	-1.10%
1991	151,558	2.31%	2011	227,416	0.31%
1992	155,916	2.88%	2012	229,008	0.70%
1993	161,688	3.70%	g 2013	232,035	1.32%
1994	168,874	4.44%	g 2014	234,632	1.12%
c 1995	182,615	8.14%	g 2015	237,517	1.23%
1996	186,500	2.13%	g 2016	240,126	1.10%
1997	191,612	2.74%	g 2017	245,895	2.40%
1998	196,820	2.72%	g 2018	246,709	0.33%
1999	208,095	5.73%	g 2019	250,702	1.62%
d 2000	219,705	5.58%	g 2020	254,088	1.35%
2001	223,748	1.84%	2021*	256,629	1.00%
2002	225,206	0.65%	2022*	259,195	1.00%
2003	227,712	1.11%	2023*	261,787	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 FY20-21 forecasted salary projections for non-represented employees were either an adjustment to the employee's pay based on the most recent classification and compensation study, or an annual increase of 1.25% for a cost of living adjustment, plus an additional 1.0% merit increase if employees met or exceeded expectations on their annual performance evaluations. Forecasted salary projections for non-represented employees increased by 2.5% for FY21-22 through FY24-25. 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 4% 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 FY20-21 through FY24-25 are estimated below.

	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25
Arizona State Retirement System	12.22%	12.23%	12.24%	12.26%	12.27%
Public Safety Retirement - Police	53.73%	54.00%	54.27%	54.54%	54.81%
Public Safety Retirement - Fire	48.80%	49.04%	49.29%	49.54%	49.78%
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, implementation of the Motorola Premier One CAD/RMS system for Police, and the AXON Interview Room system for Police were included in the forecast.

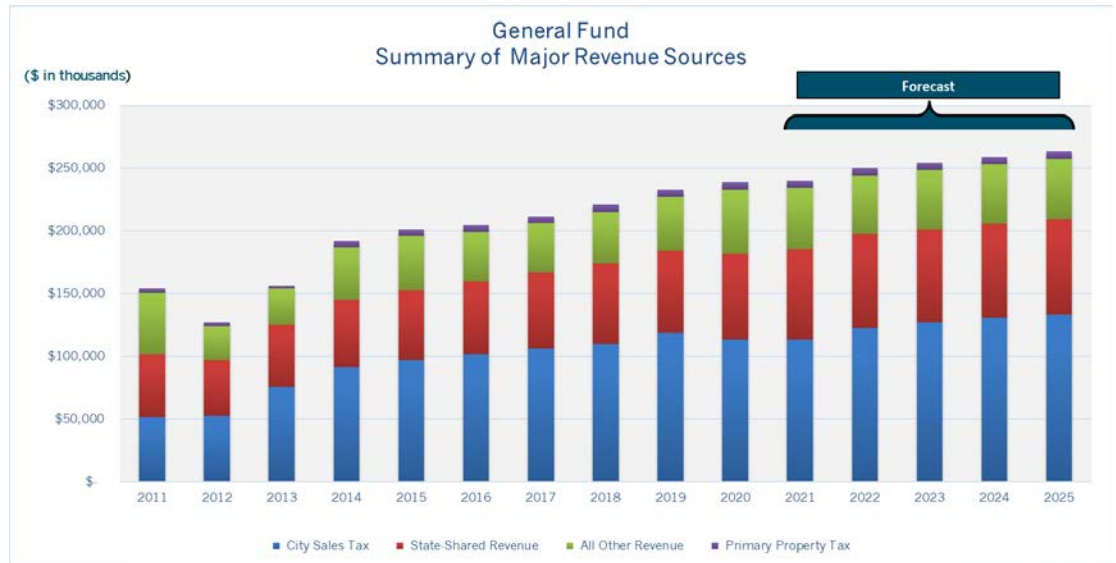
Ongoing contributions to the technology fund are assumed throughout the five-year forecast period. The Fleet Replacement Fund recently implemented a City-wide motor pool which requires departments to return those vehicles which have low mileage or low utilization for City-wide use on a first come, first 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 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 averages \$35.2 million throughout the five-year forecast period.

General Fund Revenue Forecast

A significant economic recession began to impact sales tax and other City revenues beginning in FY08-09. National conditions deteriorated rapidly, and credit markets froze for consumers and businesses. The result was a

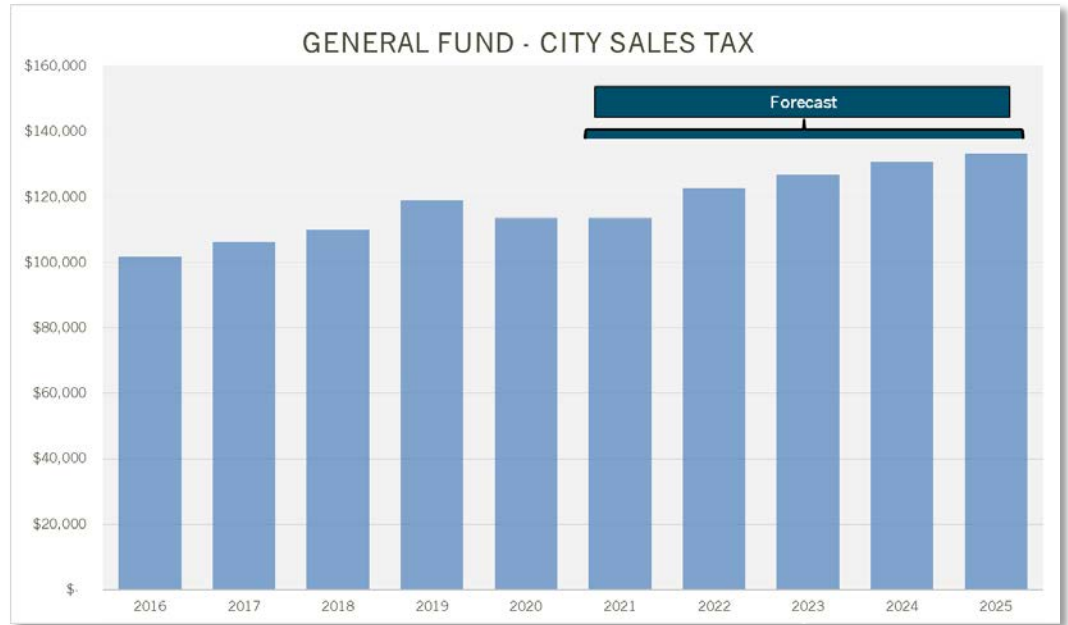


decline in business investment and consumer spending and growth in unemployment. Although the economy started showing signs of recovery in 2012, economists predicted slow recovery for the foreseeable future. To maintain service levels and address the financial challenges, the City Council increased the 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 chargebacks, and other miscellaneous revenue. Primary Property Tax revenue represents approximately 2.5% of total General Fund Revenue.

City Sales Tax

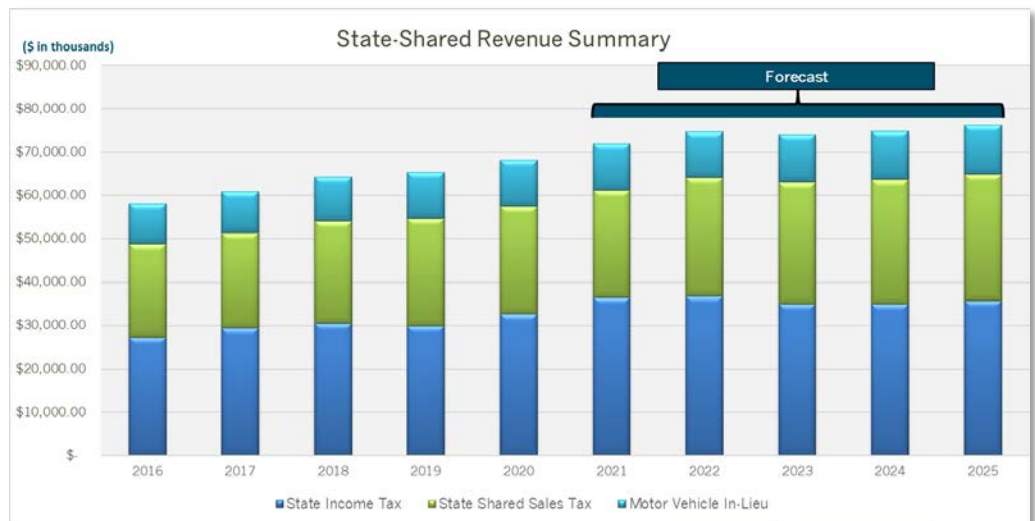
City sales tax revenue is highly elastic and varies directly with the economic conditions. During times of economic expansion, tax revenues increase, primarily due to higher levels of consumer spending. During an economic downturn, the opposite is true and tax revenue levels decline. City sales tax receipts comprise approximately 50% of the City’s General Fund revenue through FY24-25.



Due to the COVID-19 pandemic and its effect on the economy, sales tax receipts have declined beginning in March 2020, as demonstrated in the chart above. Estimates for FY20-21 are flat and equal to receipts in FY19-20. Growth for FY21-22 through FY24-25 averages approximately 4.1%. This expectation is based on assumed recovery from the COVID-19 pandemic, continued construction contracting within the city, continued expansion of Glendale’s sports, retail, office, hotel, and entertainment sectors, and continued attraction of diverse job growth industries to the city.

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 \$71.9 million of estimated operating revenue in FY20-21.



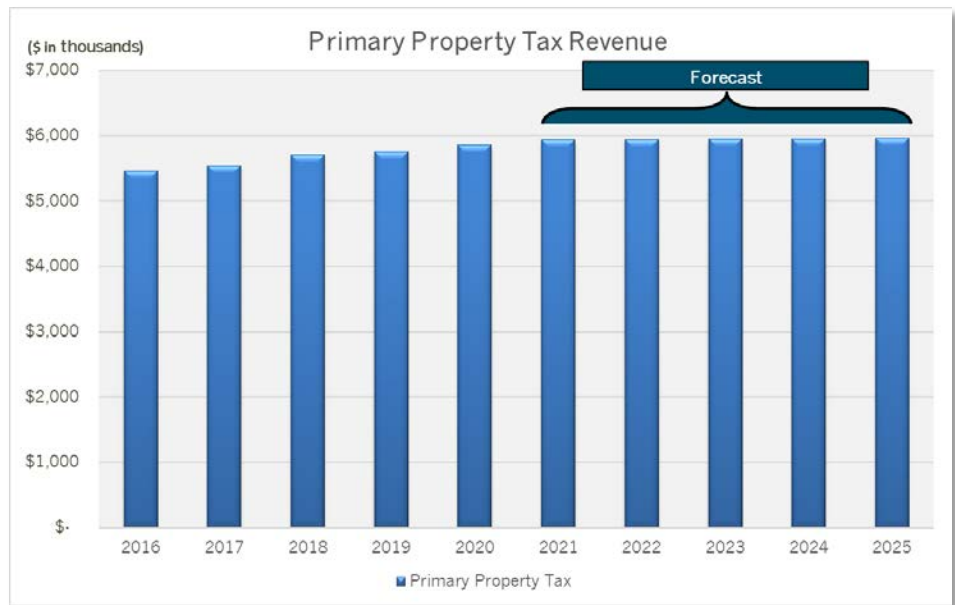
The forecast for each State-Shared revenue source is developed separately and compared to the state’s forecast for these revenue sources. The forecast assumes continued state sales tax revenue growth consistent with projections from the State Finance Advisory Committee. State-Shared revenue is also dependent upon state law. The average annual growth rate for State-Shared Revenue is 2.3% during the five-year forecast period.

The COVID-19 pandemic has also had a negative effect on State-Shared revenues. Increases in State-Shared revenues are still assumed, but a decrease in State-Shared Income Tax is reflected in FY22-23. State-Shared income taxes are received by the city two years in arrears, so the pandemic’s negative impact on jobs will not be realized until FY22-23.

The forecast also includes an anticipated reimbursement from the Arizona Sports and Tourism Authority (AZSTA) for Camelback Ranch Spring Training Facility estimated at \$1.5 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 FY20-21. The City’s property tax revenue projection is based on the state-mandated levy limits, and increases are estimated at .10% per year. Increases are attributed to growth, as the City Council has not raised the primary property tax since FY15-16. 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 FY20-21 are forecasted at \$10 million or about 55% of the Other Revenue category which is projected to total \$18.4 million in FY20-21. The Other Revenue category is forecasted to grow by less than 1% each year from FY2022 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 May 5, 2020, is outlined on the following page.

General Fund - Five-Year Financial Forecast
FY20-21 Through FY24-25 with FY19-20 Comparative Data

	FY19-20		Forecast				
	Budget	Revised	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25
Operating Revenue							
<i>Local Taxes</i>							
City Sales Tax	117,815,424	113,619,193	113,619,193	122,708,728	127,003,534	130,813,640	133,429,912
Primary Property Tax	5,856,524	5,856,524	5,936,773	5,942,710	5,948,653	5,954,601	5,960,556
Total Local Taxes	123,671,948	119,475,717	119,555,966	128,651,438	132,952,186	136,768,241	139,390,468
<i>Intergovernmental</i>							
State Shared Revenue	69,845,093	68,150,343	71,908,693	74,757,733	74,058,360	74,840,777	76,337,593
AZSTA Reimbursement for CBR	-	1,787,887	1,503,909	3,697,268	4,075,915	4,052,292	3,959,278
Other Intergovernmental	7,517,321	6,234,506	6,379,010	7,536,721	7,537,080	7,537,443	7,537,809
Total Intergovernmental	77,362,414	76,172,736	79,791,612	85,991,723	85,671,355	86,430,512	87,834,680
<i>Fees, Licenses, Permits, & Arena Fees</i>							
Fees, Licenses, & Permits	21,178,693	20,922,730	20,922,730	21,559,563	21,741,953	21,926,698	22,113,833
Arena Fees	2,357,263	1,789,946	1,789,946	2,058,438	2,367,203	2,367,203	2,367,203
Total Fees, Licenses & Permits	23,535,956	22,712,676	22,712,676	23,618,001	24,109,156	24,293,901	24,481,037
<i>Other & Miscellaneous</i>							
Other Revenues	758,167	9,921,591	7,545,447	996,007	1,000,128	1,004,332	1,008,620
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	353,776	805,343	805,343	813,396	821,530	829,746	838,043
Total Other & Miscellaneous	11,111,943	20,726,934	18,350,790	11,809,403	11,821,658	11,834,077	11,846,663
Total Operating Revenue	235,682,261	239,088,062	240,411,044	250,070,565	254,554,356	259,326,732	263,552,847
Expenditures & Other Financing Sources/Uses							
<i>Expenditures</i>							
Salaries	(98,734,313)	(98,644,458)	(101,426,827)	(103,962,747)	(106,562,066)	(109,226,368)	(111,957,277)
Overtime	(4,669,032)	(4,654,032)	(5,178,822)	(5,178,822)	(5,178,822)	(5,178,822)	(5,178,822)
Temp Pay	(2,110,139)	(2,488,421)	(2,394,981)	(2,394,981)	(2,394,981)	(2,394,981)	(2,394,981)
Benefits	(25,792,192)	(25,826,925)	(27,196,491)	(28,012,386)	(28,852,757)	(29,718,340)	(30,609,890)
Retirement	(34,154,411)	(34,149,849)	(32,262,758)	(33,230,641)	(34,227,560)	(35,254,387)	(36,312,018)
Supplies and Contracts	(32,611,288)	(33,633,768)	(32,203,819)	(35,267,426)	(35,147,500)	(35,738,450)	(36,341,219)
Utilities	(5,295,709)	(5,122,369)	(5,360,088)	(5,467,290)	(5,576,636)	(5,688,168)	(5,801,932)
Vehicle Maintenance & Fuel	(2,872,812)	(2,888,330)	(2,935,585)	(2,994,297)	(3,054,183)	(3,115,266)	(3,177,572)
Risk Mgt., Workers' Comp. & Tech Premium	(10,904,332)	(11,167,288)	(13,254,224)	(13,361,455)	(13,375,552)	(13,377,979)	(13,380,454)
Technology Projects	(1,331,862)	(2,916,585)	(2,704,321)	(1,361,862)	(1,362,462)	(1,363,074)	(1,363,698)
Total Expenditures	(218,476,090)	(221,492,026)	(224,917,916)	(231,231,907)	(235,732,519)	(241,055,835)	(246,517,863)
<i>Other Financing Sources/Uses</i>							
<i>Transfers In</i>							
Special Revenue - PSST Police	19,364,660	19,364,660	19,080,130	19,538,143	19,918,287	20,316,653	20,722,986
Special Revenue - PSST Fire	9,211,495	9,211,495	8,809,639	9,663,103	9,952,996	10,152,056	10,355,097
Total Transfers In	28,576,155	28,576,155	27,889,769	29,201,246	29,871,283	30,468,709	31,078,083
<i>Transfers Out</i>							
Special Revenue - Vehicle Replacement	(3,000,000)	(3,000,000)	(1,065,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Special Revenue - Other	(597,909)	(597,909)	(597,909)	(597,909)	(597,909)	(597,909)	(597,909)
Training Fac Rev Fund	(1,901,280)	(1,901,280)	(2,033,314)	(2,040,278)	(2,100,790)	(2,163,117)	(2,227,315)
Maint. of Effort Enterprise Funds	(1,174,311)	(1,174,311)	(1,230,962)	(1,714,298)	(2,128,768)	(2,179,218)	(2,229,035)
General Governmental CIP	(4,137,000)	(4,137,000)	(2,526,752)	(3,348,752)	(6,454,869)	(8,071,444)	(7,306,919)
Debt Service - MPC & Excise Tax	(33,090,365)	(33,090,365)	(35,176,163)	(35,173,777)	(35,176,356)	(35,174,435)	(35,169,364)
Total Transfers Out	(43,900,865)	(43,900,865)	(42,630,099)	(44,875,014)	(48,458,692)	(50,186,124)	(49,530,541)
Total Expenditures & Other Financing Sources/Uses	(233,800,800)	(236,816,736)	(239,658,246)	(246,905,675)	(254,319,927)	(260,773,250)	(264,970,321)
Total Surplus/(Deficit) Before Contingency	1,881,461	2,271,326	752,797	3,164,890	234,429	(1,446,518)	(1,417,474)
<i>Contingency</i>	(1,849,773)	(1,849,773)	(2,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)
Total Surplus/(Deficit) After Contingency	31,688	421,553	(1,247,203)	164,890	(2,765,571)	(4,446,518)	(4,417,474)
Beginning Fund Balance - With Contingency	43,523,000	43,523,000	43,944,553	43,142,380	43,752,300	41,431,758	37,430,270
Ending Fund Balance - With Contingency	43,554,688	43,944,553	43,142,380	43,752,300	41,431,758	37,430,270	33,457,826
Beginning Fund Balance - Without Contingency	43,523,000	43,523,000	45,794,326	46,992,153	50,602,073	51,281,531	50,280,043
Ending Fund Balance - Without Contingency	45,404,461	45,794,326	46,992,153	50,602,073	51,281,531	50,280,043	49,307,599

Other Major Funds

Five-year forecasts for the other major funds were also presented to the City Council on May 5, 2020 and used as a basis to set the FY20-21 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 averages 4.0% over the five-year forecast period. Revenue estimates are provided by the League of Arizona Cities and Towns each March. Expenditures forecasted over the next five years include major street improvements totaling \$25.4 million.

Highway User Revenue Funds - Five-Year Financial Forecast
FY20-21 Through FY24-25 with FY19-20 Comparative Data

	FY19-20		Forecast				
	Budget	Revised Est	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25
Revenue & Other Financing Sources							
<i>HURF Revenue</i>	16,724,349	15,939,537	15,939,537	17,692,886	17,560,566	17,911,778	18,270,013
<i>Permits & Fees</i>	200,000	200,000	202,000	204,020	206,060	208,121	210,202
Total Revenue & Other Financing Sources	16,924,349	16,139,537	16,141,537	17,896,906	17,766,626	18,119,899	18,480,215
Expenditures & Other Financing Uses							
<i>Salaries</i>	(2,881,351)	(2,881,351)	(2,421,092)	(2,481,619)	(2,543,659)	(2,607,250)	(2,672,431)
<i>Overtime</i>	(70,600)	(70,600)	(72,600)	(74,052)	(75,533)	(77,044)	(78,585)
<i>Temp Pay</i>	(248,532)	(248,532)	(291,193)	(291,193)	(291,193)	(291,193)	(291,193)
<i>Benefits</i>	(834,938)	(834,938)	(684,302)	(711,674)	(740,141)	(769,747)	(800,537)
<i>Retirement</i>	(364,460)	(364,460)	(325,981)	(339,021)	(352,582)	(366,685)	(381,352)
<i>Supplies and Contracts</i>	(4,949,388)	(4,101,568)	(4,433,994)	(4,522,674)	(4,613,127)	(4,705,390)	(4,799,498)
<i>Utilities</i>	(2,172,278)	(2,018,598)	(2,050,330)	(2,091,337)	(2,133,164)	(2,175,827)	(2,219,344)
<i>Vehicle Maintenance & Fuel</i>	(317,940)	(331,440)	(357,559)	(364,710)	(372,004)	(379,444)	(387,033)
<i>Risk Mgt., Workers' Comp.</i>	(419,662)	(419,662)	(390,277)	(398,083)	(406,045)	(414,166)	(422,449)
<i>Technology Premiums</i>	(183,624)	(183,624)	(198,202)	(202,166)	(206,209)	(210,333)	(214,540)
<i>Internal Charges</i>	(551,055)	(551,055)	(776,107)	(1,001,158)	(1,226,210)	(1,226,210)	(1,226,210)
<i>Capital Outlay</i>	(3,220,395)	(3,440,732)	(4,480,445)	(340,370)	(340,370)	(340,370)	(340,370)
<i>Pavement Mgmt & Street Reconstruction</i>	(3,450,000)	(3,229,663)	(3,400,000)	(3,200,000)	(3,200,000)	(3,200,000)	(3,200,000)
Total Expenditures & Other Financing Uses	(19,664,224)	(18,676,224)	(19,882,082)	(16,018,057)	(16,500,237)	(16,763,659)	(17,033,542)
Total Income (Loss)	(2,739,875)	(2,536,687)	(3,740,545)	1,878,849	1,266,389	1,356,240	1,446,673
<i>Contingency</i>	-	-	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Total Income/(Loss) w/ Contingency	(2,739,875)	(2,536,687)	(4,740,545)	878,849	266,389	356,240	446,673
Beginning Fund Balance - With Contingency	8,710,071	8,710,071	6,173,383	1,432,838	2,311,687	2,578,077	2,934,317
Ending Fund Balance - With Contingency	5,970,196	6,173,383	1,432,838	2,311,687	2,578,077	2,934,317	3,380,990
Beginning Fund Balance - Without Contingency	8,710,071	8,710,071	6,173,383	2,432,838	4,311,687	5,578,077	6,934,317
Ending Fund Balance - Without Contingency	5,970,196	6,173,383	2,432,838	4,311,687	5,578,077	6,934,317	8,380,990
FB Policy 15% of Op Revenue	\$ 2,538,652	\$ 2,420,931	\$ 2,421,231	\$ 2,684,536	\$ 2,664,994	\$ 2,717,985	\$ 2,772,032

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 3.4% annually). Capital projects for the five-year period total \$79.6 million. Debt service obligations of approximately \$6.7 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
FY20-21 Through FY24-25 with FY19-20 Comparative Data

	FY19-20		Forecast				
	Budget	Revised Est	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25
Revenue & Other Financing Sources							
City Sales Tax	30,308,943	28,952,525	28,952,525	31,847,778	32,803,211	33,459,275	34,128,461
Transit Revenue	124,000	124,000	124,000	124,000	124,000	124,000	124,000
Interest	160,000	160,000	160,000	160,000	160,000	160,000	160,000
Total Revenue & Other Financing Sources	30,592,943	29,236,525	29,236,525	32,131,778	33,087,211	33,743,275	34,412,461
Expenditures & Other Financing Uses							
Salaries	(2,993,564)	(2,993,564)	(3,077,304)	(3,154,237)	(3,233,093)	(3,313,920)	(3,396,768)
Overtime	(51,000)	(51,000)	(58,000)	(59,160)	(60,343)	(61,550)	(62,781)
Temp Pay	(209,278)	(209,278)	(251,278)	(251,278)	(251,278)	(251,278)	(251,278)
Benefits	(833,101)	(833,101)	(874,719)	(909,708)	(946,096)	(983,940)	(1,023,298)
Retirement	(391,782)	(391,782)	(405,224)	(421,432)	(438,289)	(455,821)	(474,054)
Supplies and Contracts	(1,477,689)	(1,577,689)	(1,528,513)	(1,559,083)	(1,590,265)	(1,622,070)	(1,654,511)
City of Phoenix Fixed Route Contract	(4,209,743)	(4,209,743)	(4,550,914)	(4,960,496)	(5,406,941)	(5,893,566)	(6,423,987)
Valley Metro Regional ADA Agreement	(1,192,995)	(1,192,995)	(1,535,659)	(1,673,868)	(1,824,516)	(1,988,722)	(2,167,707)
Utilities	(289,150)	(289,150)	(283,174)	(288,837)	(294,614)	(300,506)	(306,516)
Supplementals			(656,421)	(656,421)	(656,421)	(656,421)	(656,421)
Vehicle Maintenance & Fuel	(501,000)	(501,000)	(539,655)	(550,448)	(561,457)	(572,686)	(584,140)
Risk Mgt., Workers' Comp.	(191,359)	(191,359)	(176,310)	(179,836)	(183,433)	(187,102)	(190,844)
Technology Projects	(30,000)	(30,000)	(4,200)	(30,600)	(31,212)	(31,836)	(32,473)
Technology Premiums	(292,061)	(292,061)	(253,151)	(258,214)	(263,378)	(268,646)	(274,019)
Internal Charges	(1,201,795)	(1,201,795)	(1,201,795)	(1,201,795)	(1,201,795)	(1,201,795)	(1,201,795)
CIP O&M	-	-	-	(112,516)	(112,516)	(112,516)	(22,503)
Capital Outlay	(9,159,739)	(9,661,533)	(13,933,526)	(9,302,547)	(6,115,715)	(5,930,579)	(4,718,000)
Pavement Mgmt & Street Reconstruction	(2,750,000)	(2,293,143)	(2,200,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Debt Service - Principal & Interest	(7,043,044)	(7,043,044)	(6,699,576)	(6,699,183)	(6,694,040)	(6,698,897)	(6,702,754)
Total Expenditures & Other Financing Uses	(32,817,300)	(32,962,237)	(37,572,999)	(34,269,659)	(31,865,402)	(32,531,851)	(32,143,850)
Total Income (Loss)	(2,224,357)	(3,725,712)	(8,336,474)	(2,137,881)	1,221,809	1,211,424	2,268,611
Contingency	-	-	(3,100,000)	(3,100,000)	(3,100,000)	(3,100,000)	(3,100,000)
Total Income/(Loss) w/ Contingency	(2,224,357)	(3,725,712)	(11,436,474)	(5,237,881)	(1,878,191)	(1,888,576)	(831,389)
Beginning Fund Balance - With Contingency	44,100,283	44,100,283	40,374,572	28,938,098	23,700,216	21,822,025	19,933,448
Ending Fund Balance - With Contingency	41,875,927	40,374,572	28,938,098	23,700,216	21,822,025	19,933,448	19,102,060
Beginning Fund Balance - Without Contingency	44,100,283	44,100,283	40,374,572	32,038,098	29,900,216	31,122,025	32,333,448
Ending Fund Balance - Without Contingency	41,875,927	40,374,572	32,038,098	29,900,216	31,122,025	32,333,448	34,602,060
FB Policy 10% of Op Revenue	\$ 3,059,294	\$ 2,923,653	\$ 2,923,653	\$ 3,213,178	\$ 3,308,721	\$ 3,374,328	\$ 3,441,246

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 3.4% annually). Transfer amounts to the General Fund are based on planned fund balance reductions of \$1.5 million in FY20-21, and \$200k in FY21-22.

PSST - Police Sales Tax Fund - Five-Year Financial Forecast
FY20-21 Through FY24-25 with FY19-20 Comparative Data

	FY19-20		Forecast				
	Budget	Revised Est	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25
Revenue & Other Financing Sources							
<i>City Sales Tax</i>	18,094,660	17,580,130	17,580,130	19,338,143	19,918,287	20,316,653	20,722,986
Total Revenue & Other Financing Sources	18,094,660	17,580,130	17,580,130	19,338,143	19,918,287	20,316,653	20,722,986
Expenditures & Other Financing Uses							
<i>Transfers Out</i>	(19,364,660)	(19,364,660)	(19,080,130)	(19,538,143)	(19,918,287)	(20,316,653)	(20,722,986)
Total Expenditures & Other Financing Uses	(19,364,660)	(19,364,660)	(19,080,130)	(19,538,143)	(19,918,287)	(20,316,653)	(20,722,986)
Total Income (Loss)	(1,270,000)	(1,784,530)	(1,500,000)	(200,000)	-	-	-
Contingency	-	-	-	-	-	-	-
Total Income/(Loss) w/ Contingency	(1,270,000)	(1,784,530)	(1,500,000)	(200,000)	-	-	-
Beginning Fund Balance - With Contingency	4,523,885	4,523,885	2,739,355	1,239,355	1,039,355	1,039,355	1,039,355
Ending Fund Balance - With Contingency	3,253,885	2,739,355	1,239,355	1,039,355	1,039,355	1,039,355	1,039,355
Beginning Fund Balance - Without Contingency	4,523,885	4,523,885	2,739,355	1,239,355	1,039,355	1,039,355	1,039,355
Ending Fund Balance - Without Contingency	3,253,885	2,739,355	1,239,355	1,039,355	1,039,355	1,039,355	1,039,355
FB Policy 5% of Op Revenue	\$ 904,733	\$ 879,007	\$ 879,007	\$ 966,907	\$ 995,914	\$ 1,015,833	\$ 1,036,149

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 3.4% annually). Transfer amounts to the General Fund are based on planned fund balance reduction of \$25,000 for FY20-21.

PSST - Fire Sales Tax Fund - Five-Year Financial Forecast
FY20-21 Through FY24-25 with FY19-20 Comparative Data

	FY19-20		Forecast				
	Budget	Revised Est	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25
Revenue & Other Financing Sources							
<i>City Sales Tax</i>	9,111,495	8,784,639	8,784,639	9,663,103	9,952,996	10,152,056	10,355,097
Total Revenue & Other Financing Sources	9,111,495	8,784,639	8,784,639	9,663,103	9,952,996	10,152,056	10,355,097
Expenditures & Other Financing Uses							
<i>Transfers Out</i>	(9,211,495)	(9,211,495)	(8,809,639)	(9,663,103)	(9,952,996)	(10,152,056)	(10,355,097)
Total Expenditures & Other Financing Uses	(9,211,495)	(9,211,495)	(8,809,639)	(9,663,103)	(9,952,996)	(10,152,056)	(10,355,097)
Total Income (Loss)	(100,000)	(426,856)	(25,000)	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Income/(Loss) w/ Contingency	(100,000)	(426,856)	(25,000)	-	-	-	-
Beginning Fund Balance - With Contingency	971,128	971,128	544,271	519,271	519,271	519,271	519,271
Ending Fund Balance - With Contingency	871,128	544,271	519,271	519,271	519,271	519,271	519,271
Beginning Fund Balance - Without Contingency	971,128	971,128	544,271	519,271	519,271	519,271	519,271
Ending Fund Balance - Without Contingency	871,128	544,271	519,271	519,271	519,271	519,271	519,271
FB Policy 5% of Op Revenue	\$ 455,575	\$ 439,232	\$ 439,232	\$ 483,155	\$ 497,650	\$ 507,603	\$ 517,755



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
FY20-21 Through FY24-25 with FY19-20 Comparative Data

	FY19-20		Forecast				
	Budget	Revised Est	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25
Revenue & Other Financing Sources							
<i>Commercial Sanitation Frontload</i>	3,363,468	3,363,468	3,510,367	3,947,757	4,047,476	4,149,728	4,254,579
<i>Commercial Sanitation Rolloff</i>	746,229	746,229	834,788	868,180	894,225	921,052	948,684
<i>Residential Sanitation</i>	14,739,384	14,739,384	14,739,384	15,918,535	16,236,906	16,561,644	16,892,877
<i>Miscellaneous Bin Service</i>	86,315	86,315	68,448	64,341	61,124	58,679	56,919
<i>Other Intergovernmental</i>	114,655	114,655	164,217	172,428	181,049	190,101	199,606
<i>Supplemental Revenue</i>			-	327,000	654,000	654,000	654,000
<i>Internal Charges</i>	166,030	166,030	209,167	219,625	230,606	242,136	254,243
<i>Interest Income</i>	3,015	3,015	20,626	21,451	22,095	22,758	23,441
<i>Transfers In M.O.E.</i>	124,453	124,453	130,462	204,246	209,829	215,344	220,792
Total Revenue & Other Financing Sources	19,343,549	19,343,549	19,677,459	21,743,563	22,537,310	23,015,442	23,505,141
Expenditures & Other Financing Uses							
<i>Salaries</i>	(3,669,121)	(3,669,121)	(3,791,409)	(3,886,194)	(3,983,349)	(4,082,933)	(4,185,006)
<i>Overtime</i>	(568,839)	(568,839)	(568,839)	(580,216)	(591,820)	(603,656)	(615,729)
<i>Temp Pay</i>	-	-	(48,832)	(48,832)	(48,832)	(48,832)	(48,832)
<i>Benefits</i>	(1,186,250)	(1,186,250)	(1,325,787)	(1,378,818)	(1,433,971)	(1,491,330)	(1,550,983)
<i>Retirement</i>	(458,760)	(458,760)	(518,080)	(538,803)	(560,355)	(582,769)	(606,080)
<i>Supplies and Contracts</i>	(733,102)	(833,102)	(682,770)	(696,425)	(710,354)	(724,561)	(739,052)
<i>Utilities</i>	(3,384,473)	(3,384,473)	(3,384,473)	(3,452,162)	(3,521,205)	(3,591,629)	(3,663,462)
<i>Supplementals</i>				(629,194)	(447,297)	(296,207)	(296,207)
<i>Vehicle Maintenance & Fuel</i>	(3,418,347)	(3,418,347)	(3,155,030)	(3,218,131)	(3,282,494)	(3,348,144)	(3,415,107)
<i>Risk Mgt., Workers' Comp.</i>	(396,372)	(396,372)	(587,914)	(599,671)	(611,664)	(623,897)	(636,375)
<i>Technology Projects</i>	(60,000)	(60,000)	-	-	-	-	-
<i>Technology Premiums</i>	(235,563)	(235,563)	(298,453)	(304,422)	(310,510)	(316,720)	(323,054)
<i>Internal Charges</i>	(1,957,174)	(1,957,174)	(1,842,851)	(1,243,524)	(1,129,199)	(1,129,199)	(1,129,199)
<i>Capital Outlay</i>	(2,774,046)	(3,067,060)	(3,558,839)	(6,883,213)	(5,630,304)	(3,828,338)	(340,780)
Total Expenditures & Other Financing Uses	(18,842,047)	(19,235,061)	(19,763,276)	(23,459,605)	(22,261,354)	(20,668,215)	(17,549,866)
Total Income (Loss)	501,502	108,488	(85,817)	(1,716,042)	275,956	2,347,227	5,955,275
Contingency	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Total Income(Loss) w/ Contingency	301,502	(91,512)	(285,817)	(1,916,042)	75,956	2,147,227	5,755,275
Beginning Fund Balance - With Contingency	5,239,718	5,239,718	5,148,206	4,862,389	2,946,348	3,022,304	5,169,531
Ending Fund Balance - With Contingency	5,541,220	5,148,206	4,862,389	2,946,348	3,022,304	5,169,531	10,924,806
Beginning Fund Balance - Without Contingency	5,241,968	5,241,968	5,350,456	5,264,639	3,548,598	3,824,554	6,171,781
Ending Fund Balance - Without Contingency	5,743,470	5,350,456	5,264,639	3,548,598	3,824,554	6,171,781	12,127,057
FB Policy 10% of Op Revenue	\$ 1,921,910	\$ 1,921,910	\$ 1,954,700	\$ 2,121,232	\$ 2,167,348	\$ 2,214,610	\$ 2,263,035

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 FY20-21 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 FY20-21 Through FY24-25 with FY19-20 Comparative Data

	FY19-20		Forecast				
	Budget	Revised Est	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25
Revenue & Other Financing Sources							
<i>Recycling Sales</i>	1,000,000	742,994	735,564	728,208	720,926	713,717	706,580
<i>Tipping Fees</i>	5,998,957	6,297,749	6,533,622	6,823,618	7,162,177	7,509,281	7,873,481
<i>Staff & Adm Chargebacks</i>	431,000	437,465	444,027	450,687	457,447	464,309	471,274
<i>Internal Charges</i>	3,110,316	3,359,141	3,443,121	3,718,571	3,811,535	3,906,823	4,102,164
<i>Interest</i>	24,900	24,900	24,900	24,900	24,900	24,900	24,900
<i>Other Revenue</i>	271,875	274,594	277,340	280,113	282,914	285,743	288,600
<i>Transfers In M.O.E</i>	653,379	653,379	684,926	1,072,290	1,101,602	1,130,559	1,159,160
<i>Bond Proceeds</i>	2,400,000	-	2,500,000	10,900,000	4,715,000	4,100,000	-
Total Revenue & Other Financing Sources	13,890,427	11,790,222	14,643,500	23,998,387	18,276,501	18,135,332	14,626,159
Expenditures & Other Financing Uses							
<i>Salaries</i>	(2,567,165)	(2,475,165)	(2,624,004)	(2,689,604)	(2,756,844)	(2,825,765)	(2,896,409)
<i>Overtime</i>	(84,157)	(84,157)	(84,157)	(85,840)	(87,557)	(89,308)	(91,094)
<i>Temp Pay</i>	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
<i>Benefits</i>	(635,460)	(635,460)	(712,087)	(740,571)	(770,194)	(801,002)	(833,042)
<i>Retirement</i>	(315,618)	(315,618)	(337,129)	(350,614)	(364,639)	(379,225)	(394,394)
<i>Supplies and Contracts</i>	(2,826,248)	(3,018,248)	(2,894,748)	(2,602,643)	(2,654,696)	(2,707,790)	(2,761,946)
<i>Utilities</i>	(967,000)	(967,000)	(967,000)	(986,340)	(1,006,067)	(1,026,188)	(1,046,712)
<i>Vehicle Maintenance & Fuel</i>	(490,475)	(490,475)	(490,475)	(500,285)	(510,291)	(520,497)	(530,907)
<i>Risk Mgt., Workers' Comp.</i>	(194,015)	(194,015)	(199,013)	(202,993)	(207,053)	(211,194)	(215,418)
<i>Technology Projects</i>	-	-	(2,100)	-	-	-	-
<i>Technology Premiums</i>	(286,683)	(286,683)	(227,039)	(231,580)	(236,212)	(240,936)	(245,755)
<i>Internal Charges</i>	(1,229,583)	(1,229,583)	(1,229,582)	(1,201,583)	(1,201,583)	(1,201,583)	(1,201,583)
<i>Capital Outlay</i>	(7,244,186)	(7,244,186)	(4,348,752)	(11,594,300)	(5,027,350)	(4,133,350)	(861,400)
<i>Debt Service - Principal</i>	-	-	-	(79,690)	(430,726)	(600,404)	(746,560)
<i>Debt Service - Interest & Fiscal Agent Fee</i>	-	-	-	(112,500)	(599,414)	(792,207)	(949,689)
Total Expenditures & Other Financing Uses	(16,900,589)	(17,000,589)	(14,176,087)	(21,438,544)	(15,912,627)	(15,589,450)	(12,834,910)
Total Income (Loss)	(3,010,162)	(5,210,367)	467,414	2,559,844	2,363,875	2,545,883	1,791,249
Contingency	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
Total Income/(Loss) w/ Contingency	(3,510,162)	(5,710,367)	(32,586)	2,059,844	1,863,875	2,045,883	1,291,249
Beginning Fund Balance - With Contingency	6,749,353	6,749,353	1,038,986	1,006,400	3,066,244	4,930,118	6,976,000
Ending Fund Balance - With Contingency	3,239,191	1,038,986	1,006,400	3,066,244	4,930,118	6,976,000	8,267,249
Beginning Fund Balance - Without Contingency	6,749,353	6,749,353	1,538,986	2,006,400	4,566,244	6,930,118	9,476,000
Ending Fund Balance - Without Contingency	3,739,191	1,538,986	2,006,400	4,566,244	6,930,118	9,476,000	11,267,249
FB Policy 15% of Op Revenue	\$ 1,625,557	\$ 1,670,526	\$ 1,718,786	\$ 1,803,915	\$ 1,868,985	\$ 1,935,716	\$ 2,020,050

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 FY20-21. 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 of 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 \$24.9 million per year, not including the additional anticipated bond financing to support the capital plan starting in FY20-21. Capital Outlay included in the plan totals \$204.5 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
FY20-21 Through FY24-25 with FY19-20 Comparative Data

	FY19-20		Forecast				
	Budget	Revised Est	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25
Revenue & Other Financing Sources							
<i>Water Revenue</i>	53,845,941	51,862,000	53,417,860	56,088,753	56,649,641	56,932,889	57,217,553
<i>Sewer Revenue</i>	35,114,059	35,355,000	34,647,900	36,033,816	36,394,154	36,576,125	36,759,006
<i>Development Permits/Fees/Impact Staff & Adm Chargebacks</i>	1,700,000	2,000,000	2,000,000	2,000,000	2,040,000	2,142,000	2,249,100
<i>Interest</i>	82,000	82,000	82,000	82,000	82,000	82,000	82,000
<i>Rental Income</i>	400,000	1,081,000	1,173,000	1,222,000	1,167,000	1,196,000	1,204,000
<i>Miscellaneous Revenues</i>	110,000	238,000	226,000	213,000	198,000	198,000	198,000
<i>Bond Proceeds</i>	2,778,000	2,778,000	2,765,000	2,755,000	2,765,000	2,772,000	2,774,000
<i>Reimb. By IGA - City of Peoria</i>	28,000,000	-	36,000,000	23,000,000	23,000,000	15,000,000	20,000,000
<i>Reimb. By IGA - Luke AFB</i>	38,898,000	14,102,767	27,369,500	14,148,000	1,265,000	483,000	220,000
<i>Transfers In M.O.E.</i>				746,250	995,000	995,000	995,000
	396,479	396,479	415,574	437,762	817,337	833,315	849,083
Total Revenue & Other Financing Sources	161,324,479	107,895,246	158,096,834	136,726,581	125,373,132	117,210,329	122,547,742
Expenditures & Other Financing Uses							
<i>Salaries</i>	(14,998,291)	(14,998,291)	(15,710,202)	(16,102,957)	(16,505,531)	(16,918,169)	(17,341,123)
<i>Overtime</i>	(524,260)	(524,260)	(523,000)	(533,460)	(544,129)	(555,012)	(566,112)
<i>Temp Pay</i>	(144,222)	(144,222)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)
<i>Benefits</i>	(4,190,404)	(4,190,404)	(4,591,805)	(4,591,805)	(4,729,559)	(4,871,446)	(5,017,589)
<i>Retirement</i>	(1,861,713)	(1,861,713)	(1,945,613)	(2,023,437)	(2,104,374)	(2,188,549)	(2,276,091)
<i>Supplies and Contracts</i>	(21,825,509)	(21,808,859)	(22,911,009)	(23,369,229)	(23,836,614)	(24,313,346)	(24,799,613)
<i>Utilities</i>	(4,252,000)	(4,252,000)	(4,260,000)	(4,345,200)	(4,432,104)	(4,520,746)	(4,611,161)
<i>Vehicle Maintenance & Fuel</i>	(770,500)	(760,500)	(939,370)	(958,157)	(977,320)	(996,866)	(1,016,803)
<i>Risk Mgt., Workers' Comp.</i>	(720,022)	(720,022)	(1,039,047)	(1,059,828)	(1,081,025)	(1,102,646)	(1,124,699)
<i>Technology Projects</i>	(30,000)	(30,000)	(16,800)	(30,600)	(31,212)	(31,836)	(32,473)
<i>Technology Premiums</i>	(1,319,683)	(1,319,683)	(1,317,147)	(1,343,490)	(1,370,360)	(1,397,767)	(1,425,722)
<i>Internal Charges</i>	(5,448,905)	(5,448,905)	(5,275,935)	(5,102,965)	(4,929,995)	(4,929,995)	(4,929,995)
<i>CIP O&M</i>			-	-	(100,000)	(100,000)	(100,000)
<i>Capital Outlay</i>	(80,535,387)	(25,098,940)	(59,009,583)	(32,319,000)	(39,047,000)	(33,102,950)	(40,980,000)
<i>Capital Outlay - By IGA Pyramid Peak WTP</i>	(38,898,000)	(14,102,767)	(27,369,500)	(14,148,000)	(1,265,000)	(483,000)	(220,000)
<i>Capital Outlay - By IGA Luke AFB Connection</i>			(5,565,700)	(4,950,000)	-	-	-
<i>Debt Service</i>	(25,095,483)	(25,095,483)	(24,423,733)	(24,094,483)	(25,305,233)	(25,303,108)	(25,299,508)
<i>Debt Service on New Bonds</i>			-	(2,767,541)	(4,535,693)	(6,303,844)	(7,400,624)
Total Expenditures & Other Financing Uses	(200,614,379)	(120,356,049)	(175,023,444)	(137,865,152)	(130,920,148)	(127,244,279)	(137,266,513)
Total Income (Loss)	(39,289,900)	(12,460,803)	(16,926,610)	(1,138,570)	(5,547,017)	(10,033,950)	(14,718,771)
Contingency	(2,400,000)	(2,400,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Total Income/(Loss) w/ Contingency	(41,689,900)	(14,860,803)	(18,926,610)	(3,138,570)	(7,547,017)	(12,033,950)	(16,718,771)
Beginning Fund Balance - With Contingency	57,001,050	57,001,050	42,140,247	23,213,637	20,075,068	12,528,050	494,100
Ending Fund Balance - With Contingency	15,311,150	42,140,247	23,213,637	20,075,068	12,528,050	494,100	(16,224,671)
Beginning Fund Balance - Without Contingency	57,001,050	57,001,050	44,540,247	27,613,637	26,475,068	20,928,050	10,894,100
Ending Fund Balance - Without Contingency	17,711,150	44,540,247	27,613,637	26,475,068	20,928,050	10,894,100	(3,824,671)
FB Policy 50% of Op Budget	\$ 28,042,755	\$ 28,029,429	\$ 29,327,464	\$ 29,793,064	\$ 30,383,612	\$ 31,025,689	\$ 31,683,191

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 FY20-21 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 FY20-21 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.

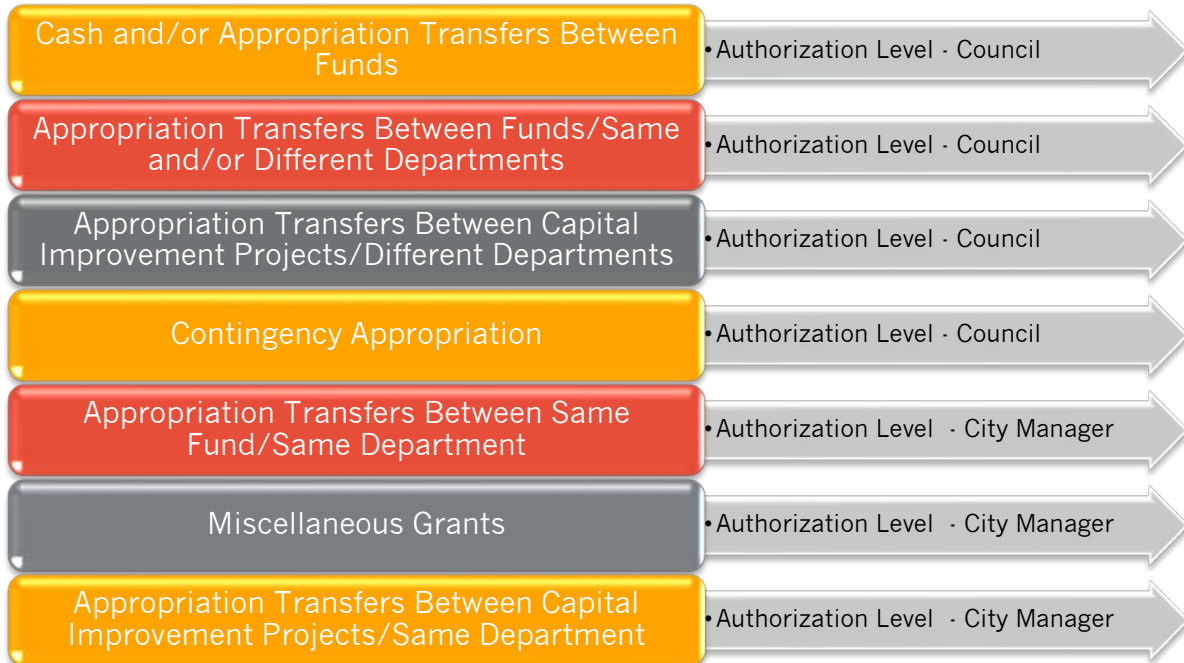
2. Policy

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 FY20-21, debt service is 14% 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 FY20-21. 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 2020-2021 ANNUAL BUDGET BOOK

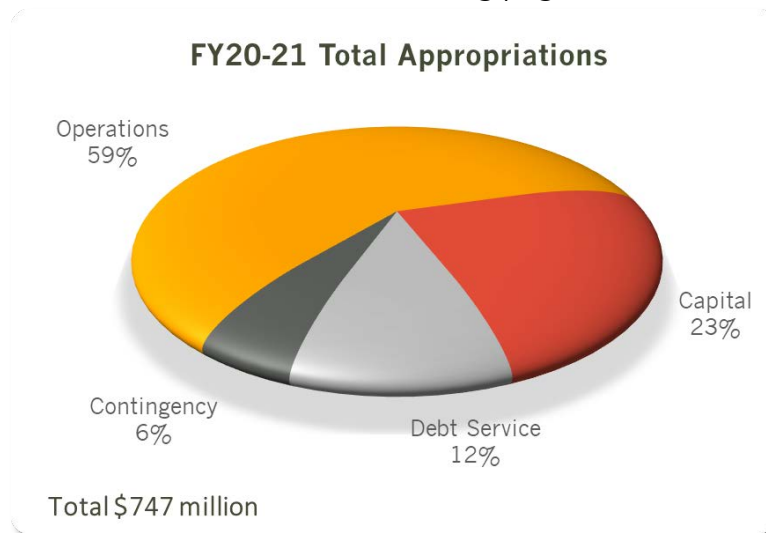


BUDGET SUMMARY

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 \$747 million for Fiscal Year 2020-2021 (FY20-21). This represents a 1.5% increase over the prior year total budget of \$736 million. Significant budget changes include increased operating expenses (3%), a decrease in debt service requirements (1%), and a decrease in overall capital spending (3%). 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 \$443.8 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 \$175.3 million.
- The *debt service budget* is used to repay money borrowed by the City, primarily for capital improvements, and totals \$86.4 million.
- The final component of the budget is the *contingency appropriation* at \$41.4 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 (59%) and capital (23%) appropriations are the largest components of the FY20-21 budget and account for 82% of the total appropriations. Both are discussed on the following pages.



The following chart outlines the financial plan for FY20-21. The City's total sources are estimated at \$793.5 million and total uses are projected at \$872.6 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.

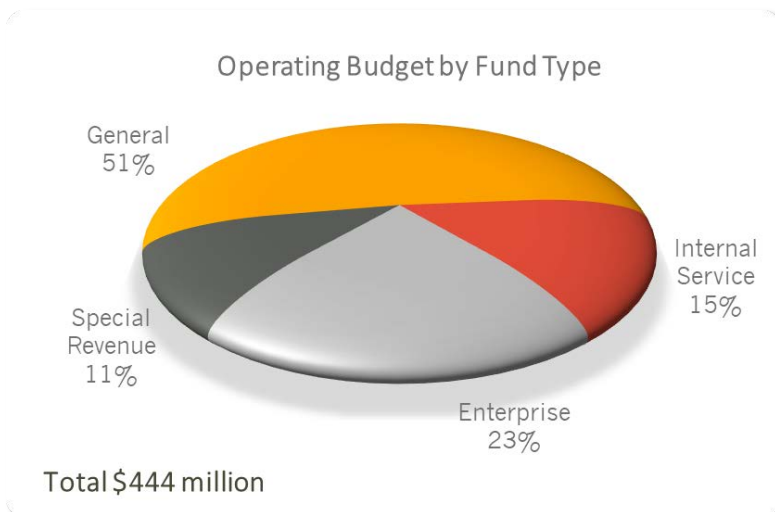
Financial Plan Summary

(In Millions)

Fund Type	Estimated Balance 7/1/2020	Total Sources	Total Uses	Estimated Balance 6/30/2021
General*	47.8	269.6	273.0	44.4
Special Revenue	53.0	110.4	128.5	34.9
Debt Service	19.2	62.8	62.0	20.1
Capital Projects	25.2	53.6	78.9	0.0
Enterprise	75.3	232.7	255.6	52.5
Internal Svcs/Othe	35.7	64.3	74.7	25.3
Total	256.3	793.5	872.6	177.2
*General Fund Includes Vehicle Replacement Fund				
**Other includes Permanent Funds				

Operating Budget

The development of Glendale’s FY20-21 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 FY20-21 budget was sought at the public hearing on June 9, 2020.



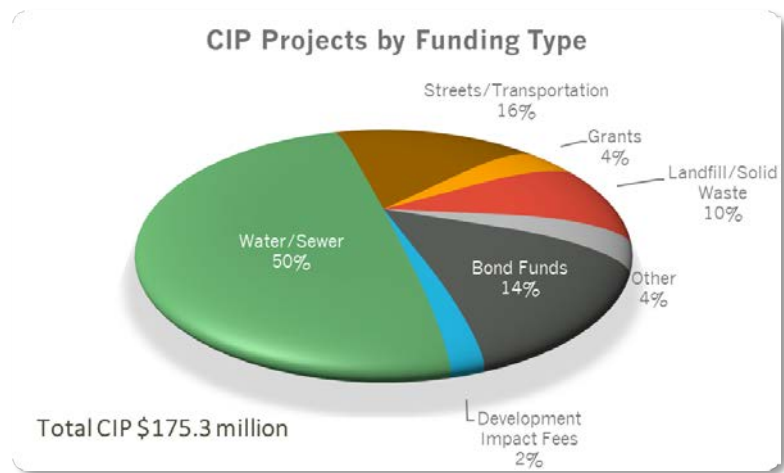
In December 2019, staff presented the City’s Five-Year Financial Forecast. The forecast allows various budget scenarios to be tested for their effect on the City’s financial condition on a long-range basis. At the same time, the City’s CIP Management Team began the process of updating the Ten-Year Capital Improvement Plan. The Council reviewed the City Manager’s proposed balanced budget at the workshop sessions beginning in February through March 2020, where pertinent issues surrounding the upcoming fiscal year operating, capital and debt service budgets were discussed.

The COVID-19 pandemic and its effect on the economy was researched during the month of April 2020, and revised Five-Year Financial Forecasts were presented to Council in May 2020. Council discussed in detail supplemental operating budget requests, including the addition of critical positions, increases tied to contractual obligations, and recommended supplemental requests. A follow up budget workshop on budget requests, items for policy consideration, and the FY2021-2030 Capital Improvement Plan were presented in late May 2020.

The draft budget, as revised by Council, became the tentative FY20-21 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 9, 2020. 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 FY2021-2030 totals \$1.2 Billion. The first year of the plan is the only year appropriated by Council. For FY20-21, \$175.3 million in capital investments is planned. This includes \$93.9 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 becomes operational.

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 \$747 million for FY20-21. However, with Council's formal approval, the City can adjust the total appropriations within the different 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 Financial Guidelines 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 \$825,275 in FY20-21.

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 \$366,971 to \$310,554 in FY20-21 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 FY20-21 secondary property tax rate will decrease from \$1.4441 to \$1.4016. 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 FY20-21. Interest income of \$26,000 results in a projected FY20-21 ending fund balance to \$5.1 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 \$59.7 million to \$45.7 million in FY20-21 due to planned capital expenditures totaling \$86.9 million. Examples of FY20-21 capital projects include groundwater treatment plant improvements, water reclamation facility improvements, as well as planned line replacements and extensions. A revenue budget of \$157.7 million offsets the operating and debt service expenditures. The annual operating budget includes estimated expenses for salaries, electricity, chemical treatments, supplies, and equipment totaling \$58.7 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 \$7.8 million to about \$1.0 million in FY20-21, primarily due to anticipated large capital expenditures. The FY20-21 operating budget totals \$9.8 million and planned capital expenditures related to a landfill soil excavation, scale-house/road relocation project, gas system modifications and heavy equipment purchases total \$11.1 million. The FY20-21 projected revenues total \$14.0 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 decrease from \$7.8 million to \$4.8 million in FY20-21. Capital expenditures of \$6.2 million and operating expenditures of \$16.2 million exceed projected revenues of \$19.5 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 \$15.0 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. FY20-21 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 FY20-21 with approximately a \$4.2 million fund balance. The Workers' Compensation Fund ending fund balance is projected to be approximately \$6.5 million in FY20-21. 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.

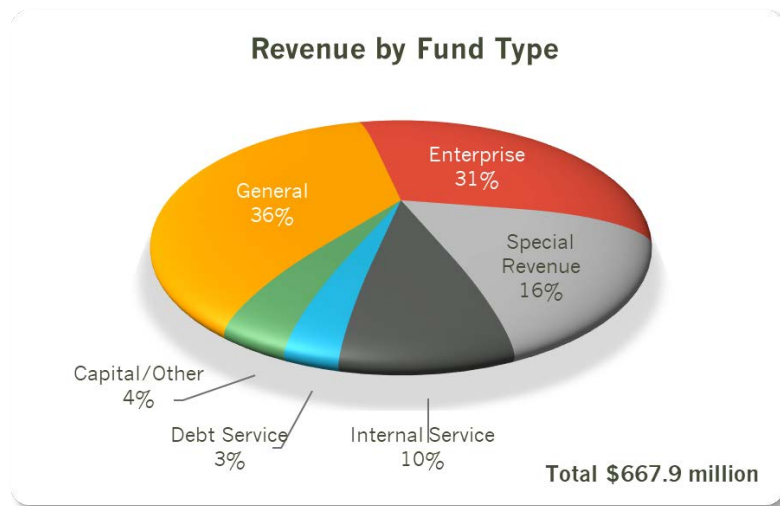
Benefits Trust (Fund 7030): The Benefits Trust Fund was created in FY00-01. An actuarial study of health insurance funding recommended the creation of a separate fund as the best way to develop reserves to meet future cost increases for health-related insurance. During the course of a year, employer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

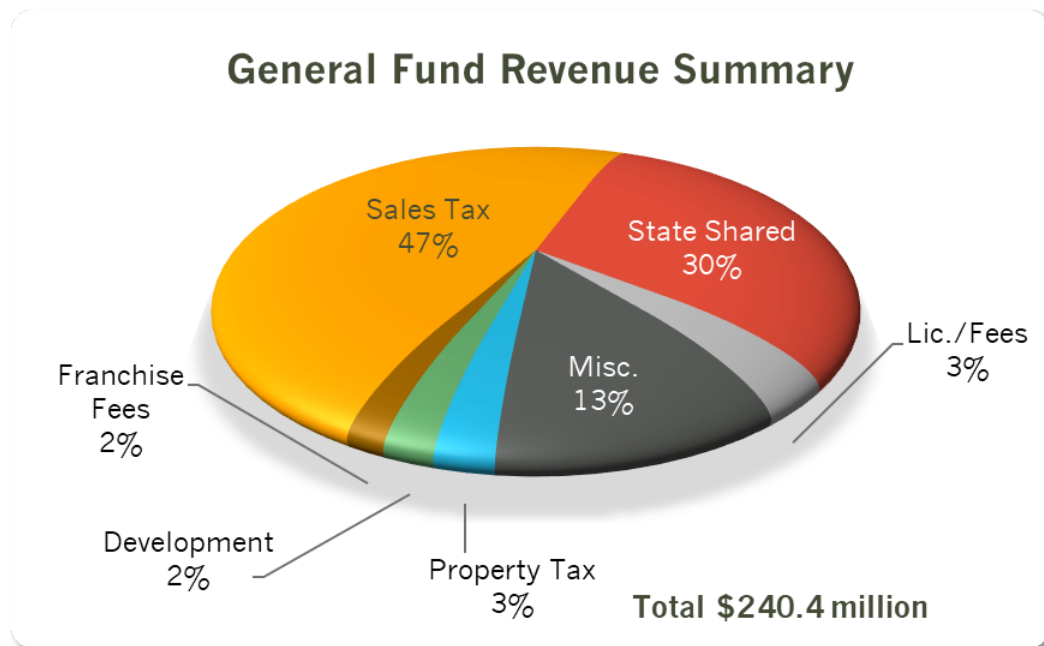
Total revenues available to the City in FY20-21 from all sources are estimated at \$667.9 million, of which \$240.7 million or 36% goes into the General Fund (GF) group. Other revenues include Enterprise Funds at 31% or \$206.7 million, mainly generated through user fees. Special Revenue Fund sources at 16% or \$108.1 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 \$29.2 million, and the Public Safety Sales Tax Fund at \$26.4 million. A number of Federal and State grants are also included in this revenue type.



General Fund Group

General Fund (Fund 1000)

For FY20-21, total general fund revenue is expected to grow in line with the economic forecast from local and state experts. The City expects to collect \$240.4 million in total General Fund (GF) revenue in FY20-21.



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 FY20-21, city sales tax, state sales tax, state income tax and motor vehicle in-lieu revenues are expected to comprise 77% of all GF revenue, or \$185.5 million of the \$240.4 million.

City Sales Tax

City sales tax represents the largest category of general fund revenue. In June 2012, the City Council approved an increase of 7/10^{ths} 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^{ths} of one cent increase does not apply to single item purchases over \$5,000, such as automobiles.

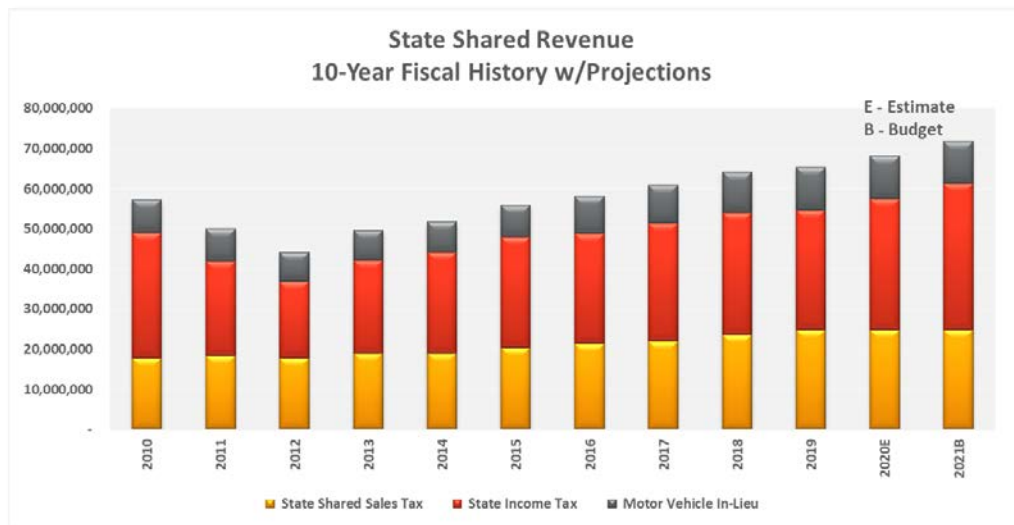
The sales tax rate increase became effective on August 1, 2012, with a 5-year sunset provision. The “sunset” provision was rescinded by Council action and adoption of a new ordinance at the June 24, 2014, Council meeting. The new ordinance states that the sales tax rates will be reviewed each year during 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 47% of General Fund revenue and is the Fund’s largest source. The General Fund 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 FY20-21, the revenue budget is \$113.6 million, which is a 3.6% decrease from the FY19-20 budget. The projected decrease is due to the continued economic effects of the COVID-19 pandemic, including decreased consumer spending while staying at home, and temporary closure of some Glendale businesses.

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 \$71.9 million by the end of FY20-21, 2.9% more than the FY19-20 budget of \$69.8 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.

A team of staff from multiple department have been conducting a comprehensive outreach campaign to encourage residents to participate in the 2020 Census. The 2020 Census count will be complete in October of 2020, and updated information should be available in the spring of 2021.



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 FY20-21 will reflect the income tax the state collected in

FY18-19. The state's 2020 income tax receipts were higher than the 2019 receipts. As a result, Glendale's share of state income tax revenue is expected to increase by \$3.7 million from \$32.7 million in FY19-20 to \$36.4 million in FY20-21.

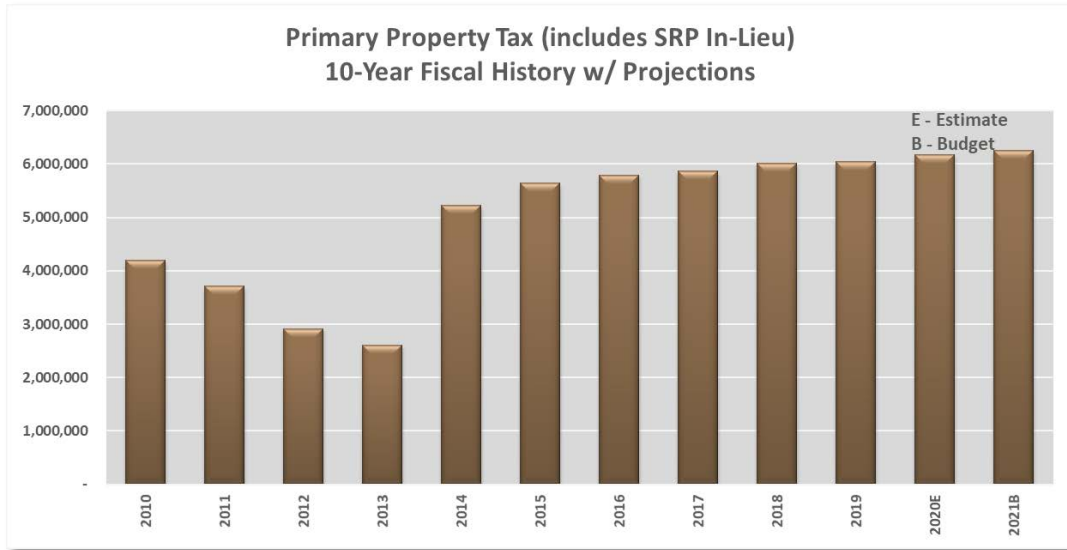
State sales tax revenues are distributed to cities and towns based on current year collections. State sales tax distribution is based on a formula by which varying percentages of different types of sales taxes – such as retail – are used to calculate the distribution amount. The projection for FY20-21 is \$24.8 million. The FY20-21 motor vehicle in-lieu tax projection is \$10.6 million, which is a 5% decrease from the budget of \$11.3 million in FY19-20.

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 FY20-21, the primary property tax rate will not increase. As a result, the increase in primary property taxes received from FY19-20 to FY20-21, or \$80,249, is attributed to new properties only.

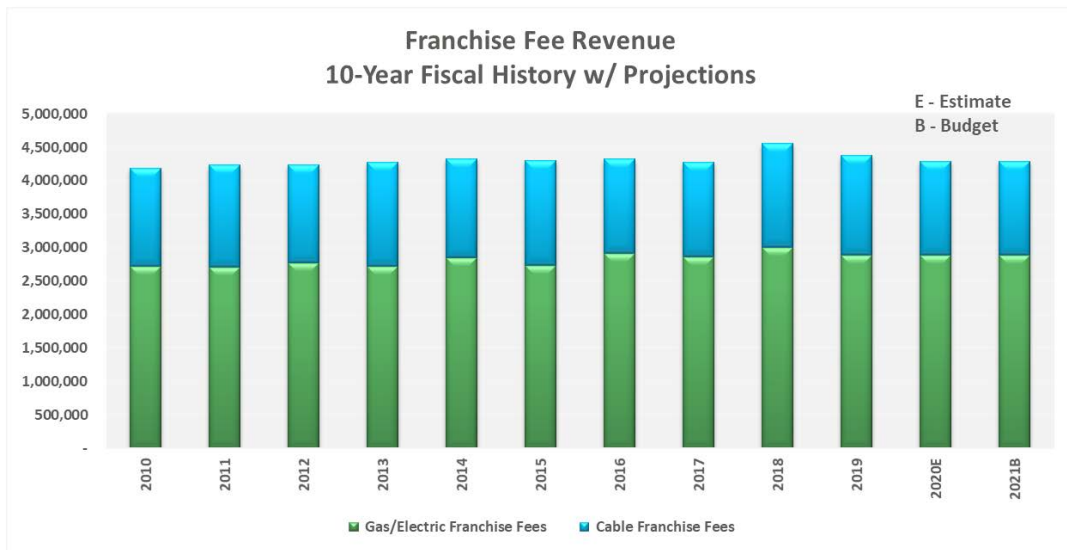
The secondary property tax levy is the second tier of the Arizona property tax system. Secondary property tax is restricted to the payment of principal and interest on general obligation (G. O.) bonds and is discussed in more detail in the Budget Summary - Expenditures section on page 104 of this document.

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 FY20-21.



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 FY20-21 budget of \$4.3 million reflects no increase when compared to FY19-20. Collections have been relatively level since FY09-10 due to minimal customer growth and competition from alternate service providers.

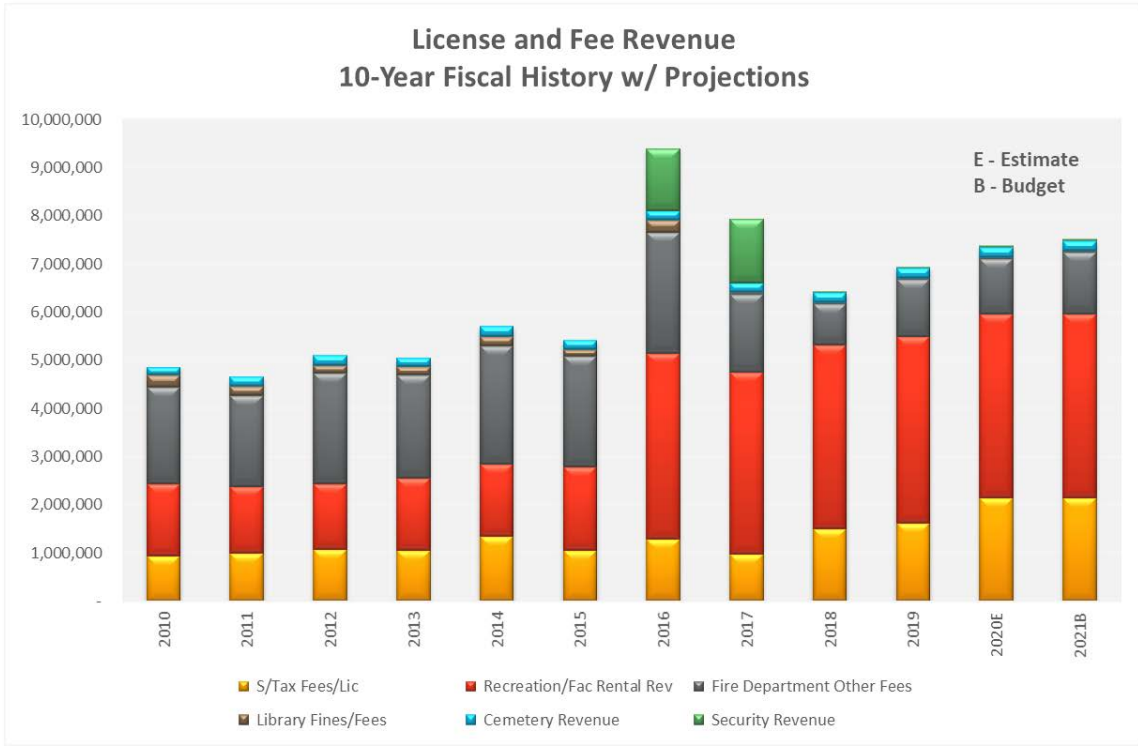


Development Fees

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 FY20-21 is \$5.4 million.

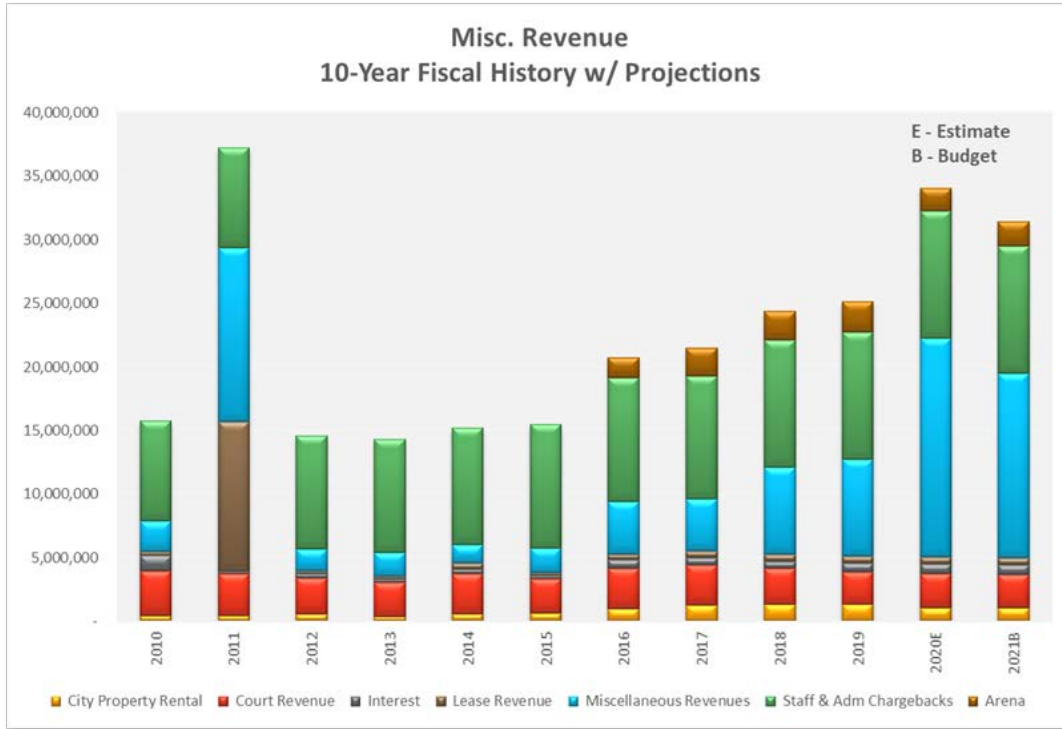
License and Fee Revenues

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 \$7.5 million in FY20-21.



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. The main revenue source for this category is miscellaneous revenue, estimated at \$14.5 million for FY20-21, followed by staff and administration chargebacks of \$10.0 million, and court revenue estimated at \$2.6 million. This category also includes Arena fees which are estimated at \$1.9 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 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

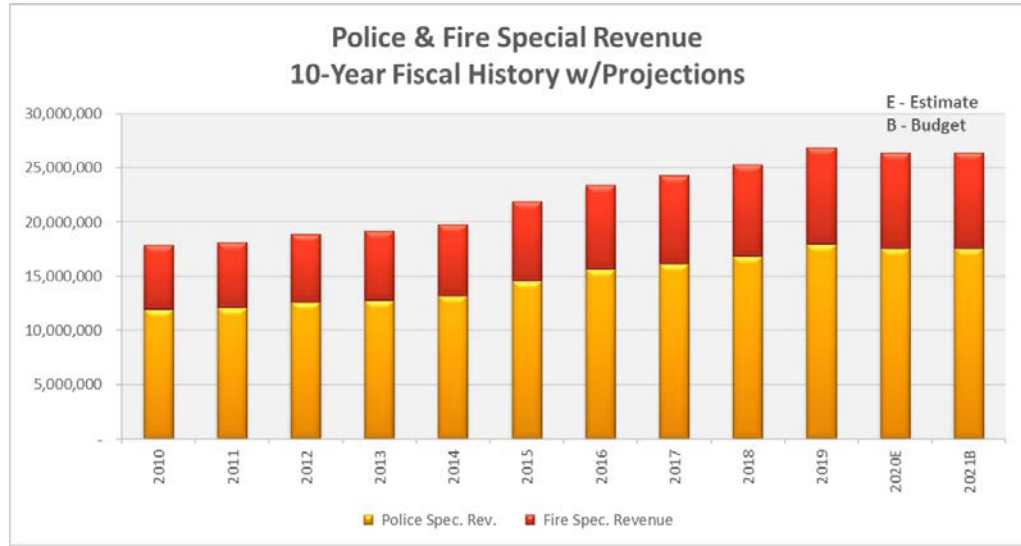
Police and Fire Sales Tax (Funds 2080 & 2090)

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

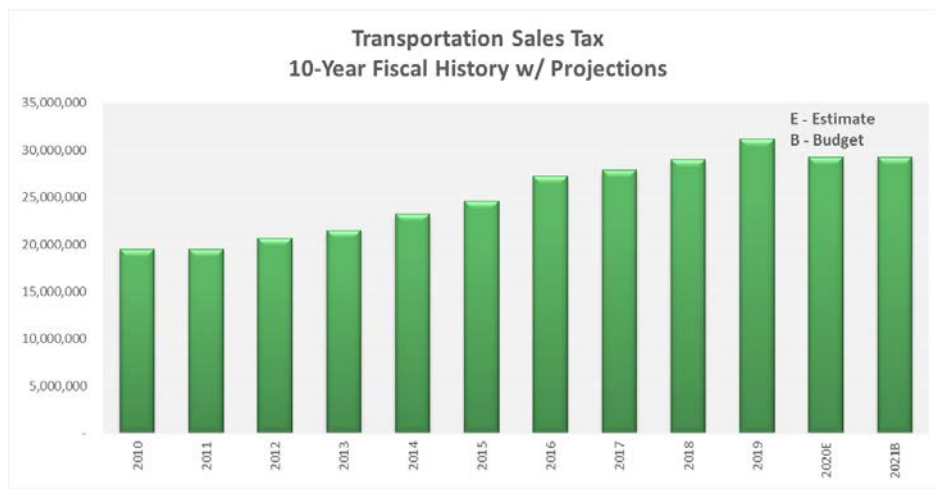
same fluctuations as the general sales tax although may vary slightly due to the exclusion of the rate on food for home consumption.

The FY20-21 revenue projection is \$17.6 million for Police and \$8.9 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 \$28.9 million in FY20-21, which reflects no increase from the estimated revenue for FY19-20.

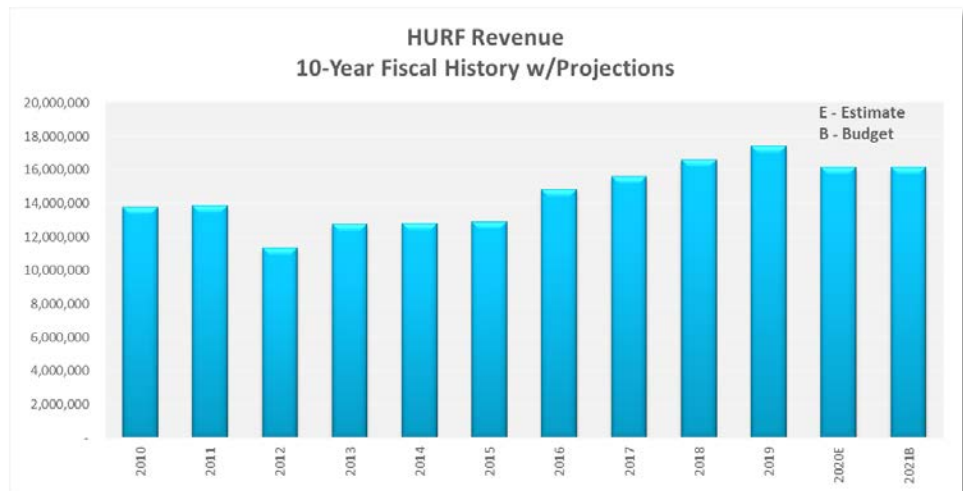
Other sources of FY20-21 revenue within the Transportation Sales Tax Fund include \$124,000 in transit revenues and \$160,000 in interest revenue. In total, transportation sales tax fund revenues are projected to be \$29.2 million in FY20-21.

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

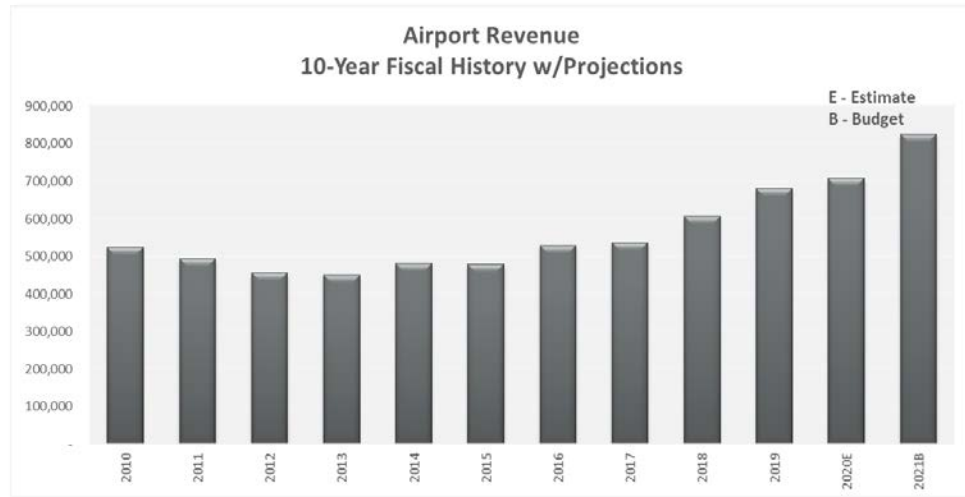


the volume of fuel sales, explain the steady reduction of HURF revenues distributed to Glendale for FY07-08 through FY11-12. HURF collections in FY20-21 are expected to be \$16.1 million, which reflects no increase over the FY19-20 projection. A state-wide stay-at-home order and increased telecommuting activity during the COVID-19 pandemic has affected HURF revenues.

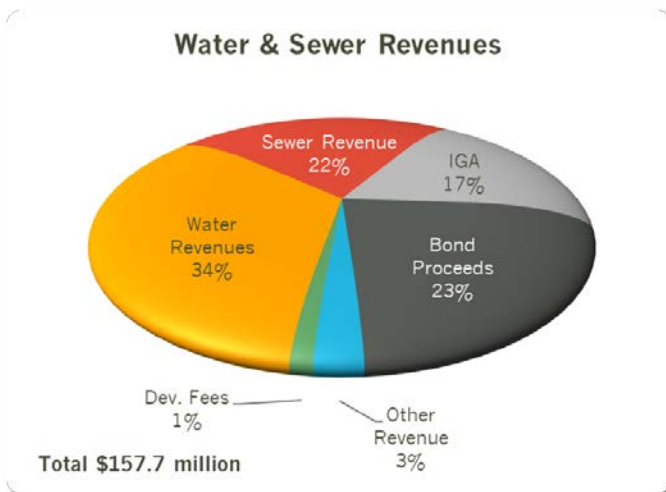
Airport (Fund 2130)

Airport revenues consist of user fees, lease proceeds, commercial activities and other fees, and are projected to generate \$825,275 FY20-21.

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 and concerts held at Gila River Arena and State Farm Stadium attract corporate jet customers and are expected to provide additional business opportunities for the airport.

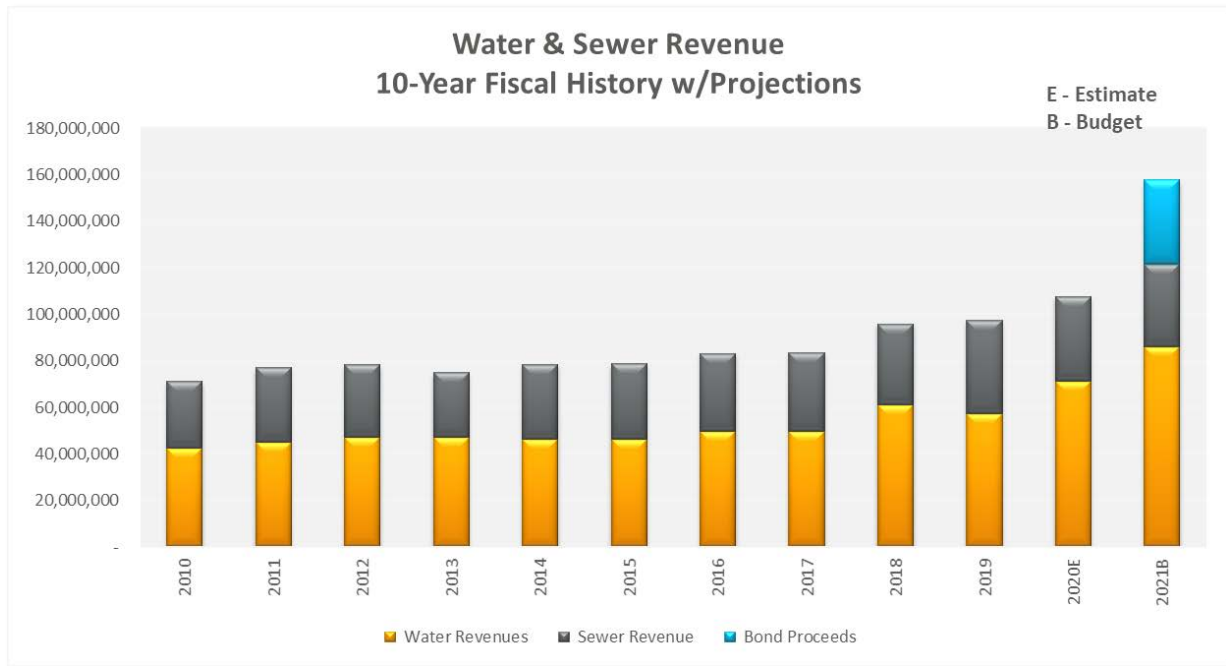


Enterprise Fund Group

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

Water and Sewer user fees are budgeted at \$121.7 million for FY20-21. Most of this revenue is derived from user fees for delivery of water and sewer services. This amount includes a \$27.4 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 \$157.7 million, and include other sources such as Development Impact Fees (DIF), projected at \$2.0 million, and \$36 million in bond proceeds.



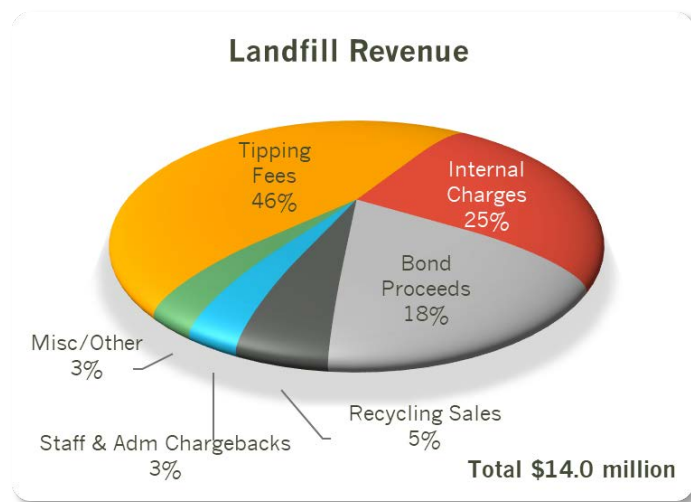
Staff prepares water and sewer revenue projections by applying several factors such as historical trend data, statistical analyses, economic and legal considerations as well as consulting with an independent consulting firm. In FY16-17 the City hired an independent consultant to conduct a Utility Rate 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.

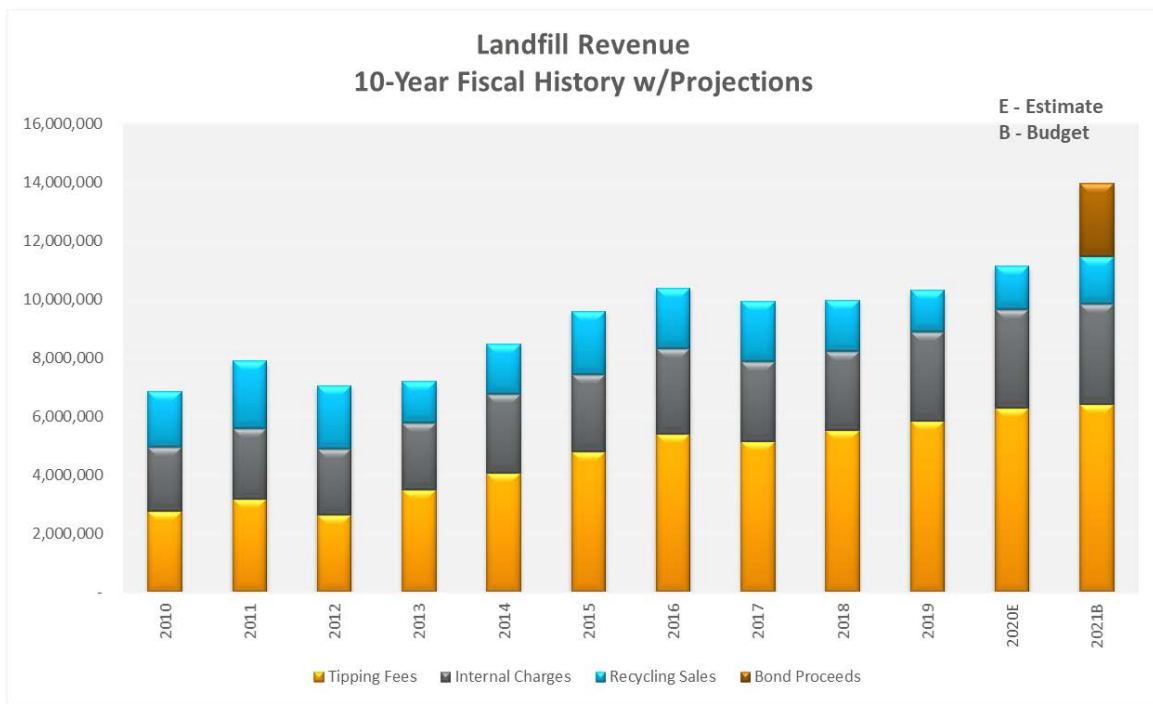
Various rates are charged to the landfill customers based on activity and location of the customer.

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 \$9.9 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 FY20-21.

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 FY20-21, the recycling sales program is projected to bring in \$735,564, which is a decrease of \$264,436 from the FY19-20 budgeted amount of \$1.0 million. The recycling program has been reduced due to less available markets for the sale of recycled materials. Additional miscellaneous revenue comes from interest earnings, impact fees, chargebacks and other fees, accounting for \$870,989. FY20-21 also includes \$2.5 million in bond proceeds for total projected revenues of \$14.0 million.



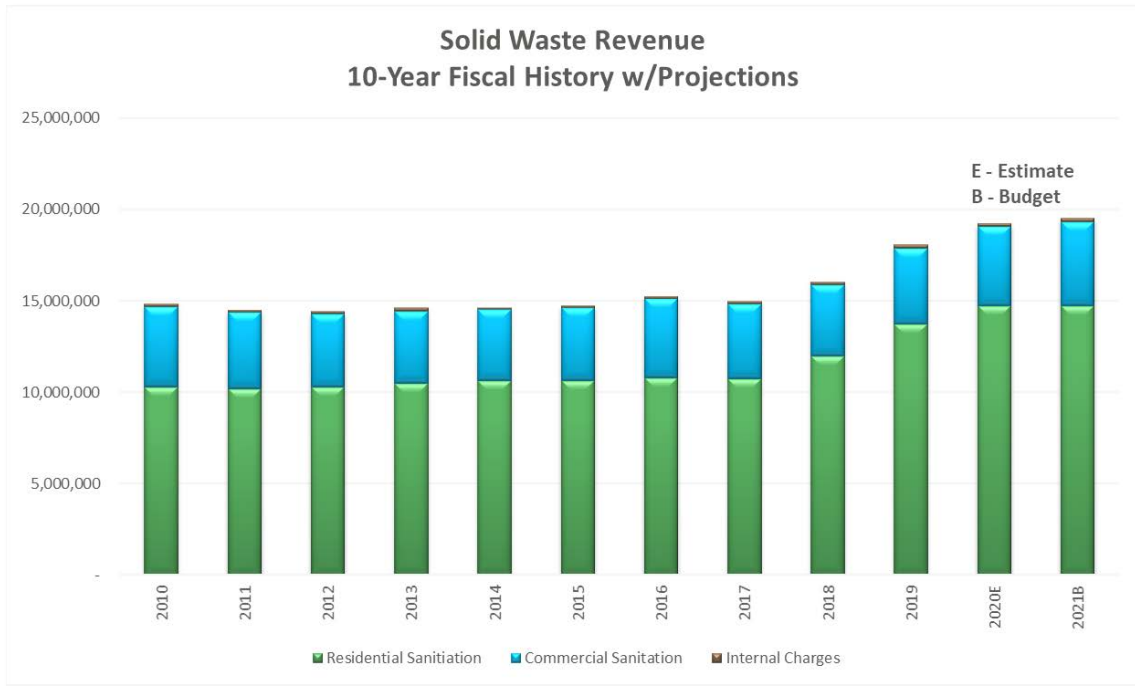
Solid Waste (Fund 6120)

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 FY20-21 total revenue of \$19.5 million comes primarily from two sources: residential collection fees, projected at \$14.7 million; and commercial collection fees, projected at \$4.6 million. The residential and commercial collection programs account for 99% of solid waste revenue.



EXPENDITURES

The FY20-21 operating budget totals \$444 million, which is a 3% increase over the FY19-20 budget of \$430 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 FY20-21 operating budget includes among other items, costs for all salary and personnel-related increases, as well as one-time costs for technology and equipment.

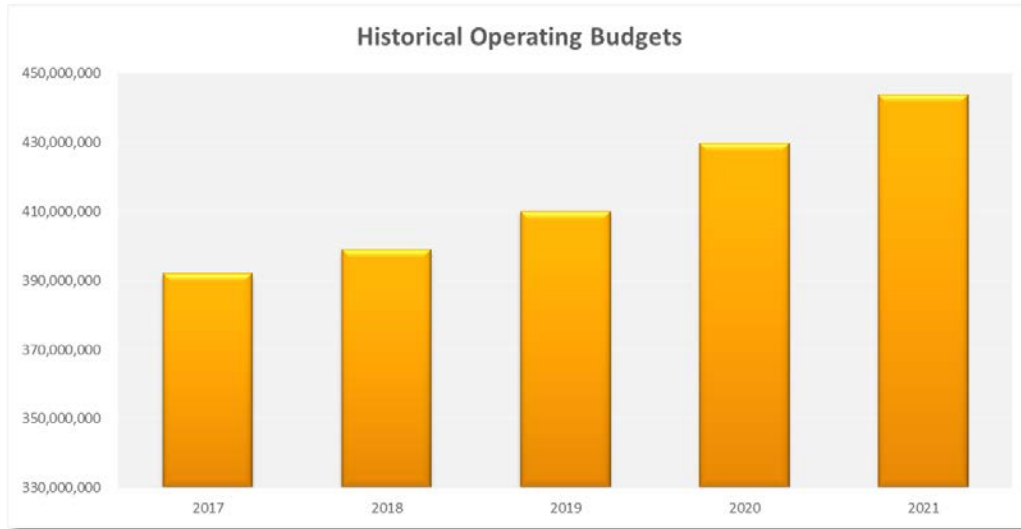


Table 1 on the following page, shows the year-over-year changes in the operating budgets for some of the City’s largest operating funds within the general, special revenue, capital, enterprise and internal service fund groups. It also calculates the percentage change for the fund from the FY19-20 operating 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

Comparison of Operating Budgets			
Fund Name	FY 2020	FY 2021	% Change
General (1000)	218,476,090	224,966,262	3.0%
Vehicle Replacement (1020)	3,505,526	3,408,649	-2.8%
Sub-Total General Fund Group	221,981,616	228,374,911	2.9%
Transportation Sales Tax (2070)	13,864,517	14,088,871	1.6%
Highway User Gas Tax (2050)	12,993,829	12,011,412	-7.6%
Other Federal & State Grants (2160)	6,777,306	5,732,489	-15.4%
RICO Funds (2170)	1,725,143	1,743,272	1.1%
C.D.B.G. (2040)	4,172,013	4,177,834	0.1%
Home Grant (2010)	1,678,454	1,678,454	0.0%
Neighborhood Stabilization Program (2020)	227,472	227,300	-0.1%
Neighborhood Stabilization Program III (2030)	227,300	227,300	0.0%
All Other Funds	8,668,886	8,315,376	-4.1%
Sub-Total Special Rev Fund Group	50,334,920	48,202,309	-4.2%
Water/Sewer (6020-6090)	56,085,509	58,687,133	4.6%
Landfill (6110)	9,656,403	9,834,067	1.8%
Community Housing Services (6130)	14,703,077	15,022,480	2.2%
Solid Waste (6120)	16,068,001	16,228,933	1.0%
Sub-Total Enterprise Fund Group	96,512,990	99,772,613	3.4%
Benefits Trust Fund (7030)	31,438,324	32,458,292	3.2%
Risk Management Self Insurance (7010)	4,053,491	4,624,968	14.1%
Workers Comp. Self Insurance (7020)	2,968,471	4,750,076	60.0%
Fleet Services (7040)	9,551,394	9,905,394	3.7%
Technology (7050-7070)	13,046,432	15,749,262	20.7%
Sub-Total Internal Svc Fund Group	61,058,112	67,487,992	10.5%
Grand Total: Operating Budget	\$429,887,638	\$443,837,826	3.2%

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 \$225.0 million for FY20-21. This is an increase of 3% over the FY19-20 General Fund operating budget of \$218.5 million, which is primarily due to salary and benefit increases, including increases to the City's contribution to the Public Safety Personnel Retirement System (PSPRS). A total of 7 positions were added in General Fund departments. The increase in the City Manager's Office is due to the addition of the Code Compliance division, which was moved from the Development Services Department.

The next group is the Special Revenue Fund group with a decrease of 4.2% in budgeted expenditures for FY20-21. Significant changes within the individual funds include a 7.6% decrease equaling \$982 thousand in the operating budget for the Highway User Gas Tax, and a 15.4% decrease in the Other Federal and State Grants fund equaling \$1.0 million. Budget appropriation to accommodate grant opportunities that may arise during the fiscal year, as well as those that have already been awarded to the City are also included within the special revenue fund group. These grant funds include Neighborhood Stabilization Program Grants, the Community Action Program Grant, Emergency Shelter Grants, and Transportation Grants. 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 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 3.4% increase in budget for the Enterprise Fund Group can be mainly attributed to the Water Services department capital improvement program.

The Internal Service Fund Group's 10.5% increase is mainly attributable to increases in Workers' Compensation premiums, Technology, 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

Operating Budgets by Department (All Funds)			
Department Name	FY 2020	FY 2021	% Change
Police Services	100,922,311	105,066,600	4.1%
Water Services	52,851,870	55,228,423	4.5%
Fire Services	52,127,595	53,704,096	3.0%
Field Operations	45,937,524	46,581,326	1.4%
HR & Risk Mgt	40,662,906	44,180,723	8.7%
Community Services	30,188,874	30,224,993	0.1%
Transportation	28,428,186	30,721,376	8.1%
Non-Departmental	12,041,250	10,517,040	-12.7%
Pub Fac, Rec & Evt	14,237,301	14,950,174	5.0%
Innovation & Technology	13,046,432	15,749,262	20.7%
Budget and Finance	8,465,249	8,922,255	5.4%
Engineering	5,255,860	1,758,526	-66.5%
Development Services	6,759,146	4,987,642	-26.2%
City Court	5,760,494	5,983,967	3.9%
City Attorney	3,791,124	3,965,560	4.6%
Public Affairs	2,507,099	2,604,196	3.9%
Economic Development	1,614,867	1,753,143	8.6%
Council Office	1,213,390	1,294,345	6.7%
City Manager	1,673,591	3,260,777	94.8%
Grants	750,000	-	-100.0%
City Clerk	769,898	1,021,911	32.7%
Mayor's Office	472,631	469,048	-0.8%
Organizational Development	-	464,729	100.0%
Audit	410,043	427,713	4.3%
Total Operating Budget	\$429,887,638	\$443,837,826	3.2%

The largest operating budget is the **Police Services** Department, which accounts for \$105.1 million or 24% of the total operating budget. This department provides police

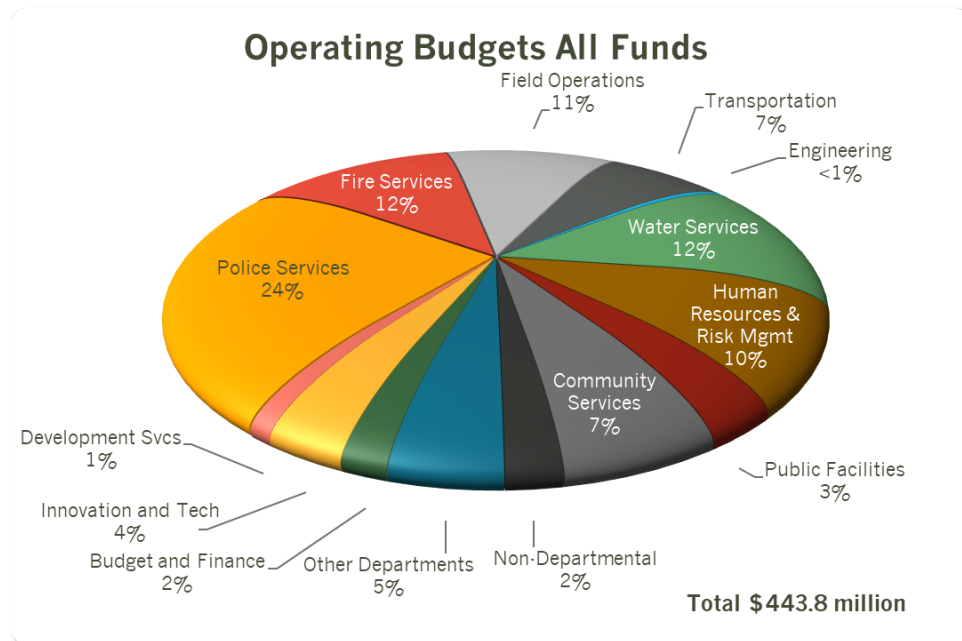
services and related support services such as 911 dispatch, short-term detention and records management, and community education. The Police Department is accredited through the independent Commission on Accreditation for Law Enforcement.

The next largest department in terms of funding is **Water Services** at \$55.2 million, which makes up 12% of the total operating budget. The Water Services Department is responsible for treating and distributing potable water that meets all federal and state standards, collecting and treating wastewater in compliance with all regulatory requirements, implementing odor 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 \$53.7 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 \$46.6 million, which makes up 10% of the total operating budget. Among the many services this department provides are the following:

- 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 \$44.2 million or 10% 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 library and social services to Glendale residents. This department accounts for \$30.2 million or 7% of the total operating budget. The libraries provide 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 human 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 of \$10.5 million is 2% of the total operating budget. Expenditures in Non-Departmental are City-wide and are not specific to one department or activity. **Public Facilities, Recreation and Special Events** accounts for \$15.0 million, or 3%, of the total operating budget and includes parks and recreation and the Civic Center. **Development Services**, which includes building safety and planning, accounts for 1% of the total operating budget at \$6.7 million. The **Engineering Department** administers the city's capital improvement program, and accounts for \$1.8 million of the total operating budget.



The remaining departments in the "Other" category include: Public Affairs, Economic Development, City Court, City Attorney, Mayor and Council, City Manager, City Clerk, the Department of Organizational Performance, and the City's internal audit function. These departments make up the remaining \$21.2 million or 5% 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, 51% or \$227.9 million of the \$444 million FY20-21 operating budget is attributable to wages, salaries and benefits, as shown in Table 3.

Approximately 75% of the General Fund \$225.0 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	108,734,506	32,267,776	18,363,495	8,763,931	168,129,708
Special Revenue	13,937,290	1,167,266	1,605,543	736,162	17,446,261
Enterprise	24,856,504	2,951,513	5,177,983	1,876,002	34,862,002
Other	5,428,828	650,094	918,297	418,037	7,415,257
Total	\$152,957,128	\$37,036,649	\$26,065,318	\$11,794,133	\$227,853,227

For FY20-21, a total of 14 Full-Time Equivalent (FTE) positions were added. The bar chart below shows the FY20-21 ratio of 7.25 FTEs per 1,000 in population is less than the 9.6 FTEs per 1,000 in FY10-11. Schedule 6, found in the *Schedules* section of this document, provides detail on the City’s authorized staffing by position.

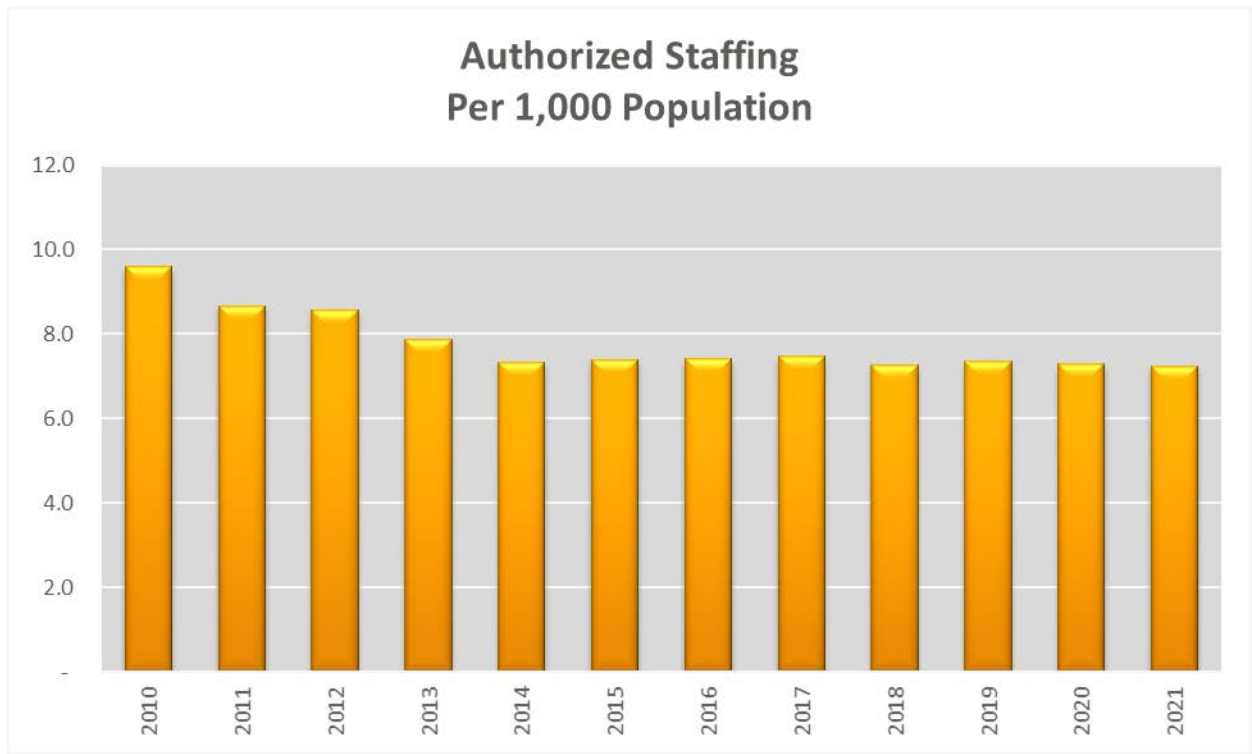


Table 4 provides a comparison of staffing levels in recent years for all funds, which accounts for changes in authorized staffing City-wide.

Table 4

Staffing Levels by Fund (Full-Time Equivalents)⁽¹⁾					
Fund	2016-17	2017-18	2018-19	2019-20	2020-21
General-1000	1,168.75	1,199.00	1,224.50	1,236.50	1,260.50
Water and Sewer-6020/6030	235.00	235.00	239.25	239.25	243.25
Solid Waste-6120	70.00	70.00	72.00	74.50	74.50
Transportation Sales Tax-2070	51.25	51.25	51.25	51.25	51.25
Landfill-6110	44.00	43.00	43.00	44.50	44.50
Highway User Gas Tax-2050	44.00	46.00	46.00	47.00	40.00
Housing Public Activities-6130	24.00	21.00	20.00	19.00	20.00
Training Facility Revenue-2200	9.00	9.00	9.00	9.00	9.00
C.D.B.G.-2040	8.75	8.75	8.00	8.00	8.00
CAP Grant-2140	5.50	5.50	5.50	6.50	6.50
Airport Special Revenue-2130	6.00	6.00	6.00	6.00	6.00
Risk Management Self Ins.-7010	2.00	2.00	2.00	2.00	2.00
Court Security Bonds-2120	3.75	3.75	2.75	2.50	2.50
Other Grants-2160	34.00	19.00	16.00	13.00	3.00
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 Self Ins-7020	1.00	2.00	2.00	2.00	3.00
Technology-7050	30.00	30.00	30.00	31.00	32.00
Fleet Services-7040	32.00	32.00	33.00	34.00	34.00
Total	1,771.00	1,785.25	1,812.25	1,828.00	1,842.00
⁽¹⁾ Includes only those funds with either current or historical position counts					

Fund Summary

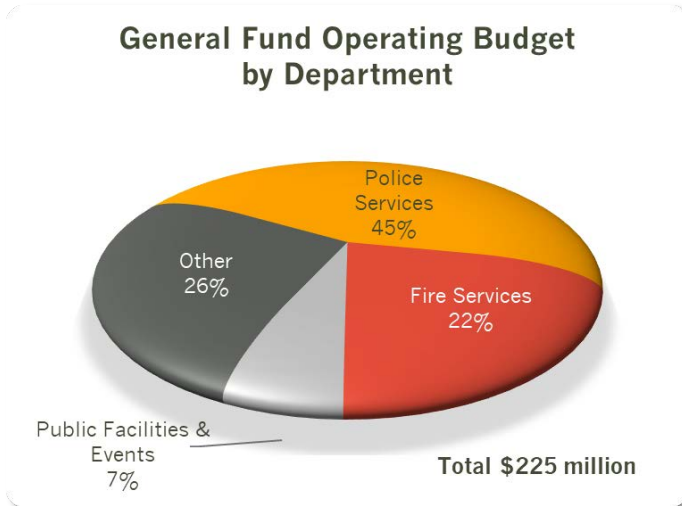
Table 5, on the following page, outlines the impact of budget decisions on the City's financial position highlighting the estimated fund balances for all fund types for FY20-21. Beginning balances for all funds are estimated at \$256.3.0 million and the ending fund balances are estimated at \$177.2 million. 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		Adj. Financial				Est. Ending Fund Balance
	Balance	Revenue	Expenditures	Resources	Transfers In	Transfers Out	
General Funds	47,789,358	240,681,044	230,374,911	58,095,491	28,954,769	(42,630,099)	44,420,162
Special Revenue	53,014,999	108,164,753	69,963,603	91,216,149	2,244,659	(58,552,555)	34,908,253
Debt Service	19,249,302	20,926,922	61,998,448	(21,822,224)	41,885,739	0	20,063,515
Permanent Funds	5,048,337	26,000	5,074,337	0	0	0	0
Capital Projects	25,223,452	27,157,742	78,861,156	(26,479,962)	26,479,962	0	0
Enterprise	75,324,372	206,705,909	231,140,485	50,889,797	26,041,257	(24,423,733)	52,507,321
Internal Service	30,619,219	64,259,033	69,587,061	25,291,191	0	0	25,291,191
Total	\$ 256,269,039	\$ 667,921,403	\$747,000,000	\$177,190,442	\$ 125,606,386	\$(125,606,386)	\$177,190,442

General Fund (Fund 1000) Operating Expenditures

The total General Fund operating budget for FY20-21 is \$225.0 million. 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 is the largest component of the General Fund budget, at 45% or \$100.7 million. It is followed by Fire Services at approximately 22%, or \$49.7 million. Public Facilities, Recreation, and Special Events represent 7%, or \$14.9 million. These departments represent 74% of the General Fund operating budget. The remaining 26% 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, Budget and Finance, the Department of Organizational Performance, 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 FY19-20 General Fund operating budgets by department to FY20-21.

Table 6

General Fund Operating Budget By Dept			
Dept Name	FY 2020 Budget	FY 2021 Budget	% Change
Police Services	96,096,734	100,744,959	4.8%
Fire Services	48,105,904	49,726,831	3.4%
Pub Fac, Rec & Evt	14,149,400	14,862,276	5.0%
Non-Departmental	11,841,250	10,317,040	-12.9%
Community Services	7,243,059	6,959,187	-3.9%
Field Operations	6,201,305	6,540,228	5.5%
City Court	5,185,785	5,456,357	5.2%
Budget and Finance	5,231,609	5,396,091	3.1%
Development Services	6,759,146	4,987,642	-26.2%
City Attorney	3,791,124	3,965,560	4.6%
City Manager	1,673,591	3,260,777	94.8%
Public Affairs	2,507,099	2,604,196	3.9%
HR & Risk Mgt	2,202,620	2,347,387	6.6%
Mayor & Council	1,686,022	1,763,393	4.6%
Engineering	2,128,325	1,754,796	-17.6%
Economic Development	1,350,719	1,412,687	4.6%
City Clerk	769,898	1,021,911	32.7%
Transportation	1,142,459	952,500	-16.6%
Organizational Performance	0	464,729	100.0%
Audit	410,043	427,713	4.3%
Total	\$218,476,090	\$224,966,262	3.0%

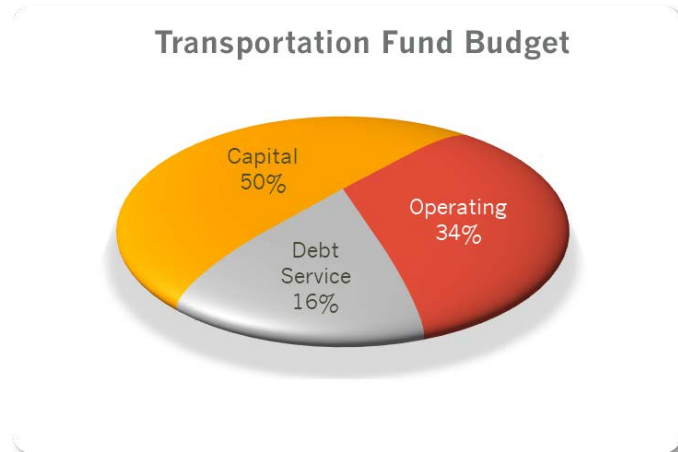
General Fund Transfers to Other Funds

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 \$42.6 million is projected in FY20-21. Included within the transfer is \$14.9 million to the Municipal Property Corporation debt service fund and another \$20.3 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 FY20-21 expenses are budgeted at \$14.1 million for operations. This includes services for transit such as dial-a-ride and fixed route bus lines. \$21.1 million is planned for capital improvements, and \$6.7 million is budgeted for debt service.

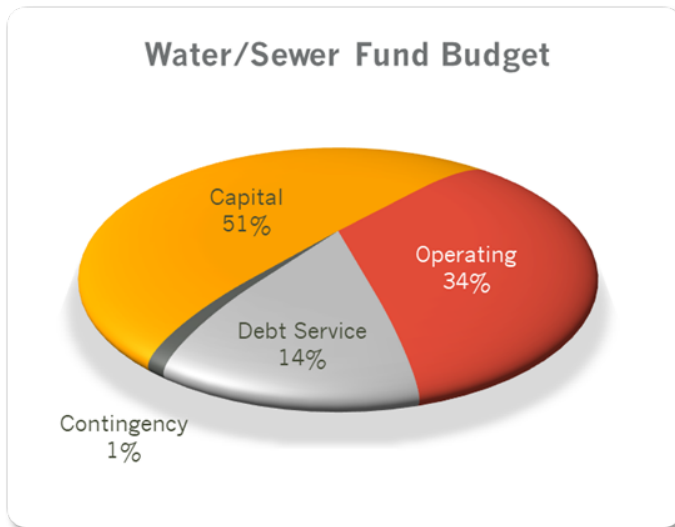


Airport Fund Expenditures

The Airport Fund operating budget is \$972,322. It is funded by airport revenues of \$825,275, and a transfer from the General Fund for \$147,047. 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.

The operating budget for the Water and Sewer fund is \$58.7 million for FY20-21. Customer and Environmental Services are budgeted at \$4.3 million, and service both water and wastewater customers. \$12.9 million is budgeted for wastewater/reclamation operations and maintenance. 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 \$18.7 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 of \$22.8 million.

Significant capital projects are planned for FY20-21 and they account for the \$86.9 million in capital expenditures. Debt service, which is budgeted at \$24.4 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 \$2.0 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.

Landfill Fund Expenditures

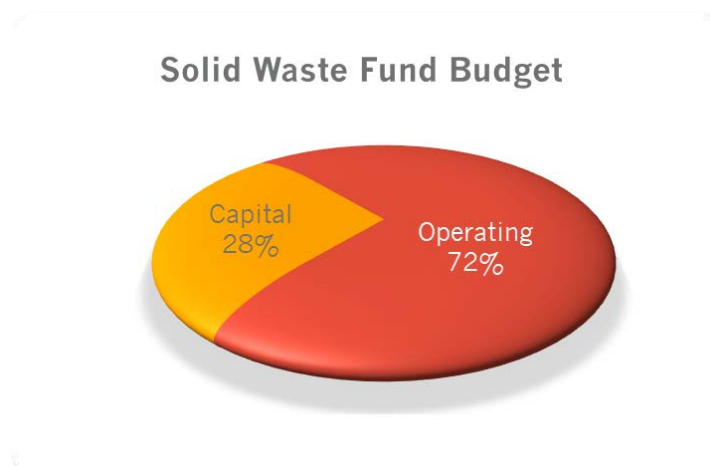
The total FY20-21 operating budget for the Landfill Fund is \$9.8 million. Landfill operations total \$4.4 million, the materials recovery facility accounts for \$2.1 million and other recycling is \$1.7 million, which combine to account for nearly 83% of the operating budget. The remaining \$1.6 million is for solid waste administration and landfill gas management.

The FY20-21 capital budget totals \$11.1 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 FY20-21 is \$16.2 million. Residential curb service includes trash, recycling and loose trash collection and accounts for \$12.3 million or 76% of the operating budget. The commercial front-load and roll-off divisions account for another \$3.9 million.

The FY20-21 capital budget includes \$6.2 million, mainly for the purchase of replacement equipment. The fund also has \$200,000 in contingency appropriation to be used at the discretion of City Council for emergencies. 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 \$32.5 million for FY20-21.

Capital Improvement Plan Expenditures

The total capital budget for FY20-21 is \$175 million. Of this, \$93.9 million is carryover funding from the prior year. The annual budget appropriation for FY20-21 represents the first year of funding of the ten-year Capital Improvement Plan (CIP). Transportation and Street projects total \$48.1 million, representing 27% of the Capital Improvement budget. Water and Sewer projects total \$86.9 million and account for 50% of the CIP budget. For more details, please refer to the *Capital Improvement Plan* section of this document.

The carryover funding of \$93.9 million represents projects that have been budgeted in prior years but are not yet completed. New project funding for the FY20-21 CIP totals \$81.4 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, reclamation facility improvements, public safety building remodels 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

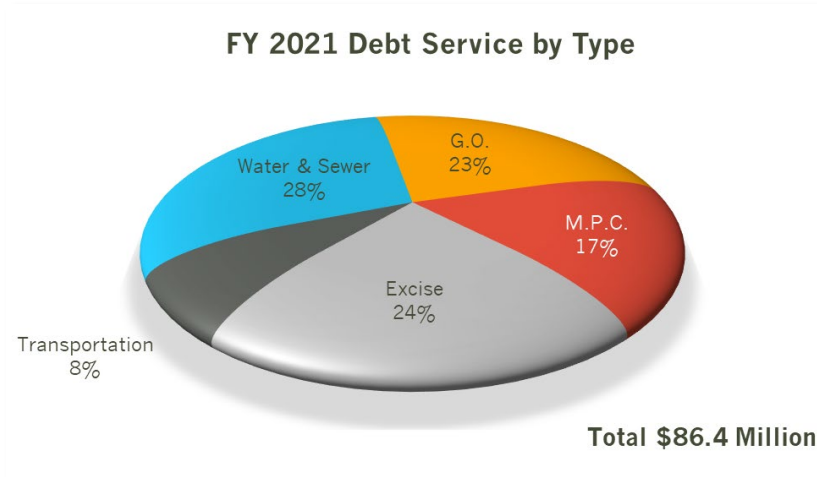
- Moody's A2
- Standard & Poor's AA

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.

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 FY20-21 totals \$86.4 million. The largest type of debt service is Water and Sewer Bond debt totaling \$24.4 million, or 28% of the total debt service, which is paid through water and sewer revenues. The second largest type of debt service is Excise Tax debt, which is serviced through secondary property tax levies, at 24% of the total debt service, or \$20.3 million. G.O. debt for FY20-21 is \$20.1 million, or 23% of the total debt service. Other debt includes Municipal Property Corporation Debt (MPC) debt service totaling \$14.9 million, and Transportation Debt Service totaling \$6.7 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** FY20-21	Payments** FY21-22	Payments** FY22-23	Payments** FY23-24	Payments** FY24-25	Final Payment Date
MPC Tax Funded Debt (Fund 3030)						
<i>Existing</i>						
MPC Bonds - Series 2003B - Taxable	82,584	82,584	82,584	82,584	82,584	2033
MPC Bonds - Series 2008B - Taxable	4,293,808	4,290,472	4,300,452	4,302,531	4,301,710	2033
MPC Bonds - Series 2012A*	1,359,750	-	-	-	-	2021
MPC Bonds - Series 2012B*	4,196,000	5,190,250	3,854,250	3,836,750	3,799,750	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	-	-	-	-	-	2020
MPC Tax Funded Debt Total	14,844,392	14,475,556	13,149,536	13,134,115	13,096,294	
Excise Tax Funded Debt (Fund 3050)						
<i>Existing</i>						
Excise Tax Debt Bonds - Series 2015A*	10,319,500	10,375,000	11,768,000	12,435,750	12,520,250	2031
Excise Tax Debt Bonds - Series 2015B*	544,271	544,271	544,271	544,271	544,271	2033
Excise Tax Debt Bonds - Series 2016*	2,867,500	2,864,200	2,859,550	2,851,550	2,853,550	2033
Refund Excise Tax Debt Bonds - Series 2017*	6,560,500	6,874,750	6,815,000	6,168,750	6,115,000	2032
Excise Tax Funded Debt Total	20,291,771	20,658,221	21,986,821	22,000,321	22,033,071	
Property Tax Funded Debt (Fund 3010)						
<i>Existing</i>						
General Obligation Bonds - Series 2010*	3,505,300	3,504,800	-	-	-	2022
General Obligation Bond - Series 2015*	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*	629,606	1,601,322	1,604,128	1,603,321	1,603,934	2027
General Obligation Bond - Series 2017 (Refund 2009B)	2,889,728	2,892,957	2,898,977	2,897,629	2,899,071	2030
General Obligation Bond - Series 2018	551,000	1,016,000	1,017,750	1,013,250	1,017,750	2037
General Obligation Bond - Series 2019B	673,100	1,258,100	1,259,700	1,269,200	1,261,700	2038
Property Tax Funded Debt Total	19,787,709	18,523,555	7,329,179	7,332,025	7,331,080	
Water & Sewer Revenue Funded Debt (Fund 6040)						
<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*	6,813,500	6,482,250	7,686,500	7,689,750	7,688,500	2028
Senior Lien W&S Bonds - Series 2015*	15,956,375	15,958,375	15,964,875	15,959,500	15,957,150	2028
Water & Sewer Revenue Funded Debt Total	24,408,733	24,079,483	25,290,233	25,288,108	25,284,508	
Transp. Sales Tax Rev Funded Debt (Fund 3040)						
<i>Existing</i>						
Transp Sales Tax Obligations Bond - Series 2015*	6,495,150	6,495,150	6,490,400	6,495,650	6,494,900	2031
Transp Sales Tax Obligations Bond - Series 2017*	204,426	204,033	203,640	203,247	207,854	2032
Transportation Sales Tax Funded Debt Total	6,699,576	6,699,183	6,694,040	6,698,897	6,702,754	
Total Debt Service Payments (All Funds)	\$86,032,180	\$84,435,997	\$74,449,808	\$74,453,465	\$74,447,706	

* Refunding

** Does not include fees (\$387,500)

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. For further explanation on these categories, see Table 2 on page 101. Lastly, 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 FY2007-2016 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.

The remaining authorization numbers reflect unused authorization from the 1981, 1987, 1999 and 2007 bond elections. The current CIP plan requires a bond election before bonds can be sold to complete the list of projects in the plan for Landfill, Parks, Streets, and Flood Control G.O. funds. The bond election will take place on November 3, 2020.

Remaining G.O. Bond Voter Authorization July 1, 2020

Public Safety	\$98,060,000
Landfill	\$15,540,000
Library	\$17,096,000
Streets/Parking^{1,2}	\$25,465,000
Cultural/Historical¹	\$13,435,000
Transit¹	\$6,750,000
Econ. Development	\$22,047,000
Govt. Facilities¹	\$23,745,000
Open Space/Trails	\$50,459,000
Parks	\$14,332,000
Flood Control	\$9,707,000
Water and Sewer	\$10,000,000

¹ Bonds can be issued as G. O. Bonds, Revenue Bonds or both.

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

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, 2020:

Table 2			
Constitutional Debt Limitation			
(All Dollars in Thousands)			
General Municipal Purpose Bonds		Water, Sewer, Flood Control, Streets, Traffic, Light, Parks and Open Space	
6% Limitation ¹	\$88,697	20% Limitation ^{1,2}	\$295,656
Less Direct Bonded Debt to be Outstanding	<u>\$0</u>	Less Direct Bonded Debt to be Outstanding	<u>\$100,445</u>
Unused 6% Borrowing Capacity	\$88,697	Unused 20% Borrowing Capacity	\$195,211

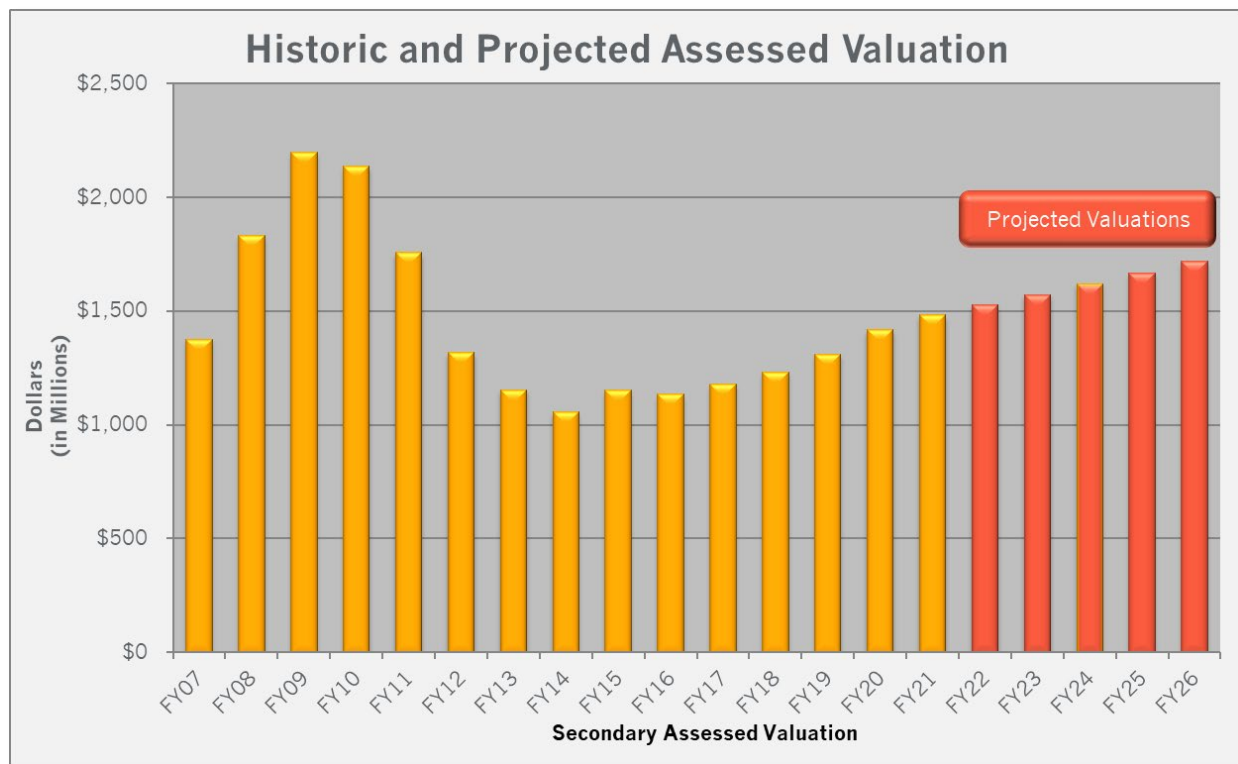
¹ Based on 2020 limited assessed value of \$1,478,280,140
² Public safety, streets, parking and transportation facilities debt prior to Prop. 104 is included in the 20% category

Additional G.O. bonds will need to be issued in order to support the 2021-2030 Capital Improvement Program. 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 (B)		Projected Remaining Capacity (A-B)	
		6%	20%	6%	20%	6%	20%
2021	\$1,478,280	\$88,697	\$295,656	\$0	\$100,445	\$88,697	\$195,211
2022	\$1,522,629	\$91,358	\$304,526	\$0	\$84,530	\$91,358	\$219,996
2023	\$1,568,307	\$94,098	\$313,661	\$0	\$69,235	\$94,098	\$244,426
2024	\$1,615,357	\$96,921	\$323,071	\$0	\$64,485	\$96,921	\$258,586
2025	\$1,663,817	\$99,829	\$332,763	\$0	\$59,570	\$99,829	\$273,193

¹Outstanding debt refers to the debt on the principal balance only.



This chart provides a graphical view of historical assessed valuation changes between FY06-07 and FY20-21 as well as future valuations, projected to grow 3% per year for FY21-22 through FY25-26.

Secondary Property Tax Rate

For the FY20-21 budget, the total property rate was decreased to \$1.8012 from the prior year rate of \$1.8585. The FY20-21 City’s primary property tax rate is \$.4016 per \$100 of assessed valuation and the secondary property tax rate is \$1.3996 per \$100 of assessed valuation.

The Council voted not to increase the secondary property tax rate in FY20-21. 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, FY20-21 is the fifth 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 \$20,408,799 to \$20,690,008, 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.

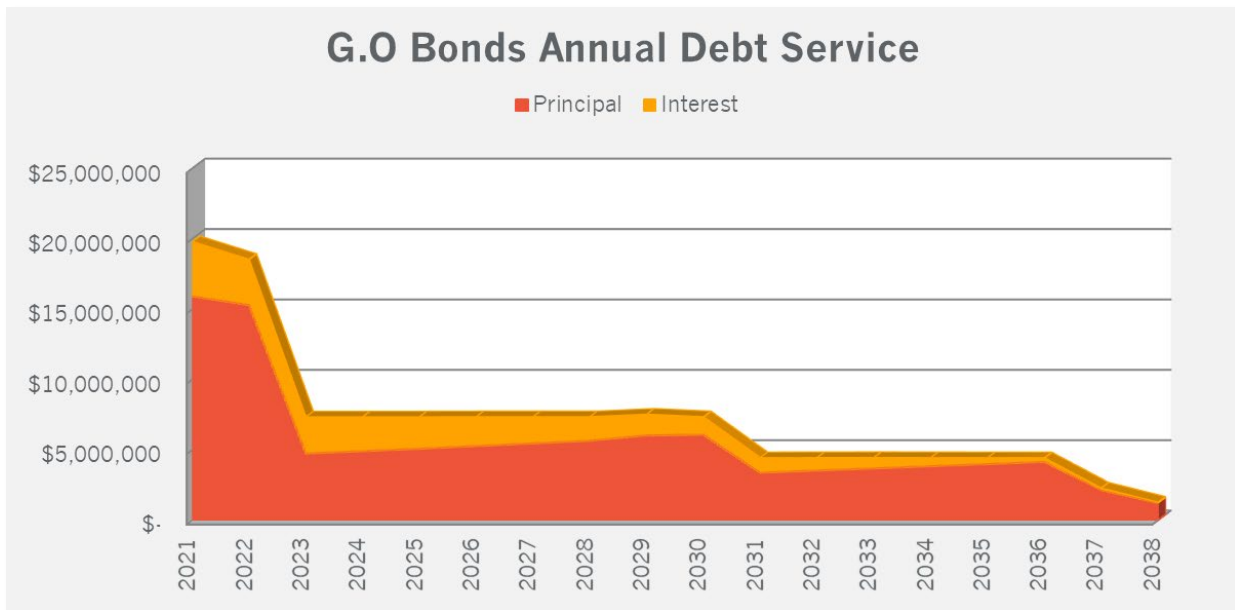


Table 4 summarizes annual debt service requirements for existing outstanding bonds.

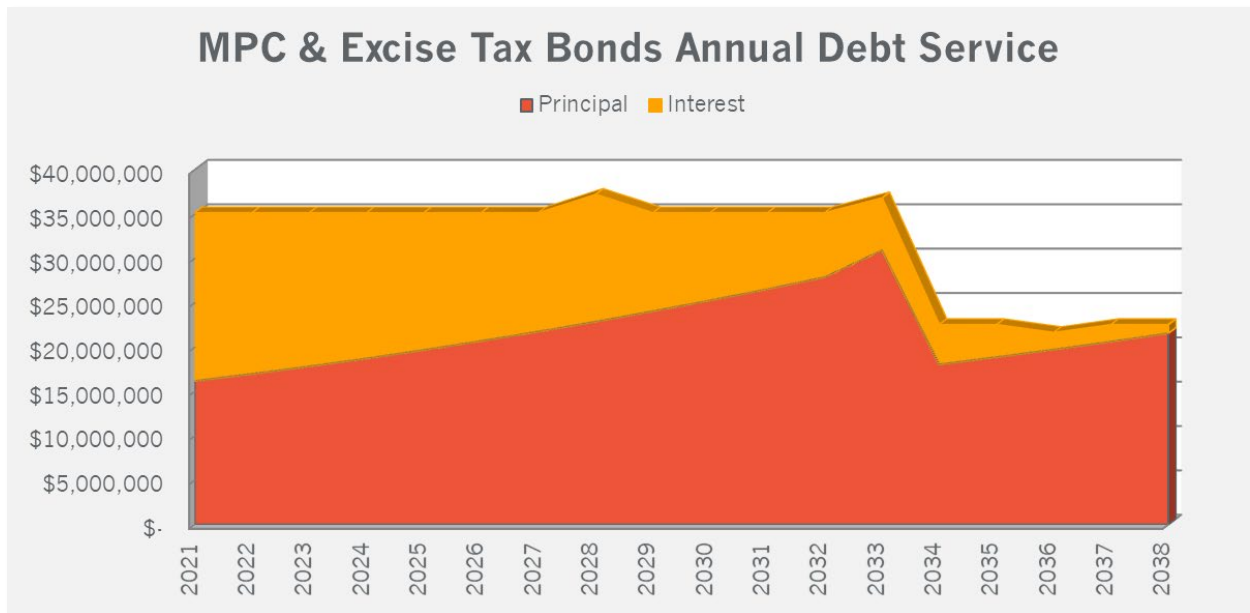
Table 4
Assessed Valuation & Tax Rate, Resources and Debt

(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
2021	\$1,478,280	\$1.3996	\$20,690	\$0	\$20,690	\$19,788
2022	\$1,522,629	\$1.4136	\$21,524	\$0	\$21,524	\$18,524
2023	\$1,568,307	\$1.4277	\$22,391	\$0	\$22,391	\$7,329
2024	\$1,615,357	\$1.4420	\$23,294	\$0	\$23,294	\$7,332
2025	\$1,663,817	\$1.4564	\$24,232	\$0	\$24,232	\$7,331

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 lien obligations.

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 the 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 first be allocated for excise tax debt service, then may be used to support General Fund operations. 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 FY20-21, the General Fund transfer to the excise tax debt service fund is budgeted at \$20.3 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) ¹	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))
2021	179,174,174	13,731,271	6,560,500	20,291,771	13.05	8.83
2022	191,155,686	13,783,471	6,874,750	20,658,221	13.87	9.25
2023	194,475,064	15,171,821	6,815,000	21,986,821	12.82	8.85
2024	198,892,052	15,831,571	6,168,750	22,000,321	12.56	9.04
2025	202,825,656	15,918,071	6,115,000	22,033,071	12.74	9.21

¹ 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 FY20-21 budget also includes maintenance of effort transfers of \$1,230,962 from the General Fund to the Enterprise Funds to support their operations. Table 6 shows five years of maintenance of effort transfers. Inter-Fund Transfers for the FY20-21 budget total \$125.6 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	366,791	602,109	114,687	1,083,587
2019	372,978	616,473	117,423	1,106,874
2020	396,479	653,379	124,453	1,174,311
2021	415,574	684,926	130,462	1,230,962

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)
2021	240,411,044	35,176,163	14.6%
2022	250,070,565	35,173,777	14.1%
2023	254,554,356	35,176,356	13.8%
2024	259,326,732	35,174,435	13.6%
2025	263,552,847	35,169,364	13.3%

Table 7 shows the debt service on excise tax funded debt obligations for FY20-21 through FY24-25 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 FY20-21, 19.6% 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 (B)	Debt Service to Revenue (B/A)
2021	179,174,174	35,176,163	19.6%
2022	191,155,686	35,173,777	18.4%
2023	194,475,064	35,176,356	18.1%
2024	198,892,052	35,174,435	17.7%
2025	202,825,656	35,169,364	17.3%

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. operating 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.

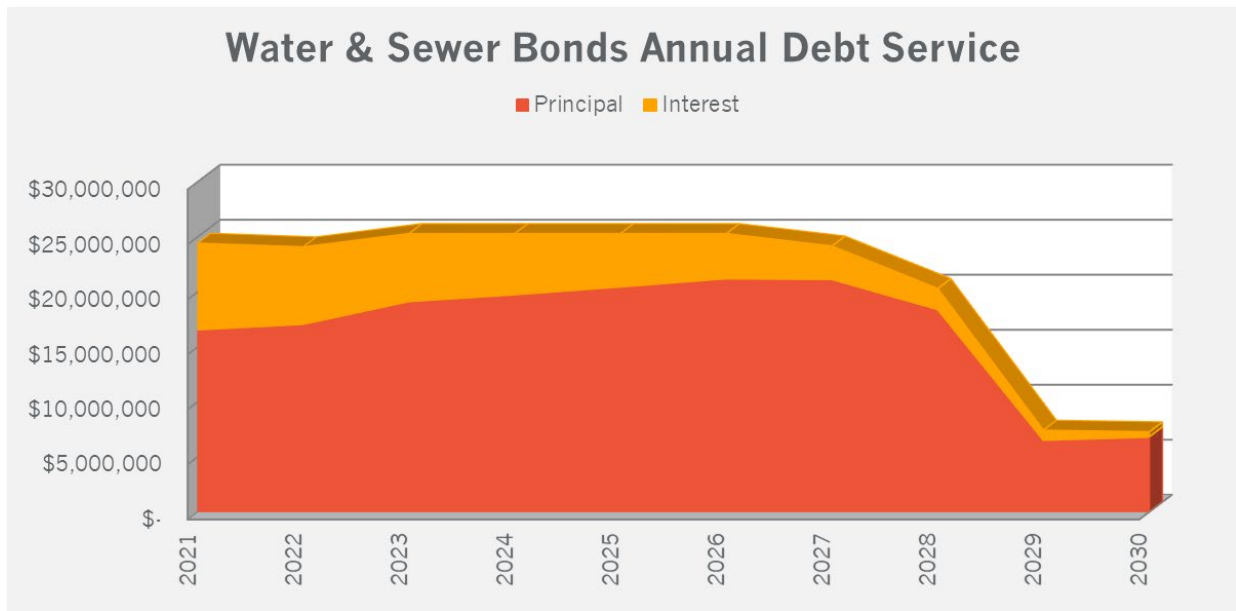


Table 9 includes water and sewer operating revenue, operating and maintenance expenses, existing debt service and the resulting coverage ratio of operating net revenue to debt service. Due to the deferral of non-essential growth related projects, prepayment and/or restructuring of water and sewer debt, and optimization processing efforts that have resulted in cost savings, a 1.51 coverage ratio is projected for FY20-21. 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
2021	94,311,760	58,687,133	35,624,627	24,423,733	1.46
2022	98,394,569	59,618,977	38,775,592	26,862,024	1.44
2023	99,295,795	60,800,728	38,495,067	29,840,925	1.29
2024	99,899,014	62,085,553	37,813,461	31,606,951	1.20
2025	100,483,659	63,401,240	33,234,150	32,700,132	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.

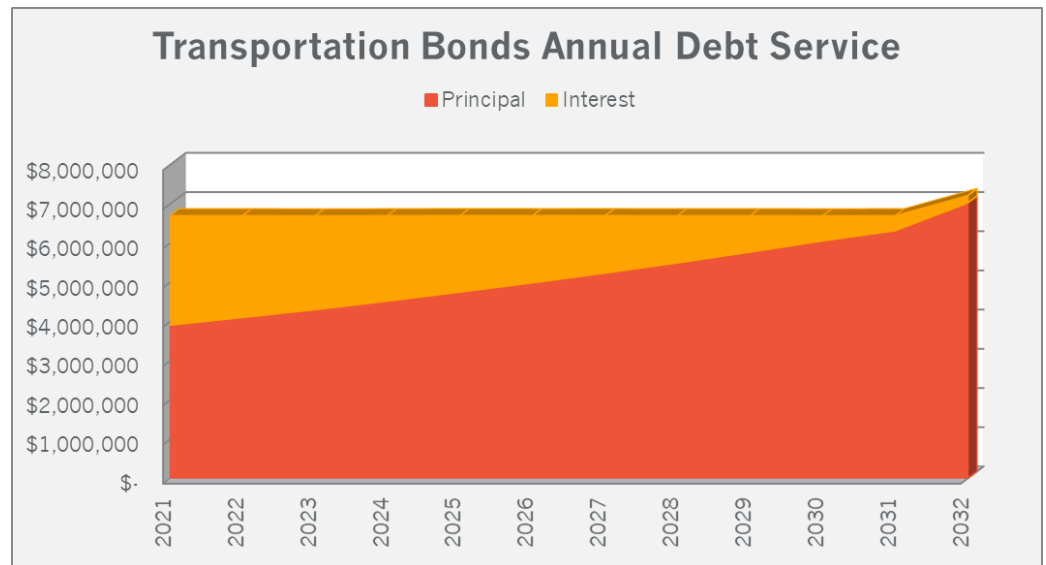


Table 10

Transportation Revenue Bonds

Fiscal Year	Transportation Sales Tax Revenue	Total Debt Service	Annual Coverage
2021	31,653,756	6,699,576	4.72
2022	32,438,000	6,699,183	4.84
2023	33,081,080	6,694,040	4.94
2024	33,737,022	6,698,897	5.04
2025	34,406,082	6,702,754	5.13

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 FY20-21 debt service obligations please see *Schedule 8: Debt Service*.

OPERATING BUDGET

FISCAL YEAR 2020-2021 ANNUAL BUDGET BOOK

Operating Budget



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Performance Report

Mayor's Office
\$469,048 3 FTEs

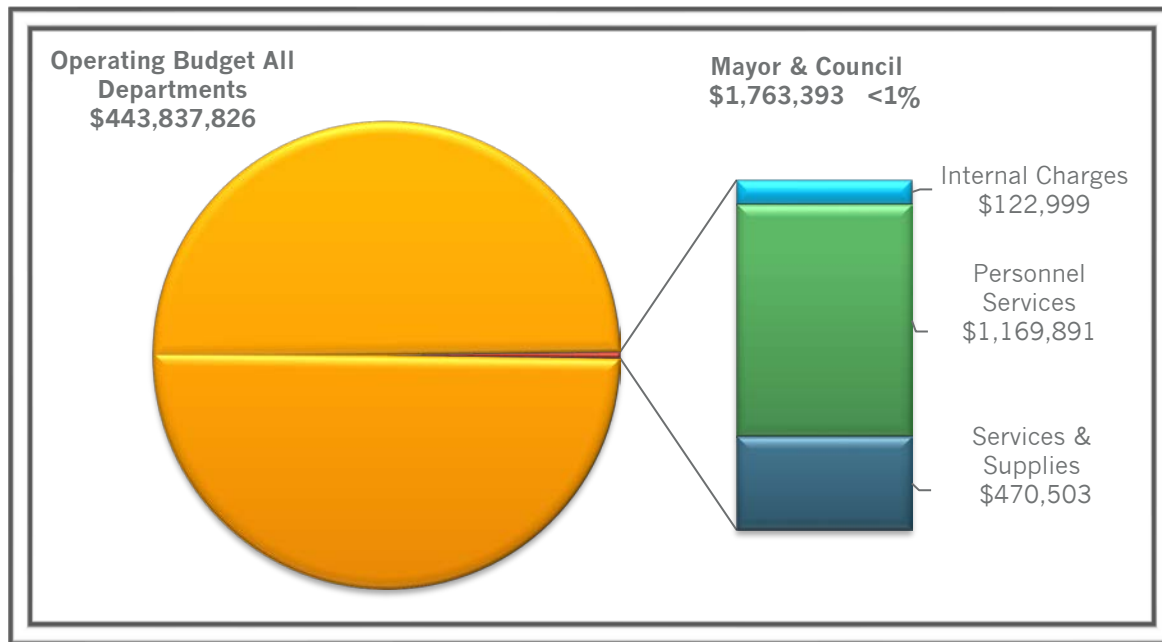
Council Office
\$1,294,345 12 FTEs

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 Charges = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Personnel Services = salary and related costs
- Service & Supplies = operating and contractual costs

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.

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

Group	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
Personnel Services	1,161,076	1,198,717	816,479	1,169,891	-28,826	-2.40%
Services and Supplies	203,625	385,909	513,210	470,503	84,594	21.92%
Internal Charges	95,328	101,396	37,582	122,999	21,603	21.31%
Grand Total	1,460,029	1,686,022	1,367,271	1,763,393	77,371	4.59%

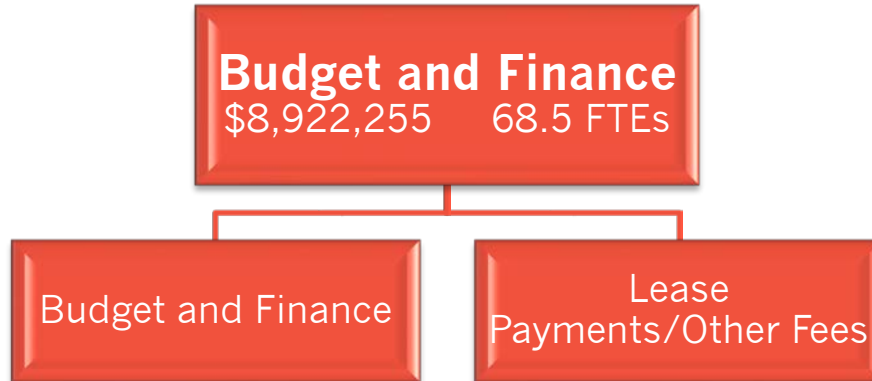
Fund & Department Number Budget by Program

Fund / Org	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
(1000-10001010) Mayor's Office	460,119	472,631	463,902	469,048	-3,583	-0.76%
(1000-10001011) Council Office Administ..	404,657	555,454	22,742	11,047	-544,407	-98.01%
(1000-10001012) Cholla District	96,605	109,318	163,878	213,883	104,565	95.65%
(1000-10001013) Barrel District	95,127	105,428	126,732	213,883	108,455	102.87%
(1000-10001014) Sahuaro District	97,292	117,147	126,732	213,883	96,736	82.58%
(1000-10001015) Cactus District	110,379	107,249	163,878	213,883	106,634	99.43%
(1000-10001016) Yucca District	80,464	105,944	124,632	213,883	107,939	101.88%
(1000-10001017) Ocotillo District	105,808	112,851	134,575	213,883	101,032	89.53%
(2160-21605259) Other Department Don..	9,579	0	40,200	0	0	0.00%
Grand Total	1,460,029	1,686,022	1,367,271	1,763,393	77,371	4.59%

Mayor & Council Office Staffing by Program

Fund / Org	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Change in Budget
(1000-10001010) Mayor's Office	4.00	3.00	3.00	0.00
(1000-10001011) Council Office Administr..	5.00	6.00	4.00	-2.00
(1000-10001012) Cholla District	1.00	1.00	1.00	0.00
(1000-10001013) Barrel District	1.00	1.00	2.00	1.00
(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	2.00	1.00
Grand Total	15.00	15.00	15.00	0.00

Performance Report



Mission Statement

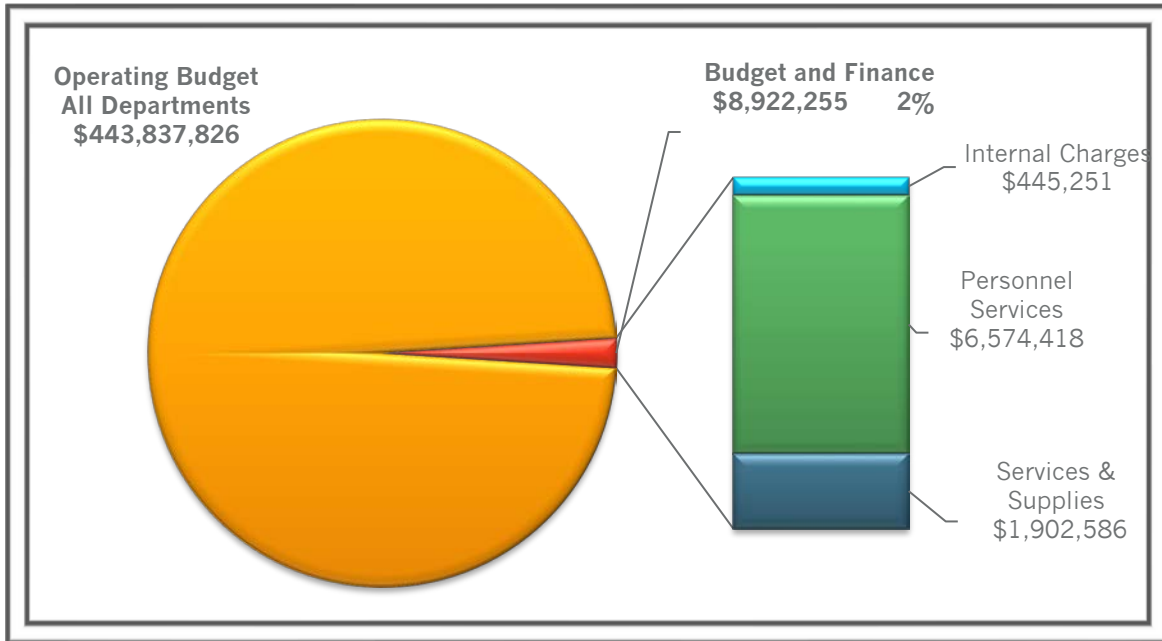
The Budget and Finance Department provides financial management services with integrity and accountability while improving service levels, managing costs, and leveraging information across City departments.

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 \$444 million. The departmental operating budget is comprised of three categories:

- Internal Charges = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Personnel Services = salary and related costs
- Service & Supplies = operating and contractual costs

Accomplishments, Enhancements, and Efficiencies

- Tax and License Division successfully implemented a new licensing system (SmartGov) in February 2020. SmartGov provides the ability to track the status of business license applications more efficiently throughout the license approval process.
- Procurement Division developed and implemented the Results Based Contracting (RBC) process, which is a strategic approach to procurements with the objective of improving resource alignment.
- Successful implementation of GlendaleOne, which is a city-wide request management system. GlendaleOne provides both internal and external customers and the community a self-service request for service portal designed to improve efficiencies, effectiveness, routing, and automated notifications.
- Received the 2018 GFOA Certificate of Achievement for Excellence in Financial Reporting
- Received the 2019 GFOA Distinguished Budget Presentation Award

Goal, Objectives, and Performance Measures

Strategic Objective	Improve Resource Alignment			
Department Strategic Initiative	Employ strong fiscal management practices that encourage sustainable fiscal decision-making.			
Intended Result	Prudent fiscal stewardship			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Bond ratings for general obligation bonds Standard & Poor's: Moody's Investor Services: Fitch Ratings:	A+ A1 AAA	AA Aa1 AAA	AA Aa1 AAA	AA Aa1 AAA
Bond ratings for Water and Sewer revenue bonds Standard & Poor's: Moody's Investor Services:	AA A1	AA+ Aa1	AA- A1	AA- A1
Annualized amortized cost basis return on portfolio (net of fees)	2.0%	2.5%	2.5%	2.5%
Number of grants received through Grants Administration	25	25	31	35
Compliance with Council adopted Financial Policies (# complied with/# of policies)	6/7	6/7	7/7	7/7

Strategic Objective	Improve Resource Alignment			
Department Strategic Initiative	Provide accurate and timely financial analysis, forecasting, and reporting.			
Intended Result	Prudent fiscal stewardship			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Maintain a +/- 5% variance in general fund revenue forecasts from the final actual revenue to the adopted budget	±5%	±5%	±5%	±5%
% of month-end reports completed within 10 business days	75%	0%	0%	75%
Obtain the GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes
Obtain the GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes

Strategic Objective	Optimize Processes & Services			
Department Strategic Initiative	Perform customer service and procurement activities effectively, accurately and timely.			
Intended Result	Improved levels of service			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
% of vendor invoices paid within 30 days of invoice date	85%	85%	92%	95%
% of employees receiving electronic W-2's	80%	83%	56%	100%
Number of vendor protests upheld	0	0	2	0
Number of RFP's and IFB's issued	52	55	55	42
% of contract renewals completed on-time	66%	90%	100%	100%
% of sole source/special procurements processed within 10 days	81%	90%	100%	95%
% of call center calls answered within 1 minute	80%	80%	80%	90%
% of call center calls abandoned	5%	5%	<=2.5%	<=2.5%
Number of sales tax audits/reviews completed	110	83	120	120

Budget and Finance (11)
Budget by Categories of Expenditures

Group	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
Personnel Services	5,643,831	5,961,989	5,953,799	6,574,418	612,429	10.27%
Services and Supplies	1,482,498	1,792,586	1,801,802	1,902,586	110,000	6.14%
Internal Charges	463,702	710,674	710,674	445,251	-265,422	-37.35%
Grand Total	7,590,031	8,465,249	8,466,275	8,922,255	457,007	5.40%

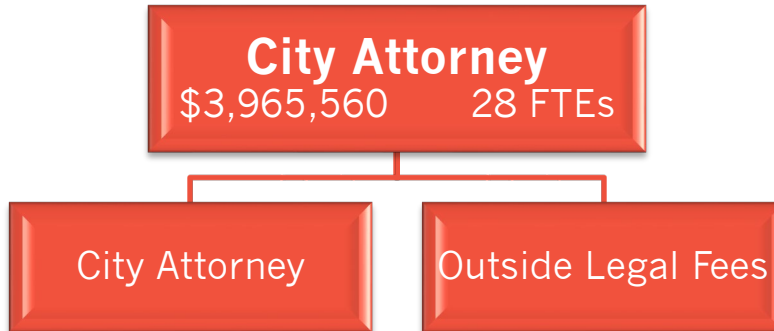
Fund & Department Number Budget by Program

Fund / Org	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
(1000-10001110) Budget&Finance Admini..	551,943	788,313	788,313	645,263	-143,050	-18.15%
(1000-10001111) Accounting Services	1,603,311	1,635,619	1,645,619	1,794,637	159,018	9.72%
(1000-10001112) License/Collection	1,127,156	1,250,661	1,250,661	1,247,929	-2,732	-0.22%
(1000-10001113) Procurement	442,686	535,395	534,611	568,482	33,087	6.18%
(1000-10001114) Other Fees	256,724	330,899	330,899	430,899	100,000	30.22%
(1000-10001115) Budget and Research	359,587	494,079	485,889	510,630	16,550	3.35%
(1000-10001116) Grants Administration	153,441	148,143	148,143	149,751	1,608	1.09%
(1000-10001119) Collections	0	48,500	48,500	48,500	0	0.00%
(6020-60201117) Customer Service	3,095,182	3,233,639	3,233,639	3,458,711	225,071	6.96%
(6110-61101120) Landfill Customer Servi..	0	0	0	67,454	67,454	0.00%
Grand Total	7,590,031	8,465,249	8,466,275	8,922,255	457,007	5.40%

Budget and Finance Staffing by Program

Fund / Org	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Change in Budget
(1000-10001110) Budget&Finance Admini..	3.00	3.00	4.00	1.00
(1000-10001111) Accounting Services	15.00	15.00	16.00	1.00
(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	28.50	2.00
Grand Total	64.50	64.50	68.50	4.00

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.

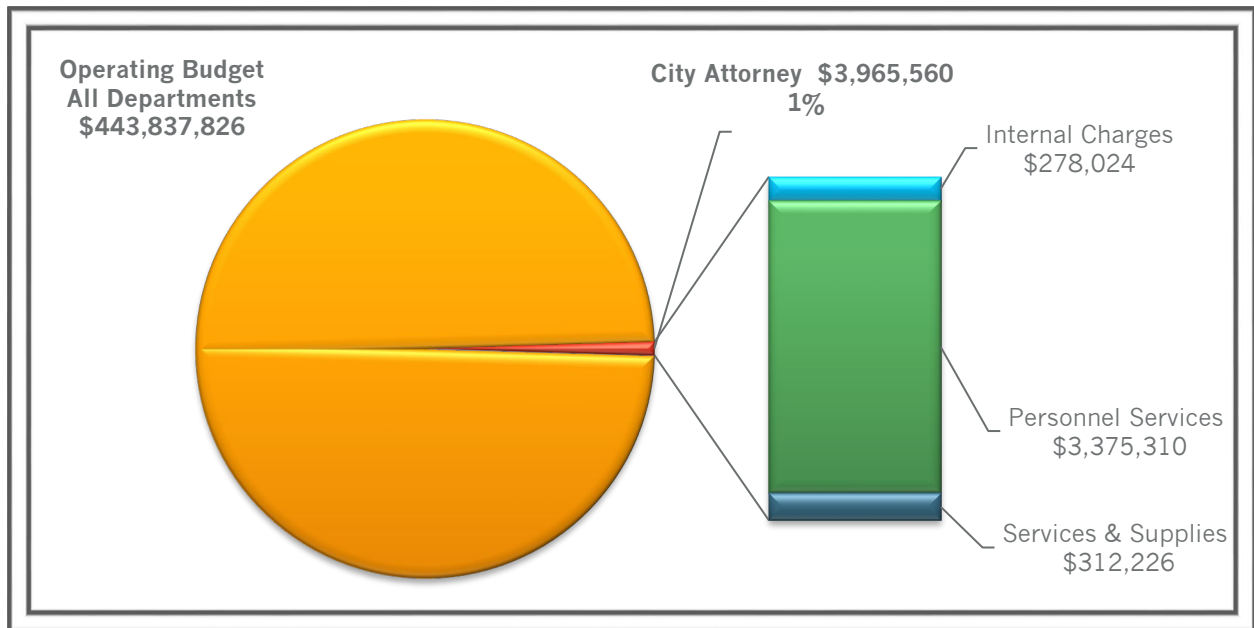
To serve the people of Arizona by prosecuting violations of Glendale City Code and misdemeanor violations of state law in an ethical manner in order to assure that justice is served.

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 \$444 million. The departmental operating budget is comprised of three categories:

- Internal Charges = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Personnel Services = salary and related costs
- Service & Supplies = operating and contractual costs

Accomplishments, Enhancements, and Efficiencies

- The Prosecutor's Office received a \$7,020 grant from the AZ Attorney General's Office of Victim Services, Victim Rights Program to assist in operating costs for victim rights notices.

Goals, Objectives, and Performance Measures

<i>Strategic Objective</i>	Optimize Processes & Services			
<i>Department Strategic Initiative</i>	Attend meetings and hearings as needed or requested to provide legal advice.			
<i>Intended Result</i>	The Mayor, City Council and City staff receive high-quality, professional and timely legal services.			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target/Projected</i>
% of the meetings/hearings attended (as needed or requested)	100%	100%	100%	100%

<i>Strategic Objective</i>	Optimize Processes & Services			
<i>Department Strategic Initiative</i>	Proactively pursue the adjudication of criminal cases.			
<i>Intended Result</i>	The City provides consistent and ethical application of criminal justice for the community.			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target/Projected</i>
Number of cases adjudicated	9016	9046	9000	9200

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

Group	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
Personnel Services	3,187,509	3,312,235	3,312,235	3,375,310	63,075	1.90%
Services and Supplies	181,072	312,226	312,226	312,226	0	0.00%
Internal Charges	240,903	166,663	166,663	278,024	111,361	66.82%
Grand Total	3,609,484	3,791,124	3,791,124	3,965,560	174,436	4.60%

Fund & Department Number Budget by Program

Fund / Org	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
(1000-10001210) Legal Services	3,609,484	3,791,124	3,791,124	3,965,560	174,436	4.60%
Grand Total	3,609,484	3,791,124	3,791,124	3,965,560	174,436	4.60%

City Attorney's Office Staffing by Program

Fund / Org	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Change in Budget
(1000-10001210) Legal Services	29.00	29.00	28.00	-1.00
Grand Total	29.00	29.00	28.00	-1.00

Performance Report

Audit Department
\$427,713 1.0 FTEs

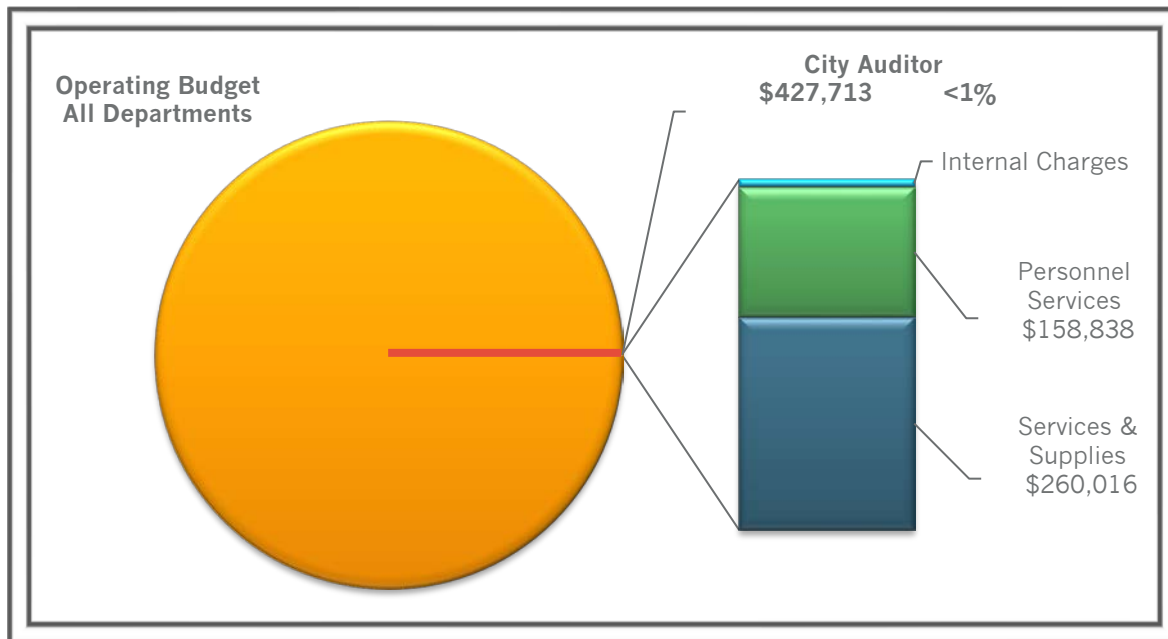
Mission Statement

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

Department Description

The Independent Internal Audit Program (IIAP)¹ conducts internal audits of departments, programs and contracts citywide and reports the results to management, City Council, through the Council Appointed Audit Committee² and the public.

Operating Budget



The total City Operating Budget is \$444 million. The departmental operating budget is comprised of three categories:

¹ City Code Section 2-54 approved by Council on May 14, 2019 created the IIAP

² Audit Committee newly created beginning July 1, 2019 consisting of three Council members, two public citizens, City Manager and Budget & Finance Director, who are non-voting members.

- Internal Charges = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Personnel Services = salary and related costs
- Service & Supplies = operating and contractual costs

Accomplishments, Enhancements, and Efficiencies

- Revised City Policy on IIAP to align it with the City Code and created a framework that will define IIAP processes and activities to include a Quality Assurance and Improvement Program, consideration of information systems.
- Completed the first 18-month risk-based audit plan following revised City code to align audit resources to City's greatest areas of risk.
- Developed a framework for contracting third-party professional services firms to leverage internal audit resources.
- Completed 75% of the audits scheduled for completion using internal resources.
- Acquired audit management, audit analytics and robotics software to strengthen internal audit process, increase efficiency in performance of audits, strengthen continuous monitoring and track implementation of previous audit recommendations on a continuous basis.

Goals, Objectives, and Performance Measures

<i>Strategic Objective</i>	Improve Resource Alignment			
<i>Department Strategic Initiative</i>	Develop a risk-based audit plan that strengthens internal controls and reduces organizational risk.			
<i>Intended Result</i>	Audit resources are allocated to the areas that pose the greatest risk to the city.			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
Number of Audits Completed	18	18	4	17
% Audit Recommendations Accepted by Management	98%	98%	95%	99%
% Annual Audit Plan Completed ³	90%	90%	75%	100%

³ Audit Plan only covered 6 months due to the revised Code. Only captures the 4 audits that were scheduled for completion using internal resources, 3 of which were completed. 7 audits were to be contracted were delayed because of the establishing the new framework for contracting third party firms and the COVID-19 crisis.

Audit (13)
Budget by Categories of Expenditures

Group	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
Personnel Services	455,717	136,335	136,335	158,838	22,503	16.51%
Services and Supplies	45,307	261,516	242,600	260,016	-1,500	-0.57%
Internal Charges	11,560	12,192	12,192	8,859	-3,333	-27.34%
Grand Total	512,584	410,043	391,127	427,713	17,670	4.31%

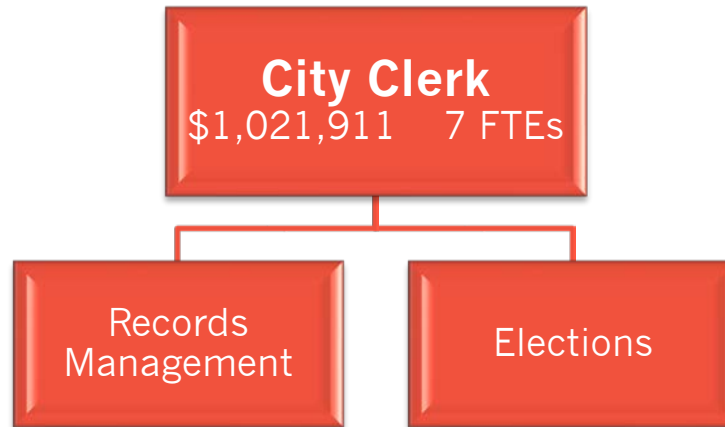
Fund & Department Number Budget by Program

Fund / Org	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
(1000-10001310) Audit Administration	512,584	410,043	391,127	427,713	17,670	4.31%
Grand Total	512,584	410,043	391,127	427,713	17,670	4.31%

Audit Staffing by Program

Fund / Org	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Change in Budget
(1000-10001310) Audit Administration	2.000	1.000	1.000	0.000
Grand Total	2.000	1.000	1.000	0.000

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.

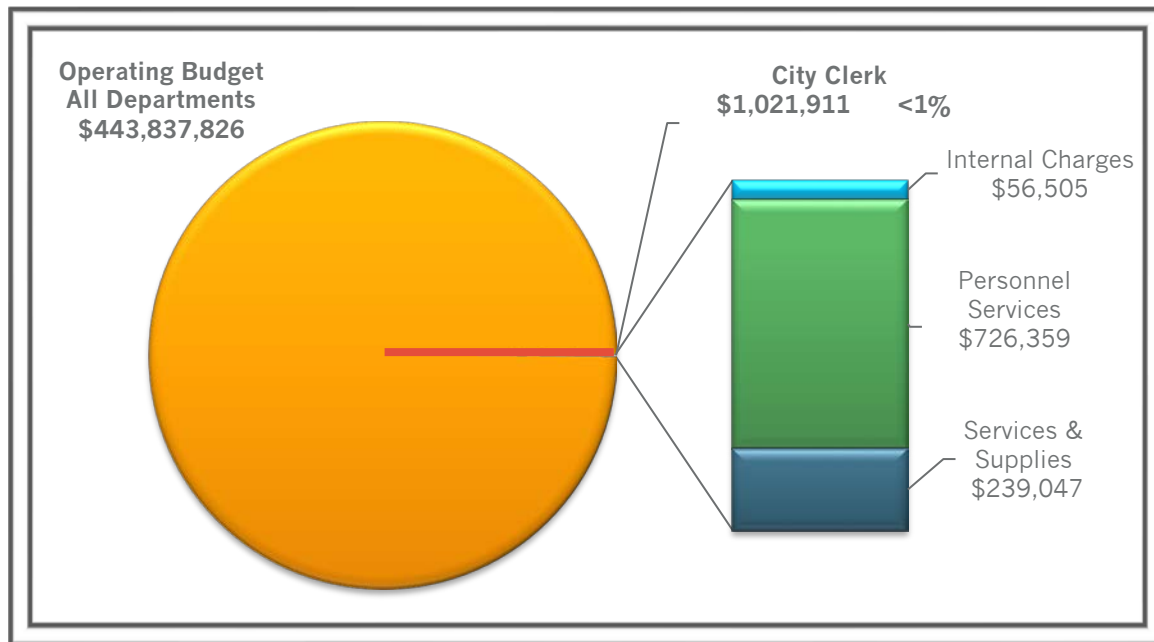
Department Description

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 \$444 million. The departmental operating budget is comprised of three categories:

- Internal Charges = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Personnel Services = salary and related costs
- Service & Supplies = operating and contractual costs

Accomplishments, Enhancements, and Efficiencies

- Coordinated the City's November 5, 2019 Special Election
- Implemented online registration for lobbyists
- 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 – audit reports and lobbyist registrations
- Management of boards and commissions:
 - Converted board and commission basic training to an online format to improve access for board and commission members
 - Coordinated the annual board and commission member satisfaction survey
 - Coordinated the annual board & commission member appreciation dinner
- In the process of implementing an electronic contract system

Goals, Objectives, and Performance Measures

<i>Strategic Objective</i>	Optimize Processes & Services			
<i>Department Strategic Initiative</i>	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.			
<i>Intended Result</i>	The public receives timely notice and access to official meetings of the Glendale City Council.			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
Agendas/Packets posted 6 days prior to regular meetings	55/98%	53/100%	54/100%	52/100%

<i>Strategic Objective</i>	Optimize Processes & Services			
<i>Department Strategic Initiatives</i>	All public record requests are initiated within 24 hours of receipt. All campaign finance reports are posted within 24 hours of receipt.			
<i>Intended Result</i>	The public has timely access to City records.			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
Public record requests/% Compliance	1,194/100%	1,315/100%	1,353/100%	1,325/100%
Campaign Finance Reports posted within 24 hours	100%	100%	100%	100%

City Clerk (14)
Budget by Categories of Expenditures

Group	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
Personnel Services	636,192	667,010	667,010	726,359	59,349	8.90%
Services and Supplies	101,273	57,790	57,790	239,047	181,257	313.65%
Internal Charges	42,717	45,098	45,098	56,505	11,407	25.29%
Grand Total	780,182	769,898	769,898	1,021,911	252,013	32.73%

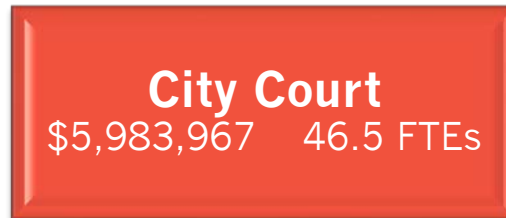
Fund & Department Number Budget by Program

Fund / Org	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
(1000-10001410) City Clerk Administration	751,275	767,898	767,898	869,161	101,263	13.19%
(1000-10001411) Elections	28,908	2,000	2,000	152,750	150,750	7537.50%
Grand Total	780,182	769,898	769,898	1,021,911	252,013	32.73%

City Clerk Staffing by Program

Fund / Org	FY 2019 Actual	FY 2020 Budget	FY 2021 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



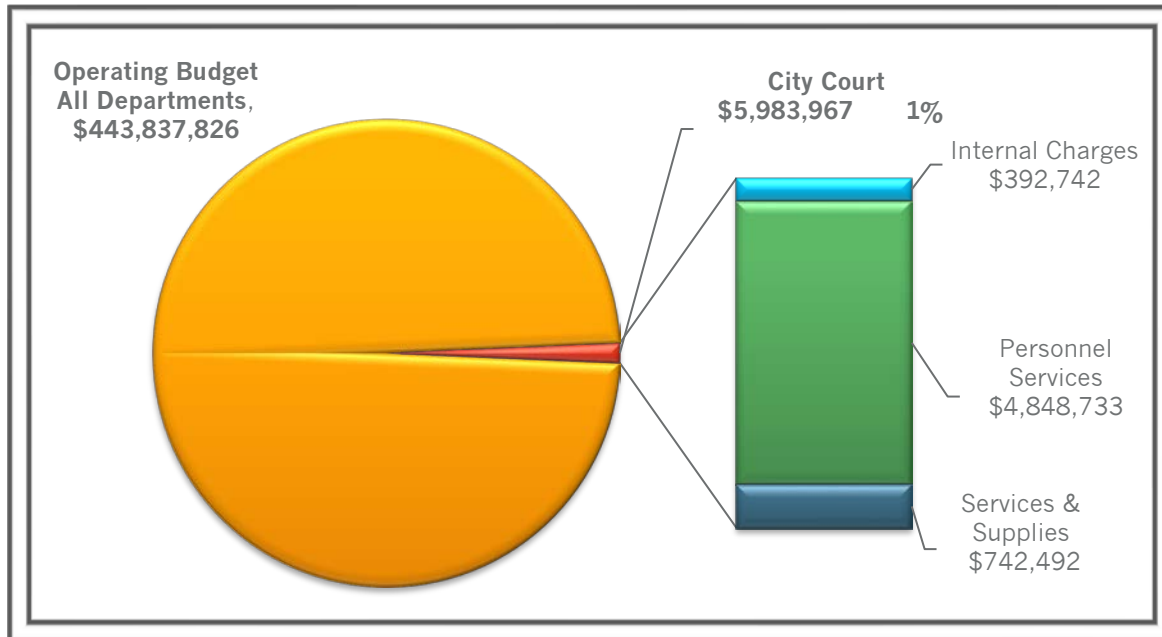
Mission Statement

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 select 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 75,000 customers enter the Court each year to conduct business.

Operating Budget



The total City Operating Budget is \$444 million. The departmental operating budget is comprised of three categories:

-  Internal Charges = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
-  Personnel Services = salary and related costs
-  Service & Supplies = operating and contractual costs

Accomplishments, Enhancements, and Efficiencies

- The Arizona Supreme Court selected the Glendale City Court as a pilot court to test and develop the new statewide protective order application named AZPoint. Beginning November 25, 2019, Court staff spent hundreds of hours, sometimes seven days a week, assisting the developers prior to statewide implementation on January 1, 2020. This was the most significant change in the Order of Protection law in 25 years and affected approximately 180 courts and 141 law enforcement agencies. The Court was visited by 15 other jurisdiction's court staff to observe the application prior to the statewide rollout.
- The Electronic Warrant System (eWarrant) created by Glendale was adopted by the Arizona Supreme Court and has partnered with our Court and Police Department to deploy it statewide. The system increases warrant accuracy, timeliness, and ensures warrants are on file with the Department of Public Safety.
- A third collaboration between the Court and the Arizona Supreme Court involved us as a pilot court for the new PayNearMe application. This nationwide service provides citizens a 24/7 option to make court payments at retail stores like CVS, Family Dollar and 7-Eleven.

- The Court coordinated all judicial, MVD, and legal services for veterans and their families participating in Glendale’s 2019 “Stand Up for Veterans” community outreach event. Our Court represented 24 municipal courts and served 212 individuals along with MVD and the legal community.
- The Court addressed several immediate ergonomic concerns with our budget savings. With the skill and support of the Court’s IT staff, who is a member of the City’s Safety and Security Alliance, significant improvements were made in the Protective Order area and all public service locations.
- Working with the Glendale Police Department’s Victim Advocacy Center, the Court developed the capability to hold remote protective order hearings with the use of a designated Victim’s Assistance iPad. Victims can obtain services without coming to the courthouse, increasing victim location flexibility and safety.
- Court IT staff continues to develop and support analysis tools and metrics for Court operations. Approximately 17 new reports were created as well as numerous application upgrades benefitting the daily operation of the Court, Prosecutor’s Office, and Police Detention.
- The Tri-annual Arizona Supreme Court audit was completed by the City’s new Internal Audit Program Manager. The Audit Manager found no material reportable findings and recommendations. This audit was the first performed using the City’s new audit process.

Goals, Objectives, and Performance Measures

<i>Strategic Objectives</i>	Improve Tools & Technology Optimize Processes & Services			
<i>Department Strategic Initiative</i>	Create and implement an electronic process to transmit warrant information, eliminating manual processes.			
<i>Intended Result</i>	The Police Department has accurate and timely Information about warrants issued and quashed by the Court.			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
<i>Warrants issued</i>	5810	5192	4800	5000
<i>Warrants quashed</i>	5026	4234	2950	3100
<i>Estimated cost avoidance</i>	\$10,052	\$8,468	\$5,400	\$6,200
<i>Warrants returned</i>	N/A	N/A	*TBD	*

*New Performance Measure FY2020

Strategic Objectives	Improve Community Experience Improve Resource Alignment Improve Purposeful Communication			
Department Strategic Initiative	Increase participation and retention rates in the Compliance Assistance Program (CAP), a Supreme Court Fair Justice Initiative.			
Intended Result	More litigants are current on delinquent court ordered fines and fees allowing the reinstatement of their suspended driver's license.			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Cases entered into CAP	591	1408	1725	1800
Fines paid	\$417,528	\$859,616	\$640,000	\$670,000
Retention rate	73%	62%	67%	70%

Strategic Objectives	Increase Innovation Solutions Optimize Processes & Services Improve Resource Alignment			
Department Strategic Initiative	Remind litigants of upcoming court dates and payments with text and autodial phone messages.			
Intended Result	Improve Court appearance and compliance rates, increase litigants' likelihood of attaining successful case resolution, improve collection rates.			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Text messages sent	14,986	23,862	6,400	6,700
Phone calls made	28,774	13,496	22,500	23,500
Cost	\$1,000	\$657	\$500	\$550
Error Rate	27%	10%	10%	9%

<i>Strategic Objective</i>	Optimize Processes & Services			
<i>Department Strategic Initiative</i>	Identify and implement process improvements to decrease turnaround time on Rule 11 cases.			
<i>Intended Result</i>	Rule 11 competency cases are resolved in an expeditious manner to attain resolution on criminal cases.			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
<i>Processing days from filing to disposition</i>	43	38	29	28

City Court (15)
Budget by Categories of Expenditures

Group	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
Personnel Services	4,411,391	4,659,802	4,611,202	4,848,733	188,931	4.05%
Services and Supplies	602,317	742,492	742,664	742,492	0	0.00%
Internal Charges	354,601	358,200	358,200	392,742	34,542	9.64%
Grand Total	5,368,310	5,760,494	5,712,066	5,983,967	223,473	3.88%

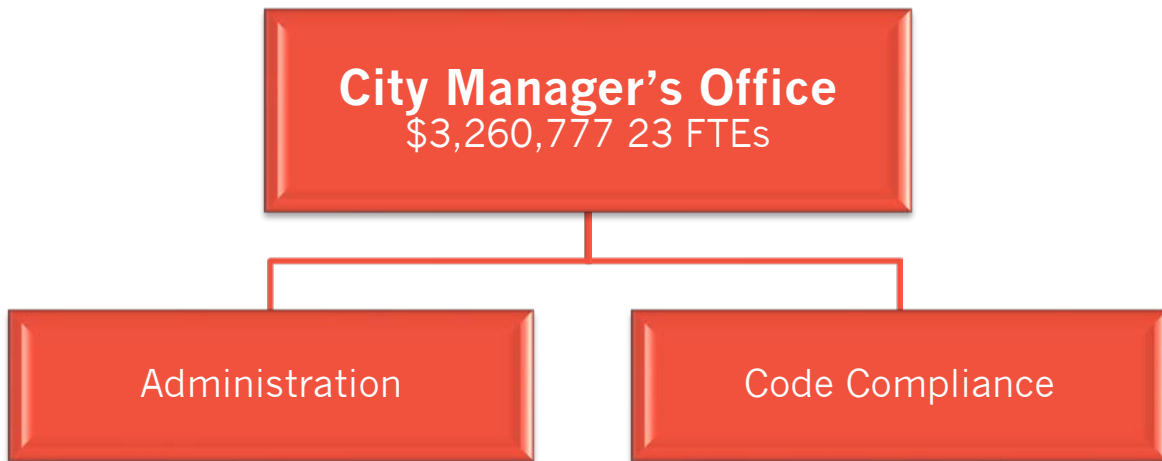
Fund & Department Number Budget by Program

Fund / Org	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
(1000-10001510) Court Administration	4,991,358	5,185,785	5,174,785	5,456,357	270,572	5.22%
(2120-21205001) Court Security	322,218	453,243	453,204	424,065	-29,177	-6.44%
(2120-21205002) Court Time Payments	32,361	64,321	50,928	45,390	-18,931	-29.43%
(2120-21205003) Fill the Gap	22,374	57,145	33,149	58,154	1,009	1.77%
Grand Total	5,368,310	5,760,494	5,712,066	5,983,967	223,473	3.88%

City Court Staffing by Program

Fund / Org	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Change in Budget
(1000-10001510) Court Administration	43.50	44.00	44.00	0.00
(2120-21205001) Court Security	2.00	2.00	2.00	0.00
(2120-21205002) Court Time Payments	0.75	0.50	0.50	0.00
Grand Total	46.25	46.50	46.50	0.00

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

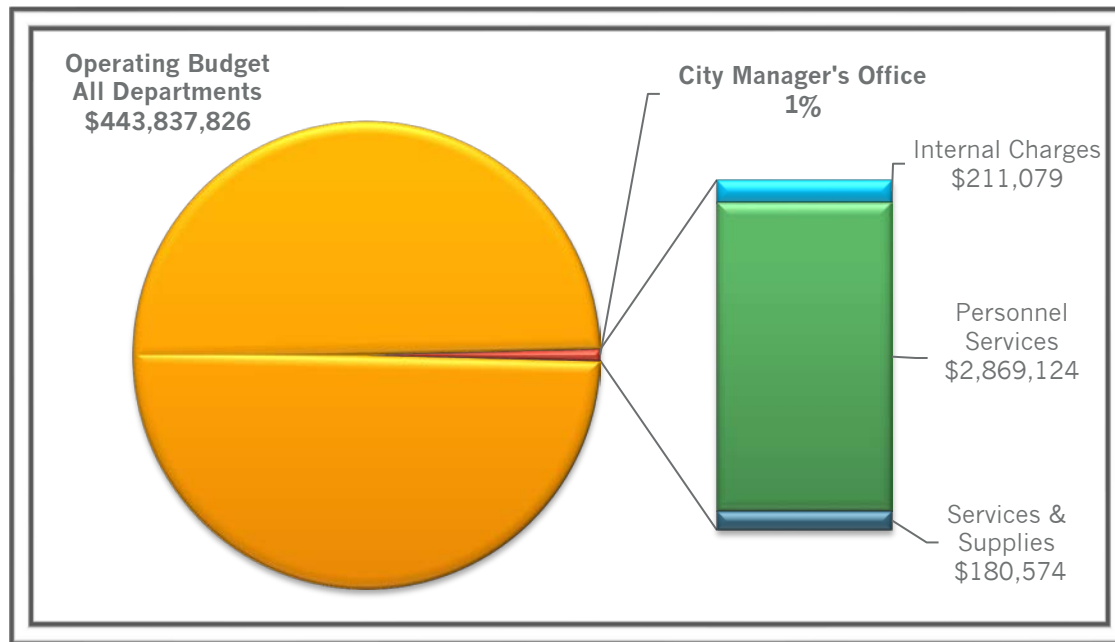
Administration

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.

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.

Operating Budget



The total City Operating Budget is \$444 million. The departmental operating budget is comprised of three categories:

- Internal Charges = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Personnel Services = salary and related costs
- Service & Supplies = operating and contractual costs

Accomplishments, Enhancements, and Efficiencies

- Incident Command for citywide response to the COVID19 pandemic
 - Emergency Management
 - Recovery plan
- GlendaleOne system launch
 - Facilitated citywide employee and public communication plan
 - Trained over 500 employees
- Started phased "one-stop" customer service experience
- Employee engagement activities included:
 - Wildlife World Zoo
 - Cardinals Games
 - Toy and book drive
 - GCU Game
 - Women Leading Government Conference
 - City Hall Selfie Day
 - Glendale Employee Night – Coyotes Game and pep rally
 - Contests – GRID naming, GlendaleOne naming, GRID Scavenger Hunt
- Provided project leadership or sponsorship for the following projects:
 - Centralized Customer Service – GlendaleOne
 - New internal city website development

- What Works Cities – pursuing certification
- Council annexation policy and strategy
- Council infill and adaptive reuse policy
- Council building asset philosophy

Goals, Objectives, and Performance Measures

<i>Strategic Objective</i>	Strengthen Workforce Development Optimize Processes & Services			
<i>Department Strategic Initiative</i>	Provide leadership support for projects and programs that advance strategic objectives in the organization and processes Balanced Scorecard perspectives.			
<i>Intended Result</i>	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.			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
Process Improvement # Employees Trained	70 1	0* 10	500 2	20 1
# Process Improvement Projects Completed				
Leadership Development Activities	3/200	4/200	2/50	2/100

* 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.

<i>Strategic Objective</i>	Strengthen Workforce Culture			
<i>Department Strategic Initiative</i>	Fiscal Sustainability, Economic Development			
<i>Intended Result</i>	To establish strategic direction for the organization that ensures alignment amongst all departments and services with the needs of the community.			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
Balanced Scorecard # Scorecards Implemented	0	0*	1	3

* 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.

Strategic Objective	Accountability			
Department Strategic Initiative	Transparency, Fiscal Sustainability			
Intended Result	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.			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
# Surveys conducted and integrated into the strategic planning efforts	3	2	2	2
Publicly Posted Data sets	0	0*	0	1
Produce a balanced budget that complies with the city's adopted financial policies. 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 to address one-time costs, not ongoing costs or planned utilization of fund balance.	Yes	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	Yes
Prepare City Manager's recommended budget in accordance with the city's adopted financial policies	Yes	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.

Strategic Objective	Improve Community Experience			
Department Strategic Initiative	Pursue quality economic development and ensure long-term financial stability, while safeguarding current economic investments.			
Intended Result	Expand the tax base and job market in the community.			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
New businesses recruited or existing companies expanding	10	12	13	15
Jobs generated by new or expanding companies	1,000	765	1,870	1,500

Strategic Objective	Optimize Processes & Services Improve Community Experience			
Department Strategic Initiative	Address and resolve code compliance violations in an effective and efficient manner			
Intended Result	Maintain compliance with City Codes that relate to nuisances, property maintenance, rental housing and Zoning Ordinance requirements			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Code Compliance cases opened	7,045	10,000	10,000	10,000
Code compliance cases resolved	6,802	10,000	10,000	10,000
Number Code Compliance inspections performed	23,870	30,000	30,000	30,000
Initial response time (workdays) to inspect a reported Code Compliance violation	2	2	2	2
Code Compliance cases addressed through voluntary compliance or with no violation	97%	97%	97%	97%

<i>Strategic Objective</i>	Optimize Processes & Services			
<i>Department Strategic Initiative</i>	Improve the level of Code Compliance cases generated proactively			
<i>Intended Result</i>	Maintain compliance with City Codes that relate to nuisances, property maintenance, rental housing and Zoning Ordinance requirements			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
% of Code Compliance cases opened proactively	49%	55%	60%	60%

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

Group	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
Personnel Services	979,554	1,562,171	1,369,676	2,869,124	1,306,953	83.66%
Services and Supplies	130,075	57,370	57,370	180,574	123,204	214.75%
Internal Charges	46,715	54,050	54,050	211,079	157,030	290.53%
Grand Total	1,156,344	1,673,591	1,481,096	3,260,777	1,587,186	94.84%

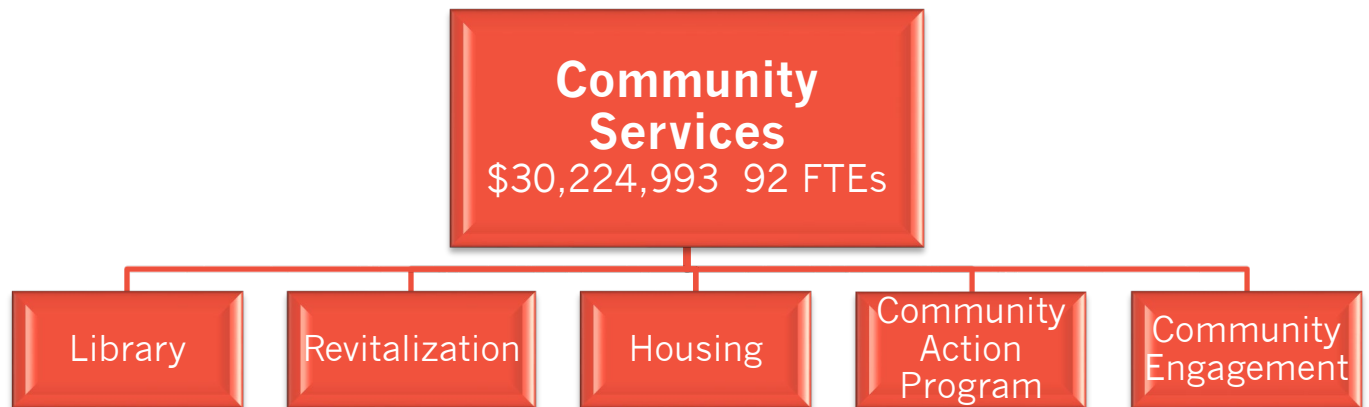
Fund & Department Number Budget by Program

Fund / Org	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
(1000-10001610) City Manager Administr..	1,156,344	1,673,591	1,481,096	1,395,274	-278,317	-16.63%
(1000-10001612) Code Compliance	0	0	0	1,865,503	1,865,503	0.00%
Grand Total	1,156,344	1,673,591	1,481,096	3,260,777	1,587,186	94.84%

City Manager's Office Staffing by Program

Fund / Org	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Change in Budget
(1000-10001610) City Manager Administr..	6.00	9.00	6.00	-3.00
(1000-10001612) Code Compliance	0.00	0.00	17.00	17.00
Grand Total	6.00	9.00	23.00	14.00

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.

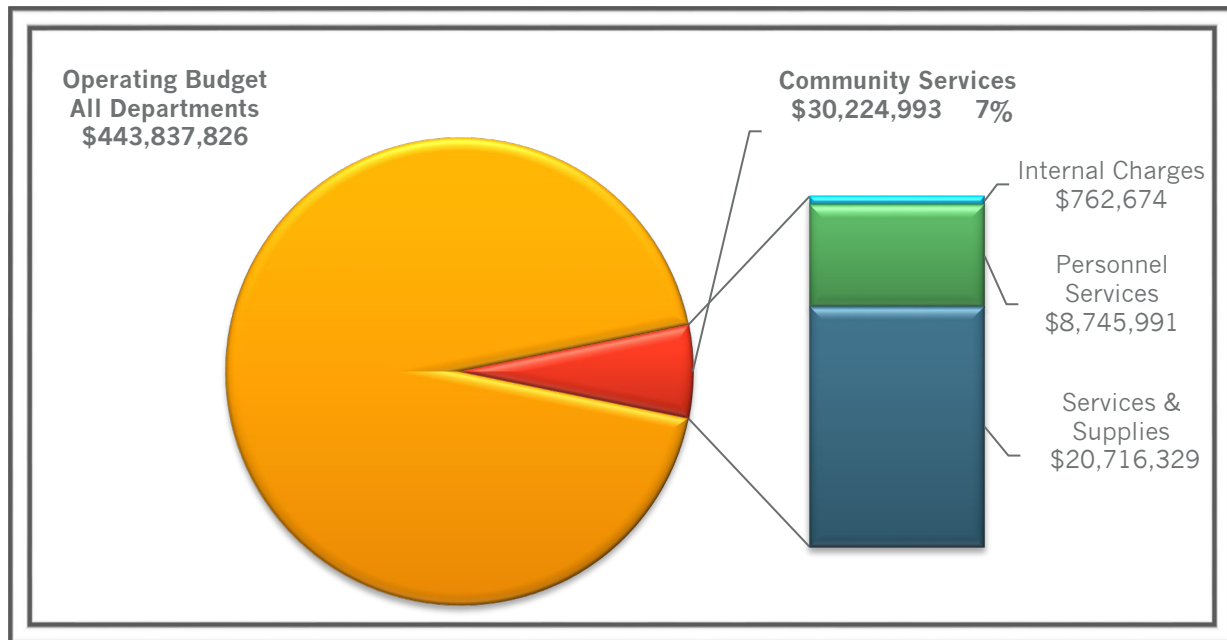
Department Description

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 provide 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 \$444 million. The departmental operating budget is comprised of three categories:

- Internal Charges = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Personnel Services = salary and related costs
- Service & Supplies = operating and contractual costs

Accomplishments, Enhancements, and Efficiencies

- Provided services and programs to approximately 548,734 patrons at Library facilities
- Community Engagement partnered with 2,670 individuals for 5845 hours of volunteer service valued at \$143,267.
- The Library partnered with 366 individuals for 14,526 hours of volunteer service valued at \$356,032
- Community Action Program provided \$848,451 in grant funds for emergency services (eviction prevention; utility assistance; homeless services) to assist residents that meet poverty level guidelines. 20.3% (50,893) of Glendale's population live in poverty.
- The Housing Division received Housing and Urban Development "Standard Performer" rating for the Section 8 Housing Choice Voucher and "High Performer" rating for the Conventional Public Housing programs.

Goals, Objectives, and Performance Measures

<i>Strategic Objectives</i>	Optimize Processes & Services Improve Community Experience			
<i>Department Strategic Initiative</i>	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.			
<i>Intended Result</i>	All patrons of the Community Services Department receive excellent customer service.			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
Annual Percent of leased units in the Public Housing Program	97.98%	98%	98%	98%
Section 8 (Housing Choice Voucher) assessment rating from Department of Housing and Urban Development (HUD)	100%	86%	100%	100%
Number of activities/projects for Community Engagement volunteer program	219	200	200	200
Number of households receiving housing assistance from housing rehabilitation and new home ownership grants	108	133	171	171
Number of households served through Community Action Program (state/federal funds)	1013	1260	1500	1500
Number of households provided Energy Conservation educational materials to reduce monthly utility bills which promotes self-sufficiency	1103	1260	1300	1103

Strategic Objective	Improve Resource Alignment			
Department Strategic Initiative	Key department managers recruit new partnerships and/or sustain existing partnerships.			
Intended Result	Programs and services for Glendale residents are maximized by leveraging community partnerships.			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Number of CAP agency partners providing social services to low-to-moderate income residents	55	77	55	55
Leverage of funding for CDBG Public Service Programs to amplify value for our residents	1:32	1:32	1:32	1:32

Strategic Objectives	Optimize Processes & Services Improve Community Experience			
Department Strategic Initiative	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.			
Intended Result	All patrons of the Community Services Department receive excellent customer service.			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Number of households assisted through the Section 8 Housing Choice Voucher (Voucher and Port-Ins) and Public Housing Programs.	1,385	1,311	1,500	1900
Number of community volunteer hours leveraged by the department.	22,400	22,500	15,000	18,000
Number of electronic library materials (e-books, e-music, e-movies) check out per resident	.8	.8	.8	.8
Number of physical library materials (books, DVD's, CD's) checked out per resident	5.5	5.0	5.5	5.5
Number of partners providing library programming to Glendale residents	39	59	65	75

Community Services (17) Budget by Categories of Expenditures

Group	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
Personnel Services	6,970,941	8,769,059	8,769,059	8,745,991	-23,069	-0.26%
Services and Supplies	4,289,524	20,706,139	20,099,274	20,716,329	10,190	0.05%
Internal Charges	758,226	713,676	713,676	762,674	48,998	6.87%
Grand Total	12,018,691	30,188,874	29,582,009	30,224,993	36,119	0.12%

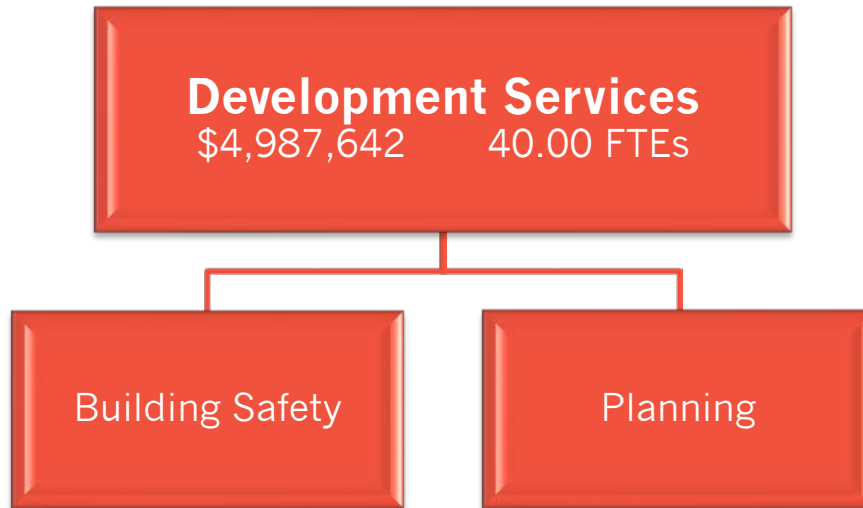
Fund & Department Number Budget by Program

Fund / Org	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
(1000-10001710) Community Services Ad..	394,671	434,397	434,397	441,911	7,514	1.73%
(1000-10001711) Library	5,272,216	6,278,603	6,278,603	6,059,598	-219,006	-3.49%
(1000-10001712) Community Engagement	142,233	150,524	150,524	166,300	15,776	10.48%
(1000-10001715) CAP Local Match	15,988	17,582	17,582	9,669	-7,913	-45.01%
(1000-10001716) Community Revitalizati..	297,692	361,952	361,952	281,710	-80,243	-22.17%
(2010-20104017) Grants-Community Serv..	-31,888	900,747	900,747	900,747	0	0.00%
(2010-20105140) HOME Administration	19,585	27,707	27,707	27,707	0	0.00%
(2010-20105141) HOME Replace Housing ..	135,440	375,000	375,000	375,000	0	0.00%
(2010-20105142) HOME Affordable Housi..	152,438	0	0	0	0	0.00%
(2010-20105143) HOME Single Family Re..	0	375,000	375,000	375,000	0	0.00%
(2020-20204017) Neighborhood Stabiliza..	63	227,472	227,472	227,300	-172	-0.08%
(2030-20305150) NSP3 Administration	0	227,300	227,300	227,300	0	0.00%
(2040-20404017) CDBG	38,817	2,941,783	2,941,783	2,947,174	5,391	0.18%
(2040-20405100) CDBG Administration	362,484	94,730	94,730	94,730	0	0.00%
(2040-20405101) CDBG Single Family Res..	125,885	835,000	835,000	835,000	0	0.00%
(2040-20405102) CDBG Lead Based Paint	7,026	40,000	40,000	40,000	0	0.00%
(2040-20405103) CDBG Temporary Reloc..	16,627	34,000	34,000	34,000	0	0.00%
(2040-20405104) CDBG Rehab/Delivery	116,100	8,500	8,500	8,930	430	5.06%
(2040-20405105) CDBG Demolition Low/..	1,133	43,000	43,000	43,000	0	0.00%
(2040-20405106) CDBG Demolition Slum ..	32,176	75,000	75,000	75,000	0	0.00%
(2040-20405107) CDBG Public Services	329,668	0	0	0	0	0.00%
(2040-20405108) CDBG Housing Services-..	84,779	0	0	0	0	0.00%
(2040-20405109) CDBG Housing Services-..	310,453	0	0	0	0	0.00%
(2040-20405110) CDBG Public Fclty/Infra-..	234,058	0	0	0	0	0.00%
(2040-20405111) CDBG Public Fclty/Infra-..	363,301	0	0	0	0	0.00%
(2040-20405112) CDBG Roof Replacemen..	59,497	100,000	100,000	100,000	0	0.00%
(2110-21101714) Arts Program	259,666	0	0	0	0	0.00%
(2140-21404017) CAP Grant	0	68,611	68,611	68,611	0	0.00%
(2140-21405261) Community Action Prog..	1,181,062	1,288,039	1,288,039	1,282,977	-5,062	-0.39%
(2140-21405262) Community Action Prog..	35,350	46,857	46,857	46,857	0	0.00%
(2140-21405263) Community Action Prog..	52,509	0	378,831	0	0	0.00%
(2150-21505130) ESG Administration	14,544	258,992	258,992	258,992	0	0.00%
(2150-21505131) ESG Rapid Rehousing	60,720	0	0	0	0	0.00%
(2150-21505133) ESG Emergency Shelter ..	106,433	0	0	0	0	0.00%
(2160-21604017) Grants-Community Serv..	0	275,000	275,000	275,001	0	0.00%
(2160-21605241) Library Grant Accounts	81,686	0	17,400	0	0	0.00%
(2160-21605248) Community Connection..	0	0	2,500	0	0	0.00%
(2160-21605249) Library Donation Accou..	11,435	0	20,000	0	0	0.00%
(2160-21605268) Donations-Mun Util Bill ..	0	0	50,000	0	0	0.00%
(2160-21605269) Community Action Prog ..	0	0	7,000	0	0	0.00%
(6130-61301713) Housing Public Activities	1,734,843	14,703,077	13,620,481	15,022,480	319,403	2.17%
Grand Total	12,018,691	30,188,874	29,582,009	30,224,993	36,119	0.12%

Community Services Staffing by Program

Fund / Org	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Change in Budget
(1000-10001710) Community Services Ad..	3.00	3.00	3.00	0.00
(1000-10001711) Library	50.50	51.50	51.50	0.00
(1000-10001712) Community Engagement	1.00	1.00	1.00	0.00
(1000-10001716) Community Revitalizati..	2.00	2.00	2.00	0.00
(2040-20404017) CDBG	8.00	8.00	8.00	0.00
(2110-21101714) Arts Program	1.00	0.00	0.00	0.00
(2140-21405261) Community Action Prog..	5.50	6.50	6.50	0.00
(6130-61301713) Housing Public Activities	20.00	19.00	20.00	1.00
Grand Total	91.00	91.00	92.00	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.

Planning

The Planning Division has three major functions, long range planning and research, current planning and zoning administration.

The long range planning and research function is responsible for the long-range physical General Plan, special studies, research, quarterly population estimates, annexation analysis and application processing. In addition, the division administers the Historic Preservation Ordinance and the related program, coordinates preparation of national and local register nominations and staffs the Historic Preservation Commission.

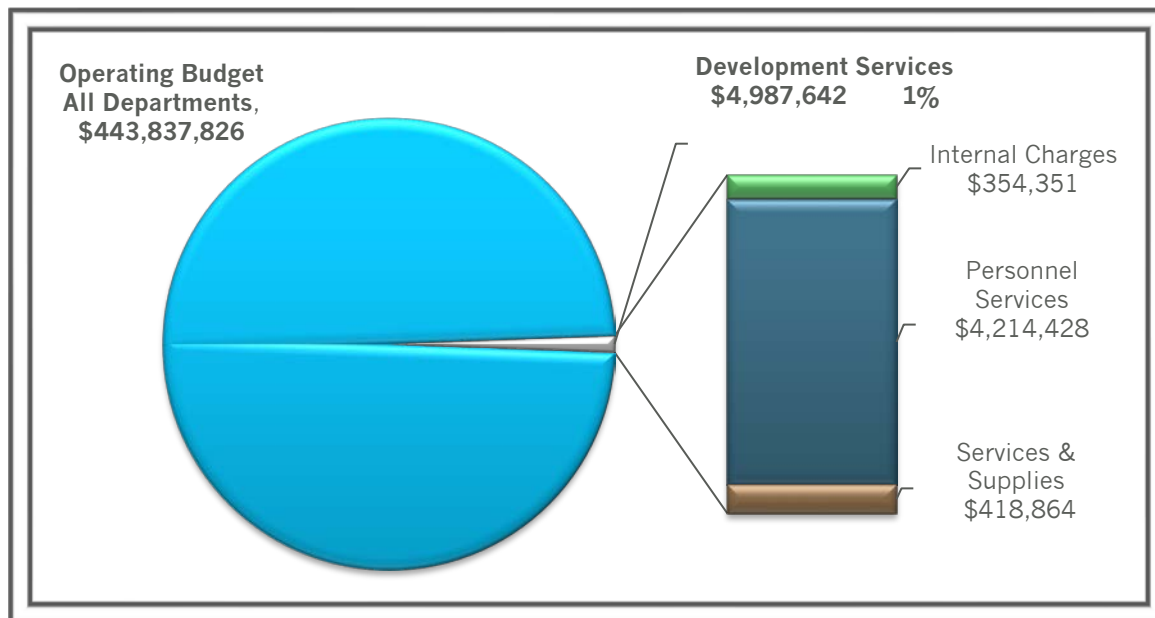
The current planning and zoning administration function manages the review of land use applications including General Plan amendments, annexations, rezoning requests, conditional use permits, preliminary and final plats, residential and commercial reviews, variance requests, group home review, appeals, zoning administrative review and relief requests, commercial tenant improvements, special events, liquor licenses, business

license reviews, group homes and custom home reviews and geographic information systems and mapping services.

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

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 \$444 million. The departmental operating budget is comprised of three categories:

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

Accomplishments, Enhancements, and Efficiencies

- Electronic submittals and electronic plan reviews provide better customer service by eliminating travel time for customers; the city benefits by reducing paper copies and eliminating steps in the process.
- Performed plan review and construction inspection of 2.9 million square feet of building development having a construction value of 360 million dollars.
- Reviewed an additional 292 million dollars' worth of construction plans.
- Processed 9 annexations of land into the City totaling over 2,000 acres along the Loop 303 (Cotton Properties, Barclay, West 303, Bethany 303, Park 303, Glendale 303, Alsup 303 and Allen Ranches).
- Significant developments processed include: White Claw, Red Bull, Volvo Cars of Arrowhead, Arrowhead Jaguar Land Rover, and Arrowhead Collision

Goals, Objectives, and Performance Measures

<i>Strategic Objective</i>	Optimize Processes & Services			
<i>Department Strategic Initiative</i>	Provide complete and timely review using our newly published time frames to speed projects to completion in an inclusive and open process			
<i>Intended Result</i>	Glendale customers receive superior customer service			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
<i>Number of service requests filed</i>	300	360	288	300
<i>Number of filed cases</i>	383	370	324	330
<i>Planning customers/visits assisted at the Development Services Center counter and telephone calls *</i>	3,555	3,600	7,840*	3610

*Calls included due to COVID-19

Strategic Objective	Optimize Processes & Services			
Department Strategic Initiative	95% of all plan review submittals are completed within two review cycles			
Intended Result	Thorough and expedient review of construction plans support the development of our community			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Number building permits issued	5,804	6,000	6,000+	6,200+
Number of plan reviews completed	4,625	4,864	5,000+	6,800+
Number of plan reviews completed electronically	420	650	1,200	6,750+
% of submitted plans approved at first review	78%	78%	79%	75%
% of submitted plans approved at second review	19%	19%	18%	22%
% of submitted plans requiring 3 or more reviews	3%	3%	3%	3%

Development Services (18)
Budget by Categories of Expenditures

Group	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
Personnel Services	5,111,224	5,614,058	5,614,058	4,214,428	-1,399,631	-24.93%
Services and Supplies	458,392	722,568	722,568	418,864	-303,704	-42.03%
Internal Charges	353,623	422,520	422,520	354,351	-68,169	-16.13%
Grand Total	5,923,239	6,759,146	6,759,146	4,987,642	-1,771,504	-26.21%

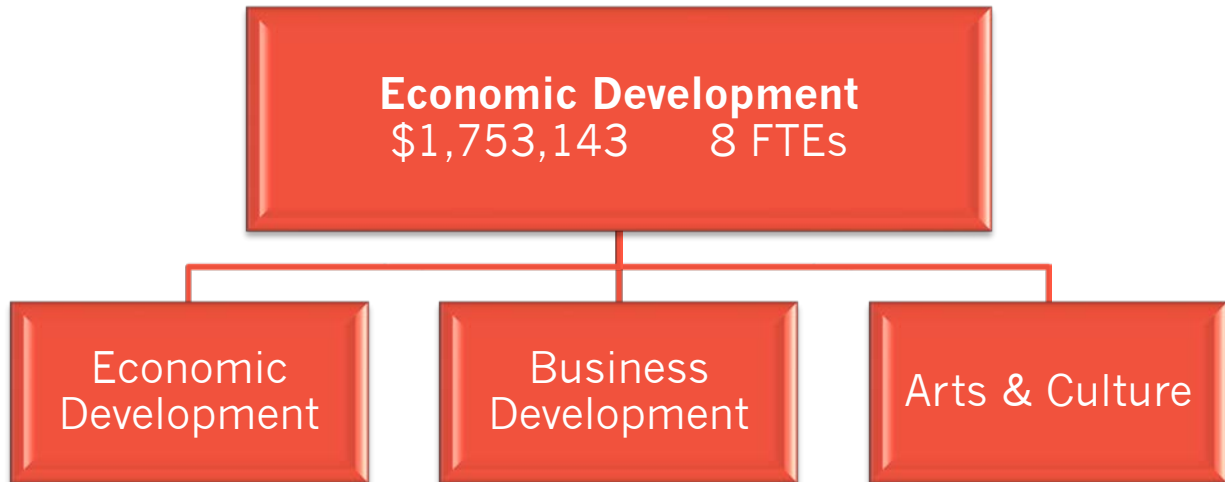
Fund & Department Number Budget by Program

Fund / Org	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
(1000-10001810) Planning	1,068,597	1,583,867	1,583,867	1,642,022	58,155	3.67%
(1000-10001811) Building Safety	2,867,147	3,121,333	3,121,333	3,111,385	-9,948	-0.32%
(1000-10001812) Code Compliance	1,881,464	1,838,993	1,838,993	0	-1,838,993	-100.00%
(1000-10005006) Mapping and Records	104,881	214,953	214,953	234,236	19,283	8.97%
(2160-21605258) Planning Donations	1,150	0	0	0	0	0.00%
Grand Total	5,923,239	6,759,146	6,759,146	4,987,642	-1,771,504	-26.21%

Development Services Staffing by Program

Fund / Org	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Change in Budget
(1000-10001810) Planning	10.00	11.00	12.00	1.00
(1000-10001811) Building Safety	26.00	26.00	26.00	0.00
(1000-10001812) Code Compliance	18.00	18.00	0.00	-18.00
(1000-10005006) Mapping and Records	1.00	2.00	2.00	0.00
Grand Total	55.00	57.00	40.00	-17.00

Performance Report



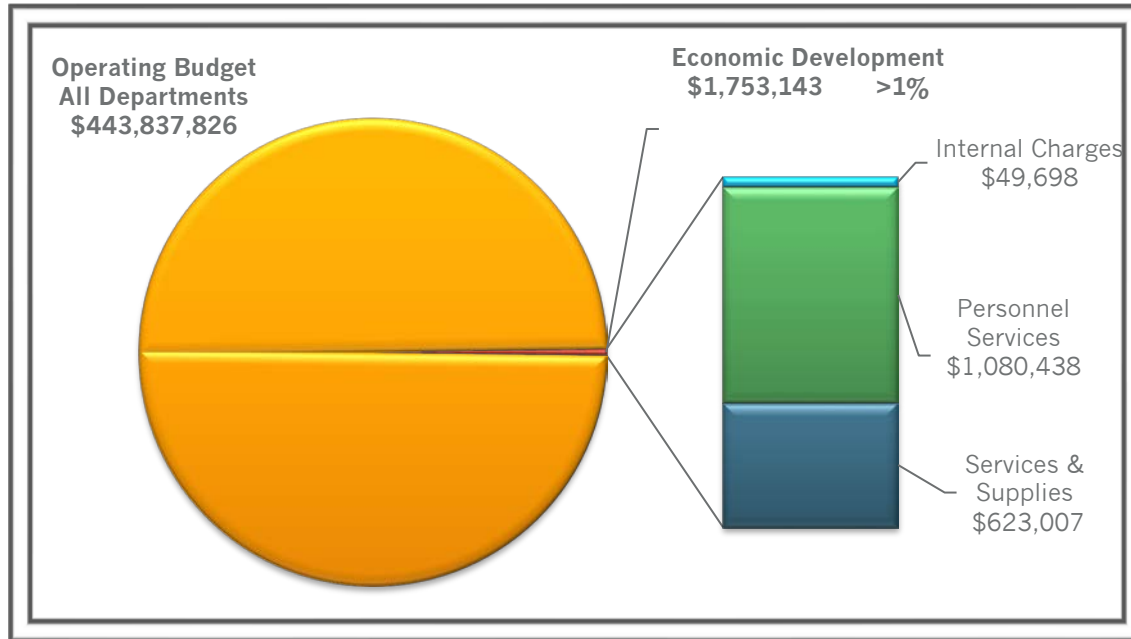
Mission Statement

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, promoting a quality of life through arts and culture programming, 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.

Operating Budget



The total City Operating Budget is \$444 million. The departmental operating budget is comprised of three categories:

- Internal Charges = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Personnel Services = salary and related costs
- Service & Supplies = operating and contractual costs

Accomplishments, Enhancements, and Efficiencies

BUSINESS ATTRACTION ACCOMPLISHMENTS

Jaguar, Land Rover, Volvo

In January 2020, Visionary Automotive Group announced the award of new Jaguar and Land Rover franchises and their plans to construct a new state-of-the-art facility adjacent to their already award-winning Arrowhead BMW dealership in north Glendale. Additionally, Berkshire Hathaway Automotive announced plans to relocate their existing Volvo dealership to the same site. Lastly, Visionary Automotive Group also intends to open a new collision and cosmetic repair and paint facility at the Glendale site, with specific intentions to cater to the new luxury franchises as well as the existing luxury vehicle brands that require factory genuine parts. The new development will bring 250 jobs and significant sales tax revenue will be generated by this growing lineup of luxury brands.

White Claw – Mark Anthony Brewing

In January 2020, Mark Anthony Brewing chose Glendale as the home of their new quarter billion-dollar state-of-the-art brewing and manufacturing facility to produce White Claw

and Mike's Hard Lemonade. The first phase, which will be 916,000 SF at the Woolf Logistics Center near the Loop 303, is expected to be complete by June 2020.

Red Bull North America

In March of 2019, Red Bull announced plans to develop their first manufacturing facility outside of Austria in partnership with Rauch and Ball Corporation. Less than a year later, the leading energy drink company is looking to expand its operations in Glendale. Red Bull North America plans to construct a 700,000 square foot beverage distribution facility, which will support and distribute items produced from the Rauch/Ball/Red Bull production facility that is currently under construction at Reems Road and Peoria Avenue in Glendale. This new beverage distribution facility will create 115 new jobs, with health benefits and average wages above \$50,000 per year.

Ball Corporation

Ball Corporation announced they are developing a \$290 million, 530,000 square foot state of the art metal beverage container manufacturing facility in Glendale. The project will produce aluminum cans and other beverage products specifically designed to meet the demand of the Red Bull production facility currently under construction directly west of the new Ball location. The facility will create more than 190 new positions with an average wage of \$65,000 per year. Over 10 years this represents more than \$125 million dollars in wages being added to the local economy.

Banner @ Aspera

Banner Healthcare Center at Aspera, is the newest health facility to begin construction in the Valley. On January 29, Banner held a groundbreaking for their 128,000 SF center that will include 128 exam rooms, 13 imaging rooms, and will employ 215 healthcare professionals. The \$53 million-dollar facility is nearly three times the size of Banner's second-largest health center in Peoria. Construction is anticipated to be complete in the Spring of 2021.

Hotel Development in the Sports and Entertainment District

Over the last year, Aloft Hotel opened its doors in the Sports and Entertainment District and was followed by three additional hotels currently under construction, Holiday Inn, Tru by Hilton and Marriott TownePlace. All three are slated to open in 2020 which brings the total number of hotels in the area to twelve.

Glen Harbor Business Park

Glen Harbor Business Park has seen tremendous demand for mid sizes industrial buildings and parking in the last year. In January 2019 there were 17 land parcels available in and adjacent to the Glen Harbor Business Park. February 2020 one year later there are no parcels available in the Park and only one parcel available adjacent. As of March, there are two buildings under construction, 4 buildings that have broken ground, and more in the planning and review process.

New Frontier (Loop 303)

In 2020 more than 4.7 million square feet of new industrial and commercial buildings are under construction or planned to begin construction in the city's New Frontier. End users such as Ball, Red Bull and White Claw are constructing 2.8 million square feet,

while another 1.9 million square feet is being developed by speculative builders including Hines, Lincoln Property and Barclay Group.

Matt's Big Breakfast

Matt's Big Breakfast announced they will bring their exclusive "Scratch cooking, honest ingredients," to Glendale. To be located at the SWC of 75th Avenue and Rose Garden Lane, Matt's is expected to open in the Summer of 2020.

Lou Malnati's

Chicago-based Lou Malnati's announce in September 2019, that they would be opening their 4th location in Valley, at 75th Avenue and Rose Garden Lane, just north of the Loop 101. The Glendale location will offer take-out and delivery.

Portillo's

Portillo's will be bringing their top-notch hot dog and Italian beef sandwich creations to Glendale, their fourth valley location. Plans call for a complete tear down and rebuild of the existing Old Country Buffet located at 17125 North 79th Avenue. The building will be approximately 8,000 SF and will feature patio seating and a drive-thru. Portillo's is expected to open in Fall 2020.

Barrio Queen

In October 2019, Barrio Queen announced it would be bringing a location to Glendale, the local chain's first West Valley location. The new restaurant opened in Spring 2020, adjacent to Arrowhead Towne Center in the former Rock Bottom Brewery building at 75th Avenue and Bell Road. At nearly 7,000 square feet, the Glendale location will be Barrio Queen's largest restaurant in the Valley.

BUSINESS EXPANSION AND RETENTION ACCOMPLISHMENTS

Gen-Tech Expansion

Gen-Tech on 71st and Northern Avenues expanded their long-time location and are constructing 20,000 SF of new office space. The site is located adjacent to their existing property and will be used to consolidate other locations into this facility and will become the headquarters for their operations.

Coca Cola Expansion

Swire Coca-Cola is now under construction with a 165,000 SF expansion to the Coca Cola Facility in the Glendale Airpark. The original construction of the building, the 20,000 SF office expansion and this third addition to the property have all been done by the same firm.

HopeBridge Autism Center

Hopebridge Autism Therapy Center opened their first location in Glendale and will be the second tenant in the Phoenix Heart building off 59th Avenue and Talavi in the Arrowhead area. With their fully executed lease, Hopebridge reconfigured four existing spaces into one 11,000 square foot suite. The facility joins Glendale's ever-growing healthcare industry by bringing much needed services for families touched by the Autism spectrum disorder. Phoenix Heart is the landlord and owner of the building.

ARTS & CULTURE ACCOMPLISHMENTS

Arts & Culture Grants

In FY 2020, twelve organizations received Performing Arts Partnership Program grants, and six organizations received Downtown Arts & Cultural Initiative grants, allowing them to present free performances and workshops at Glendale public venues and schools. Grant recipients included: ABT Performing Arts Association, Ballet Arizona, Barnett Productions, Brelby Theatre Company, Center Dance Ensemble, Childsplay Theatre, Driftwood Quintet, Glendale Pipes and Drums, Local Trade, Mill Ave Chamber Players, Phoenix Conservatory of Music, Phoenix Symphony, ProMusica Arizona, Rising Youth Theatre, West Valley Arts Council and WHAM Art Association.

Interactive Arts at City Events

At this year's Glitter and Glow on January 11th, audiences were entertained by the performance group, Vessel. The atmospheric performance artists, adorned in illuminated colors of the spectrum, interacted with people as they transformed the streets into their stage.

The annual Plein Air Painting Competition was held at a new venue this year - the Folk & Heritage Festival on February 29th. Thirty-three artists participated in this fun one-day painting event. The four award-winning painting are now part of the City of Glendale portable art collection, on display for public enjoyment.

Celebrate America! Honoring Veterans with a Free Concert at the Civic Center

Through a Downtown Arts and Cultural Initiative grant, ProMusica Arizona presented a free concert on November 1st at the Civic Center in honor of American veterans. Over 300 people enjoyed an evening of American music that included Broadway, folk tunes, spirituals, and patriotic music with a salute to servicemen and women in the stirring piece Armed Forces: The Pride of America!

Take a Seat, Glendale!

In partnership with the Downtown Strategic Leadership Advisory Group and the greater downtown merchant community a beautification project was identified, resulting in aesthetically enhancing twenty benches with painted artwork in downtown Glendale. The project, entitled Take A Seat, Glendale! includes benches in the pedestrian right of way on 58th Avenue between Glenn Drive and Glendale Avenue. The artists and the project were celebrated in a public unveiling on March 4th.

Public Art at the Heroes Regional Park Library

The latest Percent for Art project for the City of Glendale was commissioned for the Heroes Regional Park Library. Neighborhood Roots: Sugar Beets to Cotton and Beyond by artist Pete Goldlust, celebrates the historic roots of the Yucca District. The design was used to create three artistic elements at the new library: Terrazzo flooring, sandblasted entry glass windows and doors, an outdoor wall sculpture made of Corten and stainless steel, and a reading nook in the children's area.

ADDITIONAL ACTIVITY AND ACCOMPLISHMENTS

American Aerospace and Defense Summit

In December 2019, the American Aerospace and Defense Summit was held at the Glendale Renaissance Hotel and Conference Center, with over 150 industry leaders for the manufacturing and R&D in American aerospace and defense. The City of Glendale, in partnership with Arizona Commerce Authority and GPEC, sponsored a portion of the event and was featured on an expert panel, in an effort to gain access to this highly desirable industry for the Glendale community.

Grow Glendale Communication Strategy

Economic Development continued to ramp up the operations of the Grow Glendale media strategy. In the last year, the @GrowGlendale social media accounts have had over 320,000 impressions! Additionally, there have been millions of media impressions from the articles and media releases sent out this year.

Office Attraction Strategy

The City of Glendale is in the enviable position of being nearly sold out of any measurable office space of interest to a multi-national or fortune 1000 type company. Economic Development has been actively working with industry leaders and stakeholders to interested parties in the construction of additional office space primarily along the Loop 101 given the market's strong desire for properties with direct frontage and end users need for freeway signage.

ASU Start Up School

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.

Downtown Manager Contract

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.

Goals, Objectives, and Performance Measures

Strategic Objective		Improve Community Experience		
Department Strategic Initiative		Leverage industry resources to increase Glendale's visibility in the local, state, and national markets and promote Glendale through recruitment initiatives		
Intended Result		Increase the number of businesses and jobs in our community to ensure long-term financial stability		
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
New Businesses & Expansions	7	12	13	15
Jobs Generated	1,027	765	1,870	1,500
Participation in Recruitment Initiatives	3	12	7	12

Strategic Objective		Improve Community Experience		
Department Strategic Initiative		Provide direct assistance to small businesses by connecting them with information, experts, and programs for business development.		
Intended Result		Entrepreneurial small business in Glendale is a fundamental component of our economy.		
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
ASU Startup School Classes	18	12	12	12
Direct Assistance – Small Business (Hours)	N/A	250	525	1,000

Strategic Objective		Improve Purposeful Communication		
Department Strategic Initiative		Proactively share information about businesses expansions, new locates, City programs, and economic development efforts to relevant target audiences.		
Intended Result		Increased public awareness about economic opportunities in Glendale.		
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Social Media Impressions	N/A	20,000	400,000	500,000
Press Releases/ Media Outreach	N/A	30	45	65
Followers: Instagram, Facebook, Twitter	N/A	130, 90, 80	415, 400,190	600, 500, 300

<i>Strategic Objectives</i>	Improve Stakeholder Engagement Improve Purposeful Communication			
<i>Department Strategic Initiative</i>	Improve visibility and outreach, link businesses to resources, and support business assistance events (job/procurement fairs, seminars, etc.).			
<i>Intended Result</i>	Businesses grow and thrive in our community.			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
Targeted Outreach Contacts	1,299	968	668	1,000
Business Assistance Events	11	7	8	12

<i>Strategic Objectives</i>	Optimize Processes & Services Improve Community Experience			
<i>Department Strategic Initiative</i>	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.			
<i>Intended Result</i>	All patrons of the Economic Development Department receive excellent customer service.			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
Number of people attending public art programs	15,810	17,500	20,000	25,000
Number of partners providing arts programming to Glendale residents	21	24	29	35

Economic Development (19)
Budget by Categories of Expenditures

Group	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
Personnel Services	767,396	1,013,872	1,013,872	1,080,438	66,566	6.57%
Services and Supplies	331,581	561,778	561,778	623,007	61,229	10.90%
Internal Charges	34,910	39,217	39,217	49,698	10,481	26.72%
Grand Total	1,133,887	1,614,867	1,614,867	1,753,143	138,276	8.56%

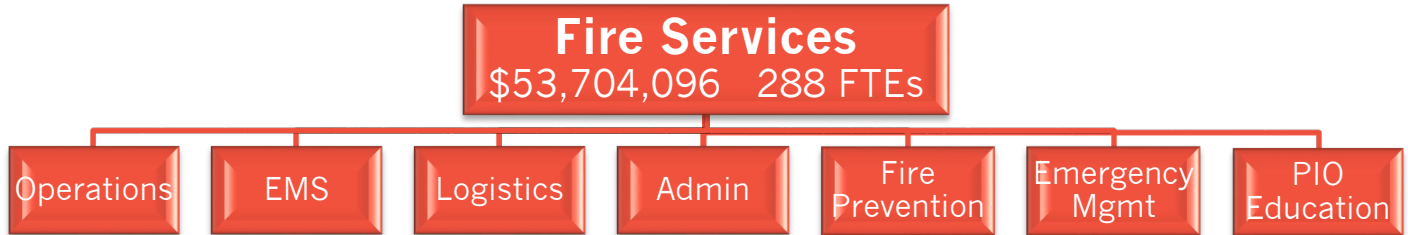
Fund & Department Number Budget by Program

Fund / Org	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
(1000-10001910) Economic Development	873,535	1,000,723	1,000,723	1,135,660	134,937	13.48%
(1000-10005007) Business Development	260,352	349,996	349,996	277,027	-72,969	-20.85%
(2110-21101911) Arts Program	0	264,148	264,148	340,456	76,308	28.89%
Grand Total	1,133,887	1,614,867	1,614,867	1,753,143	138,276	8.56%

Economic Development Staffing by Program

Fund / Org	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Change in Budget
(1000-10001910) Economic Development	6.000	7.000	7.000	0.000
(2110-21101911) Arts Program	0.000	1.000	1.000	0.000
Grand Total	6.000	8.000	8.000	0.000

Performance Report



Mission Statement

Be Safe, Be Nice & Be Accountable

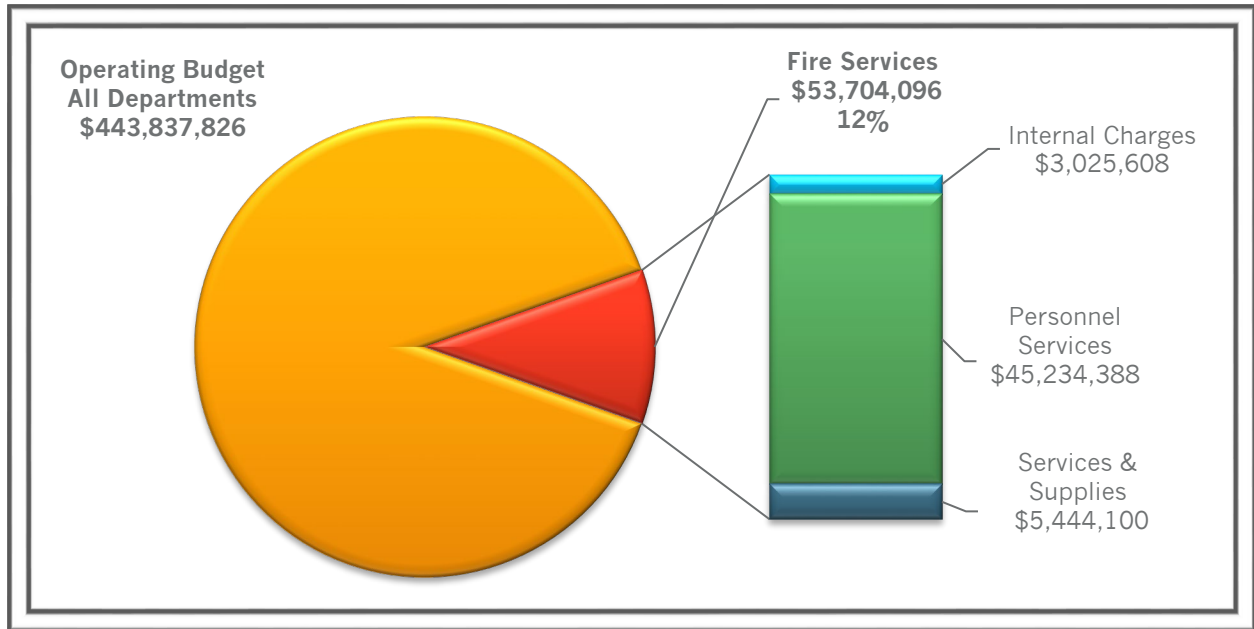
Department Description

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 \$444 million. The departmental operating budget is comprised of three categories:

-  Internal Charges = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
-  Personnel Services = salary and related costs
-  Service & Supplies = operating and contractual costs

Accomplishments, Enhancements, and Efficiencies

- Public Education was provided to a total of 18,297 participants at 517 classes and events, including 2,312 people trained to provide lifesaving “Hands-Only” CPR.
- So far since the inception of the “Hands-Only” CPR Curriculum in late 2007, over 32,500 people have been trained in “Hands-Only” CPR and AED use in Glendale.
- The Crisis Response (CR) Program interns and volunteers logged 16,773 hours with an estimated value \$426,537.39
- The CR Unit was dispatched to 1803 Crisis/Traumatic incidents. 40 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 99 customers and closed 75 of the referred cases.
- Resource Management volunteers logged approximately 1,045 hours.
- 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 entire Department has been converted 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. Resource Management is conducting periodic audits to ensure we remain efficient in our phone procurement and use.

Goals, Objectives, and Performance Measures

Strategic Objective	Optimize Processes & Services			
Department Strategic Initiative	Ensure proper support and deployment of staffing, apparatus and equipment to provide fast, effective emergency response.			
Intended Result	Our community receives effective and efficient all hazards response and is assured of the long-term sustainability of quality services.			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Response time at the 90 th percentile of emergency calls. (Turnout and Travel) Code 3.	6:55	7:53	6:55	6:25
Glendale fire suppression calls	2307	2,135	2,000	2,000
Glendale ALS and BLS calls	29,219	28,604	30,000	32,000
Glendale other call types	1,167	3,650	2,500	3,000
Automatic Aid Received	4,919	5,843	5,000	6,000
Automatic Aid Given	7,968	8,725	8,000	8,000
Insurance Services Office (ISO) rating	2	1	1	1
Strategic Objectives	Strengthen Workforce Development Strengthen Workforce Culture			
Department Strategic Initiative	Annual training of department personnel to maintain compliance with State and National standards.			
Intended Result	We deliver superior customer service; and, have a culture of continuous assessment, progressive management, and quality personnel practices.			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Average number of training hours per Firefighter	216	200	210	220
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%

Strategic Objectives	Optimize Processes & Services Improve Community Experience			
Department Strategic Initiative	Provide fair, consistent, and comprehensive plans review and inspections; Investigate structure fire origin and cause to identify potential prevention measures.			
Intended Result	Reduce the loss of lives and property by incorporating effective fire prevention measures in community development.			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Number of inspections completed	3,052	3,579	3,400	3,600
Number of new construction inspections	669	1,150	1,250	1,300
Number of plans reviewed	1,389	1,427	1,500	1,500
Requests for services*		840	900	950
Structure Fire Investigations	111	71	124	110
Special Event Inspections	295	255	225	230

*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

Strategic Objectives	Improve Purposeful Communication Improve Stakeholder Engagement			
Department Strategic Initiative	Promote safety awareness in the community through proactive life safety and fire prevention education programs.			
Intended Result	Reduction in loss of life and property within our community.			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Number of life safety classes and events held annually	581	517	550	550
Customer contacts	18,531	18,297	16,800	16,800

Fire Services (20) Budget by Categories of Expenditures

Group	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
Personnel Services	43,276,757	44,718,928	44,643,928	45,234,388	515,460	1.15%
Services and Supplies	4,268,125	4,608,242	4,129,935	5,444,100	835,858	18.14%
Internal Charges	2,321,307	2,800,425	2,800,425	3,025,608	225,183	8.04%
Grand Total	49,866,189	52,127,595	51,574,288	53,704,096	1,576,501	3.02%

Fund & Department Number Budget by Program

Fund / Org	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
(1000-10002010) Fire Administration	2,431,438	2,368,916	2,366,916	2,345,113	-23,804	-1.00%
(1000-10002011) Fire Operations	37,550,322	37,559,249	37,559,249	38,520,082	960,832	2.56%
(1000-10002012) Fire Special Operations	28,793	47,625	47,625	47,625	0	0.00%
(1000-10002013) Fire Resource Managem..	3,506,770	3,791,772	3,773,372	3,933,858	142,086	3.75%
(1000-10002014) Fire Training	24,881	36,100	39,902	49,219	13,119	36.34%
(1000-10002015) Fire Medical Services & ..	263,742	256,563	258,161	376,563	120,000	46.77%
(1000-10002016) Fire Emergency Manage..	582,517	635,332	635,332	675,991	40,660	6.40%
(1000-10002017) Fire Marshal's Office	1,034,078	1,139,973	1,139,973	1,208,415	68,441	6.00%
(1000-10002018) Fire Community Services	10,134	21,298	21,298	28,258	6,960	32.68%
(1000-10002019) LA Services	1,183,236	1,162,051	1,162,051	1,198,811	36,759	3.16%
(1000-10002020) Logistics Ops	173,331	159,663	159,663	17,272	-142,390	-89.18%
(1000-10002021) Glendale Health Center	27,586	60,956	60,956	111	-60,845	-99.82%
(1000-10005008) FD - NCAA Final Four	600	0	0	0	0	0.00%
(1000-10005009) Fire - Fiesta Bowl Event	4,483	59,794	59,794	64,723	4,929	8.24%
(1000-10005010) Stadium - Fire Event Sta..	5,661	17,674	17,674	17,674	0	0.00%
(1000-10005011) Arena - Fire Event Staffi..	187,487	267,311	267,311	315,306	47,996	17.96%
(1000-10005012) CBRanch - Fire Event St..	63,914	92,993	92,993	128,371	35,378	38.04%
(1000-10005013) Fire - College FB Playoffs	71	0	0	0	0	0.00%
(1000-10005076) Fire-Crisis Response	9,868	10,000	10,000	10,000	0	0.00%
(1000-10005077) Fire-Health & Safety	218,138	234,583	234,583	261,583	27,000	11.51%
(1000-10005078) Fire-Turnout Program	226,453	184,051	199,051	527,856	343,805	186.80%
(2160-21604020) Grants-Fire Services	0	3,028,831	2,968,831	3,028,831	0	0.00%
(2160-21605201) Fire AZDOHS Grants	96,584	0	-148,607	0	0	0.00%
(2160-21605203) Fire AZ Forestry Grants	1,282,838	0	-400,000	0	0	0.00%
(2160-21605208) Fire Miscellaneous Gran..	14,093	0	0	0	0	0.00%
(2160-21605209) Fire Donation Accounts	4,802	0	55,300	0	0	0.00%
(2200-22002023) PS Training Ops - Fire	934,368	992,859	992,859	948,434	-44,425	-4.47%
Grand Total	49,866,189	52,127,595	51,574,288	53,704,096	1,576,501	3.02%

Fire Services Staffing by Program

Fund / Org	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Change in Budget
(1000-10002010) Fire Administration	17.0	16.0	16.0	0.0
(1000-10002011) Fire Operations	236.0	236.0	241.0	5.0
(1000-10002013) Fire Resource Managem..	6.0	7.0	7.0	0.0
(1000-10002016) Fire Emergency Manage..	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	5.0	-1.0
(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	284.0	284.0	288.0	4.0

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.

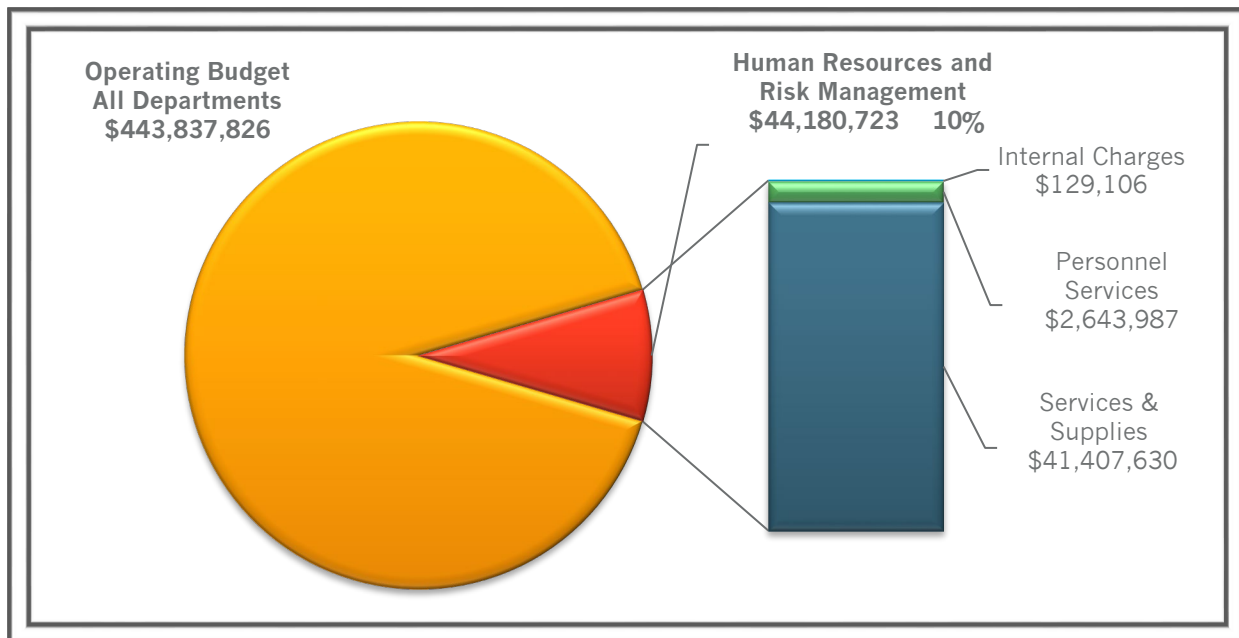
Classification & Compensation - Implements and maintains the classification and compensation structure, policies and practices which include the following:

- 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.

Operating Budget



The total City Operating Budget is \$444 million. The departmental operating budget is comprised of three categories:

- Internal Charges = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Personnel Services = salary and related costs
- Service & Supplies = operating and contractual costs

Accomplishments, Enhancements, and Efficiencies

- As part of our Good Life Wellness Program the City was awarded the Healthy Arizona Worksite Gold Award this year and is a Platinum Employer in the Greater Phoenix Chamber Foundation Wellness AtoZ Program. We continued our Walker Tracker program to help employees stay active and healthy. We held four Walker Tracker challenges throughout the year and had 500+ participants. We also added a healthy eating challenge and the Wellness AtoZ Spring Wellness Wonders challenges with about 100 participants. Good Life held 28 onsite workshops and one webinar totaling over 400 participants. We offered 25 opportunities for onsite screenings including biometrics, MOM, POP and blood pressure with over 700 participants. The Spring Benefits, Wellness & Education Fair had over 500 attendees and the Fall Fitness & Wellness Expo had over 200 attendees. Onsite flu shot clinics had over 300 participants.
- Streamlined the annual Outside Employment Form collection process by utilizing an on-line form versus paper. The on-line form provides the ability to more easily track who has submitted forms by department and where follow-up is needed.
- 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 approximately 256 cases plus an additional 30 inquiries and/or investigations were completed in an effort to create a positive work environment and reduce liability to the City of Glendale.
- Human Resources worked diligently this past year to assist departments in filling their vacancies. Approximately 479 recruitments were conducted in which we received and reviewed 11,766 applications.
- City employees completed 5,001 classes 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 completed 12 ergonomic evaluations, 10 safety assessments and held 4 Safety Security and Alliance meetings. A total of 222 employee's hearing was tested to comply with OSHA's Hearing Conservation Program and staff verified 203 CDL medical certifications to ensure compliance with federal regulations. A total of 693 drug and/or alcohol tests were coordinated and administered.
- Maintained 100% return to duty program for employees. A total of 165 claims were filed, with six determined not to be compensable. The denial rate is 3.6% which is

below the Industrial Commission’s 12% standard and the average denial rate for cities and counties at 8%.

- 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.
- Staff has been working on conversion and implementation of the new Origami claims information system. Data migration and set up has begun with go live July 2020.

Goals, Objectives, and Performance Measures

<i>Strategic Objectives</i>	Strengthen Workforce Culture Strengthen Workforce Development			
<i>Department Strategic Initiatives</i>	1. Obtain top level management support for diversity initiatives. 2. Form a Diversity Committee to develop, communicate and implement a diversity strategy.			
<i>Intended Result</i>	Foster and influence a climate of mutual respect and inclusiveness that is open, creative and people centered.			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
<i>Number of organizational diversity events held</i>	7	8	10	14
<i>Number of diversity training opportunities held</i>	34	36	38	40
<i>Number of employees attending diversity training/events</i>	1161	1300	1500	1600
<i>Our employee diversity ratio reflects the Glendale community</i>	**See below	**See below	**See below	**See below

***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%

***New Hires FY18/19 Actual** – White 55.5%, Black/AA 5%, Hispanic Latino 35.3%, Asian 1.7%, Native Hawaiian and Other Pacific Islander 0%, American Indian 0.8%, 2 or more Races 1.7%

****Community and Employee Ratios 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)

****Community and Employee Ratios FY18/19 Actual** – White 48.6% Community (65.3%EE), Black/AA 5.1% Community (5.1%EE), Hispanic/Latino 37.3% Community (25.4%EE), Asian 4.3% Community (2.4%EE), American Indian 1.6% Community (0.9%EE), Native Hawaiian and Other Pacific Islander 0.2% Community (0.2%EE), 2 Or More Races 4.2% Community (0.7%EE)

Strategic Objective	Improve Resource Alignment			
Department Strategic Initiatives	<ol style="list-style-type: none"> 1. Collaborate with employees, stakeholders and healthcare organizations to review options for implementing a fiscally sustainable health plan. 2. Develop a plan to promote greater participation in the wellness program. 			
Intended Result	Maintain a fiscally sustainable employee benefits program that provides high quality healthcare which promotes and enhances the well-being of employees.			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Cost increases remain at or below the medical trend.	7-1-17 .16% above medical trend	7-1-18 1% below medical trend	7-1-19 1.3% below medical trend	7-1-20 3.4% below medical trend
Increase enrollment in the wellness program.	744 participants 24% increase over prior year	645 21% decrease due to calculation change	685 6% Increase in participation	885 29% Increase in participation
Reduction of overall health insurance costs.	n/a	2.2%	.8%	1%

Strategic Objectives	Improve Resource Alignment Improve Asset Management			
Department Strategic Initiative	<ol style="list-style-type: none"> 1. Monitor external market on regular basis to ensure competitiveness. 2. Complete job studies as appropriate in a timely manner to ensure classifications are current. 3. Comply with appropriate federal and state laws. 4. Complete classification and compensation study to determine critical areas requiring attention. 			
Intended Result	Implement and maintain a competitive non-represented compensation structure, policy, practices and philosophy to attract, motivate and retain highly skilled employees.			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Reduce turnover for non-represented employees	13.1%	8.6%	11.1%	8.0%
Salary ranges are within +/- 5% of the average midpoint for comparative organizations	At +/- 5% 7-1-18	Study not conducted	At +/- 5% 7-1-20	Remain at +/- 5%

Strategic Objectives	Improve Resource Alignment Improve Asset Management			
Department Strategic Initiatives	<ol style="list-style-type: none"> 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. Manage property and liability claims to minimize costs. Promote employee safety awareness programs. 			
Intended Result	Provide and maintain a low risk, safe environment for City of Glendale employees and its citizens.			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Utilize in-house counsel 50% (when practical) to reduce legal fees.	Cost of legal fees \$445,097	61%	50% in house	50% in house
FY18-19 Estimate (New measures)				
Open (filled/served)		18		
Closed (settled, prevailed or dismissed)		34		
Internal counsel assigned		32		
Outside counsel assigned		20		
*Experience Modification Rate for Workers' Compensation Claims at 1.0 or less. The average for city and county employers is 1.04%	As of 12/31/18 .86	As of 12/31/19 .90	.90	.90
Maintain total operating cost of risk at < 3%	1%	.0166%	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 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
Personnel Services	2,242,111	2,317,661	2,317,661	2,643,987	326,327	14.08%
Services and Supplies	35,189,100	38,131,568	38,131,568	41,407,630	3,276,062	8.59%
Internal Charges	102,390	213,677	213,677	129,106	-84,572	-39.58%
Grand Total	37,533,601	40,662,906	40,662,906	44,180,723	3,517,817	8.65%

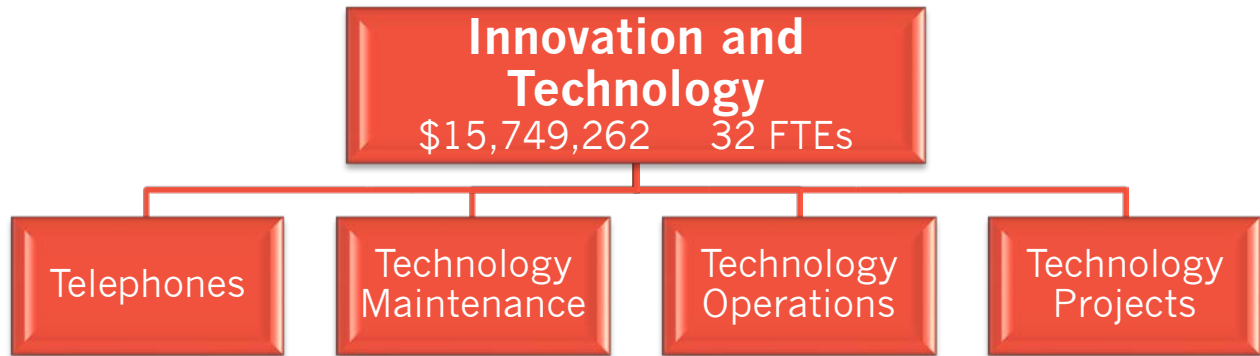
Fund & Department Number Budget by Program

Fund / Org	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
(1000-10002110) Human Resource Admin..	480,256	675,737	675,737	2,144,849	1,469,112	217.41%
(1000-10002112) Organizational Develop..	129,968	132,203	132,203	138,810	6,607	5.00%
(1000-10005014) Employment Services	392,483	389,819	389,819	907	-388,913	-99.77%
(1000-10005015) Employee Relations	313,984	315,748	315,748	729	-315,019	-99.77%
(1000-10005016) Compensation	199,131	194,966	194,966	89	-194,877	-99.95%
(1000-10005017) Employee Programs	43,148	60,000	60,000	60,000	0	0.00%
(1000-10005018) Benefits	437,569	434,146	434,146	2,004	-432,142	-99.54%
(7010-70102113) Risk Management	4,451,680	4,053,491	4,053,491	4,624,968	571,477	14.10%
(7020-70202114) Workers' Compensation	2,517,975	2,968,471	2,968,471	4,750,076	1,781,605	60.02%
(7030-70305019) Benefit Programs	28,567,407	31,438,324	31,438,324	32,458,292	1,019,968	3.24%
Grand Total	37,533,601	40,662,906	40,662,906	44,180,723	3,517,817	8.65%

Human Resources Staffing by Program

Fund / Org	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Change in Budget
(1000-10002110) Human Resource Admin..	3.00	4.00	17.00	13.00
(1000-10002112) Organizational Develop..	1.00	1.00	1.00	0.00
(1000-10005014) Employment Services	3.00	3.00	0.00	-3.00
(1000-10005015) Employee Relations	3.00	3.00	0.00	-3.00
(1000-10005016) Compensation	2.00	2.00	0.00	-2.00
(1000-10005018) Benefits	4.00	4.00	0.00	-4.00
(7010-70102113) Risk Management	2.00	2.00	2.00	0.00
(7020-70202114) Workers' Compensation	2.00	2.00	3.00	1.00
Grand Total	20.00	21.00	23.00	2.00

Performance Report



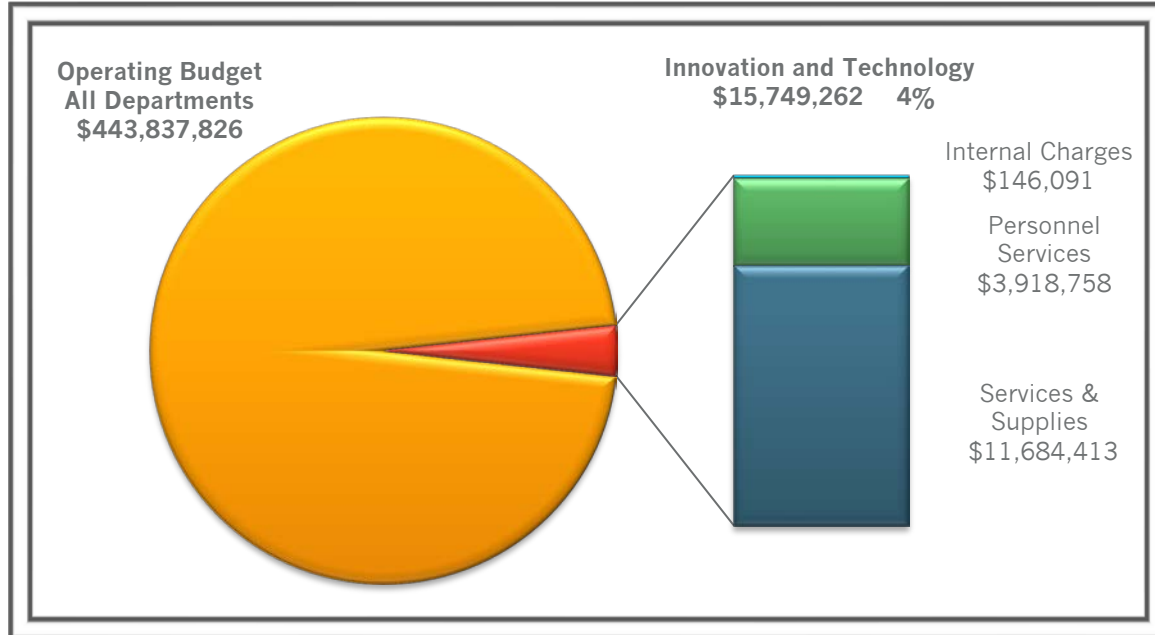
Mission Statement

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 and 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 \$444 million. The departmental operating budget is comprised of three categories:

- Internal Charges = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Personnel Services = salary and related costs
- Service & Supplies = operating and contractual costs

Accomplishments, Enhancements, and Efficiencies

- Implemented:
 - Business Licensing system
 - Pilot program for Police which matches DNA to the National FBI DNA database
 - City website re-design
 - GlendaleOne Citizen Requests for Service system which allows citizens to report issues and for City staff to respond
- Upgraded:
 - Utility billing system for Water Services
 - GIS software and hardware to be faster and to utilize new features
 - Innovation & Technology system for service desk ticketing, change management and technology asset management
 - Timesheet and scheduling system for Fire
- Integrated:
 - City's Cashiering and Enterprise Resource Planning systems
 - Synchronized utility billing addresses with GIS to facilitate address cleanup and to utilize additional data in GIS such as Council District

Goals, Objectives, and Performance Measures

<i>Strategic Objectives</i>	Improve Tools & Technology Optimize Processes & Services			
<i>Department Strategic Initiative</i>	Increase level of service to provide effective and efficient information technology support.			
<i>Intended Result</i>	Technologies are highly available, recoverable, and the integrity of data is maintained.			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
<i>Service Level Agreement (SLA) Compliance</i>	91.02%	90.98%	92.03%	95.00%
<i>Tickets Not Re-opened</i>	97.64%	97.63%	98.78%	98.80%
<i>Customer Satisfaction Rating</i>	90.77%	96.62%	98.44%	98.75%
<i>Number of Computers Replaced per Year</i>	207	384	870*	182

*High number of computers replaced due to the end of life of the Windows 7 operating system.

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

Group	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
Personnel Services	3,415,257	3,665,752	3,665,752	3,918,758	253,006	6.90%
Services and Supplies	4,851,657	9,321,784	9,321,784	11,684,413	2,362,629	25.35%
Internal Charges	47,534	58,895	58,895	146,091	87,195	148.05%
Grand Total	8,314,447	13,046,432	13,046,432	15,749,262	2,702,830	20.72%

Fund & Department Number Budget by Program

Fund / Org	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
(7050-70502210) Innovation & Tech Oper..	5,351,629	5,734,967	5,734,967	7,314,207	1,579,240	27.54%
(7050-70502211) Telephones	1,147,242	937,951	937,951	942,241	4,291	0.46%
(7050-70502212) Innovation & Tech Main..	1,324,193	1,463,344	1,463,344	1,466,044	2,700	0.18%
(7060-70602213) Technology Projects	491,384	4,910,170	4,910,170	6,026,770	1,116,600	22.74%
Grand Total	8,314,447	13,046,432	13,046,432	15,749,262	2,702,830	20.72%

Innovation and Technology Staffing by Program

Fund / Org	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Change in Budget
(7050-70502210) Innovation & Tech Oper..	29.00	30.00	31.00	1.00
(7050-70502211) Telephones	1.00	1.00	1.00	0.00
Grand Total	30.00	31.00	32.00	1.00

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

Group	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
Personnel Services	199,881	215,000	215,000	215,000	0	0.00%
Services and Supplies	25,967,404	11,746,250	11,746,250	10,302,040	-1,444,210	-12.30%
Internal Charges	809,076	80,000	80,000	0	-80,000	-100.00%
Grand Total	26,976,361	12,041,250	12,041,250	10,517,040	-1,524,210	-12.66%

Fund & Department Number Budget by Program

Fund / Org	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
(1000-10002310) Non-Departmental	26,880,361	11,841,250	11,841,250	10,317,040	-1,524,210	-12.87%
(2100-21004023) Utility Bill Don-Frmthe..	96,000	200,000	200,000	200,000	0	0.00%
Grand Total	26,976,361	12,041,250	12,041,250	10,517,040	-1,524,210	-12.66%

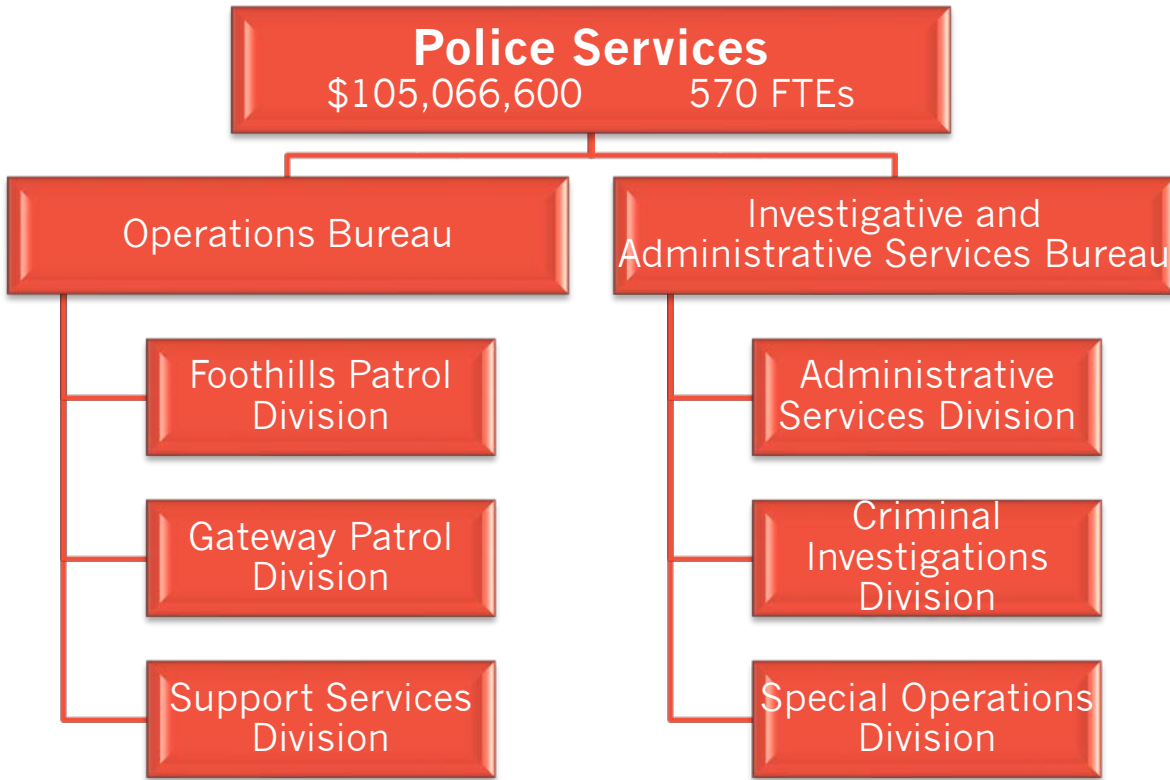
**Undefined Department (00)
Budget by Categories of Expenditures**

Group	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
Personnel Services	0	750,000	750,000	0	-750,000	-100.00%
Grand Total	0	750,000	750,000	0	-750,000	-100.00%

Fund & Department Number Budget by Program

Fund / Org	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
(2160-21602311) Non-Departmental Fun..	0	750,000	750,000	0	-750,000	-100.00%
Grand Total	0	750,000	750,000	0	-750,000	-100.00%

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

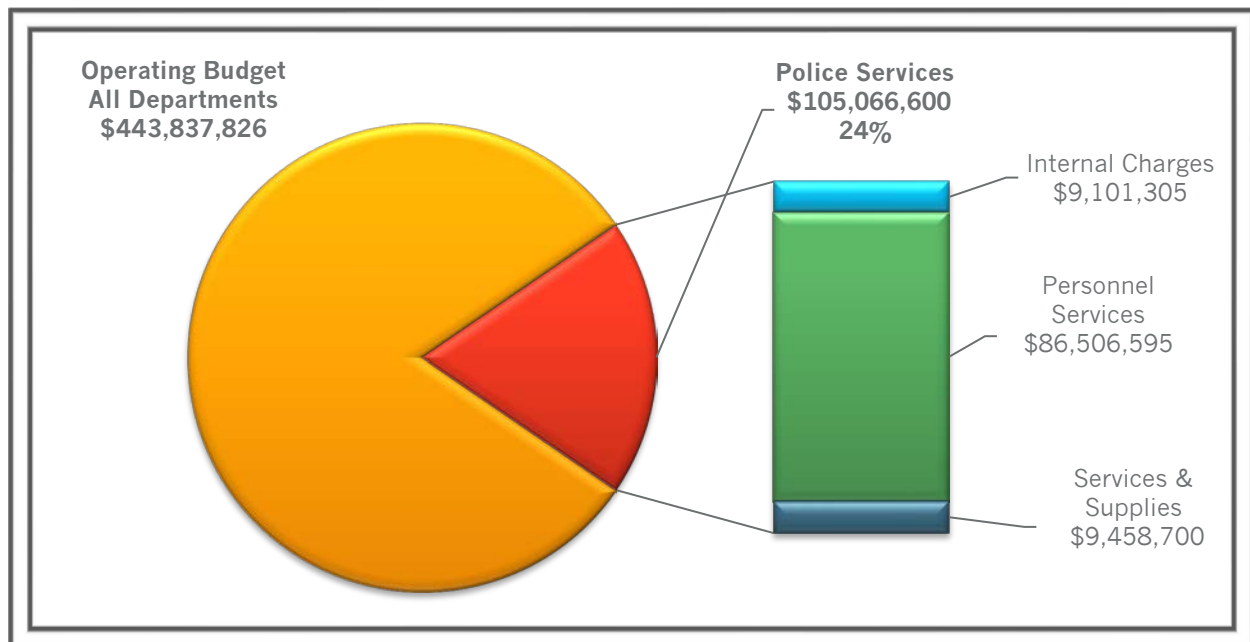
The Glendale Police Department is committed to serving the people of Glendale with the highest quality services in preventing crime, maintaining order, and providing support to numerous events held within the city. The organization continues to emphasize the development of professional knowledge and 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 \$444 million. The departmental operating budget is comprised of three categories:

- Internal Charges = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Personnel Services = salary and related costs
- Service & Supplies = operating and contractual costs

Accomplishments, Enhancements, and Efficiencies

- Enhanced services by implementing a swing-shift Violent Crimes Detective Squad, resulting in quicker resolutions of investigations helping to create a positive impact on victims and their families
- Implemented cell phone recycling on dispositioned cases, resulting in cost savings, revenue generation and support of green initiatives
- Accomplished “proof of concept” for Rapid DNA collection of suspects booked into our city jail - Glendale was 1 of 7 US cities to pilot this project
- Implemented a new camera system which enhanced the monitoring and accountability of the detention facility
- Implemented the use of 2 electric vehicles by our Public Information Officers; supporting green initiatives as EVs are more affordable, efficient and eco-friendly
- Leveraged federal and state grants totalling \$274,602, which offset the cost of equipment and supplies for Real Time Crime Center, DUI Enforcement, SWAT, Crimes Against Children, and overtime that allowed for extra enforcement of DUI, pedestrian traffic violations, and training for DUI, Accident Investigation and SWAT

Goals, Objectives, and Performance Measures

Strategic Objective	Improve Community Experience			
Department Strategic Initiatives	Decrease the level of crime Increase satisfaction of police services.			
Intended Result	Reduced violent and property crime			
Performance Measures*	CY2018 Actual	CY2019 Actual	CY2020 Estimate	CY2021 Target
UCR Part I - % change:				
Violent Crimes % change	-3.0%	-26.6%	-7.0%	-14.6%
Property Crimes % change	-9.8%	-20.6%	-17.4%	-23.0%
UCR Part 1 Crimes	11,404	8,982	7,506	5,845
Violent Crime	1,168	857	797	681
Property Crime	10,236	8,125	6,709	5,164
% of UCR Part I Crimes Cleared	19%	12%	22%	21%
Violent Crimes	33%	28%	26%	22%
Property Crimes	17%	10%	21%	21%
Cleared by Arrest or Submitted to Prosecutor**	18%	12%	22%	21%
Violent Crimes [# / total]	[390 / 1,168]	[239 / 857]	[208 / 797]	[152 / 681]
Property Crimes [# / total]	[1,747 / 10,236]	[819 / 8,125]	[1,420 / 6,709]	[1,071 / 5,164]
	33%	28%	26%	22%
	17%	10%	21%	21%

*Based on CY data submitted to Uniform Crime Reporting Program

** Data for ‘Submission to Prosecutor’ not available for FY2019 due to new RMS implementation. Data will be made available in the future.

Strategic Objective	Optimize Processes & Services			
Department Strategic Initiatives	Respond to calls for service in a timely manner Increase proactive patrol Judiciously enforce traffic laws to promote traffic safety			
Intended Result	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.			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Calls for Service	192,877	185,385	193,728	197,512
% responses meet desired standard time*:				
Priority 1 Calls	70.0%	71.3%	74.7%	80%
Priority 2 Calls	43.7%	43.6%	44.1%	80%
Traffic collisions with Injuries	1,225	1,234	1,103	N/A
DUI Arrests	524	528	546	N/A
Officer initiated call volume (25% not coded)	72,662	62,135	63,173	62,195
Traffic Stops	27,086	21,988	20,365	17,908
Communications				
% calls answered in 10 secs. (est.)	80%	85.9%	90%	90%
	Prt. 1: 81.2%	Prt. 1: 74.2%	Prt. 1: 80%	Prt. 1: 80%
% calls dispatched in 60 secs.	Prt. 2: 70.7%	Prt. 2: 70.0%	Prt. 2: 72%	Prt. 2: 72%

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

Strategic Objectives	Strengthen Workforce Development Strengthen Workforce Culture			
Department Strategic Initiative	Develop and maintain a high-quality work force by applying and maintaining professional standards for service.			
Intended Result	A high-quality workforce that is dedicated to enhancing safety and security in the City and providing high quality services to the community.			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Revised policies	40	56	50	50
Training:				
E-Learning sessions	20	43	70	70
AOT Session conducted	21	21	65	65
Professional Development Expenditure	\$100,000	\$100,000	\$100,000	\$100,000
Total Investigations Completed	108	105		
Internal Complaints Sustained	24	6 of 6		
Accidents Sustained	27 of 52	30 of 47	N/A	N/A
Response to Resistance	1 of 11	3 of 18*		
Investigations Sustained	52	33		

*8 still pending Response to Resistance Board

Police Services (24)
Budget by Categories of Expenditures

Group	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
Personnel Services	84,193,363	86,103,964	86,687,865	86,506,595	402,632	0.47%
Services and Supplies	8,734,760	9,068,757	10,033,709	9,458,700	389,943	4.30%
Internal Charges	5,601,187	5,749,590	5,749,590	9,101,305	3,351,714	58.29%
Grand Total	98,529,310	100,922,311	102,471,164	105,066,600	4,144,289	4.11%

Fund & Department Number Budget by Program

Fund / Org	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
(1000-10002410) Police Administration	3,773,777	4,499,346	4,502,372	4,297,399	-201,947	-4.49%
(1000-10002411) Training	4,083,719	4,133,127	4,134,627	4,086,934	-46,193	-1.12%
(1000-10002414) Special Operations	9,661,144	9,733,795	9,722,195	9,163,981	-569,813	-5.85%
(1000-10002416) Crime Investigations	15,332,819	15,531,389	15,567,139	14,995,629	-535,760	-3.45%
(1000-10002417) Police Support Services	3,159,925	3,139,118	3,147,569	3,275,134	136,016	4.33%
(1000-10002418) Detention	2,961,913	3,170,727	3,197,540	3,218,491	47,764	1.51%
(1000-10002419) Communications	4,065,689	3,924,551	3,927,051	4,165,049	240,497	6.13%
(1000-10002420) Towing Administration	79,363	81,281	81,281	92,185	10,904	13.41%
(1000-10002421) Gateway Patrol Division	23,426,881	22,110,861	22,416,590	26,035,835	3,924,974	17.75%
(1000-10002422) Foothills Patrol Division	21,995,059	22,578,868	22,723,955	23,179,052	600,184	2.66%
(1000-10005020) Police Personnel Manag..	805,739	770,559	770,357	963,728	193,169	25.07%
(1000-10005021) Fiscal Management	4,622,174	4,887,981	4,887,981	5,497,038	609,057	12.46%
(1000-10005022) PD - Stadium Event Staf..	704,957	845,944	845,944	963,210	117,266	13.86%
(1000-10005023) PD - Fiesta Bowl Event	28,624	70,336	70,336	76,110	5,774	8.21%
(1000-10005024) PD - Arena Event Staffing	375,684	586,288	586,288	700,909	114,621	19.55%
(1000-10005025) PD - College FB Playoffs	503	0	0	0	0	0.00%
(1000-10005026) PD - CBRanch Event Sta..	8,720	32,562	32,562	34,275	1,713	5.26%
(2160-21604024) Grants-Police Services	0	2,000,000	1,143,734	2,000,000	0	0.00%
(2160-21605211) Police AZDOHS Grants	90,826	0	88,552	0	0	0.00%
(2160-21605212) Police AZDPS Grants	335,601	114,247	487,043	136,941	22,694	19.86%
(2160-21605213) Police GOHS Grants	161,937	0	6,050	0	0	0.00%
(2160-21605214) Police HIDTA Grants	119,429	0	4,700	0	0	0.00%
(2160-21605215) Police USDOJ Grants	360,718	358,451	1,545,092	72,472	-285,979	-79.78%
(2160-21605216) Police USMS Grants	62,117	0	0	0	0	0.00%
(2160-21605217) Police DUIAC Grants	50,000	0	0	0	0	0.00%
(2160-21605218) Police SRO Recovery Gr..	112,633	132,293	212,293	99,822	-32,471	-24.54%
(2160-21605219) Police Task Forces Gran..	65,594	0	0	0	0	0.00%
(2160-21605228) Police Miscellaneous Gr..	76,458	93,484	145,834	94,422	938	1.00%
(2160-21605229) Police Donation Accounts	23,734	0	96,975	0	0	0.00%
(2170-21702423) Federal RICO	84,265	225,000	225,000	225,000	0	0.00%
(2170-21702424) State RICO	1,507,425	1,500,143	1,500,143	1,518,272	18,130	1.21%
(2170-21704024) Grants-Police Services	1,449	0	0	0	0	0.00%
(2200-22002413) PS Training Ops - Police	390,434	401,959	401,959	174,711	-227,248	-56.54%
Grand Total	98,529,310	100,922,311	102,471,164	105,066,600	4,144,289	4.11%

Police Services Staffing by Program

Fund / Org	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Change in Budget
(1000-10002410) Police Administration	23.0	23.0	24.0	1.0
(1000-10002411) Training	12.0	21.0	20.0	-1.0
(1000-10002414) Special Operations	51.0	56.0	54.0	-2.0
(1000-10002416) Crime Investigations	86.0	86.0	87.0	1.0
(1000-10002417) Police Support Services	29.5	29.5	29.5	0.0
(1000-10002418) Detention	19.0	19.0	19.0	0.0
(1000-10002419) Communications	36.5	38.5	38.5	0.0
(1000-10002420) Towing Administration	1.0	1.0	1.0	0.0
(1000-10002421) Gateway Patrol Division	139.0	139.0	147.0	8.0
(1000-10002422) Foothills Patrol Division	143.0	135.0	137.0	2.0
(1000-10005020) Police Personnel Manag..	5.0	4.0	5.0	1.0
(1000-10005022) PD - Stadium Event Staf..	2.0	1.0	1.0	0.0
(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	0.0	-10.0
(2160-21605218) Police SRO Recovery Gr..	4.0	1.0	1.0	0.0
(2160-21605228) Police Miscellaneous Gr..	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
Grand Total	567.0	570.0	570.0	0.0

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

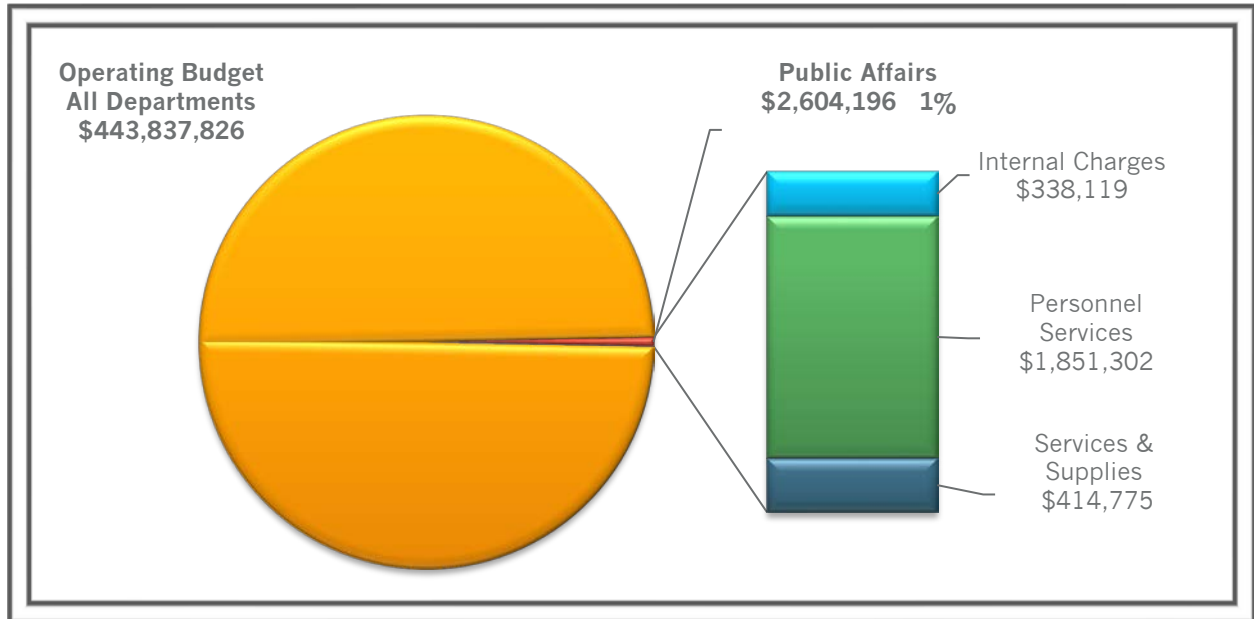
Public Affairs coordinates the legislative and external activities and programs of the city of Glendale. We carry out the state and federal legislative agenda adopted by the City Council. We research and review state and federal legislation impacting the city. We protect the city's interests in various 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 proactively plan 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 Glendale Media team includes, Glendale 11 Cable Station & the Media Center. This group serves as the city's government television channel and as a video production unit focused on telling high quality stories that serve our community, promote tourism and

engage our employees. The Glendale Media team is highly 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 by a city news reporter as well as videos for the city's web and social media platforms including Vimeo, Facebook, Instagram, Twitter and YouTube. The studios inside the Media Center are available for rent by outside agencies.

Operating Budget



The total City Operating Budget is \$444 million. The departmental operating budget is comprised of three categories:

- Internal Charges = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Personnel Services = salary and related costs
- Service & Supplies = operating and contractual costs

Accomplishments, Enhancements, and Efficiencies

- Increased communications and coordination both inside and outside the city. Implemented a Digital Communications Director to develop and oversee social media strategies driven by industry best practices and analytics and allow two-way conversations with citizens on all platforms.
- Began live-streaming public meetings on Facebook and YouTube. Written monthly employee updates transitioned to video updates that are fun, comprehensive and foster employee connections.
- GlendaleOne implementation allows the community to communicate issues and submit and track service requests.

- Increased customer service to all city departments. Met regularly with departments to identify strategic areas promotion of their teams and operations. Protocols were implemented and liaisons trained for departments to manage media inquiries and their respective websites.
- Strategic messaging centered on the vision and goals of the City Council. Communications are filtered through the lens of Council priorities. Council has been individually set up to manage communication to their residents. Collateral materials were developed, including Council Meeting videos to summarize Council during meetings.
- Stakeholders from business, government and community partners have a single point of contact for information from the City. Outreach efforts educated stakeholders on who to contact get answers and issues resolved. Regular contact occurs with our stakeholders including all legislators, the Chamber and our colleagues in other levels of government.

Goals, Objectives, and Performance Measures

<i>Strategic Objective</i>	Improve Purposeful Communication			
<i>Department Strategic Initiative</i>	Successfully advocate the city's position on issues at the Arizona Legislature, United States Congress, and other governmental bodies.			
<i>Intended Result</i>	Legislative awareness and impact.			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
Total number of bills posted	1328	1318	1604	1350
Number of bills tracked that have a direct impact to City and have received staff input	775	387	293	325
Number of new laws being enacted	346	320	350	335

<i>Strategic Objectives</i>	Improve Purposeful Communication Improve Stakeholder Engagement			
<i>Department Strategic Initiative</i>	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.			
<i>Intended Result</i>	Glendale projects are funded and completed in the appropriate times.			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
Total number of regional and national committees on which Glendale elected officials are serving	21	21	18	22

Strategic Objectives	Improve Purposeful Communication Improve Stakeholder Engagement Increase Innovation Solutions			
Department Strategic Initiatives	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.			
Intended Result	Improved communications and transparency with residents, stakeholders, community partners, businesses and visitors.			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Social media presence - the number of people who see our posts on all digital channels including Vimeo, Facebook, Instagram, Twitter and YouTube	613,560	700,000	2,000,000	2.250.000
Number of Facebook Live reports "look live" videos or social media broadcasts of city events	91	150	175	200
Average social engagements per post	N/A	N/A	30	50
Average positive sentiment	N/A	N/A	16%	20%
Number of website pageviews* *FY18 & FY 19 include numbers from other city websites (Library, CVB, & Civic Center) FY20 & FY21 include only the main site	4,400,000	4,500,000	3,700,000	4,000,000

Strategic Objectives	Improve Purposeful Communication Improve Stakeholder Engagement Increase Innovation Solutions			
Department Strategic Initiative	Proactively engage residents and council through targeted communication strategies and the use of creative outreach methods.			
Intended Result	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.			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Number of Legislative Link subscribers	90	153	176	210
Number of legislative reports posted to the website	14	15	10	14

Public Affairs (25)
Budget by Categories of Expenditures

Group	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
Personnel Services	1,662,331	1,783,287	1,783,287	1,851,302	68,015	3.81%
Services and Supplies	331,650	389,311	389,311	414,775	25,464	6.54%
Internal Charges	315,151	334,501	334,501	338,119	3,618	1.08%
Grand Total	2,309,132	2,507,099	2,507,099	2,604,196	97,097	3.87%

Fund & Department Number Budget by Program

Fund / Org	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
(1000-10002510) Public Affairs Administr..	1,467,371	1,680,518	1,680,518	1,981,976	301,458	17.94%
(1000-10002511) Cable Communications	841,761	826,581	826,581	622,220	-204,361	-24.72%
Grand Total	2,309,132	2,507,099	2,507,099	2,604,196	97,097	3.87%

Public Affairs Staffing by Program

Fund / Org	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Change in Budget
(1000-10002510) Public Affairs Administr..	11.00	11.00	12.00	1.00
(1000-10002511) Cable Communications	4.50	3.50	3.50	0.00
Grand Total	15.50	14.50	15.50	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.

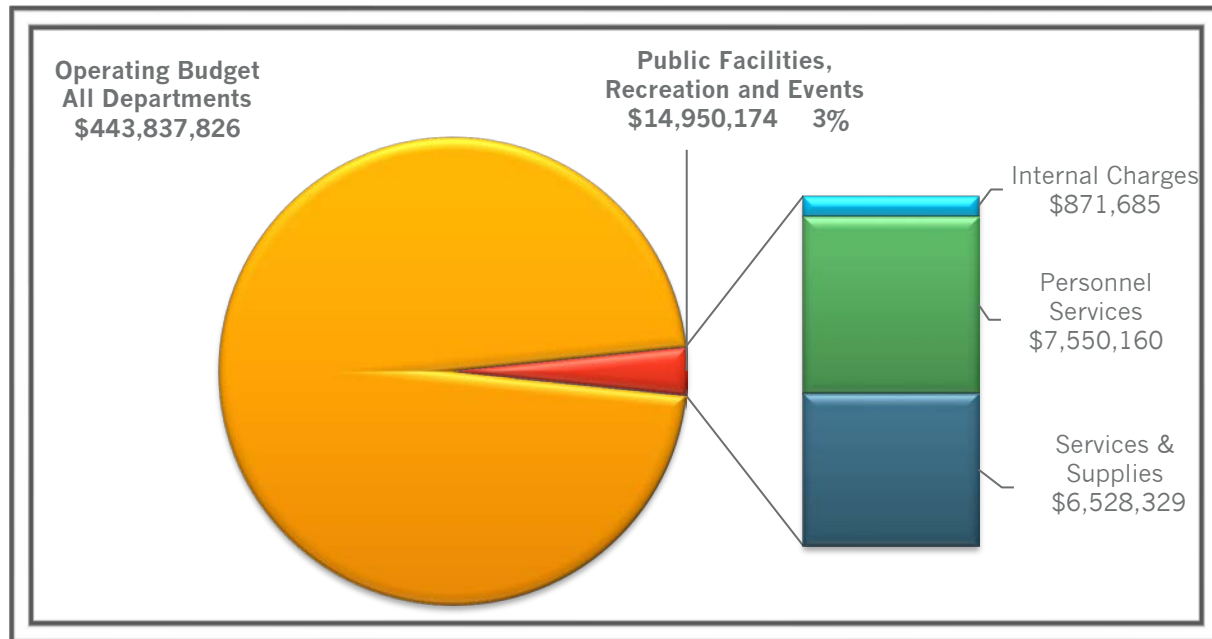
The Special Events Division is responsible for initiating and planning City-wide signature events in collaboration with community partners to better connect residents and visitors with Glendale, to foster a greater sense of community pride. The Special Events Division plays an important role in attracting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

The Glendale 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.

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.

Operating Budget



The total City Operating Budget is \$444 million. The departmental operating budget is comprised of three categories:

- Internal Charges = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Personnel Services = salary and related costs
- Service & Supplies = operating and contractual costs

Accomplishments, Enhancements, and Efficiencies

Parks

- The Parks Division conducted an irrigation inventory, playground inventory, parks general features inventory, and a tree inventory and is currently developing an equipment inventory and replacement schedule. Parks also developed an amenities replacement schedule.
- The Parks Division led the PFRSE Department in implementing the Glendale One customer service management system.
- Began replacing park amenities for citizen enjoyment (Tables, benches and trash receptacles).
- The basketball court was resurfaced at Tierra Buena Park and the pedestrian bridge at Skunk Creek Linear Park was repainted.

- Initiated Glendale Works partnership to assist staff on trimming bushes and sitework throughout the park system.
- Installed new shade structures or shades at several parks including Paseo Racquet Center.
- Enhanced Murphy Park turf and irrigation system to improve the beauty and health of the turf and to better prepare for the events season.

Recreation

- Staff hosted a Barnyard Re-dedication ceremony to celebrate the completion of rebuilding the Sahuaro Ranch Historic buildings damaged by fires in September of 2017.
- Foothills Recreation & Aquatic Center upgraded the Community Room flooring to expand programming use.
- Foothills Recreation & Aquatics Center installed a new boiler that heats the pool to ensure uninterrupted programming year-round.
- The Sports Division expanded the Adult Basketball League to offer a competitive league as well as a recreational league. The number of total teams increased from 7 teams to 14.

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.
- Coordinated (3) free festival events that brought an estimated 148,000 visitors and residents to the downtown area.
- Partnered with a Glendale Home Depot to include a free Home Depot kid's workshop at the Touch-A-Truck event and Glendale Glitters Spectacular Weekend festival.
- 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, Movies by Moonlight Series at various parks throughout Glendale, the Chocolate Experience at the Glendale Civic Center, and the Live! @ Murphy Park Concert Series.
- Evaluating the Special Events Application Process with the team to streamline.

Glendale Convention & Visitors Bureau

- Hotel occupancy in Glendale increased by 0.3%. The "average daily rate" increased by 4.0% over the previous year. The demand for hotel rooms increased by 4.0% which generated gross hotel room sales of \$56,346,733. This revenue reflects an increase of 8.1% over the year prior.
- In FY20, the Convention & Visitors Bureau continued Facebook digital advertising while also increasing social media advertising to include users on Instagram,

which targeted 90,000 travelers to Arizona per day. The Facebook and Instagram pages allow users to interact with posts while giving visitors the ability to comment and ask questions about visiting Glendale. Approximately 1,198,000 travelers were reached across both platforms.

Glendale Civic Center

- The Civic Center hosted 171 event days in FY2020 welcoming over 88,000 people to the facility, which reflects an increase in patronage over the year prior. Digital marketing and advertising were implemented to generate leads and attract new and larger groups including sporting events, thus increasing the overall revenues.

Goals, Objectives, and Performance Measures

<i>Strategic Objectives</i>	Optimize Processes & Services Improve Resource Alignment			
<i>Department Strategic Initiative</i>	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.			
<i>Intended Result</i>	All patrons of the Public Facilities, Recreation and Special Events Department receive superior customer service.			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
<i>Number of community programs/events/services funded through partnerships and/or outside revenue sources</i>	10	10	10	7
<i>Number of community volunteer hours leveraged by the department</i>	12,554	12,800	10,100	9,000
<i>Cost per acre of park maintenance</i>	\$2,607	\$2,642	\$2,894	\$2,882
<i>Silver Sneaker Visits at Recreation Facilities</i>	56,462	52,688	30,000	30,000
<i>Number of Recreational Outreach Events</i>	48	28	33	30

Strategic Objectives	Optimize Processes & Services Improve Resource Alignment			
Department Strategic Initiative	Position Glendale's meeting and events assets as a prime value to attract conventions and conferences that generate bed tax revenue throughout the year.			
Intended Result	Visitation to the area is increased by marketing meetings and conventions, travel and trade bookings creating an increased economic impact.			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Increase in Gross Hotel Room Sales (CY)	\$48,177,054	\$52,112,183	\$ 56,346,733	\$54,656,331
Increase in Hotel Occupancy (CY)	-0.8%	6.1%	0.3%	0.3%*
Increase in digital advertising impressions*	14,536,000	17,069,625	18,776,588	19,715,417

*Uncertainty due to public health crisis.

Strategic Objectives	Optimize Processes & Services Improve Purposeful Communication Improve Resource Alignment			
Department Strategic Initiative	Streamline and create a customer friendly Special Event permit process and add community-based programming to existing festivals/events.			
Intended Result	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.			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Increase in festival attendance annually by 5%	367,500	227,000	148,000	155,400
Increase social media responses/interactions annually by 10%	160,000	134,000	153,000	174,000
Increase sponsorship revenue for festivals annually by 10%	\$95,000	\$52,500	\$27,000	\$35,000
Estimated economic impact of special events	\$4.75 mil.	\$4.85 mil.	\$4.85 mil.	\$4.85 mil.

Strategic Objectives	Optimize Processes & Services Improve Community Experience			
Department Strategic Initiative	Engage other departments and agencies to foster and develop relationships that promote safe, updated and inclusive facilities while providing highly diverse programs and events.			
Intended Result	All patrons of the Public Facilities, Recreation and Special Events Department receive superior customer service.			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Number of ramada reservation hours made for public use	9,160	9,000	4,900	4,700
Number of ballfield reservation hours	15,694	15,500	6,120	6,000
Community Center program hours available to the community	4,194	3,274	2,345*	2,007**
Number of people who attended Glendale Adult Center events and programs	135,196	137,000	126,000	126,000
Number of people who attended Foothills Recreation and Aquatic Center events and programs	280,545	283,000	273,406	290,000
Number of people who attend Civic Center events and programs	58,609	68,278	88,000	90,000

*Decrease reflects partial year programming at Rose Lane Community Center due to operator vacating.

**Decrease reflects no programming at Rose Lane Community Center due to no operator at that location.

Public Facilities, Recreation and Special Events (26)
Budget by Categories of Expenditures

Group	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
Personnel Services	6,773,854	7,164,731	7,224,731	7,550,160	385,429	5.38%
Services and Supplies	7,277,925	6,366,674	6,854,181	6,528,329	161,655	2.54%
Internal Charges	496,698	705,896	705,896	871,685	165,789	23.49%
Grand Total	14,548,477	14,237,301	14,784,808	14,950,174	712,873	5.01%

Fund & Department Number Budget by Program

Fund / Org	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
(1000-10002610) Public Facil,Rec&Special..	1,503,361	1,579,745	1,572,288	1,598,589	18,844	1.19%
(1000-10002611) Parks Maintenance	6,191,650	6,332,834	6,691,334	6,480,227	147,392	2.33%
(1000-10002613) Citywide Special Events	0	0	0	1,207,352	1,207,352	0.00%
(1000-10002615) Park Rangers	299,870	303,221	303,221	328,754	25,533	8.42%
(1000-10002616) Foothills Recreation Ce..	1,613,901	1,249,374	1,260,595	1,393,163	143,789	11.51%
(1000-10002617) Civic Center	604,193	609,132	615,792	646,912	37,780	6.20%
(1000-10002618) Adult Center	421,188	452,289	479,039	459,085	6,795	1.50%
(1000-10002619) Glendale Community Ce..	0	0	0	4,048	4,048	0.00%
(1000-10005036) Youth and Teen	194,412	49,562	53,562	386,148	336,586	679.12%
(1000-10005037) Aquatics-Rose Ln & Spla..	438,216	451,395	460,450	472,865	21,470	4.76%
(1000-10005038) Audio/Visual/Support S..	107,844	109,700	110,700	146,102	36,402	33.18%
(1000-10005039) Sports	35	0	0	0	0	0.00%
(1000-10005040) SRPHA Sahuaro Ranch ..	85,494	170,203	170,703	253,138	82,935	48.73%
(1000-10005041) Sports and Health	266,517	315,460	316,960	325,728	10,268	3.25%
(1000-10005042) Glitter Spectacular	121,580	124,914	124,914	95	-124,818	-99.92%
(1000-10005043) Downtown in December	57,296	78,516	78,516	94	-78,422	-99.88%
(1000-10005044) Glitter and Glow	78,807	101,791	101,791	79	-101,712	-99.92%
(1000-10005045) Chocolate Affaire	99,101	107,499	107,499	46	-107,453	-99.96%
(1000-10005046) Glitters Light	155,259	188,013	208,013	0	-188,013	-100.00%
(1000-10005047) Other Special Events	126,043	84,035	84,035	0	-84,035	-100.00%
(1000-10005048) City-Wide Special Events	341,747	423,083	423,083	-705	-423,788	-100.17%
(1000-10005049) Summer Band	7,830	8,695	8,695	5	-8,690	-99.94%
(1000-10005050) Special Events Permitti..	17,471	71,612	71,612	935	-70,677	-98.69%
(1000-10005051) City Sales Tax - Bed Tax	283,919	475,971	474,846	511,843	35,872	7.54%
(1000-10005052) Glendale CVB - Member..	1,016	30,000	10,000	10,000	-20,000	-66.67%
(1000-10005053) Tourism - Souvenir Prog..	8	5,000	5,000	5,000	0	0.00%
(1000-10005054) Bed Tax / Tourism	247,309	457,538	322,703	377,727	-79,810	-17.44%
(1000-10005301) Glen Lakes Golf Course	394,537	220,797	220,797	0	-220,797	-100.00%
(1000-10005302) PFR&SE Tohono O'odha..	109,480	104,040	104,040	106,120	2,080	2.00%
(1000-10005303) PFR&SE Marketing	42,970	44,982	44,982	44,982	0	0.00%
(1000-10005306) Heroes Splash Pad	0	0	0	3,945	3,945	0.00%
(1000-10005307) Tourism Grant Program	0	0	0	100,000	100,000	0.00%
(2160-21604026) Grants-Public Fclt, Rec&..	0	25,000	25,000	25,000	0	0.00%
(2160-21605231) Parks & Rec Grant Acco..	-6,214	0	4,000	0	0	0.00%
(2160-21605239) Parks & Rec Donation A..	15,307	0	79,000	0	0	0.00%
(2160-21605251) Other Departments Gra..	711,344	0	234,804	0	0	0.00%
(2180-21805028) Dedicate a Tree	315	2,000	500	2,000	0	0.00%
(2180-21805029) Desert Valley Park	0	6,000	0	6,000	0	0.00%
(2180-21805030) Desert Mirage Park	0	5,000	0	5,000	0	0.00%
(2180-21805031) Desert Gardens Park	0	8,000	0	8,000	0	0.00%
(2180-21805032) Discovery Park	0	4,000	0	4,000	0	0.00%
(2180-21805033) Elsie McCarthy Pk. Maint	11,817	12,900	11,334	12,897	-3	-0.03%
(2180-21805034) Paseo Racquet Center	4,575	25,000	5,000	25,000	0	0.00%
(2180-21805074) Sunset Ridge Park	280	0	0	0	0	0.00%
Grand Total	14,548,477	14,237,301	14,784,808	14,950,174	712,873	5.01%

Public Facilities, Recreation and Special Events Staffing by Program

Fund / Org	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Change in Budget
(1000-10002610) Public Facil,Rec&Special..	15.00	15.00	13.00	-2.00
(1000-10002611) Parks Maintenance	22.00	22.00	22.00	0.00
(1000-10002613) Citywide Special Events	0.00	0.00	4.00	4.00
(1000-10002615) Park Rangers	2.00	2.00	2.00	0.00
(1000-10002616) Foothills Recreation Ce..	3.00	3.00	5.00	2.00
(1000-10002617) Civic Center	3.00	4.00	4.00	0.00
(1000-10002618) Adult Center	3.00	3.00	3.00	0.00
(1000-10005036) Youth and Teen	2.00	0.00	1.00	1.00
(1000-10005037) Aquatics-Rose Ln & Spla..	3.00	3.00	3.00	0.00
(1000-10005038) Audio/Visual/Support S..	2.00	1.00	1.00	0.00
(1000-10005040) SRPHA Sahuaro Ranch ..	0.00	1.00	1.00	0.00
(1000-10005041) Sports and Health	1.00	1.00	1.00	0.00
(1000-10005048) City-Wide Special Events	4.00	4.00	0.00	-4.00
(1000-10005051) City Sales Tax - Bed Tax	4.00	4.50	4.50	0.00
Grand Total	64.00	63.50	64.50	1.00

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.

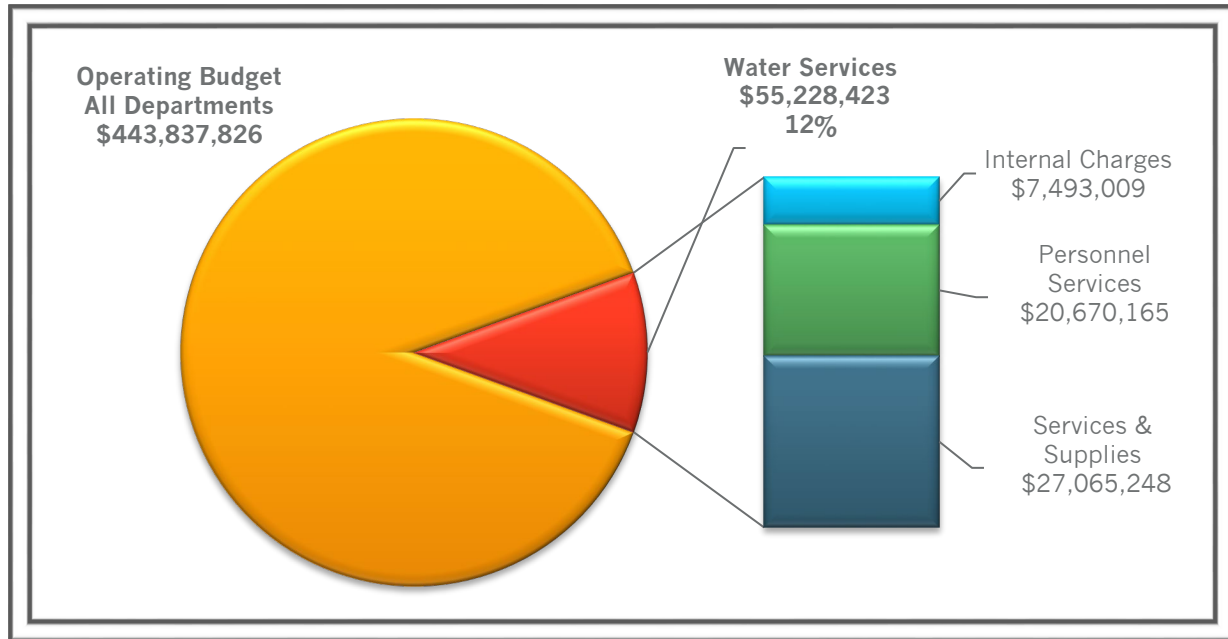
Department Description

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 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 \$444 million. The departmental operating budget is comprised of three categories:

- Internal Charges = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Personnel Services = salary and related costs
- Service & Supplies = operating and contractual costs

Accomplishments, Enhancements, and Efficiencies

Administration Support

- Established a presence across social media (Twitter, Facebook, and YouTube) by creating posts and producing educational videos to communicate the value of water and increase awareness of the importance of our water distribution and wastewater collection systems and the services provided by the Water Services Department.

Environmental Programs

- Water Services partnered with multiple city departments, including Public Affairs, Field Operations, and Transportation, to create the [2020 Clean and Green calendar](#) for Glendale residents. What used to be an 8-page newspaper was completely overhauled to a 28-page calendar. This user-friendly publication highlights the city's environmental programs and services.
- The Arizona Water Association qualified the following teams for the 2019 Safety Award in recognition of their safety actions that reduced their injury and incident rate from the prior year. They are: Pyramid Peak, Cholla, Oasis Water Treatment Plants; West Area and Arrowhead Water Reclamation Facilities; and Wastewater Collection.

Plant Operations

- The Arrowhead Ranch Water Reclamation Facility improvements are nearly completed. This large capital project provided several improvements and upgrades to the facility to reduce the use of chemicals, improve power supply redundancy and increase reliability. These improvements had to be done while keeping the plant in operation which required detailed coordination between operations and construction for each task. The project team including city staff, the contractor and consultants, worked together to plan and minimize operational disruptions without causing service disruptions.
- The first construction phase of the Cholla Water Treatment plant improvement project is nearly completed. This phase of the project primarily included rehabilitation of three pump booster stations that pump all the water produced by the plant to our customers or to two reservoirs that store the water for use during peak demand.
- Phase 1 (of 2) of the Lucity asset management system implementation project went live this year. This phase trained over 100 end-users in the Departments' plant assets, work orders, and resource tracking. The following WSD divisions have converted all their management related functions into Lucity: Water Reclamation, Water Production, Environmental Resources, Material Control Warehouse, Central Systems Maintenance, Central Systems Control, Public Service Representatives, and Central Systems Security.
- Department staff replaced all the internal bearings on the screw conveyors in the Cholla WTP Solids Handling Building. By performing the work in-house and partnering with one of our contracted machine shops, staff saved the Department over \$400,000 as compared to purchasing custom machined replacement bearings from the manufacturer.

System Operations

- Completed a Citywide comprehensive sewer flow study to determine areas requiring additional capacity for future growth.
- Completed sewer design phase to rehabilitate 7,800 linear feet of sewer main lines and 43 manholes in various areas throughout the City.
- The Water Distribution team replaced 207 valves and 18 fire hydrants throughout the City to ensure system reliability.
- Replaced 17,100 linear feet of aging waterlines and appurtenances Citywide in various projects, including Camelback and Ocotillo Roads and Citrus Way.
- Winner of the 2019 Arizona Water Association Hydrant Hysteria, while setting the World Record time of 1:11.16 at the AWWA National Annual Conference and Exposition.

Goals, Objectives, and Performance Measures

Strategic Objectives	Improve Resource Alignment Increase Purposeful Communication Improve Community Experience			
Department Strategic Initiatives	Recharge 2,000 acre feet of Central Arizona Project (CAP) water and available effluent. Reduce production per capita. Convert grass landscape to xeriscape landscape. Educate users about conservation and sustainability programs.			
Intended Result	Sustain today's resources for future availability.			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
CAP water recharged (acre foot)	2,032	1,500	2,500	2,000
Effluent recharged (acre foot)	6,620	6,780	6,600	6,600
Gallons Produced per Capita per Day	153	140	144	148
Square footage of converted landscape	210,610	122,487	100,000	110,000
# of students in Youth Education Program	2,980	3,240	2,100	3,300
# of participants in Green-Living Classes	737	680	525	740
Strategic Objectives	Improve Asset Management Improve Resource Alignment			
Department Strategic Initiatives	Deliver water to meet demand. Maintain O&M cost.			
Intended Result	Customers receive 24/7 water and wastewater services efficiently and economically.			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Amount of water delivered in billion gallons	13.76	12.82	13.30	13.80
Water O&M cost per 1,000 gallons	\$0.88	\$0.97	\$0.98	\$1.05
Amount of sewage treated in billion gallons	6.04	6.18	6.20	6.20
Wastewater O&M cost per 1,000 gallons	\$1.31	\$1.37	\$1.52	1.56

Strategic Objectives	Improve Asset Management Improve Resource Alignment			
Department Strategic Initiative	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.			
Intended Result	Water distribution and wastewater collection systems are operated efficiently and economically.			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Distribution O&M cost per 1,000 gallons	\$0.54	\$0.50	\$0.56	\$0.55
# of water line miles replaced of total 1,094	1.5	0.2	2.75	1.5
# of valves exercised of total 25,000	17,178	13,956	4,000	12,000
# of fire hydrants flushed of total 8,500	8,691	8,678	8,732	8,750
Collection O&M cost per 1,000 gallons	\$0.57	\$0.58	\$0.59	\$0.64
# of sewer line miles replaced of total 707	1.6	0.0	0.3	4.0
% of 235 miles of sewer line cleaned	108%	110%	90%	100%
# of Sanitary Sewer Overflow per 100 miles	0.28	0.42	<1.00	<1.00

Strategic Objectives	Optimize Processes & Services Improve Community Experience			
Department Strategic Initiatives	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.			
Intended Result	All treatment results meet all government environmental and health regulations			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
% of 296 water, sewer and storm water regulatory reports submitted on time	98%	98%	99%	100%
% of 1,123 pretreatment permits inspections performed	100%	100%	100%	100%
% of 100 industrial/commercial facilities inspected for storm water compliance	98%	100%	100%	100%
# of water/wastewater samples analyzed by Water Quality Laboratory (WQL)	12,909	11,822	10,500	7,400
# of analytical results reviewed by WQL	33,867	33,052	31,000	25,000

Water Services (27)
Budget by Categories of Expenditures

Group	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
Personnel Services	18,465,429	19,705,189	19,705,189	20,670,165	964,976	4.90%
Services and Supplies	22,518,452	25,798,989	25,231,000	27,065,248	1,266,259	4.91%
Internal Charges	7,254,686	7,347,691	7,347,691	7,493,009	145,318	1.98%
Grand Total	48,238,567	52,851,870	52,283,881	55,228,423	2,376,553	4.50%

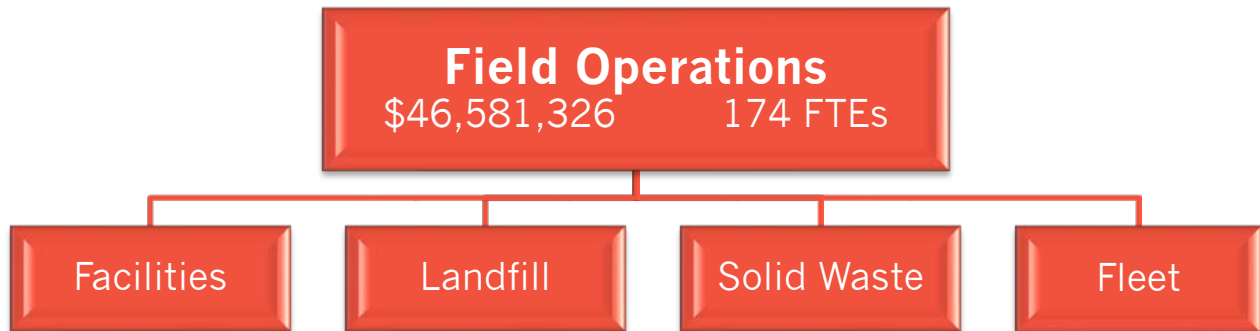
Fund & Department Number Budget by Program

Fund / Org	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
(6020-60202710) Environmental Resourc..	750,916	801,419	801,419	831,807	30,387	3.79%
(6020-60202711) Water Services Adminis..	8,004,819	7,989,990	8,003,990	7,774,689	-215,301	-2.69%
(6020-60202712) Operating Administrati..	859,721	873,405	873,405	899,206	25,802	2.95%
(6020-60202713) Information Manageme..	1,583,246	1,694,970	1,672,470	1,868,401	173,431	10.23%
(6020-60202714) Public Service Represen..	726,185	934,189	932,189	975,927	41,738	4.47%
(6020-60202715) System Security	597,301	649,264	649,264	773,956	124,692	19.21%
(6020-60202717) Water Conservation	444,170	508,353	519,353	512,059	3,707	0.73%
(6020-60202718) Water Quality	1,336,749	1,474,112	1,474,112	1,486,427	12,315	0.84%
(6020-60202719) Materials Control Ware..	215,066	215,324	215,324	217,981	2,657	1.23%
(6020-60202720) Customer Service - Field	1,169,419	1,231,409	1,231,409	1,332,430	101,021	8.20%
(6020-60202722) Raw Water Usage	4,421,623	4,869,361	4,652,361	5,275,672	406,311	8.34%
(6020-60202723) Central System Control	1,164,341	1,413,276	1,333,276	1,485,749	72,472	5.13%
(6020-60202724) Pyramid Peak WTP	2,181,627	2,339,451	2,337,451	2,283,520	-55,931	-2.39%
(6020-60202725) Cholla Treatment Plant	3,351,699	3,447,959	3,415,959	3,860,413	412,454	11.96%
(6020-60202726) Central System Mainte..	1,730,069	1,928,323	1,928,323	2,489,221	560,898	29.09%
(6020-60202727) Water Distribution	4,519,814	5,249,743	5,100,743	5,402,684	152,941	2.91%
(6020-60202728) Meter Maintenance	-134,346	234	234	0	-234	-100.00%
(6020-60202729) Oasis Surface WTP	2,457,023	3,077,846	3,002,846	3,156,120	78,274	2.54%
(6030-60302731) Pretreatment Program	399,114	547,715	547,715	554,898	7,182	1.31%
(6030-60302734) Storm Water	633,053	882,478	866,478	830,725	-51,753	-5.86%
(6030-60302735) SROG - 91st Ave WWTP	3,236,303	3,727,949	3,709,460	3,707,425	-20,524	-0.55%
(6030-60302737) Wastewater Collection	2,948,666	3,011,597	3,081,597	3,192,205	180,608	6.00%
(6030-60302738) Arrowhead WRF	1,906,176	2,186,039	2,082,039	2,212,662	26,623	1.22%
(6030-60302739) West Area WRF	3,299,582	3,512,574	3,577,574	3,823,574	311,000	8.85%
(6030-60302740) Irrigation	436,232	284,890	274,890	280,673	-4,218	-1.48%
Grand Total	48,238,567	52,851,870	52,283,881	55,228,423	2,376,553	4.50%

Water Services Staffing by Program

Fund / Org	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Change in Budget
(6020-60202710) Environmental Resourc..	6.0	6.0	6.0	0.0
(6020-60202711) Water Services Adminis..	16.0	15.0	14.0	-1.0
(6020-60202712) Operating Administrati..	6.0	6.0	6.0	0.0
(6020-60202713) Information Manageme..	10.0	10.0	10.0	0.0
(6020-60202714) Public Service Represen..	7.0	7.0	7.0	0.0
(6020-60202715) System Security	7.0	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 Ware..	2.8	2.8	2.8	0.0
(6020-60202720) Customer Service - Field	14.0	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	11.0	10.0	-1.0
(6020-60202726) Central System Mainte..	18.0	18.0	20.0	2.0
(6020-60202727) Water Distribution	35.0	34.0	35.0	1.0
(6020-60202729) Oasis Surface WTP	8.0	7.0	8.0	1.0
(6030-60302731) Pretreatment Program	5.0	5.0	5.0	0.0
(6030-60302734) Storm Water	5.0	6.0	5.0	-1.0
(6030-60302737) Wastewater Collection	15.0	15.0	14.0	-1.0
(6030-60302738) Arrowhead WRF	9.0	9.0	10.0	1.0
(6030-60302739) West Area WRF	10.0	11.0	12.0	1.0
Grand Total	212.8	212.8	214.8	2.0

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.

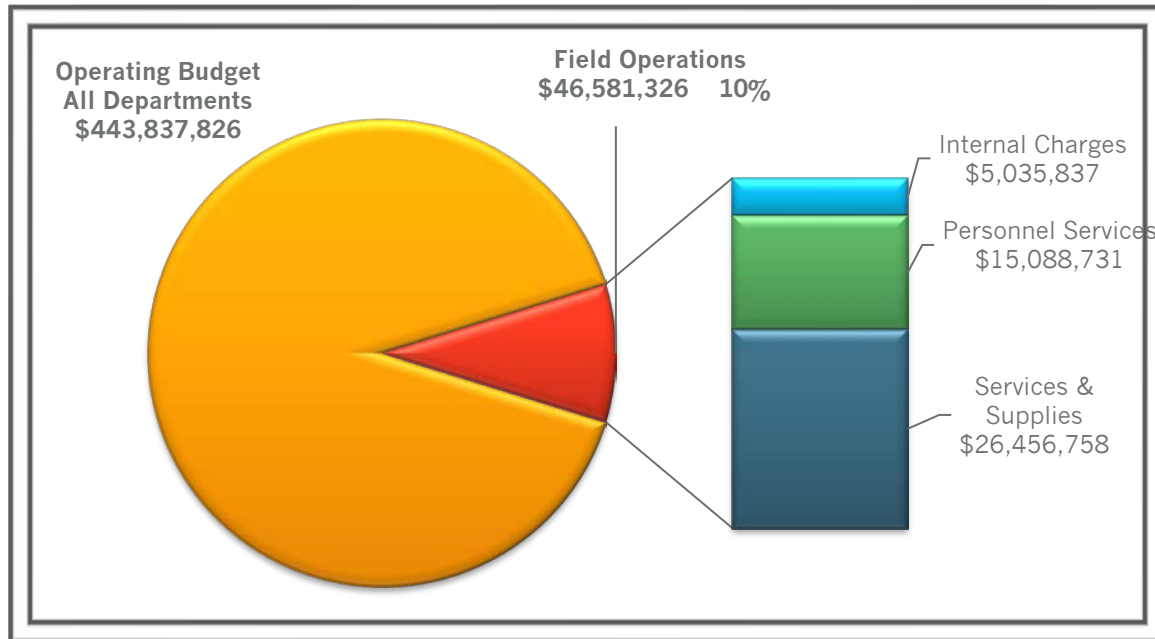
In addition, Field Operations Administrative Services provides the development of agreements for goods and services, budget coordination and monitoring, operational efficiency and innovative business solution programs, strategic and long-range planning, accounts payable and personnel support services.

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, recycled 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, and oversight of the Glendale Memorial Park Cemetery.

- 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 \$444 million. The departmental operating budget is comprised of three categories:

- Internal Charges = internal charges for technology, insurance, workers’ compensation, indirect charges, etc.
- Personnel Services = salary and related costs
- Service & Supplies = operating and contractual costs

Accomplishments, Enhancements, and Efficiencies

- Solid Waste Collection serviced 54,825 residential and 1,010 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) served approximately 55,000 Glendale households and many surrounding communities. The landfill receives 363,000 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: Gateway Public Safety HVAC replacement, Sahuaro Ranch Park Guest House air conditioning and chimney repairs, and lighting controller replacement in the council chambers.
- Fleet Management maintains and services the current city fleet of 1,281 vehicles and equipment. This fiscal year-to-date, staff have prepared 58 new vehicles for service, processed 88 vehicles for auction, performed 14,989 repairs, and completed 2,740 preventative maintenance services. In total, Vehicle Technicians clocked 21,301 labor hours as the city fleet drove 4,328,659 miles while providing service to the community.

Goals, Objectives, and Performance Measures

<i>Strategic Objective</i>	Optimize Processes & Services			
<i>Department Strategic Initiative</i>	Collect and dispose of all Solid Waste as scheduled			
<i>Intended Result</i>	Provide excellent service to all customers by effectively and efficiently managing solid waste collected; reduce missed collections; and increase efficient disposal and processing services.			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
Residential containers missed pickup – reduce by 5%	903	624	588	559
Increase compaction of garbage at Landfill by 1% - Measured in pounds per cubic yard compaction	1,860	1,600	1,600	1,600
Decrease residuals at Material Recovery Facility by 1%	31%	34%	34%	31%

<i>Strategic Objective</i>	Optimize Processes & Services			
<i>Department Strategic Initiative</i>	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.			
<i>Intended Result</i>	Maintain a consistent level of achieving/surpassing key performance indicator targets to reach a maximum efficiency with available resources.			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
<i>Fleet Vehicle and Equipment Preventative Maintenance (PM) Compliance</i>	77%	60%	Changing Reporting Parameters 525 vehicles past due for PM	0 past due
<i>Fleet Direct Labor Rate</i>	80%	79%	80%	80%
<i>Fleet Downtime Rate</i>	<5%	<5%	<5%	<5%

Field Operations (28)
Budget by Categories of Expenditures

Group	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
Personnel Services	13,547,300	14,378,862	14,378,862	15,088,731	709,869	4.94%
Services and Supplies	24,014,140	26,688,754	28,209,629	26,456,758	-231,996	-0.87%
Internal Charges	4,958,605	4,869,908	4,869,908	5,035,837	165,929	3.41%
Grand Total	42,520,045	45,937,524	47,458,399	46,581,326	643,802	1.40%

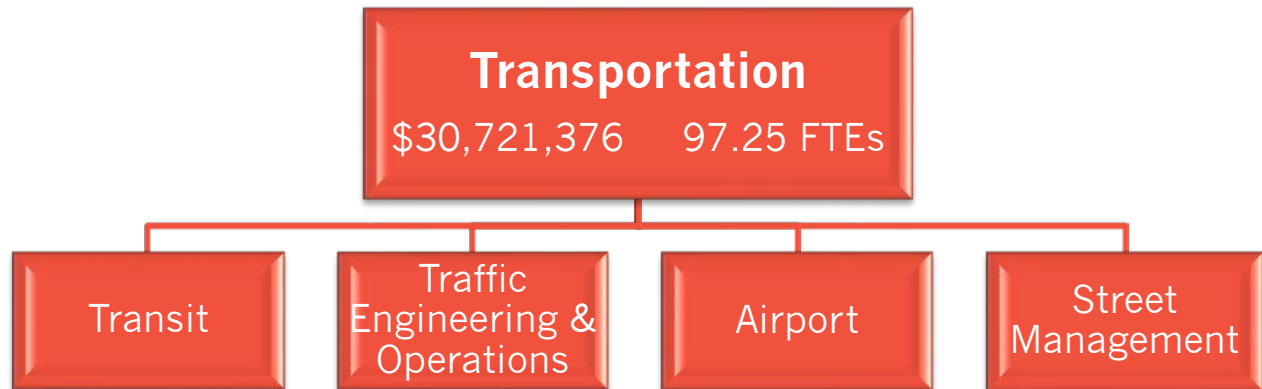
Fund & Department Number Budget by Program

Fund / Org	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
(1000-10002810) Field Operations Admin	58,791	216,888	216,888	241,623	24,735	11.40%
(1000-10002812) Facilities	4,504,496	4,854,684	4,708,769	4,907,215	52,531	1.08%
(1000-10002847) Cemetery	0	0	0	248,675	248,675	0.00%
(1000-10005060) Custodial Services	1,026,723	1,129,733	1,206,613	1,142,716	12,983	1.15%
(1020-10202842) Equipment Replacement	1,470,663	3,505,526	3,505,526	3,343,649	-161,877	-4.62%
(1020-10205305) VRF Vehicles 1 time sup..	0	0	0	65,000	65,000	0.00%
(2200-22002846) PS Training Ops - Fac. M..	709,479	954,895	940,355	731,508	-223,387	-23.39%
(6110-61102834) Landfill	4,069,219	4,342,961	4,344,433	4,420,373	77,412	1.78%
(6110-61102835) Solid Waste Admin	1,386,301	1,479,622	1,478,792	1,453,779	-25,844	-1.75%
(6110-61102836) Recycling	1,250,815	1,571,811	1,546,601	1,658,744	86,932	5.53%
(6110-61102837) MRF Operations	2,052,091	2,094,616	2,273,325	2,066,326	-28,290	-1.35%
(6110-61105073) Gas Management Syste..	93,714	167,393	153,493	167,392	-1	0.00%
(6120-61202835) Solid Waste Admin	346,289	60,000	60,000	0	-60,000	-100.00%
(6120-61202838) Solid Waste Roll-off	755,432	821,998	881,374	795,269	-26,728	-3.25%
(6120-61202839) Commercial Frontload	3,208,077	3,177,375	3,354,312	3,133,145	-44,229	-1.39%
(6120-61202840) Curb Service	8,230,741	8,165,276	8,482,514	8,315,717	150,441	1.84%
(6120-61202841) Residential-Loose Trash..	3,934,706	3,843,353	3,999,516	3,984,801	141,448	3.68%
(7040-70402843) Fleet Management	4,478,626	4,625,014	5,266,781	4,752,384	127,370	2.75%
(7040-70402844) Fuel Services	2,996,604	2,834,866	2,947,594	2,834,527	-340	-0.01%
(7040-70402845) Parts Store Operations	1,947,279	2,091,514	2,091,514	2,093,483	1,969	0.09%
(7040-70402848) Fleet Mgt-Ins Claim Rep..	0	0	0	225,000	225,000	0.00%
Grand Total	42,520,045	45,937,524	47,458,399	46,581,326	643,802	1.40%

Field Operations Staffing by Program

Fund / Org	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Change in Budget
(1000-10002810) Field Operations Admin	1.0	1.0	1.0	0.0
(1000-10002812) Facilities	10.0	12.0	12.0	0.0
(1000-10002847) Cemetery	0.0	0.0	1.0	1.0
(1000-10005060) Custodial Services	6.0	5.0	5.0	0.0
(2200-22002846) PS Training Ops - Fac. M..	2.0	2.0	2.0	0.0
(6110-61102834) Landfill	18.0	19.0	19.0	0.0
(6110-61102835) Solid Waste Admin	11.0	11.5	11.5	0.0
(6110-61102836) Recycling	7.0	7.0	7.0	0.0
(6110-61102837) MRF Operations	7.0	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	37.0	38.5	39.5	1.0
(6120-61202841) Residential-Loose Trash..	23.0	24.0	23.0	-1.0
(7040-70402843) Fleet Management	32.0	33.0	33.0	0.0
(7040-70402845) Parts Store Operations	1.0	1.0	1.0	0.0
Grand Total	167.0	173.0	174.0	1.0

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.

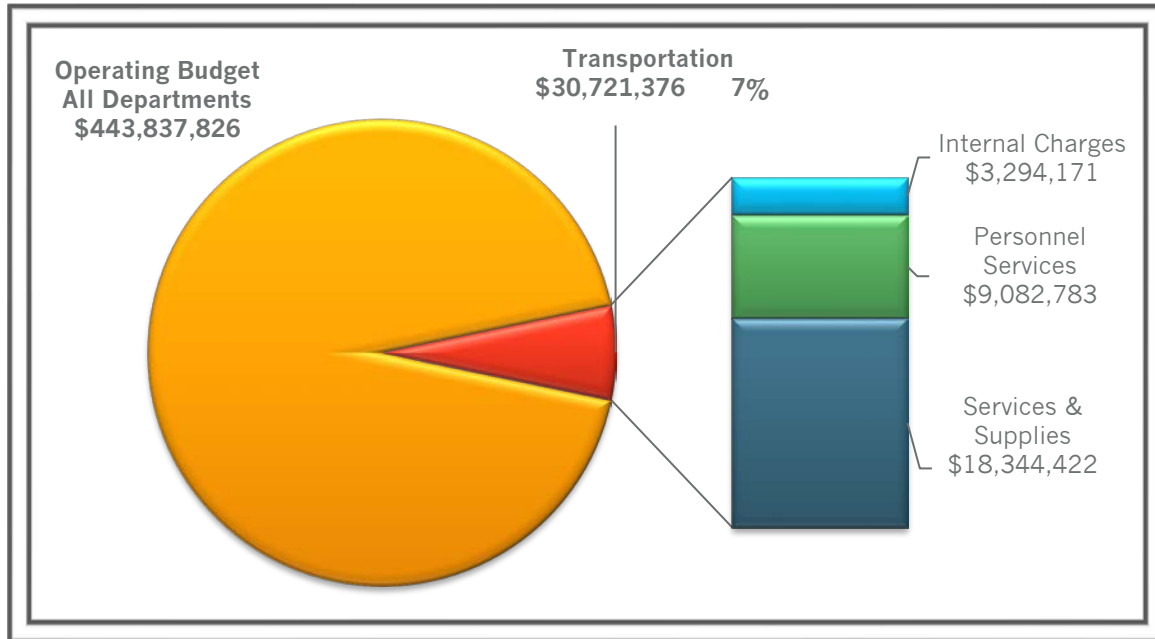
Department Description

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, and oversight of the city’s Pavement Management Program funded at \$115.4 million over the next ten years.

Operating Budget



The total City Operating Budget is \$444 million. The departmental operating budget is comprised of three categories:

- Internal Charges = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Personnel Services = salary and related costs
- Service & Supplies = operating and contractual costs

Accomplishments, Enhancements, and Efficiencies

- Secured \$1.9 million in Federal Transit Administration funding for bus purchases, operating assistance and security enhancements out at the Glendale/99th Avenue Park-and-Ride.
- Secured \$134K in regional funding to enhance identified bus stops in Glendale. Using this funding and funding from an existing FTA grant, improved 31 bus stops, bringing them into compliance with ADA accessibility standards.
- Implemented a GUS Bus Circulator tracking system using the DoubleMap App, allowing passengers to get real-time updates on location of the next bus and Estimated Time of Arrival (ETA) to their stop.
- Launched a 6-month pilot of Glendale OnDemand Microtransit project in March covering North Glendale, the first microtransit service offered in the state. This service gives riders the option to book and pay for same-day trips directly through the TransLoc app or book trips through Transit's call-center.

- Provided service to over 2.4M passengers on public transit through Dial-A-Ride (66K), GUS (125K), Regional ADA service (28K), Taxi Voucher Program (10K) and Fixed Route service (2.1M) in Glendale.
- Completed the construction of Ballpark Boulevard. This approximately \$11 million roadway improvement includes three new travel lanes, a bridge crossing of the Bethany Home Outfall Channel., a HAWK crossing and signal modifications at the 99th Avenue intersection.
- Completed a pedestrian and bicycle enhancement project on 67th Avenue and Orangewood Avenue to include new sidewalks, roadway widening, and new striping.
- Secured \$2.8 million in federal and regional safety funds for four projects including:
 - 63rd Ave and Northern Ave - construct new traffic signal
 - Northern Parkway, Sarival Ave to 143rd Ave - construct median cable barrier
 - 67th Ave and Montebello Ave - construct new HAWK crossing
 - Install flashing yellow arrow and median modifications - 6 locations citywide
- Flashing yellow arrows were installed at 14 additional intersections in FY 2020, bringing the total to 25 completed intersections. Overall safety enhancements include modifications to median bull noses, flashing yellow arrows, and reflective tape on the traffic signal backplates.
- Procured and installed enhanced detection systems at 15 intersections.
- Added 13 Lane Control Signs and 1 Dynamic Message Sign around the Westgate Sports and Entertainment District.
- Upgraded 10 CCTVs and 24 network switches on the ITS network for improved traffic monitoring.
- Assisted Glendale Police Department with installation of License Plate Reader cameras at 10 traffic signal locations.
- Awarded MAG funding to upgrade network switches and cctv's at 166 intersections
- Awarded MAG funding for installing enhanced detection systems at 45 intersections.
- Work began on Camelback road ITS improvement project installing fiber optic cable and network devices on from 59th Ave to 83rd Ave on Camelback road.
- Posted 122 messages on Transportation's DMS throughout the city. 15 public safety announcements and 107 special event messages.
- Managed traffic for 20 Mega special events in Glendale.

- Completed two fiber optic cable repairs resulting from vandalism or construction damages.
- At the Glendale Municipal Airport in 2019, a total of 90,587 operations (landings and takeoffs) occurred, and 408 aircrafts were based.
- Glendale Municipal Airport secured approximately \$8.99 million in Federal Aviation Administration funding for reimbursement associated with the Conair land acquisition.
- Glendale Municipal Airport secured \$280,000 in Arizona Department of Transportation funding for reimbursement associated with the Conair land acquisition.
- The Graffiti Removal Division eradicated over 12,703 graffiti tags, removed over 1,843 graffiti tags for other city departments.
- Street Maintenance Division responded to 1,295 calls for service, repaired 16,065 square feet of concrete sidewalk, 18,646 square feet of asphalt, 24,758 potholes and performed 89,816 square feet of grade restoration, and 484 sidewalk trip hazards eliminated.
- The Right-of-Way Division responded to 575 incidents. Planted 225 new trees throughout the city and pruned 15,800 trees. Citywide landscaping enhancements began to include 59th Avenue, Bell Road, Union Hills, 75th Avenue, Citywide medians and surrounding downtown neighborhoods. Installed 800 tons of landscape rock within the Rights-of-Way Citywide and Caitlin Court. New contract request for proposals developed to include upgrades as well as maintenance.
- Signs and Markings staff restriped 235 lane miles. 12 signalized crosswalks, 13 school crosswalks, and 7 mid-block crosswalks with 12,142 linear feet of white thermoplastic. 1,892 roadway pavement markers (RPM's) were replaced, 6 speed humps were restriped, 111 roadway directional arrows were replaced. 1,366 signs were fabricated by in house staff. 657 regulatory, warning, and informational signs were addressed as part of daily maintenance. 1,016 roadway street name signs were replaced, of which 531 signs were fabricated in house and 485 by an outside contractor as part of the blanket sign replacement program.

Goals, Objectives, and Performance Measures

<i>Strategic Objectives</i>	Optimize Processes & Services Improve Community Experience			
<i>Department Strategic Initiative</i>	Expend \$5.2M per year (not including bonds) to implement the City's Pavement Management Plan using in-house design, construction administration, and inspection services.			
<i>Intended Result</i>	The \$5.2M multi-year Pavement Management Plan to address the complete street network through various applications is completed on-time and on-budget.			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
Reconstructions	\$0	\$0.2M	\$5.2M	\$11.9M
Rehabilitation (Mill & Overlay)	\$7.5M	\$0	\$0	\$1.7M
Preservation (Slurry Seal, Crack Seal, etc.)	\$3.2M	\$12M	\$5.2M	\$3.5M
Total	\$10.7M	\$12.2M	\$10.4M	\$17.1M
Oversight of Pavement Management Program	80 miles	113 miles	95 miles	54 miles

<i>Strategic Objectives</i>	Improve Asset Management Improve Community Experience			
<i>Department Strategic Initiative</i>	Develop a system-wide holistic transportation master plan and advance regional and local priorities identified, while encouraging economic development opportunities.			
<i>Intended Result</i>	Glendale has a proactive plan for the future transportation network.			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
Development of Transportation Plan Update	50%	70%	100%	100%

Strategic Objectives	Optimize Processes & Services Improve Asset Management Improve Community Experience			
Department Strategic Initiative	Complete improvement projects on schedule and on budget by leveraging federal funding.			
Intended Result	The transport of people and goods within and through the City of Glendale is safe and efficient.			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
% signalized intersections connected to the central signal system (204 total signalized intersections, including four HAWK pedestrian crosswalks)	86%	88%	89%	93%
Flashing Yellow Arrow Installation Program – Number of intersections updated – (45 locations)	9	14	25	25
Complete two school zone construction projects each year (total of 13)	0	2	6	8
Complete conversion of illuminated street name signs at two intersections per year to LED technology (total of 84 intersections)	0	6	10	13
Install enhanced detection at 5 signalized intersections per year (199 total)	0	0	15	20

Transportation (29)
Budget by Categories of Expenditures

Group	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
Personnel Services	8,393,434	8,692,702	9,027,995	9,082,783	390,081	4.49%
Services and Supplies	12,426,295	16,744,821	17,095,604	18,344,422	1,599,601	9.55%
Internal Charges	2,757,184	2,990,663	3,009,300	3,294,171	303,508	10.15%
Grand Total	23,576,914	28,428,186	29,132,899	30,721,376	2,293,190	8.07%

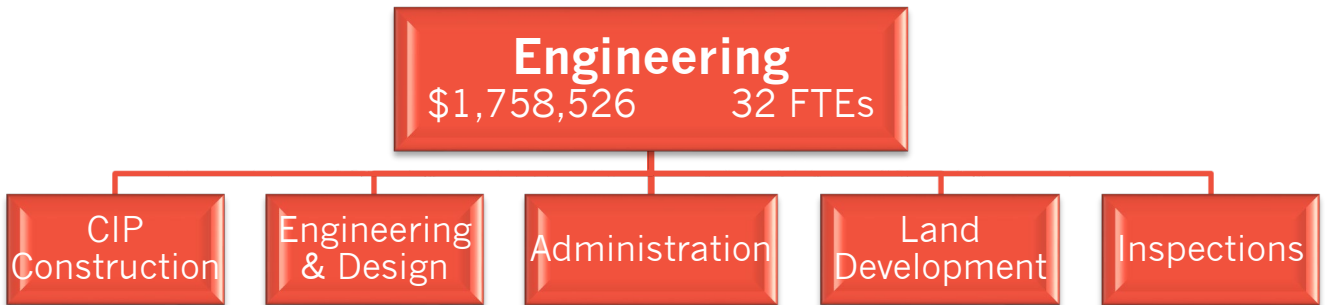
Fund & Department Number Budget by Program

Fund / Org	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
(1000-10002934) Cemetery	232,601	236,258	232,054	0	-236,258	-100.00%
(1000-10005055) Stadium - Transportatio..	798,073	799,670	824,670	846,666	46,996	5.88%
(1000-10005056) Transp - Fiesta Bowl Ev..	27,266	32,248	32,248	32,423	175	0.54%
(1000-10005057) Arena - Transportation ..	26,044	41,073	34,918	42,837	1,764	4.29%
(1000-10005058) Graffiti Removal	21,241	17,130	17,130	14,495	-2,635	-15.38%
(1000-10005059) CBRanch - ROW Mainte..	13,043	16,080	16,080	16,080	0	0.00%
(2050-20502919) Transportation Adminis..	109,157	120,390	120,272	110,242	-10,148	-8.43%
(2050-20502920) Right of Way	3,517,823	5,813,823	5,656,273	5,589,364	-224,459	-3.86%
(2050-20502921) Street Maintenance	1,907,868	1,649,365	1,670,295	1,783,952	134,587	8.16%
(2050-20502923) Traffic Signals	1,188,102	1,284,561	1,271,429	1,303,655	19,094	1.49%
(2050-20502924) Signs & Markings	660,648	728,784	727,109	760,898	32,113	4.41%
(2050-20502925) Barricade Management	1,625	213,099	213,339	212,325	-774	-0.36%
(2050-20502935) Street Lighting	5,071	0	1,756,404	1,885,501	1,885,501	0.00%
(2050-20505063) Traffic Studies	338	0	0	0	0	0.00%
(2050-20505064) Traffic Design and Deve..	302,006	190,776	191,109	195,497	4,721	2.47%
(2050-20505065) Graffiti Removal - ROW	161,312	170,497	164,938	166,248	-4,249	-2.49%
(2060-20604029) Grants-Transportation	0	2,000,000	715,000	2,000,000	0	0.00%
(2060-20605271) Transportation Transit ..	702,974	700,000	700,000	700,000	0	0.00%
(2060-20605272) Transportation Transpo..	30,653	0	0	0	0	0.00%
(2070-20702926) Transportation Progra..	2,233,196	2,365,602	2,283,644	2,359,608	-5,994	-0.25%
(2070-20702927) Fixed Route	4,835,903	4,901,822	4,952,479	4,777,718	-124,104	-2.53%
(2070-20702928) Dial-A-Ride	2,919,265	3,429,943	3,602,079	3,723,930	293,987	8.57%
(2070-20702929) Transit Program Admini..	495,389	495,545	495,115	516,500	20,955	4.23%
(2070-20702930) Intelligent Transport Sy..	734,115	730,226	736,751	798,670	68,444	9.37%
(2070-20702931) Traffic Mitigation	471,969	532,722	504,593	534,403	1,682	0.32%
(2070-20705066) Transportation Educati..	200,431	210,063	213,853	214,394	4,331	2.06%
(2070-20705067) Demand Management	15,146	28,505	20,646	28,505	0	0.00%
(2070-20705068) Rail Transit	50,000	0	0	0	0	0.00%
(2070-20705069) CIP O&M	1,002,204	813,000	778,602	782,500	-30,500	-3.75%
(2070-20705070) Traffic Signals	57,547	10,050	9,788	10,050	0	0.00%
(2070-20705071) Signs & Markings	49,781	42,040	42,000	42,594	554	1.32%
(2070-20705088) Street Light Manageme..	0	0	290,000	300,000	300,000	0.00%
(2130-21302933) Airport Operations	806,120	854,916	860,083	972,322	117,406	13.73%
Grand Total	23,576,914	28,428,186	29,132,899	30,721,376	2,293,190	8.07%

Transportation Staffing by Program

Fund / Org	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Change in Budget
(1000-10002934) Cemetery	1.00	1.00	0.00	-1.00
(2050-20502919) Transportation Adminis..	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	9.00	9.00	0.00
(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	0.00	1.00	1.00	0.00
(2050-20502935) Street Lighting	0.00	0.00	2.00	2.00
(2050-20505063) Traffic Studies	1.00	0.00	0.00	0.00
(2050-20505064) Traffic Design and Deve..	3.00	2.00	2.00	0.00
(2050-20505065) Graffiti Removal - ROW	2.00	2.00	2.00	0.00
(2070-20702926) Transportation Progra..	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 Admini..	4.00	4.00	4.00	0.00
(2070-20702930) Intelligent Transport Sy..	4.00	4.00	4.00	0.00
(2070-20702931) Traffic Mitigation	2.00	2.00	2.00	0.00
(2070-20705066) Transportation Educati..	1.00	1.00	1.00	0.00
(2130-21302933) Airport Operations	6.00	6.00	6.00	0.00
Grand Total	96.25	96.25	97.25	1.00

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.

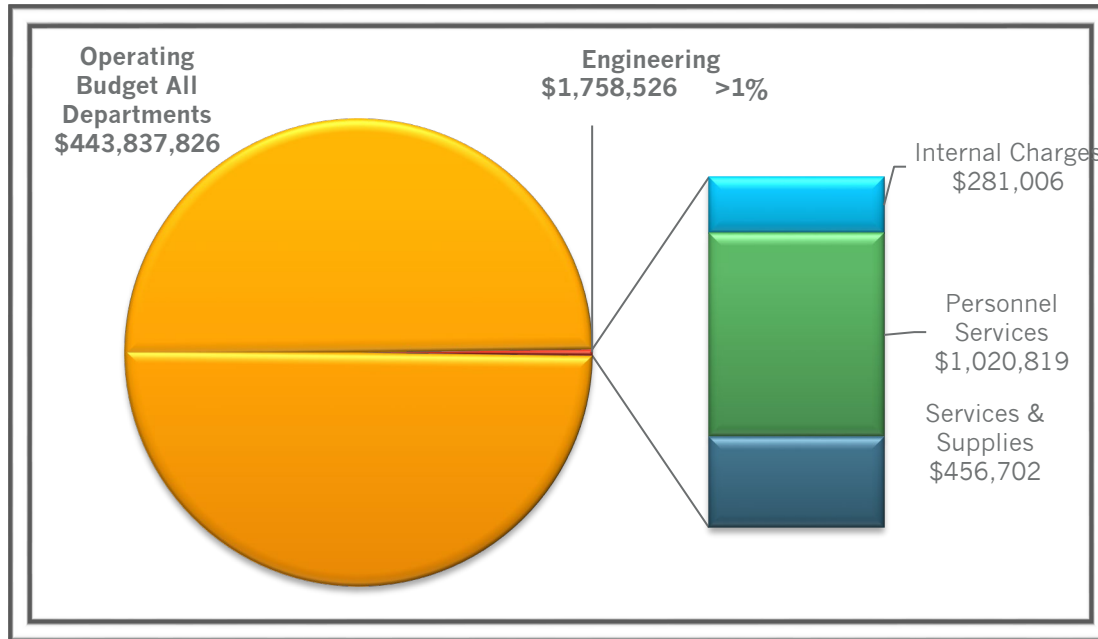
Department Description

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 cell tower licensing, and city real estate program.

The Engineering department includes six (6) primary functions:

- Provide professionally designed, constructed and inspected public facilities and infrastructure within the public right-of-way.
- Implement the city's Capital Improvement Plan (CIP) to ensure public health & safety, and stewardship of public resources through cross departmental integration.
- Manage the licensing program for cell tower equipment in the public rights-of-way and on city-owned facilities.
- 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.
- Assist with special infrastructure related programs including special districts and economic development.

Operating Budget



The total City Operating Budget is \$444 million. The departmental operating budget is comprised of three categories:

- Internal Charges = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Personnel Services = salary and related costs
- Service & Supplies = operating and contractual costs

Accomplishments, Enhancements, and Efficiencies

- Provided project management services for a total of 80 Capital Improvement Projects with an estimated total project value of \$310M.
- Engineering staff managed the Ballpark Boulevard roadway project. The project had multiple stake holders, involved numerous regulatory agencies and jurisdictions, and had to be completed on an accelerated timeline. The new roadway extends approximately 2.6 miles connecting the Camelback Ranch Spring Training Complex with the Westgate Sports and Entertainment District. In connection with the roadway construction, water distribution and wastewater collection system improvements to serve future development demands were constructed. The Notice to Proceed was issued on April 5, 2019, construction was substantially complete on January 31, 2020, and the Grand Opening ceremony was on February 11, 2020. The delivery method was Construction Manager at Risk with a Guaranteed Maximum Price of \$11.2M. Engineering staff implemented multiple value engineering solutions resulting in a net savings of \$300K-\$500K. In addition to the savings, the City received \$1.0M in Construction Completion Rebates from Camelback Ranch and Mattamy homes for completing the project on time.

- Engineering staff managed the design and construction of the Heroes Park Library. The project involved multiple community meetings and was a highly visible project. The Heroes Park Library is a 7,500 square foot building containing an adult and children’s section as well as multiple computer work stations and community meeting rooms. The Notice to Proceed was issued on June 11, 2018, construction was substantially complete on April 22, 2019, the Library was opened to the public on May 18, 2019. The delivery method was Design Bid Build with a construction cost of \$3.76M. Engineering staff managed the project and was able to work with the contractor for a final construction cost of \$3.54M yielding a savings of \$220K.
- Engineering Administration implemented a new online portal for vendors to submit invoices electronically, allowing a reduction of average time to payment from over 20 days to less than 7.
- Over 135 projects in the right-of-way are inspected every month.
- In FY19, the department issued over 794 right of way permits generating over \$165,000 in revenue. In FY20 through February, the department issued 744 right of way permits generating over \$280,000 in revenue.
- Land Development staff performed over 230 plan reviews for city and private development projects, processed 24 Minor Land Divisions/Lot Splits, and played a key role in accelerating ground breaking of major development projects such as Red Bull and Banner Aspera by fast-tracking reviews and issuing at-risk grading permits.
- Real Estate staff managed the sale of the Bank of America Building and the Brown Lot, which generated \$9,693,012 in revenue for the city. In addition, the division continues to manage the Promenade at Palmaire and the attached garage which generate an additional \$502,500 in revenue annually.
- The Land Development division has also processed 45 real property transactions including easement and right-of-way acquisitions, abandonments, licenses, and map of dedications in support of both city and private development projects.

Goals, Objectives, and Performance Measures

<i>Strategic Objective</i>	Optimize Processes & Services			
<i>Department Strategic Initiative</i>	Process CIP invoices within 7 days			
<i>Intended Result</i>	Be the client of choice for contractors and design professionals, increasing competition and lowering prices.			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
% of CIP invoices processed by the department within 7 days	NEW	NEW	90%	95%

<i>Strategic Objective</i>	Optimize Processes & Services			
<i>Department Strategic Initiative</i>	Deliver CIP projects on time with respect to the project charter developed with the partner departments at project inception.			
<i>Intended Result</i>	Ensure that CIP projects are completed per the plans and specifications within the agreed schedule from the project charter.			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
% of projects delivered on time	NEW	NEW	TBD	75%

<i>Strategic Objective</i>	Optimize Processes & Services			
<i>Department Strategic Initiative</i>	Warranty inspections result in no rework.			
<i>Intended Result</i>	Ensure that projects are completed per the plans and specifications ensuring that no rework interferes with the traveling public or the operation of the city.			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
% warranty inspections that pass	NEW	NEW	95%	95%

<i>Strategic Objective</i>	Optimize Processes & Services			
<i>Department Strategic Initiative</i>	Development plans are reviewed within the service level agreement timeframes.			
<i>Intended Result</i>	Recognition by the development community as a dependable partner for the delivery of safe and reliable public infrastructure.			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
% of development plans that are reviewed within the published service times	NEW	NEW	97%	97%

Engineering (30)
Budget by Categories of Expenditures

Group	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
Personnel Services	2,432,979	2,158,240	3,521,984	1,020,819	-1,137,422	-52.70%
Services and Supplies	2,669,969	2,828,377	853,769	456,702	-2,371,675	-83.85%
Internal Charges	250,039	269,243	250,606	281,006	11,763	4.37%
Grand Total	5,352,988	5,255,860	4,626,359	1,758,526	-3,497,334	-66.54%

Fund & Department Number Budget by Program

Fund / Org	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
(1000-10003014) Engineering Administra..	797,497	892,665	894,422	232,373	-660,292	-73.97%
(1000-10003016) CIP Administration	-37,314	-395,626	1,046,649	63	395,690	-100.02%
(1000-10003017) Land Development	138,040	143,059	143,059	455,213	312,154	218.20%
(1000-10003018) Construction Inspection	1,018,824	899,052	1,010,586	779,147	-119,905	-13.34%
(1000-10005061) BofA Building	508,671	449,175	555,863	0	-449,175	-100.00%
(1000-10005062) Promenade at Palmaire	140,993	60,000	60,000	112,000	52,000	86.67%
(1000-10005304) Downtown Parking Gar..	0	80,000	80,000	176,000	96,000	120.00%
(2050-20503019) Pavement Management	791,937	835,780	835,780	3,730	-832,050	-99.55%
(2050-20503020) Street Lighting	1,715,392	1,986,754	0	0	-1,986,754	-100.00%
(2070-20705072) Street Light Managemn..	278,948	305,000	0	0	-305,000	-100.00%
Grand Total	5,352,988	5,255,860	4,626,359	1,758,526	-3,497,334	-66.54%

Engineering Staffing by Program

Fund / Org	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Change in Budget
(1000-10003014) Engineering Administra..	7.00	7.00	4.00	-3.00
(1000-10003016) CIP Administration	9.00	8.00	11.00	3.00
(1000-10003017) Land Development	1.00	1.00	4.00	3.00
(1000-10003018) Construction Inspection	9.00	9.00	13.00	4.00
(2050-20503019) Pavement Management	7.00	7.00	0.00	-7.00
(2050-20503020) Street Lighting	1.00	2.00	0.00	-2.00
Grand Total	34.00	34.00	32.00	-2.00

Performance Report

**Organizational
Performance**
\$464,729 2 FTEs

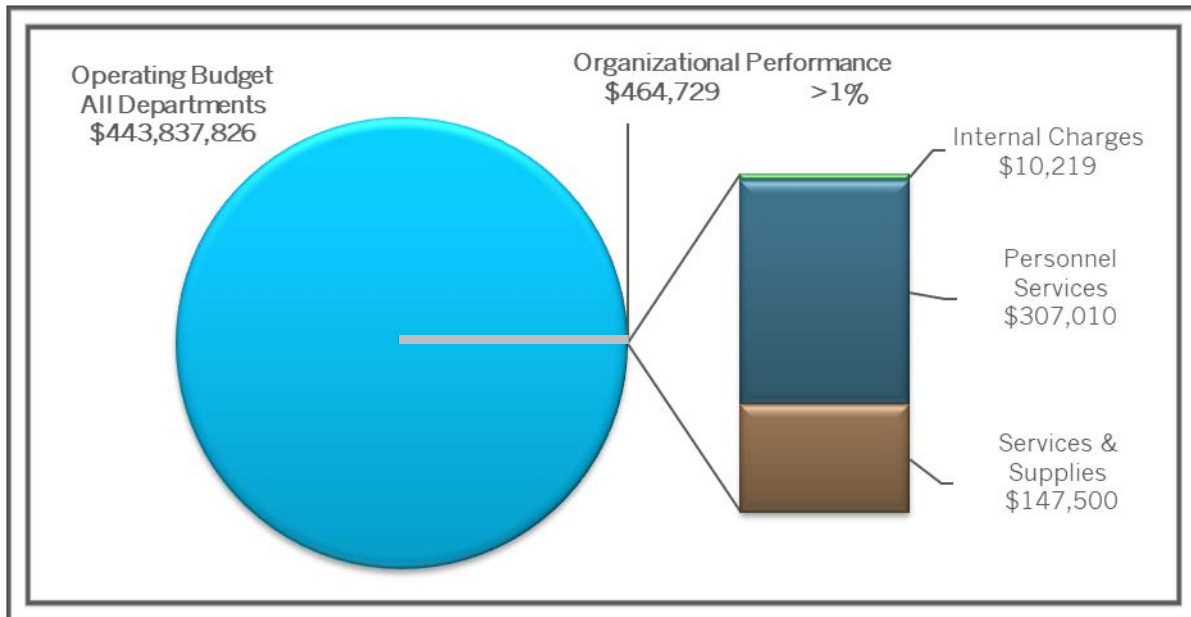
Mission Statement

To build a high-performance culture using business intelligence.

Department Description

Plans, organizes and directs the development and implementation of organizational strategy to drive performance improvements for the benefit of residents, businesses, and employees.

Operating Budget



The total City Operating Budget is \$444 million. The departmental operating budget is comprised of three categories:

- Internal Charges = internal charges for technology, insurance, workers' compensation, indirect charges, etc.
- Personnel Services = salary and related costs
- Services and Supplies = operating and contractual costs

Accomplishments, Enhancements, and Efficiencies

GlendaleOne is a citywide system designed to create strategic alignment across all departments to receive and manage requests for service. This project influenced six out of ten of the city's strategic objectives and is intended to demonstrate a culture of service and continuous improvement that drives us to provide accessible, innovative, personal, and technology-focused services.

Over 500 employees were trained in using the system which handles over 160 unique request types across 45 operational areas. The city began using the system internally in December 2019, entered into the public soft launch phase on January 13, 2020 and redirected all website service request options to www.glendaleone.com, and launched a full public communication campaign on February 2, 2020 which included website, video, and social media assets; public counter signs and business card handouts, and promotion in the Clean & Green calendar.

During the first six months of performance, the system was used to report just under 2,000 service requests per month. System implementation includes interfaces with NorthStar, Lucity, and SmartGov. Staff continues to improve upon the system efficiency, add service request types as needed, make improvements based on feedback received, and monitor overall performance.

Data Governance is the cornerstone of advancing organizational performance. The city's vision is to be the community of choice for residents, businesses, and employees. In order to achieve that vision, our policy makers, executive management, and employees must make good decisions about strategy and operations. Decision-makers need access to reliable intelligence about issues and operations to minimize dependence on anecdotal information as the primary driver of decisions. To be effective, our organization must have access to quality data.

The strategy designed to achieve this outcome is a two-phased approach to Data Governance. The first establishes an oversight committee of key skill area leaders who can share unique perspectives and insights on how data is being managed throughout the organization and make recommendations on how to better manage those data assets. This team is responsible for making policy, process, and procedure recommendations to the City Manager's steering committee. The second phase involves cascading the Data Governance program to extend the policy and practice into every department of the Organization including the development of Data Steward teams and implementing city-wide data education initiatives.

What Works Cities Certification is a key indicator that the city is making strides to becoming a data-driven organization. Certification sets a standard of excellence through specified criteria focused on Data Governance, Evaluations, General Management, Open Data, Performance & Analytics, Repurposing for Results, Results-Driven Contracting, and Stakeholder Engagement.

Goals, Objectives, and Performance Measures

<i>Strategic Objectives</i>	Improve Community Experience Improve Resource Alignment Improve Purposeful Communication Optimize Processes & Services Increase Innovation Solutions Improve Tools & Technology			
<i>Department Strategic Initiative</i>	GlendaleOne Service Management System			
<i>Intended Results</i>	<ul style="list-style-type: none"> The city has a “one-stop” option for centralized intake of service requests Provides a tool for workflow management for departments that do not currently have one Integrates with other work order systems Provides automatic updates to submitters Provides customers with expected turn-around times Creates comprehensive data collection and informs performance management 			
<i>Performance Measures</i>	<i>FY2018 Actual</i>	<i>FY2019 Actual</i>	<i>FY2020 Estimate</i>	<i>FY2021 Target</i>
System is routinely utilized to document status updates and provide regular communication with submitters. Target: <ul style="list-style-type: none"> Submitter notifications are maintained at a minimum of 2:1 ratio (two notifications for every service request where a submitter is identified) 	N/A	N/A	89.57%	100%
Service requests are addressed within the specific timeframe that is provided to the submitters. Targets: <ul style="list-style-type: none"> Less than 10% escalation rate for service requests 	N/A	N/A	20.35%	<15%

Strategic Objectives	Improve Stakeholder Engagement Increase Innovation Solutions Strengthen Workforce Culture Strengthen Workforce Development Improve Tools & Technology			
Department Strategic Initiative	Implement a programmatic approach to data governance designed to make city data actionable and increase the use of data in decision-making, recommendations, and telling the story of our work.			
Intended Results	<ul style="list-style-type: none"> • City data is open by default, reliable, and easily accessible internally and externally. • Actionable intelligence is used routinely in analysis and reporting. • The city has a number of employees with strong data analytics capabilities, actively uses data to share the impact of our work, and strategically implements new systems and data collection 			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Establishment of data governance framework and policy. Target: <ul style="list-style-type: none"> • 100% completion 	N/A	N/A	100%	N/A
Participation and publication of citywide data inventory. Target: <ul style="list-style-type: none"> • 100% of departments participate • Comprehensive data inventory published and updated at defined intervals 	N/A	N/A	N/A	100%
Educate organizational data stewards on business intelligence and analytics principles Target: <ul style="list-style-type: none"> • 100% of data stewards receive initial training 	N/A	N/A	N/A	100%

Strategic Objectives	Improve Community Experience Improve Resource Alignment Improve Purposeful Communication Improve Stakeholder Engagement Optimize Processes & Services Increase Innovation Solutions Strengthen Workforce Development Strengthen Workforce Culture Improve Tools & Technology			
Department Strategic Initiative	What Works Cities Certification			
Intended Results	<ul style="list-style-type: none"> • Data driven governance to increase resident satisfaction • Community engagement to improve neighborhoods • Address the most pressing issues the city is facing through the analysis of data and implementation of programs that work 			
Performance Measures	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Target
Number of defined certification criteria achieved and maintained. Target: <ul style="list-style-type: none"> • 51% of criteria achieved and maintained by the end of 2020 	N/A	N/A	31%	51%

Organizational Performance (34)
Budget by Categories of Expenditures

Group	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
Personnel Services	0	0	0	307,010	307,010	0.00%
Services and Supplies	0	0	0	147,500	147,500	0.00%
Internal Charges	0	0	0	10,219	10,219	0.00%
Grand Total	0	0	0	464,729	464,729	0.00%

Fund & Department Number Budget by Program

Fund / Org	FY 2019 Actuals	FY 2020 Budget	FY 2020 Estimate	FY 2021 Request	\$ Change in Budget	% Change in Budget
(1000-10003410) Organizational Perform..	0	0	0	464,729	464,729	0.00%
Grand Total	0	0	0	464,729	464,729	0.00%

Organizational Performance Staffing by Program

Fund / Org	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Change in Budget
(1000-10003410) Organizational Perform..	0.000	0.000	2.000	2.000
Grand Total	0.000	0.000	2.000	2.000



CAPITAL IMPROVEMENT PLAN

FISCAL YEAR 2020-2021 ANNUAL BUDGET BOOK



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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 capital 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 prioritized by need and that the city will have the funds to pay for and maintain them into future years.

Capital improvement projects are non-routine capital expenditures that generally cost more than \$50,000 and could 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 at the far western edge of the city. 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 several large-scale projects concurrently that have significant operating budget impacts. Also, revenues used to pay the debt service are not unlimited. Therefore, implementation timetables are established to stagger projects over time based on Council's strategic goals and the estimated financial resources expected in 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 at the same time.

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 FY21-30 CIP program reflects the G.O. Bond projects that have made the highest priority out of all G.O. Bond projects submitted for the FY21-30 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 can also 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 sunset 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.

FY 2021-2030 Capital Improvement Program

CIP Summary by Project Type

Project Type	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
Airport	\$1,071,108	\$4,558,641	\$3,388,250	\$3,225,600	\$4,350,600	\$1,710,945	\$1,625,000	\$19,930,144
Arts	\$945,125	\$300,000	\$0	\$0	\$0	\$0	\$0	\$1,245,125
Drainage	\$0	\$880,300	\$6,630,290	\$6,208,840	\$5,113,940	\$500,240	\$6,037,045	\$25,370,655
Facility Maintenance	\$1,687,672	\$2,861,752	\$12,989,700	\$14,745,000	\$11,753,746	\$14,654,438	\$115,396,706	\$174,089,014
Landfill	\$6,727,416	\$4,331,400	\$11,569,300	\$5,002,350	\$4,108,350	\$836,400	\$17,270,300	\$49,845,516
Library	\$0	\$0	\$0	\$1,927,206	\$4,667,805	\$8,729,376	\$9,013,778	\$24,338,165
Parking Lots	\$0	\$0	\$0	\$0	\$0	\$0	\$5,869,249	\$5,869,249
Parks	\$624,435	\$2,028,881	\$17,383,410	\$13,052,763	\$12,119,333	\$10,760,863	\$60,901,824	\$116,871,509
Public Safety	\$1,177,165	\$7,532,000	\$1,412,000	\$24,139,115	\$23,607,336	\$12,429,003	\$67,841,175	\$138,137,794
Solid Waste	\$2,667,949	\$3,231,371	\$3,883,213	\$4,130,304	\$2,328,338	\$3,025,682	\$11,713,501	\$30,980,358
Streets	\$16,224,705	\$30,066,124	\$20,345,862	\$14,545,715	\$14,355,579	\$12,015,000	\$57,395,000	\$164,947,985
Transit	\$90,000	\$1,416,581	\$270,000	\$270,000	\$275,000	\$275,000	\$1,415,000	\$4,011,581
Wastewater	\$14,882,500	\$11,727,000	\$18,712,000	\$13,412,000	\$12,255,950	\$17,730,000	\$59,400,000	\$148,119,450
Water	\$47,801,700	\$12,500,000	\$32,205,000	\$25,400,000	\$19,830,000	\$21,970,000	\$157,583,225	\$317,289,925
Grand Total	\$93,899,775	\$81,434,050	\$128,789,025	\$126,058,893	\$114,765,977	\$104,636,947	\$571,461,803	\$1,221,046,470

FY 2021-2030 Capital Improvement Program

**All
Summary by Funding Source**

Funding Source	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
1080-General Government Capital Proj	\$2,550,836	\$2,526,752	\$4,185,000	\$6,454,365	\$8,270,940	\$7,506,415	\$106,076,969	\$137,571,277
2060-Transportation Grants	\$70,000	\$1,468,363	\$0	\$0	\$0	\$0	\$0	\$1,538,363
2110-Arts Commission	\$945,125	\$300,000	\$0	\$0	\$0	\$0	\$0	\$1,245,125
2160-Other Grants	\$9,309	\$487,500	\$1,625,000	\$2,575,000	\$2,100,000	\$0	\$0	\$6,796,809
2190-Airport Capital Grant	\$1,000,000	\$4,293,550	\$3,063,250	\$2,900,600	\$4,025,600	\$1,385,945	\$0	\$16,668,945
4010-Streets Construction	\$9,544,259	\$5,225,450	\$0	\$0	\$0	\$0	\$0	\$14,769,709
4020-Hurf Streets Construction	\$2,521,066	\$5,351,694	\$3,525,000	\$3,525,000	\$3,525,000	\$3,525,000	\$17,625,000	\$39,597,760
4030-Transportation Capital Proj	\$2,532,010	\$18,601,516	\$16,302,547	\$13,115,715	\$12,930,579	\$10,590,000	\$42,810,000	\$116,882,367
4040-Public Safety Construction	\$269,539	\$7,532,000	\$970,000	\$22,098,490	\$20,250,136	\$9,836,328	\$60,541,395	\$121,497,888
4050-Parks Construction	\$143,194	\$1,485,756	\$17,383,410	\$13,052,763	\$12,119,333	\$10,760,863	\$46,400,000	\$101,345,319
4060-Government Facilities	\$44,463	\$0	\$4,816,700	\$6,072,000	\$2,580,746	\$6,981,438	\$25,065,090	\$45,560,437
4080-Cultural Facility	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$300,000
4090-Open Space/Trail Construction	\$0	\$176,795	\$0	\$0	\$0	\$0	\$11,629,200	\$11,805,995
4100-Library Construction	\$0	\$0	\$0	\$1,927,206	\$4,667,805	\$8,729,376	\$9,013,778	\$24,338,165
4110-Flood Control Construction	\$0	\$322,800	\$4,935,290	\$3,393,100	\$2,773,200	\$259,500	\$4,833,345	\$16,517,235
4240-DIF Citywide Parks	\$105,917	\$0	\$0	\$0	\$0	\$0	\$0	\$105,917
4290-DIF Citywide Open Space	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000

FY 2021-2030 Capital Improvement Program

All
Summary by Funding Source

Funding Source	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
4320-DIF Parks and Rec Zone 1 East	\$127,789	\$66,330	\$0	\$0	\$0	\$0	\$0	\$194,119
4330-DIF Parks & Rec Zone 2 west 101	\$88,226	\$0	\$0	\$0	\$0	\$0	\$0	\$88,226
4410-DIF Streets Zone 1 East	\$0	\$630,970	\$2,613,315	\$0	\$0	\$0	\$0	\$3,244,285
4420-DIF Streets Zone 2 West 101	\$1,718,478	\$500,000	\$0	\$0	\$0	\$0	\$0	\$2,218,478
6020-Water	\$47,801,700	\$12,522,814	\$32,205,000	\$26,900,000	\$21,330,000	\$23,470,000	\$159,083,225	\$323,312,739
6030-Sewer	\$14,882,500	\$11,734,169	\$18,712,000	\$13,412,000	\$12,255,950	\$17,730,000	\$59,400,000	\$148,126,619
6110-Landfill	\$6,727,416	\$4,348,752	\$11,569,300	\$5,002,350	\$4,108,350	\$836,400	\$17,270,300	\$49,862,868
6120-Solid Waste	\$2,667,949	\$3,558,839	\$6,883,213	\$5,630,304	\$3,828,338	\$3,025,682	\$11,713,501	\$37,307,826
Grand Total	\$93,899,775	\$81,434,050	\$128,789,025	\$126,058,893	\$114,765,977	\$104,636,947	\$571,461,803	\$1,221,046,470

FY 2021-2030 Capital Improvement Program

Airport
Summary by Project

Project Number	Project Title	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIPAP19075	AIRPORT EA FOR CHANNELIZATION	\$0	\$0	\$0	\$315,000	\$0	\$0	\$0	\$315,000
CIPAP19076	SOUTH APRON PHASE 1 PAVEMENT RECONS	\$0	\$3,343,550	\$0	\$0	\$0	\$0	\$0	\$3,343,550
CIPAP20001	SOUTH APRON PHASE 2 REHABILITATION	\$0	\$0	\$2,388,250	\$0	\$0	\$0	\$0	\$2,388,250
CIPAP20002	RUNWAY REHABILITATION	\$0	\$0	\$0	\$1,910,600	\$0	\$0	\$0	\$1,910,600
CIPAP20003	WEATHER REPORTING EQUIPMENT	\$0	\$0	\$450,000	\$0	\$0	\$0	\$0	\$450,000
CIPAP20004	AIRPORT PLANNING STUDY	\$0	\$0	\$0	\$315,000	\$0	\$0	\$0	\$315,000
CIPAP20005	AIRFIELD LIGHTING PRESERVATION	\$0	\$0	\$0	\$1,910,600	\$0	\$0	\$0	\$1,910,600
CIPAP20018	TAXIWAY PAVEMENT REHAB & PRESERVE	\$1,000,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$1,500,000
CIPAP21005	AIRPORT BUILDING CONSTRUCTION STUDY	\$0	\$0	\$0	\$0	\$0	\$405,000	\$0	\$405,000
CIPAP21006	AIRPORT BLDG CONSTRUCT ENV. ASSESS	\$0	\$0	\$0	\$0	\$0	\$360,000	\$0	\$360,000
CIPAP21007	AIRPORT MASTER PLAN STUDY	\$0	\$0	\$0	\$0	\$0	\$620,945	\$0	\$620,945
CIPAP21009	AIRPORT SECURITY FENCING	\$0	\$0	\$0	\$675,000	\$0	\$0	\$0	\$675,000
CIPAP21010	SOUTHWEST APRON DESIGN / CONSTRUCT	\$0	\$0	\$225,000	\$0	\$1,800,000	\$0	\$0	\$2,025,000
CIPAP21011	AUTO PARKING REHABILITATION	\$0	\$450,000	\$0	\$0	\$0	\$0	\$0	\$450,000
CIPAP21012	AIRSIDE PAVEMENT MAINTENANCE	\$0	\$115,091	\$175,000	\$175,000	\$175,000	\$175,000	\$875,000	\$1,690,091
CIPAP65078	AIRPORT MATCHING FUNDS	\$71,108	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000	\$1,571,108
Grand Total		\$1,071,108	\$4,558,641	\$3,388,250	\$3,225,600	\$4,350,600	\$1,710,945	\$1,625,000	\$19,930,144

FY 2021-2030 Capital Improvement Program

Airport
Summary by Funding Source

Funding Source	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
2190-Airport Capital Grant	\$1,000,000	\$4,293,550	\$3,063,250	\$2,900,600	\$4,025,600	\$1,385,945	\$0	\$16,668,945
4030-Transportation Capital Proj	\$71,108	\$265,091	\$325,000	\$325,000	\$325,000	\$325,000	\$1,625,000	\$3,261,199
Grand Total	\$1,071,108	\$4,558,641	\$3,388,250	\$3,225,600	\$4,350,600	\$1,710,945	\$1,625,000	\$19,930,144

FY 2021-2030 Capital Improvement Program

Airport

AIRPORT EA FOR CHANNELIZATION

Package Number: FY21-30CIP
Project Type: Airport
Project Number: CIPAP19075

Project Number: CIPAP19075

Description

This project is to conduct an Environmental Assessment for channelization of New River. This project also includes a Wildlife Hazard Management Plan (WHMP) for the airport.

Justification

This project will allow the airport to obtain additional land needed to meet Federal Aviation Administration design standards. A WHMP is a Federal mandate. Outside funding is to be leveraged for this project.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
STUDY	2190-Airport Capital Grant			\$315,000				\$315,000
Grand Total				\$315,000				\$315,000

FY 2021-2030 Capital Improvement Program

Airport

SOUTH APRON PHASE 1 PAVEMENT RECONS

Package Number: FY21-30CIP
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

Outside funding is to be leveraged for this project. In addition to FAA, this project is required under ADOT Grant Assurances and Airport Design Standards.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	2190-Airport Capital Grant	\$3,343,550						\$3,343,550
Grand Total		\$3,343,550						\$3,343,550

FY 2021-2030 Capital Improvement Program

Airport

SOUTH APRON PHASE 2 REHABILITATION

Package Number: FY21-30CIP
Project Type: Airport
Project Number: CIPAP20001

Project Number: CIPAP20001

Description

Project to rehabilitate south apron by mill and overlay, totalling approximately 93,000 square yards, including Ramp-1 relocation.

Justification

The relocation of the apron intersection is to comply with FAA design standards. In addition to FAA, this project is required under ADOT Grant Assurances and Airport Design Standards.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	2190-Airport Capital Grant		\$2,388,250					\$2,388,250
Grand Total			\$2,388,250					\$2,388,250

FY 2021-2030 Capital Improvement Program

Airport

RUNWAY REHABILITATION

Package Number: FY21-30CIP
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, approximately 80,000 square yards.

Justification

The Airport Pavement Maintenance Management Program indicates rehabilitation is necessary on the existing runway. Outside funding is to be leveraged for this project. Project required under FAA and ADOT Grant Assurances and Airport Design Standards.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	2190-Airport Capital Grant			\$1,910,600				\$1,910,600
Grand Total				\$1,910,600				\$1,910,600

FY 2021-2030 Capital Improvement Program

Airport

WEATHER REPORTING EQUIPMENT

Package Number: FY21-30CIP
Project Type: Airport
Project Number: CIPAP20003

Project Number: CIPAP20003

Description

Project to replace existing surface observation equipment with Automated Weather Observing System to include wind information sensors at runway ends and improve the wind cones on the airport by relocating and raising existing wind cones.

Justification

Outside funding is to be leveraged for this project. Project required under FAA and ADOT Grant Assurances and Airport Design Standards.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
EQUIPMENT	2190-Airport Capital Grant		\$450,000					\$450,000
Grand Total			\$450,000					\$450,000

FY 2021-2030 Capital Improvement Program

Airport

AIRPORT PLANNING STUDY

Package Number
FY21-30CIP

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
STUDY	2190-Airport Capital Grant				\$315,000			\$315,000
Grand Total					\$315,000			\$315,000

FY 2021-2030 Capital Improvement Program

Airport

AIRFIELD LIGHTING PRESERVATION

Package Number
FY21-30CIP

Project Type
Airport

Project Number
CIPAP20005

Project Number: CIPAP20005

Description

Replace runway edge lighting, taxiway edge lighting, airfield signs and navigational aids.

Justification

This project would replace all existing runway and taxiway edge lighting, airfield signs, navigational aids, regulators, and controls. All airfield lighting and signage is aged and in need of upgrade to LED technology.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
EQUIPMENT	2190-Airport Capital Grant				\$1,910,600			\$1,910,600
Grand Total					\$1,910,600			\$1,910,600

FY 2021-2030 Capital Improvement Program

Airport

TAXIWAY PAVEMENT REHAB & PRESERVE

Package Number: FY21-30CIP
Project Type: Airport
Project Number: CIPAP20018

Project Number: CIPAP20018

Description

Mill and overlay of existing Taxiway Alpha totaling approximately 47,224 square yards.

Justification

Outside funding is intended to be leveraged for this project. Project required under FAA and ADOT Grant Assurances and Airport Design Standards.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	2190-Airport Capital Grant	\$1,000,000						\$1,000,000
CONSTRUCT	2190-Airport Capital Grant	\$500,000						\$500,000
Grand Total		\$1,500,000						\$1,500,000

FY 2021-2030 Capital Improvement Program

Airport

AIRPORT BUILDING CONSTRUCTION STUDY

Package Number: FY21-30CIP
Project Type: Airport
Project Number: CIPAP21005

Project Number: CIPAP21005

Description

Conduct a site survey and site selection study for a new location for an Airport Traffic Control Tower (ATCT). Also incorporate the preliminary design needs for a new ATCT facility.

Justification

Airport Master Plan calls for a new Airport Traffic Control Tower and this will be the preliminary planning and environmental study to begin the process. Project required under FAA and ADOT grant Assurances and Airport Design Standards.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
STUDY	2190-Airport Capital Grant					\$405,000		\$405,000
Grand Total						\$405,000		\$405,000

FY 2021-2030 Capital Improvement Program

Airport

AIRPORT BLDG CONSTRUCT ENV. ASSESS

Package Number: FY21-30CIP
Project Type: Airport
Project Number: CIPAP21006

Project Number: CIPAP21006

Description

Conduct Environment Assessment as the first step in the development of the east side areas of the airport to accommodate future demand.

Justification

The east side of the airport will be developed to accommodate future demand. The west side is nearly built out. This environmental assessment will enable future development at the airport.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
STUDY	2190-Airport Capital Grant					\$360,000		\$360,000
Grand Total						\$360,000		\$360,000

FY 2021-2030 Capital Improvement Program

Airport

AIRPORT MASTER PLAN STUDY

Package Number: FY21-30CIP
Project Type: Airport
Project Number: CIPAP21007

Project Number: CIPAP21007

Description

Update to Airport Master Plan.

Justification

Current Airport Master Plan was completed in 2007 and the Airport Layout Plan update was completed in 2017. This update will guide and enable east side development according to capacity needs.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
STUDY	2190-Airport Capital Grant					\$620,945		\$620,945
Grand Total						\$620,945		\$620,945

FY 2021-2030 Capital Improvement Program

Airport

AIRPORT SECURITY FENCING

Package Number: FY21-30CIP
Project Type: Airport
Project Number: CIPAP21009

Project Number: CIPAP21009

Description

Airfield Gate Improvements and Access Control System Upgrade. Project will upgrade all vehicle access gates and upgrade access control system.

Justification

Project to improve and modernize airfield vehicle access gates and upgrade the access control system to include network communications and video surveillance. This project is identified in the Airport Master Plan and would improve safety.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	2190-Airport Capital Grant			\$675,000				\$675,000
Grand Total				\$675,000				\$675,000

FY 2021-2030 Capital Improvement Program

Airport

SOUTHWEST APRON DESIGN / CONSTRUCT

Package Number
FY21-30CIP

Project Type
Airport

Project Number
CIPAP21010

Project Number: CIPAP21010

Description

Project design and construction of southwest apron, taxi lane and access road to accommodate capacity needs.

Justification

Design and construction of new public apron, taxi lane, and infrastructure to accommodate expansion of aircraft storage to meet capacity needs. Project required under FAA and ADOT Grant Assurances and Airport Design Standards.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	2190-Airport Capital Grant		\$0		\$1,800,000			\$1,800,000
STUDY	2190-Airport Capital Grant		\$225,000		\$0			\$225,000
Grand Total			\$225,000		\$1,800,000			\$2,025,000

Operating Costs

Category	O&M Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIP O&M						\$31,286		\$31,286
Grand Total						\$31,286		\$31,286

FY 2021-2030 Capital Improvement Program

Airport

AUTO PARKING REHABILITATION

Package Number: FY21-30CIP
Project Type: Airport
Project Number: CIPAP21011

Project Number: CIPAP21011

Description

Terminal and parking area rehabilitation including approximately 10,000 square yards of mill, overlay and re-stripping.

Justification

Perform mill and overlay in terminal parking areas. Project is required under FAA and ADOT Grant Assurances and Airport Design Standards.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	2190-Airport Capital Grant	\$450,000						\$450,000
Grand Total		\$450,000						\$450,000

FY 2021-2030 Capital Improvement Program

Airport

Package Number
FY21-30CIP

Project Type
Airport

Project Number
CIPAP21012

AIRSIDE PAVEMENT MAINTENANCE

Project Number: CIPAP21012

Description

The proposed project is for the surface treatment of the center apron. It includes approximately 524,000 square feet of asphalt concrete aircraft apron pavement area and re-stripping of the treated area.

Justification

The pavement was fully rehabilitated in 2014 but needs required pavement maintenance. The Airport's Pavement Maintenance Management Plan calls for a surface treatment to be applied.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4030-Transportation Capita..	\$109,820	\$166,985	\$166,985	\$166,985	\$166,985	\$834,925	\$1,612,685
INTRNL CHG	4030-Transportation Capita..	\$4,173	\$6,345	\$6,345	\$6,345	\$6,345	\$31,725	\$61,278
PUBLIC ART	4030-Transportation Capita..	\$1,098	\$1,670	\$1,670	\$1,670	\$1,670	\$8,350	\$16,128
Grand Total		\$115,091	\$175,000	\$175,000	\$175,000	\$175,000	\$875,000	\$1,690,091

FY 2021-2030 Capital Improvement Program

Airport

Package Number
FY21-30CIP

Project Type
Airport

Project Number
CIPAP65078

AIRPORT MATCHING FUNDS

Project Number: CIPAP65078

Description

This request is to provide for matching funds for Glendale Airport projects as identified in the Airport Capital Improvement Program (Fund 2190). 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.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4030-Transportation Capita..	\$71,108	\$0	\$0	\$0	\$0	\$0	\$71,108
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
Grand Total		\$221,108	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000	\$1,571,108

FY 2021-2030 Capital Improvement Program

Arts
Summary by Project

Project Number	Project Title	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIPAT20035	MUNICIPAL ARTS PROGRAM	\$945,125	\$300,000						\$1,245,125
Grand Total		\$945,125	\$300,000						\$1,245,125

FY 2021-2030 Capital Improvement Program

Arts
Summary by Funding Source

Funding Source	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
2110-Arts Commission	\$945,125	\$300,000						\$1,245,125
Grand Total	\$945,125	\$300,000						\$1,245,125

FY 2021-2030 Capital Improvement Program

Arts

MUNICIPAL ARTS PROGRAM

Package Number: FY21-30CIP
Project Type: Arts
Project Number: CIPAT20035

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	2110-Arts Commission	\$945,125						\$945,125
NONCAPITAL	2110-Arts Commission	\$300,000						\$300,000
Grand Total		\$1,245,125						\$1,245,125

FY 2021-2030 Capital Improvement Program

**Drainage
Summary by Project**

Project Number	Project Title	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIPDR19040	CAMELBACK ROAD, 51ST TO 58TH		\$0	\$3,104,290	\$0	\$0	\$0	\$0	\$3,104,290
CIPDR19078	83RD AVE, BETHANY HIM TO CAMELBACK		\$0	\$0	\$0	\$0	\$259,500	\$2,870,000	\$3,129,500
CIPDR19079	59TH AVE & T-BIRD RD STORM DRAIN		\$0	\$0	\$0	\$0	\$0	\$1,963,345	\$1,963,345
CIPDR21019	DRAIN. IMP. GLENN DR., 59TH - 52ND		\$0	\$50,000	\$570,900	\$4,873,200	\$0	\$0	\$5,494,100
CIPDR21034	BETHANY HOME SD, 43RD TO 51ST AVE		\$622,800	\$3,406,000	\$5,397,200	\$0	\$0	\$0	\$9,426,000
CIPDR79004	LOCAL DRAINAGE PROBLEMS		\$257,500	\$70,000	\$240,740	\$240,740	\$240,740	\$1,203,700	\$2,253,420
Grand Total			\$880,300	\$6,630,290	\$6,208,840	\$5,113,940	\$500,240	\$6,037,045	\$25,370,655

FY 2021-2030 Capital Improvement Program

Drainage
Summary by Funding Source

Funding Source	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
1080-General Government Capital Prj		\$70,000	\$70,000	\$240,740	\$240,740	\$240,740	\$1,203,700	\$2,065,920
2160-Other Grants		\$487,500	\$1,625,000	\$2,575,000	\$2,100,000	\$0	\$0	\$6,787,500
4110-Flood Control Construction		\$322,800	\$4,935,290	\$3,393,100	\$2,773,200	\$259,500	\$4,833,345	\$16,517,235
Grand Total		\$880,300	\$6,630,290	\$6,208,840	\$5,113,940	\$500,240	\$6,037,045	\$25,370,655

FY 2021-2030 Capital Improvement Program

Drainage

Package Number
FY21-30CIP

Project Type
Drainage

Project Number
CIPDR19040

CAMELBACK ROAD, 51ST TO 58TH

Project Number: CIPDR19040

Description

Installation of storm drain in 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 have been adjusted from the FY20 CIP Submission. Design is complete.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4110-Flood Control Constr..		\$2,750,000					\$2,750,000
CONTNGCY	4110-Flood Control Constr..		\$205,000					\$205,000
INTRNL CHG	4110-Flood Control Constr..		\$121,790					\$121,790
PUBLIC ART	4110-Flood Control Constr..		\$27,500					\$27,500
Grand Total			\$3,104,290					\$3,104,290

FY 2021-2030 Capital Improvement Program

Drainage

83RD AVE, BETHANY HM TO CAMELBACK

Package Number
FY21-30CIP

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 in July 2011. Amounts and years have been updated from the FY20 CIP submission.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4110-Flood Control Constr..					\$0	\$2,500,000	\$2,500,000
CONTNGCY	4110-Flood Control Constr..					\$0	\$250,000	\$250,000
DESIGN	4110-Flood Control Constr..					\$250,000	\$0	\$250,000
INTRNL CHG	4110-Flood Control Constr..					\$9,500	\$95,000	\$104,500
PUBLIC ART	4110-Flood Control Constr..					\$0	\$25,000	\$25,000
Grand Total						\$259,500	\$2,870,000	\$3,129,500

FY 2021-2030 Capital Improvement Program

Drainage

59TH AVE & T-BIRD RD STORM DRAIN

Package Number
FY21-30CIP

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 FY20 CIP submission.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4110-Flood Control Constr..						\$1,700,000	\$1,700,000
CONTNGCY	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
Grand Total							\$1,963,345	\$1,963,345

FY 2021-2030 Capital Improvement Program

Drainage

DRAIN. IMP. GLENN DR., 59TH - 52ND

Package Number: FY21-30CIP
Project Type: Drainage
Project Number: CIPDR21019

Project Number: CIPDR21019

Description

This project will install storm drainage in Glenn Drive from 59th Avenue to 52nd Avenue, to correct flooding in Glenn Drive, nearby alleys, and in Murphy Park.

Justification

Maricopa County Flood Control District has agreed to contribute \$2,100,000 toward completion of this project. The total projected cost of the project is \$5,494,100.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	2160-Other Grants		\$0	\$0	\$2,100,000			\$2,100,000
DESIGN	4110-Flood Control Constru..		\$0	\$0	\$2,550,000			\$2,550,000
INTRNL CHG	4110-Flood Control Constru..		\$0	\$550,000	\$0			\$550,000
PRE DESIGN	4110-Flood Control Constru..		\$50,000	\$20,900	\$176,700			\$197,600
PUBLIC ART	4110-Flood Control Constru..		\$0	\$0	\$0			\$50,000
Grand Total			\$50,000	\$570,900	\$4,873,200			\$5,494,100

FY 2021-2030 Capital Improvement Program

Drainage

BETHANY HOME SD, 43RD TO 51ST AVE

Project Number
CIPDR21034

Project Type
Drainage

Package Number
FY21-30CIP

Project Number: CIPDR21034

Description

Design and construction of storm drain pipe, inlets, catch basins and other appurtenances in a half square mile area centered on Bethany Home Road between 43rd Avenue and 51st Ave.

Justification

This project is identified in the Storm Water Master plan adopted by the city in 2011. Maricopa County Flood Control District has budgeted to contribute \$4.5 million toward completion of the project.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	2160-Other Grants	\$0	\$1,375,000	\$2,575,000				\$3,950,000
	4110-Flood Control Constru..	\$0	\$1,375,000	\$2,575,000				\$3,950,000
DESIGN	2160-Other Grants	\$300,000	\$0	\$0				\$300,000
	4110-Flood Control Constru..	\$300,000	\$0	\$0				\$300,000
INTRNL CHG	4110-Flood Control Constru..	\$22,800	\$123,500	\$195,700				\$342,000
LAND	2160-Other Grants	\$0	\$250,000	\$0				\$250,000
	4110-Flood Control Constru..	\$0	\$250,000	\$0				\$250,000
PUBLIC ART	4110-Flood Control Constru..	\$0	\$32,500	\$51,500				\$84,000
		\$622,800	\$3,406,000	\$5,397,200				\$9,426,000
Grand Total								

FY 2021-2030 Capital Improvement Program

Drainage

Package Number
FY21-30CIP

Project Type
Drainage

Project Number
CIPDR79004

LOCAL DRAINAGE PROBLEMS

Project Number: CIPDR79004

Description

Construct localized storm drainage improvements to mitigate drainage and/or flooding issues.

Justification

This is an on-going program that typically addresses drainage issues in older neighborhoods and extends existing storm drain systems.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	1080-General Government C..	\$67,000	\$67,000	\$200,000	\$200,000	\$200,000	\$1,000,000	\$1,734,000
	2160-Other Grants	\$187,500	\$0	\$0	\$0	\$0	\$0	\$187,500
DESIGN	1080-General Government C..	\$0	\$0	\$30,000	\$30,000	\$30,000	\$150,000	\$240,000
INTRNL CHG	1080-General Government C..	\$2,500	\$2,500	\$8,740	\$8,740	\$8,740	\$43,700	\$74,920
PUBLIC ART	1080-General Government C..	\$500	\$500	\$2,000	\$2,000	\$2,000	\$10,000	\$17,000
Grand Total		\$257,500	\$70,000	\$240,740	\$240,740	\$240,740	\$1,203,700	\$2,253,420

FY 2021-2030 Capital Improvement Program

**Facility Maintenance
Summary by Project**

Project Number	Project Title	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIPFC19016	GLENDALE OPERATIONS CAMPUS	\$0	\$200,000	\$9,000,000	\$9,000,000	\$4,500,000	\$3,000,000	\$1,500,000	\$27,200,000
CIPFC19037	UNDERGROUND STORAGE TANK REPLACE	\$0	\$0	\$0	\$450,000	\$0	\$0	\$0	\$450,000
CIPFC19038	CITY HALL BUILDING REMODEL	\$0	\$0	\$316,700	\$1,572,000	\$2,130,746	\$6,981,438	\$3,919,266	\$14,920,150
CIPFC19061	ELECTRICAL SYSTEM RENEWAL	\$0	\$0	\$0	\$0	\$0	\$0	\$5,728,000	\$5,728,000
CIPFC19062	ELEVATOR SYSTEM RENEWAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,596,000	\$2,596,000
CIPFC19063	FIRE PROTECTION RENEWAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,896,000	\$2,896,000
CIPFC19064	SECURITY CAMERA IMPROVEMENTS	\$0	\$0	\$0	\$0	\$0	\$0	\$3,275,080	\$3,275,080
CIPFC19065	PLUMBING SYSTEM RENEWAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,008,760	\$3,008,760
CIPFC19068	ROOFING SYSTEM RENEWAL	\$0	\$0	\$0	\$0	\$0	\$0	\$10,956,000	\$10,956,000
CIPFC19071	HVAC REPAIR/REPLACEMENTS	\$0	\$0	\$0	\$0	\$0	\$0	\$13,878,000	\$13,878,000
CIPFC19072	SPACE PLANNING INTERIOR UPDATES	\$0	\$0	\$0	\$0	\$0	\$0	\$19,735,000	\$19,735,000
CIPFC19073	BUILDING EXT. SEALING/RENEWAL	\$0	\$0	\$0	\$0	\$0	\$0	\$6,266,400	\$6,266,400
CIPFC19074	COMMUNITY SERVICES RESOURCE CENTER	\$0	\$0	\$0	\$0	\$0	\$0	\$17,100,000	\$17,100,000
CIPFC19093	FACILITIES ASSESSMENT	\$44,463	\$0	\$0	\$0	\$0	\$0	\$0	\$44,463
CIPFC20023	ADULT CENTER RENOVATION	\$0	\$0	\$0	\$0	\$0	\$0	\$1,173,200	\$1,173,200
CIPFC21002	FLEET AIR COMPRESSOR REPLACEMENT	\$0	\$325,000	\$0	\$0	\$0	\$0	\$0	\$325,000
CIPFC70800	BUILDING MAINTENANCE RESERVE	\$500,000	\$1,000,000	\$1,500,000	\$2,000,000	\$2,500,000	\$2,500,000	\$12,500,000	\$22,500,000

FY 2021-2030 Capital Improvement Program

**Facility Maintenance
Summary by Project**

Project Number	Project Title	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIPFC70801	CAMELBACK RANCH MAINTENANCE RESERVE	\$1,143,210	\$836,752	\$1,673,000	\$1,673,000	\$1,673,000	\$1,673,000	\$8,365,000	\$17,036,962
CIPPK70803	CAPITAL REPAIR-ARENA	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000	\$5,000,000
Grand Total		\$1,687,672	\$2,861,752	\$12,989,700	\$14,745,000	\$11,753,746	\$14,654,438	\$115,396,706	\$174,089,014

FY 2021-2030 Capital Improvement Program

**Facility Maintenance
Summary by Funding Source**

Funding Source	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
1080-General Government Capital Prj	\$1,643,210	\$2,456,752	\$3,673,000	\$4,173,000	\$4,673,000	\$4,673,000	\$91,704,240	\$112,996,202
4020-Hurf Streets Construction	\$0	\$12,059	\$0	\$0	\$0	\$0	\$0	\$12,059
4030-Transportation Capital Proj	\$0	\$18,138	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$0	\$6,018,138
4060-Government Facilities	\$44,463	\$0	\$4,816,700	\$6,072,000	\$2,580,746	\$6,981,438	\$22,192,466	\$42,687,813
6020-Water	\$0	\$22,814	\$0	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$6,022,814
6030-Sewer	\$0	\$7,169	\$0	\$0	\$0	\$0	\$0	\$7,169
6110-Landfill	\$0	\$17,352	\$0	\$0	\$0	\$0	\$0	\$17,352
6120-Solid Waste	\$0	\$327,468	\$3,000,000	\$1,500,000	\$1,500,000	\$0	\$0	\$6,327,468
Grand Total	\$1,687,672	\$2,861,752	\$12,989,700	\$14,745,000	\$11,753,746	\$14,654,438	\$115,396,706	\$174,089,014

FY 2021-2030 Capital Improvement Program

Facility Maintenance

Package Number
FY21-30CIP

Project Type
Facility Maintenance

Project Number
CIPFC19016

GLENDALE OPERATIONS CAMPUS

Project Number: CIPFC19016

Description

This project is to replace/restore the buildings and functionality at the city's optimally located operations campus. The campus is located between Grand and 67th Avenues, north of Glendale Avenue.
The campus provides the primary location for critical city services including Water Services (Systems Operations, Distribution, Storm Water, Warehouse and Meter Reading); Transportation (Transit, Traffic Operations {Signs & Markings, Street Maintenance, Right of Way Maintenance, Graffiti, Signals, Street Lights, Traffic Mitigation, Traffic Engineering, Ed..

Justification

The buildings and layout were constructed in 1976 and are inefficient, overprogrammed and unable to serve the current needs. The older building infrastructure is in poor condition. Aging infrastructure, security, and operational efficiency concerns must be addressed in order to continue to provide effective service to the community. The current location is centrally located and best situated to serve the city from one campus.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4030-Transportation Capita..	\$0	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$0	\$6,000,000
	4060-Government Facilities	\$0	\$4,500,000	\$4,500,000	\$0	\$0	\$0	\$9,000,000
	6020-Water	\$0	\$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	\$0	\$6,000,000
DESIGN		\$200,000	\$0	\$0	\$0	\$0	\$0	\$200,000
Grand Total		\$200,000	\$9,000,000	\$9,000,000	\$4,500,000	\$3,000,000	\$1,500,000	\$27,200,000

FY 2021-2030 Capital Improvement Program

Facility Maintenance

UNDERGROUND STORAGE TANK REPLACE

Package Number
FY21-30CIP

Project Type
Facility Maintenance

Project Number
CIPFC19037

Project Number: CIPFC19037

Description

This project is for replacement of aging below-ground double-walled vaulted fuel storage tanks located at the Operations Complex, as well as associated piping. The tanks are tested at regular intervals, and are anticipated needing replacement in FY23-24.

Justification

Fuel sites are essential for the continued operation of the City. All city departments use this fuel site, including Public Safety vehicles, Solid Waste trucks, Transit buses, Water Services vehicles etc.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4060-Government Facilities				\$400,000			\$400,000
DESIGN	4060-Government Facilities				\$50,000			\$50,000
Grand Total					\$450,000			\$450,000

FY 2021-2030 Capital Improvement Program

Facility Maintenance

Package Number
FY21-30CIP

Project Type
Facility Maintenance

Project Number
CIPFC19038

CITY HALL BUILDING REMODEL

Project Number: CIPFC19038

Description

This project is to reinvest in the City Hall campus by recreating a fully updated, modernized environment to include a centralized customer service area, enhanced security, and accessible, vibrant and dynamic areas. Restoring the infrastructure and functionality will extend the center for multiple decades. The project will include a new exterior, rebuilding the interior floor by floor, replacing aged infrastructure, and improving the functionality to provide for better service to the community. The design will be refined via future council workshops and will involve multiple phases for continued operations.

Justification

The existing City Hall building was constructed in approximately 1984. The building no longer effectively serve the needs of the organization and the community.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4060-Government Facilities		\$0	\$1,500,000	\$1,400,000	\$5,754,000	\$2,877,000	\$11,531,000
CONTNGCY	4060-Government Facilities		\$29,000	\$0	\$225,846	\$513,546	\$316,470	\$1,084,862
DESIGN	4060-Government Facilities		\$287,700	\$0	\$287,700	\$287,700	\$287,700	\$1,150,800
EQUIPMENT	4060-Government Facilities		\$0	\$0	\$150,000	\$150,000	\$300,000	\$600,000
INTRNL CHG	4060-Government Facilities		\$0	\$57,000	\$53,200	\$218,652	\$109,326	\$438,178
PUBLIC ART	4060-Government Facilities		\$0	\$15,000	\$14,000	\$57,540	\$28,770	\$115,310
Grand Total			\$316,700	\$1,572,000	\$2,130,746	\$6,981,438	\$3,919,266	\$14,920,150

FY 2021-2030 Capital Improvement Program

Facility Maintenance

ELECTRICAL SYSTEM RENEWAL

Package Number
FY21-30CIP

Project Type
Facility Maintenance

Project Number
CIPFC19061

Project Number: CIPFC19061

Description

This project funds renewal of electrical systems city-wide. Building assessments will identify priorities based on electrical system conditions and detail repair recommendations.

Justification

Programmatic repair/replacement of electrical systems and components will protect public health and safety, reduce long term life cycle costs, and enable provision of service delivery to the community, aligning resources with the City's strategic priorities and the Building Asset Philosophy.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	1080-General Government C.						\$4,750,000	\$4,750,000
DESIGN	1080-General Government C.						\$750,000	\$750,000
INTRNL CHG	1080-General Government C.						\$180,500	\$180,500
PUBLIC ART	1080-General Government C.						\$47,500	\$47,500
Grand Total							\$5,728,000	\$5,728,000

FY 2021-2030 Capital Improvement Program

Facility Maintenance

ELEVATOR SYSTEM RENEWAL

Package Number: FY21-30CIP
Project Type: Facility Maintenance
Project Number: CIPFC19062

Project Number: CIPFC19062

Description

This project is to keep elevators, determined to be a Tier 1 infrastructure, in good working order. Elevators exist and require capital improvements in City Hall, Main Public Safety, Adult Center, Main Library, FS 157, FRAC, Airport, and Sine Building. Priorities are based upon building usage (Business critical are highest tier for this component), and identified need.

Justification

Programmatic repair/replacement of components for elevators will protect public health and safety, reduce long term life cycle costs, and enable provision of service delivery to the community, aligning resources with the City's strategic priorities and the Building Asset Philosophy.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	1080-General Government C.						\$2,000,000	\$2,000,000
DESIGN	1080-General Government C.						\$500,000	\$500,000
INTRNL CHG	1080-General Government C.						\$76,000	\$76,000
PUBLIC ART	1080-General Government C.						\$20,000	\$20,000
Grand Total							\$2,596,000	\$2,596,000

FY 2021-2030 Capital Improvement Program

Facility Maintenance

FIRE PROTECTION RENEWAL

Package Number
FY21-30CIP

Project Type
Facility Maintenance

Project Number
CIPFC19063

Project Number: CIPFC19063

Description

This project is to keep fire protection systems, identified as a Tier 1 infrastructure, in good working order. Capital repairs are needed at GRPSTC and buildings on the Glendale Operations Campus. Priorities are based upon building usage (Mission critical are highest tier for this component) and identified need.

Justification

Programmatic repair/replacement of components of fire protection systems will protect public health and safety, reduce long term life cycle costs, and enable provision of service delivery to the community, aligning resources with the City's strategic priorities and the Building Asset Philosophy.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	1080-General Government C..						\$2,000,000	\$2,000,000
CONTNGCY	1080-General Government C..						\$250,000	\$250,000
DESIGN	1080-General Government C..						\$550,000	\$550,000
INTRNL CHG	1080-General Government C..						\$76,000	\$76,000
PUBLIC ART	1080-General Government C..						\$20,000	\$20,000
Grand Total							\$2,896,000	\$2,896,000

FY 2021-2030 Capital Improvement Program

Facility Maintenance

SECURITY CAMERA IMPROVEMENTS

Package Number
FY21-30CIP

Project Type
Facility Maintenance

Project Number
CIPFC19064

Project Number: CIPFC19064

Description

This project is to keep security camera systems, identified as a Tier 1 infrastructure, in good working order. Capital repairs are needed at multiple public safety buildings, City Hall, and buildings on the Glendale Operations Campus. Priorities are based upon building usage (Mission critical are highest tier for this component) and identified need.

Justification

Programmatic repair/replacement of components of security systems will protect public health and safety, reduce long term life cycle costs, and enable provision of service delivery to the community, aligning resources with the City's strategic priorities and the Building Asset Philosophy.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	1080-General Government C..						\$2,710,000	\$2,710,000
CONTNGNY	1080-General Government C..						\$110,000	\$110,000
DESIGN	1080-General Government C..						\$325,000	\$325,000
INTRNL CHG	1080-General Government C..						\$102,980	\$102,980
PUBLIC ART	1080-General Government C..						\$27,100	\$27,100
Grand Total							\$3,275,080	\$3,275,080

Operating Costs

Category	O&M Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIP O&M							\$400,000	\$400,000
Grand Total							\$400,000	\$400,000

FY 2021-2030 Capital Improvement Program

Facility Maintenance

PLUMBING SYSTEM RENEWAL

Package Number
FY21-30CIP

Project Type
Facility Maintenance

Project Number
CIPFC19065

Project Number: CIPFC19065

Description

This project is to keep plumbing systems, identified as a Tier 1 infrastructure, in good working order. Capital repairs are needed at City Court, Fire Station 153, and City Hall. Priorities are based upon building usage (Mission critical are highest tier for this component) and identified need.

Justification

Programmatic repair/replacement of components for plumbing systems will reduce long term life cycle costs, and enable provision of service delivery to the community, aligning resources with the City's strategic priorities and the Building Asset Philosophy.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	1080-General Government C..						\$2,370,000	\$2,370,000
DESIGN	1080-General Government C..						\$525,000	\$525,000
INTRNL CHG	1080-General Government C..						\$23,700	\$23,700
PUBLIC ART	1080-General Government C..						\$90,060	\$90,060
Grand Total							\$3,008,760	\$3,008,760

FY 2021-2030 Capital Improvement Program

Facility Maintenance

ROOFING SYSTEM RENEWAL

Package Number
FY21-30CIP

Project Type
Facility Maintenance

Project Number
CIPFC19068

Project Number: CIPFC19068

Description

This project is to keep roofing systems, identified as a Tier 1 infrastructure, in good working order. Capital repairs are needed at City Court, Fire Station 153, 154, 158, 159, Gateway, City Hall, Main Library and multiple buildings on the Glendale Operations Campus. Priorities are based upon building usage (Mission critical are highest tier for this component) and identified need.

Justification

Programmatic repair/replacement of components of roofing systems will reduce long term life cycle costs, and enable provision of service delivery to the community, aligning resources with the City's strategic priorities and the Building Asset Philosophy.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	1080-General Government C.						\$9,500,000	\$9,500,000
DESIGN	1080-General Government C.						\$1,000,000	\$1,000,000
INTRNL CHG	1080-General Government C.						\$361,000	\$361,000
PUBLIC ART	1080-General Government C.						\$95,000	\$95,000
Grand Total							\$10,956,000	\$10,956,000

FY 2021-2030 Capital Improvement Program

Facility Maintenance

HVAC REPAIR/REPLACEMENTS

Package Number
FY21-30CIP

Project Type
Facility Maintenance

Project Number
CIPFC19071

Project Number: CIPFC19071

Description

This project is to keep HVAC systems, identified as a Tier 1 infrastructure, in good working order. Capital repairs are needed at the Main Public Safety Building, Foothills, City Hall, and multiple buildings on the Glendale Operations Campus. Priorities are based upon building usage (Mission critical are highest tier for this component) and identified need.

Justification

Programmatic repair/replacement of components of HVAC systems, including indoor air quality, will protect public health and safety, reduce long term life cycle costs, and enable provision of service delivery to the community, aligning resources with the City's strategic priorities and the Building Asset Philosophy.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	1080-General Government C.						\$11,000,000	\$11,000,000
CONTNGCY	1080-General Government C.						\$1,100,000	\$1,100,000
DESIGN	1080-General Government C.						\$1,250,000	\$1,250,000
INTRNL CHG	1080-General Government C.						\$418,000	\$418,000
PUBLIC ART	1080-General Government C.						\$110,000	\$110,000
Grand Total							\$13,878,000	\$13,878,000

FY 2021-2030 Capital Improvement Program

Facility Maintenance

SPACE PLANNING INTERIOR UPDATES

Package Number
FY21-30CIP

Project Type
Facility Maintenance

Project Number
CIPFC19072

Project Number: CIPFC19072

Description

This project is to keep interior fixtures and finishes, identified as a Tier 3 infrastructure, in good working order. Capital replacements are needed at multiple locations. Priorities are based upon building usage (Business critical are highest tier for this component) and identified need.

Justification

Programmatic replacement of components of furnishings, fixtures, and interior aspects of buildings will reinforce the city's brand and image, aligning resources with the City's strategic priorities and the Building Asset Philosophy.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	1080-General Government C.						\$13,750,000	\$13,750,000
DESIGN	1080-General Government C.						\$5,325,000	\$5,325,000
INTRNL CHG	1080-General Government C.						\$522,500	\$522,500
PUBLIC ART	1080-General Government C.						\$137,500	\$137,500
Grand Total							\$19,735,000	\$19,735,000

FY 2021-2030 Capital Improvement Program

Facility Maintenance

BUILDING EXT. SEALING/RENEWAL

Package Number
FY21-30CIP

Project Type
Facility Maintenance

Project Number
CIPFC19073

Project Number: CIPFC19073

Description

This project is to keep interior fixtures and finishes, identified as a Tier 2 infrastructure, in good working order. Capital replacements are needed at City Hall and multiple buildings on the Glendale Operations Campus. Priorities are based upon building usage (Business critical are highest tier for this component) and identified need.

Justification

Programmatic repair/replacement of components of exterior of buildings (including window seals and glazing) will reduce long term life cycle costs, and enable provision of service delivery to the community, aligning resources with the City's strategic priorities and the Building Asset Philosophy.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	1080-General Government C.						\$5,550,000	\$5,550,000
DESIGN	1080-General Government C.						\$450,000	\$450,000
INTRNL CHG	1080-General Government C.						\$210,900	\$210,900
PUBLIC ART	1080-General Government C.						\$55,500	\$55,500
Grand Total							\$6,266,400	\$6,266,400

FY 2021-2030 Capital Improvement Program

Facility Maintenance

COMMUNITY SERVICES RESOURCE CENTER

Package Number: FY21-30CIP
Project Type: Facility Maintenance
Project Number: CIPFC19074

Project Number: CIPFC19074

Description

This project is to create a one-stop Community Services Resource Center to serve the disadvantaged within our community.

Justification

Centralizing services will allow more efficient distribution of resources to those who need it most.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	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
PUBLIC ART	4060-Government Facilities						\$150,000	\$150,000
Grand Total							\$17,100,000	\$17,100,000

FY 2021-2030 Capital Improvement Program

Facility Maintenance

FACILITIES ASSESSMENT

Package Number
FY21-30CIP

Project Type
Facility Maintenance

Project Number
CIPFC19093

Project Number: CIPFC19093

Description

The facilities assessments will objectively evaluate, identify and quantify physical deficiencies, and provide recommended corrections for select city buildings.

Justification

Field Operations staff oversees 3.5 million square feet of city facilities dispersed over 55 square miles throughout the city. This study will assist City Management in making informed, data-driven in

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4060-Government Facilities	\$44,463						\$44,463
Grand Total		\$44,463						\$44,463

FY 2021-2030 Capital Improvement Program

Facility Maintenance

ADULT CENTER RENOVATION

Package Number
FY21-30CIP

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. Future design will be determined as part of a needs assessment and may include additional programs for the center.

Justification

This project will improve customer service, asset management, and financial responsibility.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4060-Government Facilities						\$900,000	\$900,000
CONTNGCY	4060-Government Facilities						\$105,000	\$105,000
DESIGN	4060-Government Facilities						\$125,000	\$125,000
INTRNL CHG	4060-Government Facilities						\$34,200	\$34,200
PUBLIC ART	4060-Government Facilities						\$9,000	\$9,000
Grand Total							\$1,173,200	\$1,173,200

Operating Costs

Category	O&M Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIP O&M							\$947,700	\$947,700
Grand Total							\$947,700	\$947,700

FY 2021-2030 Capital Improvement Program

Facility Maintenance

FLEET AIR COMPRESSOR REPLACEMENT

Package Number
FY21-30CIP

Project Type
Facility Maintenance

Project Number
CIPFC21002

Project Number: CIPFC21002

Description

This project is needed to replace the failing air compressor system for shop operations.

Justification

The Fleet Maintenance Facility was constructed in 2004. The air compressor is past its useful life and needs replacement. A second compressor is necessary to provide redundancy to ensure continued shop operation.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
EQUIPMENT	1080-General Government C..	\$120,000						\$120,000
	4020-Hurf Streets Construc..	\$12,059						\$12,059
	4030-Transportation Capita..	\$18,138						\$18,138
	6020-Water	\$22,814						\$22,814
	6030-Sewer	\$7,169						\$7,169
	6110-Landfill	\$17,352						\$17,352
	6120-Solid Waste	\$127,468						\$127,468
Grand Total		\$325,000						\$325,000

FY 2021-2030 Capital Improvement Program

Facility Maintenance

BUILDING MAINTENANCE RESERVE

Project Number: CIPFC70800

Package Number
FY21-30CIP

Project Type
Facility Maintenance

Project Number
CIPFC70800

Description

This project supports repair of major building components and systems such as HVAC, plumbing, electrical, roofing, interiors, elevators, and other building systems that have failed.

Justification

Repairing buildings 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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	1080-General Government C..	\$500,000	\$0	\$0	\$0	\$0	\$0	\$500,000
NONCAPITAL	1080-General Government C..	\$1,000,000	\$1,500,000	\$2,000,000	\$2,500,000	\$2,500,000	\$12,500,000	\$22,000,000
Grand Total		\$1,500,000	\$1,500,000	\$2,000,000	\$2,500,000	\$2,500,000	\$12,500,000	\$22,500,000

FY 2021-2030 Capital Improvement Program

Facility Maintenance

CAMELBACK RANCH MAINTENANCE RESERVE

Package Number: FY21-30CIP
Project Number: CIPFC70801
Project Type: Facility Maintenance

Project Number: CIPFC70801

Description

This project funds the capital repair and/or replacement of contractually required components and systems such as HVAC, plumbing, electrical, roofing, interiors, elevators, and other building systems. Glendale's Camelback Ranch is a premier public facility.

Justification

Programmatic replacement of capital systems and components of the complex will reduce overall lifecycle costs while aligning resources with the City's strategic priorities and the Building Asset Philosophy.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	1080-General Government C..	\$1,143,210	\$0	\$0	\$0	\$0	\$0	\$1,143,210
NONCAPITAL	1080-General Government C..	\$836,752	\$1,673,000	\$1,673,000	\$1,673,000	\$1,673,000	\$8,365,000	\$15,893,752
Grand Total		\$1,979,962	\$1,673,000	\$1,673,000	\$1,673,000	\$1,673,000	\$8,365,000	\$17,036,962

FY 2021-2030 Capital Improvement Program

Facility Maintenance

CAPITAL REPAIR-ARENA

Package Number: FY21-30CIP
Project Type: Facility Maintenance
Project Number: CIPPK70803

Project Number: CIPPK70803

Description

This project funds the capital repair and/or replacement of required components and systems such as HVAC, plumbing, electrical, roofing, interiors, elevators, and other building systems. Glendale's Gila River Arena is a premier public facility.

Justification

Programmatic replacement of capital systems and components of the complex will reduce overall lifecycle costs while aligning resources with the City's strategic priorities and the Building Asset Philosophy.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
NONCAPITAL	1080-General Government C..	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000	\$5,000,000
Grand Total		\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000	\$5,000,000

FY 2021-2030 Capital Improvement Program

Landfill
Summary by Project

Project Number	Project Title	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIPLF19019	LANDFILL COMPACTOR REPLACEMENT	\$0	\$600,000	\$1,400,000	\$0	\$0	\$0	\$2,100,000	\$4,100,000
CIPLF19024	BULLDOZER REPLACEMENTS AND REBUILDS	\$0	\$0	\$1,300,000	\$1,400,000	\$0	\$0	\$1,900,000	\$4,600,000
CIPLF19025	NORTH CELL LINER	\$0	\$157,200	\$7,474,000	\$157,200	\$0	\$0	\$3,030,000	\$10,818,400
CIPLF19090	LANDFILL MOTOR GRADER REPLACEMENT	\$0	\$0	\$0	\$0	\$550,000	\$0	\$0	\$550,000
CIPLF19091	LANDFILL SCRAPER EQUIPMENT	\$0	\$0	\$0	\$0	\$0	\$0	\$1,900,000	\$1,900,000
CIPLF20009	CLOSED LANDFILL	\$53,618	\$0	\$0	\$0	\$0	\$0	\$0	\$53,618
CIPLF20040	SCALE HOUSE PEDESTRIAN LANDING	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
CIPLF21029	LANDFILL GPS SYSTEM EQUIPMENT	\$0	\$225,000	\$0	\$0	\$0	\$0	\$65,000	\$290,000
CIPLF21030	CLOSED LANDFILLS	\$0	\$786,000	\$0	\$0	\$0	\$0	\$0	\$786,000
CIPLF78503	LANDFILL CLOSURE (SOUTH)	\$92,315	\$353,500	\$505,000	\$126,250	\$126,250	\$151,500	\$606,000	\$1,960,815
CIPLF78505	LF PHASE CONSTRUCTION (NORTH)	\$4,600,000	\$100,000	\$100,000	\$2,423,000	\$2,827,000	\$100,000	\$4,442,000	\$14,592,000
CIPLF78506	LANDFILL 4x4 REPLACEMENT TRUCKS	\$32,000	\$0	\$39,000	\$0	\$0	\$0	\$411,800	\$482,800
CIPLF78512	FUEL TANKER REPLACEMENT	\$237,600	\$0	\$0	\$0	\$0	\$0	\$262,500	\$500,100
CIPLF78514	SOLID WASTE INSPECTION TRUCKS	\$52,626	\$65,000	\$65,500	\$33,000	\$0	\$0	\$70,000	\$286,126
CIPLF78522	LANDFILL WATER PULL/TRUCK	\$0	\$1,050,000	\$0	\$0	\$0	\$0	\$375,000	\$1,425,000
CIPLF78528	NORTHERN AVE IMPROVEMENTS (MCDOT)	\$247,725	\$0	\$0	\$0	\$0	\$0	\$0	\$247,725
CIPLF78532	AUXILIARY EQUIPMENT	\$33,712	\$440,000	\$0	\$66,000	\$0	\$0	\$40,000	\$579,712

FY 2021-2030 Capital Improvement Program

**Landfill
Summary by Project**

Project Number	Project Title	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIP1F78534	STORMWATER CONTROLS	\$997,821	\$282,300	\$282,300	\$292,400	\$302,500	\$302,500	\$857,000	\$3,316,821
CIP1F78535	LANDFILL GAS EXTRACTION SYSTEM	\$280,000	\$272,400	\$403,500	\$504,500	\$302,600	\$282,400	\$1,211,000	\$3,256,400
Grand Total		\$6,727,416	\$4,331,400	\$11,569,300	\$5,002,350	\$4,108,350	\$836,400	\$17,270,300	\$49,845,516

FY 2021-2030 Capital Improvement Program

Landfill
Summary by Funding Source

Funding Source	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
6110-Landfill	\$6,727,416	\$4,331,400	\$11,569,300	\$5,002,350	\$4,108,350	\$836,400	\$17,270,300	\$49,845,516
Grand Total	\$6,727,416	\$4,331,400	\$11,569,300	\$5,002,350	\$4,108,350	\$836,400	\$17,270,300	\$49,845,516

FY 2021-2030 Capital Improvement Program

Landfill

LANDFILL COMPACTOR REPLACEMENT

Package Number: FY21-30CIP
Project Type: Landfill
Project Number: CIPLF19019

Project Number: CIPLF19019

Description

This project provides funding for the rebuild and replacement of the landfill compactors.

Justification

Compactors are essential pieces of equipment used on a daily basis for the proper placement and compaction of solid waste to prepare and better utilize soil cover material within the landfill, meeting regulatory permit requirements of the landfill. The compactors are equipped with GPS systems which maximizes landfill compaction, improves safety, and effective airspace management.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
EQUIPMENT	6110-Landfill	\$600,000	\$1,400,000				\$2,100,000	\$4,100,000
Grand Total		\$600,000	\$1,400,000				\$2,100,000	\$4,100,000

FY 2021-2030 Capital Improvement Program

Landfill

BULLDOZER REPLACEMENTS AND REBUILDS

Package Number: FY21-30CIP
Project Type: Landfill
Project Number: CIPLF19024

Project Number: CIPLF19024

Description

This project provides for the rebuild and replacement of the landfill bulldozers. The D-8 bulldozer is scheduled for replacement in 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 waste is effectively and efficiently placed per the landfill design specifications. Bulldozers are utilized for a multitude of necessary landfill applications; landfill cell construction; soil placement; and establishing various haul roads for equipment and customer access. Bulldozers are critical tools to maximize landfill operation efficiency and to meet regulatory permit requirements.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
EQUIPMENT	6110-Landfill		\$1,300,000	\$1,400,000			\$1,900,000	\$4,600,000
Grand Total			\$1,300,000	\$1,400,000			\$1,900,000	\$4,600,000

FY 2021-2030 Capital Improvement Program

Landfill

Package Number
FY21-30CIP

Project Type
Landfill

Project Number
CIPLF19025

NORTH CELL LINER

Project Number: CIPLF19025

Description

This project is for design and construction of the liner for the North Cell at the Glendale Municipal Landfill.

Justification

Landfill Liners are required per ADEQ's regulatory review and permitting process. This liner provides a protective barrier to prevent potential groundwater contamination, and a permit requirement with the Arizona Department of Environmental Quality.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	6110-Landfill	\$0	\$7,400,000	\$0			\$3,000,000	\$10,400,000
DESIGN	6110-Landfill	\$157,200	\$0	\$157,200			\$0	\$314,400
PUBLIC ART	6110-Landfill	\$0	\$74,000	\$0			\$30,000	\$104,000
Grand Total		\$157,200	\$7,474,000	\$157,200			\$3,030,000	\$10,818,400

FY 2021-2030 Capital Improvement Program

Landfill

LANDFILL MOTOR GRADER REPLACEMENT

Package Number: FY21-30CIP
Project Type: Landfill
Project Number: CIPLF19090

Project Number: CIPLF19090

Description

This project is 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 that is the primary asset used to establish and maintain the temporary roads on the active portion of the landfill. It is crucial the landfill roadways are maintained for both heavy equipment and customer vehicles to allow safe access to and from the landfill working face.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
EQUIPMENT	61.10-Landfill				\$550,000			\$550,000
Grand Total					\$550,000			\$550,000

FY 2021-2030 Capital Improvement Program

Landfill

LANDFILL SCRAPER EQUIPMENT

Package Number: FY21-30CIP
Project Type: Landfill
Project Number: CIPLF19091

Project Number: CIPLF19091

Description

This project provides for the rebuild and/or replacement of the landfill scraper.

Justification

The scraper is an essential piece of support equipment that excavates, transports, and stockpiles soil used for covering waste disposed of at the landfill. A replacement is scheduled between 2026 and 2030 depending on the existing scraper's condition. The scraper effectively enables the City to meet the regulatory requirements of its permit.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
EQUIPMENT	61.10-Landfill						\$1,900,000	\$1,900,000
Grand Total							\$1,900,000	\$1,900,000

FY 2021-2030 Capital Improvement Program

Landfill

CLOSED LANDFILL

Package Number: FY21-30CIP
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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6110-Landfill	\$53,618						\$53,618
Grand Total		\$53,618						\$53,618

FY 2021-2030 Capital Improvement Program

Landfill

SCALE HOUSE PEDESTRIAN LANDING

Package Number: FY21-30CIP
Project Type: Landfill
Project Number: CIPLF20040

Project Number: CIPLF20040

Description

A pedestrian landing is being constructed for the Scale House, so drivers can safely access the scale house building from the scale to complete transactions at the scale house service window.

Justification

The construction of the landing will mitigate the safety concern at the scale house.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	61.10-Landfill	\$100,000						\$100,000
Grand Total		\$100,000						\$100,000

FY 2021-2030 Capital Improvement Program

Landfill

LANDFILL GPS SYSTEM EQUIPMENT

Package Number: FY21-30CIP
Project Type: Landfill
Project Number: CIPLF21029

Project Number: CIPLF21029

Description

GPS systems are utilized on the landfill equipment to assist the operators in developing the landfill per engineering designs.

Justification

It is necessary to upgrade the current outdated GPS equipment that is no longer supported. The GPS equipment is critical for managing airspace efficiencies and operator safety. Efficiency and safety are realized by eliminating unnecessary operation of landfill equipment, allowing the operators to build the landfill by design the first time in a much safer manner.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
EQUIPMENT	61.10-Landfill	\$225,000					\$65,000	\$290,000
Grand Total		\$225,000					\$65,000	\$290,000

FY 2021-2030 Capital Improvement Program

Landfill

CLOSED LANDFILLS

Project Number: CIPLF21030

Description

This project funds closed landfills that require ongoing maintenance including: grading, drainage, fencing, landscaping, and gas management. Part of this funding is for work at the closed landfill site located at 103rd Ave. and the Butler Dr. alignment.

Justification

Closed landfills may require maintenance from time to time. Improvements can include grading, drainage, fencing, landscaping, and gas management.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	6110-Landfill	\$750,000						\$750,000
DESIGN	6110-Landfill	\$28,500						\$28,500
PUBLIC ART	6110-Landfill	\$7,500						\$7,500
Grand Total		\$786,000						\$786,000

Operating Costs

Category	O&M Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIP O&M			\$25,000	\$25,000	\$25,000	\$25,000	\$125,000	\$225,000
Grand Total			\$25,000	\$25,000	\$25,000	\$25,000	\$125,000	\$225,000

FY 2021-2030 Capital Improvement Program

Landfill

LANDFILL CLOSURE (SOUTH)

Package Number: FY21-30CIP
Project Type: Landfill
Project Number: CIPLF78503

Project Number: CIPLF78503

Description

Project provides for closure of the south area of the landfill as its permitted air space approaches capacity.

Justification

The south area of the landfill is required by federal and state law to be closed with a final cover system to include: a vegetative layer, compacted soil layer, gas wells and storm water control. Maintenance of the south area will be ongoing as the north cell is developed. Slope stability; stormwater retention, and erosion control are part of managing the landfill to maintain regulatory compliance.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6110-Landfill	\$92,315	\$0	\$0	\$0	\$0	\$0	\$92,315
CONSTRUCT	6110-Landfill	\$350,000	\$500,000	\$125,000	\$125,000	\$150,000	\$600,000	\$1,850,000
PUBLIC ART	6110-Landfill	\$3,500	\$5,000	\$1,250	\$1,250	\$1,500	\$6,000	\$18,500
Grand Total		\$445,815	\$505,000	\$126,250	\$126,250	\$151,500	\$606,000	\$1,960,815

FY 2021-2030 Capital Improvement Program

Landfill

LF PHASE CONSTRUCTION (NORTH)

Package Number: FY21-30CIP
Project Type: Landfill
Project Number: CIPLF78505

Project Number: CIPLF78505

Description

This project is for soil excavation and stockpiling for the North Cell phased construction at the Glendale Municipal Landfill.

Justification

This activity includes stockpiling of dirt as required for the construction of the North Cell and operation of the South Cell, haul roads, and embankments until final closure. Mandated per regulatory agency requirements for the continued development of the Glendale Municipal Landfill.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6110-Landfill	\$4,600,000	\$0	\$0	\$0	\$0	\$0	\$4,600,000
CONSTRUCT	6110-Landfill	\$0	\$0	\$2,300,000	\$2,700,000	\$0	\$4,200,000	\$9,200,000
DESIGN	6110-Landfill	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$200,000	\$700,000
PUBLIC ART	6110-Landfill	\$0	\$0	\$23,000	\$27,000	\$0	\$42,000	\$92,000
Grand Total		\$4,700,000	\$100,000	\$2,423,000	\$2,827,000	\$100,000	\$4,442,000	\$14,592,000

FY 2021-2030 Capital Improvement Program

Landfill

LANDFILL 4x4 REPLACEMENT TRUCKS

Package Number: FY21-30CIP
Project Type: Landfill
Project Number: CIPLF78506

Project Number: CIPLF78506

Description

This funding is for trucks that are used by key landfill staff to access the landfill site to monitor operations and perform regulatory inspections, to include: FY2022, replacement of one field truck, and six trucks between 2026 and 2030 include: 2 Field/Supv; a Mechanic Service; Inspector and crew utility trucks.

Justification

Trucks are critical to transport landfill personnel to locations throughout the landfill site to ensure operations and regulatory compliance is met. Service trucks are required for landfill systems and equipment services maintenance. Conditions of the landfill require the truck fleet to be replaced at minimum every seven to ten years.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6110-Landfill	\$32,000	\$0				\$0	\$32,000
EQUIPMENT	6110-Landfill	\$0	\$39,000				\$411,800	\$450,800
Grand Total		\$32,000	\$39,000				\$411,800	\$482,800

FY 2021-2030 Capital Improvement Program

Landfill

FUEL TANKER REPLACEMENT

Package Number: FY21-30CIP
Project Type: Landfill
Project Number: CIPLF78512

Project Number: CIPLF78512

Description

This project will fund the replacement of the landfill fuel tanker truck.

Justification

The fuel tanker is an essential piece of support equipment that maximizes operational efficiencies and minimizes downtime by having a mobile source for diesel and gasoline refueling at the landfill working face. Particularly, for the large heavy equipment compactors and dozers that are too cumbersome to transport efficiently to the stationary diesel tank.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6110-Landfill	\$237,600					\$0	\$237,600
EQUIPMENT	6110-Landfill	\$0					\$262,500	\$262,500
Grand Total		\$237,600					\$262,500	\$500,100

FY 2021-2030 Capital Improvement Program

Landfill

SOLID WASTE INSPECTION TRUCKS

Package Number: FY21-30CIP
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 7 half-ton extended cab pick-up trucks with lift gates in the Solid Waste Management fleet. Trucks will be replaced as follows: 2 in 2021; 2 in 2022; 1 in 2023, and 2 in 2026 thru 2030.

Justification

Trucks enable the inspectors to provide quality control by education and mandated inspections of solid waste containers in accordance with Maricopa County Regulations in order to have a refuse variance of collection and to improve the quality of recycled material.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6110-Landfill	\$52,626	\$0	\$0			\$0	\$52,626
EQUIPMENT	6110-Landfill	\$65,000	\$65,500	\$33,000			\$70,000	\$233,500
Grand Total		\$117,626	\$65,500	\$33,000			\$70,000	\$286,126

FY 2021-2030 Capital Improvement Program

Landfill

LANDFILL WATER PULL/TRUCK

Package Number: FY21-30CIP
Project Type: Landfill
Project Number: CIPLF78522

Project Number: CIPLF78522

Description

This project funds the replacement of the larger primary water truck in 2021. Increased budget reflects a recent quote based on a larger volume water pull, better suited for landfill growth.

Justification

The primary water truck is a critical piece of support equipment for reducing dust and maintaining compliance with the existing air quality permit. Upgrading this truck better prepares the operation for the north cell expansion.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
EQUIPMENT	61.10-Landfill	\$1,050,000					\$375,000	\$1,425,000
Grand Total		\$1,050,000					\$375,000	\$1,425,000

FY 2021-2030 Capital Improvement Program

Landfill

NORTHERN AVE IMPROVEMENTS (MCDOT)

Package Number: FY21-30CIP
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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	61.10-Landfill	\$247,725						\$247,725
Grand Total		\$247,725						\$247,725

FY 2021-2030 Capital Improvement Program

Landfill

AUXILIARY EQUIPMENT

Package Number
FY21-30CIP

Project Type
Landfill

Project Number
CIPLF78532

Project Number: CIPLF78532

Description

This project funds the replacement of auxiliary equipment needed by the landfill. This includes light towers, air compressors, skid steers, and a lube trailer. FY2023 will include replacing a light tower and skid steer tractor. FY2026 includes replacing a forklift.

Justification

This funding is intended to replace equipment that has met or exceeded its serviceable life or is not economical to rebuild. This equipment performs a multitude of critical functions that are required to maintain landfill operations efficiently and effectively to meet the landfill regulatory permit requirements.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6110-Landfill	\$33,712		\$0			\$0	\$33,712
EQUIPMENT	6110-Landfill	\$440,000		\$66,000			\$40,000	\$546,000
Grand Total		\$473,712		\$66,000			\$40,000	\$579,712

FY 2021-2030 Capital Improvement Program

Landfill

STORMWATER CONTROLS

Package Number: FY21-30CIP
Project Type: Landfill
Project Number: CIPLF78534

Project Number: CIPLF78534

Description

This project provides funding for stormwater controls for the Glendale Municipal Landfill include berms, culvert down drains, and channels required to stabilize the landfill footprint.

Justification

Construction and maintenance of these stormwater controls is mandated by the landfill's regulatory permit with the Arizona Department of Environmental Quality.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6110-Landfill	\$997,821	\$0	\$0	\$0	\$0	\$0	\$997,821
CONSTRUCT	6110-Landfill	\$230,000	\$230,000	\$240,000	\$250,000	\$250,000	\$700,000	\$1,900,000
DESIGN	6110-Landfill	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$150,000	\$400,000
PUBLIC ART	6110-Landfill	\$2,300	\$2,300	\$2,400	\$2,500	\$2,500	\$7,000	\$19,000
Grand Total		\$1,280,121	\$282,300	\$292,400	\$302,500	\$302,500	\$857,000	\$3,316,821

FY 2021-2030 Capital Improvement Program

Landfill

LANDFILL GAS EXTRACTION SYSTEM

Package Number: FY21-30CIP
Project Type: Landfill
Project Number: CIPLF78535

Project Number: CIPLF78535

Description

This project funds modifications to the Landfill Gas Extraction System (LGES) includes vertical wellheads, new laterals and horizontal collectors and are required to provide the 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 the landfill.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6110-Landfill	\$280,000	\$0	\$0	\$0	\$0	\$0	\$280,000
CONSTRUCT	6110-Landfill	\$240,000	\$350,000	\$450,000	\$260,000	\$240,000	\$1,100,000	\$2,640,000
DESIGN	6110-Landfill	\$30,000	\$50,000	\$50,000	\$40,000	\$40,000	\$100,000	\$310,000
PUBLIC ART	6110-Landfill	\$2,400	\$3,500	\$4,500	\$2,600	\$2,400	\$11,000	\$26,400
Grand Total		\$552,400	\$403,500	\$504,500	\$302,600	\$282,400	\$1,211,000	\$3,256,400

FY 2021-2030 Capital Improvement Program

**Library
Summary by Project**

Project Number	Project Title	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIPB19045	VELMA TEAGUE LIBRARY RENOVATION		\$642,318	\$3,801,805	\$975,341	\$0	\$0	\$5,419,464	
CIPB19046	MAIN LIBRARY RENOVATION		\$1,284,888	\$0	\$7,754,035	\$2,217,203	\$0	\$11,256,126	
CIPB19066	FOOTHILLS LIBRARY RENOVATION		\$0	\$866,000	\$0	\$6,796,575	\$0	\$7,662,575	
Grand Total			\$1,927,206	\$4,667,805	\$8,729,376	\$9,013,778	\$0	\$24,338,165	

FY 2021-2030 Capital Improvement Program

Library
Summary by Funding Source

Funding Source	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
4100-Library Construction				\$1,927,206	\$4,667,805	\$8,729,376	\$9,013,778	\$24,338,165
Grand Total				\$1,927,206	\$4,667,805	\$8,729,376	\$9,013,778	\$24,338,165

FY 2021-2030 Capital Improvement Program

Library

VELMA TEAGUE LIBRARY RENOVATION

Package Number
FY21-30CIP

Project Type
Library

Project Number
CIPLB19045

Project Number: CIPLB19045

Description

This project is to update the entire library including all building systems – electrical, plumbing, interior, exterior, and HVAC, as well as functionality improvements. Facility condition is being assessed in FY20, and results will refine the project.

Justification

This library was constructed in 1971 and needs updating to serve the programmatic needs of the community. It is anticipated that the assessment will indicate substantial building infrastructure needs.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4100-Library Construction			\$0	\$3,162,560	\$790,640		\$3,953,200
CONTNGCY	4100-Library Construction			\$0	\$325,000	\$85,000		\$410,000
DESIGN	4100-Library Construction			\$642,318	\$160,579	\$0		\$802,897
EQUIPMENT	4100-Library Construction			\$0	\$0	\$61,285		\$61,285
INTRNL CHG	4100-Library Construction			\$0	\$122,040	\$30,510		\$152,550
PUBLIC ART	4100-Library Construction			\$0	\$31,626	\$7,906		\$39,532
Grand Total				\$642,318	\$3,801,805	\$975,341		\$5,419,464

FY 2021-2030 Capital Improvement Program

Library

MAIN LIBRARY RENOVATION

Package Number
FY21-30CIP

Project Type
Library

Project Number
CIPLB19046

Project Number: CIPLB19046

Description

This project is to renew all building systems, including interior renewal and functional remodeling, roofing (skylights), HVAC, ADA, and plumbing. Equipment and technology updates are also included. Facility condition is being assessed in FY20 and the results will refine the project.

Justification

The library was built in 1997. This project is necessary to extend the life of the structure, to improve library services, community experience, and improve the lives of the people we serve.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4100-Library Construction			\$0		\$6,424,440	\$1,606,110	\$8,030,550
CONTNGCY	4100-Library Construction			\$0		\$700,000	\$200,000	\$900,000
DESIGN	4100-Library Construction			\$1,284,888		\$321,222	\$0	\$1,606,110
EQUIPMENT	4100-Library Construction			\$0		\$0	\$334,000	\$334,000
INTRNL CHG	4100-Library Construction			\$0		\$244,129	\$61,032	\$305,161
PUBLIC ART	4100-Library Construction			\$0		\$64,244	\$16,061	\$80,305
Grand Total				\$1,284,888		\$7,754,035	\$2,217,203	\$11,256,126

FY 2021-2030 Capital Improvement Program

Library

FOOTHILLS LIBRARY RENOVATION

Package Number
FY21-30CIP

Project Type
Library

Project Number
CIPLB19066

Project Number: CIPLB19066

Description

Renovation and updating of Foothills Library to major building systems, and modernization of the functions, technology, and equipment. Costs will be refined as assessment is conducted.

Justification

The library was built in 1997. This project is necessary to extend the life of the structure, to improve library services, community experience, and improve the lives of the people we serve.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4100-Library Construction				\$0		\$5,412,500	\$5,412,500
CONTNGCY	4100-Library Construction				\$0		\$811,875	\$811,875
DESIGN	4100-Library Construction				\$866,000		\$216,500	\$1,082,500
EQUIPMENT	4100-Library Construction				\$0		\$95,900	\$95,900
INTRNL CHG	4100-Library Construction				\$0		\$205,675	\$205,675
PUBLIC ART	4100-Library Construction				\$0		\$54,125	\$54,125
Grand Total					\$866,000		\$6,796,575	\$7,662,575

FY 2021-2030 Capital Improvement Program

Parking Lots
Summary by Project

Project Number	Project Title	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIPPL19059	RENEW PARKING GARAGES/ LOTS							\$5,869,249	\$5,869,249
Grand Total								\$5,869,249	\$5,869,249

FY 2021-2030 Capital Improvement Program

Parking Lots
Summary by Funding Source

Funding Source	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
1080-General Government Capital Proj							\$5,869,249	\$5,869,249
Grand Total							\$5,869,249	\$5,869,249

FY 2021-2030 Capital Improvement Program

Parking Lots

RENEW PARKING GARAGES / LOTS

Package Number
FY21-30CIP

Project Type
Parking Lots

Project Number
CIPPL19059

Project Number: CIPPL19059

Description

This project is to repair the existing parking garages and parking lots across the city. Parking garages and lots associated with business-critical buildings are the highest priority. Repairs to the City Hall parking garage are programmed for FY2021. Other priority parking lots in need of capital repairs include Fire Station 157, Gateway Public Safety, Foothills Public Safety, and GRPSTC. Assessments of parks are still ongoing, and results will determine priorities.

Justification

Programmatic repair/renewal of parking lots will reduce long term life cycle costs, reduce safety concerns, improve the city's brand/image and enable provision of service delivery to the community, aligning resources with the City's strategic priorities and the Building Asset Philosophy.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	1080-General Government C..						\$4,970,000	\$4,970,000
CONTNGCY	1080-General Government C..						\$135,689	\$135,689
DESIGN	1080-General Government C..						\$525,000	\$525,000
INTRNL CHG	1080-General Government C..						\$188,860	\$188,860
PUBLIC ART	1080-General Government C..						\$49,700	\$49,700
Grand Total							\$5,869,249	\$5,869,249

FY 2021-2030 Capital Improvement Program

Parks
Summary by Project

Project Number	Project Title	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIPPK19005	PARKS MASTER PLAN UPDATE	\$29,914	\$0	\$0	\$0	\$0	\$0	\$0	\$29,914
CIPPK19008	SAHUARO RANCH PARK IMPROVEMENTS	\$9,309	\$0	\$0	\$0	\$0	\$0	\$0	\$9,309
CIPPK19032	PARK GROUND AND IRRIGATION	\$0	\$127,286	\$1,060,716	\$933,430	\$0	\$0	\$0	\$2,121,432
CIPPK19033	PARK LIGHTING	\$0	\$98,470	\$820,583	\$820,583	\$820,583	\$722,113	\$0	\$3,282,332
CIPPK19034	PARK INFRASTRUCTURE IMPROVEMENTS	\$0	\$0	\$10,500,000	\$10,500,000	\$10,500,000	\$9,240,000	\$0	\$40,740,000
CIPPK19035	PARK PLAY STRUCTURES	\$0	\$0	\$798,750	\$798,750	\$798,750	\$798,750	\$0	\$3,195,000
CIPPK19036	HEROES REGIONAL PARK LAKE	\$126,669	\$0	\$4,203,361	\$0	\$0	\$0	\$0	\$4,330,030
CIPPK19077	THUNDERBIRD CONSV. PARK IMPS	\$0	\$0	\$0	\$0	\$0	\$0	\$11,629,200	\$11,629,200
CIPPK19094	PARKS ASSESSMENT	\$16,525	\$0	\$0	\$0	\$0	\$0	\$0	\$16,525
CIPPK20031	O'NEIL PARK SPLASH PAD	\$0	\$1,260,000	\$0	\$0	\$0	\$0	\$0	\$1,260,000
CIPPK21033	HEROES REGIONAL PARK BUILD OUT	\$0	\$0	\$0	\$0	\$0	\$0	\$46,400,000	\$46,400,000
CIPPK70546	SAHUARO RANCH PARK MASTER PLAN	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$300,000
CIPPK72808	THUNDERBIRD PARK IMPROVEMENTS	\$150,000	\$176,795	\$0	\$0	\$0	\$0	\$0	\$326,795
CIPPK73475	CITYWIDE PARK IMPROVEMENTS	\$105,917	\$0	\$0	\$0	\$0	\$0	\$0	\$105,917
CIPPK73576	FOOTHILLS PARK PICKLEBALL COURTS	\$127,789	\$66,330	\$0	\$0	\$0	\$0	\$0	\$194,119
CIPPK73625	NEW RIVER TRAIL ZONE 2 WEST	\$58,312	\$0	\$0	\$0	\$0	\$0	\$0	\$58,312
CIPPK77516	AMPHITHEATER RENOVATIONS	\$0	\$0	\$0	\$0	\$0	\$0	\$2,872,624	\$2,872,624

FY 2021-2030 Capital Improvement Program

Parks
Summary by Project

Project Number	Project Title	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
		\$624,435	\$2,028,881	\$17,383,410	\$13,052,763	\$12,119,333	\$10,760,863	\$60,901,824	\$116,871,509
Grand Total									

FY 2021-2030 Capital Improvement Program

Parks
Summary by Funding Source

Funding Source	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
2160-Other Grants	\$9,309	\$0	\$0	\$0	\$0	\$0	\$0	\$9,309
4050-Parks Construction	\$143,194	\$1,485,756	\$17,383,410	\$13,052,763	\$12,119,333	\$10,760,863	\$46,400,000	\$101,345,319
4060-Government Facilities	\$0	\$0	\$0	\$0	\$0	\$0	\$2,872,624	\$2,872,624
4080-Cultural Facility	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$300,000
4090-Open Space/Trail Construction	\$0	\$176,795	\$0	\$0	\$0	\$0	\$11,629,200	\$11,805,995
4240-DIF Citywide Parks	\$105,917	\$0	\$0	\$0	\$0	\$0	\$0	\$105,917
4290-DIF Citywide Open Space	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
4320-DIF Parks and Rec Zone 1 East	\$127,789	\$66,330	\$0	\$0	\$0	\$0	\$0	\$194,119
4330-DIF Parks & Rec Zone 2 west 101	\$88,226	\$0	\$0	\$0	\$0	\$0	\$0	\$88,226
Grand Total	\$624,435	\$2,028,881	\$17,383,410	\$13,052,763	\$12,119,333	\$10,760,863	\$60,901,824	\$116,871,509

FY 2021-2030 Capital Improvement Program

Parks

PARKS MASTER PLAN UPDATE

Package Number: FY21-30CIP
Project Type: Parks
Project Number: CIPPK19005

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4330-DIF Parks & Rec Zone 2..	\$29,914						\$29,914
Grand Total		\$29,914						\$29,914

FY 2021-2030 Capital Improvement Program

Parks

SAHUARO RANCH PARK IMPROVEMENTS

Package Number: FY21-30CIP
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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	2160-Other Grants	\$9,309						\$9,309
Grand Total		\$9,309						\$9,309

FY 2021-2030 Capital Improvement Program

Parks

PARK GROUND AND IRRIGATION

Package Number
FY21-30CIP

Project Type
Parks

Project Number
CIPPK19032

Project Number: CIPPK19032

Description

This is phase one of replacing aging irrigation in selected parks. Items could include controllers, valves, main line and lateral pipe, spray head, drip and rain/flow sensors. The system will be operated with Bluetooth and satellite based technology.

Justification

Replacement of aging infrastructure in parks as per the current Parks and Recreation Master Plan and what was most important to residents; "maintain and improve what we have".

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4050-Parks Construction	\$0	\$779,258	\$779,258				\$1,558,516
CONTNGCY	4050-Parks Construction	\$0	\$106,072	\$106,072				\$212,144
DESIGN	4050-Parks Construction	\$127,286	\$127,286	\$0				\$254,572
INTRNL CHG	4050-Parks Construction	\$0	\$40,307	\$40,307				\$80,614
PUBLIC ART	4050-Parks Construction	\$0	\$7,793	\$7,793				\$15,586
Grand Total		\$127,286	\$1,060,716	\$933,430				\$2,121,432

FY 2021-2030 Capital Improvement Program

Parks

PARK LIGHTING

Package Number
FY21-30CIP

Project Type
Parks

Project Number
CIPPK19033

Project Number: CIPPK19033

Description

This is phase one of replacing aging lighting in selected parks. Items could include security, site parking, field lighting and electrical service section, panels, wiring and conduit.

Justification

Replacement of aging infrastructure in parks as per the current Parks and Recreation Master Plan and what was most important to residents; "maintain and improve what we have".

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4050-Parks Construction	\$0	\$602,844	\$602,844	\$602,844	\$602,844		\$2,411,376
CONTNGCY	4050-Parks Construction	\$0	\$82,058	\$82,058	\$82,058	\$82,058		\$328,232
DESIGN	4050-Parks Construction	\$98,470	\$98,470	\$98,470	\$98,470	\$0		\$393,880
INTRNL CHG	4050-Parks Construction	\$0	\$31,183	\$31,183	\$31,183	\$31,183		\$124,732
PUBLIC ART	4050-Parks Construction	\$0	\$6,028	\$6,028	\$6,028	\$6,028		\$24,112
Grand Total		\$98,470	\$820,583	\$820,583	\$820,583	\$722,113		\$3,282,332

FY 2021-2030 Capital Improvement Program

Parks

PARK INFRASTRUCTURE IMPROVEMENTS

Package Number
FY21-30CIP

Project Type
Parks

Project Number
CIPPK19034

Project Number: CIPPK19034

Description

This is phase one of replacing aging infrastructure in selected parks. Items could include restrooms, ramadas, sidewalks, grills, drinking fountains, picnic tables, parking lots, courts, ballfields, irrigation and shade.

Justification

Replacement of aging amenities in parks as per the current Parks and Recreation Master Plan and what was most important to residents; "maintain and improve what we have".

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4050-Parks Construction		\$7,713,861	\$7,713,861	\$7,713,861	\$7,713,861		\$30,855,444
CONTNGCY	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	\$0		\$3,780,000
INTRNL CHG	4050-Parks Construction		\$399,000	\$399,000	\$399,000	\$399,000		\$1,596,000
PUBLIC ART	4050-Parks Construction		\$77,139	\$77,139	\$77,139	\$77,139		\$308,556
Grand Total			\$10,500,000	\$10,500,000	\$10,500,000	\$9,240,000		\$40,740,000

FY 2021-2030 Capital Improvement Program

Parks

Package Number
FY21-30CIP

Project Type
Parks

Project Number
CIPPK19035

PARK PLAY STRUCTURES

Project Number: CIPPK19035

Description

This is phase one of replacing aging play structures in selected parks. Items could include playgrounds, spring toys, swings, containment/safety surfacing and shade.

Justification

Replacement of aging amenities in parks as per the current Parks and Recreation Master Plan and what was most important to residents; "maintain and improve what we have".

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONTNGCY	4050-Parks Construction		\$79,875	\$79,875	\$79,875	\$79,875		\$319,500
EQUIPMENT	4050-Parks Construction		\$718,875	\$718,875	\$718,875	\$718,875		\$2,875,500
Grand Total			\$798,750	\$798,750	\$798,750	\$798,750		\$3,195,000

FY 2021-2030 Capital Improvement Program

Parks

HEROES REGIONAL PARK LAKE

Package Number
FY21-30CIP

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 an urban lake sized to provide the necessary pumping and irrigation system needs for the proposed turf and landscaping throughout the park and provide storage capacity. The lake would be part of the Urban Fishing Program. An analysis of current lake requirements is underway 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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4050-Parks Construction	\$126,669	\$0					\$126,669
CONSTRUCT	4050-Parks Construction	\$0	\$3,587,423					\$3,587,423
CONTNGNCY	4050-Parks Construction	\$0	\$420,336					\$420,336
INTRNL CHG	4050-Parks Construction	\$0	\$159,728					\$159,728
PUBLIC ART	4050-Parks Construction	\$0	\$35,874					\$35,874
Grand Total		\$126,669	\$4,203,361					\$4,330,030

FY 2021-2030 Capital Improvement Program

Parks

THUNDERBIRD CONSV. PARK IMPS

Package Number: FY21-30CIP
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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4090-Open Space/Trail Cons..						\$8,442,248	\$8,442,248
CONTNGCY	4090-Open Space/Trail Cons..						\$1,162,920	\$1,162,920
DESIGN	4090-Open Space/Trail Cons..						\$1,497,700	\$1,497,700
INTRNL CHG	4090-Open Space/Trail Cons..						\$441,910	\$441,910
PUBLIC ART	4090-Open Space/Trail Cons..						\$84,422	\$84,422
Grand Total							\$11,629,200	\$11,629,200

FY 2021-2030 Capital Improvement Program

Parks

PARKS ASSESSMENT

Package Number: FY21-30CIP
Project Type: Parks
Project Number: CIPPK19094

Project Number: CIPPK19094

Description

Justification

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4050-Parks Construction	\$16,525						\$16,525
Grand Total		\$16,525						\$16,525

FY 2021-2030 Capital Improvement Program

Parks

O'NEIL PARK SPLASH PAD

Package Number: FY21-30CIP
Project Type: Parks
Project Number: CIPPK20031

Project Number: CIPPK20031

Description

This project is the design and construction of a new splashpad at O'Neil Park. The project will include the splashpad area, safety surfacing, spray amenities, associated plumbing and pumps, site utilities, seat benches, walkway and shade.

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4050-Parks Construction	\$1,260,000						\$1,260,000
Grand Total		\$1,260,000						\$1,260,000

FY 2021-2030 Capital Improvement Program

Parks

HEROES REGIONAL PARK BUILD OUT

Package Number: FY21-30CIP
Project Type: Parks
Project Number: CIPPK21033

Project Number: CIPPK21033

Description

This project is for the build out of the remaining amenities at Heroes Regional Park per the previously approved design concept plan to include: recreation and aquatics center, lighted soccer and baseball/softball fields, turf and irrigation system, parking, walkways, fencing, security lighting and related park amenities.

Justification

This project is for the completion of the improvements at Heroes Regional Park per the originally approved 2005 design Concept Report.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4050-Parks Construction						\$38,000,000	\$38,000,000
CONTNGCY	4050-Parks Construction						\$3,500,000	\$3,500,000
DESIGN	4050-Parks Construction						\$3,000,000	\$3,000,000
INTRNL CHG	4050-Parks Construction						\$1,500,000	\$1,500,000
PUBLIC ART	4050-Parks Construction						\$400,000	\$400,000
Grand Total							\$46,400,000	\$46,400,000

FY 2021-2030 Capital Improvement Program

Parks

SAHUARO RANCH PARK MASTER PLAN

Package Number: FY21-30CIP
Project Type: Parks
Project Number: CIPPK70546

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONTNGCY	4080-Cultural Facility	\$25,000						\$25,000
STUDY	4080-Cultural Facility	\$275,000						\$275,000
Grand Total		\$300,000						\$300,000

FY 2021-2030 Capital Improvement Program

Parks

THUNDERBIRD PARK IMPROVEMENTS

Package Number
FY21-30CIP

Project Type
Parks

Project Number
CIPPK72808

Project Number: CIPPK72808

Description

This project is for trail improvements at Thunderbird Park per completed study. The improvements will accommodate increased use and demand at the park using current trail improvement standards and best practices.

Justification

This project addresses aging amenities in parks as per the current Parks and Recreation Master Plan and what was most important to residents; "maintain and improve what we have".

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4290-DIF Citywide Open Spa..	\$150,000						\$150,000
CONSTRUCT	4090-Open Space/Trail Cons..	\$150,888						\$150,888
CONTNGCY	4090-Open Space/Trail Cons..	\$17,680						\$17,680
INTRNL CHG	4090-Open Space/Trail Cons..	\$6,718						\$6,718
PUBLIC ART	4090-Open Space/Trail Cons..	\$1,509						\$1,509
Grand Total		\$326,795						\$326,795

FY 2021-2030 Capital Improvement Program

Parks

CITYWIDE PARK IMPROVEMENTS

Package Number: FY21-30CIP
Project Type: Parks
Project Number: CIPPK73475

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4240-DIF Citywide Parks	\$105,917						\$105,917
Grand Total		\$105,917						\$105,917

FY 2021-2030 Capital Improvement Program

Parks

FOOTHILLS PARK PICKLEBALL COURTS

Package Number
FY21-30CIP

Project Type
Parks

Project Number
CIPPK73576

Project Number: CIPPK73576

Description

This project is for the construction of new pickleball courts at Foothills Park to accommodate increased interest and demand in the community.

Justification

This project addresses aging amenities in parks as per the current Parks and Recreation Master Plan key strategy of “Maintain and enhance park and recreation facilities and programs to promote community interaction, healthy lifestyles and safety.”

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4320-DIF Parks and Rec Zon..	\$127,789						\$127,789
CONSTRUCT	4320-DIF Parks and Rec Zon..	\$56,614						\$56,614
CONTNGCY	4320-DIF Parks and Rec Zon..	\$6,630						\$6,630
INTRNL CHG	4320-DIF Parks and Rec Zon..	\$2,520						\$2,520
PUBLIC ART	4320-DIF Parks and Rec Zon..	\$566						\$566
Grand Total		\$194,119						\$194,119

FY 2021-2030 Capital Improvement Program

Parks

NEW RIVER TRAIL ZONE 2 WEST

Package Number
FY21-30CIP

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4330-DIF Parks & Rec Zone 2..	\$58,312						\$58,312
Grand Total		\$58,312						\$58,312

FY 2021-2030 Capital Improvement Program

Parks

AMPHITHEATER RENOVATIONS

Package Number
FY21-30CIP

Project Type
Parks

Project Number
CIPPK77516

Project Number: CIPPK77516

Description

Renovations of the E Lowell Rogers Amphitheater at City Hall. Design is slated for FY23. Construction includes renovation of basement of Council Changers. O&M does not include personnel or maintenance of audio-visual equip.

Justification

The Amphitheater does not adequately serve as a performance venue. Much of the equipment & systems are in poor condition & must be replaced. The public experience is poor & does not meet modern accessibility standards.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4060-Government Facilities						\$2,542,434	\$2,542,434
DESIGN	4060-Government Facilities						\$202,000	\$202,000
INTRNL CHG	4060-Government Facilities						\$101,484	\$101,484
PUBLIC ART	4060-Government Facilities						\$26,706	\$26,706
Grand Total							\$2,872,624	\$2,872,624

FY 2021-2030 Capital Improvement Program

Public Safety
Summary by Project

Project Number	Project Title	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIPPS19028	CITY PROSECUTOR REMODEL	\$0	\$0	\$0	\$3,000,000	\$0	\$0	\$0	\$3,000,000
CIPPS19029	REPL./REM. FIRE STATION #153	\$0	\$0	\$470,000	\$4,720,000	\$0	\$0	\$0	\$5,190,000
CIPPS19030	NEW POLICE EVIDENCE STORAGE	\$0	\$0	\$100,000	\$9,500,000	\$0	\$0	\$0	\$9,600,000
CIPPS19031	CITY COURT REMODEL	\$0	\$0	\$400,000	\$3,600,000	\$0	\$0	\$0	\$4,000,000
CIPPS19041	MAIN PUBLIC SAFETY BLDG REMODEL	\$0	\$0	\$0	\$878,490	\$17,025,136	\$0	\$0	\$17,903,626
CIPPS19042	FOOTHILLS POLICE STATION REMODEL	\$0	\$0	\$0	\$100,000	\$0	\$320,000	\$3,295,748	\$3,715,748
CIPPS19043	GATEWAY POLICE STATION REMODEL	\$0	\$0	\$0	\$100,000	\$330,000	\$4,596,328	\$0	\$5,026,328
CIPPS19044	RENOVATE FIRE STATION #154	\$0	\$0	\$0	\$200,000	\$2,425,000	\$0	\$0	\$2,625,000
CIPPS19049	FIRE STATION - WESTERN AREA	\$0	\$0	\$0	\$0	\$0	\$0	\$12,662,463	\$12,662,463
CIPPS19050	REPL./REM. FIRE STATION #155	\$0	\$0	\$0	\$0	\$470,000	\$4,720,000	\$0	\$5,190,000
CIPPS19051	RENOVATE FIRE STATION #156	\$0	\$0	\$0	\$0	\$0	\$200,000	\$2,425,000	\$2,625,000
CIPPS19052	RENOVATE FIRE STATION #157	\$0	\$0	\$0	\$0	\$0	\$0	\$2,825,000	\$2,825,000
CIPPS19053	POLICE STATION - WEST AREA	\$0	\$0	\$0	\$0	\$0	\$0	\$2,095,184	\$2,095,184
CIPPS19054	CITY COURT BUILDING	\$0	\$0	\$0	\$0	\$0	\$0	\$37,238,000	\$37,238,000
CIPPS20033	PUBLIC SAFETY BUILDING REMODELS	\$196,483	\$7,532,000	\$0	\$0	\$0	\$0	\$0	\$7,728,483
CIPPS70810	TDMA UPGRADE FOR RWC	\$93,626	\$0	\$0	\$0	\$0	\$0	\$0	\$93,626
CIPPS70814	FIRE APPARATUS REPLACEMENT	\$814,000	\$0	\$442,000	\$2,040,625	\$3,357,200	\$2,592,675	\$7,299,780	\$16,546,280

FY 2021-2030 Capital Improvement Program

**Public Safety
Summary by Project**

Project Number	Project Title	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIPPS75039	REMODEL FIRE STATION #152	\$73,056	\$0	\$0	\$0	\$0	\$0	\$0	\$73,056
Grand Total		\$1,177,165	\$7,532,000	\$1,412,000	\$24,139,115	\$23,607,336	\$12,429,003	\$67,841,175	\$138,137,794

FY 2021-2030 Capital Improvement Program

**Public Safety
Summary by Funding Source**

Funding Source	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
1080-General Government Capital Prj	\$907,626	\$0	\$442,000	\$2,040,625	\$3,357,200	\$2,592,675	\$7,299,780	\$16,639,906
4040-Public Safety Construction	\$269,539	\$7,532,000	\$970,000	\$22,098,490	\$20,250,136	\$9,836,328	\$60,541,395	\$121,497,888
Grand Total	\$1,177,165	\$7,532,000	\$1,412,000	\$24,139,115	\$23,607,336	\$12,429,003	\$67,841,175	\$138,137,794

FY 2021-2030 Capital Improvement Program

Public Safety

CITY PROSECUTOR REMODEL

Package Number
FY21-30CIP

Project Type
Public Safety

Project Number
CIPPS19028

Project Number: CIPPS19028

Description

This project is to provide new space for the City Prosecutor to replace the existing trailers that are deteriorated and past their useful life. (This project may be deleted with remodel of the Sine Bldg. to accommodate the Prosecutor's Office as part of the Public Safety Building Remodels project).

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4040-Public Safety Constru..			\$2,570,400				\$2,570,400
CONTNGCY	4040-Public Safety Constru..			\$42,960				\$42,960
DESIGN	4040-Public Safety Constru..			\$257,040				\$257,040
INTRNL CHG	4040-Public Safety Constru..			\$102,600				\$102,600
PUBLIC ART	4040-Public Safety Constru..			\$27,000				\$27,000
Grand Total				\$3,000,000				\$3,000,000

FY 2021-2030 Capital Improvement Program

Public Safety

REPL./REM. FIRE STATION #153

Package Number
FY21-30CIP

Project Type
Public Safety

Project Number
CIPPS19029

Project Number: CIPPS19029

Description

Project is to replace existing FS 153 (59th Ave & Thunderbird) which is nearing the end of its useful life. The new station will include systems (exhaust, laundry, change out area, etc.) to protect firefighters' health & safety to improve the functionality of the station. Costs will be refined based on design construction estimates.

Justification

The station was constructed in 1974 and components are beyond their useful life. The station house, driveways, and equipment bays require replacement to allow the fire department to continue to provide safe and efficient service to the community.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4040-Public Safety Constru..		\$0	\$4,493,440				\$4,493,440
DESIGN	4040-Public Safety Constru..		\$470,000	\$0				\$470,000
INTRNL CHG	4040-Public Safety Constru..		\$0	\$179,360				\$179,360
PUBLIC ART	4040-Public Safety Constru..		\$0	\$47,200				\$47,200
Grand Total			\$470,000	\$4,720,000				\$5,190,000

FY 2021-2030 Capital Improvement Program

Public Safety

NEW POLICE EVIDENCE STORAGE

Project Number: CIPPS19030

Package Number
FY21-30CIP

Project Type
Public Safety

Project Number
CIPPS19030

Description

This project is to design and construct a 30,000 square feet secure warehouse facility for police evidence, property storage and management. This project location and timing will be determined in FY21.

Justification

Police evidence, property storage and management regulatory requirements are increasingly complex and sophisticated. The police department has outgrown their existing capacity and require additional space to meet regulatory requirements.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4040-Public Safety Constru..		\$0	\$9,044,000				\$9,044,000
DESIGN	4040-Public Safety Constru..		\$100,000	\$0				\$100,000
INTRNL CHG	4040-Public Safety Constru..		\$0	\$361,000				\$361,000
PUBLIC ART	4040-Public Safety Constru..		\$0	\$95,000				\$95,000
Grand Total			\$100,000	\$9,500,000				\$9,600,000

Operating Costs

Category	O&M Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIP O&M			\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000	\$2,700,000
Grand Total			\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000	\$2,700,000

FY 2021-2030 Capital Improvement Program

Public Safety

CITY COURT REMODEL

Package Number: FY21-30CIP
Project Type: Public Safety
Project Number: CIPPS19031

Project Number: CIPPS19031

Description

This project is to provide needed functionality and infrastructure renewals. Scope includes security upgrades, replacement of fire alarm system, chilled water for HVAC, condensate drain & hot water piping, ceilings & flooring, construct storage addition, furniture, fixtures & roof. Scope may change as portions are programmed in FY21 under Public Safety Building Remodels.

Justification

Constructed in approximately 1989, the building presents functional constraints including security, document storage space, circulation, and court function.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4040-Public Safety Constru..		\$0	\$3,427,200				\$3,427,200
DESIGN	4040-Public Safety Constru..		\$384,800	\$0				\$384,800
INTRNL CHG	4040-Public Safety Constru..		\$15,200	\$136,800				\$152,000
PUBLIC ART	4040-Public Safety Constru..		\$0	\$36,000				\$36,000
Grand Total			\$400,000	\$3,600,000				\$4,000,000

FY 2021-2030 Capital Improvement Program

Public Safety

MAIN PUBLIC SAFETY BLDG REMODEL

Package Number
FY21-30CIP

Project Type
Public Safety

Project Number
CIPPS19041

Project Number: CIPPS19041

Description

This project is for design and construction of a complete renovation of the main public safety building to include infrastructure needs as well as functionality. Infrastructure needs identified in the building assessment include HVAC, roof, plumbing, and electrical. Renovation would also include updated security and fire protection systems.

Justification

Components of the building have exceeded their useful life. This location requires significant infrastructure and functionality modernization to meet the business needs of the department.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4040-Public Safety Constru..			\$0	\$16,207,930			\$16,207,930
DESIGN	4040-Public Safety Constru..			\$878,490	\$0			\$878,490
INTRNL CHG	4040-Public Safety Constru..			\$0	\$646,955			\$646,955
PUBLIC ART	4040-Public Safety Constru..			\$0	\$170,251			\$170,251
Grand Total				\$878,490	\$17,025,136			\$17,903,626

FY 2021-2030 Capital Improvement Program

Public Safety

Package Number: FY21-30CIP
Project Type: Public Safety
Project Number: CIPPS19042

FOOTHILLS POLICE STATION REMODEL

Project Number: CIPPS19042

Description

This project is for design and construction of a complete renovation of the Foothills police substation to include infrastructure needs as well as functionality. Infrastructure needs identified in the building assessment include roof, exterior finishes, plumbing fixtures and parking. Renovation would also include updated security. Fire protection systems would be re-assessed and replaced if needed. Parking is an identified deficiency and will be evaluated/ fixed in FY20 as part of Public Safety Building Remodel Project. If additional land is necessary, acquisition costs are not included in these estimates.

Justification

The Foothills police substation requires significant infrastructure and functionality modernization to meet the business needs of the police department.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4040-Public Safety Constru..			\$0		\$0	\$3,137,553	\$3,137,553
DESIGN	4040-Public Safety Constru..			\$100,000		\$320,000	\$0	\$420,000
INTRNL CHG	4040-Public Safety Constru..			\$0		\$0	\$125,238	\$125,238
PUBLIC ART	4040-Public Safety Constru..			\$0		\$0	\$32,957	\$32,957
Grand Total				\$100,000		\$320,000	\$3,295,748	\$3,715,748

FY 2021-2030 Capital Improvement Program

Public Safety

Package Number
FY21-30CIP

Project Type
Public Safety

Project Number
CIPPS19043

GATEWAY POLICE STATION REMODEL

Project Number: CIPPS19043

Description

This project is for design and construction of a complete renovation of the Gateway police substation to include infrastructure needs as well as functionality. Infrastructure needs identified in the building assessment include roof, and parking. Renovation would also include updated security. Fire protection systems would be re-assessed and replaced if needed. Parking is an identified deficiency and will be evaluated/ fixed in FY20 as part of Public Safety Building Remodel Project. If additional land is necessary, acquisition costs are not included in these estimates.

Justification

The Gateway substation requires significant infrastructure and modernization to meet the business needs of the police department including additional space for parking to continue meeting the needs of the community.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4040-Public Safety Constru..			\$0	\$0	\$4,375,705		\$4,375,705
DESIGN	4040-Public Safety Constru..			\$100,000	\$330,000	\$0		\$430,000
INTRNL CHG	4040-Public Safety Constru..			\$0	\$0	\$174,660		\$174,660
PUBLIC ART	4040-Public Safety Constru..			\$0	\$0	\$45,963		\$45,963
Grand Total				\$100,000	\$330,000	\$4,596,328		\$5,026,328

FY 2021-2030 Capital Improvement Program

Public Safety

RENOVATE FIRE STATION #154

Package Number: FY21-30CIP
Project Type: Public Safety
Project Number: CIPPS19044

Project Number: CIPPS19044

Description

Project is to remodel FS 154 (43rd Ave & Peoria) as infrastructure components have reached the end of their useful life. Renovation will include systems (laundry, change out area, etc.) to protect firefighters health & safety, and functional improvements. Infrastructure needs identified in the building assessment include roof, exterior siding, parking and driveways. Renovation would also include updated security, fire protection systems and plumbing.

Justification

The station was constructed in 1982 and components are beyond their useful life. The station house, drives, and equipment bays require replacement to allow the fire department to continue to provide safe and efficient service to the community.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4040-Public Safety Constru..			\$0	\$2,308,600			\$2,308,600
DESIGN	4040-Public Safety Constru..			\$200,000	\$0			\$200,000
INTRNL CHG	4040-Public Safety Constru..			\$0	\$92,150			\$92,150
PUBLIC ART	4040-Public Safety Constru..			\$0	\$24,250			\$24,250
Grand Total				\$200,000	\$2,425,000			\$2,625,000

FY 2021-2030 Capital Improvement Program

Public Safety

FIRE STATION - WESTERN AREA

Package Number
FY21-30CIP

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. (\$156,000 in IT Infrastructure is for Finance Charges).

Justification

Future growth in the area is projected to require an additional station to serve the needs of the community. The station will include space for future expansion as growth demands.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4040-Public Safety Constru..						\$5,226,000	\$5,226,000
CONTNGCY	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..						\$198,588	\$198,588
IT INFRAST	4040-Public Safety Constru..						\$156,000	\$156,000
LAND	4040-Public Safety Constru..						\$2,395,800	\$2,395,800
PUBLIC ART	4040-Public Safety Constru..						\$52,260	\$52,260
Grand Total							\$12,662,463	\$12,662,463

Operating Costs

Category	O&M Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIP O&M							\$1,000,000	\$1,000,000
Grand Total							\$1,000,000	\$1,000,000

FY 2021-2030 Capital Improvement Program

Public Safety

REPL./REM. FIRE STATION #155

Package Number
FY21-30CIP

Project Type
Public Safety

Project Number
CIPPS19050

Project Number: CIPPS19050

Description

Project is to remodel FS 155 (62nd Ave & Union Hills) as infrastructure components have reached the end of their useful life. Renovation will include systems (laundry, change out area, etc.) to protect firefighters health & safety, and functional improvements. Infrastructure needs identified in the building assessment include roof, interior finishes, plumbing, parking and driveways. Renovation would also include updated security, and fire protection systems (if needed).

Justification

The station was constructed in 1988 and components are beyond their useful life. The station house, driveways, and equipment bays require replacement to allow the fire department to continue to provide safe and efficient service to the community.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4040-Public Safety Constru..				\$0	\$4,493,440		\$4,493,440
DESIGN	4040-Public Safety Constru..				\$470,000	\$0		\$470,000
INTRNL CHG	4040-Public Safety Constru..				\$0	\$179,360		\$179,360
PUBLIC ART	4040-Public Safety Constru..				\$0	\$47,200		\$47,200
Grand Total					\$470,000	\$4,720,000		\$5,190,000

FY 2021-2030 Capital Improvement Program

Public Safety

RENOVATE FIRE STATION #156

Package Number
FY21-30CIP

Project Type
Public Safety

Project Number
CIPPS19051

Project Number: CIPPS19051

Description

Project is to remodel FS 156 (68th Ave & Deer Valley) as infrastructure components have reached the end of their useful life. Renovation will include systems (laundry, change out area, etc.) to protect firefighters health & safety, and functional improvements. Infrastructure needs identified in the building assessment include roof, plumbing, parking and driveways. Renovation would also include updated security, and fire protection systems (if needed).

Justification

The station was constructed in 1998 and components are beyond their useful life. The station house, driveways, and equipment bays require replacement to allow the fire department to continue to provide safe and efficient service to the community.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4040-Public Safety Constru..					\$0	\$2,308,600	\$2,308,600
DESIGN	4040-Public Safety Constru..					\$200,000	\$0	\$200,000
INTRNL CHG	4040-Public Safety Constru..					\$0	\$92,150	\$92,150
PUBLIC ART	4040-Public Safety Constru..					\$0	\$24,250	\$24,250
Grand Total						\$200,000	\$2,425,000	\$2,625,000

FY 2021-2030 Capital Improvement Program

Public Safety

RENOVATE FIRE STATION #157

Package Number
FY21-30CIP

Project Type
Public Safety

Project Number
CIPPS19052

Project Number: CIPPS19052

Description

Project is to remodel FS 157 (59th Ave and Brown) as infrastructure components have reached the end of their useful life. Renovation will include systems (laundry, change out area, etc.) to protect firefighters health & safety, and functional improvements. Infrastructure needs identified in the building assessment include kitchen casework, roof, interior finishes, parking and driveways. Renovation would also include updated security, and fire protection systems (if needed).

Justification

The station was constructed in 1997 and components are reaching the end of their useful life. The station house, driveways, and equipment bays require replacement to allow the fire department to continue to provide safe and efficient service to the community.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4040-Public Safety Constru..						\$2,499,000	\$2,499,000
DESIGN	4040-Public Safety Constru..						\$200,000	\$200,000
INTRNL CHG	4040-Public Safety Constru..						\$99,750	\$99,750
PUBLIC ART	4040-Public Safety Constru..						\$26,250	\$26,250
Grand Total							\$2,825,000	\$2,825,000

FY 2021-2030 Capital Improvement Program

Public Safety

POLICE STATION - WEST AREA

Package Number: FY21-30CIP
Project Type: Public Safety
Project Number: CIPPS19053

Project Number: CIPPS19053

Description

This project is for design & construction of a 4,000 sq. ft 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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4040-Public Safety Constru..						\$1,858,000	\$1,858,000
DESIGN	4040-Public Safety Constru..						\$148,000	\$148,000
INTRNL CHG	4040-Public Safety Constru..						\$70,604	\$70,604
PUBLIC ART	4040-Public Safety Constru..						\$18,580	\$18,580
Grand Total							\$2,095,184	\$2,095,184

FY 2021-2030 Capital Improvement Program

Public Safety

CITY COURT BUILDING

Package Number
FY21-30CIP

Project Type
Public Safety

Project Number
CIPPS19054

Project Number: CIPPS19054

Description

This project is to complete the new court that was built to ground level in 2009 and stopped. Originally planned at ~90,000 SF, a master plan will evaluate a smaller design.

Justification

The existing Court building, constructed in approximately 1989, has reached the end of its useful life. Building no longer meets the functional needs of the Courts. Lacks adequate security, document storage space, circulation, & court function space.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4040-Public Safety Constru..						\$31,000,000	\$31,000,000
CONTNGNCY	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..						\$1,178,000	\$1,178,000
PUBLIC ART	4040-Public Safety Constru..						\$310,000	\$310,000
Grand Total							\$37,238,000	\$37,238,000

Operating Costs

Category	O&M Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIP O&M							\$4,972,839	\$4,972,839
Grand Total							\$4,972,839	\$4,972,839

FY 2021-2030 Capital Improvement Program

Public Safety

Package Number: FY21-30CIP
Project Type: Public Safety
Project Number: CIPPS20033

PUBLIC SAFETY BUILDING REMODELS

Project Number: CIPPS20033

Description

The \$800,000 in FY20 is for design of 2nd floor GRPSTC for Fire Admin, and design of Sine for Prosecutor, as well as construction of 2nd floor GRPSTC. Projects in FY21(\$7,532,000) include the remodel of Sine (up to \$1.25m); Court imminent needs (up to \$4m); and priority 2 and 3 deficiencies identified as part of Public Safety Buildings assessments. Planned projects include: exhaust venting/removal (all Fire Stations), parking assessments (Foothills, Gateway, FS 157), roof (Gateway), HVAC (Foothills), parking lot subsidence (FS 152), and generator replacement (FS 154). The exact list will depend on individual items costs.

Justification

Many components are at the end of their useful life and require work or replacement in order to provide useable buildings.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4040-Public Safety Constru..	\$196,483						\$196,483
CONSTRUCT	4040-Public Safety Constru..	\$7,170,464						\$7,170,464
INTRNL CHG	4040-Public Safety Constru..	\$286,216						\$286,216
PUBLIC ART	4040-Public Safety Constru..	\$75,320						\$75,320
Grand Total		\$7,728,483						\$7,728,483

FY 2021-2030 Capital Improvement Program

Public Safety

TDMA UPGRADE FOR RWC

Package Number: FY21-30CIP
Project Type: Public Safety
Project Number: CIPPS70810

Project Number: CIPPS70810

Description

This project is a multi-year funded project for the TDMA upgrade of the Regional Wireless Cooperative (RWC) communications system. The TDMA technology will allow the RWC to almost double its capacity without the addition of more frequencies. Frequencies are limited in quantity and difficult to obtain. As the valley increases its hosting of major events, the radio system will be taxed. The TDMA technology will ease this burden. While not yet Federally mandated, TDMA in an inevitable technology upgrade. The scope of work includes 100% of the TDMA costs to the city. Departments using the RWC include Police, Fire, Field Ops, and Water Services.

Justification

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	1080-General Government C..	\$93,626						\$93,626
Grand Total		\$93,626						\$93,626

FY 2021-2030 Capital Improvement Program

Public Safety

FIRE APPARATUS REPLACEMENT

Package Number: FY21-30CIP
Project Type: Public Safety
Project Number: CIPPS70814

Project Number: CIPPS70814

Description

This project is to provide for programmatic replacement of large Fire Department vehicles to ensure the department may provide essential services to the community. All vehicles have slightly different criteria, and are evaluated for replacement for Fire engines at 7 years/100k miles; and for fire ladder trucks at 10 years/100k miles. Current costs for these vehicles are: Ladder Tender - \$470,000; ladders - \$1,450,000; engines - \$711,000. Future years are programmed with a 5% annual increase.

Justification

Programmatic replacement of vehicles will reduce overall lifecycle costs, protect public health and safety while aligning resources with the City's strategic priorities.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	1080-General Government C..	\$814,000	\$0	\$0	\$0	\$0	\$0	\$814,000
EQUIPMENT	1080-General Government C..	\$0	\$442,000	\$2,040,625	\$3,357,200	\$2,592,675	\$7,299,780	\$15,732,280
Grand Total		\$814,000	\$442,000	\$2,040,625	\$3,357,200	\$2,592,675	\$7,299,780	\$16,546,280

FY 2021-2030 Capital Improvement Program

Public Safety

REMODEL FIRE STATION #152

Package Number: FY21-30CIP
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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4040-Public Safety Constru..	\$73,056						\$73,056
Grand Total		\$73,056						\$73,056

FY 2021-2030 Capital Improvement Program

**Solid Waste
Summary by Project**

Project Number	Project Title	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIPSW19026	SOLID WASTE SOFTWARE PROCESS IMP.	\$0	\$100,000	\$200,000	\$200,000	\$0	\$0	\$0	\$500,000
CIPSW19027	REPLACE STREET SWEEPERS	\$267,616	\$0	\$0	\$0	\$324,552	\$340,780	\$597,596	\$1,530,544
CIPSW78001	REPLACE ROLLOFF TRUCKS - COMMERCIAL	\$210,464	\$0	\$231,512	\$0	\$0	\$0	\$471,843	\$913,819
CIPSW78002	FRONTLOAD TRUCKS-COMMERCIAL	\$846,720	\$729,720	\$0	\$401,346	\$0	\$413,386	\$2,077,532	\$4,468,704
CIPSW78003	SIDELOAD TRUCKS-RESIDENTIAL	\$1,305,188	\$1,370,306	\$2,533,755	\$1,855,070	\$1,140,867	\$1,521,156	\$6,023,509	\$15,749,851
CIPSW78004	BULK TRASH EQUIP.-RESIDENTIAL	\$1,301	\$830,495	\$682,146	\$1,538,322	\$862,919	\$750,360	\$2,408,970	\$7,074,513
CIPSW78005	REPLACE PICKUPS / SERVICE TRUCKS	\$25,797	\$100,850	\$135,800	\$35,566	\$0	\$0	\$134,051	\$432,064
CIPSW78009	ALLEY GATING	\$10,863	\$100,000	\$100,000	\$100,000	\$0	\$0	\$0	\$310,863
Grand Total		\$2,667,949	\$3,231,371	\$3,883,213	\$4,130,304	\$2,328,338	\$3,025,682	\$11,713,501	\$30,980,358

FY 2021-2030 Capital Improvement Program

Solid Waste
Summary by Funding Source

Funding Source	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
6120-Solid Waste	\$2,667,949	\$3,231,371	\$3,883,213	\$4,130,304	\$2,328,338	\$3,025,682	\$11,713,501	\$30,980,358
Grand Total	\$2,667,949	\$3,231,371	\$3,883,213	\$4,130,304	\$2,328,338	\$3,025,682	\$11,713,501	\$30,980,358

FY 2021-2030 Capital Improvement Program

Solid Waste

SOLID WASTE SOFTWARE PROCESS IMP.

Package Number: FY21-30CIP
Project Type: Solid Waste
Project Number: CIPSW19026

Project Number: CIPSW19026

Description

A Solid Waste (SW) process system City or Vendor hosted, improves routing efficiency & provides a comprehensive enterprise-level solution for SW operations. Included: system software, in-vehicle mobile devices, configuration/conversion/training & support.

Justification

This software project will be the driver for increasing operating efficiencies for a revenue generating enterprise. Funding in FY 2021 is for implementation; FY2022/FY2023 will be for upgrades.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
EQUIPMENT	6120-Solid Waste	\$100,000	\$200,000	\$200,000				\$500,000
Grand Total		\$100,000	\$200,000	\$200,000				\$500,000

FY 2021-2030 Capital Improvement Program

Solid Waste

REPLACE STREET SWEEPERS

Package Number: FY21-30CIP
Project Type: Solid Waste
Project Number: CIPSW19027

Project Number: CIPSW19027

Description

This project is to provide programmatic replacement of large Solid Waste vehicles to ensure the department may provide essential services to the community. SW has 6 street sweepers, each with a lifespan of 7 years requiring replacement over next 10 years. Updated costs include current quotes and inflation of 5% per year for established tariffs. Sweeper replacement plan: FY2024-1, FY 2025-1, 2026-2030-2. MAG grant funding will be reduced to 5.7% grant match funding requirement.

Justification

The equipment identified in this project are mandated by State and Federal as part of the PM10 nonattainment areas to improve air quality, reduce particulate emissions, and clear streets of road hazards and debris. Programmatic replacement of vehicles will reduce overall lifecycle costs, protect public health and safety while aligning resources with the City's strategic priorities.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6120-Solid Waste	\$267,616			\$0	\$0	\$0	\$267,616
EQUIPMENT	6120-Solid Waste	\$0			\$324,552	\$340,780	\$597,596	\$1,262,928
Grand Total		\$267,616			\$324,552	\$340,780	\$597,596	\$1,530,544

FY 2021-2030 Capital Improvement Program

Solid Waste

REPLACE ROLLOFF TRUCKS - COMMERCIAL

Package Number: FY21-30CIP
Project Type: Solid Waste
Project Number: CIPSW78001

Project Number: CIPSW78001

Description

This project is to provide for programmatic replacement of large Solid Waste vehicles to ensure the department may provide essential services to the community. Solid Waste has 3 commercial roll-off trucks requiring replacement over next 10 years. Updated costs include current quotes and inflation of 5% per year for established tariffs. Truck replacement plan: FY2022-1, FY2026-2030-2.

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. Programmatic replacement of vehicles will reduce overall lifecycle costs, protect public health and safety while aligning resources with the City's strategic priorities.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6120-Solid Waste	\$210,464	\$0				\$0	\$210,464
EQUIPMENT	6120-Solid Waste	\$0	\$231,512				\$471,843	\$703,355
Grand Total		\$210,464	\$231,512				\$471,843	\$913,819

FY 2021-2030 Capital Improvement Program

Solid Waste

Package Number
FY21-30CIP

Project Type
Solid Waste

Project Number
CIPSW78002

FRONTLOAD TRUCKS-COMMERCIAL

Project Number: CIPSW78002

Description

This project is to provide programmatic replacement of large Solid Waste vehicles/equipment to ensure the department may provide essential services to the community. SW has 7 front load trucks with a lifespan of 7 years and 1 front load bin delivery truck and trailer with a lifespan of 10 yrs. used for commercial and city services requiring replacement over next 10 years. Updated costs include current quotes and inflation of 5% per year for established tariffs. Truck replacement plan: FY21-(2), FY23-(1), FY26-30-(7).

Justification

The equipment identified in this project are used for safe collection and disposal of solid waste, mandated by State and City code. Assists in maintaining a safe and efficient operation for a revenue generating enterprise. Programmatic replacement of vehicles will reduce overall lifecycle costs, protect public health and safety while aligning resources with the City's strategic priorities.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6120-Solid Waste	\$846,720		\$0		\$0	\$0	\$846,720
EQUIPMENT	6120-Solid Waste	\$729,720		\$401,346		\$413,386	\$2,077,532	\$3,621,984
Grand Total		\$1,576,440		\$401,346		\$413,386	\$2,077,532	\$4,468,704

FY 2021-2030 Capital Improvement Program

Solid Waste

SIDELOAD TRUCKS-RESIDENTIAL

Package Number
FY21-30CIP

Project Type
Solid Waste

Project Number
CIPSW78003

Project Number: CIPSW78003

Description

This project is to provide for programmatic replacement of large Solid Waste vehicles to ensure the department may provide essential services to the community. SW has 26 side load trucks with a lifespan of 6 years requiring replacement over next 10 years. Updated costs include current quotes and inflation of 5% per year for established tariffs. Replacement plan for trucks: FY2021-(4), FY2022-(7), FY 2023-(5), FY 2024-(3), FY 2026-2030-(17).

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. Programmatic replacement of vehicles will reduce overall lifecycle costs, protect public health and safety while aligning resources with the City's strategic priorities.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6120-Solid Waste	\$1,305,188	\$0	\$0	\$0	\$0	\$0	\$1,305,188
EQUIPMENT	6120-Solid Waste	\$1,370,306	\$2,533,755	\$1,855,070	\$1,140,867	\$1,521,156	\$6,023,509	\$14,444,663
Grand Total		\$2,675,494	\$2,533,755	\$1,855,070	\$1,140,867	\$1,521,156	\$6,023,509	\$15,749,851

FY 2021-2030 Capital Improvement Program

Solid Waste

Package Number
FY21-30CIP

Project Type
Solid Waste

Project Number
CIPSW78004

BULK TRASH EQUIP.-RESIDENTIAL

Project Number: CIPSW78004

Description

This project is to provide for programmatic replacement of large Solid Waste vehicles/equipment to ensure the department may provide essential services to the community. SW has 15 rear load trucks and 8 tractors both with a lifespan of 8 years requiring replacement over next 10 years. Two tractors scheduled for replacement in FY2020 were deferred to FY2021 and FY2023 to accommodate a higher priority in replacement of other solid waste equipment that were beyond their lifespan in addition to higher purchasing quotes received. Replacement plan for equipment: FY2021-2 trucks 1 tractor, FY2022-2 trucks, FY2023-4 trucks 1 tractor, FY2024-2 trucks 1 tractor, FY2026-2030-6 trucks and 3 tractors.

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. Programmatic replacement of vehicles and equipment will reduce overall lifecycle costs, protect public health and safety while aligning resources with the City's strategic priorities.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6120-Solid Waste	\$1,301	\$0	\$0	\$0	\$0	\$0	\$1,301
EQUIPMENT	6120-Solid Waste	\$830,495	\$682,146	\$1,538,322	\$862,919	\$750,360	\$2,408,970	\$7,073,212
Grand Total		\$831,796	\$682,146	\$1,538,322	\$862,919	\$750,360	\$2,408,970	\$7,074,513

FY 2021-2030 Capital Improvement Program

Solid Waste

REPLACE PICKUPS / SERVICE TRUCKS

Package Number: FY21-30CIP
Project Type: Solid Waste
Project Number: CIPSW78005

Project Number: CIPSW78005

Description

This project is to provide for programmatic replacement of Solid Waste vehicles to ensure the department may provide essential services to the community. SW has 10 trucks used to support daily operations and provide timely customer service to the community. Costs include current quotes and inflation of 5% per year for established tariffs. Replacement plan for trucks: FY2021-3, FY2022-4, FY2023-1, FY2026-2030-4. FY22 costs are deferrals from FY20 due to elevated replacement needs and increased costs for other equipment.

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6120-Solid Waste	\$25,797	\$0	\$0			\$0	\$25,797
EQUIPMENT	6120-Solid Waste	\$100,850	\$135,800	\$35,566			\$134,051	\$406,267
Grand Total		\$126,647	\$135,800	\$35,566			\$134,051	\$432,064

FY 2021-2030 Capital Improvement Program

Solid Waste

ALLEY GATING

Package Number
FY21-30CIP

Project Type
Solid Waste

Project Number
CIPSW78009

Project Number: CIPSW78009

Description

A program that manages health/safety issues including blocking of vehicular access and difficulty of enforcement due to illegal dumping in alleys. Program can be requested by affected residential residents or city departments. Program includes residential garbage service relocations/blue stake gate location/gate installation and access key/code.

Justification

Promotes and enhances the quality of life for Glendale residents residing near or adjacent to alley ways, providing a safer and cleaner environment. Project evaluation will occur in FY2023. Project includes pre-gated alley clean-up & citizen notification.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6120-Solid Waste	\$10,863	\$0	\$0				\$10,863
EQUIPMENT	6120-Solid Waste	\$100,000	\$100,000	\$100,000				\$300,000
Grand Total		\$110,863	\$100,000	\$100,000				\$310,863

FY 2021-2030 Capital Improvement Program

**Streets
Summary by Project**

Project Number	Project Title	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIPST19006	PAVEMENT MANAGEMENT	\$400,000	\$10,200,000	\$10,200,000	\$10,200,000	\$10,200,000	\$10,200,000	\$51,000,000	\$102,400,000
CIPST19010	BALLPARK BOULEVARD	\$400,000	\$1,257,600	\$0	\$0	\$0	\$0	\$0	\$1,657,600
CIPST19048	CAPITAL BRIDGE REPAIR PROGRAM	\$266,397	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$2,766,397
CIPST20008	ST RECON CMLBK RD - 101 TO 91ST AVE	\$1,000,000	\$773,076	\$0	\$0	\$0	\$0	\$0	\$1,773,076
CIPST20012	FLASHING YELLOW ARROWS	\$0	\$0	\$604,770	\$0	\$0	\$0	\$0	\$604,770
CIPST20013	VEHICLE REPLACEMENT	\$600,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000	\$5,600,000
CIPST20014	ST RECON BHR-43RD TO 51ST AVE	\$0	\$0	\$0	\$1,818,876	\$0	\$0	\$0	\$1,818,876
CIPST20016	ST RECON GLENDALE AVE-101-EL MIRAGE	\$4,708,802	\$8,190,935	\$492,742	\$0	\$0	\$0	\$0	\$13,392,479
CIPST20019	ST RECON CMLBK RD-51ST-59TH AVE	\$0	\$0	\$0	\$0	\$1,919,840	\$0	\$0	\$1,919,840
CIPST20021	ST RECON CMLBK RD-83RD-91ST AVE	\$150,000	\$2,890,545	\$0	\$0	\$0	\$0	\$0	\$3,040,545
CIPST20022	BIKE PROJECTS (MATCH)	\$130,000	\$130,000	\$0	\$0	\$0	\$130,000	\$650,000	\$1,040,000
CIPST21003	63RD & NORTHERN AVE TRAFFIC SIGNAL	\$0	\$579,210	\$0	\$0	\$0	\$0	\$0	\$579,210
CIPST21004	NORTHERN PARKWAY CABLE BARRIER 1	\$0	\$889,153	\$0	\$0	\$0	\$0	\$0	\$889,153
CIPST21014	75TH AVENUE ASPERA IMPROVEMENTS	\$0	\$525,000	\$0	\$0	\$0	\$0	\$0	\$525,000
CIPST21015	CENTRAL CORE SIDEWALK GAPS	\$0	\$0	\$0	\$411,444	\$188,878	\$0	\$0	\$600,322
CIPST21016	67TH AVENUE BIKE LANES	\$0	\$0	\$430,395	\$430,395	\$361,861	\$0	\$0	\$1,222,651
CIPST21017	STREET RECON BELL RD 51ST TO 59TH	\$0	\$0	\$2,279,810	\$0	\$0	\$0	\$0	\$2,279,810

FY 2021-2030 Capital Improvement Program

**Streets
Summary by Project**

Project Number	Project Title	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIPST21018	ST RECON GLENDALE 101 TO 91ST	\$0	\$0	\$2,039,830	\$0	\$0	\$0	\$0	\$2,039,830
CIPST21021	67TH AND T-BIRD INTERSECT IMPROV.	\$0	\$630,970	\$2,613,315	\$0	\$0	\$0	\$0	\$3,244,285
CIPST65005	ITS UPGRADES	\$473,000	\$190,000	\$190,000	\$190,000	\$190,000	\$190,000	\$950,000	\$2,373,000
CIPST65016	NORTHERN PARKWAY	\$169,796	\$670,000	\$670,000	\$670,000	\$670,000	\$670,000	\$670,000	\$4,189,796
CIPST65063	NEW RIVER - MULTI-USE PATHWAY	\$716,709	\$0	\$0	\$0	\$0	\$0	\$0	\$716,709
CIPST65101	SIDEWALK AND CURB IMPROVEMENTS	\$85,000	\$0	\$0	\$0	\$0	\$0	\$0	\$85,000
CIPST67930	CARDINALS WAY, 83RD TO 91ST AVENUES	\$1,718,478	\$500,000	\$0	\$0	\$0	\$0	\$0	\$2,218,478
CIPST68125	STREET RECONSTRUCTION PROGRAM	\$3,685,457	\$0	\$0	\$0	\$0	\$0	\$0	\$3,685,457
CIPST68918	INFILL LIGHTING PROGRAM	\$530,000	\$529,240	\$0	\$0	\$0	\$0	\$0	\$1,059,240
CIPST68922	STREETLIGHT POLE PROGRAM	\$1,191,066	\$1,360,395	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000	\$3,226,461
Grand Total		\$16,224,705	\$30,066,124	\$20,345,862	\$14,545,715	\$14,355,579	\$12,015,000	\$57,395,000	\$164,947,985

FY 2021-2030 Capital Improvement Program

Streets
Summary by Funding Source

Funding Source	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
2060-Transportation Grants	\$0	\$1,468,363	\$0	\$0	\$0	\$0	\$0	\$1,468,363
4010-Streets Construction	\$9,544,259	\$5,225,450	\$0	\$0	\$0	\$0	\$0	\$14,769,709
4020-Hurf Streets Construction	\$2,521,066	\$5,339,635	\$3,525,000	\$3,525,000	\$3,525,000	\$3,525,000	\$17,625,000	\$39,585,701
4030-Transportation Capital Proj	\$2,440,902	\$16,901,706	\$14,207,547	\$11,020,715	\$10,830,579	\$8,490,000	\$39,770,000	\$103,661,449
4410-DIF Streets Zone 1 East	\$0	\$630,970	\$2,613,315	\$0	\$0	\$0	\$0	\$3,244,285
4420-DIF Streets Zone 2 West 101	\$1,718,478	\$500,000	\$0	\$0	\$0	\$0	\$0	\$2,218,478
Grand Total	\$16,224,705	\$30,066,124	\$20,345,862	\$14,545,715	\$14,355,579	\$12,015,000	\$57,395,000	\$164,947,985

FY 2021-2030 Capital Improvement Program

Streets

Package Number
FY21-30CIP

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.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4020-Hurf Streets Construc..	\$200,000	\$0	\$0	\$0	\$0	\$0	\$200,000
	4030-Transportation Capita..	\$200,000	\$0	\$0	\$0	\$0	\$0	\$200,000
CONSTRUCT	4020-Hurf Streets Construc..	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$15,000,000	\$30,000,000
	4030-Transportation Capita..	\$6,475,000	\$6,475,000	\$6,475,000	\$6,475,000	\$6,475,000	\$32,375,000	\$64,750,000
CONTNGCY	4020-Hurf Streets Construc..	\$56,000	\$56,000	\$56,000	\$56,000	\$56,000	\$280,000	\$560,000
	4030-Transportation Capita..	\$214,200	\$214,200	\$214,200	\$214,200	\$214,200	\$1,071,000	\$2,142,000
INTRNL CHG	4020-Hurf Streets Construc..	\$114,000	\$114,000	\$114,000	\$114,000	\$114,000	\$570,000	\$1,140,000
	4030-Transportation Capita..	\$246,050	\$246,050	\$246,050	\$246,050	\$246,050	\$1,230,250	\$2,460,500
PUBLIC ART	4020-Hurf Streets Construc..	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000	\$300,000
	4030-Transportation Capita..	\$64,750	\$64,750	\$64,750	\$64,750	\$64,750	\$323,750	\$647,500
Grand Total		\$10,600,000	\$10,200,000	\$10,200,000	\$10,200,000	\$10,200,000	\$51,000,000	\$102,400,000

FY 2021-2030 Capital Improvement Program

Streets

BALLPARK BOULEVARD

Package Number: FY21-30CIP
Project Type: Streets
Project Number: CIPST19010

Project Number: CIPST19010

Description

Project to design and construct Ballpark Boulevard. The project will connect the existing Ballpark 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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4020-Hurf Streets Construc..	\$300,000						\$300,000
	4030-Transportation Capita..	\$100,000						\$100,000
CONSTRUCT	4030-Transportation Capita..	\$1,200,000						\$1,200,000
INTRNL CHG	4030-Transportation Capita..	\$45,600						\$45,600
PUBLIC ART	4030-Transportation Capita..	\$12,000						\$12,000
Grand Total		\$1,657,600						\$1,657,600

FY 2021-2030 Capital Improvement Program

Streets

Package Number
FY21-30CIP

Project Type
Streets

Project Number
CIPST19048

CAPITAL BRIDGE REPAIR PROGRAM

Project Number: CIPST19048

Description

This program is needed to maintain city bridges to meet Federal Highway Administration standards. There are approximately 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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4030-Transportation Capita..	\$266,397	\$0	\$0	\$0	\$0	\$0	\$266,397
CONSTRUCT	4030-Transportation Capita..	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000	\$2,000,000
CONTNGCY	4030-Transportation Capita..	\$14,450	\$14,450	\$14,450	\$14,450	\$14,450	\$72,250	\$144,500
DESIGN	4030-Transportation Capita..	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000	\$250,000
INTRNL CHG	4030-Transportation Capita..	\$8,550	\$8,550	\$8,550	\$8,550	\$8,550	\$42,750	\$85,500
PUBLIC ART	4030-Transportation Capita..	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$10,000	\$20,000
Grand Total		\$516,397	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$2,766,397

FY 2021-2030 Capital Improvement Program

Streets

ST RECON CMLBK RD - 101 TO 91ST AVE

Package Number: FY21-30CIP
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 has been identified in the Pavement Management Plan and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4010-Streets Construction	\$1,000,000						\$1,000,000
CONSTRUCT	4010-Streets Construction	\$773,076						\$773,076
Grand Total		\$1,773,076						\$1,773,076

FY 2021-2030 Capital Improvement Program

Streets

Package Number
FY21-30CIP

Project Type
Streets

Project Number
CIPST20012

FLASHING YELLOW ARROWS

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 improving safety. The project involves median modifications to provide better alignment.

Justification

According to national data, Flashing Yellow Arrows can reduce left-turn crashes by offering motorists more opportunities to make left turns. This project provides Glendale matching funds.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4030-Transportation Capita..		\$471,000					\$471,000
INTRNL CHG	4030-Transportation Capita..		\$105,901					\$105,901
PUBLIC ART	4030-Transportation Capita..		\$27,869					\$27,869
Grand Total			\$604,770					\$604,770

FY 2021-2030 Capital Improvement Program

Streets

Package Number
FY21-30CIP

Project Type
Streets

Project Number
CIPST20013

VEHICLE REPLACEMENT

Project Number: CIPST20013

Description

Replacement of existing vehicles that support transportation operations.

Justification

Replacing existing vehicles will enable efficiency and reduce maintenance costs. This includes vehicles and equipment in the Transportation Department.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4020-Hurf Streets Construc..	\$300,000	\$0	\$0	\$0	\$0	\$0	\$300,000
	4030-Transportation Capita..	\$300,000	\$0	\$0	\$0	\$0	\$0	\$300,000
EQUIPMENT	4020-Hurf Streets Construc..	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$2,500,000
	4030-Transportation Capita..	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$2,500,000
Grand Total		\$1,100,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000	\$5,600,000

FY 2021-2030 Capital Improvement Program

Streets

Package Number
FY21-30CIP

Project Type
Streets

Project Number
CIPST20014

ST RECON BHR-43RD TO 51ST AVE

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 has been identified in the Pavement Management Plan and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4030-Transportation Capita..			\$1,472,000				\$1,472,000
CONTNGY	4030-Transportation Capita..			\$159,823				\$159,823
DESIGN	4030-Transportation Capita..			\$73,600				\$73,600
INTRNL CHG	4030-Transportation Capita..			\$58,733				\$58,733
NONCAPITAL	4030-Transportation Capita..			\$40,000				\$40,000
PUBLIC ART	4030-Transportation Capita..			\$14,720				\$14,720
Grand Total				\$1,818,876				\$1,818,876

FY 2021-2030 Capital Improvement Program

Streets

ST RECON GLENDALE AVE-101-EL MIRAGE

Package Number: FY21-30CIP
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 has been identified in the Pavement Management Plan and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4010-Streets Construction	\$4,708,802	\$0					\$4,708,802
CONSTRUCT	4010-Streets Construction	\$2,405,956	\$0					\$2,405,956
	4030-Transportation Capita..	\$4,964,979	\$492,742					\$5,457,721
CONTNGCY	4030-Transportation Capita..	\$280,000	\$0					\$280,000
INTRNL CHG	4030-Transportation Capita..	\$250,000	\$0					\$250,000
NONCAPITAL	4030-Transportation Capita..	\$150,000	\$0					\$150,000
PUBLIC ART	4030-Transportation Capita..	\$140,000	\$0					\$140,000
Grand Total		\$12,899,737	\$492,742					\$13,392,479

FY 2021-2030 Capital Improvement Program

Streets

Package Number
FY21-30CIP

Project Type
Streets

Project Number
CIPST20019

ST RECON CMLBK RD-51ST-59TH AVE

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 has been identified in the Pavement Management Plan and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4030-Transportation Capita..				\$1,600,000			\$1,600,000
CONTNGCY	4030-Transportation Capita..				\$160,000			\$160,000
DESIGN	4030-Transportation Capita..				\$80,000			\$80,000
INTRNL CHG	4030-Transportation Capita..				\$63,840			\$63,840
PUBLIC ART	4030-Transportation Capita..				\$16,000			\$16,000
Grand Total					\$1,919,840			\$1,919,840

FY 2021-2030 Capital Improvement Program

Streets

Package Number
FY21-30CIP

Project Type
Streets

Project Number
CIPST20021

ST RECON CMLBK RD-83RD-91ST AVE

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 has been identified in the Pavement Management Plan and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4010-Streets Construction	\$150,000						\$150,000
CONSTRUCT	4010-Streets Construction	\$2,046,418						\$2,046,418
	4030-Transportation Capita..	\$474,127						\$474,127
CONTNGCY	4030-Transportation Capita..	\$250,000						\$250,000
INTRNL CHG	4030-Transportation Capita..	\$95,000						\$95,000
PUBLIC ART	4030-Transportation Capita..	\$25,000						\$25,000
Grand Total		\$3,040,545						\$3,040,545

FY 2021-2030 Capital Improvement Program

Streets

BIKE PROJECTS (MATCH)

Package Number
FY21-30CIP

Project Type
Streets

Project Number
CIPST20022

Project Number: CIPST20022

Description

This funding provides matching funds for bicycle and pedestrian related projects.

Justification

This project enhances the quality of life for the residents and visitors by providing additional bicycle and pedestrian facilities.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4030-Transportation Capita..	\$130,000				\$0	\$0	\$130,000
CONSTRUCT	4030-Transportation Capita..	\$130,000				\$130,000	\$650,000	\$910,000
Grand Total		\$260,000				\$130,000	\$650,000	\$1,040,000

FY 2021-2030 Capital Improvement Program

Streets

63RD & NORTHERN AVE TRAFFIC SIGNAL

Package Number: FY21-30CIP
Project Type: Streets
Project Number: CIPST21003

Project Number: CIPST21003

Description

This project includes the design and construction of a new traffic signal at the intersection of 63rd and Northern avenues.

Justification

A traffic signal warrant analysis was completed in 2019. The results indicate that the operations and safety of the intersection could be improved by installing a traffic signal. The City was awarded Roadway Safety Program (HURF-RSP) funds, by MAG.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	2060-Transportation Grants	\$500,000						\$500,000
CONTNGCY	2060-Transportation Grants	\$20,000						\$20,000
INTRNL CHG	2060-Transportation Grants	\$24,210						\$24,210
PUBLIC ART	2060-Transportation Grants	\$5,000						\$5,000
RIGHTOFWAY	2060-Transportation Grants	\$30,000						\$30,000
Grand Total		\$579,210						\$579,210

Operating Costs

Category	O&M Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIP O&M			\$10,000	\$10,000	\$10,000	\$10,000	\$50,000	\$90,000
Grand Total			\$10,000	\$10,000	\$10,000	\$10,000	\$50,000	\$90,000

FY 2021-2030 Capital Improvement Program

Streets

NORTHERN PARKWAY CABLE BARRIER 1

Package Number
FY21-30CIP

Project Type
Streets

Project Number
CIPST21004

Project Number: CIPST21004

Description

Design and construct a median cable barrier along Northern Parkway between Sarival Avenue and the 143rd Avenue bridge over the railroad spur. The project will also address median soil erosion concerns.

Justification

Improve traffic safety along Northern Parkway between Sarival Avenue and 143rd Avenue. This project reduces City's liabilities by eliminating cross-over crashes along this part of the Parkway. The City was awarded Roadway Safety Program (HURF-RSP) funds, by MAG.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	2060-Transportation Grants	\$783,162						\$783,162
CONTNGNCY	2060-Transportation Grants	\$63,311						\$63,311
INTRNL CHG	2060-Transportation Grants	\$33,788						\$33,788
PUBLIC ART	2060-Transportation Grants	\$8,892						\$8,892
Grand Total		\$889,153						\$889,153

Operating Costs

Category	O&M Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIP O&M			\$45,000	\$45,000	\$45,000	\$45,000	\$225,000	\$405,000
Grand Total			\$45,000	\$45,000	\$45,000	\$45,000	\$225,000	\$405,000

FY 2021-2030 Capital Improvement Program

Streets

75TH AVENUE ASPERA IMPROVEMENTS

Package Number
FY21-30CIP

Project Type
Streets

Project Number
CIPST21014

Project Number: CIPST21014

Description

Project includes median reconfiguration, street widening and wayfinding signage on Aspera Boulevard as well as restriping and signage on 75th Avenue and right-of-way acquisition.

Justification

This project derives from a development agreement to complete infrastructure improvements in this area to allow for better traffic flow and mitigate congestion in the vicinity of Aspera Boulevard and 75th Avenue.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4030-Transportation Capita..	\$477,099						\$477,099
INTRNL CHG	4030-Transportation Capita..	\$18,130						\$18,130
PUBLIC ART	4030-Transportation Capita..	\$4,771						\$4,771
RIGHTOFWAY	4030-Transportation Capita..	\$25,000						\$25,000
Grand Total		\$525,000						\$525,000

FY 2021-2030 Capital Improvement Program

Streets

Package Number
FY21-30CIP

Project Type
Streets

Project Number
CIPST21015

CENTRAL CORE SIDEWALK GAPS

Project Number: CIPST21015

Description

This project identifies matching funds for the installation of continuous sidewalks in the central core area.

Justification

Project addresses General Plan, identifying the need to improve sidewalks. The City was awarded \$2.1 M in Federal funding for the design and construction of this project.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4030-Transportation Capita..			\$0	\$125,194			\$125,194
INTRNL CHG	4030-Transportation Capita..			\$41,724	\$41,724			\$83,448
PRE DESIGN	4030-Transportation Capita..			\$281,220	\$0			\$281,220
PUBLIC ART	4030-Transportation Capita..			\$0	\$21,960			\$21,960
RIGHTOFWAY	4030-Transportation Capita..			\$88,500	\$0			\$88,500
Grand Total				\$411,444	\$188,878			\$600,322

FY 2021-2030 Capital Improvement Program

Streets

Package Number
FY21-30CIP

Project Type
Streets

Project Number
CIPST21016

67TH AVENUE BIKE LANES

Project Number: CIPST21016

Description

This project identifies matching funds for the installation of bike lanes on 67th avenue between Missouri Avenue and Cholla Street.

Justification

The city was awarded \$4.3M in Federal funding for the design and construction of this project.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4030-Transportation Capita..	\$0	\$0	\$0	\$258,905			\$258,905
DESIGN	4030-Transportation Capita..		\$372,861	\$372,861	\$0			\$745,722
INTRNL CHG	4030-Transportation Capita..		\$57,534	\$57,534	\$57,534			\$172,602
PUBLIC ART	4030-Transportation Capita..		\$0	\$0	\$45,422			\$45,422
Grand Total			\$430,395	\$430,395	\$361,861			\$1,222,651

FY 2021-2030 Capital Improvement Program

Streets

STREET RECON BELL RD 51ST TO 59TH

Package Number: FY21-30CIP
Project Type: Streets
Project Number: CIPST21017

Project Number: CIPST21017

Description

Project to surface reconstruct street segment between Bell Road from 51st Avenue to 59th Avenue and related improvements.

Justification

This street segment has been identified in the Pavement Management Plan and Pavement Condition Inventory to be surface reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4030-Transportation Capita..		\$1,900,000					\$1,900,000
CONTNGCY	4030-Transportation Capita..		\$190,000					\$190,000
DESIGN	4030-Transportation Capita..		\$95,000					\$95,000
INTRNL CHG	4030-Transportation Capita..		\$75,810					\$75,810
PUBLIC ART	4030-Transportation Capita..		\$19,000					\$19,000
Grand Total			\$2,279,810					\$2,279,810

FY 2021-2030 Capital Improvement Program

Streets

Package Number
FY21-30CIP

Project Type
Streets

Project Number
CIPST21018

ST RECON GLENDALE 101 TO 91ST

Project Number: CIPST21018

Description

Project to surface reconstruct street segment between Glendale Avenue from Loop 101 to 91st Avenue and related improvements.

Justification

This street segment has been identified in the Pavement Management Plan and Pavement Condition Inventory to be surface reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4030-Transportation Capita..		\$1,700,000					\$1,700,000
CONTNGCY	4030-Transportation Capita..		\$170,000					\$170,000
DESIGN	4030-Transportation Capita..		\$85,000					\$85,000
INTRNL CHG	4030-Transportation Capita..		\$67,830					\$67,830
PUBLIC ART	4030-Transportation Capita..		\$17,000					\$17,000
Grand Total			\$2,039,830					\$2,039,830

FY 2021-2030 Capital Improvement Program

Streets

Package Number
FY21-30CIP

Project Type
Streets

Project Number
CIPST21021

67TH AND T-BIRD INTERSECT IMPROV.

Project Number: CIPST21021

Description

This project includes modifications to the intersection of 67th Avenue and Thunderbird Road by designing and constructing an additional eastbound and westbound through lane in the immediate vicinity of the intersection

Justification

The intersection was part of a March 2017 Intersection Level of Service Analysis report. It was found that it operates at a level of service E during the morning peak traffic volume period. This is below the City standard of LOS D.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4410-DIF Streets Zone 1 East	\$0	\$2,021,625					\$2,021,625
CONTNGNCY	4410-DIF Streets Zone 1 East	\$0	\$453,440					\$453,440
DESIGN	4410-DIF Streets Zone 1 East	\$181,370	\$0					\$181,370
INTRNL CHG	4410-DIF Streets Zone 1 East	\$0	\$118,030					\$118,030
PUBLIC ART	4410-DIF Streets Zone 1 East	\$0	\$20,220					\$20,220
RIGHTOFWAY	4410-DIF Streets Zone 1 East	\$449,600	\$0					\$449,600
Grand Total		\$630,970	\$2,613,315					\$3,244,285

Operating Costs

Category	O&M Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIP O&M				\$2,793	\$2,793	\$2,793	\$13,965	\$22,344
Grand Total				\$2,793	\$2,793	\$2,793	\$13,965	\$22,344

FY 2021-2030 Capital Improvement Program

Streets

Package Number
FY21-30CIP

Project Type
Streets

Project Number
CIPST65005

ITS UPGRADES

Project Number: CIPST65005

Description

Project provides local match funds for Federally Funded Intelligent Transportation Systems (ITS) citywide.

Justification

An enhanced system with updated communications infrastructure, traffic cameras, message signs, and networking equipment will make the traffic signal system more responsive.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4030-Transportation Capita..	\$473,000	\$0	\$0	\$0	\$0	\$0	\$473,000
CONSTRUCT	4030-Transportation Capita..	\$161,500	\$161,500	\$161,500	\$161,500	\$161,500	\$807,500	\$1,615,000
DESIGN	4030-Transportation Capita..	\$28,500	\$28,500	\$28,500	\$28,500	\$28,500	\$142,500	\$285,000
Grand Total		\$663,000	\$190,000	\$190,000	\$190,000	\$190,000	\$950,000	\$2,373,000

FY 2021-2030 Capital Improvement Program

Streets

NORTHERN PARKWAY

Package Number
FY21-30CIP

Project Type
Streets

Project Number
CIPST65016

Project Number: CIPST65016

Description

Northern Parkway is a 12.5-mile partial access-controlled roadway between Sarival and Grand avenues. The current funded phase of the project is between Sarival and 87th avenues.

Justification

Per intergovernmental agreement, Glendale's portion of local funding is \$37.9 million. To date, Glendale has expended approximately \$32.5 million towards this project.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4030-Transportation Capita..	\$169,796	\$0	\$0	\$0	\$0	\$0	\$169,796
CONSTRUCT	4030-Transportation Capita..	\$670,000	\$670,000	\$670,000	\$670,000	\$670,000	\$670,000	\$4,020,000
Grand Total		\$839,796	\$670,000	\$670,000	\$670,000	\$670,000	\$670,000	\$4,189,796

FY 2021-2030 Capital Improvement Program

Streets

Package Number
FY21-30CIP

Project Type
Streets

Project Number
CIPST65063

NEW RIVER - MULTI-USE PATHWAY

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4030-Transportation Capita..	\$716,709						\$716,709
Grand Total		\$716,709						\$716,709

FY 2021-2030 Capital Improvement Program

Streets

Package Number
FY21-30CIP

Project Type
Streets

Project Number
CIPST65101

SIDEWALK AND CURB IMPROVEMENTS

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4030-Transportation Capita..	\$85,000						\$85,000
Grand Total		\$85,000						\$85,000

FY 2021-2030 Capital Improvement Program

Streets

CARDINALS WAY, 83RD TO 91ST AVENUES

Package Number: FY21-30CIP
Project Type: Streets
Project Number: CIPST67930

Project Number: CIPST67930

Description

This project is for right-of-way acquisition, design and construction of Cardinals Way north of center line.

Justification

This project is part of the Stone Haven development agreement, which was approved by City Council to complete this project.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4420-DIF Streets Zone 2 We..	\$1,718,478						\$1,718,478
CONSTRUCT	4420-DIF Streets Zone 2 We..	\$500,000						\$500,000
Grand Total		\$2,218,478						\$2,218,478

Operating Costs

Category	O&M Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIP O&M			\$112,516	\$112,516	\$112,516	\$112,516	\$562,580	\$1,012,644
Grand Total			\$112,516	\$112,516	\$112,516	\$112,516	\$562,580	\$1,012,644

FY 2021-2030 Capital Improvement Program

Streets

Package Number
FY21-30CIP

Project Type
Streets

Project Number
CIPST68125

STREET RECONSTRUCTION PROGRAM

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4010-Streets Construction	\$3,685,457						\$3,685,457
Grand Total		\$3,685,457						\$3,685,457

FY 2021-2030 Capital Improvement Program

Streets

Package Number: FY21-30CIP
Project Type: Streets
Project Number: CIPST68918

INFILL LIGHTING PROGRAM

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 require the 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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4020-Hurf Streets Construc..	\$530,000						\$530,000
CONSTRUCT	4020-Hurf Streets Construc..	\$505,000						\$505,000
INTRNL CHG	4020-Hurf Streets Construc..	\$19,190						\$19,190
PUBLIC ART	4020-Hurf Streets Construc..	\$5,050						\$5,050
Grand Total		\$1,059,240						\$1,059,240

Operating Costs

Category	O&M Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIP O&M			\$15,370	\$15,370	\$15,370	\$15,370	\$76,850	\$138,330
Grand Total			\$15,370	\$15,370	\$15,370	\$15,370	\$76,850	\$138,330

FY 2021-2030 Capital Improvement Program

Streets

Package Number
FY21-30CIP

Project Type
Streets

Project Number
CIPST68922

STREETLIGHT POLE PROGRAM

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. This program is to mitigate safety hazards and provide better service.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	4020-Hurf Streets Construc..	\$1,191,066	\$0	\$0	\$0	\$0	\$0	\$1,191,066
CONSTRUCT	4020-Hurf Streets Construc..	\$1,346,926	\$74,257	\$74,257	\$74,257	\$74,257	\$371,287	\$2,015,241
PUBLIC ART	4020-Hurf Streets Construc..	\$13,469	\$743	\$743	\$743	\$743	\$3,713	\$20,154
Grand Total		\$2,551,461	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000	\$3,226,461

FY 2021-2030 Capital Improvement Program

**Transit
Summary by Project**

Project Number	Project Title	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIPTR20007	BUS STOP ACCESS ENHANCEMENTS (MAG)	\$90,000	\$0	\$0	\$0	\$0	\$0	\$0	\$90,000
CIPTR21013	NORTH GLENDALE PARK & RIDE PROJECT	\$0	\$1,151,581	\$0	\$0	\$0	\$0	\$0	\$1,151,581
CIPTR65022	TRANSP. PROG. ENGR. CONSULTANT	\$0	\$265,000	\$270,000	\$270,000	\$275,000	\$275,000	\$1,415,000	\$2,770,000
Grand Total		\$90,000	\$1,416,581	\$270,000	\$270,000	\$275,000	\$275,000	\$1,415,000	\$4,011,581

FY 2021-2030 Capital Improvement Program

**Transit
Summary by Funding Source**

Funding Source	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
2060-Transportation Grants	\$70,000	\$0	\$0	\$0	\$0	\$0	\$0	\$70,000
4030-Transportation Capital Proj	\$20,000	\$1,416,581	\$270,000	\$270,000	\$275,000	\$275,000	\$1,415,000	\$3,941,581
Grand Total	\$90,000	\$1,416,581	\$270,000	\$270,000	\$275,000	\$275,000	\$1,415,000	\$4,011,581

FY 2021-2030 Capital Improvement Program

Transit

BUS STOP ACCESS ENHANCEMENTS (MAG)

Package Number: FY21-30CIP
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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	2060-Transportation Grants	\$70,000						\$70,000
	4030-Transportation Capita..	\$20,000						\$20,000
Grand Total		\$90,000						\$90,000

FY 2021-2030 Capital Improvement Program

Transit

NORTH GLENDALE PARK & RIDE PROJECT

Package Number: FY21-30CIP
Project Type: Transit
Project Number: CIPTR21013

Project Number: CIPTR21013

Description

This project will establish a permanent Park and Ride facility. There are currently two Express Routes that serve north Glendale. One of the routes will be re-routed to reduce revenue miles and lower operation and maintenance costs to the City.

Justification

In 2008, Valley Metro conducted a Park and Ride Reprioritization Study and identified the north area as a future need for a Park & Ride.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	4030-Transportation Capita..	\$885,883						\$885,883
DESIGN	4030-Transportation Capita..	\$165,000						\$165,000
INTRNL CHG	4030-Transportation Capita..	\$41,838						\$41,838
PUBLIC ART	4030-Transportation Capita..	\$8,860						\$8,860
STUDY	4030-Transportation Capita..	\$50,000						\$50,000
Grand Total		\$1,151,581						\$1,151,581

FY 2021-2030 Capital Improvement Program

Transit

TRANSP. PROG. ENGR. CONSULTANT

Package Number: FY21-30CIP
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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
STUDY	4030-Transportation Capita..	\$265,000	\$270,000	\$270,000	\$275,000	\$275,000	\$1,415,000	\$2,770,000
Grand Total		\$265,000	\$270,000	\$270,000	\$275,000	\$275,000	\$1,415,000	\$2,770,000

FY 2021-2030 Capital Improvement Program

**Wastewater
Summary by Project**

Project Number	Project Title	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIPWW19086	GLENDALE AVE SEWER LINE	\$0	\$500,000	\$3,500,000	\$1,000,000	\$0	\$0	\$0	\$5,000,000
CIPWW19087	ARROWHEAD SEWER LINES - PHASE 2	\$0	\$0	\$0	\$380,000	\$500,000	\$500,000	\$2,800,000	\$4,180,000
CIPWW19088	ARROWHEAD SEWER LINES - PHASE 3	\$0	\$0	\$0	\$0	\$350,000	\$350,000	\$3,450,000	\$4,150,000
CIPWW20011	99TH AVENUE INTERCEPTOR	\$0	\$737,000	\$72,000	\$604,000	\$175,950	\$2,050,000	\$3,000,000	\$6,638,950
CIPWW20030	LUKE AFB WASTEWATER CONNECTION	\$565,700	\$5,000,000	\$4,950,000	\$0	\$0	\$0	\$0	\$10,515,700
CIPWW21026	WEST AREA WRF IMPROVEMENTS 2024	\$0	\$0	\$0	\$0	\$300,000	\$800,000	\$11,600,000	\$12,700,000
CIPWW21027	ARROWHEAD WRF IMPROVEMENTS 2023	\$0	\$0	\$0	\$200,000	\$1,100,000	\$1,100,000	\$10,200,000	\$12,600,000
CIPWW21028	UNDERGROUND STORAGE FACILITY PERMIT	\$0	\$0	\$100,000	\$100,000	\$0	\$0	\$0	\$200,000
CIPWW60007	ARROWHEAD WRF IMPROVEMENTS 2017	\$1,050,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,050,000
CIPWW60016	WEST AREA WRF IMPROVEMENTS 2017	\$7,122,200	\$140,000	\$2,320,000	\$3,158,000	\$2,500,000	\$4,000,000	\$6,000,000	\$25,240,200
CIPWW63003	99TH AVE INTERCEPTOR LINE	\$306,400	\$0	\$0	\$0	\$0	\$0	\$0	\$306,400
CIPWW63006	ARROWHEAD SEWER LINES	\$400,000	\$100,000	\$1,000,000	\$1,000,000	\$400,000	\$0	\$0	\$2,900,000
CIPWW63010	91ST AVENUE WWTP IMPROVEMENTS	\$250,000	\$2,500,000	\$2,900,000	\$2,650,000	\$2,950,000	\$2,950,000	\$15,000,000	\$29,200,000
CIPWW63016	SEWER LINE REPLACEMENT	\$3,911,100	\$900,000	\$1,070,000	\$2,100,000	\$3,500,000	\$4,500,000	\$3,350,000	\$19,331,100
CIPWW63017	SEWER LINE EXTENSION	\$465,200	\$0	\$0	\$0	\$0	\$0	\$0	\$465,200
CIPWW63024	SEWER MANHOLE REHABILITATION	\$300,000	\$300,000	\$500,000	\$470,000	\$480,000	\$480,000	\$2,500,000	\$5,030,000
CIPWW63030	LIFT STATION REHABILITATION 2019	\$0	\$550,000	\$1,800,000	\$1,750,000	\$0	\$1,000,000	\$1,500,000	\$6,600,000

FY 2021-2030 Capital Improvement Program

**Wastewater
Summary by Project**

Project Number	Project Title	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIPWW63031	WASTEWATER CAPITAL EQUIPMENT	\$214,900	\$500,000	\$500,000	\$0	\$0	\$0	\$0	\$1,214,900
CIPWW63032	WASTEWATER COLLECTION IMPROVEMENTS	\$297,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$797,000
Grand Total		\$14,882,500	\$11,727,000	\$18,712,000	\$13,412,000	\$12,255,950	\$17,730,000	\$59,400,000	\$148,119,450

FY 2021-2030 Capital Improvement Program

**Wastewater
Summary by Funding Source**

Funding Source	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
6030-Sewer	\$14,882,500	\$11,727,000	\$18,712,000	\$13,412,000	\$12,255,950	\$17,730,000	\$59,400,000	\$148,119,450
Grand Total	\$14,882,500	\$11,727,000	\$18,712,000	\$13,412,000	\$12,255,950	\$17,730,000	\$59,400,000	\$148,119,450

FY 2021-2030 Capital Improvement Program

Wastewater

Package Number: FY21-30CIP
Project Type: Wastewater
Project Number: CIPWW19086

GLENDALE AVE SEWER LINE

Project Number: CIPWW19086

Description

Assess, design and construct new 24" sewer line in Glendale Avenue from 91st to 99th Avenues.

Justification

This project will provide additional sewer line capacity in the area along Glendale Avenue from 91st to 99th Avenue as new development occurs. Current line is 15" diameter.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	6030-Sewer	\$0	\$3,000,000	\$1,000,000				\$4,000,000
DESIGN	6030-Sewer	\$500,000	\$500,000	\$0				\$1,000,000
Grand Total		\$500,000	\$3,500,000	\$1,000,000				\$5,000,000

FY 2021-2030 Capital Improvement Program

Wastewater

ARROWHEAD SEWER LINES - PHASE 2

Package Number: FY21-30CIP
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 manholes that collect wastewater flow to the Arrowhead Water Reclamation Facility are over 30 years old. This is the only sewer line that conveys sewage to the ARWRF for treatment.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	6030-Sewer			\$0	\$0	\$300,000	\$2,800,000	\$3,100,000
DESIGN	6030-Sewer			\$0	\$500,000	\$200,000	\$0	\$700,000
STUDY	6030-Sewer			\$380,000	\$0	\$0	\$0	\$380,000
Grand Total				\$380,000	\$500,000	\$500,000	\$2,800,000	\$4,180,000

FY 2021-2030 Capital Improvement Program

Wastewater

ARROWHEAD SEWER LINES - PHASE 3

Package Number: FY21-30CIP
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 manholes that collects wastewater flow to the Arrowhead Water Reclamation Facility are over 30 years old. This is the only sewer line that conveys sewage to the ARWRF for treatment.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	6030-Sewer				\$0	\$0	\$3,450,000	\$3,450,000
DESIGN	6030-Sewer				\$0	\$350,000	\$0	\$350,000
STUDY	6030-Sewer				\$350,000	\$0	\$0	\$350,000
Grand Total					\$350,000	\$350,000	\$3,450,000	\$4,150,000

FY 2021-2030 Capital Improvement Program

Wastewater

99TH AVENUE INTERCEPTOR

Package Number: FY21-30CIP
Project Type: Wastewater
Project Number: CIPWW20011

Project Number: CIPWW20011

Description

99th Avenue interceptor rehabilitation of manholes and 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.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
NONCAPITAL	6030-Sewer	\$737,000	\$72,000	\$604,000	\$175,950	\$2,050,000	\$3,000,000	\$6,638,950
Grand Total		\$737,000	\$72,000	\$604,000	\$175,950	\$2,050,000	\$3,000,000	\$6,638,950

FY 2021-2030 Capital Improvement Program

Wastewater

LUKE AFB WASTEWATER CONNECTION

Package Number
FY21-30CIP

Project Type
Wastewater

Project Number
CIPWW20030

Project Number: CIPWW20030

Description

Design & construct new wastewater line and lift station from Luke AFB to Glendale's treatment system. To coincide with Glendale Ave reconstruct.

Justification

Luke AFB intends to cease their wastewater treatment operations by October 2021. Glendale has the treatment capacity. Capital will be reimbursed by Luke AFB through outside funding or repayment charges over 10 years.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6030-Sewer	\$565,700	\$0					\$565,700
CONSTRUCT	6030-Sewer	\$4,000,000	\$4,800,000					\$8,800,000
DESIGN	6030-Sewer	\$850,000	\$0					\$850,000
INTRNL CHG	6030-Sewer	\$150,000	\$50,000					\$200,000
PUBLIC ART	6030-Sewer	\$0	\$100,000					\$100,000
Grand Total		\$5,565,700	\$4,950,000					\$10,515,700

Operating Costs

Category	O&M Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIP O&M				\$100,000	\$100,000	\$100,000	\$500,000	\$800,000
Grand Total				\$100,000	\$100,000	\$100,000	\$500,000	\$800,000

FY 2021-2030 Capital Improvement Program

Wastewater

WEST AREA WRF IMPROVEMENTS 2024

Package Number: FY21-30CIP
Project Type: Wastewater
Project Number: CIPWW21026

Project Number: CIPWW21026

Description

Study, design and construct phase III improvements to process areas.

Justification

West Area was built in 2000 and processes 2.7 billion gallons of wastewater annually. Several of the processes were replaced over the last several years. A condition assessment will be performed first on the components not rehab in 2017 project.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	6030-Sewer				\$0	\$180,000	\$11,600,000	\$11,780,000
DESIGN	6030-Sewer				\$0	\$300,000	\$0	\$300,000
INTRNL CHG	6030-Sewer				\$0	\$300,000	\$0	\$300,000
PUBLIC ART	6030-Sewer				\$0	\$20,000	\$0	\$20,000
STUDY	6030-Sewer				\$300,000	\$0	\$0	\$300,000
Grand Total					\$300,000	\$800,000	\$11,600,000	\$12,700,000

FY 2021-2030 Capital Improvement Program

Wastewater

ARROWHEAD WRF IMPROVEMENTS 2023

Package Number: FY21-30CIP
Project Type: Wastewater
Project Number: CIPWW21027

Project Number: CIPWW21027

Description

Design and construct ERDS structure, outlet valves, blowers, and other process rehabilitation and improvements.

Justification

Arrowhead was built in 1985 and processes 1.5 billion gallons of wastewater annually. Several of the processes were replaced over the last three years. A condition assessment will be performed first on the components not rehab in 2017 project.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	6030-Sewer			\$0	\$500,000	\$1,000,000	\$10,200,000	\$11,700,000
DESIGN	6030-Sewer			\$0	\$500,000	\$0	\$0	\$500,000
INTRNL CHG	6030-Sewer			\$0	\$100,000	\$100,000	\$0	\$200,000
STUDY	6030-Sewer			\$200,000	\$0	\$0	\$0	\$200,000
Grand Total				\$200,000	\$1,100,000	\$1,100,000	\$10,200,000	\$12,600,000

FY 2021-2030 Capital Improvement Program

Wastewater

UNDERGROUND STORAGE FACILITY PERMIT

Package Number: FY21-30CIP
Project Type: Wastewater
Project Number: CIPWW21028

Project Number: CIPWW21028

Description

Conduct required analysis to prepare application for Underground Storage Facility (USF) permit issued by the ADWR.

Justification

USF permit is required to store reclaimed effluent in the ground. The ADWR issues the permit. USF permit for West Area expires 2023. The USF permit for Arrowhead expires 2024. Permits must be renewed before the expiration date.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
NONCAPITAL	6030-Sewer		\$100,000	\$100,000				\$200,000
Grand Total			\$100,000	\$100,000				\$200,000

FY 2021-2030 Capital Improvement Program

Wastewater

ARROWHEAD WRF IMPROVEMENTS 2017

Package Number: FY21-30CIP
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

Arrowhead was built in 1985 and processes nearly 1.5 billion gallons of wastewater annually. The systems being replaced are at the end of their life expectancy and are in poor condition. Improvement to be completed in 2020.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6030-Sewer	\$1,050,000						\$1,050,000
Grand Total		\$1,050,000						\$1,050,000

FY 2021-2030 Capital Improvement Program

Wastewater

WEST AREA WRF IMPROVEMENTS 2017

Package Number: FY21-30CIP
Project Type: Wastewater
Project Number: CIPWW60016

Project Number: CIPWW60016

Description

Study, design and construct improvements to process areas. The project has three phases. GMP 1: fine screens, ultraviolet (UV) system. GMP 2: raw sewage pump station, sedimentation basin and other plant improvements. GMP 2A: clarifiers.

Justification

West Area was built in 2000 and processes 2.7 billion gallons of wastewater annually. Several of the processes were replaced over the last several years. An condition assessment will be performed first on the components not rehab in 2017 project.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6030-Sewer	\$7,122,200	\$0	\$0	\$0	\$0	\$0	\$7,122,200
CONSTRUCT	6030-Sewer	\$0	\$1,670,000	\$1,800,000	\$2,500,000	\$4,000,000	\$6,000,000	\$15,970,000
DESIGN	6030-Sewer	\$0	\$350,000	\$1,300,000	\$0	\$0	\$0	\$1,650,000
INTRNL CHG	6030-Sewer	\$100,000	\$200,000	\$50,000	\$0	\$0	\$0	\$350,000
PUBLIC ART	6030-Sewer	\$40,000	\$100,000	\$8,000	\$0	\$0	\$0	\$148,000
Grand Total		\$7,262,200	\$2,320,000	\$3,158,000	\$2,500,000	\$4,000,000	\$6,000,000	\$25,240,200

FY 2021-2030 Capital Improvement Program

Wastewater

99TH AVE INTERCEPTOR LINE

Package Number: FY21-30CIP
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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6030-Sewer	\$306,400						\$306,400
Grand Total		\$306,400						\$306,400

FY 2021-2030 Capital Improvement Program

Wastewater

ARROWHEAD SEWER LINES

Package Number: FY21-30CIP
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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6030-Sewer	\$400,000	\$0	\$0	\$0			\$400,000
CONSTRUCT	6030-Sewer	\$0	\$900,000	\$900,000	\$400,000			\$2,200,000
INTRNL CHG	6030-Sewer	\$90,000	\$90,000	\$90,000	\$0			\$270,000
PUBLIC ART	6030-Sewer	\$10,000	\$10,000	\$10,000	\$0			\$30,000
Grand Total		\$500,000	\$1,000,000	\$1,000,000	\$400,000			\$2,900,000

FY 2021-2030 Capital Improvement Program

Wastewater

91ST AVENUE WWTP IMPROVEMENTS

Package Number: FY21-30CIP
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. The City of Phoenix performs the work.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6030-Sewer	\$250,000	\$0	\$0	\$0	\$0	\$0	\$250,000
NONCAPITAL	6030-Sewer	\$2,500,000	\$2,900,000	\$2,650,000	\$2,950,000	\$2,950,000	\$15,000,000	\$28,950,000
Grand Total		\$2,750,000	\$2,900,000	\$2,650,000	\$2,950,000	\$2,950,000	\$15,000,000	\$29,200,000

FY 2021-2030 Capital Improvement Program

Wastewater

SEWER LINE REPLACEMENT

Package Number: FY21-30CIP
Project Type: Wastewater
Project Number: CIPWW63016

Project Number: CIPWW63016

Description

Rehabilitate or replace sewer lines in segments. Design and construct based on condition assessments. Includes construction of ARWRF waste activated sludge (WAS) line by-pass.

Justification

This project will rehabilitate the Waste Activate Sludge (WAS) line from the ARWF.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6030-Sewer	\$3,911,100	\$0	\$0	\$0	\$0	\$0	\$3,911,100
CONSTRUCT	6030-Sewer	\$500,000	\$1,000,000	\$1,400,000	\$3,170,000	\$3,900,000	\$3,350,000	\$13,320,000
DESIGN	6030-Sewer	\$300,000	\$0	\$500,000	\$200,000	\$500,000	\$0	\$1,500,000
INTRNL CHG	6030-Sewer	\$90,000	\$50,000	\$150,000	\$100,000	\$90,000	\$0	\$480,000
PUBLIC ART	6030-Sewer	\$10,000	\$20,000	\$50,000	\$30,000	\$10,000	\$0	\$120,000
Grand Total		\$4,811,100	\$1,070,000	\$2,100,000	\$3,500,000	\$4,500,000	\$3,350,000	\$19,331,100

FY 2021-2030 Capital Improvement Program

Wastewater

SEWER LINE EXTENSION

Package Number: FY21-30CIP
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 not funded by DIF funds.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6030-Sewer	\$465,200						\$465,200
Grand Total		\$465,200						\$465,200

FY 2021-2030 Capital Improvement Program

Wastewater

SEWER MANHOLE REHABILITATION

Package Number: FY21-30CIP
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.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6030-Sewer	\$300,000	\$0	\$0	\$0	\$0	\$0	\$300,000
INTRNL CHG	6030-Sewer	\$50,000	\$50,000	\$20,000	\$30,000	\$30,000	\$0	\$180,000
NONCAPITAL	6030-Sewer	\$250,000	\$450,000	\$450,000	\$450,000	\$450,000	\$2,500,000	\$4,550,000
Grand Total		\$600,000	\$500,000	\$470,000	\$480,000	\$480,000	\$2,500,000	\$5,030,000

FY 2021-2030 Capital Improvement Program

Wastewater

LIFT STATION REHABILITATION 2019

Package Number: FY21-30CIP
Project Type: Wastewater
Project Number: CIPWW63030

Project Number: CIPWW63030

Description

Assess condition and rehabilitate lift stations and related force mains city wide.

Justification

It is important to ensure the lift stations are in good operational conditions and meet safety requirements. Potential equipment failure would cause sewerage overflows.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	6030-Sewer	\$300,000	\$1,440,000	\$1,260,000		\$1,000,000	\$1,500,000	\$5,500,000
DESIGN	6030-Sewer	\$200,000	\$300,000	\$400,000		\$0	\$0	\$900,000
INTRNL CHG	6030-Sewer	\$40,000	\$50,000	\$80,000		\$0	\$0	\$170,000
PUBLIC ART	6030-Sewer	\$10,000	\$10,000	\$10,000		\$0	\$0	\$30,000
Grand Total		\$550,000	\$1,800,000	\$1,750,000		\$1,000,000	\$1,500,000	\$6,600,000

FY 2021-2030 Capital Improvement Program

Wastewater

WASTEWATER CAPITAL EQUIPMENT

Package Number: FY21-30CIP
Project Type: Wastewater
Project Number: CIPWW63031

Project Number: CIPWW63031

Description

Replacement of capital equipment at wastewater facilities. Includes pumps, motors, PLC and VFD.

Justification

As equipment at the wastewater treatment plants reach the end of service-life, it is replaced. It is critical to ensure City's treatment facilities are in good operational condition to meet demands and regulatory requirements.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6030-Sewer	\$214,900	\$0					\$214,900
EQUIPMENT	6030-Sewer	\$500,000	\$500,000					\$1,000,000
Grand Total		\$714,900	\$500,000					\$1,214,900

FY 2021-2030 Capital Improvement Program

Wastewater

WASTEWATER COLLECTION IMPROVEMENTS

Package Number: FY21-30CIP
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 reaches the end of service-life, it is replaced. It is critical to ensure City's collection system is in good operational condition to meet demands and regulatory requirements.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6030-Sewer	\$297,000						\$297,000
EQUIPMENT	6030-Sewer	\$100,000						\$100,000
NONCAPITAL	6030-Sewer	\$400,000						\$400,000
Grand Total		\$797,000						\$797,000

FY 2021-2030 Capital Improvement Program

Water
Summary by Project

Project Number	Project Title	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIPWA19018	WHITE MTN APACHE WATER RIGHTS	\$0	\$0	\$0	\$0	\$0	\$3,500,000	\$3,500,000	\$7,000,000
CIPWA19020	SCADA REPLACEMENT STUDY	\$0	\$0	\$0	\$750,000	\$750,000	\$0	\$0	\$1,500,000
CIPWA19021	STORAGE & RECOVERY WELLS REHAB	\$0	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000	\$4,000,000
CIPWA19022	WATER SUPPLY REDUNDANCY	\$350,000	\$350,000	\$100,000	\$2,880,000	\$3,050,000	\$4,140,000	\$16,400,000	\$27,270,000
CIPWA19085	LOOP 101 WATER TREATMENT PLANT	\$0	\$0	\$0	\$0	\$0	\$0	\$43,023,225	\$43,023,225
CIPWA21022	OASIS WTP IMPROVEMENT 2021	\$0	\$1,800,000	\$750,000	\$2,500,000	\$2,050,000	\$3,050,000	\$12,600,000	\$22,750,000
CIPWA21023	PYRAMID PEAK IMPROVEMENT 2022	\$0	\$0	\$300,000	\$2,000,000	\$2,100,000	\$500,000	\$18,400,000	\$23,300,000
CIPWA21024	CHOLLA WTP IMPROVEMENTS 2022	\$0	\$0	\$650,000	\$3,100,000	\$3,550,000	\$3,150,000	\$18,000,000	\$28,450,000
CIPWA21025	WATER LINE REPLACEMENT 2023	\$0	\$0	\$0	\$2,000,000	\$3,150,000	\$3,550,000	\$10,500,000	\$19,200,000
CIPWA21031	ASSURED WATER SUPPLY OBLIGATION	\$0	\$0	\$300,000	\$0	\$0	\$0	\$0	\$300,000
CIPWA21032	ZONE 3 TRANS LINE	\$0	\$200,000	\$3,450,000	\$0	\$0	\$0	\$15,500,000	\$19,150,000
CIPWA60015	ASSET MANGEMENT PROGRAM	\$480,600	\$100,000	\$0	\$0	\$0	\$0	\$0	\$580,600
CIPWA60017	INTEGRATED WATER MASTER PLAN	\$774,000	\$520,000	\$500,000	\$0	\$0	\$0	\$0	\$1,794,000
CIPWA60018	LABORATORY EQUIPMENT	\$50,000	\$150,000	\$100,000	\$180,000	\$100,000	\$0	\$0	\$580,000
CIPWA60019	VEHICLE REPLACEMENT	\$200,000	\$250,000	\$100,000	\$1,000,000	\$600,000	\$1,300,000	\$4,500,000	\$7,950,000
CIPWA61001	LARGE WATER VALVES	\$506,700	\$240,000	\$680,000	\$680,000	\$680,000	\$680,000	\$3,500,000	\$6,966,700
CIPWA61013	WATER LINE REPLACEMENT 2014	\$3,408,500	\$550,000	\$2,050,000	\$1,000,000	\$0	\$0	\$0	\$7,008,500

FY 2021-2030 Capital Improvement Program

Water
Summary by Project

Project Number	Project Title	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIPWA61023	WATER SYSTEM SECURITY	\$229,500	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$350,000	\$1,329,500
CIPWA61024	CHOLLA WTP IMPROVEMENTS 2014	\$5,000,000	\$2,550,000	\$3,925,000	\$3,000,000	\$0	\$0	\$0	\$14,475,000
CIPWA61027	WATER LINE EXTENSION	\$750,000	\$200,000	\$0	\$0	\$0	\$0	\$0	\$950,000
CIPWA61043	PYRAMID PEAK IMPROVEMENTS 2017	\$9,000,000	\$650,000	\$2,300,000	\$3,500,000	\$0	\$0	\$0	\$15,450,000
CIPWA61045	T-BIRD RESERVOIR IMPROV & REHAB	\$0	\$0	\$200,000	\$10,000	\$0	\$0	\$1,790,000	\$2,000,000
CIPWA61047	METER VAULT REPLACEMENT	\$474,200	\$30,000	\$550,000	\$550,000	\$550,000	\$550,000	\$520,000	\$3,224,200
CIPWA61048	GROUNDWATER WELL REHABILITATION	\$1,192,900	\$280,000	\$650,000	\$700,000	\$1,200,000	\$500,000	\$4,000,000	\$8,522,900
CIPWA61049	ZONE 2&3 DISTRIBUTION IMPROVEMENTS	\$678,100	\$100,000	\$200,000	\$200,000	\$0	\$0	\$0	\$1,178,100
CIPWA61051	ACCUAL OF LT WTR STORAGE CREDITS	\$390,000	\$0	\$300,000	\$300,000	\$500,000	\$0	\$0	\$1,490,000
CIPWA61054	DISTRIBUTION SYSTEM IMPROVEMENTS	\$638,500	\$30,000	\$500,000	\$0	\$500,000	\$500,000	\$3,000,000	\$5,168,500
CIPWA61055	OASIS WTP IMPROVEMENTS	\$1,328,700	\$0	\$0	\$0	\$0	\$0	\$0	\$1,328,700
CIPWA61058	PYRAMID PEAK WTP 15MGD EXP.	\$22,000,000	\$3,150,000	\$13,550,000	\$0	\$0	\$0	\$0	\$38,700,000
CIPWA61061	WATER CAPITAL EQUIPMENT	\$200,000	\$500,000	\$500,000	\$500,000	\$500,000	\$0	\$0	\$2,200,000
CIPWA61062	TRANSMISSION LINE & VALVE ASSESSMNT	\$150,000	\$300,000	\$0	\$0	\$0	\$0	\$0	\$450,000
Grand Total		\$47,801,700	\$12,500,000	\$32,205,000	\$25,400,000	\$19,850,000	\$21,970,000	\$157,583,225	\$317,289,925

FY 2021-2030 Capital Improvement Program

Water
Summary by Funding Source

Funding Source	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
6020-Water	\$47,801,700	\$12,500,000	\$32,205,000	\$25,400,000	\$19,830,000	\$21,970,000	\$157,583,225	\$317,289,925
Grand Total	\$47,801,700	\$12,500,000	\$32,205,000	\$25,400,000	\$19,830,000	\$21,970,000	\$157,583,225	\$317,289,925

FY 2021-2030 Capital Improvement Program

Water

WHITE MTN APACHE WATER RIGHTS

Project Number: CIPWA19018

Package Number
FY21-30CIP

Project Type
Water

Project Number
CIPWA19018

Description

100-year lease of water rights pursuant to the White Mountain Apache Tribe settlement for 2,363 acre feet annually. The settlement agreement is in the negotiation/approval process. Payment to follow in future years.

Justification

Council approved the lease settlement on February 24, 2009 and approved the amended and restated WMAT Water Quantification agreement on February 12, 2013.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
NONCAPITAL	6020-Water					\$3,500,000	\$3,500,000	\$7,000,000
Grand Total						\$3,500,000	\$3,500,000	\$7,000,000

FY 2021-2030 Capital Improvement Program

Water

SCADA REPLACEMENT STUDY

Package Number
FY21-30CIP

Project Type
Water

Project Number
CIPWA19020

Project Number: CIPWA19020

Description

Study alternative information and communication systems to develop a plan to upgrade equipment of the Supervisory Control and Data Acquisition (SCADA) system to new technologies. New project will be added for equipment based on recommendations.

Justification

SCADA controls the treatment processes within the plants and distribution systems. System components are at end of service life. New technologies will reduce risk of failure at critical measurement points and increase resiliency of the systems.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
STUDY	6020-Water			\$750,000	\$750,000			\$1,500,000
Grand Total				\$750,000	\$750,000			\$1,500,000

FY 2021-2030 Capital Improvement Program

Water

STORAGE & RECOVERY WELLS REHAB

Package Number
FY21-30CIP

Project Type
Water

Project Number
CIPWA19021

Project Number: CIPWA19021

Description

Rehabilitate four (4) Aquifer Storage and Recovery wells (two at the Arrowhead WRF & two at Oasis Lake) and eight (8) vadose zone recharge wells (six at the AWRF and two at Oasis Lake) on a 10-year cycle.

Justification

Based on evaluation, need to rehabilitate one well every year to maintain the system's resiliency. These recharge wells need to recharge effluent to various groundwater levels to maximize groundwater storage credits.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
EQUIPMENT	6020-Water	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000	\$4,000,000
Grand Total		\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000	\$4,000,000

FY 2021-2030 Capital Improvement Program

Water

WATER SUPPLY REDUNDANCY

Project Number: CIPWA19022

Package Number
FY21-30CIP

Project Type
Water

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

Water supply redundancy from multiple sources at times of restricted supply is critical to providing an on-demand response to all customers. Groundwater wells can provide water during water supplier restrictions or during drought management, plant shut-down, or transmission failure.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6020-Water	\$350,000	\$0	\$0	\$0	\$0	\$0	\$350,000
CONSTRUCT	6020-Water	\$0	\$0	\$1,000,000	\$2,000,000	\$3,300,000	\$14,000,000	\$20,300,000
DESIGN	6020-Water	\$200,000	\$100,000	\$200,000	\$500,000	\$500,000	\$0	\$1,500,000
EQUIPMENT	6020-Water	\$0	\$0	\$1,400,000	\$300,000	\$200,000	\$1,500,000	\$3,400,000
INTRNL CHG	6020-Water	\$0	\$0	\$200,000	\$200,000	\$100,000	\$300,000	\$800,000
NONCAPITAL	6020-Water	\$150,000	\$0	\$0	\$0	\$0	\$500,000	\$650,000
PUBLIC ART	6020-Water	\$0	\$0	\$80,000	\$50,000	\$40,000	\$100,000	\$270,000
Grand Total		\$700,000	\$100,000	\$2,880,000	\$3,050,000	\$4,140,000	\$16,400,000	\$27,270,000

FY 2021-2030 Capital Improvement Program

Water

LOOP 101 WATER TREATMENT PLANT

Package Number: FY21-30CIP
Project Type: Water
Project Number: CIPWA19085

Project Number: CIPWA19085

Description

Future groundwater treatment plant. Revise need after Water Master Plan is updated in 2020.

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	6020-Water						\$35,000,000	\$35,000,000
CONTNGCY	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
Grand Total							\$43,023,225	\$43,023,225

FY 2021-2030 Capital Improvement Program

Water

OASIS WTP IMPROVEMENT 2021

Package Number: FY21-30CIP
Project Type: Water
Project Number: CIPWA21022

Project Number: CIPWA21022

Description

Evaluate, design, and construct improvements brine ponds, chlorine generator, IX plant conveyance, and other processes.

Justification

Oasis WTP was built in 2007 and expanded in 2012. Oasis provides 1.7 billion gallons of water to the southern and western portions of Glendale. After a condition assessment, several systems are in need of rehabilitation.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	6020-Water	\$1,500,000	\$750,000	\$1,700,000	\$1,570,000	\$2,400,000	\$11,000,000	\$18,920,000
DESIGN	6020-Water	\$200,000	\$0	\$200,000	\$350,000	\$500,000	\$1,200,000	\$2,450,000
INTRNL CHG	6020-Water	\$80,000	\$0	\$80,000	\$100,000	\$130,000	\$300,000	\$690,000
PUBLIC ART	6020-Water	\$20,000	\$0	\$20,000	\$30,000	\$20,000	\$100,000	\$190,000
STUDY	6020-Water	\$0	\$0	\$500,000	\$0	\$0	\$0	\$500,000
Grand Total		\$1,800,000	\$750,000	\$2,500,000	\$2,050,000	\$3,050,000	\$12,600,000	\$22,750,000

FY 2021-2030 Capital Improvement Program

Water

PYRAMID PEAK IMPROVEMENT 2022

Package Number: FY21-30CIP
Project Type: Water
Project Number: CIPWA21023

Project Number: CIPWA21023

Description

Study, design, and construct process improvements. To include the processes: gate valves, sedimentary basins, lagoon pumps, chlorine generator, and other systems.

Justification

Pyramid is a critical water treatment plant. The plant provides 13 billion gallons of water annually to the northern portion of Glendale. Rehabilitation reduces risk of equipment failure, loss of service to citizens, and implements new efficiencies.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	6020-Water		\$0	\$900,000	\$1,600,000	\$400,000	\$16,000,000	\$18,900,000
DESIGN	6020-Water		\$0	\$1,000,000	\$400,000	\$100,000	\$2,100,000	\$3,600,000
INTRNL CHG	6020-Water		\$0	\$100,000	\$100,000	\$0	\$300,000	\$500,000
STUDY	6020-Water		\$300,000	\$0	\$0	\$0	\$0	\$300,000
Grand Total			\$300,000	\$2,000,000	\$2,100,000	\$500,000	\$18,400,000	\$23,300,000

FY 2021-2030 Capital Improvement Program

Water

CHOLLA WTP IMPROVEMENTS 2022

Package Number: FY21-30CIP
Project Type: Water
Project Number: CIPWA21024

Project Number: CIPWA21024

Description

Study, design, and construct process improvements. To include the processes: backwash pumps, centrifuge & solid handling, filters & floc drives, chlorine generator, and other systems.

Justification

Cholla is a critical water treatment plant. This plant provides 4 billion gallons of water annually to the central portion of Glendale. Rehabilitation reduces risk of equipment failure, loss of service to citizens, and implements new efficiencies.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	6020-Water		\$0	\$2,810,000	\$3,200,000	\$2,900,000	\$15,600,000	\$24,510,000
DESIGN	6020-Water		\$600,000	\$200,000	\$100,000	\$120,000	\$2,000,000	\$3,020,000
INTRNL CHG	6020-Water		\$50,000	\$80,000	\$230,000	\$100,000	\$230,000	\$690,000
PUBLIC ART	6020-Water		\$0	\$10,000	\$20,000	\$30,000	\$170,000	\$230,000
Grand Total			\$650,000	\$3,100,000	\$3,550,000	\$3,150,000	\$18,000,000	\$28,450,000

FY 2021-2030 Capital Improvement Program

Water

WATER LINE REPLACEMENT 2023

Package Number: FY21-30CIP
Project Type: Water
Project Number: CIPWA21025

Project Number: CIPWA21025

Description

Design and construct waterline replacement. Work is performed in phases based on condition assessments. Includes line replacement in Camelback Rd, & Bethany Home Rd in conjunction with street replacement and future segment replacements.

Justification

The average age of the water distribution system is over 35 years old. Rehabilitation or replacement is perform based on evaluation of the condition of the line segment to reduce risk of failure.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	6020-Water			\$1,500,000	\$2,860,000	\$2,900,000	\$8,000,000	\$15,260,000
DESIGN	6020-Water			\$400,000	\$100,000	\$500,000	\$2,020,000	\$3,020,000
INTRNL CHG	6020-Water			\$80,000	\$150,000	\$120,000	\$400,000	\$750,000
PUBLIC ART	6020-Water			\$20,000	\$40,000	\$30,000	\$80,000	\$170,000
Grand Total				\$2,000,000	\$3,150,000	\$3,550,000	\$10,500,000	\$19,200,000

FY 2021-2030 Capital Improvement Program

Water

ASSURED WATER SUPPLY OBLIGATION

Package Number: FY21-30CIP
Project Type: Water
Project Number: CIPWA21031

Project Number: CIPWA21031

Description

Conduct a study of City's water supply to prepare the renewal application to the Arizona Department of Water Resources. Permit scheduled to expire in 2023.

Justification

The city must demonstrate that sufficient supplies of water are physically, continuously and legally available for at least 100 years. The application to modify/renew the designation is due to ADWR by December 31, 2023.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
NONCAPITAL	6020-Water		\$300,000					\$300,000
Grand Total			\$300,000					\$300,000

FY 2021-2030 Capital Improvement Program

Water

ZONE 3 TRANS LINE

Package Number: FY21-30CIP
Project Type: Water
Project Number: CIPWA21032

Project Number: CIPWA21032

Description

Design and construct 48" transmission main from Pyramid Peak Water Treatment Plant to zone 2/3 split. Work performed in three phases.

Justification

Add parallel transmission main for added capacity and redundancy to existing main from Pyramid Peak WTP to the zone 2/3 split.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	6020-Water	\$0	\$3,000,000				\$15,000,000	\$18,000,000
DESIGN	6020-Water	\$200,000	\$300,000				\$0	\$500,000
INTRNL CHG	6020-Water	\$0	\$120,000				\$380,000	\$500,000
PUBLIC ART	6020-Water	\$0	\$30,000				\$120,000	\$150,000
Grand Total		\$200,000	\$3,450,000				\$15,500,000	\$19,150,000

FY 2021-2030 Capital Improvement Program

Water

ASSET MANGEMENT PROGRAM

Package Number: FY21-30CIP
Project Type: Water
Project Number: CIPWA60015

Project Number: CIPWA60015

Description

Evaluate and replace asset management system enterprise application for additional functionalities and efficiencies.

Justification

Establishing an asset management system and replacing work order software will provide governance of how we maintain and replace assets for sustainability and provide real time data for prioritizing CIP Improvements.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6020-Water	\$480,600						\$480,600
EQUIPMENT	6020-Water	\$100,000						\$100,000
Grand Total		\$580,600						\$580,600

FY 2021-2030 Capital Improvement Program

Water

INTEGRATED WATER MASTER PLAN

Package Number: FY21-30CIP
Project Type: Water
Project Number: CIPWA60017

Project Number: CIPWA60017

Description

Update Integrated Master Plan to include the plans for water, sewer, reclaimed water, and stormwater systems.

Justification

This project provides needed planning to ensure necessary infrastructure is available, and water resources are available to meet anticipated demands to support future development.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6020-Water	\$774,000	\$0					\$774,000
INTRNL CHG	6020-Water	\$20,000	\$0					\$20,000
NONCAPITAL	6020-Water	\$500,000	\$500,000					\$1,000,000
Grand Total		\$1,294,000	\$500,000					\$1,794,000

FY 2021-2030 Capital Improvement Program

Water

LABORATORY EQUIPMENT

Package Number: FY21-30CIP
Project Type: Water
Project Number: CIPWA60018

Project Number: CIPWA60018

Description

Upgrade or replace capital laboratory test equipment. Includes water de-ionizer, ICP-MS, IC-ESI-MS/MS, two GC-MS over three years.

Justification

Critical laboratory test equipment is at the end of useful life. Maintenance is becoming costly versus replacement or using outside laboratory services. Water quality testing is mandatory to the treatment of water.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6020-Water	\$50,000	\$0	\$0	\$0			\$50,000
EQUIPMENT	6020-Water	\$150,000	\$100,000	\$180,000	\$100,000			\$530,000
Grand Total		\$200,000	\$100,000	\$180,000	\$100,000			\$580,000

FY 2021-2030 Capital Improvement Program

Water

VEHICLE REPLACEMENT

Project Number: CIPWA60019

Description

Replacement of vehicles, heavy trucks, and excavation equipment. Replacement is based on service life, usage, condition, and cost to maintain.

Justification

Mobility is critical to effectively and efficiently perform work required. The fleet is comprised of over 165 units for a cost to replace of more than \$10 million. Units range in value from \$50,000 to \$500,000 with service life of 10 to 20 years.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6020-Water	\$200,000	\$0	\$0	\$0	\$0	\$0	\$200,000
EQUIPMENT	6020-Water	\$250,000	\$100,000	\$1,000,000	\$600,000	\$1,300,000	\$4,500,000	\$7,750,000
Grand Total		\$450,000	\$100,000	\$1,000,000	\$600,000	\$1,300,000	\$4,500,000	\$7,950,000

FY 2021-2030 Capital Improvement Program

Water

LARGE WATER VALVES

Package Number: FY21-30CIP
Project Type: Water
Project Number: CIPWA61001

Project Number: CIPWA61001

Description

Replace 6" to 18" water main valves, related water lines and fire hydrants to maintain the operational reliability of the City's water distribution and fire suppression systems. Depending on size and condition, 150 to 200 valves are replaced annually.

Justification

Age of main valves vary, with many of them over 25 years old. Replacement is required along with any attached fire hydrants and service lines to reduce the risk of equipment failure.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6020-Water	\$506,700	\$0	\$0	\$0	\$0	\$0	\$506,700
CONSTRUCT	6020-Water	\$200,000	\$650,000	\$650,000	\$650,000	\$650,000	\$3,250,000	\$6,050,000
INTRNL CHG	6020-Water	\$40,000	\$30,000	\$30,000	\$30,000	\$30,000	\$250,000	\$410,000
Grand Total		\$746,700	\$680,000	\$680,000	\$680,000	\$680,000	\$3,500,000	\$6,966,700

FY 2021-2030 Capital Improvement Program

Water

WATER LINE REPLACEMENT 2014

Package Number: FY21-30CIP
Project Type: Water
Project Number: CIPWA61013

Project Number: CIPWA61013

Description

Design and construct waterline replacement. Work is performed in phases based on condition assessments. Includes line replacement in Glendale Ave, Camelback Rd, & Bethany Home Rd in conjunction with street replacement.

Justification

The average age of the water distribution system is over 35 years old. Rehabilitation or replacement is performed based on evaluation of the condition of the line segment to reduce risk of failure.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6020-Water	\$3,408,500	\$0	\$0				\$3,408,500
CONSTRUCT	6020-Water	\$100,000	\$1,600,000	\$1,000,000				\$2,700,000
DESIGN	6020-Water	\$400,000	\$400,000	\$0				\$800,000
INTRNL CHG	6020-Water	\$40,000	\$40,000	\$0				\$80,000
PUBLIC ART	6020-Water	\$10,000	\$10,000	\$0				\$20,000
Grand Total		\$3,958,500	\$2,050,000	\$1,000,000				\$7,008,500

FY 2021-2030 Capital Improvement Program

Water

WATER SYSTEM SECURITY

Package Number: FY21-30CIP
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 cameras and equipment at Water Services facilities to further enhance security of City's water supply, treatment plants and distribution systems. Required to ensure the city complies with the federal homeland security requirements.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6020-Water	\$229,500	\$0	\$0	\$0	\$0	\$0	\$229,500
EQUIPMENT	6020-Water	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$350,000	\$1,100,000
Grand Total		\$379,500	\$150,000	\$150,000	\$150,000	\$150,000	\$350,000	\$1,329,500

FY 2021-2030 Capital Improvement Program

Water

CHOLLA WTP IMPROVEMENTS 2014

Package Number: FY21-30CIP
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

Cholla is a critical water treatment plant. This plant provides 4 billion gallons of water annually to the central portion of Glendale. Rehabilitation reduces risk of equipment failure, loss of service to citizens, and implements new efficiencies.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6020-Water	\$5,000,000	\$0	\$0				\$5,000,000
CONSTRUCT	6020-Water	\$1,830,000	\$3,495,000	\$3,000,000				\$8,325,000
DESIGN	6020-Water	\$400,000	\$200,000	\$0				\$600,000
INTRNL CHG	6020-Water	\$280,000	\$200,000	\$0				\$480,000
PUBLIC ART	6020-Water	\$40,000	\$30,000	\$0				\$70,000
Grand Total		\$7,550,000	\$3,925,000	\$3,000,000				\$14,475,000

FY 2021-2030 Capital Improvement Program

Water

WATER LINE EXTENSION

Package Number: FY21-30CIP
Project Type: Water
Project Number: CIPWA61027

Project Number: CIPWA61027

Description

Study, design and construct to extend the water transmission and distribution system.

Justification

Funding needed to install water infrastructure as new development occurs within the Vision 4 and Cardinal Way area. Other projects may be funded by Development Infrastructure Fee revenue.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6020-Water	\$750,000						\$750,000
NONCAPITAL	6020-Water	\$200,000						\$200,000
Grand Total		\$950,000						\$950,000

FY 2021-2030 Capital Improvement Program

Water

PYRAMID PEAK IMPROVEMENTS 2017

Package Number: FY21-30CIP
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.

Justification

Pyramid is a critical water treatment plant. The plant provides 13 billion gallons of water annually to the northern portion of Glendale. Rehabilitation reduces risk of equipment failure, loss of service to citizens, and implements new efficiencies.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6020-Water	\$9,000,000	\$0	\$0				\$9,000,000
CONSTRUCT	6020-Water	\$0	\$2,050,000	\$3,000,000				\$5,050,000
DESIGN	6020-Water	\$550,000	\$250,000	\$500,000				\$1,300,000
INTRNL CHG	6020-Water	\$100,000	\$0	\$0				\$100,000
Grand Total		\$9,650,000	\$2,300,000	\$3,500,000				\$15,450,000

FY 2021-2030 Capital Improvement Program

Water

T-BIRD RESERVOIR IMPROV & REHAB

Package Number: FY21-30CIP
Project Type: Water
Project Number: CIPWA61045

Project Number: CIPWA61045

Description

Design and construct improvements to increase water quality and water delivery during peak demand and construct roof replacement.

Justification

Thunderbird reservoir 12 million gallon and was installed in 1985. This reservoir plays an important role in meeting peak hourly water demand within the central portion of Glendale. The liner was replaced in 2017. The roof is the next component to be evaluated.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CONSTRUCT	6020-Water		\$200,000	\$0			\$1,600,000	\$1,800,000
DESIGN	6020-Water		\$0	\$0			\$100,000	\$100,000
INTRNL CHG	6020-Water		\$0	\$0			\$90,000	\$90,000
PUBLIC ART	6020-Water		\$0	\$10,000			\$0	\$10,000
Grand Total			\$200,000	\$10,000			\$1,790,000	\$2,000,000

FY 2021-2030 Capital Improvement Program

Water

METER VAULT REPLACEMENT

Package Number: FY21-30CIP
Project Type: Water
Project Number: CIPWA61047

Project Number: CIPWA61047

Description

Replace large in-ground meter vaults. Work will be contracted in phases.

Justification

There are 206 vaults city wide. Over the last four years, more than 75 vaults have been replaced. 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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6020-Water	\$474,200	\$0	\$0	\$0	\$0	\$0	\$474,200
CONSTRUCT	6020-Water	\$0	\$520,000	\$520,000	\$520,000	\$520,000	\$520,000	\$2,600,000
INTRNL CHG	6020-Water	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$0	\$100,000
PUBLIC ART	6020-Water	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$0	\$50,000
Grand Total		\$504,200	\$550,000	\$550,000	\$550,000	\$550,000	\$520,000	\$3,224,200

FY 2021-2030 Capital Improvement Program

Water

GROUNDWATER WELL REHABILITATION

Package Number: FY21-30CIP
Project Type: Water
Project Number: CIPWA61048

Project Number: CIPWA61048

Description

Assess water production and water quality at sixteen groundwater wells. Rehabilitate and replace well components as needed.

Justification

Wells need rehabilitation every 5-10 years to maintain high production and water quality levels. Rehabilitation reduces risk of equipment failure and loss of service as well as the decrease in water quality.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6020-Water	\$1,192,900	\$0	\$0	\$0	\$0	\$0	\$1,192,900
CONSTRUCT	6020-Water	\$200,000	\$630,000	\$700,000	\$1,190,000	\$450,000	\$3,700,000	\$6,870,000
INTRNL CHG	6020-Water	\$80,000	\$20,000	\$0	\$10,000	\$50,000	\$300,000	\$460,000
Grand Total		\$1,472,900	\$650,000	\$700,000	\$1,200,000	\$500,000	\$4,000,000	\$8,522,900

FY 2021-2030 Capital Improvement Program

Water

ZONE 2&3 DISTRIBUTION IMPROVEMENTS

Package Number: FY21-30CIP
Project Type: Water
Project Number: CIPWA61049

Project Number: CIPWA61049

Description

Make operating improvements between Zone 2 and Zone 3 water distribution system to increase service resiliency. Includes improvements to Hillcrest Ranch booster station (HRBS).

Justification

This booster station was constructed in 1992 and is being upgraded to provide emergency water supply to northern portion of Glendale if there is an event of reduced production. Project adds redundancy to the system.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6020-Water	\$678,100	\$0	\$0				\$678,100
INTRNL CHG	6020-Water	\$20,000	\$0	\$0				\$20,000
NONCAPITAL	6020-Water	\$80,000	\$200,000	\$200,000				\$480,000
Grand Total		\$778,100	\$200,000	\$200,000				\$1,178,100

FY 2021-2030 Capital Improvement Program

Water

ACCRUAL OF LT WTR STORAGE CREDITS

Package Number: FY21-30CIP
Project Type: Water
Project Number: CIPWA61051

Project Number: CIPWA61051

Description

Using the Groundwater Saving Facilities, purchase Central Arizona Project water to store and accrue long-term water storage credits for use during supply shortages.

Justification

Accrued long-term water storage credits (LTWC) can be recovered during a time of drought. LTWC adds to city's water portfolio needed for the ADWR 100-year Assured Water Supply designation. This program adds resiliency to the city water supply.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6020-Water	\$390,000	\$0	\$0	\$0			\$390,000
NONCAPITAL	6020-Water	\$0	\$300,000	\$300,000	\$500,000			\$1,100,000
Grand Total		\$390,000	\$300,000	\$300,000	\$500,000			\$1,490,000

FY 2021-2030 Capital Improvement Program

Water

DISTRIBUTION SYSTEM IMPROVEMENTS

Package Number: FY21-30CIP
Project Type: Water
Project Number: CIPWA61054

Project Number: CIPWA61054

Description

Design and construct water distribution system improvements city-wide. Includes PRVs, water instrumentation, flow meters, sub-zone splitting.

Justification

Pressure reducing valves (PRV) and process control systems 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 and manage water pressure.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6020-Water	\$638,500	\$0		\$0	\$0	\$0	\$638,500
EQUIPMENT	6020-Water	\$0	\$500,000		\$500,000	\$500,000	\$3,000,000	\$4,500,000
INTRNL CHG	6020-Water	\$30,000	\$0		\$0	\$0	\$0	\$30,000
Grand Total		\$668,500	\$500,000		\$500,000	\$500,000	\$3,000,000	\$5,168,500

FY 2021-2030 Capital Improvement Program

Water

OASIS WTP IMPROVEMENTS

Package Number: FY21-30CIP
Project Type: Water
Project Number: CIPWA61055

Project Number: CIPWA61055

Description

Evaluate, design, and construct improvements to lagoons, on-site laboratory, and other processes.

Justification

Oasis WTP was built in 2007 and expanded in 2012. Oasis provides 1.7 billion gallons of water to the southern and western portions of Glendale. After a condition assessment, several systems are in need of rehabilitation.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6020-Water	\$1,328,700						\$1,328,700
Grand Total		\$1,328,700						\$1,328,700

FY 2021-2030 Capital Improvement Program

Water

PYRAMID PEAK WTP 15MGD EXP.

Package Number
FY21-30CIP

Project Type
Water

Project Number
CIPWA61058

Project Number: CIPWA61058

Description

Design and construct of 15 MGD expansion to increase capacity of plant 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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6020-Water	\$22,000,000	\$0					\$22,000,000
CONSTRUCT	6020-Water	\$885,000	\$11,280,000					\$12,165,000
DESIGN	6020-Water	\$1,890,000	\$1,440,000					\$3,330,000
INTRNL CHG	6020-Water	\$300,000	\$300,000					\$600,000
NONCAPITAL	6020-Water	\$75,000	\$530,000					\$605,000
Grand Total		\$25,150,000	\$13,550,000					\$38,700,000

FY 2021-2030 Capital Improvement Program

Water

WATER CAPITAL EQUIPMENT

Package Number: FY21-30CIP
Project Type: Water
Project Number: CIPWA61061

Project Number: CIPWA61061

Description

Replacement of capital equipment at water facilities. Includes Programmable Logic Controllers (PLC), Variable Frequency Drives (VFD), miscellaneous pumps and motors.

Justification

As equipment at the water treatment plants reaches 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.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6020-Water	\$200,000	\$0	\$0	\$0			\$200,000
EQUIPMENT	6020-Water	\$500,000	\$500,000	\$500,000	\$500,000			\$2,000,000
Grand Total		\$700,000	\$500,000	\$500,000	\$500,000			\$2,200,000

FY 2021-2030 Capital Improvement Program

Water

TRANSMISSION LINE & VALVE ASSESSMNT

Package Number: FY21-30CIP
Project Type: Water
Project Number: CIPWA61062

Project Number: CIPWA61062

Description

Assess condition of water transmission line and valves. Assessment includes 48" to 108" diameter line.

Justification

The 67th Ave transmission main was installed in 1987. This line conveys water from Pyramid Peak WTP to Glendale water customers in the northern portions of the City and the City of Peoria Turnout and needs the condition to be assessed.

Capital Costs

Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CARRYOVER	6020-Water	\$150,000						\$150,000
INTRNL CHG	6020-Water	\$20,000						\$20,000
STUDY	6020-Water	\$280,000						\$280,000
Grand Total		\$450,000						\$450,000

SCHEDULES

FISCAL YEAR 2020-2021 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
General Fund										
1000-General Fund	44,344,553	240,411,044	27,889,769	(42,630,099)	(224,966,262)	-	-	(2,000,000)	(226,966,262)	43,049,005
1020-Vehicle Replacement	3,444,805	270,000	1,065,000	-	(3,408,649)	-	-	-	(3,408,649)	1,371,156
Sub-Total General Fund	47,789,358	240,681,044	28,954,769	(42,630,099)	(228,374,911)	-	-	(2,000,000)	(230,374,911)	44,420,162
Special Revenue Funds										
2010-Home Grant	195,772	1,708,454	-	-	(1,678,454)	-	-	-	(1,678,454)	225,772
2020-Neighborhood Stabilization	496,999	298,816	-	-	(227,300)	-	-	-	(227,300)	568,515
2030-Neighborhood Stabilization Pgm3	69,613	227,300	-	-	(227,300)	-	-	-	(227,300)	69,613
2040-CDBG	-	4,177,834	-	-	(4,177,834)	-	-	-	(4,177,834)	-
2050-Highway User Gas Tax	3,252,318	16,141,537	-	(5,351,694)	(12,011,412)	-	-	(1,000,000)	(13,011,412)	1,030,749
2060-Transportation Grants	2,412,332	2,700,000	-	-	(2,700,000)	(1,538,363)	-	-	(4,238,363)	873,969
2070-Transportation Sales Tax	37,842,562	29,236,525	-	(25,311,092)	(14,088,871)	-	-	-	(14,088,871)	27,679,124
2080-Police Special Revenue	2,739,355	17,580,130	-	(19,080,130)	-	-	-	-	-	1,239,355
2090-Fire Special Revenue	544,271	8,784,639	-	(8,809,639)	-	-	-	-	-	519,271
2100-Utility Bill Donation	119,606	165,400	-	-	(200,000)	-	-	-	(200,000)	85,006
2110-Arts Commission	1,067,346	518,235	-	-	(340,456)	(1,245,125)	-	-	(1,585,581)	-
2120-Court Security Bonds	232,582	447,890	-	-	(527,610)	-	-	-	(527,610)	152,862
2130-Airport Special Revenue	-	825,275	147,047	-	(972,322)	-	-	-	(972,322)	-
2140-CAP Grant	-	1,334,146	64,299	-	(1,398,445)	-	-	-	(1,398,445)	-
2150-Emergency Shelter Grant	-	258,992	-	-	(258,992)	-	-	-	(258,992)	-
2160-Other Grants	1,365,931	17,050,813	-	-	(5,732,489)	(496,809)	-	(12,187,447)	(18,416,745)	-
2170-Rico Funds	1,223,187	1,015,000	-	-	(1,743,272)	-	-	-	(1,743,272)	494,914
2180-Park and Rec Designated	366,971	6,480	-	-	(62,897)	-	-	-	(62,897)	310,554
2190-Airport Capital Grant	42,078	5,293,550	-	-	-	(5,293,550)	-	-	(5,293,550)	42,078
2200-Training Facility Revenue	1,044,075	393,736	2,033,313	-	(1,854,654)	-	-	-	(1,854,654)	1,616,470
Sub-Total Special Revenue Fund	53,014,999	108,164,753	2,244,659	(58,552,555)	(48,202,309)	(8,573,847)	-	(13,187,447)	(69,963,603)	34,908,253
Debt Service Funds										
3010-General Obligation Debt Serv	13,023,411	20,926,922	-	-	-	-	(20,112,709)	-	(20,112,709)	13,837,624
3020-HURF Debt Service	43,456	-	-	-	-	-	-	-	-	43,456
3030-MPC Debt Service	636,789	-	14,869,392	-	-	-	(14,869,392)	-	(14,869,392)	636,789
3040-Transportation Debt Service	5,264,479	-	6,709,576	-	-	-	(6,709,576)	-	(6,709,576)	5,264,479
3050-Excise Tax Debt Service	281,167	-	20,306,771	-	-	-	(20,306,771)	-	(20,306,771)	281,168
Sub-Total Debt Service Funds	19,249,302	20,926,922	41,885,739	-	-	-	(61,998,448)	-	(61,998,448)	20,063,515
Permanent Funds										
8010-Cemetery	5,048,337	26,000	-	-	-	-	-	(5,074,337)	(5,074,337)	-
Sub-Total Permanent Funds	5,048,337	26,000	-	-	-	-	-	(5,074,337)	(5,074,337)	-

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
Capital Project Funds										
1080-General Government Capital Prj	2,700,836	-	2,526,752	-	-	(5,077,588)	-	(150,000)	(5,227,588)	-
4010-Streets Construction	5,605,899	10,450,900	-	-	-	(14,769,709)	-	(1,287,090)	(16,056,799)	-
4020-Hurf Streets Construction	2,521,066	-	5,351,694	-	-	(7,872,760)	-	-	(7,872,760)	-
4030-Transportation Capital Proj	2,532,010	-	18,601,516	-	-	(21,133,526)	-	-	(21,133,526)	-
4040-Public Safety Construction	(766,461)	8,568,000	-	-	-	(7,801,539)	-	-	(7,801,539)	-
4050-Parks Construction	69,700	1,808,032	-	-	-	(1,628,950)	-	(248,782)	(1,877,732)	-
4060-Government Facilities	44,463	-	-	-	-	(44,463)	-	-	(44,463)	-
4070-Economic Development	1,007,567	-	-	-	-	-	-	(1,007,567)	(1,007,567)	-
4080-Cultural Facility	358,378	300,000	-	-	-	(300,000)	-	(358,378)	(658,378)	-
4090-Open Space/Trail Construction	226,795	176,795	-	-	-	(176,795)	-	(226,795)	(403,590)	-
4110-Flood Control Construction	(1,290,460)	1,964,270	-	-	-	(322,800)	-	(351,010)	(673,810)	-
4130+-DIF Fire	3,516,041	737,113	-	-	-	-	-	(4,253,154)	(4,253,154)	-
4180+-DIF Police	1,114,711	511,702	-	-	-	-	-	(1,626,413)	(1,626,413)	-
4230+-DIF Citywide Parks & Rec	217,797	1,070	-	-	-	(105,917)	-	(112,950)	(218,867)	-
4270+-DIF Libraries	74,274	41,939	-	-	-	-	-	(116,213)	(116,213)	-
4290-DIF Citywide Open Space	165,425	2,546	-	-	-	(150,000)	-	(17,971)	(167,971)	-
4300+-DIF Parks	1,240,928	370,840	-	-	-	(282,345)	-	(1,329,424)	(1,611,769)	-
4400-DIF Roadway Improve	-	12,118	-	-	-	-	-	(12,118)	(12,118)	-
4410+-DIF Streets	5,792,987	2,211,599	-	-	-	(2,849,448)	-	(5,155,138)	(8,004,586)	-
4440-DIF General Government	91,495	818	-	-	-	-	-	(92,313)	(92,313)	-
Sub-Total Capital Fund	25,223,452	27,157,742	26,479,962	-	-	(62,515,840)	-	(16,345,316)	(78,861,156)	-
Enterprise Funds										
6020+-Water and Sewer	59,687,727	157,681,260	24,839,306	(24,423,733)	(58,687,133)	(86,941,183)	(24,423,733)	(2,000,000)	(172,052,049)	45,732,512
6110+-Landfill	7,766,402	13,958,574	684,926	-	(9,834,067)	(11,076,168)	-	(500,000)	(21,410,236)	999,666
6120-Solid Waste	7,816,155	19,546,997	130,462	-	(16,228,933)	(6,226,788)	-	(200,000)	(22,655,721)	4,837,893
6130-Housing Public Activities	54,088	15,519,078	386,563	-	(15,022,480)	-	-	-	(15,022,480)	937,250
Sub-Total Enterprise Funds	75,324,372	206,705,909	26,041,257	(24,423,733)	(99,772,613)	(104,244,139)	(24,423,733)	(2,700,000)	(231,140,485)	52,507,321
Internal Service Funds										
7010-Risk Management Self Insurance	5,247,717	4,624,968	-	-	(4,624,968)	-	-	(1,000,000)	(5,624,968)	4,247,718
7020-Workers Comp Self Insurance	7,542,417	4,750,076	-	-	(4,750,076)	-	-	(1,000,000)	(5,750,076)	6,542,417
7030-Benefits Trust	14,501,057	32,458,292	-	-	(32,458,292)	-	-	-	(32,458,292)	14,501,057
7040-Fleet Services	-	9,905,394	-	-	(9,905,394)	-	-	-	(9,905,394)	-
7050-Technology	9,611	9,712,881	-	-	(9,722,492)	-	-	-	(9,722,492)	-
7060-Technology Projects	3,318,418	2,807,421	-	-	(6,026,770)	-	-	(99,069)	(6,125,839)	-
Sub-Total Internal Service Funds	30,619,219	64,259,033	-	-	(67,487,992)	-	-	(2,099,069)	(69,587,061)	25,291,191
TOTAL	256,269,039	667,921,403	125,606,386	(125,606,386)	(443,837,826)	(175,333,825)	(86,422,180)	(41,406,169)	(747,000,000)	177,190,442

FUND - DESCRIPTION	FY2019 ACTUAL	FY2020 BUDGET	FY2020 ESTIMATE	FY2021 BUDGET
General Funds				
1000-General Fund				
City Sales Tax	\$ 115,811,804	\$ 117,815,424	\$ 113,619,193	\$ 113,619,192
State Income Tax	\$ 29,876,428	\$ 32,653,840	\$ 32,653,840	\$ 36,412,190
State Shared Sales Tax	\$ 24,849,186	\$ 25,926,142	\$ 24,849,186	\$ 24,849,186
Miscellaneous	\$ 7,239,906	\$ 7,083,817	\$ 16,800,418	\$ 13,949,416
Motor Vehicle In-Lieu	\$ 10,647,317	\$ 11,265,111	\$ 10,647,317	\$ 10,647,317
Staff & Adm Chargebacks	\$ 9,999,999	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000
Property Tax	\$ 5,756,059	\$ 5,856,524	\$ 5,856,524	\$ 5,936,773
Gas/Electric Franchise Fees	\$ 2,887,446	\$ 3,068,430	\$ 2,887,446	\$ 2,887,446
Court Revenue	\$ 2,537,330	\$ 2,920,454	\$ 2,680,956	\$ 2,620,455
Facility Rental Income	\$ 2,204,411	\$ 2,117,957	\$ 2,117,957	\$ 2,117,956
Arena Fees	\$ 2,386,594	\$ 2,357,263	\$ 1,789,946	\$ 1,908,494
Building Permits	\$ 2,288,711	\$ 1,878,841	\$ 1,878,841	\$ 1,878,841
Recreation Revenue	\$ 1,637,548	\$ 1,694,171	\$ 1,694,171	\$ 1,694,168
Plan Check Fees	\$ 1,586,865	\$ 1,364,491	\$ 1,434,672	\$ 1,434,672
Cable Franchise Fees	\$ 1,486,193	\$ 1,582,071	\$ 1,406,159	\$ 1,406,159
Fire Department Other Fees	\$ 1,202,653	\$ 1,147,326	\$ 1,147,326	\$ 1,283,398
City Property Rental	\$ 1,344,565	\$ 1,323,899	\$ 1,027,155	\$ 1,027,155
Bus./Prof. Licenses	\$ 1,316,747	\$ 330,415	\$ 941,223	\$ 941,223
Sales Tax Licenses	\$ 24,148	\$ 923,570	\$ 923,570	\$ 923,570
Interest	\$ 693,536	\$ 353,776	\$ 805,343	\$ 805,343
Right-of-Way Permits	\$ 508,685	\$ 683,332	\$ 683,332	\$ 683,332
Lease Proceeds	\$ 539,417	\$ 556,137	\$ 556,137	\$ 556,137
Planning/Zoning	\$ 758,323	\$ 468,466	\$ 468,466	\$ 468,466
Engineering Plan Check Revenue	\$ 570,389	\$ 312,192	\$ 450,383	\$ 450,383
SRO Revenue	\$ 272,700	\$ 433,504	\$ 289,000	\$ 433,504
Fire Dept CD Fees	\$ 414,407	\$ 432,372	\$ 432,372	\$ 432,372
SRP In-Lieu	\$ 297,977	\$ 322,104	\$ 322,104	\$ 322,104
Cemetery Revenue	\$ 207,348	\$ 202,030	\$ 202,030	\$ 202,030
Liquor Licenses	\$ 199,534	\$ 193,036	\$ 193,036	\$ 193,036
Camelback Ranch Rev-Fire	\$ 66,349	\$ 96,249	\$ 96,249	\$ 93,015
Traffic Engineering Plan Check	\$ 122,297	\$ 65,468	\$ 79,047	\$ 79,047
Business Licenses	\$ 81,526	\$ 77,922	\$ 77,922	\$ 77,922
Security Revenue	\$ 6,126	\$ 33,085	\$ 33,085	\$ 33,086
Library Fines/Fees	\$ 22,221	\$ 23,616	\$ 25,361	\$ 25,361
Equipment Rental	\$ 21,311	\$ 18,295	\$ 18,295	\$ 18,295
Health Care Revenue	\$ 30,000	\$ 31,020	\$.	\$.
Miscellaneous CD Fees	\$.	\$ 69,911	\$.	\$.
1000-General Fund Total	\$ 229,896,055	\$ 235,682,261	\$ 239,088,062	\$ 240,411,044
1020-Vehicle Replacement				
Miscellaneous	\$ 171,132	\$ 250,000	\$ 250,000	\$ 250,000
Interest	\$ 55,744	\$ 20,000	\$ 20,000	\$ 20,000
1020-Vehicle Replacement Total	\$ 226,876	\$ 270,000	\$ 270,000	\$ 270,000
General Funds Total	\$ 230,122,931	\$ 235,952,261	\$ 239,358,062	\$ 240,681,044

FUND - DESCRIPTION	FY2019 ACTUAL	FY2020 BUDGET	FY2020 ESTIMATE	FY2021 BUDGET
Special Revenue Funds				
2010-Home Grant				
Grants	\$ 261,376	\$ 1,708,454	\$ 1,708,454	\$ 1,708,454
Miscellaneous	\$ 43,386	\$ -	\$ -	\$ -
2010-Home Grant Total	\$ 304,762	\$ 1,708,454	\$ 1,708,454	\$ 1,708,454
2020-Neighborhood Stabilization				
Grants	\$ 24,905	\$ 233,816	\$ 233,816	\$ 233,816
Miscellaneous	\$ 37,409	\$ 65,000	\$ 65,000	\$ 65,000
2020-Neighborhood Stabilization Total	\$ 62,315	\$ 298,816	\$ 298,816	\$ 298,816
2030-Neighborhd Stabilization Pgm3				
Grants	\$ -	\$ 227,300	\$ 227,300	\$ 227,300
2030-Neighborhd Stabilization Pgm3 Total	\$ -	\$ 227,300	\$ 227,300	\$ 227,300
2040-CDBG				
Grants	\$ 1,987,808	\$ 4,151,802	\$ 4,151,802	\$ 4,157,623
Miscellaneous	\$ 55,379	\$ 20,211	\$ 20,211	\$ 20,211
2040-CDBG Total	\$ 2,043,186	\$ 4,172,013	\$ 4,172,013	\$ 4,177,834
2050-Highway User Gas Tax				
Highway User Revenues	\$ 16,844,112	\$ 16,724,349	\$ 15,939,537	\$ 15,939,537
Miscellaneous CD Fees	\$ 442,104	\$ 200,000	\$ 200,000	\$ 202,000
Miscellaneous	\$ 144,619	\$ -	\$ -	\$ -
2050-Highway User Gas Tax Total	\$ 17,430,835	\$ 16,924,349	\$ 16,139,537	\$ 16,141,537
2060-Transportation Grants				
Grants	\$ 941,652	\$ 2,700,000	\$ 2,700,000	\$ 2,700,000
2060-Transportation Grants Total	\$ 941,652	\$ 2,700,000	\$ 2,700,000	\$ 2,700,000
2070-Transportation Sales Tax				
City Sales Tax	\$ 29,245,335	\$ 30,308,943	\$ 28,952,525	\$ 28,952,525
Interest	\$ 915,118	\$ 160,000	\$ 160,000	\$ 160,000
Transit Revenue	\$ 141,374	\$ 124,000	\$ 124,000	\$ 124,000
Grants	\$ 769,708	\$ -	\$ -	\$ -
Miscellaneous	\$ 67,918	\$ -	\$ -	\$ -
2070-Transportation Sales Tax Total	\$ 31,139,452	\$ 30,592,943	\$ 29,236,525	\$ 29,236,525
2080-Police Special Revenue				
City Sales Tax	\$ 17,919,390	\$ 18,094,660	\$ 17,580,130	\$ 17,580,130
2080-Police Special Revenue Total	\$ 17,919,390	\$ 18,094,660	\$ 17,580,130	\$ 17,580,130
2090-Fire Special Revenue				
City Sales Tax	\$ 8,954,164	\$ 9,111,495	\$ 8,784,639	\$ 8,784,639
2090-Fire Special Revenue Total	\$ 8,954,164	\$ 9,111,495	\$ 8,784,639	\$ 8,784,639
2100-Utility Bill Donation				
Other	\$ 92,797	\$ 90,000	\$ 90,000	\$ 90,000
Miscellaneous	\$ -	\$ 75,000	\$ 75,000	\$ 75,000
Interest	\$ 1,597	\$ 400	\$ 400	\$ 400
2100-Utility Bill Donation Total	\$ 94,394	\$ 165,400	\$ 165,400	\$ 165,400

FUND - DESCRIPTION		FY2019 ACTUAL	FY2020 BUDGET	FY2020 ESTIMATE	FY2021 BUDGET
2110-Arts Commission					
Miscellaneous		\$ 415,540	\$ 481,520	\$ 481,520	\$ 518,235
Interest		\$ 21,396	\$ -	\$ -	\$ -
2110-Arts Commission	Total	\$ 436,936	\$ 481,520	\$ 481,520	\$ 518,235
2120-Court Security Bonds					
Court Revenue		\$ 341,191	\$ 416,700	\$ 416,700	\$ 416,700
Miscellaneous		\$ 38,312	\$ 30,000	\$ 30,000	\$ 30,000
Interest		\$ 8,735	\$ 1,190	\$ 1,190	\$ 1,190
2120-Court Security Bonds	Total	\$ 388,238	\$ 447,890	\$ 447,890	\$ 447,890
2130-Airport Special Revenue					
Airport Fees		\$ 630,927	\$ 555,831	\$ 555,831	\$ 555,831
Miscellaneous		\$ 50,431	\$ 152,038	\$ 152,038	\$ 269,444
2130-Airport Special Revenue	Total	\$ 681,357	\$ 707,869	\$ 707,869	\$ 825,275
2140-CAP Grant					
Grants		\$ 1,249,098	\$ 1,339,208	\$ 1,339,208	\$ 1,334,146
2140-CAP Grant	Total	\$ 1,249,098	\$ 1,339,208	\$ 1,339,208	\$ 1,334,146
2150-Emergency Shelter Grant					
Grants		\$ 181,697	\$ 258,992	\$ 258,992	\$ 258,992
2150-Emergency Shelter Grant	Total	\$ 181,697	\$ 258,992	\$ 258,992	\$ 258,992
2160-Other Grants					
Grants		\$ 3,145,814	\$ 15,416,760	\$ 15,416,760	\$ 16,642,928
Miscellaneous		\$ 453,416	\$ 407,885	\$ 407,885	\$ 407,885
Court Revenue		\$ 601	\$ -	\$ -	\$ -
Library Fines/Fees		\$ 11,435	\$ -	\$ -	\$ -
SRO Revenue		\$ 112,633	\$ -	\$ -	\$ -
2160-Other Grants	Total	\$ 3,723,899	\$ 15,824,645	\$ 15,824,645	\$ 17,050,813
2170-Rico Funds					
State Forfeitures		\$ 400,291	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Federal Forfeitures		\$ 160,743	\$ 15,000	\$ 15,000	\$ 15,000
Interest		\$ 29,896	\$ -	\$ -	\$ -
Miscellaneous		\$ 31,896	\$ -	\$ -	\$ -
2170-Rico Funds	Total	\$ 622,827	\$ 1,015,000	\$ 1,015,000	\$ 1,015,000
2180-Park and Rec Designated					
Recreation Revenue		\$ 23,900	\$ 6,000	\$ 6,000	\$ 6,000
Interest		\$ 790	\$ 480	\$ 480	\$ 480
2180-Park and Rec Designated	Total	\$ 24,690	\$ 6,480	\$ 6,480	\$ 6,480
2190-Airport Capital Grant					
Grants		\$ 1,454	\$ 1,350,000	\$ 1,350,000	\$ 5,293,550
Interest		\$ 25	\$ -	\$ -	\$ -
2190-Airport Capital Grant	Total	\$ 1,479	\$ 1,350,000	\$ 1,350,000	\$ 5,293,550
2200-Training Facility Revenue					
Partner Revenue		\$ 802,684	\$ 393,736	\$ 393,736	\$ 393,736
Miscellaneous		\$ 452	\$ -	\$ -	\$ -
2200-Training Facility Revenue	Total	\$ 803,136	\$ 393,736	\$ 393,736	\$ 393,736
Special Revenue Funds Total		\$ 87,003,507	\$ 105,820,770	\$ 102,838,154	\$ 108,164,753

FUND - DESCRIPTION	FY2019 ACTUAL	FY2020 BUDGET	FY2020 ESTIMATE	FY2021 BUDGET
Debt Service Funds	\$ -	\$ -	\$ -	\$ -
3010-General Obligation Debt Serv				
Property Tax	\$ 20,087,914	\$ 20,408,799	\$ 20,408,799	\$ 20,690,008
Miscellaneous	\$ 516,573	\$ 236,914	\$ 236,914	\$ 236,914
Interest	\$ 4,165	\$ -	\$ -	\$ -
Bond Proceeds	\$ 1,627,735	\$ -	\$ -	\$ -
3010-General Obligation Debt Serv Total	\$ 22,236,387	\$ 20,645,713	\$ 20,645,713	\$ 20,926,922
3030-MPC Debt Service				
Interest	\$ 124,859	\$ -	\$ -	\$ -
3030-MPC Debt Service Total	\$ 124,859	\$ -	\$ -	\$ -
3040-Transportation Debt Service				
Interest	\$ 2	\$ -	\$ -	\$ -
3040-Transportation Debt Service Total	\$ 2	\$ -	\$ -	\$ -
3050-Excise Tax Debt Service				
Interest	\$ 109,969	\$ -	\$ -	\$ -
3050-Excise Tax Debt Service Total	\$ 109,969	\$ -	\$ -	\$ -
Debt Service Funds Total	\$ 22,471,217	\$ 20,645,713	\$ 20,645,713	\$ 20,926,922
Capital Projects Funds				
1080-General Government Capital Prj				
Miscellaneous	\$ 79,883	\$ -	\$ -	\$ -
1080-General Government Capital Prj Total	\$ 79,883	\$ -	\$ -	\$ -
4010-Streets Construction				
Bond Proceeds	\$ 9,490,444	\$ -	\$ -	\$ 10,450,900
4010-Streets Construction Total	\$ 9,490,444	\$ -	\$ -	\$ 10,450,900
4020-Hurf Streets Construction				
Miscellaneous	\$ 437,091	\$ -	\$ -	\$ -
Interest	\$ 1,541	\$ -	\$ -	\$ -
4020-Hurf Streets Construction Total	\$ 438,632	\$ -	\$ -	\$ -
4030-Transportation Capital Proj				
Miscellaneous	\$ 225,408	\$ -	\$ -	\$ -
Grants	\$ 1,638,510	\$ -	\$ -	\$ -
4030-Transportation Capital Proj Total	\$ 1,863,918	\$ -	\$ -	\$ -
4040-Public Safety Construction				
Bond Proceeds	\$ 5,008,367	\$ -	\$ -	\$ 8,568,000
4040-Public Safety Construction Total	\$ 5,008,367	\$ -	\$ -	\$ 8,568,000
4050-Parks Construction				
Bond Proceeds	\$ 304,244	\$ -	\$ -	\$ 1,808,032
4050-Parks Construction Total	\$ 304,244	\$ -	\$ -	\$ 1,808,032
4060-Government Facilities				
Bond Proceeds	\$ 253,537	\$ -	\$ -	\$ -
4060-Government Facilities Total	\$ 253,537	\$ -	\$ -	\$ -
4080-Cultural Facility				
Bond Proceeds	\$ 288,576	\$ -	\$ -	\$ 300,000
4080-Cultural Facility Total	\$ 288,576	\$ -	\$ -	\$ 300,000

FUND - DESCRIPTION	FY2019 ACTUAL	FY2020 BUDGET	FY2020 ESTIMATE	FY2021 BUDGET
4090-Open Space/Trail Construction				
Bond Proceeds	\$ 65,977	\$ -	\$ -	\$ 176,795
4090-Open Space/Trail Construction Total	\$ 65,977	\$ -	\$ -	\$ 176,795
4110-Flood Control Construction				
Bond Proceeds	\$ 328,817	\$ -	\$ -	\$ 1,964,270
Grants	\$ 250,000	\$ -	\$ -	\$ -
4110-Flood Control Construction Total	\$ 578,817	\$ -	\$ -	\$ 1,964,270
4120-DIF library Building sb1525				
Interest	\$ 12,547	\$ 10,000	\$ 10,000	\$ -
4120-DIF library Building sb1525 Total	\$ 12,547	\$ 10,000	\$ 10,000	\$ -
4270+-DIF Libraries				
Development Impact Fees	\$ -	\$ -	\$ -	\$ 40,767
Interest	\$ 19,338	\$ 13,172	\$ 13,172	\$ 1,172
4270+-DIF Libraries Total	\$ 19,338	\$ 13,172	\$ 13,172	\$ 41,939
4290-DIF Citywide Open Space				
Interest	\$ 6,350	\$ 2,546	\$ 2,546	\$ 2,546
4290-DIF Citywide Open Space Total	\$ 6,350	\$ 2,546	\$ 2,546	\$ 2,546
4440-DIF General Government				
Interest	\$ 2,916	\$ 818	\$ 818	\$ 818
4440-DIF General Government Total	\$ 2,916	\$ 818	\$ 818	\$ 818
4390-DIF Roadway Improve sb1525				
Interest	\$ 2,952	\$ -	\$ -	\$ -
4390-DIF Roadway Improve sb1525 Total	\$ 2,952	\$ -	\$ -	\$ -
4400-DIF Roadway Improve				
Interest	\$ 15,654	\$ 12,118	\$ 12,118	\$ 12,118
4400-DIF Roadway Improve Total	\$ 15,654	\$ 12,118	\$ 12,118	\$ 12,118
4410+-DIF Streets				
Development Impact Fees	\$ 1,766,667	\$ 796,054	\$ 796,054	\$ 2,199,631
Interest	\$ 116,488	\$ 11,968	\$ 11,968	\$ 11,968
4410+-DIF Streets Total	\$ 1,883,155	\$ 808,022	\$ 808,022	\$ 2,211,599
4130+-DIF Fire				
Development Impact Fees	\$ 755,495	\$ 249,587	\$ 249,587	\$ 733,946
Interest	\$ 42,296	\$ 5,175	\$ 5,175	\$ 3,167
4130+-DIF Fire Total	\$ 797,791	\$ 254,762	\$ 254,762	\$ 737,113
4230+-DIF Citywide Parks & Rec				
Interest	\$ 8,079	\$ 2,871	\$ 2,871	\$ 1,070
4230+-DIF Citywide Parks & Rec Total	\$ 8,079	\$ 2,871	\$ 2,871	\$ 1,070
4300+-DIF Parks				
Development Impact Fees	\$ 508,794	\$ 167,500	\$ 167,500	\$ 367,340
Interest	\$ 26,109	\$ 5,642	\$ 5,642	\$ 3,500
4300+-DIF Parks Total	\$ 534,903	\$ 173,142	\$ 173,142	\$ 370,840
4180+-DIF Police				
Development Impact Fees	\$ 193,098	\$ 90,800	\$ 90,800	\$ 508,408
Interest	\$ 18,012	\$ 3,494	\$ 3,494	\$ 3,294
4180+-DIF Police Total	\$ 211,110	\$ 94,294	\$ 94,294	\$ 511,702
Capital Projects Funds Total	\$ 21,867,190	\$ 1,371,745	\$ 1,371,745	\$ 27,157,742

FUND - DESCRIPTION	FY2019 ACTUAL	FY2020 BUDGET	FY2020 ESTIMATE	FY2021 BUDGET
Permanent Funds				
8010-Cemetery				
Interest	\$ 110,304	\$ 26,000	\$ 26,000	\$ 26,000
8010-Cemetery Total	\$ 110,304	\$ 26,000	\$ 26,000	\$ 26,000
Permanent Funds Total	\$ 110,304	\$ 26,000	\$ 26,000	\$ 26,000
Enterprise Funds				
6110+-Landfill				
Tipping Fees	\$ 5,839,374	\$ 5,998,957	\$ 6,297,749	\$ 6,408,900
Internal Charges	\$ 3,040,176	\$ 3,110,316	\$ 3,359,141	\$ 3,443,121
Bond Proceeds	\$ -	\$ 2,400,000	\$ -	\$ 2,500,000
Recycling Sales	\$ 750,499	\$ 1,000,000	\$ 742,994	\$ 735,564
Staff & Adm Chargebacks	\$ 431,000	\$ 431,000	\$ 437,465	\$ 444,027
Miscellaneous	\$ 164,839	\$ 271,875	\$ 274,594	\$ 402,062
Interest	\$ 107,012	\$ 24,900	\$ 24,900	\$ 24,900
6110+-Landfill Total	\$ 10,332,900	\$ 13,237,048	\$ 11,136,843	\$ 13,958,574
6120-Solid Waste				
Residential Sanitation	\$ 13,747,972	\$ 14,739,384	\$ 14,739,384	\$ 14,739,384
Commercial Sanitation Frontload	\$ 3,033,705	\$ 3,363,468	\$ 3,363,468	\$ 3,510,367
Commercial Sanitation Rolloff	\$ 772,952	\$ 746,229	\$ 746,229	\$ 834,788
Internal Charges	\$ 197,327	\$ 166,030	\$ 166,030	\$ 209,167
Miscellaneous	\$ 154,921	\$ 114,655	\$ 114,655	\$ 164,217
Miscellaneous Bin Service	\$ 73,600	\$ 86,315	\$ 86,315	\$ 68,448
Interest	\$ 19,833	\$ 3,015	\$ 3,015	\$ 20,626
Outside City Commercial	\$ 60,277	\$ -	\$ -	\$ -
6120-Solid Waste Total	\$ 18,060,588	\$ 19,219,096	\$ 19,219,096	\$ 19,546,997
6130-Housing Public Activities				
Grants	\$ 1,734,843	\$ 15,519,078	\$ 15,519,078	\$ 15,519,078
6130-Housing Public Activities Total	\$ 1,734,843	\$ 15,519,078	\$ 15,519,078	\$ 15,519,078
6020+-Water and Sewer				
Water Revenues	\$ 49,934,460	\$ 54,410,000	\$ 51,862,000	\$ 53,417,862
Bond Proceeds	\$ -	\$ 28,000,000	\$ -	\$ 36,000,000
Sewer Revenue	\$ 36,297,977	\$ 34,550,000	\$ 35,355,000	\$ 34,647,900
Intergovernmental Agreement	\$ 2,379,249	\$ 38,898,000	\$ 14,102,767	\$ 27,369,500
Miscellaneous	\$ 5,033,875	\$ 2,778,000	\$ 2,778,000	\$ 2,764,998
Interest	\$ 1,501,510	\$ 400,000	\$ 1,081,000	\$ 1,173,000
Water Development Impact Fees	\$ 1,210,195	\$ 1,046,154	\$ 1,100,000	\$ 1,100,000
Sewer Development Impact Fees	\$ 747,060	\$ 653,846	\$ 900,000	\$ 900,000
City Property Rental	\$ 47,007	\$ 100,704	\$ 238,000	\$ 226,000
Staff & Adm Chargebacks	\$ 82,000	\$ 82,000	\$ 82,000	\$ 82,000
Facility Rental Income	\$ 4,015	\$ 9,296	\$ -	\$ -
Lease Proceeds	\$ 51,666	\$ -	\$ -	\$ -
6020+-Water and Sewer Total	\$ 97,289,014	\$ 160,928,000	\$ 107,498,767	\$ 157,681,260
Enterprise Funds Total	\$ 127,417,345	\$ 208,903,222	\$ 153,373,784	\$ 206,705,909

FUND - DESCRIPTION	FY2019 ACTUAL	FY2020 BUDGET	FY2020 ESTIMATE	FY2021 BUDGET
Internal Service Funds	\$ -	\$ -	\$ -	\$ -
7010-Risk Management Self Insurance	\$ -	\$ -	\$ -	\$ -
Internal Charges	\$ 3,775,455	\$ 4,251,585	\$ 4,251,585	\$ 4,504,968
Miscellaneous	\$ 167,638	\$ 100,000	\$ 100,000	\$ 100,000
Interest	\$ 82,615	\$ 20,000	\$ 20,000	\$ 20,000
Security Revenue	\$ -	\$ 30,000	\$ 30,000	\$ -
7010-Risk Management Self Insurance Total	\$ 4,025,708	\$ 4,401,585	\$ 4,401,585	\$ 4,624,968
7020-Workers Comp Self Insurance				
Internal Charges	\$ 1,999,993	\$ 2,669,415	\$ 2,669,415	\$ 4,724,076
Interest	\$ 151,190	\$ 26,000	\$ 26,000	\$ 26,000
Security Revenue	\$ -	\$ 30,000	\$ 30,000	\$ -
Miscellaneous	\$ 810	\$ -	\$ -	\$ -
7020-Workers Comp Self Insurance Total	\$ 2,151,993	\$ 2,725,415	\$ 2,725,415	\$ 4,750,076
7030-Benefits Trust				
City Contributions	\$ 20,900,290	\$ 19,966,575	\$ 19,966,575	\$ 22,694,870
Employee Contributions	\$ 7,119,263	\$ 6,462,081	\$ 6,462,081	\$ 7,198,896
Retiree Contributions	\$ 2,888,776	\$ 4,901,048	\$ 4,901,048	\$ 2,564,526
Internal Charges	\$ (1,290)	\$ -	\$ -	\$ -
Interest	\$ 148,543	\$ 792	\$ 792	\$ -
Right-of-Way Permits	\$ -	\$ 1,645	\$ 1,645	\$ -
Miscellaneous	\$ 62	\$ 106,182	\$ 106,182	\$ -
7030-Benefits Trust Total	\$ 31,055,644	\$ 31,438,323	\$ 31,438,323	\$ 32,458,292
7040-Fleet Services				
Internal Charges	\$ 9,388,078	\$ 9,551,394	\$ 9,551,394	\$ 9,680,394
Miscellaneous	\$ 11,754	\$ -	\$ -	\$ 225,000
7040-Fleet Services Total	\$ 9,399,832	\$ 9,551,394	\$ 9,551,394	\$ 9,905,394
7050-Technology				
Internal Charges	\$ 8,817,926	\$ 9,053,992	\$ 9,053,992	\$ 9,712,881
Interest	\$ 49,106	\$ -	\$ -	\$ -
Miscellaneous	\$ 11,786	\$ -	\$ -	\$ -
7050-Technology Total	\$ 8,878,818	\$ 9,053,992	\$ 9,053,992	\$ 9,712,881
7060-Technology Projects				
Internal Charges	\$ 1,154,406	\$ 1,556,182	\$ 1,556,182	\$ 2,807,421
7060-Technology Projects Total	\$ 1,154,406	\$ 1,556,182	\$ 1,556,182	\$ 2,807,421
7070-Citywide ERP Solution				
Internal Charges	\$ 1,055,365	\$ -	\$ -	\$ -
7070-Citywide ERP Solution Total	\$ 1,055,365	\$ -	\$ -	\$ -
Internal Service Funds Total	\$ 57,721,767	\$ 58,726,891	\$ 58,726,891	\$ 64,259,033
TOTAL REVENUE - ALL FUNDS	\$ 546,714,261	\$ 631,446,602	\$ 576,340,349	\$ 667,921,403

FUND DESCRIPTION	FY2019 ACTUAL	FY2020 BUDGET	FY2020 ESTIMATE	FY2021 BUDGET
General Funds				
1000-General Fund				
Audit Department				
10001310 Audit Administration	\$ 512,584	\$ 410,043	\$ 391,127	\$ 427,713
Audit Department Total	\$ 512,584	\$ 410,043	\$ 391,127	\$ 427,713
Budget and Finance				
10001110 Budget&Finance Administration	\$ 551,943	\$ 788,313	\$ 788,313	\$ 645,263
10001111 Accounting Services	\$ 1,603,311	\$ 1,635,619	\$ 1,645,619	\$ 1,794,637
10001112 License/Collection	\$ 1,127,156	\$ 1,250,661	\$ 1,250,661	\$ 1,247,929
10001113 Procurement	\$ 442,686	\$ 535,395	\$ 534,611	\$ 568,482
10001114 Other Fees	\$ 256,724	\$ 330,899	\$ 330,899	\$ 430,899
10001115 Budget and Research	\$ 359,587	\$ 494,079	\$ 485,889	\$ 510,630
10001116 Grants Administration	\$ 153,441	\$ 148,143	\$ 148,143	\$ 149,751
10001119 Collections	\$ -	\$ 48,500	\$ 48,500	\$ 48,500
Budget and Finance Total	\$ 4,494,848	\$ 5,231,609	\$ 5,232,635	\$ 5,396,091
City Attorney's Office				
10001210 Legal Services	\$ 3,609,484	\$ 3,791,124	\$ 3,791,124	\$ 3,965,560
City Attorney's Office Total	\$ 3,609,484	\$ 3,791,124	\$ 3,791,124	\$ 3,965,560
City Clerk				
10001410 City Clerk Administration	\$ 751,275	\$ 767,898	\$ 767,898	\$ 869,161
10001411 Elections	\$ 28,908	\$ 2,000	\$ 2,000	\$ 152,750
City Clerk Total	\$ 780,182	\$ 769,898	\$ 769,898	\$ 1,021,911
City Court				
10001510 Court Administration	\$ 4,991,358	\$ 5,185,785	\$ 5,174,785	\$ 5,456,357
City Court Total	\$ 4,991,358	\$ 5,185,785	\$ 5,174,785	\$ 5,456,357
City Manager's Office				
10001610 City Manager Administration	\$ 1,156,344	\$ 1,673,591	\$ 1,481,096	\$ 1,395,274
10001612 Code Compliance	\$ -	\$ -	\$ -	\$ 1,865,503
City Manager's Office Total	\$ 1,156,344	\$ 1,673,591	\$ 1,481,096	\$ 3,260,777
Community Services				
10001710 Community Services Admin	\$ 394,671	\$ 434,397	\$ 434,397	\$ 441,911
10001711 Library	\$ 5,272,216	\$ 6,278,603	\$ 6,278,603	\$ 6,059,598
10001712 Community Engagement	\$ 142,233	\$ 150,524	\$ 150,524	\$ 166,300
10001715 CAP Local Match	\$ 15,988	\$ 17,582	\$ 17,582	\$ 9,669
10001716 Community Revitalization	\$ 297,692	\$ 361,952	\$ 361,952	\$ 281,710
Community Services Total	\$ 6,122,800	\$ 7,243,059	\$ 7,243,059	\$ 6,959,187
Development Services				
10001810 Planning	\$ 1,068,597	\$ 1,583,867	\$ 1,583,867	\$ 1,642,022
10001811 Building Safety	\$ 2,867,147	\$ 3,121,333	\$ 3,121,333	\$ 3,111,385
10001812 Code Compliance	\$ 1,881,464	\$ 1,838,993	\$ 1,838,993	\$ -
10005006 Mapping and Records	\$ 104,881	\$ 214,953	\$ 214,953	\$ 234,236
Development Services Total	\$ 5,922,089	\$ 6,759,146	\$ 6,759,146	\$ 4,987,642
Economic Development				
10001910 Economic Development	\$ 873,535	\$ 1,000,723	\$ 1,000,723	\$ 1,135,660
10005007 Business Development	\$ 260,352	\$ 349,996	\$ 349,996	\$ 277,027
Economic Development Total	\$ 1,133,887	\$ 1,350,719	\$ 1,350,719	\$ 1,412,687
Engineering				
10003014 Engineering Administration	\$ 797,497	\$ 892,665	\$ 894,422	\$ 232,373
10003016 CIP Administration	\$ (37,314)	\$ (395,626)	\$ 1,046,649	\$ 63
10003017 Land Development	\$ 138,040	\$ 143,059	\$ 143,059	\$ 455,213
10003018 Construction Inspection	\$ 1,018,824	\$ 899,052	\$ 1,010,586	\$ 779,147
10005061 BofA Building	\$ 508,671	\$ 449,175	\$ 555,863	\$ -
10005062 Promenade at Palmaire	\$ 140,993	\$ 60,000	\$ 60,000	\$ 112,000
10005304 Downtown Parking Garage	\$ -	\$ 80,000	\$ 80,000	\$ 176,000
Engineering Total	\$ 2,566,712	\$ 2,128,325	\$ 3,790,579	\$ 1,754,796
Field Operations				
10002810 Field Operations Admin	\$ 58,791	\$ 216,888	\$ 216,888	\$ 241,623
10002812 Facilities	\$ 4,504,496	\$ 4,854,684	\$ 4,708,769	\$ 4,907,215
10005060 Custodial Services	\$ 1,026,723	\$ 1,129,733	\$ 1,206,613	\$ 1,142,716
10002847 Cemetery	\$ -	\$ -	\$ -	\$ 248,675
Field Operations Total	\$ 5,590,009	\$ 6,201,305	\$ 6,132,270	\$ 6,540,228

FUND DESCRIPTION	FY2019 ACTUAL	FY2020 BUDGET	FY2020 ESTIMATE	FY2021 BUDGET
Fire Services				
10002010 Fire Administration	\$ 2,431,438	\$ 2,368,916	\$ 2,366,916	\$ 2,345,113
10002011 Fire Operations	\$ 37,550,322	\$ 37,559,249	\$ 37,559,249	\$ 38,520,082
10002012 Fire Special Operations	\$ 28,793	\$ 47,625	\$ 47,625	\$ 47,625
10002013 Fire Resource Management	\$ 3,506,770	\$ 3,791,772	\$ 3,773,372	\$ 3,933,858
10002014 Fire Training	\$ 24,881	\$ 36,100	\$ 39,902	\$ 49,219
10002015 Fire Medical Services & Health	\$ 263,742	\$ 256,563	\$ 258,161	\$ 376,563
10002016 Fire Emergency Management	\$ 582,517	\$ 635,332	\$ 635,332	\$ 675,991
10002017 Fire Marshal's Office	\$ 1,034,078	\$ 1,139,973	\$ 1,139,973	\$ 1,208,415
10002018 Fire Community Services	\$ 10,134	\$ 21,298	\$ 21,298	\$ 28,258
10002019 LA Services	\$ 1,183,236	\$ 1,162,051	\$ 1,162,051	\$ 1,198,811
10002020 Logistics Ops	\$ 173,331	\$ 159,663	\$ 159,663	\$ 17,272
10002021 Glendale Health Center	\$ 27,586	\$ 60,956	\$ 60,956	\$ 111
10005008 FD - NCAA Final Four	\$ 600	\$ -	\$ -	\$ -
10005009 Fire - Fiesta Bowl Event	\$ 4,483	\$ 59,794	\$ 59,794	\$ 64,723
10005010 Stadium - Fire Event Staffing	\$ 5,661	\$ 17,674	\$ 17,674	\$ 17,674
10005011 Arena - Fire Event Staffing	\$ 187,487	\$ 267,311	\$ 267,311	\$ 315,306
10005012 CBRanch - Fire Event Staffing	\$ 63,914	\$ 92,993	\$ 92,993	\$ 128,371
10005013 Fire - College FB Playoffs	\$ 71	\$ -	\$ -	\$ -
10005076 Fire-Crisis Response	\$ 9,868	\$ 10,000	\$ 10,000	\$ 10,000
10005077 Fire-Health & Safety	\$ 218,138	\$ 234,583	\$ 234,583	\$ 261,583
10005078 Fire-Turnout Program	\$ 226,453	\$ 184,051	\$ 199,051	\$ 527,856
Fire Services Total	\$ 47,533,505	\$ 48,105,904	\$ 48,105,904	\$ 49,726,831
Human Resources				
10002110 Human Resource Administration	\$ 480,256	\$ 675,737	\$ 675,737	\$ 2,144,849
10002112 Organizational Development	\$ 129,968	\$ 132,203	\$ 132,203	\$ 138,810
10005014 Employment Services	\$ 392,483	\$ 389,819	\$ 389,819	\$ 907
10005015 Employee Relations	\$ 313,984	\$ 315,748	\$ 315,748	\$ 729
10005016 Compensation	\$ 199,131	\$ 194,966	\$ 194,966	\$ 89
10005017 Employee Programs	\$ 43,148	\$ 60,000	\$ 60,000	\$ 60,000
10005018 Benefits	\$ 437,569	\$ 434,146	\$ 434,146	\$ 2,004
Human Resources Total	\$ 1,996,539	\$ 2,202,620	\$ 2,202,620	\$ 2,347,387
Mayor & Council Office				
10001010 Mayor's Office	\$ 460,119	\$ 472,631	\$ 463,902	\$ 469,048
10001011 Council Office Administration	\$ 404,657	\$ 555,454	\$ 22,742	\$ 11,047
10001012 Cholla District	\$ 96,605	\$ 109,318	\$ 163,878	\$ 213,883
10001013 Barrel District	\$ 95,127	\$ 105,428	\$ 126,732	\$ 213,883
10001014 Sahuaro District	\$ 97,292	\$ 117,147	\$ 126,732	\$ 213,883
10001015 Cactus District	\$ 110,379	\$ 107,249	\$ 163,878	\$ 213,883
10001016 Yucca District	\$ 80,464	\$ 105,944	\$ 124,632	\$ 213,883
10001017 Ocotillo District	\$ 105,808	\$ 112,851	\$ 134,575	\$ 213,883
Mayor & Council Office Total	\$ 1,450,450	\$ 1,686,022	\$ 1,327,071	\$ 1,763,393
Non-Departmental				
10002310 Non-Departmental	\$ 26,880,361	\$ 11,841,250	\$ 11,841,250	\$ 10,317,040
Non-Departmental Total	\$ 26,880,361	\$ 11,841,250	\$ 11,841,250	\$ 10,317,040
Organizational Performance				
10003410 Organizational Performance	\$ -	\$ -	\$ -	\$ 464,729
Organizational Performance Total	\$ -	\$ -	\$ -	\$ 464,729

FUND DESCRIPTION	FY2019 ACTUAL	FY2020 BUDGET	FY2020 ESTIMATE	FY2021 BUDGET
Police Services				
10002410 Police Administration	\$ 3,773,777	\$ 4,499,346	\$ 4,502,372	\$ 4,297,399
10002411 Training	\$ 4,083,719	\$ 4,133,127	\$ 4,134,627	\$ 4,086,934
10002414 Special Operations	\$ 9,661,144	\$ 9,733,795	\$ 9,722,195	\$ 9,163,981
10002416 Crime Investigations	\$ 15,332,819	\$ 15,531,389	\$ 15,567,139	\$ 14,995,629
10002417 Police Support Services	\$ 3,159,925	\$ 3,139,118	\$ 3,147,569	\$ 3,275,134
10002418 Detention	\$ 2,961,913	\$ 3,170,727	\$ 3,197,540	\$ 3,218,491
10002419 Communications	\$ 4,065,689	\$ 3,924,551	\$ 3,927,051	\$ 4,165,049
10002420 Towing Administration	\$ 79,363	\$ 81,281	\$ 81,281	\$ 92,185
10002421 Gateway Patrol Division	\$ 23,426,881	\$ 22,110,861	\$ 22,416,590	\$ 26,035,835
10002422 Foothills Patrol Division	\$ 21,995,059	\$ 22,578,868	\$ 22,723,955	\$ 23,179,052
10005020 Police Personnel Management	\$ 805,739	\$ 770,559	\$ 770,357	\$ 963,728
10005021 Fiscal Management	\$ 4,622,174	\$ 4,887,981	\$ 4,887,981	\$ 5,497,038
10005022 PD - Stadium Event Staffing	\$ 704,957	\$ 845,944	\$ 845,944	\$ 963,210
10005023 PD - Fiesta Bowl Event	\$ 28,624	\$ 70,336	\$ 70,336	\$ 76,110
10005024 PD - Arena Event Staffing	\$ 375,684	\$ 586,288	\$ 586,288	\$ 700,909
10005025 PD - College FB Playoffs	\$ 503	\$ -	\$ -	\$ -
10005026 PD - CBRanch Event Staffing	\$ 8,720	\$ 32,562	\$ 32,562	\$ 34,275
Police Services Total	\$ 95,086,691	\$ 96,096,734	\$ 96,613,788	\$ 100,744,959
Public Affairs				
10002510 Public Affairs Administration	\$ 1,467,371	\$ 1,680,518	\$ 1,680,518	\$ 1,981,976
10002511 Cable Communications	\$ 841,761	\$ 826,581	\$ 826,581	\$ 622,220
Public Affairs Total	\$ 2,309,132	\$ 2,507,099	\$ 2,507,099	\$ 2,604,196
Public Facilit Recr&Spec Events				
10002610 Public Facilit,Rec&Special Event	\$ 1,503,361	\$ 1,579,745	\$ 1,572,288	\$ 1,598,589
10002611 Parks Maintenance	\$ 6,191,650	\$ 6,332,834	\$ 6,691,334	\$ 6,480,227
10002615 Park Rangers	\$ 299,870	\$ 303,221	\$ 303,221	\$ 328,754
10002616 Foothills Recreation Center	\$ 1,613,901	\$ 1,249,374	\$ 1,260,595	\$ 1,393,163
10002617 Civic Center	\$ 604,193	\$ 609,132	\$ 615,792	\$ 646,912
10002618 Adult Center	\$ 421,188	\$ 452,289	\$ 479,039	\$ 459,085
10002619 Glendale Community Center	\$ -	\$ -	\$ -	\$ 4,048
10005036 Youth and Teen	\$ 194,412	\$ 49,562	\$ 53,562	\$ 386,148
10005037 Aquatics-Rose Ln & Splash Pads	\$ 438,216	\$ 451,395	\$ 460,450	\$ 472,865
10005038 Audio/Visual/Support Services	\$ 107,844	\$ 109,700	\$ 110,700	\$ 146,102
10005039 Sports	\$ 35	\$ -	\$ -	\$ -
10005040 SRPHA Sahuaro Ranch Hist	\$ 85,494	\$ 170,203	\$ 170,703	\$ 253,138
10005041 Sports and Health	\$ 266,517	\$ 315,460	\$ 316,960	\$ 325,728
10005042 Glitter Spectacular	\$ 121,580	\$ 124,914	\$ 124,914	\$ 95
10005044 Glitter and Glow	\$ 78,807	\$ 101,791	\$ 101,791	\$ 79
10005045 Chocolate Affaire	\$ 99,101	\$ 107,499	\$ 107,499	\$ 46
10005046 Glitters Light	\$ 155,259	\$ 188,013	\$ 208,013	\$ -
10005047 Other Special Events	\$ 126,043	\$ 84,035	\$ 84,035	\$ -
10005048 City-Wide Special Events	\$ 341,747	\$ 423,083	\$ 423,083	\$ (705)
10005049 Summer Band	\$ 7,830	\$ 8,695	\$ 8,695	\$ 5
10005050 Special Events Permitting	\$ 17,471	\$ 71,612	\$ 71,612	\$ 935
10005051 City Sales Tax - Bed Tax	\$ 283,919	\$ 475,971	\$ 474,846	\$ 511,843
10005052 Glendale CVB - Memberships	\$ 1,016	\$ 30,000	\$ 10,000	\$ 10,000
10005053 Tourism - Souvenir Program	\$ 8	\$ 5,000	\$ 5,000	\$ 5,000
10005054 Bed Tax / Tourism	\$ 247,309	\$ 457,538	\$ 322,703	\$ 377,727
10005301 Glen Lakes Golf Course	\$ 394,537	\$ 220,797	\$ 220,797	\$ -
10005302 PFR&SE Tohono O'odham Funding	\$ 109,480	\$ 104,040	\$ 104,040	\$ 106,120
10005303 PFR&SE Marketing	\$ 42,970	\$ 44,982	\$ 44,982	\$ 44,982
10002613 Citywide Special Events	\$ -	\$ -	\$ -	\$ 1,207,352
10005043 Downtown in December	\$ 57,296	\$ 78,516	\$ 78,516	\$ 94
10005306 Heroes Splash Pad	\$ -	\$ -	\$ -	\$ 3,945
10005307 Tourism Grant Program	\$ -	\$ -	\$ -	\$ 100,000
Public Facilit Recr&Spec Events Total	\$ 13,811,053	\$ 14,149,400	\$ 14,425,170	\$ 14,862,276

FUND DESCRIPTION	FY2019 ACTUAL	FY2020 BUDGET	FY2020 ESTIMATE	FY2021 BUDGET
Transportation				
10002934 Cemetery	\$ 232,601	\$ 236,258	\$ 232,054	\$ -
10005055 Stadium - Transportation Ops	\$ 798,073	\$ 799,670	\$ 824,670	\$ 846,666
10005056 Transp - Fiesta Bowl Event	\$ 27,266	\$ 32,248	\$ 32,248	\$ 32,423
10005057 Arena - Transportation Ops.	\$ 26,044	\$ 41,073	\$ 34,918	\$ 42,837
10005058 Graffiti Removal	\$ 21,241	\$ 17,130	\$ 17,130	\$ 14,495
10005059 CBRanch - ROW Maintenance	\$ 13,043	\$ 16,080	\$ 16,080	\$ 16,080
Transportation Total	\$ 1,118,268	\$ 1,142,459	\$ 1,157,100	\$ 952,500
1000-General Fund Total	\$ 227,066,297	\$ 218,476,090	\$ 220,296,439	\$ 224,966,262
1020-Vehicle Replacement				
Field Operations				
10202842 Equipment Replacement	\$ 1,470,663	\$ 3,505,526	\$ 3,505,526	\$ 3,343,649
10205305 VRF Vehicles 1 time supplement	\$ -	\$ -	\$ -	\$ 65,000
Field Operations Total	\$ 1,470,663	\$ 3,505,526	\$ 3,505,526	\$ 3,408,649
1020-Vehicle Replacement Total	\$ 1,470,663	\$ 3,505,526	\$ 3,505,526	\$ 3,408,649
General Funds Total	\$ 228,536,960	\$ 221,981,616	\$ 223,801,965	\$ 228,374,911
Special Revenue Funds				
2010-Home Grant				
Community Services				
20104017 Grants-Community Service	\$ (31,888)	\$ 900,747	\$ 900,747	\$ 900,747
20105140 HOME Administration	\$ 19,585	\$ 27,707	\$ 27,707	\$ 27,707
20105141 HOME Replace Housing Program	\$ 135,440	\$ 375,000	\$ 375,000	\$ 375,000
20105142 HOME Affordable Housing	\$ 152,438	\$ -	\$ -	\$ -
20105143 HOME Single Family Resid Rehab	\$ -	\$ 375,000	\$ 375,000	\$ 375,000
Community Services Total	\$ 275,575	\$ 1,678,454	\$ 1,678,454	\$ 1,678,454
2010-Home Grant Total	\$ 275,575	\$ 1,678,454	\$ 1,678,454	\$ 1,678,454
2020-Neighborhood Stabilization				
Community Services				
20204017 Neighborhood Stabilization	\$ 63	\$ 227,472	\$ 227,472	\$ 227,300
Community Services Total	\$ 63	\$ 227,472	\$ 227,472	\$ 227,300
2020-Neighborhood Stabilization Total	\$ 63	\$ 227,472	\$ 227,472	\$ 227,300
2030-Neighborhd Stabilization Pgm3				
Community Services				
20305150 NSP3 Administration	\$ -	\$ 227,300	\$ 227,300	\$ 227,300
Community Services Total	\$ -	\$ 227,300	\$ 227,300	\$ 227,300
2030-Neighborhd Stabilization Pgm3 Total	\$ -	\$ 227,300	\$ 227,300	\$ 227,300
2040-CDBG				
Community Services				
20404017 CDBG	\$ 38,817	\$ 2,941,783	\$ 2,941,783	\$ 2,947,174
20405100 CDBG Administration	\$ 362,484	\$ 94,730	\$ 94,730	\$ 94,730
20405101 CDBG Single Family Resid Rehab	\$ 125,885	\$ 835,000	\$ 835,000	\$ 835,000
20405102 CDBG Lead Based Paint	\$ 7,026	\$ 40,000	\$ 40,000	\$ 40,000
20405103 CDBG Temporary Relocation	\$ 16,627	\$ 34,000	\$ 34,000	\$ 34,000
20405104 CDBG Rehab/Delivery	\$ 116,100	\$ 8,500	\$ 8,500	\$ 8,930
20405105 CDBG Demolition Low/Mod	\$ 1,133	\$ 43,000	\$ 43,000	\$ 43,000
20405106 CDBG Demolition Slum Blight	\$ 32,176	\$ 75,000	\$ 75,000	\$ 75,000
20405107 CDBG Public Services	\$ 329,668	\$ -	\$ -	\$ -
20405108 CDBG Housing Services-City Prj	\$ 84,779	\$ -	\$ -	\$ -
20405109 CDBG Housing Services-External	\$ 310,453	\$ -	\$ -	\$ -
20405110 CDBG Public Facilt/Infra-CtyPrj	\$ 234,058	\$ -	\$ -	\$ -
20405111 CDBG Public Fclty/Infra-Extern	\$ 363,301	\$ -	\$ -	\$ -
20405112 CDBG Roof Replacement Program	\$ 59,497	\$ 100,000	\$ 100,000	\$ 100,000
Community Services Total	\$ 2,082,003	\$ 4,172,013	\$ 4,172,013	\$ 4,177,834
2040-CDBG Total	\$ 2,082,003	\$ 4,172,013	\$ 4,172,013	\$ 4,177,834

FUND DESCRIPTION	FY2019 ACTUAL	FY2020 BUDGET	FY2020 ESTIMATE	FY2021 BUDGET
2050-Highway User Gas Tax				
Engineering				
20503019 Pavement Management	\$ 791,937	\$ 835,780	\$ 835,780	\$ 3,730
20503020 Street Lighting	\$ 1,715,392	\$ 1,986,754	\$ -	\$ -
Engineering Total	\$ 2,507,329	\$ 2,822,535	\$ 835,780	\$ 3,730
Transportation				
20502919 Transportation Administration	\$ 109,157	\$ 120,390	\$ 120,272	\$ 110,242
20502920 Right of Way	\$ 3,517,823	\$ 5,813,823	\$ 5,656,273	\$ 5,589,364
20502921 Street Maintenance	\$ 1,907,868	\$ 1,649,365	\$ 1,670,295	\$ 1,783,952
20502923 Traffic Signals	\$ 1,188,102	\$ 1,284,561	\$ 1,271,429	\$ 1,303,655
20502924 Signs & Markings	\$ 660,648	\$ 728,784	\$ 727,109	\$ 760,898
20502925 Barricade Management	\$ 1,625	\$ 213,099	\$ 213,339	\$ 212,325
20505063 Traffic Studies	\$ 338	\$ -	\$ -	\$ -
20505064 Traffic Design and Development	\$ 302,006	\$ 190,776	\$ 191,109	\$ 195,497
20505065 Graffiti Removal - ROW	\$ 161,312	\$ 170,497	\$ 164,938	\$ 166,248
20502935 Street Lighting	\$ 5,071	\$ -	\$ 1,756,404	\$ 1,885,501
Transportation Total	\$ 7,853,952	\$ 10,171,294	\$ 11,771,167	\$ 12,007,683
2050-Highway User Gas Tax Total	\$ 10,361,281	\$ 12,993,829	\$ 12,606,947	\$ 12,011,412
2060-Transportation Grants				
Transportation				
20604029 Grants-Transportation	\$ -	\$ 2,000,000	\$ 715,000	\$ 2,000,000
20605271 Transportation Transit Grants	\$ 702,974	\$ 700,000	\$ 700,000	\$ 700,000
20605272 Transportation Transport Grant	\$ 30,653	\$ -	\$ -	\$ -
Transportation Total	\$ 733,627	\$ 2,700,000	\$ 1,415,000	\$ 2,700,000
2060-Transportation Grants Total	\$ 733,627	\$ 2,700,000	\$ 1,415,000	\$ 2,700,000
2070-Transportation Sales Tax				
Engineering				
20705072 Street Light Managemnet	\$ 278,948	\$ 305,000	\$ -	\$ -
Engineering Total	\$ 278,948	\$ 305,000	\$ -	\$ -
Transportation				
20702312 Non-Departmental Fund 2070	\$ -	\$ -	\$ -	\$ -
20702926 Transportation Program Mgmt	\$ 2,233,196	\$ 2,365,602	\$ 2,283,644	\$ 2,359,608
20702927 Fixed Route	\$ 4,835,903	\$ 4,901,822	\$ 4,952,479	\$ 4,777,718
20702928 Dial-A-Ride	\$ 2,919,265	\$ 3,429,943	\$ 3,602,079	\$ 3,723,930
20702929 Transit Program Administration	\$ 495,389	\$ 495,545	\$ 495,115	\$ 516,500
20702930 Intelligent Transport Systems	\$ 734,115	\$ 730,226	\$ 736,751	\$ 798,670
20702931 Traffic Mitigation	\$ 471,969	\$ 532,722	\$ 504,593	\$ 534,403
20705066 Transportation Education	\$ 200,431	\$ 210,063	\$ 213,853	\$ 214,394
20705067 Demand Management	\$ 15,146	\$ 28,505	\$ 20,646	\$ 28,505
20705068 Rail Transit	\$ 50,000	\$ -	\$ -	\$ -
20705069 CIP O&M	\$ 1,002,204	\$ 813,000	\$ 778,602	\$ 782,500
20705070 Traffic Signals	\$ 57,547	\$ 10,050	\$ 9,788	\$ 10,050
20705071 Signs & Markings	\$ 49,781	\$ 42,040	\$ 42,000	\$ 42,594
20705088 Street Light Management	\$ -	\$ -	\$ 290,000	\$ 300,000
Transportation Total	\$ 13,064,947	\$ 13,559,517	\$ 13,929,549	\$ 14,088,871
2070-Transportation Sales Tax Total	\$ 13,343,894	\$ 13,864,517	\$ 13,929,549	\$ 14,088,871
2100-Utility Bill Donation				
Grant Non-Departmental				
21004023 Utility Bill Don-FrmtheHeart	\$ 96,000	\$ 200,000	\$ 200,000	\$ 200,000
Grant Non-Departmental Total	\$ 96,000	\$ 200,000	\$ 200,000	\$ 200,000
2100-Utility Bill Donation Total	\$ 96,000	\$ 200,000	\$ 200,000	\$ 200,000
2110-Arts Commission				
Community Services				
21101714 Arts Program	\$ 259,666	\$ -	\$ -	\$ -
Community Services Total	\$ 259,666	\$ -	\$ -	\$ -
Economic Development				
21101911 Arts Program	\$ -	\$ 264,148	\$ 264,148	\$ 340,456
Economic Development Total	\$ -	\$ 264,148	\$ 264,148	\$ 340,456
2110-Arts Commission Total	\$ 259,666	\$ 264,148	\$ 264,148	\$ 340,456

FUND DESCRIPTION	FY2019 ACTUAL	FY2020 BUDGET	FY2020 ESTIMATE	FY2021 BUDGET
2120-Court Security Bonds				
City Court				
21205001 Court Security	\$ 322,218	\$ 453,243	\$ 453,204	\$ 424,065
21205002 Court Time Payments	\$ 32,361	\$ 64,321	\$ 50,928	\$ 45,390
21205003 Fill the Gap	\$ 22,374	\$ 57,145	\$ 33,149	\$ 58,154
City Court Total	\$ 376,952	\$ 574,709	\$ 537,281	\$ 527,610
2120-Court Security Bonds Total	\$ 376,952	\$ 574,709	\$ 537,281	\$ 527,610
2130-Airport Special Revenue				
Transportation				
21302933 Airport Operations	\$ 806,120	\$ 854,916	\$ 860,083	\$ 972,322
Transportation Total	\$ 806,120	\$ 854,916	\$ 860,083	\$ 972,322
2130-Airport Special Revenue Total	\$ 806,120	\$ 854,916	\$ 860,083	\$ 972,322
2140-CAP Grant				
Community Services				
21404017 CAP Grant	\$ -	\$ 68,611	\$ 68,611	\$ 68,611
21405261 Community Action Program DHHS	\$ 1,181,062	\$ 1,288,039	\$ 1,288,039	\$ 1,282,977
21405262 Community Action Program ACAA	\$ 35,350	\$ 46,857	\$ 46,857	\$ 46,857
21405263 Community Action Program ADOH	\$ 52,509	\$ -	\$ 378,831	\$ -
Community Services Total	\$ 1,268,921	\$ 1,403,507	\$ 1,782,338	\$ 1,398,445
2140-CAP Grant Total	\$ 1,268,921	\$ 1,403,507	\$ 1,782,338	\$ 1,398,445
2150-Emergency Shelter Grant				
Community Services				
21505130 ESG Administration	\$ 14,544	\$ 258,992	\$ 258,992	\$ 258,992
21505131 ESG Rapid Rehousing	\$ 60,720	\$ -	\$ -	\$ -
21505133 ESG Emergency Shelter Services	\$ 106,433	\$ -	\$ -	\$ -
Community Services Total	\$ 181,697	\$ 258,992	\$ 258,992	\$ 258,992
2150-Emergency Shelter Grant Total	\$ 181,697	\$ 258,992	\$ 258,992	\$ 258,992
2160-Other Grants				
Community Services				
21604017 Grants-Community Service	\$ -	\$ 275,000	\$ 275,000	\$ 275,001
21605241 Library Grant Accounts	\$ 81,686	\$ -	\$ 17,400	\$ -
21605249 Library Donation Accounts	\$ 11,435	\$ -	\$ 20,000	\$ -
21605269 Community Action Prog Donation	\$ -	\$ -	\$ 7,000	\$ -
21605248 Community Connections Donation	\$ -	\$ -	\$ 2,500	\$ -
21605268 Donations-Mun Util Bill Assist	\$ -	\$ -	\$ 50,000	\$ -
Community Services Total	\$ 93,121	\$ 275,000	\$ 371,900	\$ 275,001
Development Services				
21605258 Planning Donations	\$ 1,150	\$ -	\$ -	\$ -
Development Services Total	\$ 1,150	\$ -	\$ -	\$ -
Fire Services				
21604020 Grants-Fire Services	\$ -	\$ 3,028,831	\$ 2,968,831	\$ 3,028,831
21605201 Fire AZDOHS Grants	\$ 96,584	\$ -	\$ (148,607)	\$ -
21605203 Fire AZ Forestry Grants	\$ 1,282,838	\$ -	\$ (400,000)	\$ -
21605208 Fire Miscellaneous Grants	\$ 14,093	\$ -	\$ -	\$ -
21605209 Fire Donation Accounts	\$ 4,802	\$ -	\$ 55,300	\$ -
Fire Services Total	\$ 1,398,317	\$ 3,028,831	\$ 2,475,524	\$ 3,028,831
Mayor & Council Office				
21605259 Other Department Donation Acct	\$ 9,579	\$ -	\$ 40,200	\$ -
21605252 Yucca District Calendars	\$ -	\$ -	\$ -	\$ -
Mayor & Council Office Total	\$ 9,579	\$ -	\$ 40,200	\$ -

FUND DESCRIPTION	FY2019 ACTUAL	FY2020 BUDGET	FY2020 ESTIMATE	FY2021 BUDGET
Police Services				
21604024 Grants-Police Services	\$ -	\$ 2,000,000	\$ 1,143,734	\$ 2,000,000
21605211 Police AZDOHS Grants	\$ 90,826	\$ -	\$ 88,552	\$ -
21605212 Police AZDPS Grants	\$ 335,601	\$ 114,247	\$ 487,043	\$ 136,941
21605213 Police GOHS Grants	\$ 161,937	\$ -	\$ 6,050	\$ -
21605214 Police HIDTA Grants	\$ 119,429	\$ -	\$ 4,700	\$ -
21605215 Police USD0J Grants	\$ 360,718	\$ 358,451	\$ 1,545,092	\$ 72,472
21605216 Police USMS Grants	\$ 62,117	\$ -	\$ -	\$ -
21605217 Police DUIAC Grants	\$ 50,000	\$ -	\$ -	\$ -
21605218 Police SRO Recovery Grants	\$ 112,633	\$ 132,293	\$ 212,293	\$ 99,822
21605219 Police Task Forces Grants	\$ 65,594	\$ -	\$ -	\$ -
21605228 Police Miscellaneous Grants	\$ 76,458	\$ 93,484	\$ 145,834	\$ 94,422
21605229 Police Donation Accounts	\$ 23,734	\$ -	\$ 96,975	\$ -
Police Services Total	\$ 1,459,047	\$ 2,698,475	\$ 3,730,273	\$ 2,403,657
Public Faclit Recr&Spec Events				
21604026 Grants-Public Fclt, Rec&SE	\$ -	\$ 25,000	\$ 25,000	\$ 25,000
21605231 Parks & Rec Grant Accounts	\$ (6,214)	\$ -	\$ 4,000	\$ -
21605239 Parks & Rec Donation Accounts	\$ 15,307	\$ -	\$ 79,000	\$ -
21605251 Other Departments Grant Accnts	\$ 711,344	\$ -	\$ 234,804	\$ -
Public Faclit Recr&Spec Events Total	\$ 720,437	\$ 25,000	\$ 342,804	\$ 25,000
Undefined Department				
21602311 Non-Departmental Fund 2160	\$ -	\$ 750,000	\$ 750,000	\$ -
Undefined Department Total	\$ -	\$ 750,000	\$ 750,000	\$ -
2160-Other Grants Total	\$ 3,681,651	\$ 6,777,306	\$ 7,710,701	\$ 5,732,489
2170-Rico Funds				
Police Services				
21702423 Federal RICO	\$ 84,265	\$ 225,000	\$ 225,000	\$ 225,000
21702424 State RICO	\$ 1,507,425	\$ 1,500,143	\$ 1,500,143	\$ 1,518,272
21704024 Grants-Police Services	\$ 1,449	\$ -	\$ -	\$ -
Police Services Total	\$ 1,593,139	\$ 1,725,143	\$ 1,725,143	\$ 1,743,272
2170-Rico Funds Total	\$ 1,593,139	\$ 1,725,143	\$ 1,725,143	\$ 1,743,272
2180-Park and Rec Designated				
Public Faclit Recr&Spec Events				
21805029 Desert Valley Park	\$ -	\$ 6,000	\$ -	\$ 6,000
21805030 Desert Mirage Park	\$ -	\$ 5,000	\$ -	\$ 5,000
21805031 Desert Gardens Park	\$ -	\$ 8,000	\$ -	\$ 8,000
21805032 Discovery Park	\$ -	\$ 4,000	\$ -	\$ 4,000
21805033 Elsie McCarthy Pk. Maint	\$ 11,817	\$ 12,900	\$ 11,334	\$ 12,897
21805034 Paseo Racquet Center	\$ 4,575	\$ 25,000	\$ 5,000	\$ 25,000
21805074 Sunset Ridge Park	\$ 280	\$ -	\$ -	\$ -
21805028 Dedicate a Tree	\$ 315	\$ 2,000	\$ 500	\$ 2,000
21805075 Orangewood Vista Park	\$ -	\$ -	\$ -	\$ -
Public Faclit Recr&Spec Events Total	\$ 16,987	\$ 62,900	\$ 16,834	\$ 62,897
2180-Park and Rec Designated Total	\$ 16,987	\$ 62,900	\$ 16,834	\$ 62,897
2200-Training Facility Revenue				
Field Operations				
22002846 PS Training Ops - Fac. Mgmt	\$ 709,479	\$ 954,895	\$ 940,355	\$ 731,508
Field Operations Total	\$ 709,479	\$ 954,895	\$ 940,355	\$ 731,508
Fire Services				
22002023 PS Training Ops - Fire	\$ 934,368	\$ 992,859	\$ 992,859	\$ 948,434
Fire Services Total	\$ 934,368	\$ 992,859	\$ 992,859	\$ 948,434
Police Services				
22002413 PS Training Ops - Police	\$ 390,434	\$ 401,959	\$ 401,959	\$ 174,711
Police Services Total	\$ 390,434	\$ 401,959	\$ 401,959	\$ 174,711
2200-Training Facility Revenue Total	\$ 2,034,280	\$ 2,349,714	\$ 2,335,174	\$ 1,854,654
Special Revenue Funds Total	\$ 37,111,858	\$ 50,334,920	\$ 49,947,429	\$ 48,202,309

FUND DESCRIPTION	FY2019 ACTUAL	FY2020 BUDGET	FY2020 ESTIMATE	FY2021 BUDGET
Enterprise Funds				
6020+-Water & Sewer				
Budget and Finance				
60201117 Customer Service	\$ 3,095,182	\$ 3,233,639	\$ 3,233,639	\$ 3,458,711
Budget and Finance Total	\$ 3,095,182	\$ 3,233,639	\$ 3,233,639	\$ 3,458,711
Water Services				
60202710 Environmental Resources	\$ 750,916	\$ 801,419	\$ 801,419	\$ 831,807
60202711 Water Services Administration	\$ 8,004,819	\$ 7,989,990	\$ 8,003,990	\$ 7,774,689
60202713 Information Management	\$ 1,583,246	\$ 1,694,970	\$ 1,672,470	\$ 1,868,401
60202714 Public Service Representative	\$ 726,185	\$ 934,189	\$ 932,189	\$ 975,927
60202715 System Security	\$ 597,301	\$ 649,264	\$ 649,264	\$ 773,956
60202717 Water Conservation	\$ 444,170	\$ 508,353	\$ 519,353	\$ 512,059
60202718 Water Quality	\$ 1,336,749	\$ 1,474,112	\$ 1,474,112	\$ 1,486,427
60202719 Materials Control Warehouse	\$ 215,066	\$ 215,324	\$ 215,324	\$ 217,981
60202720 Customer Service - Field	\$ 1,169,419	\$ 1,231,409	\$ 1,231,409	\$ 1,332,430
60202722 Raw Water Usage	\$ 4,421,623	\$ 4,869,361	\$ 4,652,361	\$ 5,275,672
60202723 Central System Control	\$ 1,164,341	\$ 1,413,276	\$ 1,333,276	\$ 1,485,749
60202724 Pyramid Peak WTP	\$ 2,181,627	\$ 2,339,451	\$ 2,337,451	\$ 2,283,520
60202725 Cholla Treatment Plant	\$ 3,351,699	\$ 3,447,959	\$ 3,415,959	\$ 3,860,413
60202726 Central System Maintenance	\$ 1,730,069	\$ 1,928,323	\$ 1,928,323	\$ 2,489,221
60202727 Water Distribution	\$ 4,519,814	\$ 5,249,743	\$ 5,100,743	\$ 5,402,684
60202728 Meter Maintenance	\$ (134,346)	\$ 234	\$ 234	\$ -
60202729 Oasis Surface WTP	\$ 2,457,023	\$ 3,077,846	\$ 3,002,846	\$ 3,156,120
60302731 Pretreatment Program	\$ 399,114	\$ 547,715	\$ 547,715	\$ 554,898
60302734 Storm Water	\$ 633,053	\$ 882,478	\$ 866,478	\$ 830,725
60302735 SROG - 91st Ave WWTP	\$ 3,236,303	\$ 3,727,949	\$ 3,709,460	\$ 3,707,425
60302737 Wastewater Collection	\$ 2,948,666	\$ 3,011,597	\$ 3,081,597	\$ 3,192,205
60302738 Arrowhead WRF	\$ 1,906,176	\$ 2,186,039	\$ 2,082,039	\$ 2,212,662
60302739 West Area WRF	\$ 3,299,582	\$ 3,512,574	\$ 3,577,574	\$ 3,823,574
60302740 Irrigation	\$ 436,232	\$ 284,890	\$ 274,890	\$ 280,673
60202712 Operating Administration	\$ 859,721	\$ 873,405	\$ 873,405	\$ 899,206
Water Services Total	\$ 48,238,567	\$ 52,851,870	\$ 52,283,881	\$ 55,228,423
6020+-Water & Sewer Total	\$ 51,333,750	\$ 56,085,509	\$ 55,517,520	\$ 58,687,133
6110+-Landfill				
Budget and Finance				
61101120 Landfill Customer Service	\$ -	\$ -	\$ -	\$ 67,454
Budget and Finance Total	\$ -	\$ -	\$ -	\$ 67,454
Field Operations				
61102834 Landfill	\$ 4,069,219	\$ 4,342,961	\$ 4,344,433	\$ 4,420,373
61102835 Solid Waste Admin	\$ 1,386,301	\$ 1,479,622	\$ 1,478,792	\$ 1,453,779
61102836 Recycling	\$ 1,250,815	\$ 1,571,811	\$ 1,546,601	\$ 1,658,744
61102837 MRF Operations	\$ 2,052,091	\$ 2,094,616	\$ 2,273,325	\$ 2,066,326
61105073 Gas Management System	\$ 93,714	\$ 167,393	\$ 153,493	\$ 167,392
Field Operations Total	\$ 8,852,139	\$ 9,656,403	\$ 9,796,644	\$ 9,766,613
6110+-Landfill Total	\$ 8,852,139	\$ 9,656,403	\$ 9,796,644	\$ 9,834,067
6120-Solid Waste				
Field Operations				
61202835 Solid Waste Admin	\$ 346,289	\$ 60,000	\$ 60,000	\$ -
61202838 Solid Waste Roll-off	\$ 755,432	\$ 821,998	\$ 881,374	\$ 795,269
61202839 Commercial Frontload	\$ 3,208,077	\$ 3,177,375	\$ 3,354,312	\$ 3,133,145
61202840 Curb Service	\$ 8,230,741	\$ 8,165,276	\$ 8,482,514	\$ 8,315,717
61202841 Residential-Loose Trash Collec	\$ 3,934,706	\$ 3,843,353	\$ 3,999,516	\$ 3,984,801
Field Operations Total	\$ 16,475,246	\$ 16,068,001	\$ 16,777,715	\$ 16,228,933
6120-Solid Waste Total	\$ 16,475,246	\$ 16,068,001	\$ 16,777,715	\$ 16,228,933

FUND DESCRIPTION	FY2019 ACTUAL	FY2020 BUDGET	FY2020 ESTIMATE	FY2021 BUDGET
6130-Housing Public Activities				
Community Services				
61301713 Housing Public Activities	\$ 1,734,843	\$ 14,703,077	\$ 13,620,481	\$ 15,022,480
Community Services Total	\$ 1,734,843	\$ 14,703,077	\$ 13,620,481	\$ 15,022,480
6130-Housing Public Activities Total	\$ 1,734,843	\$ 14,703,077	\$ 13,620,481	\$ 15,022,480
Enterprise Funds Total	\$ 78,395,977	\$ 96,512,990	\$ 95,712,360	\$ 99,772,613
Internal Service Funds				
7010-Risk Management Self Insurance				
Human Resources				
70102113 Risk Management	\$ 4,451,680	\$ 4,053,491	\$ 4,053,491	\$ 4,624,968
Human Resources Total	\$ 4,451,680	\$ 4,053,491	\$ 4,053,491	\$ 4,624,968
7010-Risk Management Self Insurance Total	\$ 4,451,680	\$ 4,053,491	\$ 4,053,491	\$ 4,624,968
7020-Workers Comp Self Insurance				
Human Resources				
70202114 Workers' Compensation	\$ 2,517,975	\$ 2,968,471	\$ 2,968,471	\$ 4,750,076
Human Resources Total	\$ 2,517,975	\$ 2,968,471	\$ 2,968,471	\$ 4,750,076
7020-Workers Comp Self Insurance Total	\$ 2,517,975	\$ 2,968,471	\$ 2,968,471	\$ 4,750,076
7030-Benefits Trust				
Human Resources				
70305019 Benefit Programs	\$ 28,567,407	\$ 31,438,324	\$ 31,438,324	\$ 32,458,292
Human Resources Total	\$ 28,567,407	\$ 31,438,324	\$ 31,438,324	\$ 32,458,292
7030-Benefits Trust Total	\$ 28,567,407	\$ 31,438,324	\$ 31,438,324	\$ 32,458,292
7040-Fleet Services				
Field Operations				
70402843 Fleet Management	\$ 4,478,626	\$ 4,625,014	\$ 5,266,781	\$ 4,752,384
70402844 Fuel Services	\$ 2,996,604	\$ 2,834,866	\$ 2,947,594	\$ 2,834,527
70402845 Parts Store Operations	\$ 1,947,279	\$ 2,091,514	\$ 2,091,514	\$ 2,093,483
70402848 Fleet Mgt-Ins Claim Repairs	\$ -	\$ -	\$ -	\$ 225,000
Field Operations Total	\$ 9,422,509	\$ 9,551,394	\$ 10,305,889	\$ 9,905,394
7040-Fleet Services Total	\$ 9,422,509	\$ 9,551,394	\$ 10,305,889	\$ 9,905,394
7050-Technology				
Innovation and Technology				
70502210 Innovation & Tech Operations	\$ 5,351,629	\$ 5,734,967	\$ 5,734,967	\$ 7,314,207
70502211 Telephones	\$ 1,147,242	\$ 937,951	\$ 937,951	\$ 942,241
70502212 Innovation & Tech Maintenance	\$ 1,324,193	\$ 1,463,344	\$ 1,463,344	\$ 1,466,044
Innovation and Technology Total	\$ 7,823,064	\$ 8,136,262	\$ 8,136,262	\$ 9,722,492
7050-Technology Total	\$ 7,823,064	\$ 8,136,262	\$ 8,136,262	\$ 9,722,492
7060-Technology Projects				
Innovation and Technology				
70602213 Technology Projects	\$ 491,384	\$ 4,910,170	\$ 4,910,170	\$ 6,026,770
Innovation and Technology Total	\$ 491,384	\$ 4,910,170	\$ 4,910,170	\$ 6,026,770
7060-Technology Projects Total	\$ 491,384	\$ 4,910,170	\$ 4,910,170	\$ 6,026,770
Internal Service Funds Total	\$ 53,274,018	\$ 61,058,112	\$ 61,812,607	\$ 67,487,992
Grand Total	\$ 397,318,813	\$ 429,887,638	\$ 431,274,360	\$ 443,837,826

 Transfers To	 Transfer From	1000 - General	6020 Water/Sewer	2050 - Highway User Gas Tax	2070 - Transportation Sales Tax	2080 - Police Special Revenue	2090 - Fire Special Revenue	6120 - Solid Waste	Total Transfers-In
1000 - General		-	-	-	-	19,080,130	8,809,639	-	27,889,769
1020 - Vehicle Repl		1,065,000	-	-	-	-	-	-	1,065,000
1080 - Gen Gov Capital Projects		2,526,752	-	-	-	-	-	-	2,526,752
2070 - Transportation Sales Tax		-	-	-	-	-	-	-	-
2130 - Airport Special Revenue		147,047	-	-	-	-	-	-	147,047
2140 - CAP Grant		64,299	-	-	-	-	-	-	64,299
2200 - Training Facility Revenue Fund		2,033,313	-	-	-	-	-	-	2,033,313
3010 - G.O. Bond Debt Service		-	-	-	-	-	-	-	-
3030 - M.P.C. Debt Service		14,869,392	-	-	-	-	-	-	14,869,392
3050 - Excise Tax Deb Service		20,306,771	-	-	-	-	-	-	20,306,771
3040 - Transportation Debt Service		-	-	-	6,709,576	-	-	-	6,709,576
4020 - Hurf Street Bonds		-	-	5,351,694	-	-	-	-	5,351,694
4030 - Transportation Capital Projects		-	-	-	18,601,516	-	-	-	18,601,516
6040 - Water/Sewer Debt Service		-	24,423,733	-	-	-	-	-	24,423,733
6020 - Water/Sewer		415,574	-	-	-	-	-	-	415,574
6110 - Landfill		684,926	-	-	-	-	-	-	684,926
6140 - Solid Waste		130,462	-	-	-	-	-	-	130,462
6130 - Public Housing Budget		386,563	-	-	-	-	-	-	386,563
Total Transfers Out		42,630,099	24,423,733	5,351,694	25,311,092	19,080,130	8,809,639	-	125,606,386

*Actual transfer amounts will vary based on actual revenues, expenses, grant opportunities, etc.

DESCRIPTION	BUDGET FY 2017	BUDGET FY 2018	BUDGET FY 2019	BUDGET FY 2020	PROJECTED FY 2021
Fiscal Year Budget Amount	\$693,000,000	\$672,000,000	\$689,000,000	\$736,000,000	\$747,000,000
Qualifiable Exclusions (estimated)	\$220,089,427	\$249,924,142	\$247,578,915	\$283,246,263	\$235,123,536
Total Estimated Expenditures	\$472,910,573	\$422,075,858	\$441,421,085	\$452,753,737	\$511,876,464
Expenditure Limitation	\$554,464,628	\$568,852,831	\$584,109,698	\$603,062,288	\$617,897,408
b1. Maximum Allowable Primary Property Tax Levy (ARS 42-17051)					
Primary Assessed Valuation	\$1,173,091,035	\$1,227,220,727	\$1,306,946,089	\$1,413,253,839	\$1,478,280,140
Maximum Allowable Primary Tax Levy	\$5,732,896	\$5,912,749	\$6,111,280	\$6,338,443	\$6,554,694
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	\$1,173,091,035	\$1,227,220,727	\$1,306,946,089	\$1,413,253,839	\$1,478,280,140
A. Secondary Property Tax Levy	\$19,587,858	\$19,807,342	\$20,070,771	\$20,408,799	\$20,690,008
B. Primary Property Tax Levy	\$5,621,452	\$5,684,486	\$5,759,711	\$5,856,524	\$5,936,773
Total Property Tax Levy Amount	\$25,209,310	\$25,491,828	\$25,830,482	\$26,265,323	\$26,626,781
b4. Property Taxes Collected (Estimated)					
A. Primary Property Tax	\$5,687,694	\$5,684,486	\$5,759,711	\$5,856,524	\$5,936,773
Prior Year's	\$45,202	\$39,323	\$46,234	\$48,833	\$51,207
B. Secondary Property Tax	\$19,094,786	\$19,807,342	\$20,070,771	\$20,408,799	\$20,690,008
Prior Year's	\$173,997	\$152,281	\$153,579	\$161,285	\$155,628
Total Current Year's Collections	\$24,782,480	\$25,491,828	\$25,830,482	\$26,265,323	\$26,626,781
Total Prior Year's Collections	\$219,199	\$191,604	\$199,813	\$210,118	\$206,835
Total Property Tax Levy Collected	\$25,001,679	\$25,683,432	\$26,030,295	\$26,475,441	\$26,833,616
City of Glendale Tax Rate					
A. Primary Property Tax Rate	\$0.4792	\$0.4632	\$0.4407	\$0.4144	\$0.4016
B. Secondary Property Tax Rate	\$1.6698	\$1.6140	\$1.5357	\$1.4441	\$1.3996
Total Property Tax Rate	\$2.1490	\$2.0772	\$1.9764	\$1.8585	\$1.8012

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

20% Bonds	
Secondary Property Value	\$1,478,280,140
Bond Indebtedness Limitation	\$295,656,028
Debt Outstanding as of 07/01/20	\$100,445,000
Principal Payments FY21	\$15,915,000
Proposed Debt FY21	\$0
Estimated Debt outstanding FY21	\$84,530,000
Remaining limitation available	\$211,126,028
6% Bonds	
Secondary Property Value	\$1,478,280,140
Bond Indebtedness Limitation	\$88,696,808
Debt Outstanding as of 07/01/20	\$0
Principal Payments FY20	\$0
Proposed Debt FY20	\$0
Estimated Debt outstanding FY20	\$0
Remaining limitation available	\$88,696,808

Truth in Taxation Calculation □

Previous year's primary levy	=	Tax Rate
Current net assessed valuation(AV)		
	\$5,856,524	=
	\$1,458,237,645	\$0.4016
Current AV-Existing Property		\$1,458,237,645
Prior year Levy		\$5,856,524
Prior Year Tax Rate		\$0.4144
Rate to Receive Prior Year Levy		\$0.4016
New property valuation		\$20,042,495
Growth in Levy-New Property		\$80,491
Increase-Exclusive of New Property		\$0

DEPT	FUND/ORG	POSITION TITLE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Audit							
	10001310						
		ASSISTANT CITY AUDITOR	1	1	1		
		CITY AUDITOR	1	1	1		1
		INTERNAL AUDIT PROGRAM MANAGER				1	
	10001310 Total		2	2	2	1	1
Audit Total			2	2	2	1	1
Budget and Finance							
	10001110						
		ADMINISTRATOR, REVENUE	1				
		ASSISTANT DIRECTOR, FINANCE	1	1	1	1	1
		CONTRACTS PROGRAM MANAGER	1	1			1
		DIRECTOR, BUDGET AND FINANCE	1	1	1	1	1
		MANAGEMENT ASSISTANT	1	1	1	1	1
	10001110 Total		5	4	3	3	4
	10001111						
		ACCOUNTANT	3	4	4	4	4
		ACCOUNTANT, SR.	3	4	4	4	4
		ACCOUNTING PROJECT MANAGER	1	1	1	1	1
		ACCOUNTS PAYABLE SPECIALIST	2	2	2	2	2
		CONTROLLER	1	1	1	1	1
		PAYROLL SPECIALIST	2	2	2	2	3
		SUPERVISOR, PAYROLL	1	1	1	1	1
	10001111 Total		13	15	15	15	16
	10001112						
		APPLICATIONS ANALYST, SR.	1				
		CONTRACTS PROGRAM MANAGER	1				
		CUSTOMER SERVICE REP	1				
		LICENSING & TAXPAYER ANALYST	2	2	2	1	1
		LICENSING SPECIALIST	1	2	2	2	2
		MANAGER, TAX & LICENSE	1	1	1	1	1
		SUPERVISOR, TAX AND LICENSING		1	1	1	1
		SYSTEMS ANALYST, SR		1	1	1	1
		TAX AUDITOR	3	3	3	4	4
	10001112 Total		10	10	10	10	10
	10001113						
		ADMINISTRATIVE SUPPORT SPEC	1				1
		ADMINISTRATOR, PROCUREMENT	1	1	1	1	
		CONTRACT ANALYST	3	3	3	3	3
		MANAGEMENT ASSISTANT		1	1	1	1
	10001113 Total		5	5	5	5	5
	10001115						
		ADMINISTRATOR, BUDGET	1	1	1	1	1
		BUDGET AND FINANCE ANALYST	1	3	3	3	2
		BUDGET AND PERFORMANCE ANALYST					1
	10001115 Total		2	4	4	4	4
	10001116						
		GRANTS PROGRAM MANAGER	1	1	1	1	1
	10001116 Total		1	1	1	1	1
	60201117						
		ACCOUNTANT	1				
		ADMINISTRATIVE SUPPORT ASST		1	1	1	1
		ADMINISTRATIVE SUPPORT SPEC	2	1	1	1	
		CASHIER	1				
		COLLECTIONS REPRESENTATIVE	1	1	1	2	2
		CUSTOMER SVC REPRESENTATIVE	15.5	14.5	14.5	13.5	14.5

CUSTOMER SVC REPRESENTATIVE SR	3	3	3	3	4
MANAGEMENT ANALYST	1	1	1	1	1
MANAGEMENT ASSISTANT					1
MANAGER, CUSTOMER SERVICE	1	1	1	1	1
SUPERVISOR, CUSTOMER SERVICE	4	4	4	3	3
SUPERVISOR, REVENUE RECOVERY				1	1
60201117 Total	29.5	26.5	26.5	26.5	28.5
Budget and Finance Total	65.5	65.5	64.5	64.5	68.5
City Attorney's Office					
10001210					
ADMINISTRATIVE SUPPORT ASST	1	1	1	1	1
ADMINISTRATIVE SUPPORT SPEC	5	5	5	5	5
ASSISTANT CITY ATTORNEY	3	3	4	4	3
ASSISTANT CITY PROSECUTOR	5	6	6	6	6
ASSISTANT CITY PROSECUTOR, SR.	1	1	1	1	1
ASST CITY PROSECUTOR					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	1
DEPUTY CITY ATTORNEY	2	2	2	2	2
LEGAL ASSISTANT	2	3	3	3	3
LEGAL ASSISTANT, SR.	1	1	1	1	
MGMT ASST TO THE CITY ATTORNEY	1	1	1		
RECORDS COORDINATOR	1				
VICTIM ASSISTANCE CASEWORKER	1	1	2	2	2
10001210 Total	26	27	29	29	28
City Attorney's Office Total	26	27	29	29	28
City Clerk					
10001410					
ADMINISTRATIVE SUPPORT SPEC	1	1	1	1	1
CITY CLERK	1	1	1	1	1
COUNCIL AGENDA PROCESS MANAGER	1	1	1	1	1
DEPUTY CITY CLERK	1	1	1	1	1
MANAGEMENT ASSISTANT	1	1	1	1	1
RECORDS COORDINATOR	1	1	1	1	1
RECORDS PROGRAM MANAGER	1	1	1	1	1
10001410 Total	7	7	7	7	7
City Clerk Total	7	7	7	7	7
City Court					
10001510					
ACCOUNT SPECIALIST	1	1			
ACCOUNTANT			1	1	1
ACCOUNTANT, SR.	1	1	1	1	1
ADMINISTRATIVE SUPPORT SPEC	1	1	1	1	
ADMINISTRATOR, COURT	1	1	1	1	1
CITY JUDGE	2	2	2	2	2
COURT CLERK	23.25	23.5	23	23.5	23.5
COURT CLERK, SR.	2	2	4	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	1
DEPUTY COURT ADMINISTRATOR		1	1	1	1
JUDICIAL PROJECTS COORDINATOR	1				
MANAGEMENT ASSISTANT					1
PRESIDING CITY JUDGE	1	1	1	1	1
SUPERVISOR, COURT	3	3	3	3	3
SYSTEMS ANALYST	2	2	2	2	2

10001510 Total	41.75	42	43.5	44	44
21205001					
COURT PROGRAM COORDINATOR	1	1	1	1	1
POLICE OFFICER	1	1	1	1	1
21205001 Total	2	2	2	2	2
21205002					
COURT CLERK	1.75	1.75	0.75	0.5	0.5
21205002 Total	1.75	1.75	0.75	0.5	0.5
City Court Total	45.5	45.75	46.25	46.5	46.5
City Manager's Office					
10001610					
ASSISTANT CITY MANAGER	1	1	2	2	2
BUSINESS INTELLIGENCE & ANALYTICS OFFICER					0
CHIEF DATA & ANALYTICS OFFICER				1	
CITY MANAGER	1	1	1	1	1
DEPUTY CITY MANAGER				1	1
DEPUTY CITY MANAGER - PUBLIC SAFETY				1	0
DIRECTOR ORGANIZATIONAL PERFORMANCE				1	
EXEC ASST TO CITY MGR	1	1	1	1	1
MANAGEMENT ASSISTANT	1	1	1	1	1
STRAT INIT&SPEC PROJ EXEC OFF	1	1	1		
10001610 Total	5	5	6	9	6
10001612					
ADMINISTRATIVE SUPPORT ASST					1
ADMINISTRATIVE SUPPORT SPEC					1
ADMINISTRATOR, CODE COMPLIANCE					2
CODE COMPLIANCE OFFICIAL					1
CODE INSPECTOR					9
CODE INSPECTOR, SR.					3
10001612 Total					17
City Manager's Office Total	5	5	6	9	23
Community Services					
10001710					
ACCOUNT SPECIALIST	1				
ADMINISTRATIVE SUPPORT SPEC	1				
ASSISTANT DIRECTOR, COMMUNITY SVCS	1				
COMMUNITY SVCS PROGRAM MANAGER	1				
DIRECTOR, COMMUNITY SERVICES	1	1	1	1	1
MANAGEMENT ANALYST			1	1	1
MANAGEMENT ASSISTANT			1	1	1
MKTNG & COMMUNICATION PROG MGR	1				
SUPERVISOR, ADMIN SUPPORT	1				
10001710 Total	7	1	3	3	3
10001711					
ADMINISTRATIVE LIBRARIAN	5	5	6	6	6
ADMINISTRATIVE SUPPORT SPECIALIST					1
ADMINISTRATOR, LIBRARY	1	1	1	1	1
CHIEF LIBRARIAN	1	1	1	1	1
LIBRARIAN	12	12	13.5	13.5	13.5
LIBRARY ASSISTANT	3.5	3.5	3.5	3.5	3.5
LIBRARY ASSISTANT, LEAD	4	4	4	4	3
LIBRARY ASSISTANT, SR.	6	6	6	6	6
LIBRARY OPERATIONS COORDINATOR	1	1	1	1	1
LIBRARY TECHNOLOGY SPECIALIST	1	1	1	1	1
PUBLIC SERVICE ASSISTANT	5.5	5.5	9	9	9
SERVICE WORKER			0.5	0.5	0.5
SERVICE WORKER (PARKS)				1	1
SUPERVISOR, LIBRARY OPERATIONS	3	3	4	4	4

10001711 Total	43	43	50.5	51.5	51.5
10001712					
NEIGHBORHOOD SRVCS COORD	1				
NEIGHBORHOOD SVCS PROG MGR		1	1	1	1
10001712 Total	1	1	1	1	1
10001716					
ADMINISTRATOR, REVITALIZATION	1	1	1	1	1
SUPV, REVITALIZATION GRANTS	1	1	1	1	1
10001716 Total	2	2	2	2	2
20404017					
ACCOUNT SPECIALIST	1	1	1	1	1
ADMINISTRATIVE SUPPORT ASST	1	1	1	1	1
ADMINISTRATIVE SUPPORT SPEC	1	1	1	1	1
MANAGEMENT ASSISTANT	0.75	0.75			
REVITALIZATION COORDINATOR	4	4	4	4	4
SUPERVISOR, REVITALIZATION	1	1	1	1	1
20404017 Total	8.75	8.75	8	8	8
21101714					
ARTS & CULTURE PROGRAM MANAGER	1	1	1		
21101714 Total	1	1	1		
21405261					
ADMIN, COMMUNITY ACTION PRGM	1	1	1	1	1
COMMUNITY SERVICES REP, SR.	1	1	1	1	1
COMMUNITY SERVICES REP	2.5	2.5	2.5	3.5	3.5
MANAGEMENT ASSISTANT	1	1	1	1	1
21405261 Total	5.5	5.5	5.5	6.5	6.5
61301713					
ACCOUNT SPECIALIST	1	1	1	1	1
ACCOUNTANT	1	1	1	1	1
ADMINISTRATIVE SUPPORT ASST	1				2
ADMINISTRATIVE SUPPORT SPEC	2	2	2	2	
ADMINISTRATOR, HOUSING SERVICE	1	1	1	1	1
BUILDING MAINT WORKER, LEAD	1	1	1	1	1
BUILDING MAINTENANCE WORKER	2	2	1	1	1
COMMUNITY SERVICES REP, SR.	1	1	1	1	1
COMMUNITY SERVICES REP	8	7	7	6	6
HOUSING PROGRAM INSPECTOR	1	1	1	1	1
HOUSING PROGRAM MANAGER	1	1	1	1	1
NEIGHBORHOOD SRVCS COORD	1				
SERVICE WORKER (BLDG MAINT)	1	1	1	1	1
SUPERVISOR, HOUSING	1	1	1	1	1
SUPV BUILDING MAINTENANCE	1	1	1	1	1
HOUSING GRANT FUNDED POSITION					1
61301713 Total	24	21	20	19	20
Community Services Total	92.25	83.25	91	91	92
Development Services					
10001810					
ADMINISTRATIVE SUPPORT ASST	1	1	1	1	1
ADMINISTRATOR, PLANNING	1	1	0	1	1
DIRECTOR, DEVELOPMENT SERVICES					1
DIRECTOR, PLANNING	1	1	1		
MANAGEMENT ASSISTANT	1	1	1	1	1
PLANNER	2	2	3	3	2
PLANNER, SR.	2	2	2	3	
PLANNING PROJECT MGR, SR					4
PLANNING TECHNICIAN	1	1	1	1	1
SPECIAL PROJECTS EXEC OFFICER			1	1	1
10001810 Total	9	9	10	11	12

10001811					
	ADMINISTRATIVE SUPPORT SPEC	1	1	1	1
	ADMINISTRATOR, BUILDING SAFETY	2	2	2	2
	BUILDING INSPECTOR	2	2	2	2
	BUILDING INSPECTOR SPECIALIST	5	5	6	6
	BUILDING SAFETY OFFICIAL	1	1	1	1
	DEVELOPMENT PLANS TECH	2	2	2	2
	DEVELOPMENT SVCS REP	2	2	3	3
	PLANS EXAMINER	1	1	2	2
	PLANS EXAMINER, SR.	1	1	1	1
	STRUCTURAL PLANS EXAMINER	1	1	1	1
	SUPV, BUILDING INSPECTION	4	4	4	4
	SUPV, DEVELOPMENT SERVICES	1	1	1	1
10001811 Total		23	23	26	26
10001812					
	ADMINISTRATIVE SUPPORT ASST	1	1	1	0
	ADMINISTRATIVE SUPPORT SPEC	1	1	1	0
	ADMINISTRATOR, CODE COMPLIANCE	1	1	2	0
	CODE COMPLIANCE OFFICIAL			1	0
	CODE INSPECTOR	6	8.5	9	0
	CODE INSPECTOR, SR.	2	2	3	0
	DIRECTOR, DEVELOPMENT SERVICES	1	1	1	0
	SUPERVISOR, CODE COMPLIANCE	2	2	0	
10001812 Total		14	16.5	18	0
10005006					
	GIS COORDINATOR			1	1
	GIS TECHNICIAN	1	1	1	1
10005006 Total		1	1	1	2
Development Services Total		47	49.5	55	40
Economic Development					
10001910					
	ASST DIRECTOR, ECONOMIC DEV	1		1	1
	DIRECTOR, ECONOMIC DEVELOPMENT	1	1	1	1
	ECONOMIC DEV PROGRAM MGR	1	1	1	1
	ECONOMIC DEVELOPMENT OFFICER	1	2	1	1
	ECONOMIC DEVELOPMENT SPEC	1	1	1	2
	MANAGEMENT ASSISTANT	1	1	1	1
10001910 Total		6	6	6	7
21101911					
	ARTS & CULTURE PROGRAM MANAGER			1	1
21101911 Total				1	1
Economic Development Total		6	6	6	8
Engineering					
10003014					
	ADMIN ENGR BUDGET & CIP				1
	ADMINISTRATIVE SUPPORT COORD	1			1
	ADMINISTRATIVE SUPPORT SPEC	2	1	1	
	CELL SITE PROGRAM COORDINATOR		1	1	1
	CIP PROJECT MANAGER	1	1	1	
	CITY ENGINEER	1	1	1	0
	ENGINEERING PROJECT MGR	1	1	1	0
	REAL ESTATE PROGRAM MANAGER		1	1	0
	SUPERVISOR, ENGINEERING SUPPT		1	1	1
10003014 Total		6	7	7	4
10003016					
	CITY ENGINEER				1
	CIVIL ENGINEER, SR.	1	3	3	3
	ENGINEERING PROJECT MGR	2	3	3	4

	PRINCIPAL ENGINEER		3	3	3	2
	TRAFFIC ENGINEERING TECHNICIAN					1
10003016 Total		3	9	9	8	11
10003017						
	CIVIL ENGINEER, SR.	1	1	1	1	
	ENGINEERING PROJECT MGR					1
	PRINCIPAL ENGINEER					1
	REAL ESTATE PROGRAM MANAGER					1
	REAL PROPERTY SPECIALIST					1
10003017 Total		1	1	1	1	4
10003018						
	ADMINISTRATOR, CIVIL ENGINEER	1	1	1	1	1
	ENGINEERING INSPECTOR	5	5	6	6	8
	ENGINEERING INSPECTOR, SR.	2	2	2	2	4
10003018 Total		8	8	9	9	13
20503019						
	CIVIL ENGINEER, SR.	1	1	1	1	0
	ENGINEERING INSPECTOR		2	2	2	0
	ENGINEERING INSPECTOR, SR.	2	2	2	2	0
	ENGINEERING PROJECT MGR	1	1	1	1	0
	PRINCIPAL ENGINEER	1				
	TRAFFIC ENGINEERING TECHNICIAN		1	1	1	0
20503019 Total		5	7	7	7	0
20503020						
	ADMINISTRATIVE SUPPORT SPEC				1	
	STREETLIGHT PROGRAM MANAGER	1	1	1	1	
20503020 Total		1	1	1	2	
Engineering Total		24	33	34	34	32
Field Operations						
10002810						
	DEPUTY DIRECTOR, PUBLIC WORKS	1	1	0		
	DIRECTOR, FIELD OPERATIONS			1	1	1
10002810 Total		1	1	1	1	1
10002812						
	SUPERVISOR, FACILITIES MAINT	1	1	1	2	2
	TRADES WORKER	7	7	7	8	8
	TRADES WORKER, LEAD	2	2	2	2	2
10002812 Total		10	10	10	12	12
10002847						
	CREWLEADER (PARKS)					1
10002847 Total						1
10005060						
	CONTRACT MONITOR					1
	CUSTODIAN	3	3	1	1	1
	CUSTODIAN, LEAD	2	2	2	2	1
	PLANNER-SCHEDULER			1	1	1
	SUPERINTENDENT, FACILITIES MGT	1	1	1	1	1
	SUPERVISOR, FACILITIES MAINT			1		
10005060 Total		6	6	6	5	5
22002846						
	BUILDING MAINTENANCE WORKER	1	1	1	1	1
	TRADES WORKER	1	1	1	1	1
22002846 Total		2	2	2	2	2
61102834						
	ACCOUNT SPECIALIST, LEAD		1	1	1	1
	BUSINESS ANALYST	1	1	1	1	1
	CASHIER	3	3	3	4	4
	CREWLEADER (LANDFILL)	1	1	1	1	

EQUIPMENT MECHANIC SPEC SR	1	1	1	1	1
FOREMAN, SOLID WASTE MANAGEMENT					1
LANDFILL INSPECTOR	1	1	1	1	1
LANDFILL OPERATOR	5	5	5	5	5
SERVICE WORKER (LANDFILL)	3	3	3	3	3
SUPERINTENDENT, LANDFILL	1	1	1	1	1
SUPERVISOR, LANDFILL	1	1	1	1	1
61102834 Total	17	18	18	19	19
61102835					
ACCOUNT SPECIALIST	5	4	4	4	4
ACCOUNT SPECIALIST, LEAD	1	0	0		
ACCOUNTANT, SR.	1				
ADMIN, DEPT SUPPORT SVCS	1	1	1	1	1
ADMINISTRATIVE SUPPORT COORD		1	1	1	1
BUDGET AND FINANCE ANALYST	1				
CONTRACT MONITOR		1	1	1	1
DIRECTOR, PUBLIC WORKS	1	1	0		
FINANCIAL ANALYST					1
MANAGEMENT ANALYST			1	1	
PRINCIPAL ENGINEER	1	1	1	1	0
PUBLIC WORKS PROGRAM MANAGER	1	1	1	1	1
SAFETY PROGRAM MANAGER				0.5	0.5
SUPT, SOLID WASTE MGMT	1	1	1	1	1
DEPUTY DIRECTOR, FIELD OPS					1
61102835 Total	13	11	11	11.5	11.5
61102836					
FOREMAN, SOLID WASTE MANAGEMENT					1
SOLID WASTE MGMT INSPECTOR	4	4	5	5	5
SUPERVISOR, RECYCLING	1	1	1	1	1
SWM INSPECTOR, LEAD	1	1	1	1	
61102836 Total	6	6	7	7	7
61102837					
ACCOUNT SPECIALIST	1	1	1	1	
CREWLEADER (SOL WST MGMT)	1	1	1	1	1
CUSTOMER SERVICE REPRESENTATIVE, SENIOR					1
EQUIPMENT MECHANIC SPEC SR	2	1	1	1	1
PRINCIPAL ENGINEER		1	0		
SERVICE WORKER	1	1	1	1	1
SERVICE WORKER (LANDFILL)	2	2	2	2	2
SUPERVISOR, MRF OPERATIONS	1	1	1	1	1
61102837 Total	8	8	7	7	7
61202838					
EQUIPMENT OPERATOR (SWM)	1	1	1	1	1
61202838 Total	1	1	1	1	1
61202839					
CREWLEADER (SOL WST MGMT)	1	1	1	1	
EQUIPMENT OPERATOR (SWM)	9	8	8	8	8
FOREMAN, SOLID WASTE MANAGEMENT					1
SERVICE WORKER, SR (SWM)	1	1	1	1	1
SOLID WASTE MGMT INSPECTOR	1				
SOLID WASTE SERVICES REP		1	1	1	1
61202839 Total	12	11	11	11	11
61202840					
CREWLEADER (SOL WST MGMT)	2	2	2	2	
EQUIPMENT MECHANIC SPEC	2	2	2	2	2
EQUIPMENT OPERATOR (SWM)	30	30	29	29	30
FOREMAN, SOLID WASTE MANAGEMENT					2
SAFETY PROGRAM MANAGER				0.5	0.5

	SERVICE WORKER				1	1
	SERVICE WORKER (SWM)	2	2	2	2	2
	SOLID WASTE ROUTING SPECIALIST		1	1	1	1
	SUPERVISOR, SOLID WASTE MGMT	1	1	1	1	1
61202840 Total		37	38	37	38.5	39.5
61202841						
	CREWLEADER (SOL WST MGMT)	1	1	1	1	
	EQUIPMENT OPERATOR (STREETS)	1	1	1	2	2
	EQUIPMENT OPERATOR (SWM)	16	16	19	19	18
	FOREMAN, SOLID WASTE MANAGEMENT					1
	SOLID WASTE MGMT INSPECTOR	1	1	1	1	1
	SUPERVISOR, SOLID WASTE MGMT	1	1	1	1	1
61202841 Total		20	20	23	24	23
70402843						
	BUYER	1	1	1	1	1
	EQUIPMENT MECHANIC	4	3	3	3	3
	EQUIPMENT MECHANIC SPEC	14	14	15	15	14
	EQUIPMENT MECHANIC, SR.	5	6	5	5	5
	FLEET MAINTENANCE COORDINATOR	2	2	2	2	2
	FLEET TIRE SPECIALIST				1	1
	SERVICE WORKER	1	1	1	1	1
	SERVICE WRITER			1	1	1
	SUPERINTENDENT, EQUIPMENT MGT	1	1	1	1	1
	SUPERVISOR, FLEET	2	2	2	2	2
	SUPV, FLEET ACQUISITION & BILL	1	1	1	1	1
	WELDER-FABRICATOR					1
70402843 Total		31	31	32	33	33
70402845						
	MANAGEMENT ASSISTANT	1	1	1	1	1
70402845 Total		1	1	1	1	1
Field Operations Total		165	164	167	173	174
Fire Services						
10002010						
	ACCOUNT SPECIALIST	1	2	2	2	2
	ADMINISTRATIVE SUPPORT SPEC	1	1	1	1	1
	ASSISTANT FIRE CHIEF	2	2	2	2	2
	CRISIS INTERVENTION SPECIALIST	2	2	2	2	2
	DEPUTY FIRE CHIEF (52 HRS)	2	2	2	2	2
	FIRE CHIEF	1	1	1	1	1
	FIRE DATA PROJECT MANAGER	1	1	1	1	1
	FIRE DEPT STAFF COUNSELOR	1	1	1	1	1
	FIRE ED & COMM OUTREACH COORD	1	1	1	1	1
	FIRE EMS COORDINATOR	1	1	1		
	FIRE PERSONNEL ANALYST	1	1	1	1	1
	MANAGEMENT ASSISTANT	2	2	2	2	2
10002010 Total		16	17	17	16	16
10002011						
	ADMIN, FIRE HUMAN SERVICES	1	1	1	1	1
	DEP FIRE CHIEF (40 HRS)	1				
	DEPUTY FIRE CHIEF (52 HRS)	3	4	4	4	4
	FIRE BATTALION CHIEF (40 HRS)	2				
	FIRE BATTALION CHIEF (52 HRS)	5	7	7	7	7
	FIRE CAPTAIN (40 HRS)	15				
	FIRE CAPTAIN (52 HRS)	38	53	52	53	59
	FIRE ENGINEER (40 HRS)	4				
	FIRE ENGINEER (52 HRS)	45	49	49	49	49
	FIRE FIGHTER (40 HRS)	13				
	FIRE FIGHTER (52 HRS)	94	123	123	122	121

10002011 Total	221	237	236	236	241
10002013					
ADMIN, FIRE PHYSICAL RESOURCES	1	1	1		
BUSINESS ANALYST	1	1	1	1	1
FIRE CAPTAIN (52 HRS)	1	1	1	1	1
FLEET MAINTENANCE COORDINATOR	1	1	1	1	1
SERVICE WORKER	1	1	1	1	1
SERVICE WORKER, SR.	1	1	1	3	3
10002013 Total	6	6	6	7	7
10002016					
EMERGENCY MANAGEMENT ANALYST	1	1	1	1	1
EMERGENCY SVCS COORD	1	1	1	1	1
FIRE BATTALION CHIEF (52 HRS)	1	1	1	1	1
10002016 Total	3	3	3	3	3
10002017					
ASSISTANT FIRE MARSHAL	1	1	1	1	1
FIRE INSPECTOR	2	3	3	3	3
FIRE INSPECTOR, SR.	5	4	4	4	4
FIRE MARSHAL	1	1	1	1	1
PLANS EXAMINER	1	1	1	1	1
10002017 Total	10	10	10	10	10
10002019					
ADMINISTRATIVE SUPPORT SPEC	1	1	1	1	1
FIRE CAPTAIN (40 HRS)		1	1		
FIRE CAPTAIN (52 HRS)	3	2	2	3	3
FIRE FIGHTER (52 HRS)	2	2	2	2	1
10002019 Total	6	6	6	6	5
10002020					
ACCOUNT SPECIALIST	1				
FIRE ENGINEER (52 HRS)	1	1	1	1	1
FIRE FIGHTER (52 HRS)	1				
10002020 Total	3	1	1	1	1
21605202					
FIRE FIGHTER (52 HRS)	15				
21605202 Total	15				
22002023					
ADMINISTRATIVE SUPPORT COORD	1	1	1	1	1
ADMINISTRATIVE SUPPORT SPEC	1	1	1	1	1
DEPUTY FIRE CHIEF (52 HRS)	1	1	1	1	1
FIRE CAPTAIN (52 HRS)	1	1	1	1	1
SUPERVISOR, ADMIN SUPPORT	1	1	1	1	1
22002023 Total	5	5	5	5	5
Fire Services Total	285	285	284	284	288
Human Resources					
10002110					
ADMINISTRATOR, HUMAN RESOURCES					2
ASSISTANT DIRECTOR, HR					1
BENEFITS & WELLNES ANALYST					1
BUSINESS ANALYST	1	1	1	1	1
DIRECTOR, HR & RISK MGMT	1	1	1	1	1
HR ANALYST					1
HR BUSINESS PARTNER				1	5
HR PROGRAM MANAGER					1
HR SPECIALIST					1
HR TECHNICIAN					1
HUMAN RESOURCES ASSISTANT					1
MANAGEMENT ASSISTANT	1	1	1	1	
SUPERVISOR, ADMIN SUPPORT					1

10002110 Total	3	3	3	4	17
10002112					
HR PROGRAM MANAGER	1	1	1	1	1
10002112 Total	1	1	1	1	1
10005014					
ASSISTANT DIRECTOR, HR	1	1	1	1	0
HR BUSINESS PARTNER	2	2	2	2	0
10005014 Total	3	3	3	3	0
10005015					
ADMINISTRATOR, HUMAN RESOURCES	1	1	1	1	0
HR BUSINESS PARTNER	1	1	1	1	0
HUMAN RESOURCES ASSISTANT	1	1	1	1	0
10005015 Total	3	3	3	3	0
10005016					
HR PROGRAM MANAGER	1	1	1	1	0
HR SPECIALIST	1	1	1	1	0
10005016 Total	2	2	2	2	0
10005018					
ADMINISTRATOR, HUMAN RESOURCES	1	1	1	1	0
BENEFITS & WELLNES ANALYST	1	1	1	1	0
HR BUSINESS PARTNER	1	1	1	1	0
HR TECHNICIAN	2	1	1	1	0
10005018 Total	5	4	4	4	0
70102113					
RISK & SAFETY ANALYST	1	1	1	1	1
RISK MANAGER	1	1	1	1	1
70102113 Total	2	2	2	2	2
70202114					
HR PROGRAM MANAGER	1	1	1	1	1
HR TECHNICIAN		1			
RISK MANAGEMENT ANALYST					1
RISK MANAGEMENT SPECIALIST			1	1	1
70202114 Total	1	2	2	2	3
Human Resources Total	20	20	20	21	23
Innovation and Technolo					
70502210					
ADMINISTRATOR, INFO TECHNOLOGY	3	3	3	2	2
APPLICATIONS ANALYST	1	1	1	1	1
CHIEF INFORMATION OFFICER	1	1	1	1	1
DATA ANALYST			1	1	1
DATA ARCHITECT	1	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
INFO TECHNOLOGY PROJECT MGR	2	2	1	2	2
MANAGEMENT ASSISTANT	1	1	1	1	1
NETWORK ENGINEER	1	1	1	1	2
NETWORK ENGINEER, SR.	1	1	1	1	1
SERVICE DESK SPECIALIST	4	4	4	4	4
SUPERVISOR, SERVICE DESK	1	1	1	1	1
SYSTEM ADMINISTRATOR	3	3	3	4	4
SYSTEMS ADMINISTRATOR, SR	1	1	2	2	2
SYSTEMS ANALYST	3	3	3	3	3
SYSTEMS ANALYST, SR	1	1	0		
70502210 Total	29	29	29	30	31
70502211					

TELECOMMUNICATIONS ANALYST	1	1	1	1	1
70502211 Total	1	1	1	1	1
Innovation and Technolo Total	30	30	30	31	32
Mayor & Council Office					
10001010					
ASSISTANT TO THE MAYOR	1	1	1		
COMMUNICATIONS PROJECT MANAGER	1	1	1	1	1
MANAGEMENT ASSISTANT	1	1	1	1	1
MAYOR	1	1	1	1	1
10001010 Total	4	4	4	3	3
10001011					
COUNCIL ASSISTANT	3	4	4	6	0
EXECUTIVE ASSISTANT	2	2	1		
10001011 Total	5	6	5	6	0
10001012					
COUNCIL ASSISTANT					1
COUNCIL MEMBER	1	1	1	1	1
10001012 Total	1	1	1	1	2
10001013					
COUNCIL ASSISTANT					1
COUNCIL MEMBER	1	1	1	1	1
10001013 Total	1	1	1	1	2
10001014					
COUNCIL ASSISTANT					1
COUNCIL MEMBER	1	1	1	1	1
10001014 Total	1	1	1	1	2
10001015					
COUNCIL ASSISTANT					1
COUNCIL MEMBER	1	1	1	1	1
10001015 Total	1	1	1	1	2
10001016					
COUNCIL ASSISTANT					1
COUNCIL MEMBER	1	1	1	1	1
10001016 Total	1	1	1	1	2
10001017					
COUNCIL ASSISTANT					1
COUNCIL MEMBER	1	1	1	1	1
10001017 Total	1	1	1	1	2
Mayor & Council Office Total	15	16	15	15	15
Organizational Performance					
10003410					
BUSINESS INTELLIGENCE & ANALYTICS OFFICER					1
DIRECTOR ORGANIZATIONAL PERFORMANCE					1
10003410 Total					2
Organizational Performance Total					2
Police Services					
10002410					
ACCOUNT SPECIALIST				1	1
ADMINISTRATIVE SUPPORT COORD	1	1	1	1	1
ASSISTANT POLICE CHIEF	2	2	2	2	2
MANAGEMENT ANALYST	1	2	2	2	2
MANAGEMENT ASSISTANT	4	3	3	3	3
POLICE CHIEF	1	1	1	1	1
POLICE LIEUTENANT		2	2	1	1
POLICE OFFICER	4	4	4	4	4
POLICE PLAN & RESEARCH ANALYST	2	2	2	2	2
POLICE SERGEANT	4	5	5	6	6
POLICE VOLUNTEER COORDINATOR		1	1		1

10002410 Total	19	23	23	23	24
10002411					
POLICE COMMANDER	1	1	1	1	1
POLICE LIEUTENANT	1				
POLICE OFFICER	12	5	8	16	15
POLICE SERGEANT	3	3	3	4	4
10002411 Total	17	9	12	21	20
10002414					
POLICE AIDE	1				
POLICE COMMANDER	1	1	1	1	1
POLICE COMMUNITY SVCS OFFICER		1	4	6	6
POLICE LIEUTENANT	3	3	3	3	3
POLICE OFFICER	30	30	28	30	29
POLICE SERGEANT	9	9	8	8	8
POLICE VOLUNTEER COORDINATOR	1			1	
SECURITY OFFICER	5	5	5	5	5
SUPERVISOR, SUPPORT SERVICES	1	2	2	2	2
10002414 Total	51	51	51	56	54
10002416					
ADMINISTRATIVE SUPPORT SPEC	1	1	1	1	1
FORENSICS SCIENTIST	4	5	6	6	6
MANAGER, VICTIM ASSISTANCE					1
POLICE CASE SUPPORT SPECIALIST	3	3	3	3	3
POLICE COMMANDER	2	1	1	1	1
POLICE COMMUNITY SVCS OFFICER	1				
POLICE LIEUTENANT	3	3	3	3	3
POLICE OFFICER	66	61	57	58	59
POLICE RECORDS TECHNICIAN			1		
POLICE SERGEANT	11	10	9	9	9
SUPERVISOR, FORENSICS	1	1	1	1	1
SUPERVISOR, VICTIM ASSISTANCE	1	1	1	1	1
VICTIM ASSISTANCE CASEWORKER	3	3	3	3	3
10002416 Total	96	89	86	86	87
10002417					
ACCOUNT SPECIALIST	1				
ADMIN, POLICE TECHNICAL SVCS	1	1	1	1	1
BUSINESS ANALYST	1	1	1	2	2
MANAGER, POLICE SUPPORT SVCS	1	1	1	1	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 PROPERTY/EVID SPEC	4	4	4	4	4
POLICE RECORDS TECHNICIAN	14.5	14.5	13.5	14.5	14.5
SUPERVISOR, PROPERTY EVIDENCE	1	1	1	1	1
SUPERVISOR, SUPPORT SERVICES	2	2	2	2	2
SYSTEMS ANALYST	2	2	2	2	2
10002417 Total	34.5	33.5	29.5	29.5	29.5
10002418					
MANAGER, DETENTION & FLEET SVC	1	1	1	1	1
POLICE DETENTION OFFICER	14	14	14	14	14
SUPERVISOR, SUPPORT SERVICES	4	4	4	4	4
10002418 Total	19	19	19	19	19
10002419					
MANAGER, POLICE COMMUNICATIONS	1	1	1	1	1
POLICE COMM SPECIALIST	30.5	30.5	30.5	32.5	32.5
SUPV, POLICE COMMUNICATIONS	5	5	5	5	5
10002419 Total	36.5	36.5	36.5	38.5	38.5
10002420					

ACCOUNT SPECIALIST	1	1	1	1	1
10002420 Total	1	1	1	1	1
10002421					
ADMINISTRATIVE SUPPORT SPEC	1	1	1	1	1
POLICE CASE SUPPORT SPECIALIST					1
POLICE COMMANDER	1	1	1	1	1
POLICE CRIME PREVENTION SPEC	2	2	2	2	2
POLICE LIEUTENANT	6	6	5	5	5
POLICE OFFICER	105	111	115	114	122
POLICE SERGEANT	14	14	15	16	15
10002421 Total	129	135	139	139	147
10002422					
ADMINISTRATIVE SUPPORT SPEC	1	1	1	1	1
POLICE CASE SUPPORT SPECIALIST	1	1	1	1	1
POLICE COMMANDER		1	1	1	1
POLICE CRIME PREVENTION SPEC	2	2	2	2	2
POLICE LIEUTENANT	4	3	4	5	5
POLICE OFFICER	108	114	118	111	113
POLICE SERGEANT	15	15	16	14	14
10002422 Total	131	137	143	135	137
10005020					
MANAGER, POLICE PERSONNEL	1	1	1	1	1
POLICE OFFICER	2	2	2	2	2
POLICE PERSONNEL SPECIALIST	1	1	1	1	1
POLICE SERGEANT	1	1	1		1
10005020 Total	5	5	5	4	5
10005022					
ACCOUNT SPECIALIST	1	1	1	1	1
PUBLIC SAFETY EVENTS SCHEDULER	1	1	1		
10005022 Total	2	2	2	1	1
10005024					
PUBLIC SAFETY EVENTS SCHEDULER	1	1	1	1	1
10005024 Total	1	1	1	1	1
21605212					
VICTIM ASSISTANCE CASEWORKER	1	1	1	1	1
21605212 Total	1	1	1	1	1
21605215					
POLICE OFFICER	10	10	10	10	
21605215 Total	10	10	10	10	
21605218					
POLICE OFFICER	7	7	4	1	1
21605218 Total	7	7	4	1	1
21605228					
VICTIM ASSISTANCE CASEWORKER	1	1	1	1	1
21605228 Total	1	1	1	1	1
21702424					
ACCOUNT SPECIALIST	1	1	1	1	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
Police Services Total	564	564	567	570	570
Public Affairs					
10002510					
ADMIN, PUB INFO & COMM		1	1	1	
ADMINISTRATIVE SUPPORT SPEC	1				
ASSISTANT DIRECTOR, COMMUNICATIONS	1				

ASSISTANT DIRECTOR, INTERGOV	1	1	1	1	1
ASST DIR PUB INFO & COMM					1
CREATIVE DESIGNER	1	1	1	1	1
CREATIVE SERVICES PROGRAM MGR.	1	1	1	1	1
DEPUTY CITY MANAGER					1
DIGITAL COMMUNICATIONS PGM MGR				1	1
DIGITAL CONTENT PRGM MANAGER	1	1	1	1	1
DIRECTOR, PUBLIC AFFAIRS	1	1	1		
INTERGOVERNMENTAL COORDINATOR		1	1	1	1
MANAGEMENT ASSISTANT	2	2	2	2	2
MARKETING & COMM PRGM MGR, SR	1				
MKTNG & COMMUNICATION PROG MGR	1	2	2	2	2
10002510 Total	11	11	11	11	12
10002511					
CHIEF BROADCAST ENGINEER	1	1	1	1	1
MEDIA PRODUCTION SPECIALIST	3.5	3.5	3.5	2.5	2.5
10002511 Total	4.5	4.5	4.5	3.5	3.5
Public Affairs Total	15.5	15.5	15.5	14.5	15.5
Public Facilit,Recr&Spec					
10002610					
ACCOUNT SPECIALIST		1	1	1	1
ADMIN, RECREATION	1	1	1	1	1
ADMINISTRATIVE SUPPORT ASST	2	2	3	3	2
ADMINISTRATIVE SUPPORT COORD	1	1	2	2	2
ADMINISTRATIVE SUPPORT SPEC		1	1	1	1
ASST DIRECTOR, PF, REC & SP EV		1	1	1	1
BUSINESS ANALYST					1
DEPUTY DIRECTOR, PFRSE			1	1	1
DIR, PUB FAC, REC & SP EVENTS			1	1	1
MKTNG & COMMUNICATION PROG MGR		1	1	1	0
PUB FAC REC & SE PRGRM MGR		1	1	1	1
RECREATION COORDINATOR			1	1	
RECREATION COORDINATOR, SR.	1	1	0		
RECREATION PROGRAMMER	1	1	0		
SUPERINTENDENT, PARKS	1	1	0		
SUPERVISOR, ADMIN SUPPORT		1	1	1	0
CIP PROGRAM MANAGER					1
10002610 Total	7	13	15	15	13
10002611					
ADMINISTRATIVE SUPPORT SPEC	1	1	1	1	1
CREWLEADER (PARKS)	2	1	1	1	1
DEPUTY DIRECTOR, PFRSE		1	0		
LANDSCAPE GARD/HORTICULTURIST	1	1	1	1	1
PARK MANAGER	3	3	3	2	2
PLAYGROUND EQUIP SVCS WORKER	2	2	2	2	2
RECREATION COORDINATOR	1	1	0		
SERVICE WORKER (PARKS)	9	9	9	7	7
SERVICE WORKER, SR. (PARKS)	2	2	4	4	4
SUPERINTENDENT, PARKS			1	1	1
SUPERVISOR, PARKS				3	3
10002611 Total	21	21	22	22	22
10002613					
ADMINISTRATOR, SPECIAL EVENTS					1
RECREATION COORDINATOR					2
SPECIAL EVENTS PROGRAM MANAGER					1
10002613 Total					4
10002615					
PARK RANGER	2	1	1	1	1

SUPERVISOR, PARK RANGERS		1	1	1	1
10002615 Total		2	2	2	2
10002616					
ADMINISTRATIVE SUPPORT COORD	1	1	0		
ADMINISTRATIVE SUPPORT ASST					1
RECREATION COORDINATOR	2	2	1	1	2
RECREATION COORDINATOR, SR.	1	1	1	1	1
RECREATION PROGRAMMER				1	1
SERVICE WORKER (PARKS)			1		
10002616 Total		4	4	3	5
10002617					
ADMINISTRATOR, CIVIC CENTER		1	1	1	1
ADMINISTRATOR, COMMUNITY SERVICES	1				
CIVIC CENTER EVENT COORD	2	2	2	2	2
OPERATIONS COORDINATOR				1	1
10002617 Total		3	3	3	4
10002618					
ADMINISTRATIVE SUPPORT ASST	1	1	0		
RECREATION COORDINATOR	1	1	1	1	1
RECREATION COORDINATOR, SR.			1	1	1
SERVICE WORKER (PARKS)			1	1	1
10002618 Total		2	2	3	3
10005036					
RECREATION COORDINATOR	1	1	1		1
RECREATION PROGRAMMER	1	1	1		
10005036 Total		2	2	2	1
10005037					
RECREATION COORDINATOR	1	1	1	1	1
SERVICE WORKER, SR. (PARKS)	2	2	2	2	2
10005037 Total		3	3	3	3
10005038					
SERVICE WORKER (PARKS)	3	3	1		
SPECIAL EVENTS PROD SPEC	1	1	1	1	1
10005038 Total		4	4	2	1
10005040					
RECREATION COORDINATOR, SR.				1	1
10005040 Total				1	1
10005041					
RECREATION COORDINATOR			1	1	1
10005041 Total			1	1	1
10005048					
ADMINISTRATOR, SPECIAL EVENTS	1	1	1	1	0
DIR, PUBLIC FACILITIES & EVENT	1	1	0		
RECREATION COORDINATOR			1	1	0
SPECIAL EVENTS COORDINATOR	1	1	1	1	
SPECIAL EVENTS PROGRAM MANAGER	1	1	1	1	0
10005048 Total		4	4	4	0
10005051					
ADMINISTRATIVE SUPPORT SPEC		0.5	0.5		
ADMINISTRATOR, CONVENTION AND VISITORS B	1	1	1	1	1
CVB REPRESENTATIVE	0.5	0.5	0.5	0.5	0.5
DIGITAL CONTENT SPECIALIST				1	1
NATIONAL SALES MANAGER		1	1	2	2
TOURISM COORDINATOR	1	1	1		
10005051 Total		2.5	4	4	4.5
Public Facilit,Recr&Spec Total		54.5	62	64	64.5
Transportation					
10002934					

CREWLEADER (PARKS)	1	1	1	1	0
10002934 Total	1	1	1	1	0
20502919					
SUPERVISOR, ADMIN SUPPORT	1	1	1	1	1
20502919 Total	1	1	1	1	1
20502920					
CONTRACT MONITOR	1	1	1	1	1
CREWLEADER (STREETS)	1	1	1	1	1
SERVICE WORKER (STREETS)	6	4	4	4	4
SERVICE WORKER, SR. (STREETS)	5	5	5	5	5
SUPERVISOR, RIGHT OF WAY	1	1	1	1	1
20502920 Total	14	12	12	12	12
20502921					
CREWLEADER (STREETS)	2	2	2	2	2
PRINCIPAL ENGINEER				1	1
SERVICE WORKER (STREETS)		2	2	2	2
SERVICE WORKER, SR. (STREETS)	2	2	2	2	2
SUPERINTENDENT, STREETS	1	1	1	1	1
SUPERVISOR, STREETS	1	1	1	1	1
20502921 Total	6	8	8	9	9
20502923					
SUPERVISOR, TRAFFIC SIGNAL	1	1	1	1	1
TRAFFIC OPS ELECTRONIC TECH	1	1	1	1	1
TRAFFIC SIGNAL TECH, SR	3	3	3	3	3
TRAFFIC SIGNAL TECHNICIAN	1	1	1	1	1
20502923 Total	6	6	6	6	6
20502924					
CREWLEADER (STREETS)	1	1	1	1	1
SERVICE WORKER (STREETS)	3	3	3	3	3
SUPERVISOR, TRAFFIC ENGR		1	1	1	1
20502924 Total	4	5	5	5	5
20502925					
SUPERVISOR, TRAFFIC ENGR				1	1
20502925 Total				1	1
20505063					
CITY TRAFFIC ENGINEER	1	1	1		
STREETLIGHT PROGRAM MANAGER					1
TRAFFIC ENGINEERING TECHNICIAN	1				1
20505063 Total	2	1	1		2
20505064					
SUPERVISOR, TRAFFIC ENGR	1	1	1		
TRAFFIC ENGINEERING SPEC, SR	1	1	1	1	1
TRAFFIC ENGINEERING TECHNICIAN	1	1	1	1	1
20505064 Total	3	3	3	2	2
20505065					
SERVICE WORKER (STREETS)	2	2	2	2	2
20505065 Total	2	2	2	2	2
20702926					
ADMIN, TRANSPORTATION PLANNING	1	1	1	1	1
ADMINISTRATIVE SUPPORT SPEC	1	1	1	1	1
CITY TRAFFIC ENGINEER				1	1
DEPUTY DIRECTOR, TRANSPORTATIO	1	1			
DIRECTOR, TRANSPORTATION			1	1	1
MANAGEMENT ASSISTANT	1	1	1	1	1
PRINCIPAL ENGINEER	1	1	1		
TRANSPORTATION ANALYST	1	1	1	1	1
TRANSPORTATION PLANNER	2	2	2	2	2
TRANSPORTATION PROGRAM MANAGER	1				

20702926 Total	9	8	8	8	8
20702928					
ADMINISTRATIVE SUPPORT SPEC	1	1	1	1	1
DISPATCHER/ROUTER	5.5	5.5	5.5	5.5	5.5
SUPERVISOR, TRANSIT	2	2	2	2	2
TRANSIT COORDINATOR	1	1	1	1	1
TRANSIT OPER	16	16	16	16	16
TRANSIT REPRESENTATIVE, LEAD	6.75	6.75	6.75	6.75	6.75
20702928 Total	32.25	32.25	32.25	32.25	32.25
20702929					
ADMINISTRATOR, TRANSIT	1	1	1	1	1
MANAGEMENT ASSISTANT	1	1	1	1	1
SUPT, TRANSIT OPERATIONS	1	1	1	1	1
TRANSPORTATION PROGRAM MANAGER		1	1	1	1
20702929 Total	3	4	4	4	4
20702930					
ADMIN, TRANSPORTATION SYSTEMS	1	1	1	1	1
ITS TECHNICIAN	2	2	2	2	2
SUPV, INTELLIGENT TRANSP SYS	1	1	1	1	1
20702930 Total	4	4	4	4	4
20702931					
PRINCIPAL ENGINEER	1	1	1	1	1
TRANSPORTATION ENGINEER	1	1	1	1	1
20702931 Total	2	2	2	2	2
20705066					
TRAFFIC EDUCATION PROGRAM MGR	1	1	1	1	1
20705066 Total	1	1	1	1	1
21302933					
ADMINISTRATOR, AIRPORT	1	1	1	1	1
MANAGEMENT ASSISTANT	1	1	1	1	1
SERVICE WORKER (AIRPORT)	3	3	3	3	2
SUPERVISOR, AIRPORT OPERATIONS	1	1	1	1	1
SUPERVISOR, AIRPORT OPERATIONS					1
21302933 Total	6	6	6	6	6
Transportation Total	96.25	96.25	96.25	96.25	97.25
Water Services					
60202710					
CIVIL ENGINEER	1	1	1	1	1
ENVIRONMENTAL PROGRAM MGR	3	3	3	3	3
PRINCIPAL ENGINEER	1	1	1	1	1
SAFETY PROGRAM MANAGER		1	1	1	1
60202710 Total	5	6	6	6	6
60202711					
ADMIN, DEPT SUPPORT SVCS	1	1	1	1	1
ADMIN, FINANCIAL PROGRAMS	1	1	1	1	1
ADMINISTRATIVE SUPPORT ASST	1	1.75	2	2	1
ADMINISTRATIVE SUPPORT COORD	1	1	0		
ADMINISTRATIVE SUPPORT SPEC	1	1	1	1	1
DEPUTY DIRECTOR, WATER SERVICE	3	4	4	4	4
DIRECTOR, WATER SERVICES	1	1	1	1	1
FINANCIAL ANALYST	1	1	1	1	1
HR BUSINESS PARTNER	1	1	1		
MANAGEMENT ANALYST	1	1	1	1	1
MANAGEMENT ASSISTANT	1	1	2	2	2
SUPERVISOR, WATER SVCS ADMIN	1	1	1	1	1
60202711 Total	14	15.75	16	15	14
60202712					
SAFETY PROGRAM MANAGER	1				

	SUPT, WATER SVCS OPS/MAINT		5	5	5	5
	WATER SVCS PROCESS OPS MGR		1	1	1	1
60202712 Total		1	6	6	6	6
60202713						
	ADMINISTRATOR, INFO TECHNOLOGY		1	1	1	1
	APPLICATIONS ANALYST, SR.		1	1	1	1
	GIS COORDINATOR	1	1	1		
	NETWORK ENGINEER	1	1	1	1	1
	PC OPERATOR	1	2	2	2	2
	SUPV, ENTERPRISE ASSET MGMT		1	1	1	1
	SYSTEM ADMINISTRATOR	1	1	1	2	2
	SYSTEMS ADMINISTRATOR, SR	1	1	1	1	1
	WATER SRVCS PROCESS OPS MGR	1				
	WATER SVCS DATA COORDINATOR	2	1	1	1	1
60202713 Total		8	10	10	10	10
60202714						
	PUBLIC SERVICE REPRESENTATIVE	3	3	3	3	3
	PUBLIC SVC REPRESENTATIVE LEAD	1	1	1	1	1
	SUPERVISOR, WATER SERVICES	1	1	1	1	1
	UTILITY LOCATOR	2	2	2	2	2
60202714 Total		7	7	7	7	7
60202715						
	SECURITY OFFICER	5	5	5	5	5
	SECURITY SYSTEMS TECH			1	1	1
	SUPERVISOR, SUPPORT SERVICES	1	1	1	1	1
	SUPT, WATER SVCS OPS/MAINT	1				
60202715 Total		7	6	7	7	7
60202717						
	ADMIN, ENVT PROGRAMS	1	1	1	1	1
	WATER CONSERVATION SPEC	2	2	2	2	2
60202717 Total		3	3	3	3	3
60202718						
	ADMIN, WATER QUALITY LAB	1	1	1	1	1
	CHEMIST	4	4	4	4	4
	CHEMIST, LEAD	1	1	1	1	1
	LABORATORY TECHNICIAN	3	2	2	2	2
	LABORATORY TECHNICIAN, LEAD		1	1	1	1
	WATER QUALITY ASSURANCE COORD	1	1	1	1	1
	WATER SVCS DATA COORDINATOR	1	1	1	1	1
60202718 Total		11	11	11	11	11
60202719						
	BUYER	1.75	1.75	1.75	1.75	1.75
	MATERIALS CONTROL SPEC			1	1	1
60202719 Total		1.75	1.75	2.75	2.75	2.75
60202720						
	APPLICATIONS ANALYST, SR.	1				
	SUPERVISOR, WATER SERVICES	1	1	1	1	1
	WATER SERVICES REPRESENTATIVE	10	10	11	11	11
	WATER SVC REPRESENTATIVE, LEAD	2	2	2	2	2
60202720 Total		14	13	14	14	14
60202723						
	SUPERVISOR, WATER FACILITIES	1	1	1	1	1
	WATER CONTROL ROOM OPERATOR	6	6	6	5	5
	WATER CONTROL ROOM OPERATOR, LEAD				1	1
60202723 Total		7	7	7	7	7
60202724						
	SUPERVISOR, WATER FACILITIES	1	1	1	1	1
	WATER PLANT OPERATOR, LEAD	1	1	1	1	1

WATER PLANT OPERATOR, SR	7	6	6	6	6
60202724 Total	9	8	8	8	8
60202725					
SUPERVISOR, WATER FACILITIES	1	1	1	1	1
WATER PLANT OPERATOR, LEAD	1	1	1	1	1
WATER PLANT OPERATOR, SR	5	7	7	7	8
WATER SERVICES PLANT OPERATOR		1	1	2	
60202725 Total	7	10	10	11	10
60202726					
BUSINESS ANALYST					1
GIS ANALYST					1
IND MAINT PLANNER SCHEDULER			1	1	1
INDUSTRIAL MAINT ELECTRICIAN			1	1	2
INDUSTRIAL MAINT MECHANIC	3	4	4	4	4
INDUSTRIAL MAINTENANCE MECH SR	4	4	4	5	4
INSTRUMENTATION TECHNICIAN	3	3	3	3	3
INSTRUMENTATION TECHNICIAN, SR	5	5	4	3	3
SUPERVISOR, WATER SERVICES	1	1	1	1	1
60202726 Total	16	17	18	18	20
60202727					
ADMINISTRATIVE SUPPORT ASST					1
ADMINISTRATIVE SUPPORT SPEC	0.75				
BUILDING INSPECTOR SPECIALIST	1	1	1	1	1
SUPERVISOR, WATER SERVICES	3	5	5	4	4
SUPT, WATER SVCS OPS/MAINT	1				
WATER SVCS SYS TECH, LEAD	3	3	3	3	3
WATER SVCS SYS TECH, SR	12	11	11	11	11
WATER SVCS SYS TECHNICIAN	15	15	15	15	15
60202727 Total	35.75	35	35	34	35
60202729					
INDUSTRIAL MAINT MECHANIC	1				
SUPERVISOR, WATER FACILITIES	1	1	1	1	1
SUPT, WATER SVCS OPS/MAINT	1				
TRADES WORKER	1	1	1		
WATER PLANT OPERATOR, LEAD	1	1	1	1	1
WATER PLANT OPERATOR, SR	6	5	5	5	5
WATER SERVICES PLANT OPERATOR					1
60202729 Total	11	8	8	7	8
60302731					
ADMIN, PRETREATMENT PRGM	1	1	1	1	1
ENVIRONMENTAL RESOURCES SPECIALIST					1
PRETREATMENT INSPECTOR	3	3	3	3	3
PRETREATMENT INSPECTOR, SR.	1	1	1	1	
60302731 Total	5	5	5	5	5
60302734					
SUPERVISOR, WATER SERVICES	1	1	1	2	1
WATER SVCS CONTRACT COMPLIANCE INSPECTOR					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	2
60302734 Total	5	5	5	6	5
60302737					
PC OPERATOR	1				
SUPERVISOR, WATER SERVICES	1	1	1	1	1
SUPT, WATER SVCS OPS/MAINT	1				
WATER SVCS SYS TECH, LEAD	2	2	2	2	2
WATER SVCS SYS TECH, SR	4	4	4	4	3
WATER SVCS SYS TECHNICIAN	8	8	8	8	8

60302737 Total	17	15	15	15	14
60302738					
GIS TECHNICIAN					1
SUPERVISOR, WATER FACILITIES	1	1	1	1	1
WATER RECLAM FAC OPER, LEAD	1	1	1	1	1
WATER RECLAM FAC OPER, SR	6	7	7	7	7
60302738 Total	8	9	9	9	10
60302739					
PC OPERATOR	1				
SUPERVISOR, WATER FACILITIES	1	1	1	1	1
SUPT, WATER SVCS OPS/MAINT	1				
WATER RECLAM FAC OPER, LEAD	1	1	1	1	1
WATER RECLAM FAC OPER, SR	9	8	8	8	8
WATER SERVICES PLANT OPERATOR				1	2
60302739 Total	13	10	10	11	12
Water Services Total	205.5	208.5	212.75	212.75	214.75
Grand Total	1771	1785.25	1812.25	1828	1842

Bond Description	Original Issue	Outstanding Principal 7/1/2020	FY20-21 Principal	FY20-21 Interest	FY20-21 Fees	Total Requirements
MPC Tax Funded Debt (Fund 3030)						
Existing						
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	39,585,000	1,865,000	2,428,808	5,000	4,298,808
MPC Bonds - Series 2012A*	8,665,000	1,295,000	1,295,000	64,750	5,000	1,364,750
MPC Bonds - Series 2012B*	39,620,000	39,620,000	2,215,000	1,981,000	5,000	4,201,000
MPC Bonds - Series 2012C*	183,405,000	108,245,000	-	4,912,250	5,000	4,917,250
MPC Tax Funded Debt Total	381,510,000	190,225,000	5,375,000	9,469,392	25,000	14,869,392
Excise Tax Funded Debt (Fund 3050)						
Existing						
Excise Tax Debt Bonds - Series 2015A*	114,130,000	88,590,000	5,890,000	4,429,500	5,000	10,324,500
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	30,755,000	1,610,000	1,257,500	-	2,867,500
Excise Tax Debt Bonds - Series 2017*	64,910,000	64,910,000	3,315,000	3,245,500	5,000	6,565,500
Excise Tax Funded Debt Total	226,570,000	197,955,000	10,815,000	9,476,771	15,000	20,306,771
Property Tax Funded Debt (Fund 3010)						
Existing						
General Obligation Bonds - Series 2010	38,300,000	6,580,000	3,210,000	295,300	71,718	3,577,018
General Obligation Bond - Series 2015	39,490,000	17,550,000	10,215,000	775,350	73,947	11,064,297
General Obligation Bond - Series 2016A	25,687,939	16,705,000	-	548,625	48,102	596,727
General Obligation Bond - Series 2016B	12,903,178	9,075,000	375,000	254,606	24,162	653,768
General Obligation Bond - Series 2017 (Refund 2009B)*	26,555,000	24,540,000	2,115,000	774,728	49,725	2,939,453
General Obligation Bond - Series 2018A	15,240,000	11,020,000	-	551,000	28,537	579,537
General Obligation Bond - Series 2019B	15,385,000	14,975,000	-	673,100	28,809	701,909
Property Tax Funded Debt Total	173,561,117	100,445,000	15,915,000	3,872,709	325,000	20,112,709
Water & Sewer Revenue Funded Debt (Fund 6040)						
Existing						
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	47,770,000	4,425,000	2,388,500	5,000	6,818,500
Senior Lien W&S Bonds - Series 2015*	121,245,000	93,795,000	12,160,000	3,796,375	5,000	15,961,375
Water & Sewer Revenue Funded Debt Total	224,565,000	167,250,000	16,585,000	7,823,733	15,000	24,423,733
Transp. Sales Tax Rev Funded Debt (Fund 3040)						
Existing						
Transp Sales Tax Obligations Bond - Series 2015*	55,340,000	55,340,000	3,900,000	2,595,150	5,000	6,500,150
Transp Sales Tax Obligations Bond - Series 2017*	19,330,000	7,230,000	15,000	189,426	5,000	209,426
Transportation Sales Tax Funded Debt Total	74,670,000	62,570,000	3,915,000	2,784,576	10,000	6,709,576
Total Debt Service Payments (All Funds)	\$ 1,080,876,117	\$ 718,445,000	\$ 52,605,000	33,427,180	\$ 390,000	\$ 86,422,180

* 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
General Funds					
1000-General Fund					
Budget and Finance					
10001110 Budget&Finance Administration	\$ 2,826	\$ 636	\$ -	\$ 33,396	\$ 13,695
10001111 Accounting Services	\$ 10,502	\$ 2,871	\$ -	\$ 63,675	\$ -
10001112 License/Collection	\$ 6,933	\$ 1,313	\$ -	\$ 51,766	\$ 11,983
10001113 Procurement	\$ 3,321	\$ 795	\$ -	\$ 23,827	\$ 2,853
10001115 Budget and Research	\$ 2,813	\$ 636	\$ -	\$ 18,709	\$ 2,282
10001116 Grants Administration	\$ 763	\$ 159	\$ -	\$ 4,530	\$ 571
Budget and Finance Total	\$ 27,157	\$ 6,411	\$ -	\$ 195,904	\$ 31,384
City Attorney's Office					
10001210 Legal Services	\$ 20,465	\$ 4,826	\$ 55,000	\$ 178,902	\$ 18,830
City Attorney's Office Total	\$ 20,465	\$ 4,826	\$ 55,000	\$ 178,902	\$ 18,830
Audit Department					
10001310 Audit Administration	\$ 1,376	\$ 66	\$ -	\$ 5,705	\$ 1,712
Audit Department Total	\$ 1,376	\$ 66	\$ -	\$ 5,705	\$ 1,712
City Clerk					
10001410 City Clerk Administration	\$ 4,676	\$ 7,981	\$ -	\$ 37,000	\$ 6,847
City Clerk Total	\$ 4,676	\$ 7,981	\$ -	\$ 37,000	\$ 6,847
City Court					
10001510 Court Administration	\$ 30,110	\$ 20,736	\$ 10,200	\$ 287,864	\$ 26,819
City Court Total	\$ 30,110	\$ 20,736	\$ 10,200	\$ 287,864	\$ 26,819
City Manager's Office					
10001610 City Manager Administration	\$ 6,411	\$ 4,388	\$ -	\$ 27,770	\$ 14,265
10001612 Code Compliance	\$ 28,851	\$ 38,630	\$ -	\$ 78,780	\$ 11,983
City Manager's Office Total	\$ 35,262	\$ 43,019	\$ -	\$ 106,550	\$ 26,248
Community Services					
10001710 Community Services Admin	\$ 4,342	\$ 575	\$ -	\$ 11,829	\$ 571
10001711 Library	\$ 38,131	\$ 19,079	\$ -	\$ 342,878	\$ 67,333
10001712 Community Engagement	\$ 762	\$ 549	\$ -	\$ 6,293	\$ 2,282
10001715 CAP Local Match	\$ -	\$ -	\$ -	\$ -	\$ 7,418
10001716 Community Revitalization	\$ -	\$ 225	\$ -	\$ 9,061	\$ 6,847
Community Services Total	\$ 43,235	\$ 20,427	\$ -	\$ 370,061	\$ 84,452
Development Services					
10001810 Planning	\$ 8,691	\$ 1,909	\$ -	\$ 59,065	\$ 8,559
10001811 Building Safety	\$ 24,636	\$ 51,388	\$ -	\$ 175,666	\$ 13,124
10005006 Mapping and Records	\$ 1,345	\$ 318	\$ -	\$ 9,648	\$ -
Development Services Total	\$ 34,672	\$ 53,616	\$ -	\$ 244,379	\$ 21,684
Economic Development					
10001910 Economic Development	\$ 5,260	\$ 1,114	\$ -	\$ 34,063	\$ 3,994
Economic Development Total	\$ 5,260	\$ 1,114	\$ -	\$ 34,063	\$ 3,994
Engineering					
10003014 Engineering Administration	\$ 3,673	\$ 761	\$ -	\$ 34,570	\$ 16,548
10003016 CIP Administration	\$ 3,586	\$ 1,750	\$ -	\$ 43,960	\$ -
10003017 Land Development	\$ 2,013	\$ 636	\$ -	\$ 15,772	\$ -
10003018 Construction Inspection	\$ 18,498	\$ 79,548	\$ -	\$ 55,959	\$ -
Engineering Total	\$ 27,770	\$ 82,696	\$ -	\$ 150,261	\$ 16,548
Field Operations					
10002810 Field Operations Admin	\$ 913	\$ 159	\$ -	\$ 20,979	\$ 5,706
10002812 Facilities	\$ 61,775	\$ 49,161	\$ 18,900	\$ 54,365	\$ 7,989
10002847 Cemetery	\$ 6,510	\$ 3,739	\$ -	\$ 3,943	\$ 1,141
10005060 Custodial Services	\$ 9,642	\$ 20,484	\$ -	\$ 19,715	\$ -
Field Operations Total	\$ 78,839	\$ 73,542	\$ 18,900	\$ 99,002	\$ 14,836
Fire Services					
10002010 Fire Administration	\$ 19,622	\$ 26,874	\$ -	\$ 63,088	\$ 25,107
10002011 Fire Operations	\$ 222,374	\$ 1,191,037	\$ -	\$ 938,433	\$ -
10002013 Fire Resource Management	\$ 85,228	\$ 20,576	\$ -	\$ 93,983	\$ 65,051
10002016 Fire Emergency Management	\$ 2,641	\$ 5,343	\$ -	\$ 63,525	\$ -
10002017 Fire Marshal's Office	\$ 6,796	\$ 33,092	\$ -	\$ 53,529	\$ -
10002019 LA Services	\$ 7,875	\$ 20,258	\$ -	\$ 19,715	\$ -
10002020 Logistics Ops	\$ 787	\$ 5,025	\$ -	\$ 3,943	\$ -
10002021 Glendale Health Center	\$ 111	\$ -	\$ -	\$ -	\$ -
10005009 Fire - Fiesta Bowl Event	\$ 143	\$ -	\$ -	\$ -	\$ -
10005011 Arena - Fire Event Staffing	\$ 641	\$ -	\$ -	\$ -	\$ -
10005012 CBRanch - Fire Event Staffing	\$ 223	\$ -	\$ -	\$ -	\$ -

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
Fire Services Total	\$ 346,442	\$ 1,302,205	\$ -	\$ 1,236,215	\$ 90,158
Human Resources					
10002110 Human Resource Administration	\$ 8,634	\$ 2,705	\$ -	\$ 89,354	\$ 16,548
10002112 Organizational Development	\$ 728	\$ 159	\$ -	\$ 3,943	\$ -
10005014 Employment Services	\$ 907	\$ -	\$ -	\$ -	\$ -
10005015 Employee Relations	\$ 729	\$ -	\$ -	\$ -	\$ -
10005016 Compensation	\$ 449	\$ -	\$ -	\$ -	\$ -
10005018 Benefits	\$ 1,004	\$ -	\$ -	\$ -	\$ -
Human Resources Total	\$ 12,451	\$ 2,864	\$ -	\$ 93,297	\$ 16,548
Mayor & Council Office					
10001010 Mayor's Office	\$ 2,932	\$ 3,885	\$ -	\$ 17,704	\$ 2,282
10001011 Council Office Administration	\$ 2,910	\$ 637	\$ -	\$ -	\$ -
10001012 Cholla District	\$ 806	\$ 3,650	\$ -	\$ 9,844	\$ 1,141
10001013 Barrel District	\$ 806	\$ 3,650	\$ -	\$ 9,844	\$ 1,141
10001014 Sahuaro District	\$ 806	\$ 3,650	\$ -	\$ 9,844	\$ 1,141
10001015 Cactus District	\$ 806	\$ 3,650	\$ -	\$ 9,844	\$ 1,141
10001016 Yucca District	\$ 806	\$ 3,650	\$ -	\$ 9,844	\$ 1,141
10001017 Ocotillo District	\$ 806	\$ 3,650	\$ -	\$ 9,844	\$ 1,141
Mayor & Council Office Total	\$ 10,677	\$ 26,424	\$ -	\$ 76,768	\$ 9,130
Organizational Performance					
10003410 Organizational Performance	\$ 840	\$ 318	\$ -	\$ 9,061	\$ -
Organizational Performance Total	\$ 840	\$ 318	\$ -	\$ 9,061	\$ -
Police Services					
10002410 Police Administration	\$ 232,991	\$ 40,941	\$ -	\$ 94,632	\$ 42,226
10002411 Training	\$ 26,267	\$ 53,403	\$ -	\$ 74,917	\$ 4,565
10002414 Special Operations	\$ 101,909	\$ 118,408	\$ -	\$ 212,922	\$ 10,842
10002416 Crime Investigations	\$ 110,345	\$ 201,947	\$ -	\$ 339,097	\$ 18,830
10002417 Police Support Services	\$ 27,043	\$ 5,425	\$ -	\$ 117,493	\$ -
10002418 Detention	\$ 18,813	\$ 3,023	\$ -	\$ 74,917	\$ 9,130
10002419 Communications	\$ 25,200	\$ 7,442	\$ -	\$ 151,805	\$ 12,554
10002420 Towing Administration	\$ 604	\$ 159	\$ -	\$ 3,943	\$ 571
10002421 Gateway Patrol Division	\$ 1,641,890	\$ 388,514	\$ -	\$ 559,905	\$ 27,390
10002422 Foothills Patrol Division	\$ 329,750	\$ 366,028	\$ -	\$ 528,361	\$ 27,960
10005020 Police Personnel Management	\$ 5,133	\$ 8,750	\$ -	\$ 19,715	\$ 2,282
10005021 Fiscal Management	\$ 8,256	\$ -	\$ 2,570,221	\$ 318,089	\$ 6,277
10005022 PD - Stadium Event Staffing	\$ 2,389	\$ 1,990	\$ -	\$ 3,943	\$ -
10005023 PD - Fiesta Bowl Event	\$ 168	\$ 97	\$ -	\$ -	\$ -
10005024 PD - Arena Event Staffing	\$ 5,852	\$ 159	\$ -	\$ 3,943	\$ 571
10005026 PD - CBRanch Event Staffing	\$ 78	\$ 23	\$ -	\$ -	\$ -
Police Services Total	\$ 2,536,688	\$ 1,196,310	\$ 2,570,221	\$ 2,503,683	\$ 163,197
Public Affairs					
10002510 Public Affairs Administration	\$ 8,923	\$ 1,909	\$ -	\$ 55,540	\$ 7,989
10002511 Cable Communications	\$ 4,657	\$ 604	\$ -	\$ 229,396	\$ 29,102
Public Affairs Total	\$ 13,580	\$ 2,513	\$ -	\$ 284,936	\$ 37,090
Public Facilit Recr&Spec Events					
10002610 Public Facil,Rec&Special Event	\$ 25,247	\$ 2,188	\$ -	\$ 60,071	\$ 5,136
10002611 Parks Maintenance	\$ 115,667	\$ 73,863	\$ 50,000	\$ 99,082	\$ 5,136
10002613 Citywide Special Events	\$ 3,428	\$ 6,563	\$ -	\$ 19,297	\$ 2,853
10002615 Park Rangers	\$ 2,546	\$ 8,132	\$ -	\$ 7,886	\$ 571
10002616 Foothills Recreation Center	\$ 4,977	\$ 34,148	\$ -	\$ 37,339	\$ 15,407
10002617 Civic Center	\$ 3,678	\$ 7,028	\$ -	\$ 20,472	\$ 7,418
10002618 Adult Center	\$ 2,223	\$ 16,730	\$ -	\$ 21,816	\$ 16,548
10002619 Glendale Community Center	\$ 4,048	\$ -	\$ -	\$ -	\$ -
10005036 Youth and Teen	\$ 94	\$ 586	\$ -	\$ -	\$ -
10005037 Aquatics-Rose Ln & Splash Pads	\$ 2,290	\$ 14,932	\$ -	\$ 14,179	\$ -
10005038 Audio/Visual/Support Services	\$ 1,289	\$ 241	\$ -	\$ 35,078	\$ -
10005040 SRPHA Sahuaro Ranch Hist	\$ 63,757	\$ 6,884	\$ -	\$ 3,943	\$ -
10005041 Sports and Health	\$ 1,161	\$ 7,773	\$ -	\$ 3,943	\$ -
10005042 Glitter Spectacular	\$ -	\$ 95	\$ -	\$ -	\$ -
10005043 Downtown in December	\$ -	\$ 94	\$ -	\$ -	\$ -
10005044 Glitter and Glow	\$ -	\$ 79	\$ -	\$ -	\$ -
10005045 Chocolate Affaire	\$ -	\$ 46	\$ -	\$ -	\$ -
10005048 City-Wide Special Events	\$ -	\$ 61	\$ -	\$ -	\$ -
10005049 Summer Band	\$ -	\$ 5	\$ -	\$ -	\$ -
10005050 Special Events Permitting	\$ -	\$ 935	\$ -	\$ -	\$ -

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
10005051 City Sales Tax - Bed Tax	\$ 2,967	\$ 716	\$ -	\$ 21,856	\$ 7,989
10005054 Bed Tax / Tourism	\$ 1,097	\$ -	\$ -	\$ -	\$ -
Public Facilr Recr&Spec Events Total	\$ 234,470	\$ 181,098	\$ 50,000	\$ 344,960	\$ 61,056
Transportation					
10005055 Stadium - Transportation Ops	\$ 1,917	\$ -	\$ -	\$ -	\$ -
10005056 Transp - Fiesta Bowl Event	\$ 77	\$ -	\$ -	\$ -	\$ -
10005057 Arena - Transportation Ops.	\$ 98	\$ -	\$ -	\$ -	\$ -
10005058 Graffiti Removal	\$ 52	\$ -	\$ -	\$ -	\$ -
Transportation Total	\$ 2,144	\$ -	\$ -	\$ -	\$ -
1000-General Fund Total	\$ 3,466,112	\$ 3,026,166	\$ 2,704,321	\$ 6,258,613	\$ 630,534
General Funds Total	\$ 3,466,112	\$ 3,026,166	\$ 2,704,321	\$ 6,258,613	\$ 630,534

Special Revenue Funds

2040-CDBG					
Community Services					
20404017 CDBG	\$ 10,340	\$ 1,273	\$ -	\$ 31,544	\$ -
Community Services Total	\$ 10,340	\$ 1,273	\$ -	\$ 31,544	\$ -
2040-CDBG Total	\$ 10,340	\$ 1,273	\$ -	\$ 31,544	\$ -
2050-Highway User Gas Tax					
Engineering					
20503019 Pavement Management	\$ 3,730	\$ -	\$ -	\$ -	\$ -
Engineering Total	\$ 3,730	\$ -	\$ -	\$ -	\$ -
Transportation					
20502919 Transportation Administration	\$ 662	\$ 159	\$ -	\$ 4,530	\$ 1,141
20502920 Right of Way	\$ 39,626	\$ 69,287	\$ -	\$ 52,603	\$ 9,130
20502921 Street Maintenance	\$ 65,790	\$ 53,085	\$ -	\$ 43,124	\$ 5,706
20502923 Traffic Signals	\$ 28,788	\$ 39,695	\$ -	\$ 26,595	\$ 3,424
20502924 Signs & Markings	\$ 33,434	\$ 27,129	\$ -	\$ 20,302	\$ 571
20502925 Barricade Management	\$ 1,546	\$ 1,682	\$ -	\$ 3,943	\$ -
20502935 Street Lighting	\$ 5,569	\$ 318	\$ -	\$ 7,886	\$ -
20505064 Traffic Design and Development	\$ 6,494	\$ 6,775	\$ -	\$ 9,648	\$ 571
20505065 Graffiti Removal - ROW	\$ 3,052	\$ 13,232	\$ -	\$ 7,886	\$ 1,141
Transportation Total	\$ 184,962	\$ 211,361	\$ -	\$ 176,518	\$ 21,684
2050-Highway User Gas Tax Total	\$ 188,691	\$ 211,361	\$ -	\$ 176,518	\$ 21,684
2070-Transportation Sales Tax					
Transportation					
20702312 Non-Departmental Fund 2070	\$ -	\$ -	\$ -	\$ -	\$ -
20702926 Transportation Program Mgmt	\$ 5,779	\$ 1,273	\$ 4,200	\$ 38,006	\$ 6,277
20702927 Fixed Route	\$ 17,905	\$ 1,291	\$ -	\$ -	\$ -
20702928 Dial-A-Ride	\$ 57,504	\$ 97,377	\$ -	\$ 140,086	\$ 10,842
20702929 Transit Program Administration	\$ 2,833	\$ 636	\$ -	\$ 17,534	\$ -
20702930 Intelligent Transport Systems	\$ 6,425	\$ 13,550	\$ -	\$ 21,059	\$ 2,853
20702931 Traffic Mitigation	\$ 2,095	\$ 318	\$ -	\$ 9,648	\$ 571
20705066 Transportation Education	\$ 1,526	\$ 607	\$ -	\$ 5,705	\$ 571
Transportation Total	\$ 94,067	\$ 115,052	\$ 4,200	\$ 232,039	\$ 21,113
2070-Transportation Sales Tax Total	\$ 94,067	\$ 115,052	\$ 4,200	\$ 232,039	\$ 21,113
2110-Arts Commission					
Economic Development					
21101911 Arts Program	\$ 1,044	\$ 280	\$ -	\$ 3,943	\$ -
Economic Development Total	\$ 1,044	\$ 280	\$ -	\$ 3,943	\$ -
2110-Arts Commission Total	\$ 1,044	\$ 280	\$ -	\$ 3,943	\$ -
2120-Court Security Bonds					
City Court					
21205001 Court Security	\$ 1,900	\$ 2,970	\$ -	\$ 7,886	\$ 1,712
21205002 Court Time Payments	\$ 358	\$ 80	\$ -	\$ 1,972	\$ -
21205003 Fill the Gap	\$ 137	\$ -	\$ -	\$ -	\$ -
City Court Total	\$ 2,395	\$ 3,049	\$ -	\$ 9,857	\$ 1,712
2120-Court Security Bonds Total	\$ 2,395	\$ 3,049	\$ -	\$ 9,857	\$ 1,712
2130-Airport Special Revenue					
Transportation					
21302933 Airport Operations	\$ 7,231	\$ 27,404	\$ -	\$ 27,770	\$ 3,994
Transportation Total	\$ 7,231	\$ 27,404	\$ -	\$ 27,770	\$ 3,994
2130-Airport Special Revenue Total	\$ 7,231	\$ 27,404	\$ -	\$ 27,770	\$ 3,994
2140-CAP Grant					

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
Community Services					
21405261 Community Action Program DHH:	\$ 5,769	\$ 1,034	\$ -	\$ 25,629	\$ -
Community Services Total	\$ 5,769	\$ 1,034	\$ -	\$ 25,629	\$ -
2140-CAP Grant Total	\$ 5,769	\$ 1,034	\$ -	\$ 25,629	\$ -
2160-Other Grants					
Police Services					
21605212 Police AZDPS Grants	\$ 684	\$ 843	\$ -	\$ 3,943	\$ -
21605215 Police USDOJ Grants	\$ 4,935	\$ 28,107	\$ -	\$ 39,430	\$ -
21605218 Police SRO Recovery Grants	\$ 688	\$ 2,811	\$ -	\$ 3,943	\$ -
21605228 Police Miscellaneous Grants	\$ 635	\$ 159	\$ -	\$ 3,943	\$ -
Police Services Total	\$ 6,943	\$ 31,920	\$ -	\$ 51,259	\$ -
2160-Other Grants Total	\$ 6,943	\$ 31,920	\$ -	\$ 51,259	\$ -
2170-Rico Funds					
Police Services					
21702424 State RICO	\$ 19,445	\$ 159	\$ -	\$ 3,943	\$ -
Police Services Total	\$ 19,445	\$ 159	\$ -	\$ 3,943	\$ -
2170-Rico Funds Total	\$ 19,445	\$ 159	\$ -	\$ 3,943	\$ -
2180-Park and Rec Designated					
Public Facilit Recr&Spec Events					
21805033 Elsie McCarthy Pk. Maint	\$ -	\$ 101	\$ -	\$ -	\$ -
Public Facilit Recr&Spec Events Total	\$ -	\$ 101	\$ -	\$ -	\$ -
2180-Park and Rec Designated Total	\$ -	\$ 101	\$ -	\$ -	\$ -
2200-Training Facility Revenue					
Field Operations					
22002846 PS Training Ops - Fac. Mgmt	\$ 4,286	\$ 8,193	\$ -	\$ 7,886	\$ 2,282
Field Operations Total	\$ 4,286	\$ 8,193	\$ -	\$ 7,886	\$ 2,282
Fire Services					
22002023 PS Training Ops - Fire	\$ 10,467	\$ 5,502	\$ -	\$ 16,359	\$ 18,260
Fire Services Total	\$ 10,467	\$ 5,502	\$ -	\$ 16,359	\$ 18,260
Police Services					
22002413 PS Training Ops - Police	\$ 6,682	\$ 2,970	\$ -	\$ 7,886	\$ -
Police Services Total	\$ 6,682	\$ 2,970	\$ -	\$ 7,886	\$ -
2200-Training Facility Revenue Total	\$ 21,436	\$ 16,665	\$ -	\$ 32,131	\$ 20,542
Special Revenue Funds Total	\$ 357,361	\$ 408,299	\$ 4,200	\$ 594,634	\$ 69,045

Enterprise Funds

6020+-Water & Sewer					
Budget and Finance					
60201117 Customer Service	\$ 19,325	\$ 4,534	\$ -	\$ 134,699	\$ 25,678
Budget and Finance Total	\$ 19,325	\$ 4,534	\$ -	\$ 134,699	\$ 25,678
Water Services					
60202710 Environmental Resources	\$ 4,344	\$ 966	\$ -	\$ 23,658	\$ 13,124
60202711 Water Services Administration	\$ 13,693	\$ 3,024	\$ 16,800	\$ 56,377	\$ 19,401
60202712 Operating Administration	\$ 4,561	\$ 955	\$ -	\$ 23,658	\$ -
60202713 Information Management	\$ 8,381	\$ 2,097	\$ -	\$ 219,190	\$ -
60202714 Public Service Representative	\$ 10,009	\$ 25,243	\$ -	\$ 27,601	\$ 4,565
60202715 System Security	\$ 6,267	\$ 1,114	\$ -	\$ 28,776	\$ 2,282
60202716 Property Management	\$ -	\$ -	\$ -	\$ -	\$ -
60202717 Water Conservation	\$ 3,058	\$ 1,554	\$ -	\$ 11,829	\$ -
60202718 Water Quality	\$ 10,493	\$ 32,798	\$ -	\$ 43,373	\$ -
60202719 Materials Control Warehouse	\$ 4,106	\$ 453	\$ -	\$ 10,843	\$ -
60202720 Customer Service - Field	\$ 19,740	\$ 50,876	\$ -	\$ 55,202	\$ -
60202722 Raw Water Usage	\$ 11,672	\$ -	\$ -	\$ -	\$ -
60202723 Central System Control	\$ 6,241	\$ 25,243	\$ -	\$ 27,601	\$ -
60202724 Pyramid Peak WTP	\$ 12,492	\$ 28,850	\$ -	\$ 31,544	\$ 25,107
60202725 Cholla Treatment Plant	\$ 15,988	\$ 36,062	\$ -	\$ 39,430	\$ 15,977
60202726 Central System Maintenance	\$ 26,125	\$ 67,682	\$ -	\$ 78,860	\$ -
60202727 Water Distribution	\$ 111,238	\$ 123,260	\$ -	\$ 138,005	\$ 2,853
60202729 Oasis Surface WTP	\$ 14,328	\$ 28,850	\$ -	\$ 32,719	\$ -
60302731 Pretreatment Program	\$ 6,429	\$ 18,031	\$ -	\$ 19,715	\$ -
60302734 Storm Water	\$ 10,922	\$ 18,031	\$ -	\$ 20,302	\$ 2,282
60302735 SROG - 91st Ave WWTP	\$ 8,936	\$ -	\$ -	\$ -	\$ -
60302737 Wastewater Collection	\$ 105,241	\$ 50,487	\$ -	\$ 55,202	\$ 3,424
60302738 Arrowhead WRF	\$ 14,233	\$ 36,062	\$ -	\$ 40,017	\$ 10,842

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
60302739 West Area WRF	\$ 19,424	\$ 43,274	\$ -	\$ 47,903	\$ 25,107
60302740 Irrigation	\$ 673	\$ -	\$ -	\$ -	\$ -
Water Services Total	\$ 448,592	\$ 594,911	\$ 16,800	\$ 1,031,805	\$ 124,965
6020+-Water & Sewer Total	\$ 467,917	\$ 599,445	\$ 16,800	\$ 1,166,504	\$ 150,643
6110+-Landfill					
Budget and Finance					
61101120 Landfill Customer Service	\$ -	\$ 159	\$ -	\$ -	\$ -
Budget and Finance Total	\$ -	\$ 159	\$ -	\$ -	\$ -
Field Operations					
61102834 Landfill	\$ 33,919	\$ 56,705	\$ 2,100	\$ 85,491	\$ 4,565
61102835 Solid Waste Admin	\$ 11,728	\$ 9,468	\$ -	\$ 53,569	\$ 11,983
61102836 Recycling	\$ 12,234	\$ 46,403	\$ -	\$ 34,063	\$ 5,136
61102837 MRF Operations	\$ 11,942	\$ 23,188	\$ -	\$ 29,951	\$ 2,282
Field Operations Total	\$ 69,823	\$ 135,764	\$ 2,100	\$ 203,073	\$ 23,966
6110+-Landfill Total	\$ 69,823	\$ 135,923	\$ 2,100	\$ 203,073	\$ 23,966
6120-Solid Waste					
Field Operations					
61202838 Solid Waste Roll-off	\$ 6,446	\$ 6,629	\$ -	\$ 3,943	\$ -
61202839 Commercial Frontload	\$ 37,272	\$ 72,919	\$ -	\$ 43,960	\$ -
61202840 Curb Service	\$ 53,106	\$ 243,683	\$ -	\$ 159,860	\$ -
61202841 Residential-Loose Trash Collec	\$ 39,913	\$ 152,441	\$ -	\$ 90,689	\$ -
Field Operations Total	\$ 136,737	\$ 475,672	\$ -	\$ 298,453	\$ -
6120-Solid Waste Total	\$ 136,737	\$ 475,672	\$ -	\$ 298,453	\$ -
6130-Housing Public Activities					
Community Services					
61301713 Housing Public Activities	\$ 48,050	\$ 19,878	\$ -	\$ 88,428	\$ 12,554
Community Services Total	\$ 48,050	\$ 19,878	\$ -	\$ 88,428	\$ 12,554
6130-Housing Public Activities Total	\$ 48,050	\$ 19,878	\$ -	\$ 88,428	\$ 12,554
Enterprise Funds Total	\$ 722,528	\$ 1,230,918	\$ 18,900	\$ 1,756,458	\$ 187,163
Internal Service Funds					
7010-Risk Management Self Insurance					
Human Resources					
70102113 Risk Management	\$ 1,428	\$ 318	\$ -	\$ -	\$ -
Human Resources Total	\$ 1,428	\$ 318	\$ -	\$ -	\$ -
7010-Risk Management Self Insurance Total	\$ 1,428	\$ 318	\$ -	\$ -	\$ -
7020-Workers Comp Self Insurance					
Human Resources					
70202114 Workers' Compensation	\$ 1,722	\$ 477	\$ -	\$ -	\$ -
Human Resources Total	\$ 1,722	\$ 477	\$ -	\$ -	\$ -
7020-Workers Comp Self Insurance Total	\$ 1,722	\$ 477	\$ -	\$ -	\$ -
7040-Fleet Services					
Field Operations					
70402843 Fleet Management	\$ 34,158	\$ 78,647	\$ -	\$ 157,142	\$ 27,960
70402844 Fuel Services	\$ 7,411	\$ -	\$ -	\$ -	\$ -
70402845 Parts Store Operations	\$ 627	\$ 159	\$ -	\$ 3,943	\$ -
Field Operations Total	\$ 42,196	\$ 78,806	\$ -	\$ 161,085	\$ 27,960
7040-Fleet Services Total	\$ 42,196	\$ 78,806	\$ -	\$ 161,085	\$ 27,960
7050-Technology					
Innovation and Technology					
70502210 Innovation & Tech Operations	\$ 32,949	\$ 4,932	\$ 80,000	\$ -	\$ 27,390
70502211 Telephones	\$ 661	\$ 159	\$ -	\$ -	\$ -
Innovation and Technology Total	\$ 33,610	\$ 5,091	\$ 80,000	\$ -	\$ 27,390
7050-Technology Total	\$ 33,610	\$ 5,091	\$ 80,000	\$ -	\$ 27,390
Internal Service Funds Total	\$ 78,957	\$ 84,692	\$ 80,000	\$ 161,085	\$ 55,350
Grand Total	\$ 4,624,958	\$ 4,750,076	\$ 2,807,421	\$ 8,770,790	\$ 942,091

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City of Glendale
 Summary Schedule of Estimated Revenues and Expenditures/Expenses
 Fiscal Year 2021

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	
2020	E	1	224,640,686	59,731,432	61,782,242	65,331,608	5,814,676	253,932,855	64,766,501	736,000,000
2020	E	2	225,651,738	59,973,205	61,782,242	63,350,412	5,814,676	252,725,459	65,275,660	734,573,391
2021		3	47,789,358	53,014,999	19,249,302	25,223,452	5,048,337	75,324,372	30,619,219	256,269,039
2021	B	4	5,936,773							5,936,773
2021	B	5			20,690,008					20,690,008
2021	C	6	234,744,271	108,164,753	236,914	27,157,742	26,000	206,705,909	64,259,033	641,294,622
2021	D	7	0	0	0	0	0	0	0	0
2021	D	8	0	0	0	0	0	0	0	0
2021	D	9	28,954,769	2,244,659	41,885,739	26,479,962	0	26,041,257	0	125,606,386
2021	D	10	42,630,099	58,552,555	0	0	0	24,423,733	0	125,606,386
2021		11								
LESS:										0
										0
										0
										0
2021		12	274,795,073	104,871,856	82,061,963	78,861,156	5,074,337	283,647,806	94,878,253	924,190,442
2021	E	13	230,374,911	69,963,603	61,998,448	78,861,156	5,074,337	231,140,485	69,587,061	747,000,000

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

	2020	2021
	\$ 736,000,000	\$ 747,000,000
	736,000,000	747,000,000
	283,246,263	235,123,536
	\$ 452,753,737	\$ 511,876,464
	\$ 603,062,288	\$ 617,897,408

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 2021**

	2020	2021
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>6,338,443</u>	\$ <u>6,554,694</u>
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ <u> </u>	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>5,856,524</u>	\$ <u>5,936,773</u>
B. Secondary property taxes	<u>20,408,799</u>	<u>20,690,008</u>
C. Total property tax levy amounts	<u>\$ 26,265,323</u>	<u>\$ 26,626,781</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ <u>5,224,582</u>	
(2) Prior years' levies	<u>25,704</u>	
(3) Total primary property taxes	<u>\$ 5,250,286</u>	
B. Secondary property taxes		
(1) Current year's levy	\$ <u>18,316,155</u>	
(2) Prior years' levies	<u>76,964</u>	
(3) Total secondary property taxes	<u>\$ 18,393,119</u>	
C. Total property taxes collected	<u>\$ 23,643,406</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.4144</u>	<u>0.4016</u>
(2) Secondary property tax rate	<u>1.4441</u>	<u>1.3996</u>
(3) Total city/town tax rate	<u>1.8585</u>	<u>1.8012</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 <u> </u> 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 2021**

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
GENERAL FUND			
Local taxes			
City Sales Tax	\$ 117,815,424	\$ 113,619,193	\$ 113,619,192
Arena Fees	1,058,959	-	-
Licenses and permits			
Gas/Electric Franchise Fees	3,068,430	2,887,446	2,887,446
Building Permits	1,878,841	1,878,841	1,878,841
Cable Franchise Fees	1,582,071	1,406,159	1,406,159
Sales Tax Licenses	923,570	923,570	923,570
Fire Department Other Fees	676,822	676,822	812,894
Planning/Zoning	468,466	468,466	468,466
Fire Dept CD Fees	432,372	432,372	432,372
Right-of-Way Permits	350,426	350,426	528,720
Bus./Prof. Licenses	330,415	941,223	941,223
Liquor Licenses	193,036	193,036	193,036
Arena Fees	171,230	-	-
Business Licenses	77,922	77,922	77,922
Miscellaneous CD Fees	69,911	-	-
Engineering Plan Check Revenue	19,749	28,490	28,490
Plan Check Fees	8,373	75,675	75,675
Intergovernmental			
State Income Tax	32,653,840	32,653,840	36,412,190
State Shared Sales Tax	25,926,142	24,849,186	24,849,186
Motor Vehicle In-Lieu	11,265,111	10,647,317	10,647,317
Arena Fees	347,442	626,292	626,292
Recreation Revenue	-	-	125,891
SRO Revenue	433,504	289,000	433,504
Miscellaneous	123,204	123,204	133,288
Charges for services			
Staff & Adm Chargebacks	10,000,000	10,000,000	10,000,000
Facility Rental Income	2,117,957	2,117,957	2,117,956
Recreation Revenue	1,694,171	1,694,171	1,568,277
Plan Check Fees	1,356,118	1,358,997	1,358,997
Arena Fees	779,632	1,163,654	1,282,202
Miscellaneous	622,342	622,342	622,342
Right-of-Way Permits	332,906	332,906	154,612
City Property Rental	329,764	329,764	329,764
Fire Department Other Fees	329,578	329,578	329,578
Engineering Plan Check Revenue	292,443	421,893	421,893
Camelback Ranch Rev-Fire	96,249	96,249	93,015
Traffic Engineering Plan Check	65,468	79,047	79,047
Court Revenue	60,502	60,502	54,287
Security Revenue	33,085	33,085	33,086
Health Care Revenue	31,020	-	-
Equipment Rental	18,295	18,295	18,295

**City of Glendale
Revenues Other Than Property Taxes
Fiscal Year 2021**

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
Fines and forfeits			
Court Revenue	2,859,952	2,620,454	2,566,168
Miscellaneous	334,064	35,522	35,522
Library Fines/Fees	11,728	11,728	11,728
Interest on investments			
Interest	373,776	825,343	825,343
Contributions			
SRP In-Lieu	322,104	322,104	322,104
Miscellaneous			
Miscellaneous	6,254,208	16,269,351	13,408,264
City Property Rental	994,135	697,391	697,391
Lease Proceeds	556,137	556,137	556,137
Cemetery Revenue	202,030	202,030	202,030
Fire Department Other Fees	140,926	140,926	140,926
Library Fines/Fees	11,888	13,632	13,633
Total General Fund	\$ 230,095,737	\$ 233,501,538	\$ 234,744,271
SPECIAL REVENUE FUNDS			
Public Facilities and Events Funds			
Recreation Revenue	\$ 6,000	\$ 6,000	\$ 6,000
Interest	480	480	480
	\$ 6,480	\$ 6,480	\$ 6,480
Community Services Grants			
Grants	\$ 7,919,572	\$ 7,919,572	\$ 7,920,332
Miscellaneous	85,211	85,211	85,211
	\$ 8,004,783	\$ 8,004,783	\$ 8,005,543
Other Grants			
Grants	\$ 15,416,760	\$ 15,416,760	\$ 16,642,928
Miscellaneous	407,885	407,885	407,885
	\$ 15,824,645	\$ 15,824,645	\$ 17,050,813
Public Safety Funds			
City Sales Tax	\$ 27,206,155	\$ 26,364,769	\$ 26,364,769
State Forfeitures	1,000,000	1,000,000	1,000,000
Federal Forfeitures	15,000	15,000	15,000
	\$ 28,221,155	\$ 27,379,769	\$ 27,379,769

**City of Glendale
Revenues Other Than Property Taxes
Fiscal Year 2021**

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
Transportation/HURF Funds			
City Sales Tax	\$ 30,308,943	\$ 28,952,525	\$ 28,952,525
Highway User Revenues	16,724,349	15,939,537	15,939,537
Grants	4,050,000	4,050,000	7,993,550
Airport Fees	555,831	555,831	555,831
Miscellaneous CD Fees	200,000	200,000	202,000
Interest	160,000	160,000	160,000
Miscellaneous	133,038	133,038	250,444
Transit Revenue	124,000	124,000	124,000
Miscellaneous	19,000	19,000	19,000
	\$ 52,275,161	\$ 50,133,931	\$ 54,196,887
Intergovernmental			
Partner Revenue	\$ 393,736	\$ 393,736	\$ 393,736
Miscellaneous	30,000	30,000	30,000
	\$ 423,736	\$ 423,736	\$ 423,736
Fines and forfeits			
Court Revenue	\$ 416,700	\$ 416,700	\$ 416,700
	\$ 416,700	\$ 416,700	\$ 416,700
Interest on investments			
Interest	\$ 1,590	\$ 1,590	\$ 1,590
	\$ 1,590	\$ 1,590	\$ 1,590
Miscellaneous			
Miscellaneous	\$ 556,520	\$ 556,520	\$ 593,235
Other	90,000	90,000	90,000
	\$ 646,520	\$ 646,520	\$ 683,235
Total Special Revenue Funds	\$ 105,820,770	\$ 102,838,154	\$ 108,164,753
DEBT SERVICE FUNDS			
Miscellaneous	\$ 236,914	\$ 236,914	\$ 236,914
	\$ 236,914	\$ 236,914	\$ 236,914
Total Debt Service Funds	\$ 236,914	\$ 236,914	\$ 236,914
CAPITAL PROJECTS FUNDS			
Development Impact Fee Funds			
Development Impact Fees	\$ 1,303,941	\$ 1,303,941	\$ 3,850,092
Interest	67,804	67,804	39,653
	\$ 1,371,745	\$ 1,371,745	\$ 3,889,745
G.O. Bond Funds			
Bond Proceeds	\$ -	\$ -	\$ 23,267,997
	\$ -	\$ -	\$ 23,267,997
Total Capital Projects Funds	\$ 1,371,745	\$ 1,371,745	\$ 27,157,742

**City of Glendale
Revenues Other Than Property Taxes
Fiscal Year 2021**

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
PERMANENT FUNDS			
Cemetery Perpetual Care			
Interest	\$ 26,000	\$ 26,000	\$ 26,000
	\$ 26,000	\$ 26,000	\$ 26,000
Total Permanent Funds	\$ 26,000	\$ 26,000	\$ 26,000
ENTERPRISE FUNDS			
Water/Sewer Funds			
Water Revenues	\$ 53,612,033	\$ 51,070,376	\$ 52,626,238
Sewer Revenue	34,464,498	35,268,380	34,561,280
Intergovernmental Agreement	38,898,000	14,102,767	27,369,500
Bond Proceeds	28,000,000	-	36,000,000
Miscellaneous	342	342	-
Staff & Adm Chargebacks	82,000	82,000	82,000
Facility Rental Income	9,296	-	-
Interest	400,000	1,081,000	1,173,000
Water Revenues	127,919	126,902	126,902
Water Revenues	670,048	664,722	664,722
Sewer Revenue	85,502	86,620	86,620
Miscellaneous	2,777,658	2,777,658	2,764,998
Water Development Impact Fees	1,046,154	1,100,000	1,100,000
Sewer Development Impact Fees	653,846	900,000	900,000
City Property Rental	100,704	238,000	226,000
	\$ 160,928,000	\$ 107,498,767	\$ 157,681,260
Landfill			
Tipping Fees	\$ 5,998,957	\$ 6,297,749	\$ 6,408,900
Internal Charges	3,110,316	3,359,141	3,443,121
Bond Proceeds	2,400,000	-	2,500,000
Recycling Sales	1,000,000	742,994	735,564
Staff & Adm Chargebacks	431,000	437,465	444,027
Miscellaneous	147,153	149,872	277,340
Miscellaneous	124,722	124,722	124,722
Interest	24,900	24,900	24,900
	\$ 13,237,048	\$ 11,136,843	\$ 13,958,574
Solid Waste			
Residential Sanitation	\$ 14,739,384	\$ 14,739,384	\$ 14,739,384
Commercial Sanitation Frontload	3,363,468	3,363,468	3,510,367
Commercial Sanitation Rolloff	746,229	746,229	834,788
Internal Charges	166,030	166,030	209,167
Miscellaneous	114,655	114,655	164,217
Miscellaneous Bin Service	86,315	86,315	68,448
Interest	3,015	3,015	20,626
	\$ 19,219,096	\$ 19,219,096	\$ 19,546,997
Pub Housing Budget Activities			
Grants	\$ 15,519,078	\$ 15,519,078	\$ 15,519,078
	\$ 15,519,078	\$ 15,519,078	\$ 15,519,078
Total Enterprise Funds	\$ 208,903,222	\$ 153,373,784	\$ 206,705,909

**City of Glendale
Revenues Other Than Property Taxes
Fiscal Year 2021**

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
INTERNAL SERVICE FUNDS			
Risk Management Self Insurance			
Internal Charges	\$ 4,251,585	\$ 4,251,585	\$ 4,504,968
Security Revenue	30,000	30,000	-
Interest	20,000	20,000	20,000
Miscellaneous	100,000	100,000	100,000
	<u>\$ 4,401,585</u>	<u>\$ 4,401,585</u>	<u>\$ 4,624,968</u>
Workers Comp. Self Insurance			
Internal Charges	\$ 2,669,415	\$ 2,669,415	\$ 4,724,076
Security Revenue	30,000	30,000	-
Interest	26,000	26,000	26,000
	<u>\$ 2,725,415</u>	<u>\$ 2,725,415</u>	<u>\$ 4,750,076</u>
Benefits Trust Fund			
City Contributions	\$ 19,966,575	\$ 19,966,575	\$ 22,694,870
Employee Contributions	6,462,081	6,462,081	7,198,896
Retiree Contributions	4,901,048	4,901,048	2,564,526
Miscellaneous	106,182	106,182	-
Right-of-Way Permits	1,645	1,645	-
Interest	792	792	-
	<u>\$ 31,438,323</u>	<u>\$ 31,438,323</u>	<u>\$ 32,458,292</u>
Fleet Services			
Internal Charges	\$ 9,551,394	\$ 9,551,394	\$ 9,680,394
Miscellaneous	-	-	225,000
	<u>\$ 9,551,394</u>	<u>\$ 9,551,394</u>	<u>\$ 9,905,394</u>
Technology			
Internal Charges	\$ 9,053,992	\$ 9,053,992	\$ 9,712,881
	<u>\$ 9,053,992</u>	<u>\$ 9,053,992</u>	<u>\$ 9,712,881</u>
Technology Projects			
Internal Charges	\$ 1,556,182	\$ 1,556,182	\$ 2,807,421
	<u>\$ 1,556,182</u>	<u>\$ 1,556,182</u>	<u>\$ 2,807,421</u>
Total Internal Service Funds	<u>\$ 58,726,891</u>	<u>\$ 58,726,891</u>	<u>\$ 64,259,033</u>
TOTAL ALL FUNDS	<u>\$ 605,181,279</u>	<u>\$ 550,075,026</u>	<u>\$ 641,294,622</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 2021

FUND	OTHER FINANCING 2021		INTERFUND TRANSFERS 2021	
	SOURCES	(USES)	IN	(OUT)
GENERAL FUND				
1000-General Fund	\$	\$	\$ 27,889,769	\$ 42,630,099
1020-Vehicle Replacement			1,065,000	
Total General Fund	\$	\$	\$ 28,954,769	\$ 42,630,099
SPECIAL REVENUE FUNDS				
2050-Highway User Gas Tax	\$	\$	\$	\$ 5,351,694
2070-Transportation Sales Tax				25,311,092
2080-Police Special Revenue				19,080,130
2090-Fire Special Revenue				8,809,639
2130-Airport Special Revenue			147,047	
2140-CAP Grant			64,299	
2200-Training Facility Revenue			2,033,313	
Total Special Revenue Funds	\$	\$	\$ 2,244,659	\$ 58,552,555
DEBT SERVICE FUNDS				
3010-General Obligation Debt Serv	\$	\$	\$	\$
3020-HURF Debt Service				
3030-MPC Debt Service			14,869,392	
3040-Transportation Debt Service			6,709,576	
3050-Excise Tax Debt Service			20,306,771	
Total Debt Service Funds	\$	\$	\$ 41,885,739	\$
CAPITAL PROJECTS FUNDS				
1080-General Government Capital Prj	\$	\$	\$ 2,526,752	\$
4010-Streets Construction				
4020-Hurf Streets Construction			5,351,694	
4030-Transportation Capital Proj			18,601,516	
4250-DIF Citywide REC/FAC sb 1525				
Total Capital Projects Funds	\$	\$	\$ 26,479,962	\$
PERMANENT FUNDS				
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
6020-Water	\$	\$	\$ 415,574	\$ 24,423,733
6040-Water and Sewer Bond Debt Svc			24,423,733	
6110-Landfill			684,926	
6120-Solid Waste			130,462	
6130-Housing Public Activities			386,563	
Total Enterprise Funds	\$	\$	\$ 26,041,257	\$ 24,423,733
INTERNAL SERVICE FUNDS				
Total Internal Service Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$	\$	\$ 125,606,386	\$ 125,606,386

**City of Glendale
Expenditures/Expenses by Fund
Fiscal Year 2021**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
GENERAL FUND				
Budget and Finance	\$ 5,231,609	\$ 8,729	\$ 5,232,635	\$ 5,396,091
City Attorney's Office	3,791,124	-	3,791,124	3,965,560
Audit	410,043	-	391,127	427,713
City Clerk	769,898	209,297	769,898	1,021,911
City Court	5,185,785	-	5,174,785	5,456,357
City Manager's Office	1,673,591	0	1,481,096	3,260,777
Community Services	7,243,059	-	7,243,059	6,959,187
Development Services	6,759,146	-	6,759,146	4,987,642
Economic Development	1,350,719	-	1,350,719	1,412,687
Engineering	2,128,325	0	3,790,579	1,754,796
Field Operations	9,706,831	-	9,637,796	9,948,877
Fire Services	48,105,904	-	48,105,904	49,726,831
Human Resources	2,202,620	-	2,202,620	2,347,387
Mayor & Council Office	1,686,022	(8,729)	1,327,071	1,763,393
Non-Departmental	11,841,250	1,000,000	11,841,250	10,317,040
Organizational Performance	-	-	-	464,729
Police Services	96,096,734	-	96,613,788	100,744,959
Public Affairs	2,507,099	-	2,507,099	2,604,196
Public Facilit Recr&Spec Events	14,149,400	-	14,425,170	14,862,276
Transportation	1,142,459	-	1,157,100	952,500
Contingency	1,849,773	(400,000)	1,849,773	2,000,000
Total General Fund	\$ 223,831,389	\$ 809,297	\$ 225,651,738	\$ 230,374,911
SPECIAL REVENUE FUNDS				
City Court	\$ 574,709	\$ -	\$ 537,281	\$ 527,610
Community Services	8,492,738	440,256	8,871,569	8,493,326
Economic Development	1,253,141	(23,868)	1,253,141	1,585,581
Engineering	3,127,535	(2,291,754)	835,780	491,230
Field Operations	954,895	929,212	940,355	731,508
Fire Services	6,021,690	-	4,896,544	5,977,265
Budget and Finance	-	55,080	31,212	-
City Attorney's Office	-	20,020	-	-
Mayor & Council Office	-	13,000	40,200	-
Development Services	-	19,200	-	-
Non-Departmental	200,000	-	200,000	200,000
Police Services	7,325,577	-	7,906,109	6,821,641
Public Facilit Recr&Spec Events	278,421	183,572	435,947	247,206
Transportation	28,960,727	2,391,754	29,650,799	36,600,789
Undefined Department	5,089,527	(4,292,001)	4,374,267	7,287,447
Water Services	-	8,000	-	-
Contingency	-	-	-	1,000,000
Total Special Revenue Funds	\$ 62,278,961	\$ (2,547,529)	\$ 59,973,205	\$ 69,963,603
DEBT SERVICE FUNDS				
Excise Tax Debt Service	\$ 16,915,571	\$ -	\$ 16,915,571	\$ 20,306,771
General Obligation Debt Serv	20,848,833	-	20,848,833	20,112,709
HURF Debt Service	-	-	-	-
MPC Debt Service	16,974,794	-	16,974,794	14,869,392
Transportation Debt Service	7,043,044	-	7,043,044	6,709,576
Total Debt Service Funds	\$ 61,782,242	\$ -	\$ 61,782,242	\$ 61,998,448

**City of Glendale
Expenditures/Expenses by Fund
Fiscal Year 2021**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
CAPITAL PROJECTS FUNDS				
Budget and Finance	\$ 150,000	\$ 3,089,983	\$ 1,776,181	\$ 150,000
Community Services	123,808	(76,878)	123,808	-
Engineering	2,738,056	(285,517)	2,738,056	1,751,377
Field Operations	6,956,566	111,014	6,372,146	12,717,104
Fire Services	953,268	(802,816)	953,268	73,056
Innovation and Technology	188,850	-	188,850	358,378
Mayor & Council Office	50,083	(16,477)	50,083	-
Police Services	-	1,219,504	226,603	93,626
Public Facilit Recr&Spec Events	3,390,607	(860,272)	2,293,646	3,583,604
Transportation	36,001,365	263,250	35,603,280	47,882,336
Contingency	13,024,490	(887,276)	13,024,490	12,251,674
Total Capital Projects Funds	\$ 63,577,093	\$ 1,754,515	\$ 63,350,412	\$ 78,861,156
PERMANENT FUNDS				
Contingency	\$ 5,814,676	\$ -	\$ 5,814,676	\$ 5,074,337
Total Permanent Funds	\$ 5,814,676	\$ -	\$ 5,814,676	\$ 5,074,337
ENTERPRISE FUNDS				
Budget and Finance	\$ 3,233,639	\$ 10,871,361	\$ 3,481,364	\$ 3,526,165
Community Services	14,703,077	-	13,620,481	15,022,480
Debt Service	25,095,483	-	25,095,483	24,423,733
Field Operations	35,742,636	245,288	36,344,866	43,305,671
Water Services	172,285,257	(11,343,886)	171,083,265	142,162,437
Contingency	3,100,000	-	3,100,000	2,700,000
Total Enterprise Funds	\$ 254,160,092	\$ (227,237)	\$ 252,725,459	\$ 231,140,485
INTERNAL SERVICE FUNDS				
Human Resources	\$ 38,460,286	\$ 500,000	\$ 38,460,286	\$ 41,833,336
Innovation and Technology	13,964,162	-	13,964,162	15,749,262
Field Operations	9,551,394	210,954	10,305,889	9,905,394
Budget and Finance	579,705	-	545,323	-
Contingency	2,000,000	(500,000)	2,000,000	2,099,069
Total Internal Service Funds	\$ 64,555,547	\$ 210,954	\$ 65,275,660	\$ 69,587,061
TOTAL ALL FUNDS	\$ 736,000,000	\$ -	\$ 734,573,391	\$ 747,000,000

* 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 2021**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
	2020	2020	2020	2021
Audit				
1000-General Fund	\$ 410,043	\$ -	\$ 391,127	\$ 427,713
Audit Total	\$ 410,043	\$ -	\$ 391,127	\$ 427,713
City Attorney				
1000-General Fund	\$ 3,791,124	\$ -	\$ 3,791,124	\$ 3,965,560
2160-Other Grants	-	20,020	-	-
City Attorney Total	\$ 3,791,124	\$ 20,020	\$ 3,791,124	\$ 3,965,560
City Clerk				
1000-General Fund	\$ 769,898	\$ 209,297	\$ 769,898	\$ 1,021,911
City Clerk Total	\$ 769,898	\$ 209,297	\$ 769,898	\$ 1,021,911
City Court				
1000-General Fund	\$ 5,185,785	\$ -	\$ 5,174,785	\$ 5,456,357
2120-Court Security Bonds	574,709	-	537,281	527,610
City Court Total	\$ 5,760,494	\$ -	\$ 5,712,066	\$ 5,983,967
City Manager				
1000-General Fund	\$ 1,673,591	\$ -	\$ 1,481,096	\$ 3,260,777
City Manager Total	\$ 1,673,591	\$ -	\$ 1,481,096	\$ 3,260,777
Community Services				
1000-General Fund	\$ 7,243,059	\$ -	\$ 7,243,059	\$ 6,959,187
2010-Home Grant	1,678,454	-	1,678,454	1,678,454
2020-Neighborhood Stabilization	227,472	-	227,472	227,300
2030-Neighborhood Stabilization Pgm3	227,300	-	227,300	227,300
2040-CDBG	4,172,013	-	4,172,013	4,177,834
2140-CAP Grant	1,403,507	440,256	1,782,338	1,398,445
2150-Emergency Shelter Grant	258,992	-	258,992	258,992
2160-Other Grants	525,000	-	525,000	525,001
4270-DIF Libraries sb 1525	123,808	(123,808)	123,808	-
4280-DIF Libraries	-	46,930	-	-
6130-Housing Public Activities	14,703,077	-	13,620,481	15,022,480
Community Services Total	\$ 30,562,682	\$ 363,378	\$ 29,858,917	\$ 30,474,993

**City of Glendale
Expenditures/Expenses by Department
Fiscal Year 2021**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
	2020	2020	2020	2021
Contingency				
1000-General Fund	\$ 1,849,773	\$ (400,000)	\$ 1,849,773	\$ 2,000,000
2050-Highway User Gas Tax	-	-	-	1,000,000
4040-Public Safety Construction	897,479	-	897,479	-
4050-Parks Construction	207,726	-	207,726	248,782
4090-Open Space/Trail Construction	199,863	-	199,863	226,795
4120-DIF library Building sb1525	1,812,609	-	1,812,609	-
4130-DIF Fire Prot Facilit sb1525	1,940,676	-	1,940,676	-
4150-DIF Fire Zone 1 East	-	-	-	1,606,734
4160-DIF Fire Zone 2 West 101	-	-	-	1,627,990
4170-DIF Fire Zone 3 West 303	-	-	-	101,735
4171-DIF-Fire East	-	-	-	431,329
4172-DIF-Fire West	-	-	-	485,366
4180-DIF Police Facilities sb 1525	950,521	(436,826)	950,521	-
4190-DIF Police Facilities	-	-	-	29,601
4200-DIF Police Zone 1 East	-	-	-	420,900
4210-DIF Police Zone 2 West 101	-	-	-	388,364
4220-DIF Police Zone 3 West 303	-	-	-	9,555
4221-DIF-Police East	-	-	-	477,269
4222-DIF-Police West	-	-	-	300,725
4230-DIF Citywide Parks sb 1525	236,395	(2,267)	236,395	-
4260-DIF Citywide Recreation Fac	-	-	-	112,950
4270-DIF Libraries sb 1525	1,558,332	-	1,558,332	-
4280-DIF Libraries	-	-	-	41,468
4281-DIF-Libraries East	-	-	-	74,744
4290-DIF Citywide Open Space	334,287	-	334,287	17,971
4300-DIF Parks Dev Zone 1 sb 1525	65,240	-	65,240	-
4340-DIF-Parks & Rec Zone 3 West303	752,892	-	752,892	-
4350-DIF Parks & Rec Zone 2 sb 1525	-	-	-	-
4360-DIF Parks Dev Zone 2	-	-	-	11,480
4370-DIF Parks Dev Zone 3 sb1525	14,809	-	14,809	-
4380-DIF Parks Dev Zone 3	-	-	-	12,255
4381-DIF-Parks & Rec East	-	-	-	366,091
4390-DIF Roadway Improve sb1525	3,907,202	(448,183)	3,907,202	-
4400-DIF Roadway Improve	-	-	-	12,118
4410-DIF Streets Zone 1 East	-	-	-	2,185,368
4420-DIF Streets Zone 2 West 101	-	-	-	422,208
4430-DIF Streets Zone 3 West 303	-	-	-	44,757
4431-DIF-Streets East	-	-	-	2,502,805
4440-DIF General Government	146,459	-	146,459	92,313
6020-Water	2,400,000	-	2,400,000	2,000,000
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	(500,000)	1,000,000	1,000,000
7060-Technology Projects	-	-	-	99,069
8010-Cemetery	5,814,676	-	5,814,676	5,074,337
Contingency Total	\$ 25,788,939	\$ (1,787,276)	\$ 25,788,939	\$ 25,125,080
Mayor & Council Office				
1000-General Fund	\$ 1,686,022	\$ (8,729)	\$ 1,327,071	\$ 1,763,393
1080-General Government Capital Prj	\$ 50,083	\$ (16,477)	\$ 50,083	\$ -
2160-Other Grants	-	13,000	40,200	-
Mayor & Council Office Total	\$ 1,736,105	\$ (12,206)	\$ 1,417,354	\$ 1,763,393
Development Services				
1000-General Fund	\$ 6,759,146	\$ -	\$ 6,759,146	\$ 4,987,642
2160-Other Grants	-	19,200	-	-
Development Services Total	\$ 6,759,146	\$ 19,200	\$ 6,759,146	\$ 4,987,642
Economic Development				
1000-General Fund	\$ 1,350,719	\$ -	\$ 1,350,719	\$ 1,412,687
2110-Arts Commission	\$ 1,253,141	\$ (23,868)	\$ 1,253,141	\$ 1,585,581
Economic Development Total	\$ 2,603,860	\$ (23,868)	\$ 2,603,860	\$ 2,998,268

**City of Glendale
Expenditures/Expenses by Department
Fiscal Year 2021**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
Budget and Finance				
1000-General Fund	\$ 5,231,609	\$ 8,729	\$ 5,232,635	\$ 5,396,091
1080-General Government Capital Prj	150,000	391,125	477,220	150,000
2110-Arts Commission	-	23,868	-	-
2160-Other Grants	-	31,212	31,212	-
4010-Streets Construction	-	4,735	-	-
4020-Hurf Streets Construction	-	47,891	-	-
4030-Transportation Capital Proj	-	30,978	-	-
4040-Public Safety Construction	-	805,639	-	-
4050-Parks Construction	-	4,244	-	-
4060-Government Facilities	-	205,537	202,000	-
4080-Cultural Facility	-	7,737	-	-
4090-Open Space/Trail Construction	-	920	-	-
4110-Flood Control Construction	-	285,517	-	-
4120-DIF library Building sb1525	-	63,480	63,480	-
4130-DIF Fire Prot Facilit sb1525	-	515	-	-
4240-DIF Citywide Parks	-	103,324	105,917	-
4250-DIF Citywide REC/FAC sb 1525	-	208,846	83,083	-
4270-DIF Libraries sb 1525	-	128,090	51,212	-
4290-DIF Citywide Open Space	-	7,363	34,944	-
4300-DIF Parks Dev Zone 1 sb 1525	-	5,582	-	-
4310-DIF Parks Dev Zone 1	-	49,867	52,303	-
4320-DIF Parks and Rec Zone 1 East	-	317,578	317,578	-
4330-DIF Parks &Rec Zone 2 west 101	-	171,592	358,170	-
4370-DIF Parks Dev Zone 3 sb1525	-	153,656	13,137	-
4420-DIF Streets Zone 2 West 101	-	78,628	-	-
4440-DIF General Government	-	17,137	17,137	-
6020-Water	3,233,639	7,461,811	3,233,639	3,458,711
6030-Sewer	-	3,161,824	-	-
6110-Landfill	-	247,725	247,725	67,454
6120-Solid Waste	-	1	-	-
7070-Citywide ERP Solution	579,705	-	545,323	-
3010-General Obligation Debt Serv	20,848,833	-	20,848,833	20,112,709
3030-MPC Debt Service	16,974,794	-	16,974,794	14,869,392
3050-Excise Tax Debt Service	16,915,571	-	16,915,571	20,306,771
Budget and Finance Total	\$ 63,934,152	\$ 14,025,153	\$ 65,805,914	\$ 64,361,127

**City of Glendale
Expenditures/Expenses by Department
Fiscal Year 2021**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
	2020	2020	2020	2021
Engineering				
1000-General Fund	\$ 2,128,325	\$ -	\$ 3,790,579	\$ 1,754,796
1080-General Government Capital Prj	-	-	-	70,000
2160-Other Grants	-	-	-	487,500
2050-Highway User Gas Tax	2,822,535	(1,986,754)	835,780	3,730
2070-Transportation Sales Tax	305,000	(305,000)	-	-
4070-Economic Development	1,007,567	-	1,007,567	1,007,567
4110-Flood Control Construction	1,730,489	(285,517)	1,730,489	673,810
Engineering Total	\$ 7,993,916	\$ (2,577,272)	\$ 7,364,415	\$ 3,997,403
Field Operations				
1000-General Fund	\$ 6,201,305	\$ -	\$ 6,132,270	\$ 6,540,228
1020-Vehicle Replacement	3,505,526	-	3,505,526	3,408,649
1080-General Government Capital Prj	6,156,566	(201,251)	5,572,146	4,913,962
2160-Other Grants	-	400,000	-	-
2200-Training Facility Revenue	954,895	529,212	940,355	731,508
4020-Hurf Streets Construction	-	-	-	12,059
4030-Transportation Capital Proj	-	-	-	18,138
4040-Public Safety Construction	800,000	171,661	800,000	7,728,483
4060-Government Facilities	-	140,603	-	44,463
6030-Sewer	-	-	-	7,169
6110-Landfill	16,900,589	(147,725)	16,793,105	20,842,782
6120-Solid Waste	18,842,047	393,014	19,551,761	22,455,721
7040-Fleet Services	9,551,394	210,954	10,305,889	9,905,394
Field Operations Total	\$ 62,912,322	\$ 1,496,468	\$ 63,601,052	\$ 76,608,556
Fire Services				
1000-General Fund	\$ 48,105,904	\$ -	\$ 48,105,904	\$ 49,726,831
2160-Other Grants	5,028,831	-	3,903,685	5,028,831
2200-Training Facility Revenue	992,859	-	992,859	948,434
4040-Public Safety Construction	952,753	(802,301)	952,753	73,056
4130-DIF Fire Prot Facilit sb1525	515	(515)	515	-
Fire Services Total	\$ 55,080,863	\$ (802,816)	\$ 53,955,717	\$ 55,777,152
HR & Risk Mgt				
1000-General Fund	\$ 2,202,620	\$ -	\$ 2,202,620	\$ 2,347,387
7010-Risk Management Self Insurance	4,053,491	-	4,053,491	4,624,968
7020-Workers Comp Self Insurance	2,968,471	500,000	2,968,471	4,750,076
7030-Benefits Trust	31,438,324	-	31,438,324	32,458,292
HR & Risk Mgt Total	\$ 40,662,906	\$ 500,000	\$ 40,662,906	\$ 44,180,723
Innovation & Technology				
4080-Cultural Facility	\$ 188,850	\$ -	\$ 188,850	\$ 358,378
7050-Technology	9,053,992	-	9,053,992	9,722,492
7060-Technology Projects	4,910,170	-	4,910,170	6,026,770
Innovation & Technology Total	\$ 14,153,012	\$ -	\$ 14,153,012	\$ 16,107,640
Public Affairs				
1000-General Fund	\$ 2,507,099	\$ -	\$ 2,507,099	\$ 2,604,196
Public Affairs Total	\$ 2,507,099	\$ -	\$ 2,507,099	\$ 2,604,196

**City of Glendale
Expenditures/Expenses by Department
Fiscal Year 2021**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
	2020	2020	2020	2021
Misc. Grants & Misc Capital Grants				
2160-Other Grants	\$ 5,089,527	\$ (4,292,001)	\$ 4,374,267	\$ 7,287,447
Misc. Grants & Misc Capital Grants Total	<u>\$ 5,089,527</u>	<u>\$ (4,292,001)</u>	<u>\$ 4,374,267</u>	<u>\$ 7,287,447</u>
Non-Departmental				
1000-General Fund	\$ 11,841,250	\$ 1,000,000	\$ 11,841,250	\$ 10,317,040
2100-Utility Bill Donation	200,000	-	200,000	200,000
Non-Departmental Total	<u>\$ 12,041,250</u>	<u>\$ 1,000,000</u>	<u>\$ 12,041,250</u>	<u>\$ 10,517,040</u>
Organizational Performance				
1000-General Fund	\$ -	\$ -	\$ -	\$ 464,729
Organizational Performance Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 464,729</u>
Police Services				
1000-General Fund	\$ 96,096,734	\$ -	\$ 96,613,788	\$ 100,744,959
1080-General Government Capital Prj	-	782,678	226,603	93,626
2160-Other Grants	5,198,475	-	5,779,007	4,903,657
2170-Rico Funds	1,725,143	-	1,725,143	1,743,272
2200-Training Facility Revenue	401,959	-	401,959	174,711
4180-DIF Police Facilities sb 1525	-	6,194	-	-
4190-DIF Police Facilities	-	430,632	-	-
Police Services Total	<u>\$ 103,422,311</u>	<u>\$ 1,219,504</u>	<u>\$ 104,746,501</u>	<u>\$ 107,660,226</u>
Public Facilities & Events				
1000-General Fund	\$ 14,149,400	\$ -	\$ 14,425,170	\$ 14,862,276
2160-Other Grants	215,521	183,572	419,113	184,309
2180-Park and Rec Designated	62,900	-	16,834	62,897
4050-Parks Construction	337,078	295,756	337,078	1,628,950
4080-Cultural Facility	45,530	(7,737)	45,530	300,000
4090-Open Space/Trail Construction	26,932	(920)	26,932	176,795
4120-DIF library Building sb1525	63,480	(63,480)	-	-
4230-DIF Citywide Parks sb 1525	1,526	2,267	1,526	-
4240-DIF Citywide Parks	211,834	(103,324)	105,917	105,917
4250-DIF Citywide REC/FAC sb 1525	758,886	(208,846)	675,803	-
4270-DIF Libraries sb 1525	51,212	(51,212)	-	-
4290-DIF Citywide Open Space	268,789	(7,363)	233,845	150,000
4300-DIF Parks Dev Zone 1 sb 1525	59,156	(5,582)	59,156	-
4310-DIF Parks Dev Zone 1	104,606	(49,867)	52,303	38,476
4320-DIF Parks and Rec Zone 1 East	452,578	(140,000)	312,578	805,267
4330-DIF Parks & Rec Zone 2 west 101	824,060	(535,748)	288,312	378,199
4350-DIF Parks & Rec Zone 2 sb 1525	-	173,147	-	-
4360-DIF Parks Dev Zone 2	-	13,431	-	-
4370-DIF Parks Dev Zone 3 sb1525	167,803	(167,803)	154,666	-
4380-DIF Parks Dev Zone 3	-	14,147	-	-
4440-DIF General Government	17,137	(17,137)	-	-
Public Facilities & Events Total	<u>\$ 17,818,429</u>	<u>\$ (676,700)</u>	<u>\$ 17,154,763</u>	<u>\$ 18,693,087</u>

**City of Glendale
Expenditures/Expenses by Department
Fiscal Year 2021**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
Transportation				
1000-General Fund	\$ 1,142,459	\$ -	\$ 1,157,100	\$ 952,500
2050-Highway User Gas Tax	10,171,294	1,986,754	11,771,167	12,007,683
2060-Transportation Grants	3,025,000	-	1,740,000	4,238,363
2070-Transportation Sales Tax	13,559,517	405,000	13,929,549	14,088,871
2130-Airport Special Revenue	854,916	-	860,083	972,322
2190-Airport Capital Grant	1,350,000	-	1,350,000	5,293,550
4010-Streets Construction	12,811,382	129,628	12,714,874	16,056,799
4020-Hurf Streets Construction	6,670,395	(47,891)	6,574,278	7,860,701
4030-Transportation Capital Proj	11,909,739	13,959	11,906,279	21,115,388
4060-Government Facilities	237,684	(202,000)	35,684	-
4330-DIF Parks &Rec Zone 2 west 101	62,000	-	62,000	-
4390-DIF Roadway Improve sb1525	-	147,836	-	-
4400-DIF Roadway Improve	-	300,347	-	-
4410-DIF Streets Zone 1 East	-	-	-	630,970
4420-DIF Streets Zone 2 West 101	4,310,165	(78,628)	4,310,165	2,218,478
4430-DIF Streets Zone 3 West 303	-	-	-	-
3040-Transportation Debt Service	7,043,044	-	7,043,044	6,709,576
Transportation Total	\$ 73,147,595	\$ 2,655,005	\$ 73,454,223	\$ 92,145,201
Water Services				
6020-Water	\$ 126,072,964	\$ (5,157,062)	\$ 125,211,593	\$ 100,950,776
6030-Sewer	43,491,361	(6,186,824)	43,150,740	41,211,661
6060-Water DIF Zone 2 West 101	1,678,195	-	1,678,195	-
6090-Sewer DIF Zone 2 West 101	1,042,737	-	1,042,737	-
6040-Water and Sewer Bond Debt Svc	25,095,483	-	25,095,483	24,423,733
2160-Other Grants	-	8,000	-	-
Water Services Total	\$ 197,380,740	\$ (11,335,886)	\$ 196,178,748	\$ 166,586,169
TOTAL ALL DEPARTMENTS	\$ 736,000,000	\$ -	\$ 734,573,391	\$ 747,000,000

* 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 2021**

FUND	Full-Time Equivalent (FTE)	Employee Salaries and Hourly Costs	Retirement Costs	Healthcare Costs	Other Benefit Costs	Total Estimated Personnel Compensation
	2021	2021	2021	2021	2021	2021
GENERAL FUND						
1000-General Fund	1,260.50	\$ 108,734,506	\$ 32,267,776	\$ 18,363,495	\$ 8,763,931	\$ 168,129,708
Total General Fund	1,260.50	\$ 108,734,506	\$ 32,267,776	\$ 18,363,495	\$ 8,763,931	\$ 168,129,708
SPECIAL REVENUE FUNDS						
2010-Home Grant		\$	\$	\$	\$ 32,019	\$ 32,019
2020-Neighborhood Stabilization					25,000	25,000
2030-Neighborhood Stabilization Pgm3					25,000	25,000
2040-CDBG	8.00	489,430	59,178	84,697	36,712	670,017
2050-Highway User Gas Tax	40.00	2,784,885	325,981	500,403	183,900	3,795,168
2060-Transportation Grants						
2070-Transportation Sales Tax	51.25	3,386,582	405,224	628,640	246,079	4,666,525
2110-Arts Commission	1.00	107,361	11,294	8,154	7,381	134,189
2120-Court Security Bonds	2.50	257,921	20,134	40,559	19,213	337,827
2130-Airport Special Revenue	6.00	404,525	48,773	58,136	30,398	541,832
2140-CAP Grant	6.50	392,858	47,525	116,989	28,179	585,550
2150-Emergency Shelter Grant					17,183	17,183
2160-Other Grants	3.00	5,466,092	82,619	43,487	18,574	5,610,773
2170-Rico Funds	1.00	54,148	6,608	14,490	28,818	104,065
2180-Park and Rec Designated		5,200			330	5,530
2200-Training Facility Revenue	9.00	588,287	159,929	109,989	37,377	895,582
Total Special Revenue Funds	128.25	\$ 13,937,290	\$ 1,167,266	\$ 1,605,543	\$ 736,162	\$ 17,446,261
DEBT SERVICE FUNDS						
Total Debt Service Funds		\$	\$	\$	\$	\$
CAPITAL PROJECTS FUNDS						
Total Capital Projects Funds		\$	\$	\$	\$	\$
PERMANENT FUNDS						
Total Permanent Funds		\$	\$	\$	\$	\$

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Schedule G

**City of Glendale
Full-Time Employees and Personnel Compensation
Fiscal Year 2021**

FUND	Full-Time Equivalent (FTE) 2021	Employee Salaries and Hourly Costs 2021	Retirement Costs 2021	Healthcare Costs 2021	Other Benefit Costs 2021	Total Estimated Personnel Compensation 2021
ENTERPRISE FUNDS						
6020-Water	197.25	\$ 13,513,146	\$ 1,609,187	\$ 2,748,162	\$ 1,042,611	\$ 18,913,105
6030-Sewer	46.00	2,845,056	336,426	594,880	206,153	3,982,515
6110-Landfill	44.50	2,768,161	337,129	497,547	214,541	3,817,377
6120-Solid Waste	74.50	4,409,080	518,080	1,013,676	312,111	6,252,947
6130-Housing Public Activities	20.00	1,321,062	150,691	323,718	100,587	1,896,058
Total Enterprise Funds	382.25	\$ 24,856,504	\$ 2,951,513	\$ 5,177,983	\$ 1,876,002	\$ 34,862,002
INTERNAL SERVICE FUND						
7010-Risk Management Self Insurance	2.00	\$ 195,479	\$ 23,675	\$ 22,314	\$ 15,436	\$ 256,904
7020-Workers Comp Self Insurance	3.00	211,538	25,589	41,868	16,121	295,115
7040-Fleet Services	34.00	2,090,676	254,763	435,948	163,093	2,944,479
7050-Technology	32.00	2,931,136	346,068	418,167	223,387	3,918,758
Total Internal Service Fund	71.00	\$ 5,428,828	\$ 650,094	\$ 918,297	\$ 418,037	\$ 7,415,257
TOTAL ALL FUNDS	1,842.00	\$ 152,957,128	\$ 37,036,649	\$ 26,065,318	\$ 11,794,133	\$ 227,853,227

APPENDIX

FISCAL YEAR 2020-2021 ANNUAL BUDGET BOOK

Appendix



RESOLUTION NO. R20-68

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 2020-2021, SETTING FORTH THE REVENUE AND THE AMOUNT TO BE RAISED BY DIRECT PROPERTY TAXATION AND ADOPTING THE CITY COUNCIL'S FINANCIAL POLICIES.

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, 2020, and ending June 30, 2021; 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 26, 2020, by Resolution No. R20-62; 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).

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 2020-2021.

SECTION 2. That the Council will set the property tax levy on June 23, 2020.

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.

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Glendale, Maricopa County, Arizona, this 9th day of June, 2020.



Mayor Jerry P. Weiers

ATTEST:



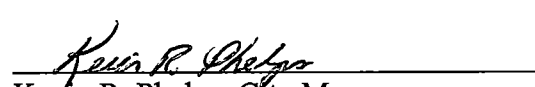
Julie K. Bower, City Clerk (SEAL)

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	1,070
Abrazo Arrowhead Campus	1,080
Humana Healthcare	940
Honeywell Aerospace	830
Midwestern University	880
Topgolf	470
Conair Corporation	450
Lockheed Martin	400
Bechtel Corporation	320

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
2019 (Estimate)	254,088

* All population numbers 1995 and after include the population of Luke AFB.

Elections

Number of votes cast:

Nov. 2019 Special Elec. (6 Dist.)	52,957
Aug. 2018 Primary Elec. (3 Dist.)	14,530

Percentage of registered voters voting in:

November 2019 Special Elec. (6 Districts)	27%
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 2021)

Full-Time & Part-Time, Permanent	1,842
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Building Permits (FY)

<u>Fiscal Year</u>	<u>Number</u>
2007	6,185
2008	6,883
2009	5,289
2010	5,181
2011	5,594
2012	5,278
2013	6,383
2014	4,107
2015	4,622
2016	6,295
2017	6,234
2018	5,804
2019	5,138

Fire Protection (CY 2019)

Number of Stations	9
Number of Incidents (includes Automatic Aid):	
EMS	36,739
Fire	3,791
Miscellaneous	1,793
Special Operations	857
Total Calls	43,180
Fire FTE's (FY 2020)	284

Police Protection (CY 2019)

Number of Stations	3
Calls Processed*	404,825
Text to 911**	499
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 officers	
Police FTE's (FY 2019)	571

Court Offenses Processed (FY 2019)

DUI	320
Other Criminal Traffic	672
Failure to Appear	288
Civil Traffic	7,923
Parking	2,237
Non-Traffic Misdemeanor	3,802
Protective Orders	1,963
Total Case Filings	17,205

Parks and Recreation (FY 2019)

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	100
Ramadas	143
Tennis Courts	36
Racquetball Courts	46
Basketball Courts	57
Volleyball Courts	43
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 2019)

Number of Customer Transactions	166,953
Tonnage Processed	
Residential	204,434
Commercial	159,164
Recycle	8,494
Tonnage Processed Total	372,092

Solid Waste (FY 2019)

Number of Customers	54,610
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Transportation Services (FY 2019)

Number of:

Streetlights	20,500
Signalized Intersections	199
High-Intensity Activated Crosswalks	5
Total Bus Stops	588
Bus Stops w/ Shelters	185
Bus Stops w/ Benches Only	57
Total Glendale Transit Ridership	2,420,384
Dial-a-Ride Total/ADA	66,174/13,991
Glendale Urban Shuttle (GUS)	125,839
Taxi Program	10,877
Fixed Route	2,189,368
Avg. Monthly Aircraft Based at Airport	377

Miles of Streets Maintained:

Arterial	108.5
Residential	488.5
Collector Major	81.5
Collector Minor	70.5
Alleys	25

Water Services (FY 2019)

Number of Customers	63,051
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	12.82 BG
Average Daily Water Treated	35.1 MGD
Avg consumption per customer	203 KG

Wastewater Services (FY 2019)

Number of Customers	58,454
Miles of Collection Lines	707
Treatment Plant Capacities	
West Area WRF	11.5 MGD
Arrowhead WRF	4.5 MGD
91 st Ave WWTP	13.2 MGD
Total Capacity	29.2 MGD
Annual Wastewater Treated	6.18 BG
Average Daily Water Treated	16.9 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
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