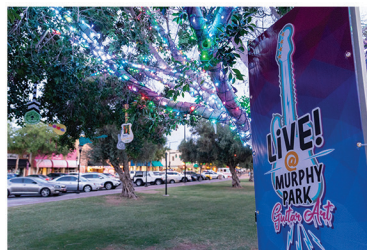




ANNUAL BUDGET BOOK

FISCAL YEAR 2021–2022
GLENDALE, ARIZONA



INTRODUCTION

Fiscal Year 2021-2022 Annual Budget Book



**CITY OF GLENDALE, ARIZONA
FISCAL YEAR 2021-2022
ANNUAL BUDGET**

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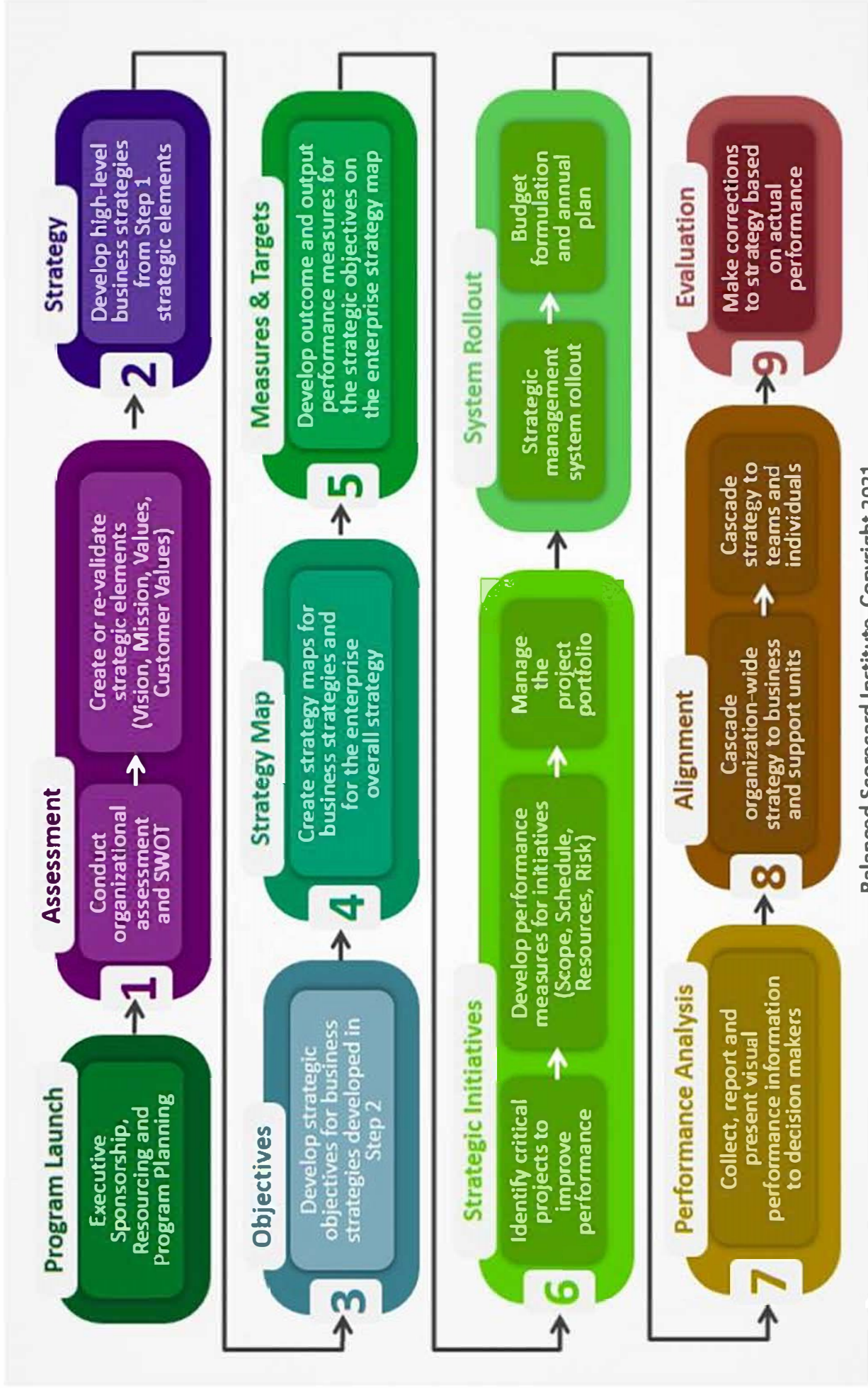
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Balanced Scorecard – The Nine Steps to Success™ Framework



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.

GLENDALE CITY OFFICIALS



Jerry Weiers
Mayor



Ian Hugh
Vice Mayor/Councilmember
Cactus District



Bart Turner
Councilmember
Barrel District



Lauren Tolmachoff
Councilmember
Cholla District



Jamie Aldama
Councilmember
Ocotillo District

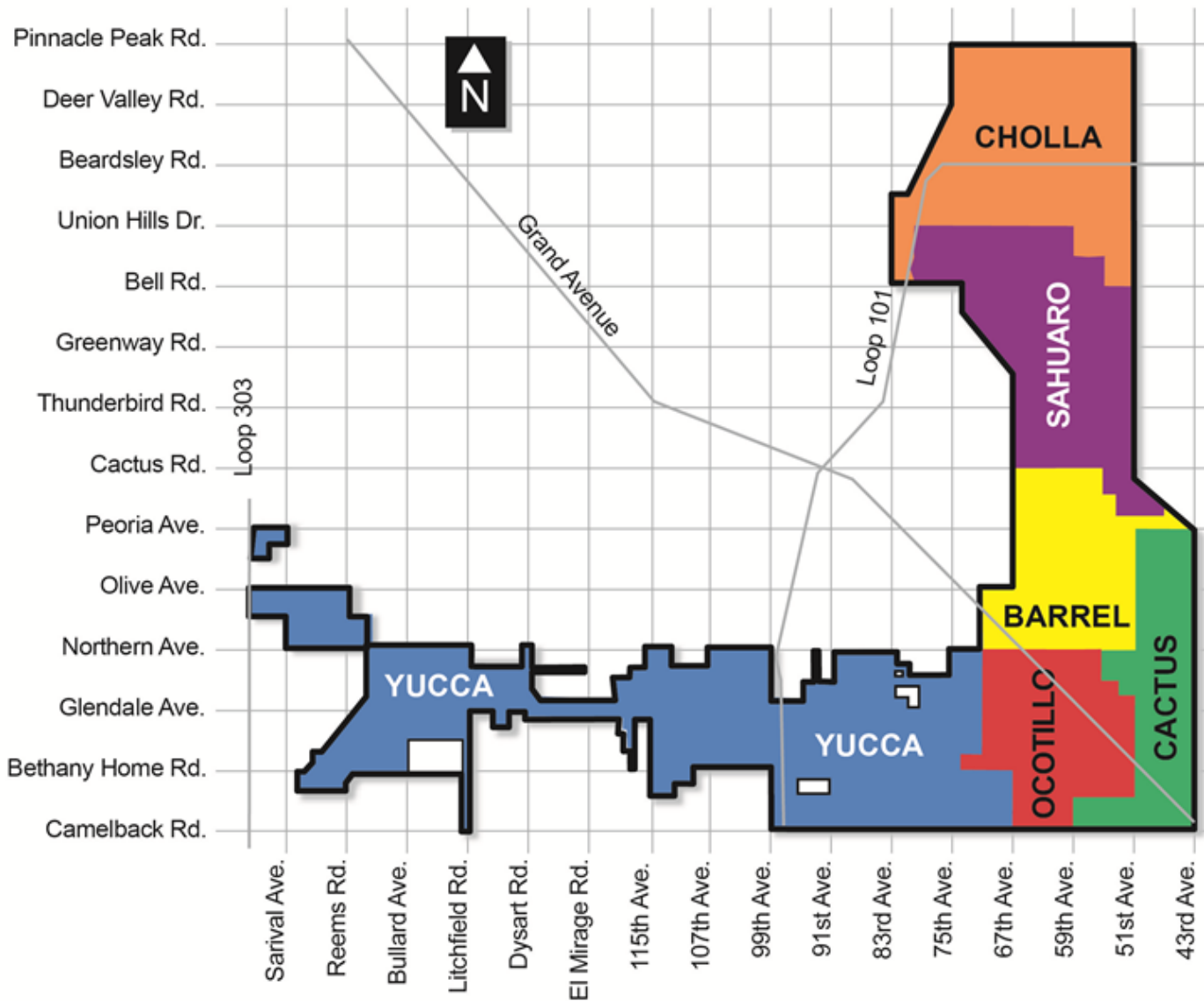


Ray Malnar
Councilmember
Sahuaro District

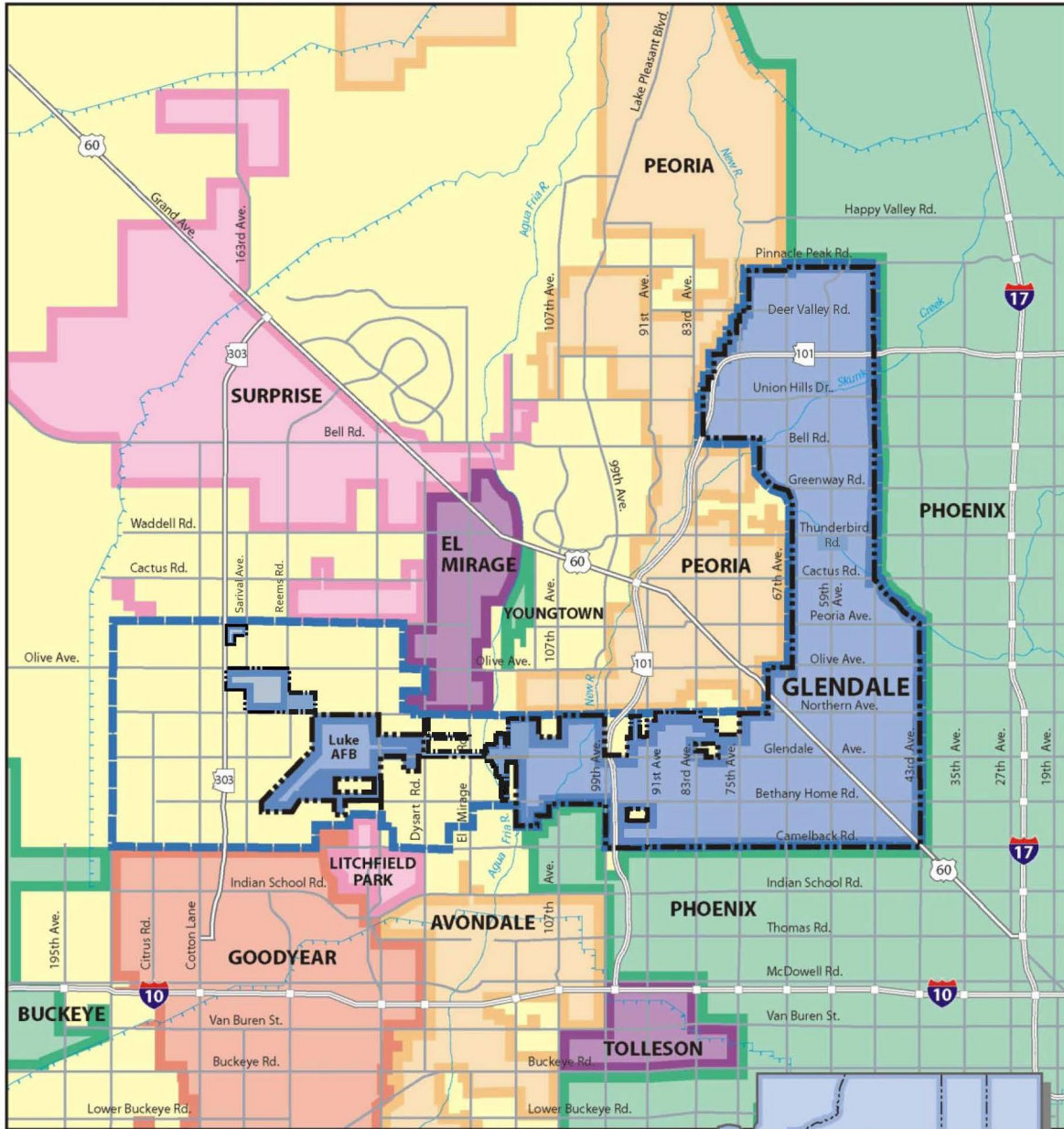


Joyce Clark
Councilmember
Yucca District

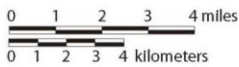
GLENDALE COUNCIL DISTRICT BOUNDARIES



MAP OF GLENDALE AND NEIGHBORING COMMUNITIES



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

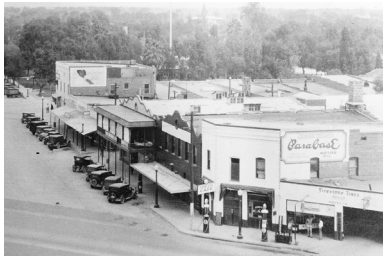


COMMUNITY PROFILE

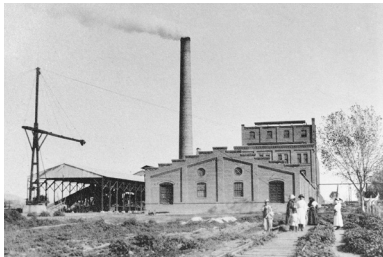
2021-2022 Annual Budget



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

2021-2022 Annual Budget



GOVERNMENT/ORGANIZATION



City Hall

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 SERVICES



Glendale Fire

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

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, 431 sworn officers and 145 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 262 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 727 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.



Bulk Trash Collection

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.



TRANSPORTATION



Loop 303

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 Urban Shuttle (GUS)

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.



Glendale Municipal Airport

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.



Dial-A-Ride

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

2021-2022 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
- Global entertainment and experiential leader, Crystal Lagoons broke ground in Glendale on a one-of-a-kind resort attraction in the Sports and Entertainment District that will bring amenities including a lagoon with sand beaches, branded hotel and amusements, and unique food and beverage experiences.
- 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, high-end resorts and spas and over 180 area golf courses



Sports & Entertainment District



Special Events



Parks & Trails



Foothills Recreation & Aquatics Center



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.

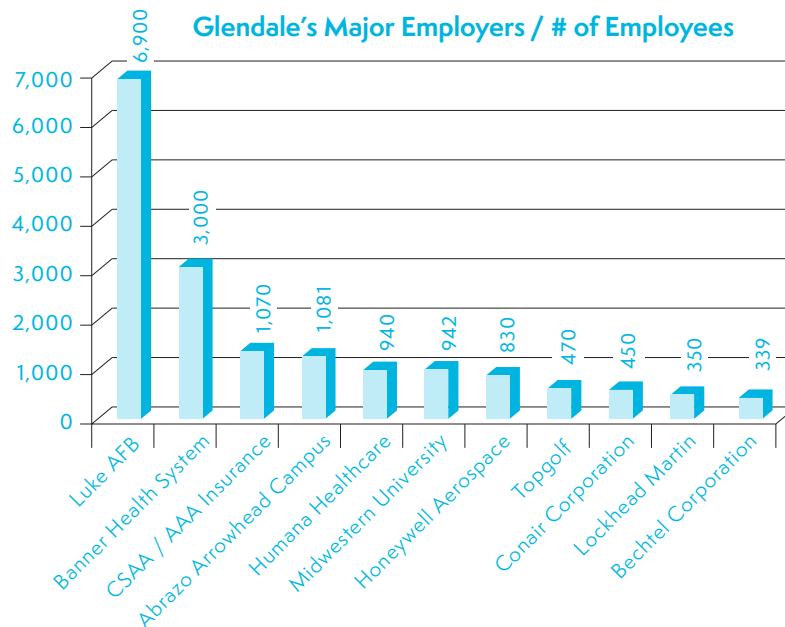
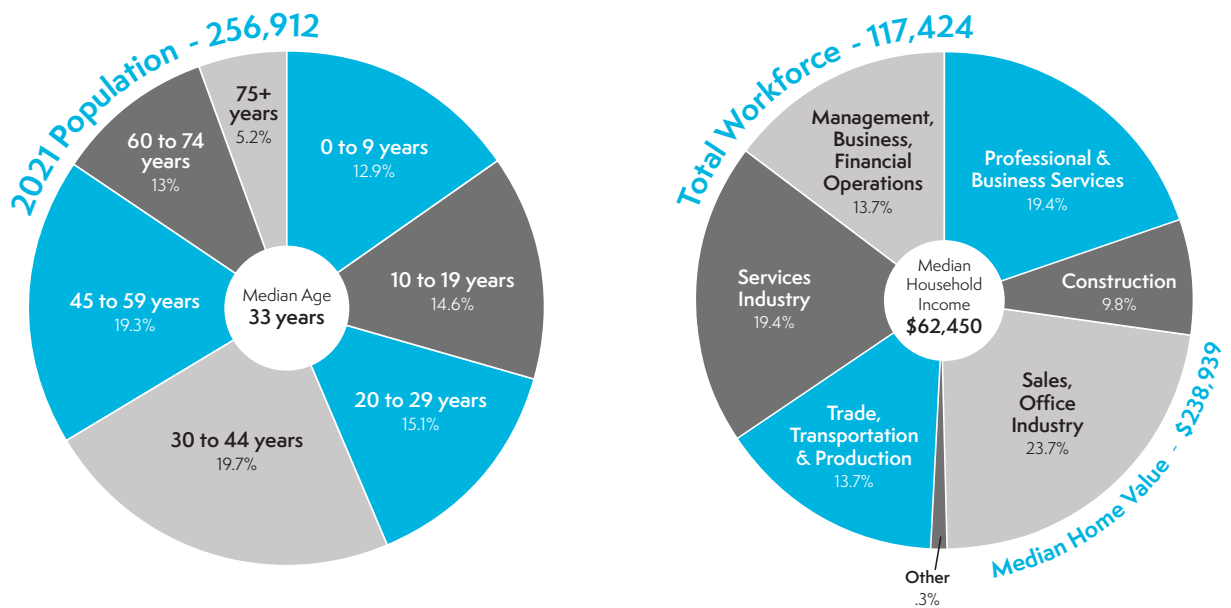
COMMUNITY PROFILE

2021-2022 Annual Budget



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.





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
84.6%
- Persons Per Household
2.8
- Non-English Language at Home
32.6%
- Number of Businesses
15,000+
- Land in Square Miles
60



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Glendale
Arizona**

For the Fiscal Year Beginning

July 01, 2020

Christopher P. Morill

Executive Director

TOTAL FY21-22 BUDGET
\$1,244,000,000

OPERATING
\$731,288,496

CONTINGENCY
\$138,815,079

General Funds
\$484,808,425

Enterprise Funds
\$104,078,857

Internal Service Funds
\$74,690,345

Special Revenue Funds
\$67,710,869

Enterprise Funds
\$3,700,000

1000
General
\$481,625,028

6020+
Water and Sewer
\$60,666,683

7010
Risk Management
Self Insurance
\$6,611,452

2010
Home Grant
\$1,801,534

2120
Court Security
Bonds
\$535,085

General Funds
\$3,000,000

1020
Vehicle
Replacement
\$3,183,397

6110
Landfill
\$10,382,964

7020
Workers Comp.
Self Insurance
\$7,175,985

2020
Neighborhood
Stabilization
\$104,220

2130
Airport Special
Revenue
\$1,067,592

Internal Service
Funds
\$2,000,000

6120
Solid Waste
\$17,928,212

7030
Benefits Trust Fund
\$32,874,015

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

2140
CAP Grant
\$11,771,507

Special Revenue
Funds
\$80,715,249

6130
Housing Public
Activities
\$15,100,998

7040
Fleet Services
\$10,483,338

2040
CDBG
\$4,513,383

2150
Emergency Shelter
Grant
\$258,992

Permanent Funds
\$6,146,694

7050
Technology
\$11,642,710

2041
CDBG-CV1
\$1,165,874

2151
Emergency Shelter
Grant CV1
\$749,455

Capital Funds
\$43,253,136

7060
Technology
Projects
\$5,902,845

2044
CDBG-CV3
\$2,044,841

2152
Emergency Shelter
Grant CV2
\$2,997,188

2050
Highway User
Revenue Fund
\$12,149,658

2160
Other Grants
\$6,267,956

2060
Transportation
Grants
\$2,700,000

2170
Rico Funds
\$1,697,505

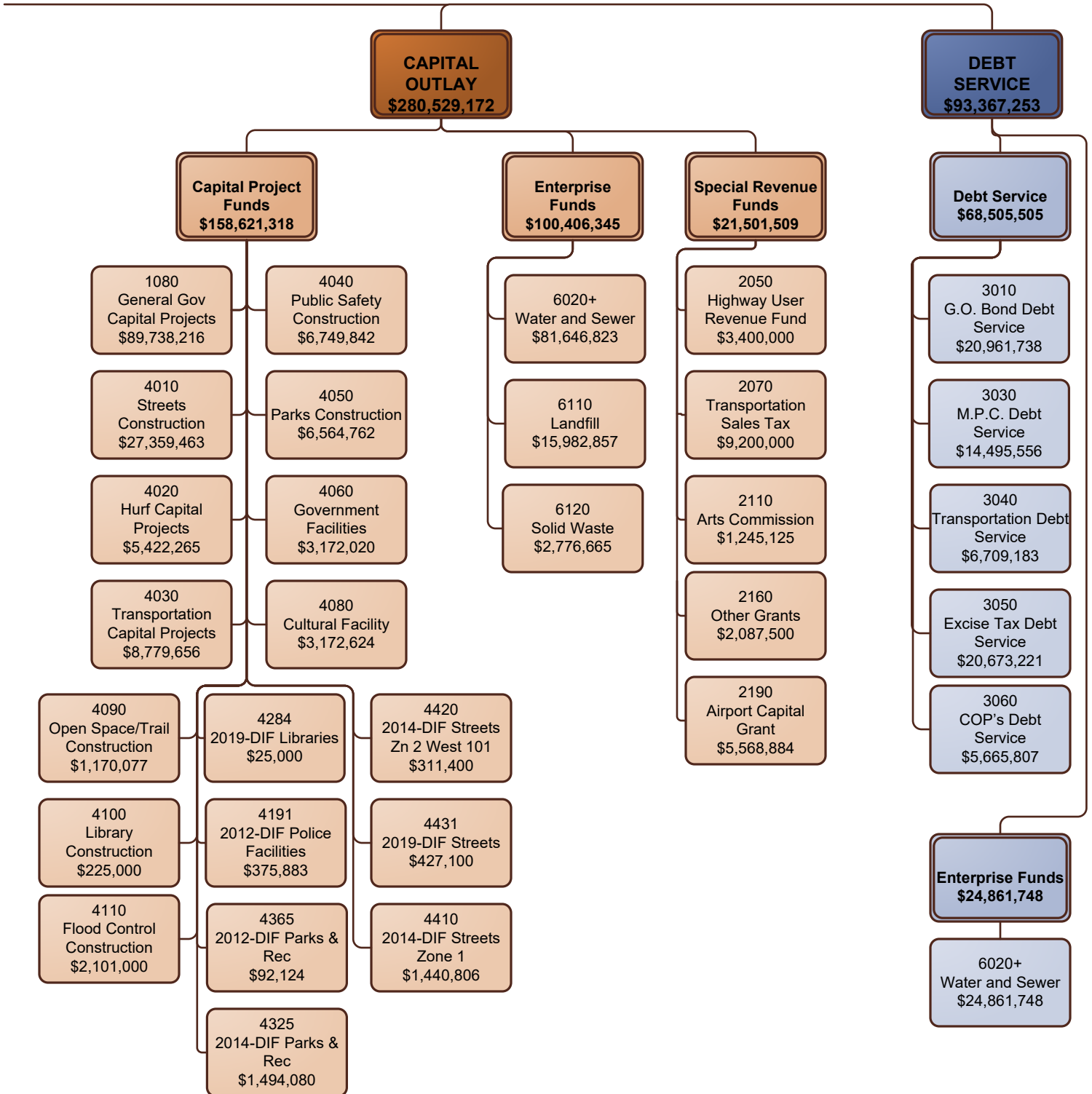
2070
Transportation
Sales Tax
\$14,606,120

2180
Park and Rec
Designated
\$62,583

2110
Arts Commission
\$419,011

2100
Utility Bill Donation
\$150,000

2200
Training Facility
Revenue
\$2,421,065



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 2020 – February 2021

Budget staff analyzed revenue and expenditure data to assess the budget and economic outlook for FY21-22. Discussions with the City Manager's Office and other executive management staff occurred during this time regarding numerous balancing options for the FY21-22 revenue, operating, and debt service budgets.

Preparation of FY21-22 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 2020 – February 2021

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 finance, 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 FY2022-2031 CIP document for City Council review.

December 2020

The FY21-22 operating budget kickoff meeting with department directors and staff to commence budget input was held on December 10, 2020. Input continued through January 2021.

January 2021

A Five-Year Financial Forecast of the General Fund and all major operating funds was presented to Council January 12, 2021, at a Council Workshop. This discussion primarily focused on the General Fund and opportunities to strengthen the city's financial position. Staff also presented City Council with information on the upcoming FY21-22 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 FY21-22 budget process.

Department's base budget and supplemental request submissions were due mid-January 2021. Review meetings with department and budget office staff to discuss base budget submissions began in late January and continued into February 2021.

February 2021

Council began discussion on the prioritization of G. O. Bond projects to be included in the FY2022-2031 Capital Improvement Plan.

March 2021

Council continued the discussion on the prioritization of G. O. Bond projects to be included in the FY2022-2031 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 2021

City Council held two all-day budget workshops for presentations of the draft FY21-22 operating budgets by department. Council held a final budget workshop on April 20, 2021, where the tentative budget including revenues, expenditures, contingency, debt service, and the 10-year Capital Improvement Plan were discussed.

May 2021

On May 11th, City Council adopted a resolution approving the FY21-22 tentative budget, directing publication of the tentative budget, giving notice of the June 8th date for the public hearing on the FY21-22 final budget and conducted a separate public hearing on the FY21-22 property tax levy. Notice was also given of the June 22nd date for the adoption of the FY21-22 property tax levy.

June 2021

City Council conducted a separate public hearing on the FY21-22 budget and convened a special meeting to adopt a resolution approving the FY21-22 budget on June 8, 2021. Final adoption of the FY21-22 Property Tax Levy was approved on June 22, 2021.

July 2021

Start of fiscal year 2021-2022.

BUDGET PROCESS

Overview

The goal of the FY21-22 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 FY21-22 operating budget and the FY2022-2031 capital improvement plans were evaluated. A series of budget workshops were held from February to April 2021. A final balanced plan was established in April 2021 and resulted in the recommended budget.

View the agendas, minutes and videos from the budget workshops here:
<https://glendale.hosted.civiclive.com/cms/one.aspx?pageId=15331862>

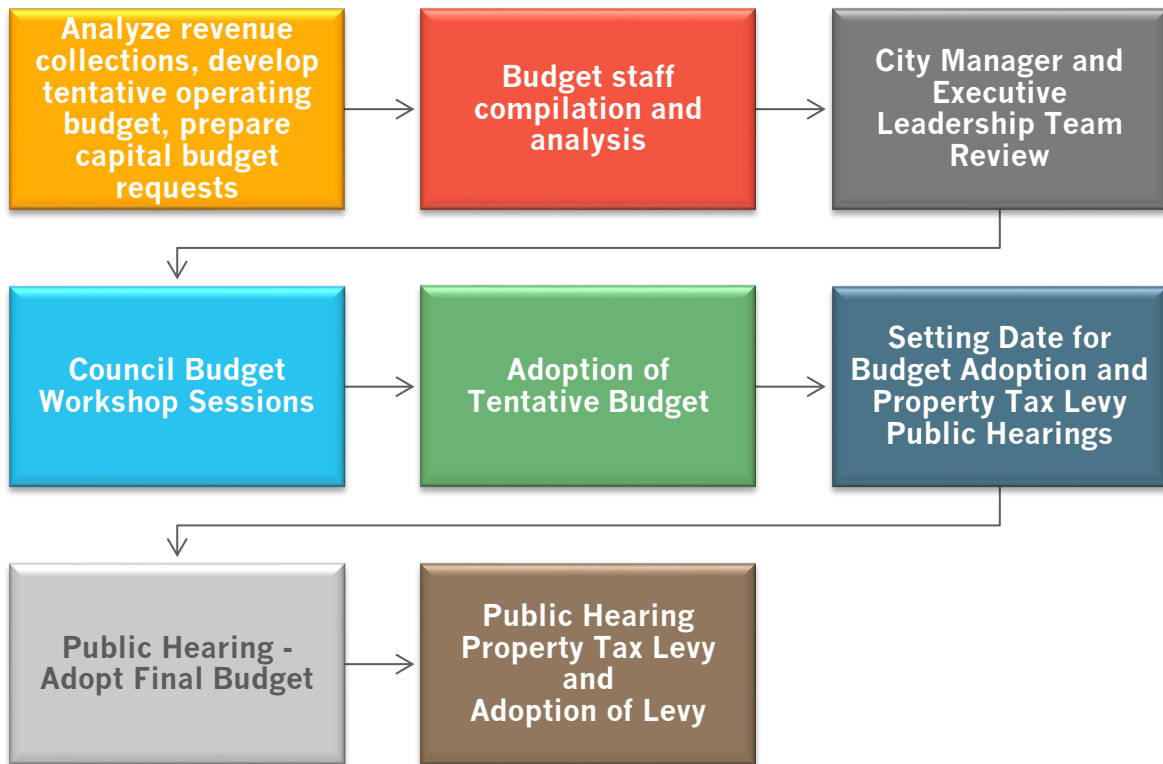
At the conclusion of these budget workshops, the proposed budget was presented to Council for tentative adoption on May 11, 2021, thereby setting the expenditure limitation for FY21-22. The budget was transmitted to the general public in the form of public hearing notices. These notices included summary budget information as required by Arizona State law. View the documents presented to Council at Tentative Budget Adoption here:

<https://glendale.hosted.civiclive.com/common/pages/DisplayFile.aspx?itemId=17715145>

After completing the public hearing for the final FY21-22 budget, the Council adopted the budget on June 8, 2021. View the documents presented to Council at Final Budget Adoption here:

<https://glendale.hosted.civiclive.com/common/pages/DisplayFile.aspx?itemId=17770752>

The chart below 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 Annual Comprehensive Financial Report (ACFR) 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:

- 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 Annual Comprehensive Financial Report (ACFR) 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 City implemented a new financial system which included development of a new chart of accounts.

BUDGET MESSAGE

Fiscal Year 2021-2022 Annual Budget Book



FY21-22 City Manager's Budget Message

To the Citizens of Glendale and the Mayor and Councilmembers:



I am pleased to provide you with the City of Glendale's FY21-22 annual budget and ten-year Capital Improvement Plan.

The FY21-22 budget represents a transition from my previous five years which included few new staff positions or expansions of programs and services. This is due in large part to the Council's prioritization to build the city's unrestricted fund balance to its targeted level. It took sacrifice and discipline to achieve this goal.

The FY21-22 adopted budget continues to maintain the city's sustainable financial position while also increasing staffing in strategic areas. These critical positions will ensure that we can continue to deliver services and projects in a manner our customers and citizens have come to expect from the City of Glendale.

This budget puts emphasis on improving public safety, building on our economic development momentum, enhancing our neighborhoods, and addressing critical infrastructure needs. The budget ensures that service delivery and resource allocation are aligned throughout the entire organization. Development of the budget centered around the following key priorities:

- Sustainability
 - Maintains targeted unrestricted fund balance (25% of ongoing revenue)
 - Investments in Information Technology security and reliability
 - Investments in infrastructure to ensure sustainable, affordable, and dependable clean water delivery and wastewater disposal
- Public Safety
 - Addition of new Police positions
 - Additional Firefighter positions including a second MRU, contingent on grant funding
- Project Delivery
 - Increasing our internal capacity to deliver capital projects on time
 - Investments to improve and maintain critical infrastructure
- Economic Development
 - Continued focus on speed to market
 - Additional staff position to assist small businesses
- Neighborhoods
 - Increased O&M for parks and recreation facilities and amenities
 - Completion of Heroes Park Lake

- O'Neil Park Splash Pad
- New after-school programs
- Strategic Planning
 - Funding for employee recognition for Innovation and Excellence in Service
 - Restoration of tuition reimbursement program

Budget Approach

The city's financial policies were the guiding principles in developing the FY21-22 financial forecast and ultimately the recommended operating and capital budgets to the City Council. The overall goals underlying the city's financial policies include fiscal conservatism, flexibility, and adherence to the highest accounting and management practices.

Operating Budget Highlights

The total FY21-22 Operating Budget request is \$731 million which is a 65% increase over the FY20-21 Operating Budget of \$444 million. A few of the highlights of the proposed budget include:

- Issuance of Certificates of Participation and payment to Public Safety Personnel Retirement System (PRSPR) to fund the city's unfunded pension liability for police and fire personnel to 90% funded
- Added funding to cover substantially increased costs in Risk Management and Worker's Compensation
- Employee incentive program for Innovation or Excellence in Service
- 1.5% COLA plus performance pay of 1.5% available for non-MOU employees
- Salary increases in accordance with current Memorandums of Understanding (MOUs) for represented employees
- Funding for three (3) new Communications Specialists/911 Dispatchers
- Eight (8) new firefighters (contingent upon grant funding) and associated equipment
- Two (2) additional Detectives - 1 Vehicular Crimes and 1 CID Persons Crimes
- Operating costs for Heroes Park Lake and Glen Lakes Park
- Additional Project Managers and Engineers for improved project delivery
- Additional Building Safety Inspectors and Development Services Department assistance to support growth and eliminate current log jams
- Additional Innovation and Technology staff to enhance systems support and cybersecurity

A net total of 38.5 new full-time equivalent positions (FTE's) have been added to the FY21-22 operating budget to address key priorities:

General Fund Department	# of Positions
Budget and Finance	3
Community Services	0.5
Development Services	5
Engineering	2
Field Operations	3
Mayor & Council Office	1
Police Services	6
Public Facilities Recreation & Special Events	2
Total General Fund	22.5

Enterprise Fund	# of Positions
Solid Waste	2
Water	-3
Total Enterprise Fund	-1

Internal Service Fund	# of Positions
Technology	3
Total Internal Service Fund	3

Special Revenue Fund	# of Positions
Arts Commission	1
CAP Grant	3
Highway User Gas Tax	1
Other Grants	8
Transportation Sales Tax	1
Total Special Revenue Fund	14

General Fund

The total FY21-22 General Fund operating budget request is \$482 million, and public safety remains a top priority. The largest operating budget is Non-Departmental which reflects the payment to PSPRS of \$260 million to fund the city's unfunded pension liability for police and fire personnel to 90% funded. Police and Fire Departments represent the second largest operating budgets within the General Fund, with expenditures totaling \$142 million, or 29%. The next largest

share of General Fund expenses is Public Facilities, Recreation and Special Events at \$16 million which reflects the Council’s priority to invest in operations and maintenance activities at the city’s Parks. Total General Fund appropriations also include \$3.0 million in contingency, which can be used for unforeseen expenditures or unexpected revenue shortfalls which may occur during the budget year.

General Fund Forecast

During the budget discussions, much of the focus continued to be on the general fund which is the largest operating fund of the city. For FY21-22, the General Fund budget is balanced with a planned use of excess unassigned fund balance as shown in the table below. This draw down is primarily for Capital Projects budgeted as a result of the AZ CARES Funding and the American Rescue Plan Act federal funds which were received to offset the costs associated with the COVID-19 pandemic. Projects for the AZ CARES funding have already been identified and are in progress. Projects and initiatives for the American Rescue Plan funding will be determined once the guidelines for spending of those funds have been released by the federal government later this year.

Funding Sources		Funding Uses	
Beginning Unassigned Fund Balance	93,397,356	Operating Expenditures	(481,625,028)
Operating Revenue	543,550,535	Transfers Out	(122,351,333)
Transfers In (Public Safety Sales Tax)	30,028,470	Contingency	(3,000,000)
Total Sources	666,976,361	Total Uses	(606,976,361)
Ending Unassigned Fund Balance	60,000,000		

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 FY2022-2031 Capital Improvement Plan (CIP) totals \$1.3 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 FY21-22 budget is adopted. The FY21-22 CIP totals \$281 million. Notable projects in the first year of the CIP include:

- Pavement Management of \$12.6 million (\$3.4 million in HURF funding, \$9.2 million in Transportation Sales Tax funding)
- Glendale Operations Campus of \$1.4 million

- E. Lowell Rogers Amphitheater at City Hall Renovations of \$2.9 million
- Construction of urban lake at Heroes Regional Park of \$5.4 million
- Reconstruction of Glendale Ave from Loop 101 to El Mirage Rd for \$13.6 million

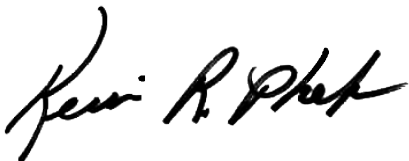
Conclusion

Development of the FY21-22 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. The city has weathered the storm of the pandemic and, with the help of state and federal funding, is moving toward a better and faster service delivery model. In addition, planning for the NFL Super Bowl in 2023 and the NCAA Final Four in 2024 is already underway.

This is an exciting time for the Glendale community as the city continues to be viewed by the business community as a valued partner, improves the lives of its citizens through quality amenities and service delivery, and matures from a leadership and organizational development perspective to be the community of choice for our residents, businesses, and employees.

I would like to offer my appreciation to the department staff and City Council for the countless hours of preparation and deliberation in the development the FY21-22 annual budget.

Sincerely,



Kevin R. Phelps, City Manager



FINANCIAL GUIDELINES

Fiscal Year 2021-2022 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 FY21-22 forecasts were used to examine the revenue and expenditure structures for the five-year period of FY21-22 through FY25-26. 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 FY21-22 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, \$131.50 in goods purchased in 1990 would cost approximately \$275.10 in 2020. The following table shows the historical percentage change in the CPI-U since 1990 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
1990	131.5	Base Year	2002	184.7	1.93%	2014	240.2	1.86%
1991	137.3	4.41%	2003	188.6	2.11%	2015	243.0	1.17%
1992	142.0	3.42%	2004	193.0	2.33%	2016	247.7	1.93%
1993	146.2	2.96%	2005	198.9	3.06%	2017	254.7	2.84%
1994	149.6	2.33%	2006	205.7	3.42%	2018	263.3	3.35%
1995	153.5	2.61%	2007	212.2	3.17%	2019	270.4	2.69%
1996	157.6	2.67%	2008	219.6	3.49%	2020	275.1	1.74%
1997	161.4	2.41%	2009	218.8	-0.38%	2021*	281.2	2.23%
1998	164.4	1.86%	2010	221.2	1.09%	1990 - 2020 Avg	2.52%	
1999	168.9	2.74%	2011	227.5	2.84%	2010 - 2020 Avg	2.10%	
2000	174.8	3.49%	2012	232.4	2.15%	2015 - 2020 Avg	2.29%	
2001	181.2	3.66%	2013	235.8	1.48%	*2021 = Jan to May Average		

The annual inflation rate has averaged 2.52% since 1990. The ten-year period inflation rate averaged 2.10% and the five-year inflation rate averaged 2.29%. 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 256,912. The below table shows the historical and projected population growth and percentage increases for years 1990 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
a	1990	148,134	3.76%		2007	230,643	0.08%
	1991	151,558	2.31%		2008	230,658	0.01%
	1992	155,916	2.88%		2009	229,241	-0.61%
	1993	161,688	3.70%	e	2010	226,721	-1.10%
	1994	168,874	4.44%		2011	227,416	0.31%
b	1995	182,615	8.14%		2012	229,008	0.70%
	1996	186,500	2.13%		2013	232,035	1.32%
	1997	191,612	2.74%		2014	234,632	1.12%
	1998	196,820	2.72%		2015	237,517	1.23%
	1999	208,095	5.73%		2016	240,126	1.10%
c	2000	219,705	5.58%		2017	245,895	2.40%
	2001	223,748	1.84%		2018	246,709	0.33%
	2002	225,206	0.65%		2019	252,381	2.30%
	2003	227,712	1.11%	f	2020	248,325	-1.61%
	2004	229,501	0.79%		2021*	250,808	1.00%
d	2005	231,126	0.71%		2022*	253,316	1.00%
	2006	230,455	-0.29%		2023*	255,849	1.00%

Notes:

a 1990 Census

e 2010 Census

b 1995 Special Census - includes Luke AFB

f 2020 Census

c 2000 Census

d 2005 Special Census (September 1)

* Projected Population Figures

All population counts and estimates from 1995 forward include Luke AFB

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 FY21-22 forecasted salary projections for non-represented employees assumed an annual increase of 1.50% for a cost-of-living adjustment, plus an additional 1.50% 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 FY22-23 through FY25-26. Salary and benefit projections for

represented police and fire personnel are consistent with the current memoranda of understanding. Salary increases for represented employees are based on a step plan and the forecast assumes normal progression of represented employees through the steps.

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

Retirement Contributions

City of Glendale employees contribute to two public retirement plans: the Arizona State Retirement System (ASRS) and the Public Safety Personnel Retirement System (PSPRS) which includes covered police, fire, and elected officials. The annual employer's portion of the contribution rates differ by retirement system. Due to the financial conditions of the retirement plans, especially the PSPRS plan, contributions to the plans are expected to increase through the forecast period. The rates, as a percentage of earnings, used in the forecast for FY21-22 through FY25-26 are estimated below.

	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26
Arizona State Retirement System	12.41%	12.42%	12.43%	12.45%	12.46%
Public Safety Retirement - Police	58.95%	59.24%	59.54%	59.84%	60.14%
Public Safety Retirement - Fire	53.70%	53.97%	54.24%	54.51%	54.78%
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, PADTrax RFID Evidence Management Solution for Police and Performance Management Software were included in the forecast.

Ongoing contributions to the technology fund are assumed throughout the five-year forecast period. The Fleet Replacement Fund 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

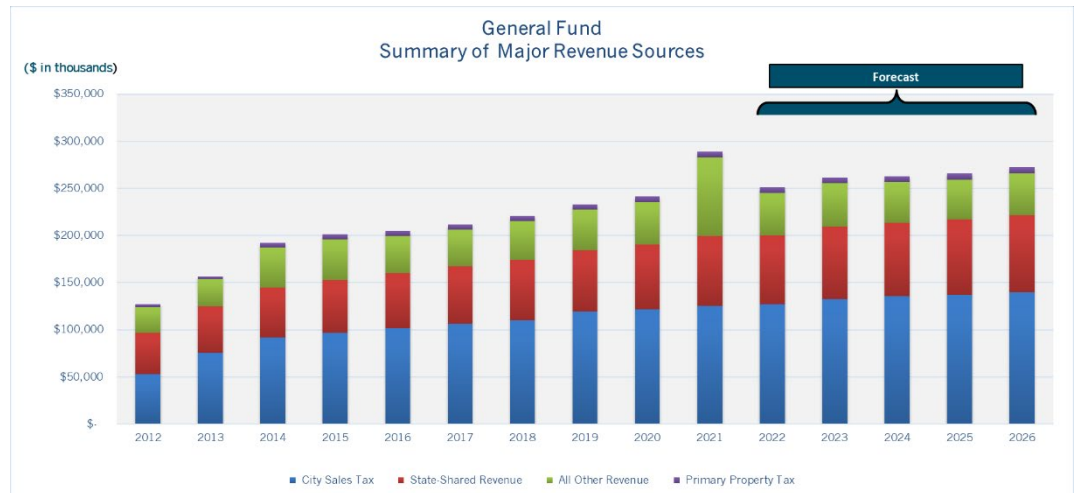
The forecast assumes no additional debt-financed projects will be supported solely by the General Fund. The current Municipal Property Corporation (MPC) debt service

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 0.7% beginning in August 2012 (FY12-13).

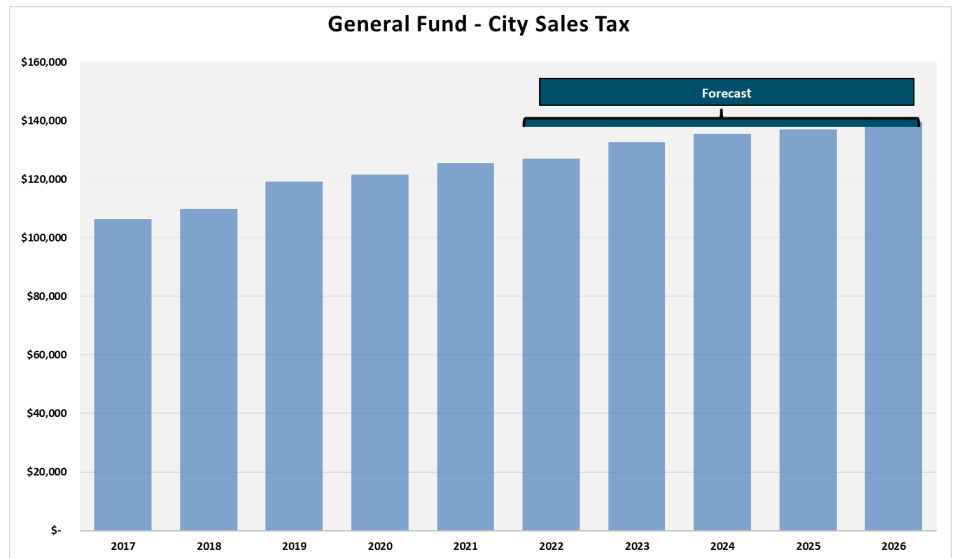


FY20-21 includes \$46 million in one-time miscellaneous revenues; \$6.3M for the sale of Glen Lakes Golf Course, \$8.9M in AZCARES funding for public safety and \$30.8M in American Rescue Plan funds.

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 2.4% of total General Fund Revenue.

City Sales Tax

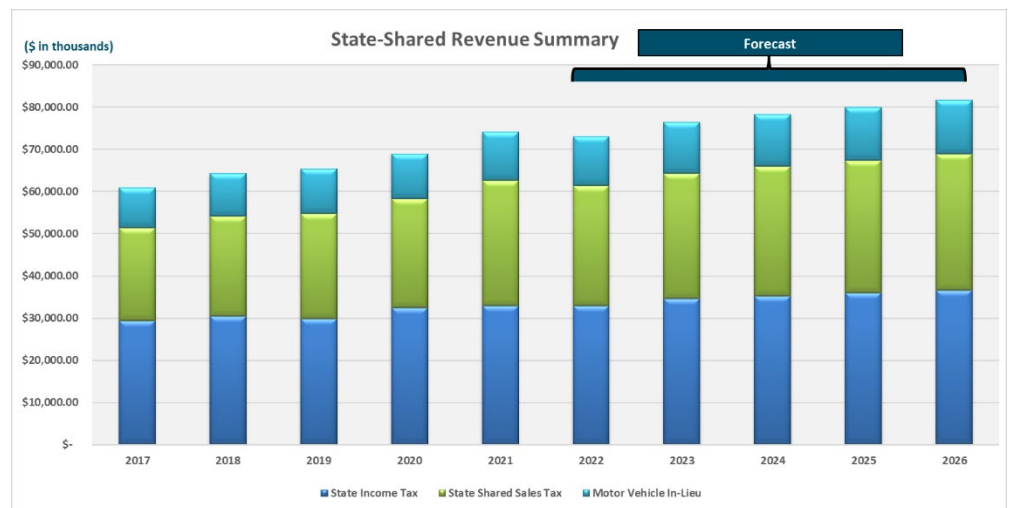
City sales tax revenue is highly elastic and varies directly with the economic conditions. During times of economic expansion, tax revenues increase, primarily due to higher levels of consumer spending. During an economic downturn, the opposite is true and tax revenue levels decline. City sales tax receipts comprise approximately 50% of the City’s General Fund revenue through FY25-26.



Taxable sales estimates assume a growth rate of 3.2% in FY21-22 and an average growth rate of 2.4% through FY25-26. The growth rate assumption is based on the continued strength of the local economy along with a modest but sustainable economic recovery post COVID-19.

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 29.0%, or \$73 million of estimated general fund operating revenue in FY21-22.



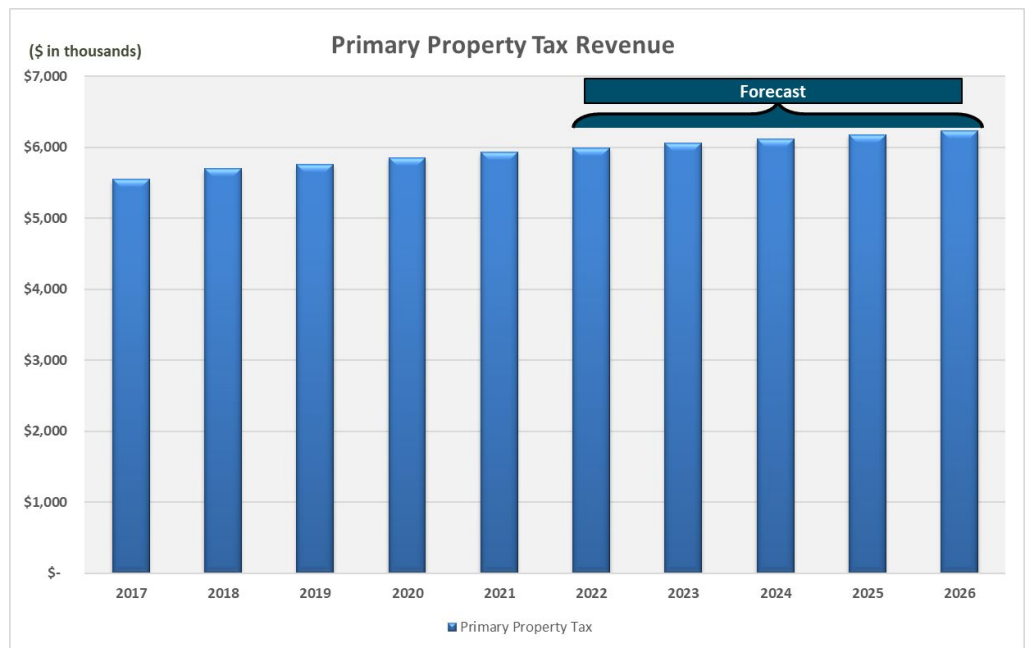
The forecast for each State-Shared revenue source is developed separately and compared to the state’s forecast for these revenue sources. The forecast assumes continued state sales tax revenue growth consistent with projections from the State Finance Advisory Committee. State-Shared revenue is also dependent upon state law. The average annual growth rate for State-Shared Revenue is forecasted at 2.0% 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 FY21-22. 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 FY21-22 and 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 \$3.7 million per year beginning in FY21-22.

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 2.4% of the total General Fund revenue, or approximately \$6.0 million forecasted for FY21-22. The City’s property tax revenue projection is based on the state-mandated levy limits, and increases are estimated at 0.10% 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 FY21-22 are forecasted at \$10.0 million or about 61% of the Other Revenue category which is projected to total \$16.3 million in FY21-22.

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 not sufficient to cover ongoing expenditures in FY21-22 and FY24-25, but that the fund balance policy for the General Fund is being met throughout the forecast. Deficits in FY21-22 and



FY24-25 demonstrate a planned draw down of fund balance for projects in the Capital Improvement Plan (CIP). 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 January 12, 2021, is outlined on the following page.

General Fund - Five-Year Financial Forecast
FY21-22 Through FY25-26 with FY20-21 Comparative Data

	FY20-21		Forecast				
	Budget	Revised	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26
Operating Revenue							
<i>Local Taxes</i>							
City Sales Tax	113,619,192	123,054,377	127,041,269	132,635,201	135,444,072	137,007,385	139,622,441
Primary Property Tax	5,936,773	5,936,773	5,996,141	6,056,102	6,116,663	6,177,830	6,239,608
Total Local Taxes	119,555,965	128,991,150	133,037,410	138,691,304	141,560,735	143,185,215	145,862,049
<i>Intergovernmental</i>							
State Shared Revenue	71,908,693	74,649,981	72,978,232	76,393,416	78,219,075	79,936,819	81,692,752
AZSTA Reimbursement for CBR	1,503,909	1,500,000	3,697,268	4,075,915	4,052,292	3,959,278	6,800,000
Other Intergovernmental	3,861,557	2,883,939	3,109,026	3,141,526	3,174,666	3,208,460	2,436,327
Total Intergovernmental	77,274,159	79,033,920	79,784,526	83,610,857	85,446,034	87,104,557	90,929,079
<i>Fees, Licenses, Permits, & Arena Fees</i>							
Fees, Licenses, & Permits	21,091,462	19,496,408	20,131,660	20,972,905	21,177,993	21,369,829	21,564,090
Arena Fees	1,908,494	998,467	1,996,934	2,196,627	2,416,290	2,537,104	2,587,846
Total Fees, Licenses & Permits	22,999,956	20,494,875	22,128,593	23,169,532	23,594,282	23,906,933	24,151,936
<i>Other & Miscellaneous</i>							
Other Revenues	9,775,621	16,070,561	5,886,582	5,393,191	1,899,932	906,808	913,821
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	805,343	418,786	422,974	427,204	431,476	435,791	440,148
Total Other & Miscellaneous	20,580,964	26,489,348	16,309,556	15,820,394	12,331,407	11,342,598	11,353,969
Total Operating Revenue	240,411,044	255,009,293	251,260,085	261,292,086	262,932,458	265,539,303	272,297,034
Expenditures & Other Financing Sources/Uses							
<i>Expenditures</i>							
Personnel Services	(168,129,708)	(168,122,955)	(174,551,457)	(179,129,141)	(183,759,563)	(188,515,887)	(193,401,577)
Services & Supplies	(40,750,808)	(41,757,561)	(42,746,132)	(46,143,153)	(43,211,935)	(42,803,932)	(43,367,369)
Internal Charges	(16,085,746)	(16,085,746)	(15,723,469)	(16,068,474)	(16,398,792)	(16,736,764)	(17,082,883)
Total Expenditures	(224,966,262)	(225,966,262)	(233,021,058)	(241,340,769)	(243,370,290)	(248,056,583)	(253,851,830)
<i>Other Financing Sources/Uses</i>							
<i>Transfers In</i>							
Special Revenue - PSST Police	19,080,130	20,363,291	20,356,335	20,554,522	20,527,720	20,720,514	21,096,127
Special Revenue - PSST Fire	8,809,639	9,450,770	9,672,135	10,558,488	10,357,460	10,353,793	10,541,481
Total Transfers In	27,889,769	29,814,061	30,028,471	31,113,010	30,885,180	31,074,307	31,637,609
<i>Transfers Out</i>							
Special Revenue - Vehicle Replacement	(1,065,000)	(1,065,000)	(2,000,000)	(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	(2,033,313)	(2,033,313)	(2,094,312)	(2,157,142)	(2,221,856)	(2,288,512)	(2,357,167)
Maint. of Effort Enterprise Funds	(1,230,962)	(1,230,962)	(1,714,298)	(2,128,768)	(2,179,218)	(2,229,035)	(2,281,966)
General Governmental CIP	(2,526,752)	(15,595,971)	(22,928,127)	(8,184,536)	(7,600,899)	(7,727,693)	(6,870,566)
Debt Service - MPC & Excise Tax	(35,176,163)	(32,968,791)	(35,173,777)	(35,176,356)	(35,174,435)	(35,169,364)	(35,180,089)
Total Transfers Out	(42,630,099)	(53,491,946)	(64,508,423)	(50,244,710)	(49,774,318)	(50,012,512)	(49,287,697)
Total Expenditures & Other Financing Sources/Uses	(239,706,592)	(249,644,147)	(267,501,011)	(260,472,469)	(262,259,428)	(266,994,787)	(271,501,919)
Total Surplus/(Deficit) Before Contingency	704,452	5,365,146	(16,240,926)	819,617	673,030	(1,455,484)	795,115
<i>Contingency</i>	(2,000,000)	(2,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)
Total Surplus/(Deficit) After Contingency	(1,295,548)	3,365,146	(19,240,926)	(2,180,383)	(2,326,970)	(4,455,484)	(2,204,885)
Beginning Fund Balance - With Contingency	49,647,882	49,647,882	57,892,887	53,865,432	60,391,389	59,064,420	54,608,935
Ending Fund Balance - With Contingency	53,232,194	57,892,887	53,865,432	60,391,389	59,064,420	54,608,935	52,404,050
Beginning Fund Balance - Without Contingency	49,647,882	49,647,882	59,892,887	58,865,432	68,391,389	70,064,420	68,608,935
Ending Fund Balance - Without Contingency	55,232,194	59,892,887	58,865,432	68,391,389	70,064,420	68,608,935	69,404,050

Other Major Funds

Five-year forecasts for the other major funds were also presented to the City Council on January 12, 2021 and used as a basis to set the FY21-22 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 2.70% 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 \$23.9 million.

Highway User Revenue Funds - Five-Year Financial Forecast
FY21-22 Through FY25-26 with FY20-21 Comparative Data

	FY20-21		Forecast				
	Budget	Revised Est	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26
Revenue & Other Financing Sources							
<i>Highway User Revenues</i>	15,939,537	15,894,411	16,371,243	16,862,381	17,283,940	17,716,039	18,158,940
<i>Fees, Licenses & Permits</i>	202,000	830,985	839,295	251,789	254,306	256,850	259,418
<i>Other Revenue</i>	-	149,296	-	-	-	-	-
Total Revenue & Other Financing Sources	16,141,537	16,874,692	17,210,539	17,114,169	17,538,247	17,972,888	18,418,358
Expenditures & Other Financing Uses							
<i>Personnel Services</i>	(3,795,168)	(3,795,168)	(3,886,004)	(3,979,262)	(4,075,007)	(4,173,307)	(4,274,231)
<i>Services & Supplies</i>	(6,841,883)	(6,841,883)	(6,514,395)	(6,644,923)	(6,780,548)	(6,921,493)	(7,067,996)
<i>Internal Charges</i>	(1,374,361)	(1,374,361)	(1,612,368)	(1,850,660)	(1,864,190)	(1,878,017)	(1,892,147)
<i>Capital Outlay</i>	(5,351,694)	(1,258,727)	(4,175,000)	(5,271,000)	(5,369,880)	(4,471,726)	(4,576,628)
Total Expenditures & Other Financing Uses	(17,363,106)	(13,270,139)	(16,187,767)	(17,745,845)	(18,089,625)	(17,444,543)	(17,811,002)
Total Income (Loss)	(1,221,569)	3,604,553	1,022,772	(631,676)	(551,378)	528,345	607,356
Contingency	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Total Income/(Loss) w/ Contingency	(2,221,569)	2,604,553	22,772	(1,631,676)	(1,551,378)	(471,655)	(392,644)
Beginning Fund Balance - With Contingency	6,835,050	6,835,050	9,439,602	9,462,374	7,830,698	6,279,320	5,807,665
Ending Fund Balance - With Contingency	4,613,480	9,439,602	9,462,374	7,830,698	6,279,320	5,807,665	5,415,020
Beginning Fund Balance - Without Contingency	6,835,050	6,835,050	10,439,602	11,462,374	10,830,698	10,279,320	10,807,665
Ending Fund Balance - Without Contingency	5,613,480	10,439,602	11,462,374	10,830,698	10,279,320	10,807,665	11,415,020

Transportation Sales Tax

The Transportation Sales Tax Funds support transportation services in Glendale. The fund is primarily supported by designated sales tax revenue received from Proposition 402 (0.5%). In 2001 Glendale voters approved a one-half cent adjustment to the City sales tax rate to fund a comprehensive package of transportation projects including expansion of public transit service, intersection improvements to reduce congestion, and other street-related services.



Transportation sales tax revenues are expected to grow at the same pace as the General Fund sales tax increases over the five-year forecast period (approximately 2.3% annually). Capital projects for the five-year period total \$66.4 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
FY21-22 Through FY25-26 with FY20-21 Comparative Data

	FY20-21		Forecast				
	Budget	Revised Est	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26
Revenue & Other Financing Sources							
<i>City Sales Tax</i>	28,952,525	30,723,354	31,560,136	32,820,942	33,497,100	33,854,025	34,486,819
<i>Transit Revenue</i>	124,000	-	92,152	124,000	124,000	124,000	124,000
<i>Other Revenue</i>	160,000	1,666,305	1,565,122	1,524,836	1,488,138	1,440,626	1,388,904
Total Revenue & Other Financing Sources	29,236,525	32,389,659	33,217,410	34,469,778	35,109,238	35,418,651	35,999,723
Expenditures & Other Financing Uses							
<i>Personnel Services</i>	(4,666,525)	(4,666,525)	(4,781,856)	(4,900,262)	(5,021,826)	(5,146,633)	(5,274,769)
<i>Services & Supplies</i>	(7,754,080)	(7,854,080)	(8,913,372)	(10,360,770)	(11,526,426)	(12,397,296)	(12,548,419)
<i>Internal Charges</i>	(1,668,266)	(1,668,266)	(1,674,577)	(1,685,330)	(1,696,330)	(1,707,583)	(1,719,096)
<i>Capital Outlay</i>	(18,601,516)	(18,803,891)	(13,824,124)	(13,265,912)	(13,323,255)	(12,902,516)	(13,037,516)
<i>Debt Service - Principal & Interest</i>	(6,709,576)	(6,709,576)	(6,709,183)	(6,704,040)	(6,708,897)	(6,712,754)	(6,710,230)
Total Expenditures & Other Financing Uses	(39,399,963)	(39,702,338)	(35,903,112)	(36,916,314)	(38,276,734)	(38,866,782)	(39,290,030)
Total Income (Loss)	(10,163,438)	(7,312,679)	(2,685,702)	(2,446,536)	(3,167,496)	(3,448,131)	(3,290,307)
<i>Contingency</i>	-	-	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Total Income/(Loss) w/ Contingency	(10,163,438)	(7,312,679)	(3,685,702)	(3,446,536)	(4,167,496)	(4,448,131)	(4,290,307)
Beginning Fund Balance - With Contingency	59,357,859	59,357,859	52,045,181	48,359,479	44,912,943	40,745,446	36,297,315
Ending Fund Balance - With Contingency	49,194,421	52,045,181	48,359,479	44,912,943	40,745,446	36,297,315	32,007,008
Beginning Fund Balance - Without Contingency	59,357,859	59,357,859	52,045,181	49,359,479	46,912,943	43,745,446	40,297,315
Ending Fund Balance - Without Contingency	49,194,421	52,045,181	49,359,479	46,912,943	43,745,446	40,297,315	37,007,008

Public Safety Sales Tax (Police & Fire)

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



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

The Police Special Revenue Fund assumes sales tax revenue growth at the same pace as the General Fund sales tax increases over the five-year forecast period (approximately 2.3% annually). Transfer amounts to the General Fund include planned fund balance reductions of \$1.0 million in FY21-22, and \$425k in FY22-23.

PSST - Police Sales Tax Fund - Five-Year Financial Forecast FY21-22 Through FY25-26 with FY20-21 Comparative Data

	FY20-21		Forecast				
	Budget	Revised Est	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26
Revenue & Other Financing Sources							
<i>City Sales Tax</i>	17,580,130	18,863,291	19,356,335	20,129,522	20,527,720	20,720,514	21,096,127
Total Revenue & Other Financing Sources	<u>17,580,130</u>	<u>18,863,291</u>	<u>19,356,335</u>	<u>20,129,522</u>	<u>20,527,720</u>	<u>20,720,514</u>	<u>21,096,127</u>
Expenditures & Other Financing Uses							
<i>Transfers Out</i>	(19,080,130)	(20,363,291)	(20,356,335)	(20,554,522)	(20,527,720)	(20,720,514)	(21,096,127)
Total Expenditures & Other Financing Uses	<u>(19,080,130)</u>	<u>(20,363,291)</u>	<u>(20,356,335)</u>	<u>(20,554,522)</u>	<u>(20,527,720)</u>	<u>(20,720,514)</u>	<u>(21,096,127)</u>
Total Income (Loss)	<u>(1,500,000)</u>	<u>(1,500,000)</u>	<u>(1,000,000)</u>	<u>(425,000)</u>	-	-	-
<i>Contingency</i>	-	-	-	-	-	-	-
Total Income/(Loss) w/ Contingency	<u>(1,500,000)</u>	<u>(1,500,000)</u>	<u>(1,000,000)</u>	<u>(425,000)</u>	-	-	-
Beginning Fund Balance - With Contingency	4,060,741	4,060,741	2,560,741	1,560,741	1,135,741	1,135,741	1,135,741
Ending Fund Balance - With Contingency	2,560,741	2,560,741	1,560,741	1,135,741	1,135,741	1,135,741	1,135,741
Beginning Fund Balance - Without Contingency	4,060,741	4,060,741	2,560,741	1,560,741	1,135,741	1,135,741	1,135,741
Ending Fund Balance - Without Contingency	2,560,741	2,560,741	1,560,741	1,135,741	1,135,741	1,135,741	1,135,741

The Fire Special Revenue Fund assumes sales tax revenue growth at the same pace as the General Fund sales tax increases over the five-year forecast period (approximately 2.3% annually). Transfer amounts to the General Fund include planned fund balance reduction of \$500,000 for FY22-23 and \$100,000 for FY23-24.

PSST - Fire Sales Tax Fund - Five-Year Financial Forecast
FY21-22 Through FY25-26 with FY20-21 Comparative Data

	FY20-21		Forecast				
	Budget	Revised Est	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26
Revenue & Other Financing Sources							
<i>City Sales Tax</i>	8,784,639	9,425,770	9,672,135	10,058,488	10,257,460	10,353,793	10,541,481
Total Revenue & Other Financing Sources	<u>8,784,639</u>	<u>9,425,770</u>	<u>9,672,135</u>	<u>10,058,488</u>	<u>10,257,460</u>	<u>10,353,793</u>	<u>10,541,481</u>
Expenditures & Other Financing Uses							
<i>Transfers Out</i>	(8,809,639)	(9,450,770)	(9,672,135)	(10,558,488)	(10,357,460)	(10,353,793)	(10,541,481)
Total Expenditures & Other Financing Uses	<u>(8,809,639)</u>	<u>(9,450,770)</u>	<u>(9,672,135)</u>	<u>(10,558,488)</u>	<u>(10,357,460)</u>	<u>(10,353,793)</u>	<u>(10,541,481)</u>
Total Income (Loss)	<u>(25,000)</u>	<u>(25,000)</u>	<u>-</u>	<u>(500,000)</u>	<u>(100,000)</u>	<u>-</u>	<u>-</u>
Contingency	-	-	-	-	-	-	-
Total Income/(Loss) w/ Contingency	<u>(25,000)</u>	<u>(25,000)</u>	<u>-</u>	<u>(500,000)</u>	<u>(100,000)</u>	<u>-</u>	<u>-</u>
Beginning Fund Balance - With Contingency	1,204,543	1,204,543	1,179,543	1,179,543	679,543	579,543	579,543
Ending Fund Balance - With Contingency	1,179,543	1,179,543	1,179,543	679,543	579,543	579,543	579,543
Beginning Fund Balance - Without Contingency	1,204,543	1,204,543	1,179,543	1,179,543	679,543	579,543	579,543
Ending Fund Balance - Without Contingency	1,179,543	1,179,543	1,179,543	679,543	579,543	579,543	579,543



Solid Waste Enterprise Fund

This fund supports refuse collection and disposal services to homes and businesses in the city. 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 FY21-22 Through FY25-26 with FY20-21 Comparative Data

	FY20-21		Forecast				
	Budget	Revised Est	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26
Revenue & Other Financing Sources							
<i>Residential Sanitation</i>	14,739,384	14,835,877	15,280,953	15,739,382	16,211,563	16,616,853	17,032,274
<i>Commercial Sanitation</i>	4,345,155	4,345,155	4,562,413	4,699,285	4,840,264	4,961,270	5,085,302
<i>Other Revenue</i>	462,458	462,458	793,641	1,124,908	1,129,261	1,133,700	1,138,228
<i>Transfers In M.O.E.</i>	130,462	130,462	130,462	204,246	209,829	215,344	220,792
Total Revenue & Other Financing Sources	19,677,459	19,773,952	20,767,470	21,767,821	22,390,917	22,927,167	23,476,596
Expenditures & Other Financing Uses							
<i>Personnel Services</i>	(6,252,947)	(6,252,947)	(6,403,048)	(6,557,179)	(6,715,448)	(6,877,967)	(7,044,851)
<i>Services & Supplies</i>	(7,222,273)	(7,422,273)	(8,199,912)	(8,021,327)	(8,183,249)	(8,348,448)	(8,516,989)
<i>Internal Charges</i>	(2,753,713)	(2,753,713)	(2,384,096)	(2,289,912)	(2,310,494)	(2,331,527)	(2,353,021)
<i>Capital Outlay</i>	(6,226,788)	(4,844,628)	(1,255,968)	(5,130,304)	(4,828,338)	(5,525,682)	(5,342,700)
Total Expenditures & Other Financing Uses	(22,455,721)	(21,273,561)	(18,243,024)	(21,998,722)	(22,037,529)	(23,083,624)	(23,257,561)
Total Income (Loss)	(2,778,262)	(1,499,609)	2,524,446	(230,900)	353,387	(156,457)	219,036
<i>Contingency</i>	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Total Income/(Loss) w/ Contingency	(2,978,262)	(1,699,609)	2,324,446	(430,900)	153,387	(356,457)	19,036
Beginning Working Capital - With Contingency	1,667,000	1,667,000	(32,609)	2,291,837	1,860,937	2,014,325	1,657,868
Ending Working Capital - With Contingency	(1,311,262)	(32,609)	2,291,837	1,860,937	2,014,325	1,657,868	1,676,903
Beginning Working Capital - Without Contingency	1,667,000	1,667,000	167,391	2,691,837	2,460,937	2,814,325	2,657,868
Ending Working Capital - Without Contingency	(1,111,262)	167,391	2,691,837	2,460,937	2,814,325	2,657,868	2,876,903

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 bond sales may be necessary in FY21-22 and FY23-24- to fund the design and construction of the north cell. Staff will continue to monitor the performance of the fund for future financing options.

Landfill Fund - Five-Year Financial Forecast
FY21-22 Through FY25-26 with FY20-21 Comparative Data

	FY20-21		Forecast				
	Budget	Revised Est	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26
Revenue & Other Financing Sources							
<i>Tippling Fees</i>	6,408,900	6,689,604	6,890,292	7,097,001	7,309,911	7,492,659	7,679,975
<i>Recycling Sales</i>	735,564	650,000	650,000	650,000	650,000	650,000	650,000
<i>Other Revenue</i>	4,314,110	4,040,461	4,182,551	4,349,510	4,474,277	4,564,346	4,656,262
<i>Transfers in M.O.E</i>	684,926	684,926	1,072,290	1,101,602	1,130,559	1,159,160	1,187,406
<i>Bond Proceeds</i>	-	-	10,900,000	-	4,175,000	-	-
Total Revenue & Other Financing Sources	12,143,500	12,064,991	23,695,134	13,198,113	17,739,746	13,866,164	14,173,643
Expenditures & Other Financing Uses							
<i>Personnel Services</i>	(3,817,377)	(3,817,377)	(3,926,629)	(4,039,234)	(4,155,300)	(4,274,939)	(4,398,269)
<i>Services & Supplies</i>	(4,352,223)	(4,312,223)	(4,048,468)	(4,129,438)	(4,212,027)	(4,296,268)	(4,382,193)
<i>Internal Charges</i>	(1,664,468)	(1,664,468)	(1,671,023)	(1,651,853)	(1,660,858)	(1,670,044)	(1,679,413)
<i>Capital Outlay</i>	(11,076,168)	(3,098,588)	(14,950,575)	(5,027,350)	(4,133,350)	(861,400)	(3,479,060)
<i>Debt Service - Principal & Interest</i>	-	-	-	(699,204)	(699,204)	(967,018)	(956,534)
Total Expenditures & Other Financing Uses	(20,910,236)	(12,892,655)	(24,596,695)	(15,547,079)	(14,860,739)	(12,069,669)	(14,895,469)
Total Income (Loss)	(8,766,736)	(827,664)	(901,561)	(2,348,965)	2,879,007	1,796,495	(721,826)
Contingency	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
Total Income/(Loss) w/ Contingency	(9,266,736)	(1,327,664)	(1,401,561)	(2,848,965)	2,379,007	1,296,495	(1,221,826)
Beginning Working Capital - With Contingency	5,321,000	5,321,000	3,993,336	2,591,775	(257,191)	2,121,816	3,418,312
Ending Working Capital - With Contingency	(3,945,736)	3,993,336	2,591,775	(257,191)	2,121,816	3,418,312	2,196,486
Beginning Working Capital - Without Contingency	5,321,000	5,321,000	4,493,336	3,591,775	1,242,809	4,121,816	5,918,312
Ending Working Capital - Without Contingency	(3,445,736)	4,493,336	3,591,775	1,242,809	4,121,816	5,918,312	5,196,486

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 FY21-22. 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. A rate study is underway, and information will be presented to Council in the fall of 2021.

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 \$29.5 million per year, including the additional bond financing to support the capital plan starting in FY20-21. Capital Outlay included in the plan totals \$221.9 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, or the Intergovernmental Agreement with Luke Air Force Base (AFB) to construct a new wastewater line and lift station from Luke AFB to Glendale's treatment system. 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
FY21-22 Through FY25-26 with FY20-21 Comparative Data

	FY20-21		Forecast				
	Budget	Revised Est	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26
Revenue & Other Financing Sources							
<i>Water & Sewer Revenues</i>	87,404,666	90,044,503	91,913,500	93,819,700	94,623,400	95,239,100	95,715,300
<i>Development Permits/Fees/Impact</i>	2,000,000	2,400,000	2,310,000	2,356,200	2,356,200	2,309,076	2,193,622
<i>Other Revenues</i>	4,907,094	2,705,000	2,854,000	3,049,000	3,428,000	3,536,000	3,636,000
<i>Bond Proceeds</i>	36,000,000	30,000,000	26,000,000	26,000,000	25,000,000	20,000,000	17,000,000
<i>Reimbursements by IGA</i>	27,369,500	23,594,497	19,519,250	1,473,400	995,000	1,910,000	1,215,000
<i>Transfers In M.O.E.</i>	415,574	415,574	437,762	817,337	833,315	849,083	868,388
Total Revenue & Other Financing Sources	158,096,834	149,159,574	143,034,512	127,515,637	127,235,915	123,843,259	120,628,310
Expenditures & Other Financing Uses							
<i>Personnel Services</i>	(22,895,620)	(21,328,467)	(23,510,862)	(24,085,570)	(24,698,434)	(25,255,576)	(25,825,890)
<i>Services & Supplies</i>	(28,114,268)	(26,314,268)	(28,803,221)	(29,692,473)	(30,453,502)	(31,147,373)	(31,883,120)
<i>Internal Charges</i>	(7,677,245)	(7,677,245)	(7,521,994)	(7,384,101)	(7,433,183)	(7,483,247)	(7,534,312)
<i>Capital Outlay</i>	(54,167,682)	(47,866,886)	(47,350,000)	(44,094,600)	(45,755,000)	(42,465,800)	(42,242,000)
<i>Capital Outlay - IGA</i>	(32,773,501)	(28,997,954)	(21,479,000)	(478,400)	-	(915,200)	(220,000)
<i>Debt Service</i>	(24,423,733)	(23,345,500)	(25,145,584)	(27,946,409)	(29,773,672)	(31,776,136)	(32,722,509)
Total Expenditures & Other Financing Uses	(170,052,049)	(155,530,320)	(153,810,661)	(133,681,553)	(138,113,791)	(139,043,332)	(140,427,831)
Total Income (Loss)	(11,955,215)	(6,370,747)	(10,776,149)	(6,165,916)	(10,877,875)	(15,200,074)	(19,799,520)
Contingency	(2,000,000)	(2,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)
Total Income/(Loss) w/ Contingency	(13,955,215)	(8,370,747)	(13,776,149)	(9,165,916)	(13,877,875)	(18,200,074)	(22,799,520)
Beginning Working Capital - With Contingency	47,627,412	47,627,412	52,426,665	38,650,517	29,484,601	15,606,725	(2,593,349)
Debt Reserves (State Pool)		13,170,000					
Ending Working Capital - With Contingency	33,672,197	52,426,665	38,650,517	29,484,601	15,606,725	(2,593,349)	(25,392,869)
Beginning Working Capital - Without Contingency	47,627,412	47,627,412	54,426,665	43,650,517	37,484,601	26,606,725	11,406,651
Debt Reserves (State Pool)		13,170,000					
Ending Working Capital - Without Contingency	35,672,197	54,426,665	43,650,517	37,484,601	26,606,725	11,406,651	(8,392,869)

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

A key component of the FY21-22 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 FY21-22 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 Annual Comprehensive Financial Report (ACFR).

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 FY21-22, debt service is 17.3% 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, which is the ensuing five fiscal years. 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.
 - 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 2021-2022 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. The total budget including all four components, is \$1.244 billion for Fiscal Year 2021-2022 (FY21-22). This represents a 67% increase over the prior year total budget of \$747 million.

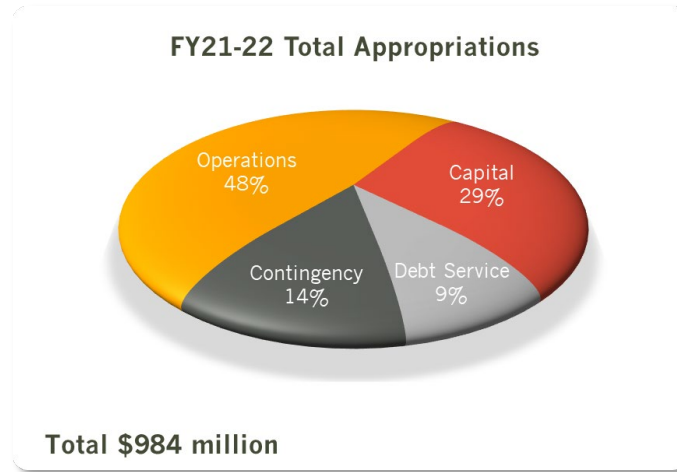
For FY21-22 the City plans to issue certificates of participation (COPs) up to \$260 million to help fund and stabilize the public safety pensions while favorable low interest rate market conditions exist. This will allow Glendale to achieve 90% funding of its public safety pension plan and reduce the City's annual debt payments, resulting in significant savings to Glendale taxpayers. A reserve fund will be established to minimize the risk of changing market and actuarial assumptions and the debt will be paid off in the same seventeen (17) years as the original pension debt.



The remainder of the total budget after excluding the \$260 million one-time appropriation is \$984 million. This represents a 31.7% increase over the prior year total budget of \$747 million. Operating expenses increased 6%, debt service requirements increased 8%, planned capital spending increased 60% and contingency increased 235%. 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 \$471.3 million.
- The *capital improvement budget* funds the construction of City facilities, such as police/fire stations, libraries, roads, public amenities and other infrastructure. This year, the capital improvement budget totals \$280.5 million, and includes appropriation for one-time projects funded through federal grants received in response to the COVID-19 pandemic.
- The *debt service budget* is used to repay money borrowed by the City, primarily for capital improvements, and totals \$93.4 million.
- The final component of the budget is the *contingency appropriation* at \$138.8 million. This appropriation is made up of fund reserves and is available to cover emergency expenses, grant funded expenditures, revenue shortages, or capital project acceleration which may arise during the fiscal year. This component of the budget was increased significantly for FY21-22, due to the amount of federal grants received in response to the COVID-19 pandemic.

As the pie chart below illustrates, the operating (48%) and capital (29%) appropriations are the largest components of the FY21-22 budget and account for 77% of the total appropriations. Both are discussed on the following pages.



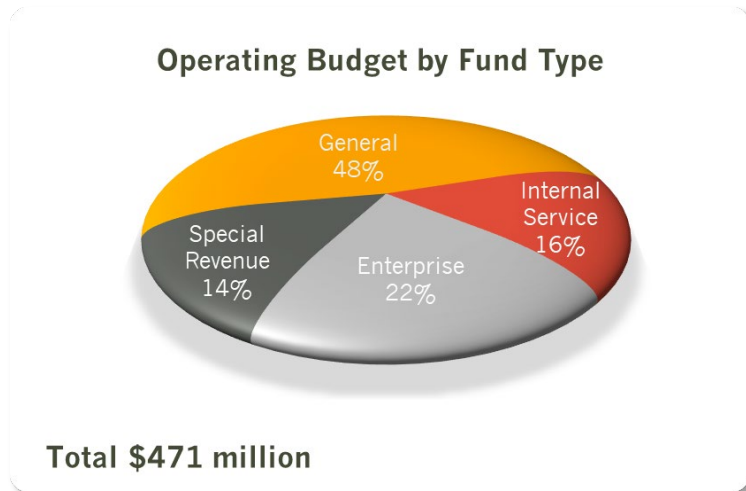
The following chart outlines the financial plan for FY21-22. The City’s total sources are estimated at \$1.0 billion and total uses are projected at \$1.2 billion (including inter-fund transfers but excluding the one-time \$260 million COPs and PSPRS). A summary of the City’s major revenues and expenditures, 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		Estimated Balance		
	7/1/2021	Total Sources	Total Uses	6/30/2022	
General*	\$ 94.1	\$ 316.3	\$ 350.2	\$ 60.3	
Special Revenue	97.1	189.2	220.9	65.4	
Debt Service	11.9	68.8	68.5	12.2	
Capital Projects	57.7	142.3	201.9	(1.9)	
Enterprise	70.3	228.3	257.9	40.8	
Internal Svcs/Other**	37.2	71.0	82.8	25.4	
Total	\$ 368.3	\$ 1,015.9	\$ 1,182.2	\$ 202.1	
*General Fund Includes Vehicle Replacement Fund					
Total Sources and Total Uses exclude \$260 million COPs and PSPRS appropriation					
**Other includes Permanent Funds					

Operating Budget

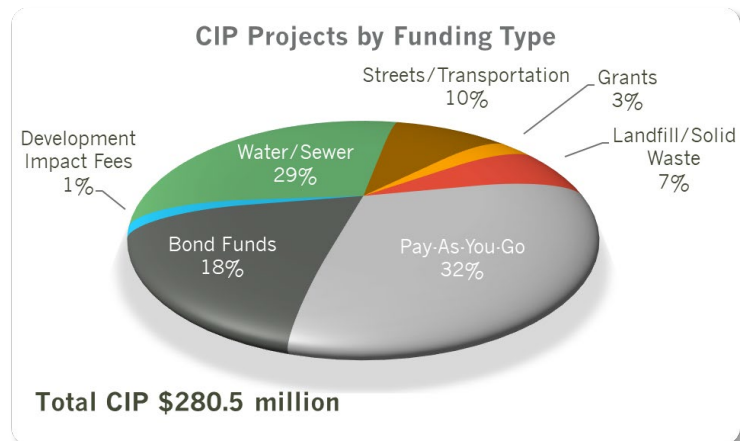
The development of Glendale’s FY21-22 budget was an open process designed to reflect the needs and desires of the community. Throughout the year, the Mayor, Council and City staff obtained input from the community through neighborhood meetings, citizen boards and commissions, and other contacts with individuals and groups. In addition, citizen feedback about the proposed FY21-22 budget was sought at a public hearing on June 8, 2021.



In January 2021, staff presented the City’s Five-Year Financial Forecast. The forecast allows various budget scenarios to be tested for their effect on the City’s financial condition on a long-range basis. At the same time, the City’s CIP Management Team began the process of updating the Ten-Year Capital Improvement Plan. The Council reviewed the City Manager’s proposed balanced budget at the workshop sessions beginning in February, and concluding in April 2021, where pertinent issues surrounding the upcoming fiscal year operating, capital and debt service budgets were discussed. The draft budget, as revised by Council, became the tentative FY21-22 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 8, 2021. 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 FY2022-2031 totals \$1.3 billion. The first year of the plan is the only year appropriated by Council. For FY21-22, \$280.5 million in capital investments is planned. This includes \$57 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 \$1.244 billion for FY21-22. 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 53.

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.

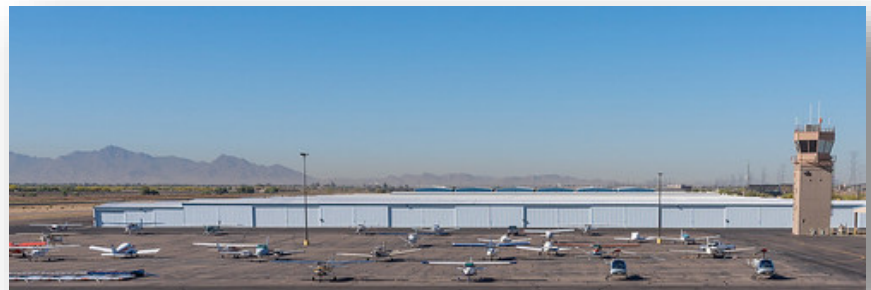
Training Facility Revenue (Fund 2200): All revenues and expenditures associated with the Glendale Regional Public Safety Training Center are tracked in this fund. The facility was built with capital contributions from the City of Glendale (74.8%), Maricopa County



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 \$920,545 in FY21-22.

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 Grants (Fund 2040, 2041 and 2044) and Emergency Shelter Grants (Fund 2150, 2151 and 2152).

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 \$235,218 to \$179,335 in FY21-22 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 FY21-22 secondary property tax rate will decrease from \$1.3996 to \$1.3409. 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.

COPS's Debt Service (Fund 3060): This fund was created in FY21-22 for the issuance of Certificates of Participation (COPs) and payment to Public Safety Personnel Retirement System (PSPRS) to fund the city's unfunded liability for police and fire personnel to 90% funded. The debt service is paid by the General Fund.

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 FY21-22. Interest income of \$26,000 results in a projected FY21-22 ending fund balance to \$6.1 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 \$61.9 million to \$34.8 million in FY21-22 due to planned capital expenditures totaling \$81.6 million. Examples of FY21-22 capital projects include groundwater treatment plant improvements, water reclamation facility improvements, as well as planned line replacements and extensions. A revenue budget of \$142.6 million offsets the operating and debt service expenditures. The annual operating budget includes estimated expenses for salaries, electricity, chemical treatments, supplies, and equipment totaling \$60.7 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 \$8.3 million to about \$5.1 million in FY21-22, primarily due to anticipated large capital expenditures. The FY21-22 operating budget totals \$10.4 million and planned capital expenditures related to stormwater controls, gas system modifications and heavy equipment purchases total \$16.0 million. The FY21-22 projected revenues total \$22.6 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 \$149 thousand to \$86 thousand in FY21-22. Capital expenditures of \$2.8 million and operating expenditures of \$18.0 million exceed projected revenues of \$20.6 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 \$15.1 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. FY21-22 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 several 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 FY21-22 with approximately a \$4.2 million fund balance. The Workers' Compensation Fund ending fund balance is projected to be approximately \$8.9 million in FY21-22. 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.

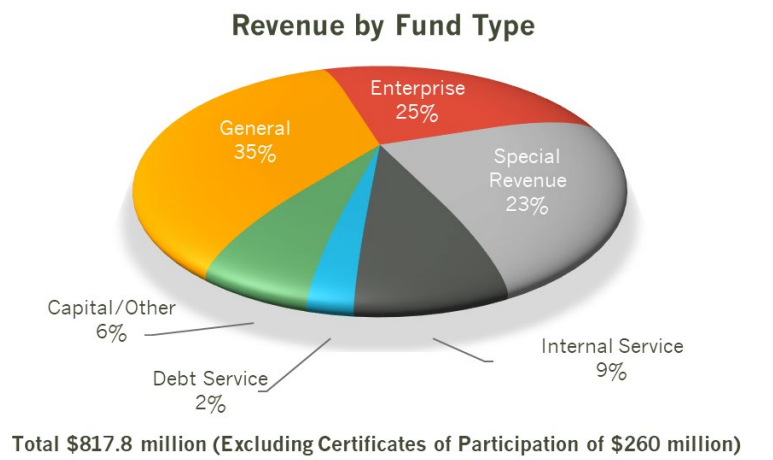
Benefits Trust (Fund 7030): The Benefits Trust Fund was created in FY00-01. An actuarial study of health insurance funding recommended the creation of a separate fund as the best way to develop reserves to meet future cost increases for health-related insurance. During the course of a year, employer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

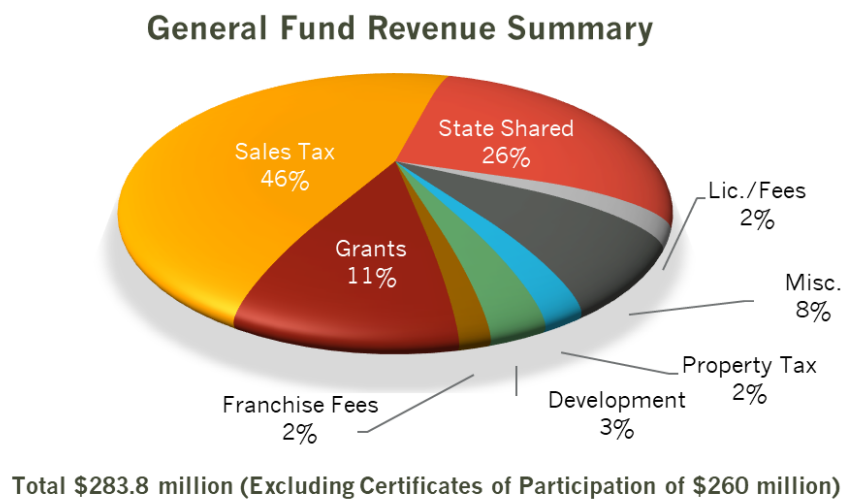
Total revenues available to the City in FY21-22 from all sources are estimated at \$1.1 billion. After excluding the \$260 million in one-time Certificates of Participation (COPs) revenue, total revenues are \$817.8 million, of which \$283.8 million or 35% goes into the General Fund (GF) group. Other revenues include Enterprise Funds at 25% or \$201.4 million, which are mainly generated through user fees. Special Revenue Fund sources at 23% or \$186.8 million are restricted for the special purpose of each fund's activity. The three largest of this type are the Transportation Sales Tax Fund at \$33.3 million, the Public Safety Sales Tax Funds at \$29.0 million, and the Other Grants Fund at \$83.3 million which includes Federal and State grants.



General Fund Group

General Fund (Fund 1000)

For FY21-22, total general fund revenue is expected to grow in line with the economic forecast from local and state experts. The City expects to collect \$283.8 million in total General Fund (GF) revenue in FY21-22 after excluding the \$260 million in one-time Certificates of Participation (COPs) revenue.



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

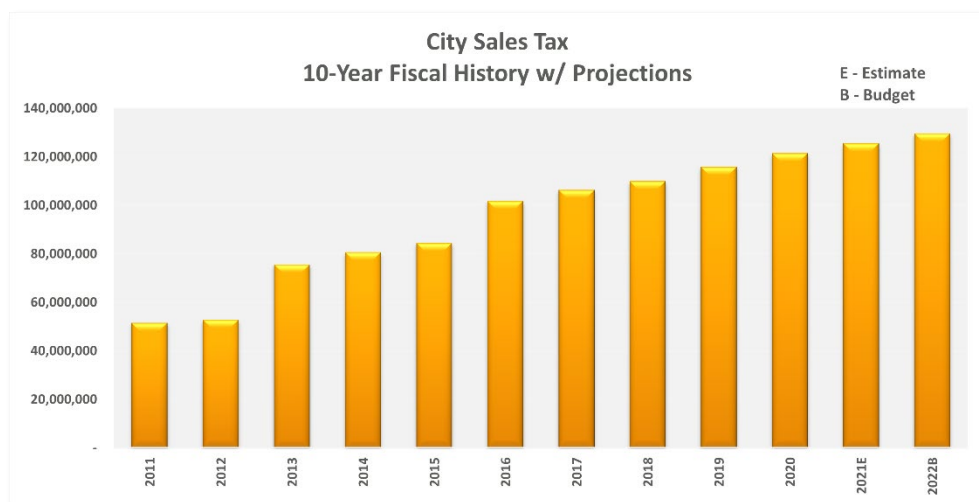
- historical trend data;
- projected changes in state and local population, disposable personal income, retail sales and inflation;
- economic forecasts of state and local economic activity provided by experts on the Arizona economy;
- economic forecasts of overall national economic activity; and
- statistical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

The two major sources of revenue (not including the Certificates of Participation) 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 FY21-22, city sales tax, state sales tax, state income tax and motor vehicle in-lieu revenues are expected to comprise 71% of the \$283.8 million GF revenue, or \$202.5 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.

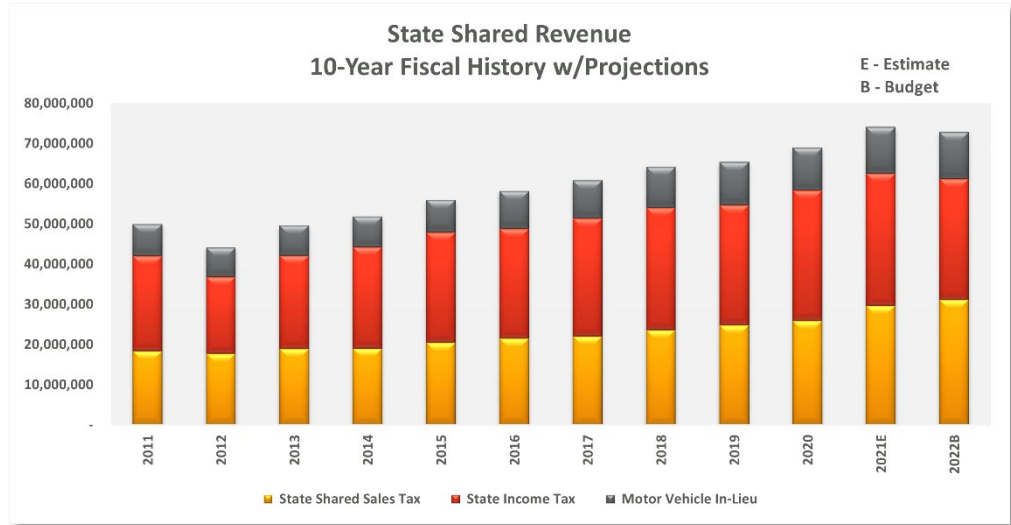
The sales tax rate increase became effective on August 1, 2012, with a 5-year sunset provision. The “sunset” provision was rescinded by Council action and a new ordinance was adopted at the June 24, 2014 Council meeting. The new ordinance states that the sales tax rates will be reviewed each year during 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 46% 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 FY21-22, the revenue budget is \$129.7 million, which is a 14.1% increase from the FY20-21 budget. The projected increase is due to robust retail and construction sales tax activity.

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 \$72.9 million by the end of FY21-22, 1.3% more than the FY20-21 budget of \$71.9 million.

The distribution of state sales and income tax revenue is based upon the relation of the city’s population to the total state population, while the distribution of motor vehicle in-lieu revenue is based on the city’s population in relation to the total incorporated population of Maricopa County.

Prior to the 2010 Census, Glendale was just under 5% of the state’s total population; with the 2010 Census, Glendale is now about 3.5% of the state’s population. The 2020 Census count should be available in the fall of 2021. While the distribution method is proportional on a per person basis, more mature cities like Glendale typically experience a decrease in their portion of state-shared tax revenues as growing cities tend to receive a greater share of the revenue distribution.



The most significant component of state-shared revenue is income tax and it is primarily driven by personal income rather than business income. Personal income tax receipts comprise about two-thirds of all Arizona income tax receipts. Income tax revenue distribution to the cities lags by two years. This means the state income tax distribution for FY21-22 will reflect the income tax the state

collected in FY19-20. The state's 2020 income tax receipts were lower than the 2019 receipts. As a result, Glendale's share of state income tax revenue is expected to decrease by \$6.3 million from \$36.4 million in FY20-21 to \$30.1 million in FY21-22.

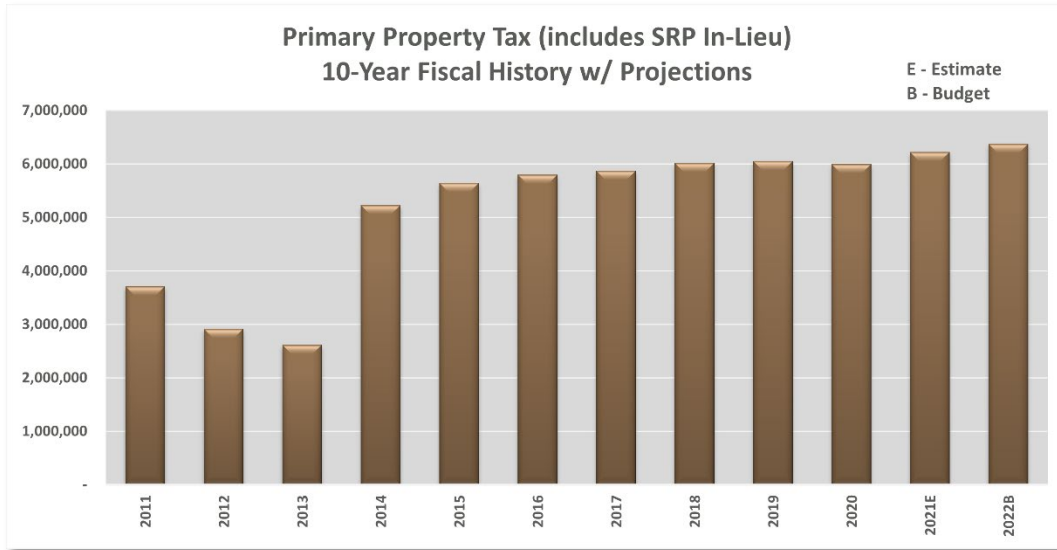
State sales tax revenues are distributed to cities and towns based on current year collections. State sales tax distribution is based on a formula by which varying percentages of different types of sales taxes – such as retail – are used to calculate the distribution amount. The projection for FY21-22 is \$31.1 million. The FY21-22 motor vehicle in-lieu tax projection is \$11.7 million, which is a 9.8% increase from the budget of \$10.6 million in FY20-21.

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 FY21-22, the primary property tax rate will not increase. As a result, the increase in primary property taxes received from FY20-21 to FY21-22, or \$151,684, is attributed to new properties only.

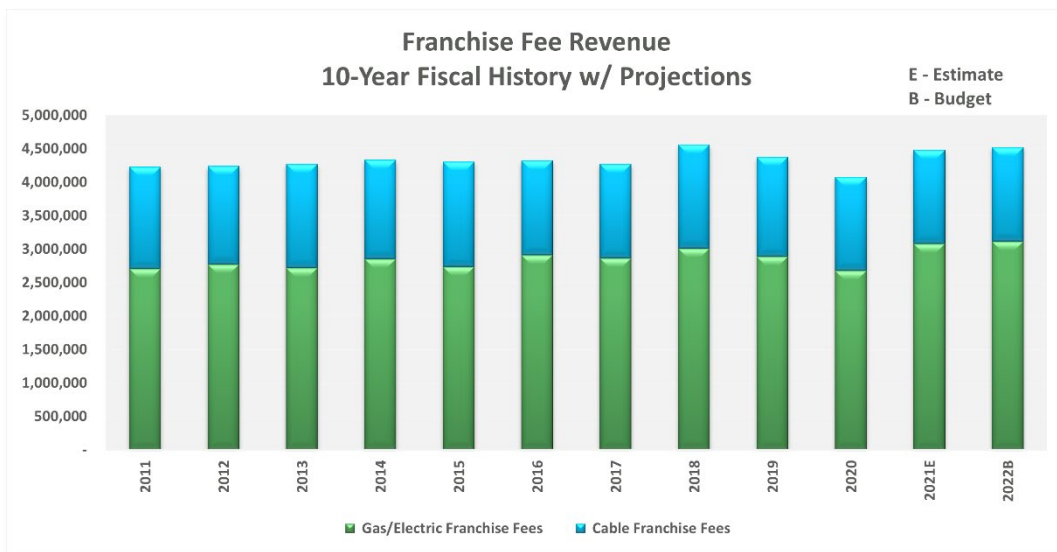
The secondary property tax levy is the second tier of the Arizona property tax system. Secondary property tax is restricted to the payment of principal and interest on general obligation (G. O.) bonds and is discussed in more detail in the Budget Summary - Expenditures section on page 104 of this document.

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 \$285,557 for FY21-22.



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 FY21-22 budget of \$4.5 million only slightly higher when compared to FY20-21. Collections have been relatively level since FY09-10 due to minimal customer growth and competition from alternate service providers.



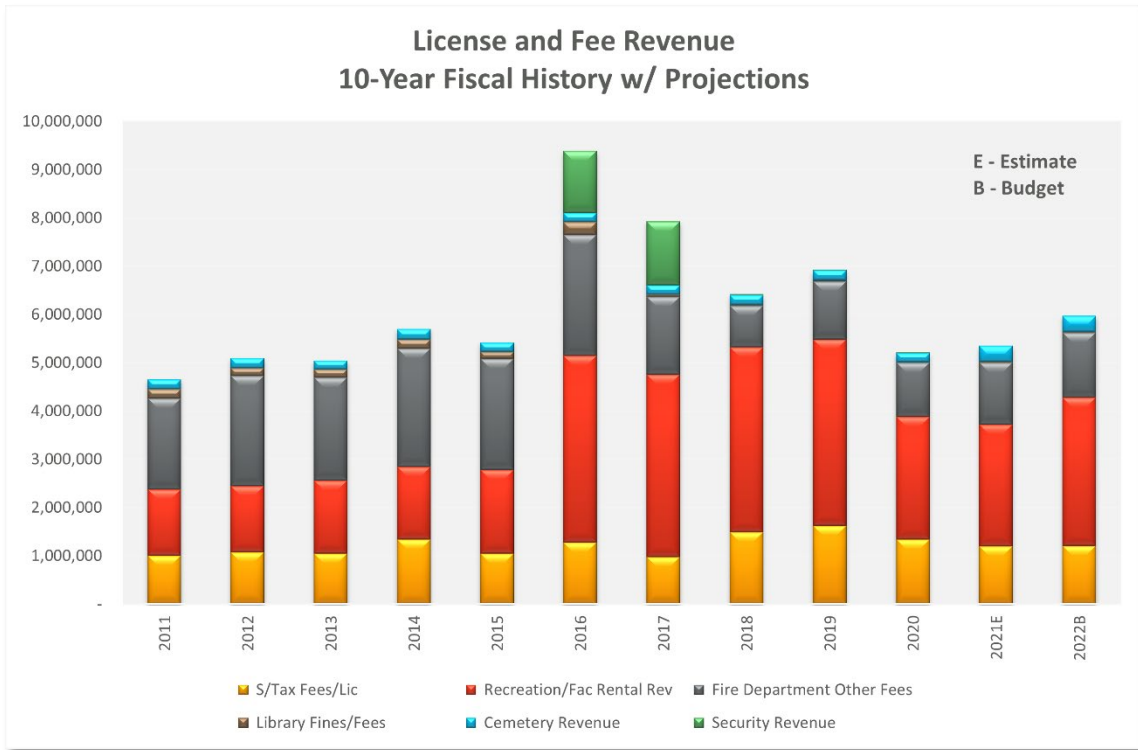
Development Fees

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 FY21-22 is \$8.4 million.

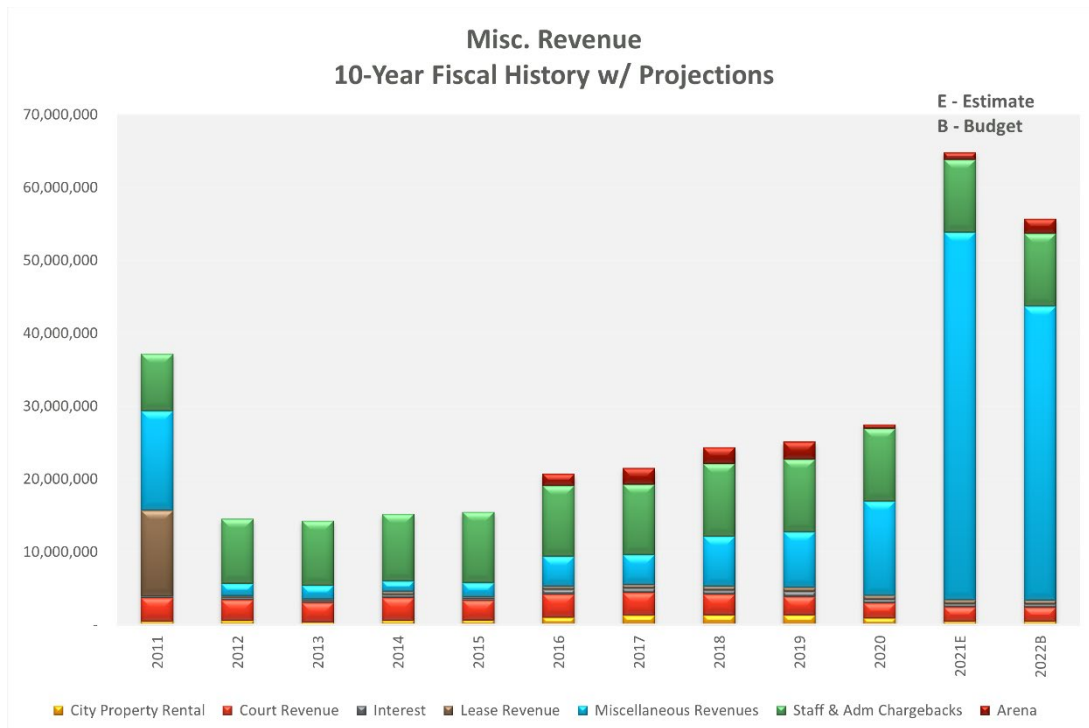
License and Fee Revenues

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 \$5.9 million in FY21-22.



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 \$40.4 million for FY21-22, of which \$32.4 million is grant revenue. The next largest category is staff and administration chargebacks of \$10.0 million followed by arena fees which are estimated at \$2.0 million and court revenue 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. FY20-21 had one-time miscellaneous revenues totaling \$46 million, including \$6.3 million for the sale of Glen Lakes Golf Course, \$8.9 million in AZ CARES funding for public safety, and \$30.8 million in American Rescue Plan funds.

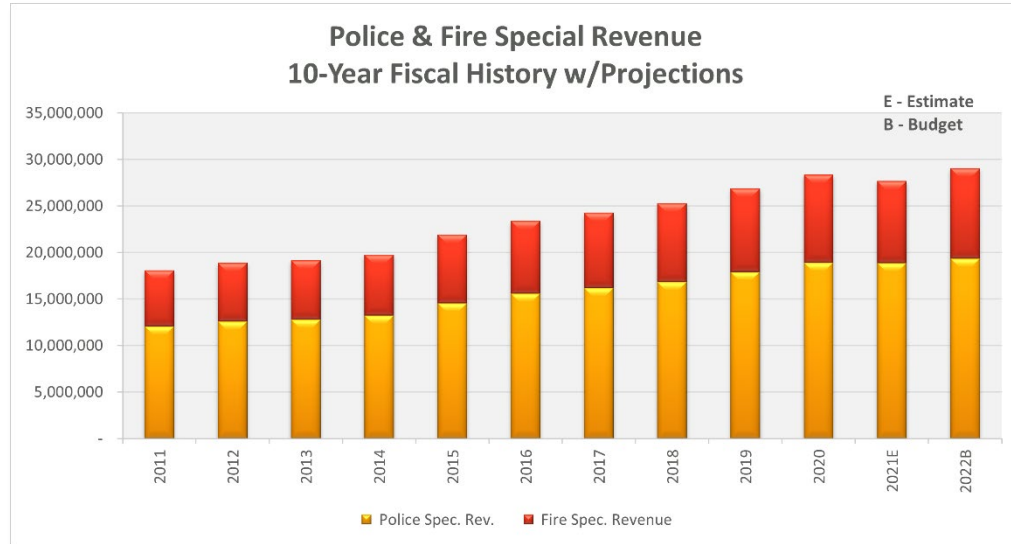
Special Revenue Fund Group

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.

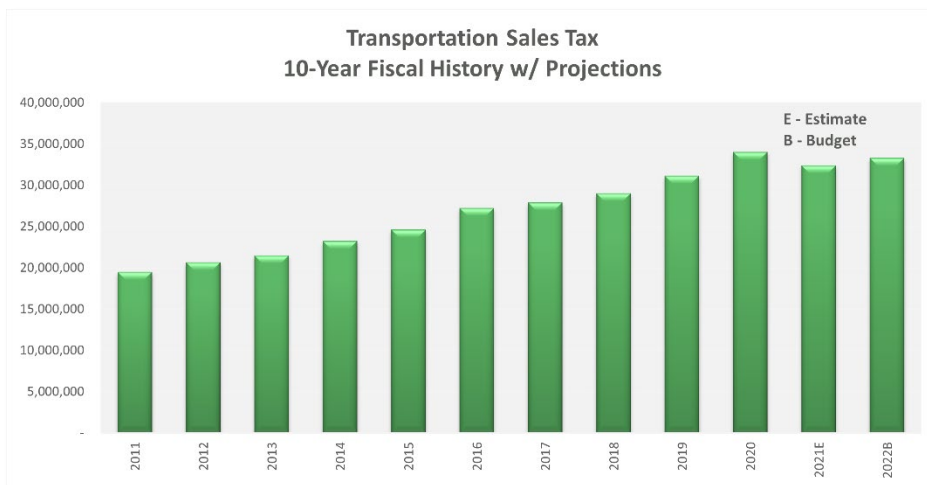
The original one-tenth rate includes food for home consumption (e.g., groceries) while the additional four-tenths rate excludes food for home consumption. Two-thirds of the total revenue is allocated to police and one-third to fire. This revenue is subject to the same fluctuations as the general sales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

The FY21-22 revenue projection is \$19.4 million for Police and \$9.7 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 \$31.6 million in FY21-22, which reflects no increase from the estimated revenue for FY20-21.

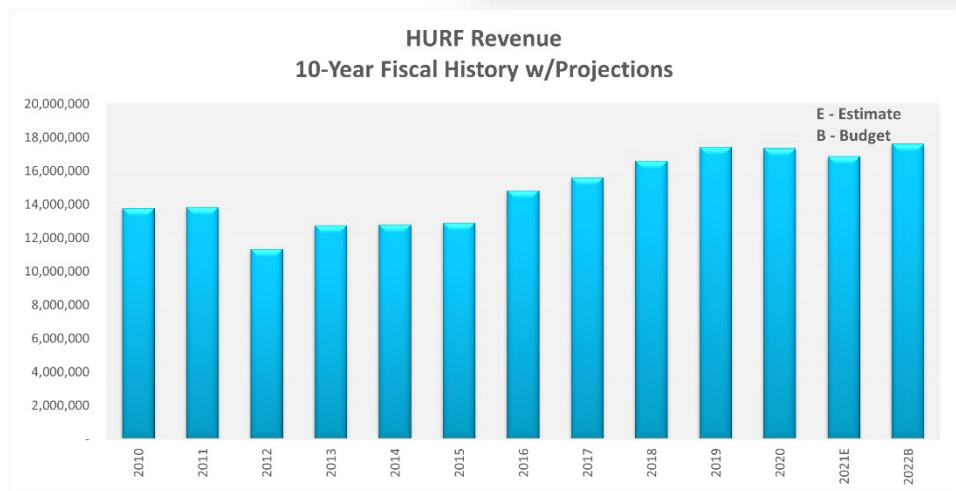
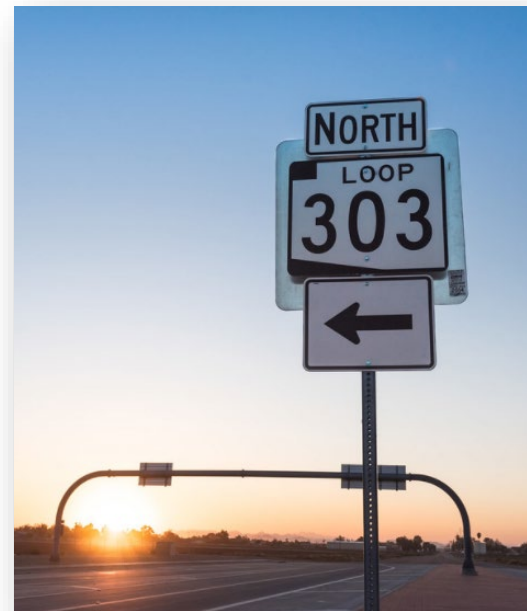
Other sources of FY21-22 revenue within the Transportation Sales Tax Fund include \$92,152 in transit revenues, \$784,444 in grants and \$847,210 in interest revenue. In total, transportation sales tax fund revenues are projected to be \$33.3 million in FY21-22.

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.



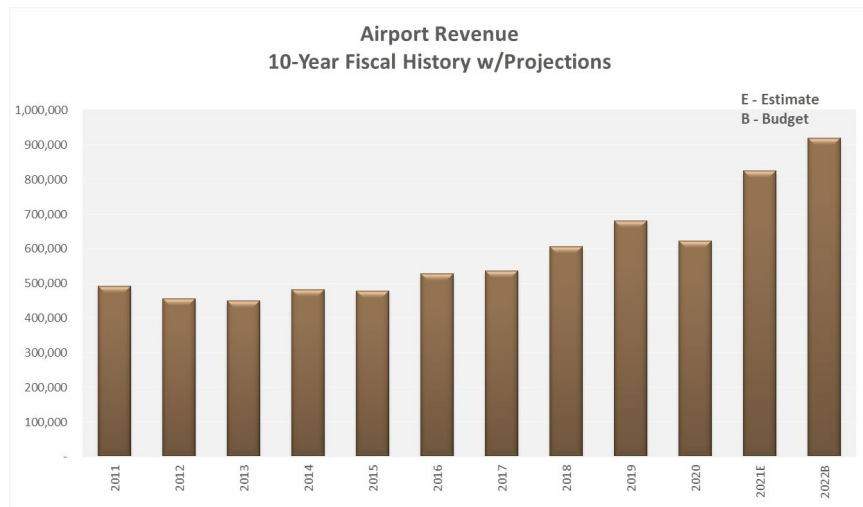
Formula modifications that reduced the distribution of revenue to cities and towns occurred during the recession.

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 FY21-22 are expected to be \$17.6 million, which reflects an increase of \$1.5 million over the FY20-21 budget. A state-wide stay-at-home order and increased telecommuting activity during the COVID-19 pandemic affected HURF revenues for FY20-21 but are projected to recover for FY21-22.

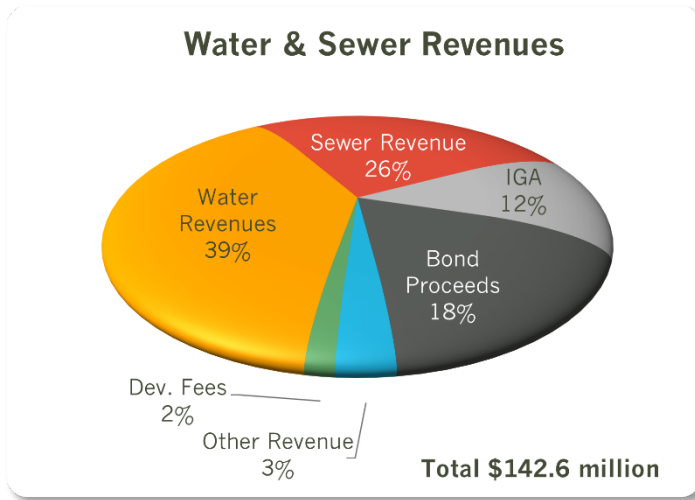
Airport (Fund 2130)

Airport revenues consist of user fees, lease proceeds, commercial activities and other fees, and are projected to generate \$920,545 FY21-22.

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.

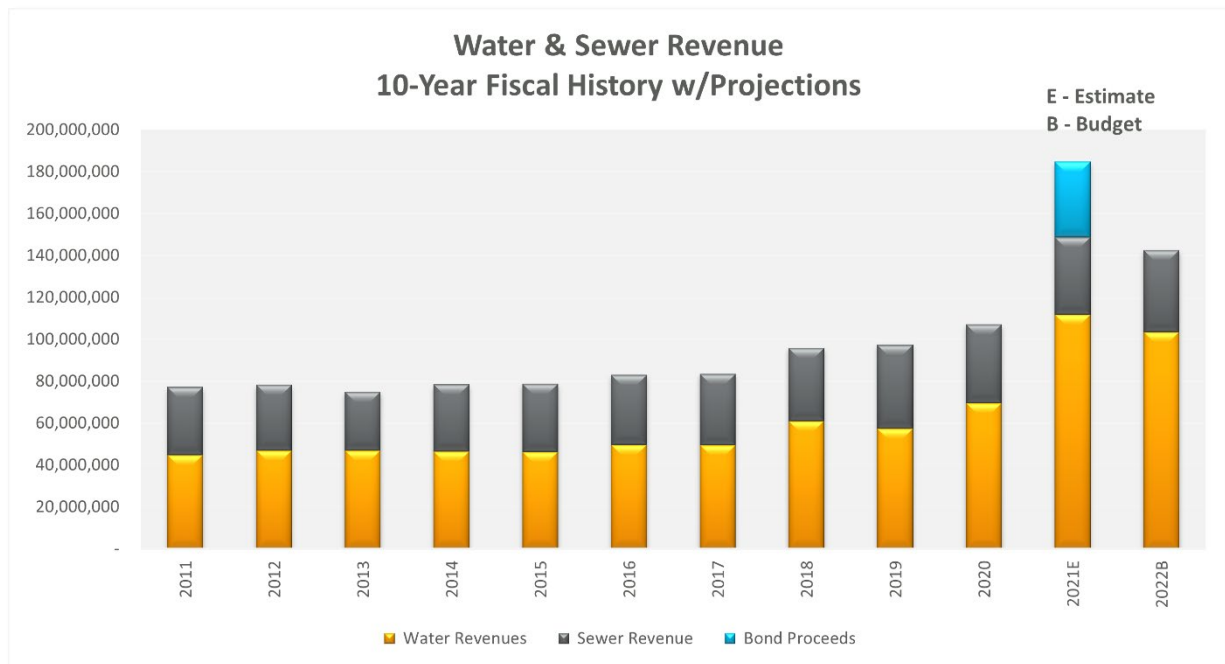


Enterprise Fund Group

Water/Sewer (Funds 6020, 6030, 6040, 6050, 6060, 6071, 6080, 6090 & 6101)

Water and Sewer user fees are budgeted at \$109.7 million for FY21-22. Most of this revenue is derived from user fees for delivery of water and sewer services. This amount includes a \$17.7 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 \$142.6 million and include other sources such as Development Impact Fees (DIF), projected at \$2.3 million, and \$26 million in bond proceeds.



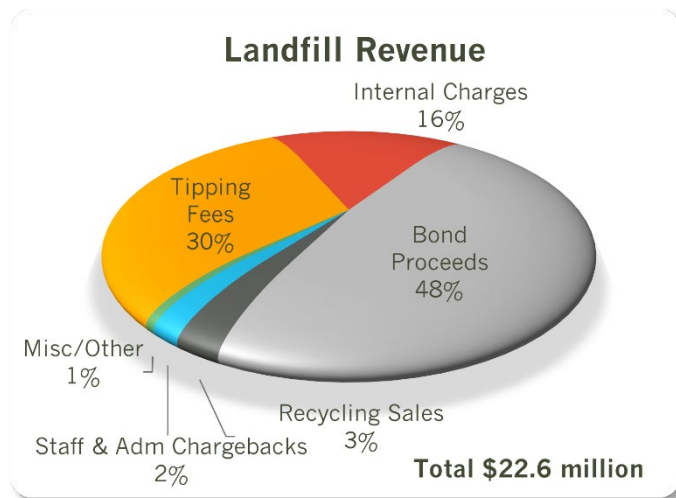
Staff prepares water and sewer revenue projections by applying several factors such as historical trend data, statistical analyses, economic and legal considerations as well as consulting with an independent consulting firm. In FY20-21 the City hired an independent consultant to conduct a Utility Rate Study. A Utility Advisory Committee comprised of citizens was engaged to help the City throughout the rate study process. A proposed rate increase will be presented to Council and a public hearing will be conducted in October 2021. If approved, rates will go into effect in January 2022.

Landfill (Fund 6110)

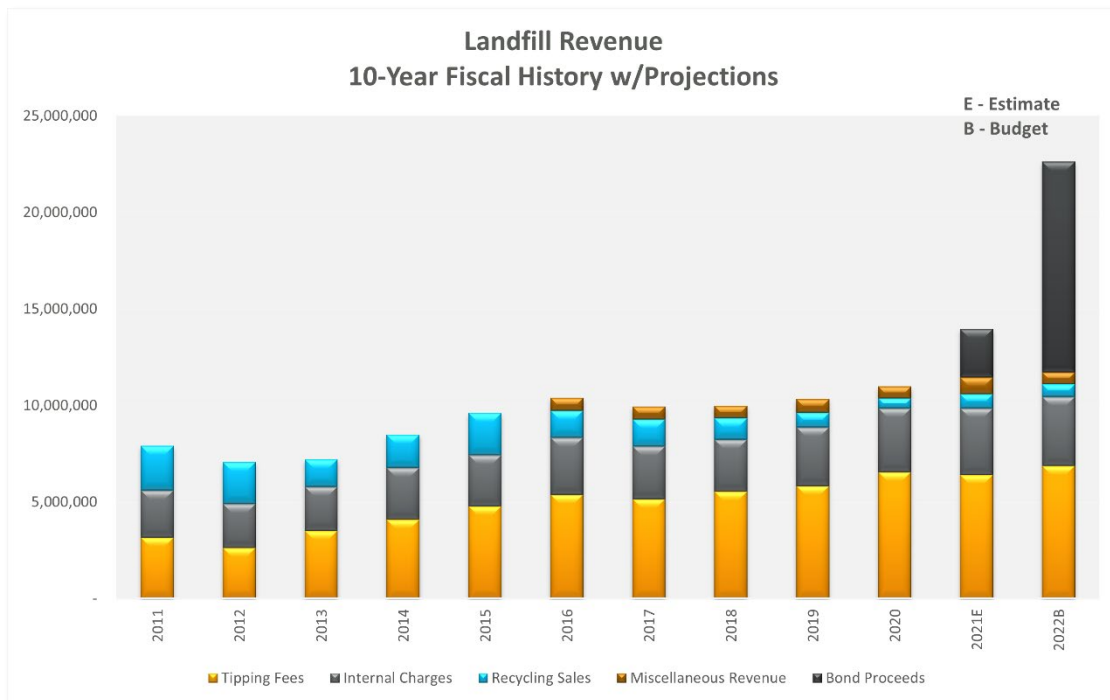
The City annually reviews the five-year financial plan for the Landfill Enterprise Fund. This annual evaluation considers operating and capital costs, equipment replacement, rate structures and service demands. Budget decisions are largely based on this long-range plan.

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 \$10.5 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 FY21-22.



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 FY21-22, the recycling sales program is projected to bring in \$650,000 which is a decrease of \$85,564 from the FY20-21 budgeted amount of \$735,564 million. The recycling program has been reduced due to



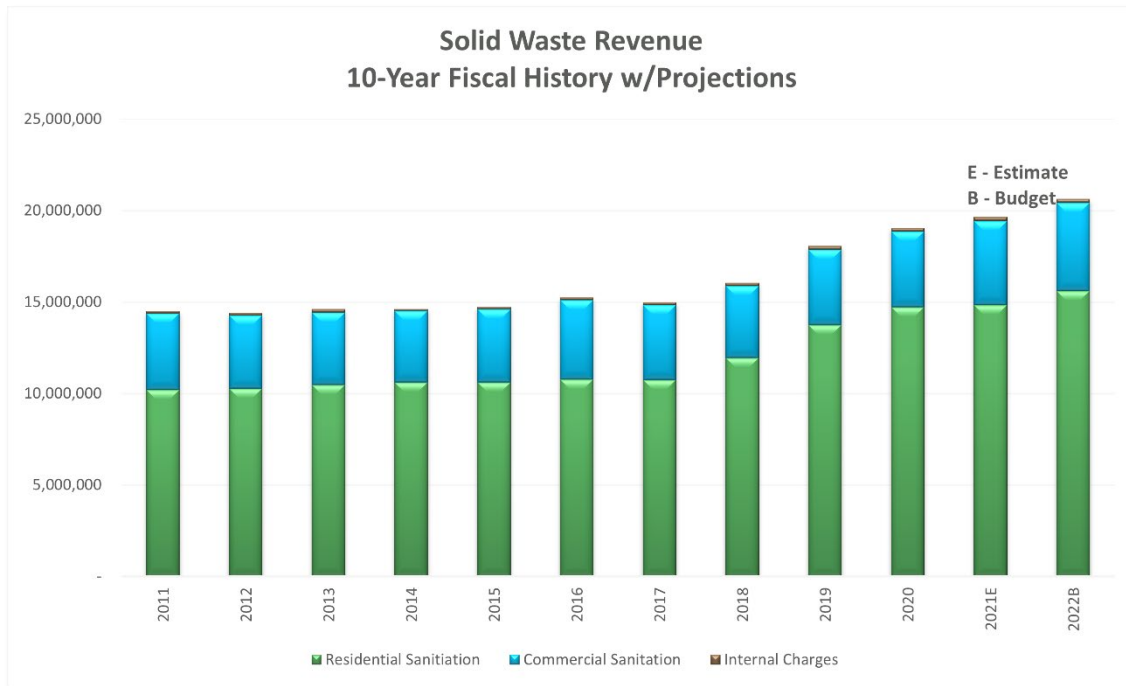
less available markets for the sale of recycled materials. Additional miscellaneous revenue comes from interest earnings, impact fees, chargebacks and other fees, accounting for \$613,068. FY21-22 also includes \$10.9 million in bond proceeds for total projected revenues of \$22.6 million.

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 FY21-22 total revenue of \$20.6 million comes primarily from two sources: residential collection fees, projected at \$15.6 million; and commercial collection fees, projected at \$4.8 million. The residential and commercial collection programs account for 99% of solid waste revenue.



EXPENDITURES

The FY21-22 operating budget totals \$731 million, which is a 65% increase over the FY20-21 operating budget of \$444 million. After excluding the one-time expenditure of \$260 million for the payment to the Public Safety Personnel Retirement System (PSPRS), the total operating budget is \$471 million, representing a 6% increase over FY20-21. 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.

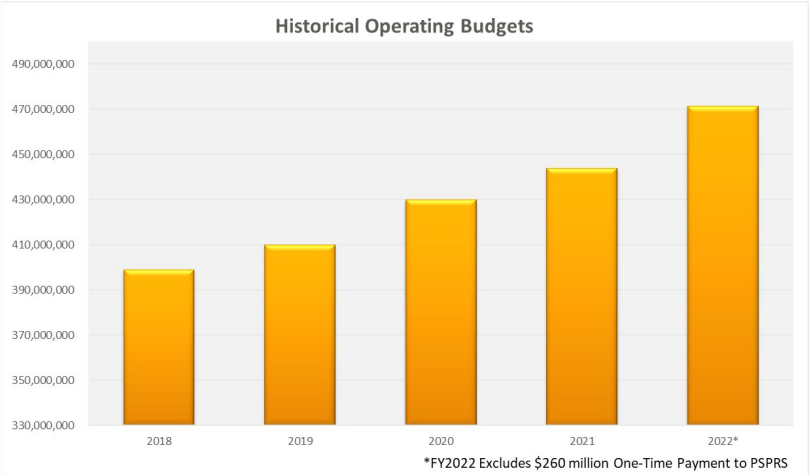


Table 1 on the following page shows the year-over-year changes in the operating budgets for the City’s largest operating funds within the general, special revenue, capital, enterprise, and internal service fund groups. It also calculates the percentage change for the fund from the FY20-21 operating base 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 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 2021	FY 2022	% Change
General (1000)	224,966,262	221,625,028	-1.5%
Vehicle Replacement (1020)	3,408,649	3,183,397	-6.6%
Sub-Total General Fund Group	228,374,911	224,808,425	-1.6%
Transportation Sales Tax (2070)	14,088,871	14,606,120	3.7%
Highway User Revenue Fund (2050)	12,011,412	12,149,658	1.2%
Other Federal & State Grants (2160)	5,732,489	6,267,956	9.3%
RICO Funds (2170)	1,743,272	1,697,505	-2.6%
C.D.B.G. (2040,2041,2044)	4,177,834	7,724,098	84.9%
Home Grant (2010)	1,678,454	1,801,534	7.3%
Neighborhood Stabilization Program (2020)	227,300	104,220	-54.1%
Neighborhood Stabilization Program III (2030)	227,300	227,300	0.0%
All Other Funds	8,315,376	23,132,478	178.2%
Sub-Total Special Rev Fund Group	48,202,309	67,710,869	40.5%
Water/Sewer (6020-6101)	58,687,133	60,666,683	3.4%
Landfill (6110)	9,834,067	10,382,964	5.6%
Community Housing Services (6130)	15,022,480	15,100,998	0.5%
Solid Waste (6120)	16,228,933	17,928,212	10.5%
Sub-Total Enterprise Fund Group	99,772,613	104,078,857	4.3%
Benefits Trust Fund (7030)	32,458,292	32,874,015	1.3%
Risk Management Self Insurance (7010)	4,624,968	6,611,452	43.0%
Workers Comp. Self Insurance (7020)	4,750,076	7,175,986	51.1%
Fleet Services (7040)	9,905,394	10,483,338	5.8%
Technology (7050-7070)	15,749,262	17,545,555	11.4%
Sub-Total Internal Svc Fund Group	67,487,992	74,690,345	10.7%
Grand Total: Operating Budget	\$ 443,837,826	\$471,288,496	6.2%
Excludes \$260 million PSPRS appropriation			

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 Group has the largest operating budget, totaling \$484.8 million for FY21-22. When excluding the \$260 million contribution to PSPRS, the General Fund operating budget totals \$224.8 million. This is a decrease of 1.6% over the FY20-21 General Fund operating budget of \$228.4 million. A total of 22.5 positions were added in General Fund departments.

The Special Revenue Fund Group increased \$19.5 million or 40.5% in budgeted expenditures for FY21-22. A large contributor to the increase is an additional \$10.4 million for the Community Action Program Grant (CAP) as well as an additional \$3.7 million for the Emergency Shelter Grants (ESG) and \$3.2 million in Community Development Block Grants (CDGB). 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. 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 4.3% increase in budget for the Enterprise Fund Group can be mainly attributed to the increases in internal premiums and costs for supplies and materials.

The Internal Service Fund Group's 10.7% increase is mainly attributable to increases in Workers' Compensation premiums, Risk Management Self Insurance, Fleet Services and Technology. 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 2021	FY 2022	% Change
Police Services	105,066,600	98,828,876	-5.9%
Water Services	55,228,423	57,323,083	3.8%
Fire Services	53,704,096	52,204,762	-2.8%
Field Operations	46,581,326	49,890,743	7.1%
HR & Risk Mgt	44,180,723	49,419,034	11.9%
Community Services	30,224,993	48,244,265	59.6%
Transportation	30,721,376	31,476,340	2.5%
Innovation & Technology	15,749,262	17,545,555	11.4%
Pub Fac, Rec & Evt	14,950,174	15,617,338	4.5%
Non-Departmental	10,517,040	11,112,634	5.7%
Budget and Finance	8,922,255	9,671,008	8.4%
City Court	5,983,967	6,270,162	4.8%
Development Services	4,987,642	5,461,156	9.5%
City Attorney	3,965,560	4,074,942	2.8%
City Manager	3,260,777	3,806,526	16.7%
Public Affairs	2,604,196	2,668,126	2.5%
Engineering	1,758,526	2,050,335	16.6%
Economic Development	1,753,143	1,998,542	14.0%
Council Office	1,294,345	1,234,513	-4.6%
City Clerk	1,021,911	1,006,142	-1.5%
Mayor's Office	469,048	494,256	5.4%
Organizational Development	464,729	478,678	3.0%
Audit	427,713	411,478	-3.8%
Total Operating Budget	\$443,837,826	\$471,288,496	6.2%
Excludes \$260 million PSPRS appropriation			

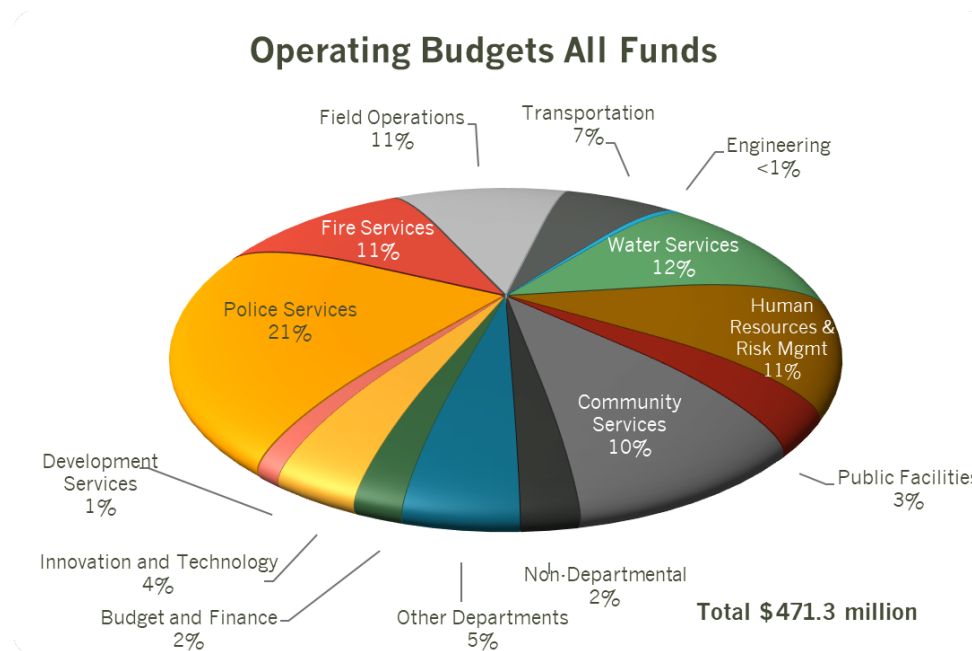
The largest operating budget is the **Police Services** Department, which accounts for \$98.8 million or 21% of the total operating budget. The department provides police services and related support services such as 911 dispatch, short-term detention and records management, and community education. The Police Department is accredited through the independent Commission on Accreditation for Law Enforcement.

The next largest department in terms of expenditures is **Water Services** at \$57.3 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 \$52.2 million or 11% 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 \$49.9 million, which makes up 11% 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 \$49.4 million or 11% 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 \$48.2 million or 10% 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 **Transportation Department** budget of \$31.5 million is 7% of the total operating budget. The transportation department provides management and maintenance for programs and projects for all modes of travel in the City.

Innovation and Technology supports the City's technology infrastructure and the application of technology to enhance business processes. This department accounts for \$17.5 million or 4% of the total operating budget.



Public Facilities, Recreation and Special Events accounts for \$15.6 million, or 3%, of the total operating budget and includes parks and recreation and the Civic Center. The **Non-Departmental** budget of \$11.1 million is 2% of the total operating budget. Expenditures in Non-Departmental are City-wide and are not specific to one department or activity. **Budget and Finance** provides financial management services and has a budget of \$9.7 million or 2% of the total operating budget. **Development Services**, which includes building safety and planning, accounts for 1% of the total operating budget at \$5.5 million. The **Engineering Department** administers the city's capital improvement program, and accounts for \$2.1 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 \$22.4 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, 48% or \$223.7 million of the \$471.3 million FY21-22 operating budget is attributable to wages, salaries and benefits, as shown in Table 3. Approximately 71% of the General Fund \$224.8 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	112,356,957	18,049,155	18,982,481	9,651,054	159,039,647
Special Revenue	15,755,693	1,513,913	1,836,146	999,457	20,105,210
Enterprise	25,774,551	3,093,598	5,408,034	1,998,716	36,274,899
Other	6,039,050	739,491	1,034,094	470,715	8,283,350
Total	\$159,926,251	\$23,396,157	\$27,260,756	\$13,119,942	\$223,703,105

For FY21-22, a total of 38.5 Full-Time Equivalent (FTE) positions were added. The bar chart below shows the FY21-22 ratio of 7.32 FTEs per 1,000 in population is less than the 7.89 FTEs per 1,000 in FY12-13. Schedule 6, found in the *Schedules* section of this document, provides detail on the City’s authorized staffing by position.

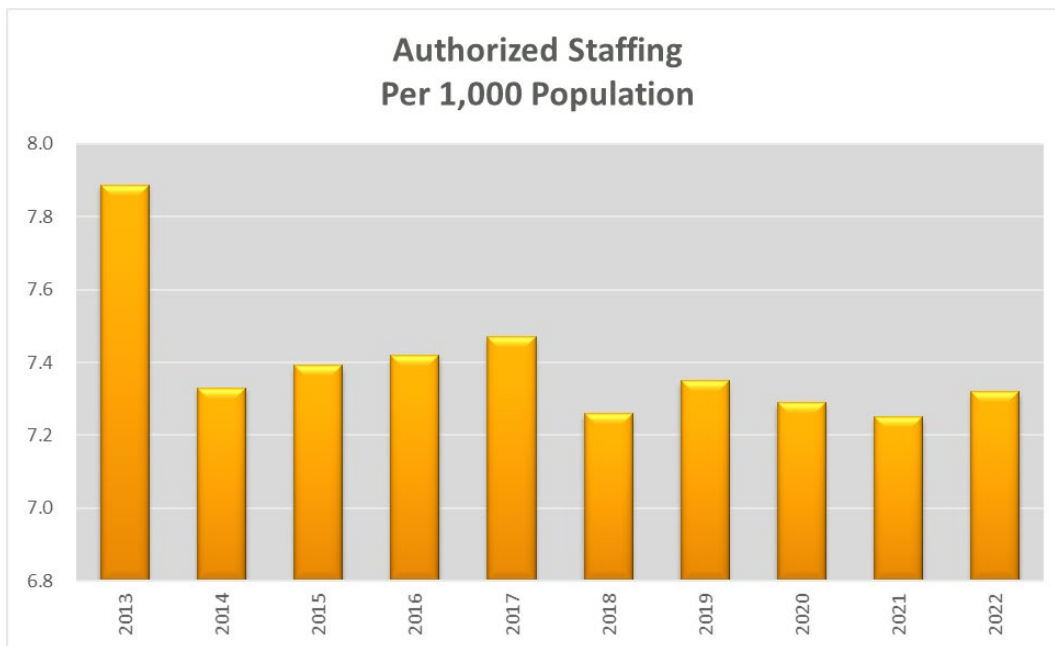


Table 4 provides a comparison of staffing levels in recent years for all funds, which accounts for changes in authorized staffing City-wide.

Table 4

Staffing Levels by Fund (Full-Time Equivalents)⁽¹⁾					
Fund	2017-18	2018-19	2019-20	2020-21	2021-22
General-1000	1,199.00	1,227.25	1,237.25	1,261.50	1,284.00
Water and Sewer-6020/6030	235.00	239.25	239.25	243.25	240.25
Solid Waste-6120	70.00	72.00	74.50	74.50	76.50
Transportation Sales Tax-2070	51.25	51.25	51.25	51.25	52.25
Landfill-6110	43.00	43.00	44.50	44.50	44.50
Highway User Revenue Fund-2050	46.00	46.00	46.00	40.00	41.00
Housing Public Activities-6130	21.00	20.00	19.00	20.00	20.00
Training Facility Revenue-2200	9.00	9.00	9.00	9.00	9.00
C.D.B.G.-2040	8.75	8.00	8.00	8.00	8.00
CAP Grant-2140	5.50	5.50	6.50	6.50	9.50
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	0.00	2.75	2.50	2.50
Other Grants-2160	19.00	16.00	13.00	3.00	11.00
Arts Commission-2110	1.00	1.00	1.00	1.00	2.00
RICO Funds-2170	1.00	1.00	1.00	1.00	1.00
Workers Compensation Self Ins-7020	2.00	2.00	2.00	3.00	3.00
Technology-7050	30.00	30.00	31.00	32.00	35.00
Fleet Services-7040	32.00	33.00	34.00	34.00	34.00
Total	1,785.25	1,812.25	1,828.00	1,843.00	1,881.50

⁽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 FY21-22. Beginning balances for all funds are estimated at \$368.3 million and the ending fund balances are estimated at \$202.1 million. As outlined in the financial forecast, planned use of fund balance drawdowns will continue to fund significant capital projects and one-time expenditures. Significant changes to fund balances are discussed in the specific fund sections below.

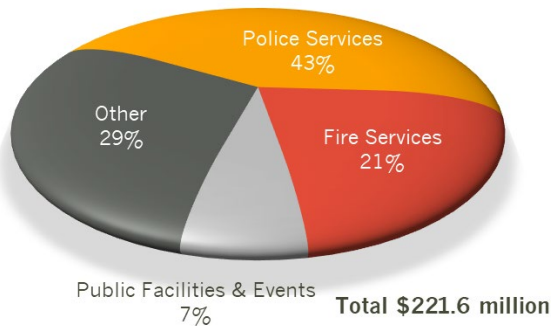
Table 5

Fund Summary							
Fund	Est. Beg. Fund Balance	Revenue	Expenditures	Adj. Financial Resources	Transfers In	Transfers Out	Est. Ending Fund Balance
General Funds	94,137,356	543,820,535	487,808,425	150,149,466	32,471,867	(122,351,333)	60,270,000
Special Revenue	97,072,985	186,803,200	169,927,628	113,948,558	2,372,978	(50,939,574)	65,381,962
Debt Service	11,892,753	21,216,248	68,505,505	(35,396,504)	47,548,767	0	12,152,263
Permanent Funds	6,120,694	26,000	6,146,694	0	0	0	0
Capital Projects	57,695,561	53,528,880	201,874,454	(90,650,013)	88,796,434	0	(1,853,579)
Enterprise	70,342,662	201,375,679	233,046,949	38,671,392	26,962,609	(24,861,748)	40,772,253
Internal Service	31,062,831	71,017,755	76,690,345	25,390,241	0	0	25,390,241
Total	\$368,324,842	\$1,077,788,298	\$1,244,000,000	\$202,113,140	\$ 198,152,656	\$(198,152,656)	\$202,113,140

General Fund (Fund 1000) Operating Expenditures

After excluding the one-time expenditure of \$260 million for the payment to the Public Safety Personnel Retirement System (PSPRS), the total General Fund operating budget for FY21-22 is \$221.6 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.

General Fund Operating Budget by Department



Police Services is the largest component of the General Fund budget, at 43% or \$94.4 million. It is followed by Fire Services at approximately 21%, or \$47.3 million. Public Facilities, Recreation, and Special Events represent 7%, or \$15.5 million. These departments represent 71% of the General Fund operating budget. The remaining 29% is represented by all other departments detailed below.

The Other category includes City Attorney, Human Resources, Mayor and Council, City Manager, Non-Departmental, Economic Development, Field Operations, Engineering, Transportation, City Clerk, City Court, 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 FY20-21 General Fund operating budgets by department to FY21-22.

Table 6

General Fund Operating Budget By Dept			
Dept Name	FY 2021 Budget	FY 2022 Budget	% Change
Police Services	100,744,959	94,421,037	-6.3%
Fire Services	49,726,831	47,284,869	-4.9%
Pub Fac, Rec & Evt	14,862,276	15,529,756	4.5%
Non-Departmental*	10,317,040	10,962,634	6.3%
Community Services	6,959,187	7,233,972	3.9%
Field Operations	6,540,228	7,232,845	10.6%
Budget and Finance	5,396,091	6,248,603	15.8%
City Court	5,456,357	5,735,076	5.1%
Development Services	4,987,642	5,461,156	9.5%
City Attorney	3,965,560	4,074,942	2.8%
City Manager	3,260,777	3,806,526	16.7%
HR & Risk Mgt	2,347,387	2,757,582	17.5%
Public Affairs	2,604,196	2,668,126	2.5%
Engineering	1,754,796	2,050,335	16.8%
Mayor & Council	1,763,393	1,728,769	-2.0%
Economic Development	1,412,687	1,579,532	11.8%
City Clerk	1,021,911	1,006,142	-1.5%
Transportation	952,500	952,970	0.0%
Organizational Performance	464,729	478,678	3.0%
Audit	427,713	411,478	-3.8%
Total	\$224,966,262	\$ 221,625,028	-1.5%
*Excludes \$260 million PSPRS appropriation in FY22			

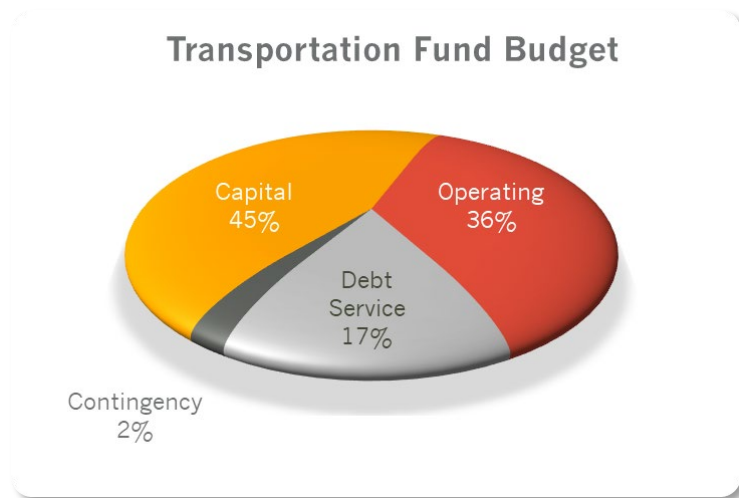
General Fund Transfers to Other Funds

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 \$122.4 million is projected in FY21-22. Included within the transfer is \$14.5 million to the Municipal Property Corporation Debt Service Fund and another \$20.7 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, 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 Grant (\$64,299) and Housing Grant Funds (\$386,563).

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 FY21-22 expenses are budgeted at \$14.6 million for operations. This includes services for transit such as dial-a-ride and fixed route bus lines. \$18 million is planned for capital improvements, \$6.7 million is budgeted for debt service and \$1 million for contingency.

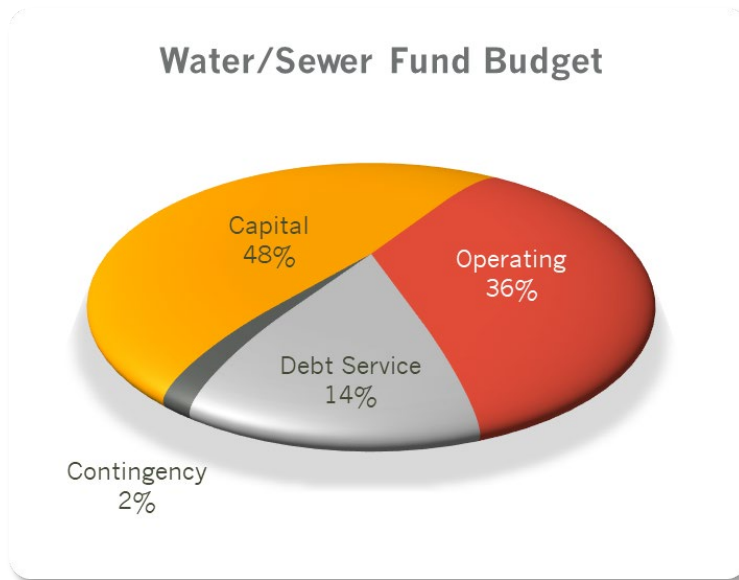


Airport Fund Expenditures

The Airport Fund operating budget is \$1,067,592. It is funded by airport revenues of \$920,545, 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 \$60.7 million for FY21-22. Customer and Environmental Services are budgeted at \$4.0 million, which services both water and wastewater customers. \$13.2 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 \$20.7 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 FY21-22 and they account for the \$81.6 million in capital expenditures. Debt service, which is budgeted at \$24.9 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 \$3.0 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.

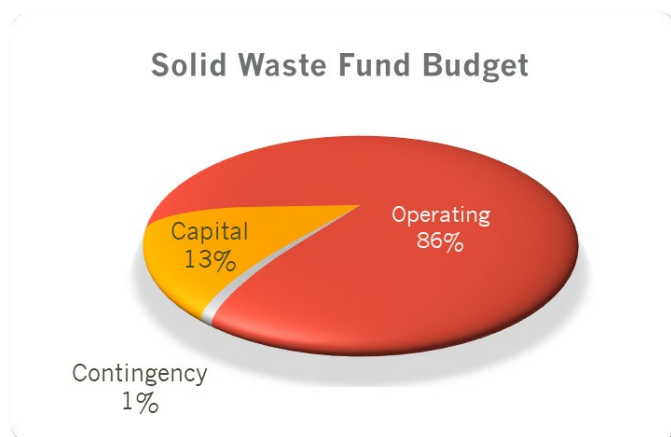
Landfill Fund Expenditures

The total FY21-22 operating budget for the Landfill Fund is \$10.4 million. Landfill operations total \$4.8 million, the materials recovery facility accounts for \$2.1 million, and other recycling is \$1.7 million, which combine to account for nearly 82% of the operating budget. The remaining \$1.8 million is for solid waste administration, customer service and landfill gas management.

The FY21-22 capital budget totals \$16 million and includes funding for modifications to the landfill gas system, stormwater controls, and 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 FY21-22 is \$17.9 million. Residential curb service includes trash, recycling and loose trash collection and accounts for \$13.6 million or 76% of the operating budget. The commercial front-load and roll-off divisions account for another \$4.4 million.



The FY21-22 capital budget includes \$2.8 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 \$32.9 million for FY21-22.

Capital Improvement Plan Expenditures

The total capital budget for FY21-22 is \$280.5 million. Of this, \$57.0 million is carryover funding from the prior year. The annual budget appropriation for FY21-22 represents the first year of funding of the ten-year Capital Improvement Plan (CIP). Transportation and Street projects total \$55.7 million, representing 20% of the Capital Improvement budget.

Water and Sewer projects total \$81.6 million and account for 29% of the CIP budget. For more details, please refer to the *Capital Improvement Plan* section of this document.

The carryover funding of \$57.0 million represents projects that have been budgeted in prior years but are not yet completed. New project funding for the FY21-22 CIP totals \$223.6 million. The majority of the CIP is pay-as-you-go and funded with fund balance or current revenues. Significant projects include street reconstruction projects, landfill north cell construction, water 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

Certificates of Participation

- Fitch AA-
- Standard & Poor's A+

Water and Sewer Revenue Obligations

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

Transportation Excise Tax Revenue Bonds

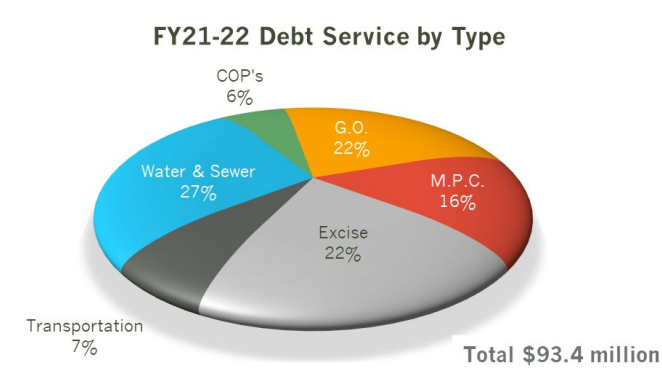
- Moody's A2
- Standard & Poor's AA

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 FY21-22 totals \$93.4 million. The largest type of debt service is Water and Sewer Bond debt totaling \$24.9 million, or 27% 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 all excise, transaction privilege, franchise and income taxes that the City collects or may collect in the future. General Obligation debt (G.O.), which is serviced through secondary property tax levies, is 22% or \$21.0 million. Other debt includes Municipal Property Corporation Debt (MPC) debt service totaling \$14.5 million, Transportation Debt Service totaling \$6.7 million and Certificates of Participation (COP's) totaling \$5.7 million. The MPC and Excise Tax debt is serviced directly from General Fund revenues. The COP's are serviced through annually budgeted and appropriated funds. Table 1 on the next page represents the 5-Year Debt Payment Schedule.

Table 1

5-Year Debt Payment Schedule

Bond Description	Payments** FY21-22	Payments** FY22-23	Payments** FY23-24	Payments** FY24-25	Payments** FY25-26	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	4,290,472	4,300,452	4,302,531	4,301,710	4,302,685	2033
MPC Bonds - Series 2012B*	5,190,250	3,854,250	3,836,750	3,799,750	3,794,000	2033
MPC Bonds - Series 2012C*	4,912,250	4,912,250	4,912,250	4,912,250	4,912,250	2038
MPC Tax Funded Debt Total	14,475,556	13,149,536	13,134,115	13,096,294	13,091,519	
Excise Tax Funded Debt (Fund 3050)						
<i>Existing</i>						
Excise Tax Debt Bonds - Series 2015A*	10,375,000	11,768,000	12,435,750	12,520,250	12,588,000	2031
Excise Tax Debt Bonds - Series 2015B*	544,271	544,271	544,271	544,271	544,271	2033
Excise Tax Debt Bonds - Series 2016*	2,864,200	2,859,550	2,851,550	2,853,550	2,856,050	2033
Refund Excise Tax Debt Bonds - Series 2017*	6,874,750	6,815,000	6,168,750	6,115,000	6,060,250	2032
Excise Tax Funded Debt Total	20,658,221	21,986,821	22,000,321	22,033,071	22,048,571	
COP's Funded Debt (Fund 3060)						
<i>Existing</i>						
Certificates of Participation - Series 2021 - Taxable	5,665,807	5,665,807	18,775,807	19,469,411	20,105,789	2037
POB Funded Debt Total	5,665,807	5,665,807	18,775,807	19,469,411	20,105,789	
Property Tax Funded Debt (Fund 3010)						
<i>Existing</i>						
General Obligation Bonds - Series 2010*	3,504,800	-	-	-	-	2022
General Obligation Bond - Series 2015*	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*	1,601,322	1,604,128	1,603,321	1,603,934	1,606,244	2027
General Obligation Bond - Series 2017 (Refund 2009B)	2,892,957	2,898,977	2,897,629	2,899,071	2,903,145	2030
General Obligation Bond - Series 2018	1,016,000	1,017,750	1,013,250	1,017,750	1,020,750	2037
General Obligation Bond - Series 2019B	1,258,100	1,259,700	1,269,200	1,261,700	1,262,950	2038
General Obligation Bond - Series 2021	2,113,183	2,474,250	1,795,750	1,811,500	578,250	2038
Property Tax Funded Debt Total	20,636,738	9,803,429	9,127,775	9,142,580	7,919,964	
Water & Sewer Revenue Funded Debt (Fund 6040)						
<i>Existing</i>						
Senior Lien W&S Bonds - Series 2012*	6,482,250	7,686,500	7,689,750	7,688,500	7,687,250	2028
Senior Lien W&S Bonds - Series 2015*	15,958,375	15,964,875	15,959,500	15,957,150	15,962,500	2028
Subordinate Lien W&S Bonds - Series 2020*	1,012,500	1,012,500	1,012,500	1,012,500	1,012,500	2030
Subordinate Lien W&S Bonds - Series 2021	1,388,623	1,225,750	1,223,250	1,220,750	1,218,250	2041
Water & Sewer Revenue Funded Debt Total	24,841,748	25,889,625	25,885,000	25,878,900	25,880,500	
Transp. Sales Tax Rev Funded Debt (Fund 3040)						
<i>Existing</i>						
Transp Sales Tax Obligations Bond - Series 2015*	6,495,150	6,490,400	6,495,650	6,494,900	6,492,900	2031
Transp Sales Tax Obligations Bond - Series 2017*	204,033	203,640	203,247	207,854	207,330	2032
Transportation Sales Tax Funded Debt Total	6,699,183	6,694,040	6,698,897	6,702,754	6,700,230	
Total Debt Service Payments (All Funds)	\$ 92,977,253	\$ 83,189,258	\$ 95,621,914	\$ 96,323,009	\$ 95,746,572	

* Refunding

** Does not include estimated fees (\$390,000)

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 102. 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.

Remaining G.O. Bond Voter Authorization July 1, 2021

Public Safety	\$92,457,310
Landfill	\$15,540,000
Library	\$17,096,000
Streets/Parking^{1,2}	\$17,691,550
Cultural/Historical¹	\$13,134,248
Transit¹	\$6,750,000
Econ. Development	\$22,047,000
Govt. Facilities¹	\$23,745,000
Open Space/Trails	\$50,281,205
Parks	\$12,551,583
Flood Control	\$9,504,649
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, 2021:

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	\$94,934	20% Limitation ^{1,2}	\$316,448
Less Direct Bonded Debt to be Outstanding	<u>\$0</u>	Less Direct Bonded Debt to be Outstanding	<u>\$97,965</u>
Unused 6% Borrowing Capacity	\$94,934	Unused 20% Borrowing Capacity	\$218,483

¹ Based on 2021 limited assessed value of \$1,582,239,446

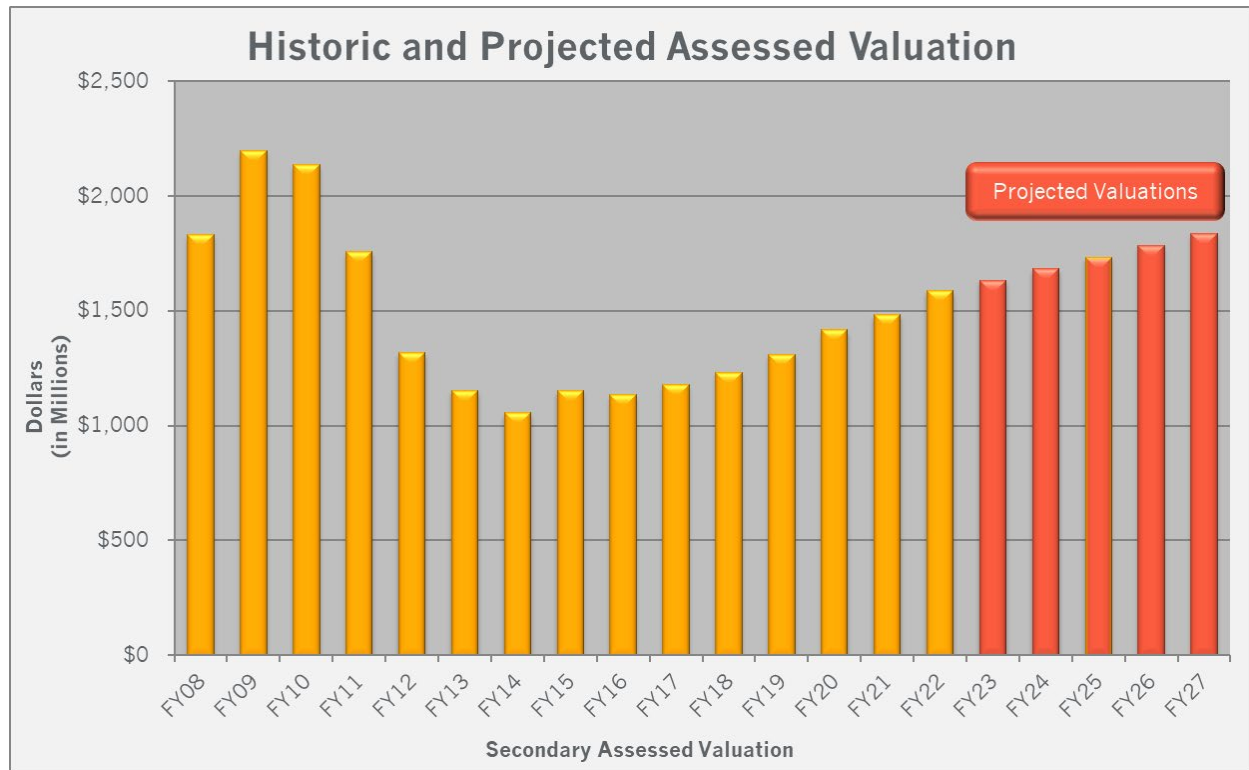
² Public safety, streets, parking and transportation facilities debt prior to Prop. 104 is included in the 20% category

Additional G.O. bonds will need to be issued to support the FY22-31 Capital Improvement Plan. 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 ¹ (B)		Projected Remaining Capacity (A-B)	
		6%	20%	6%	20%	6%	20%
2022	\$1,582,239	\$94,934	\$316,448	\$0	\$97,965	\$94,934	\$218,483
2023	\$1,629,707	\$97,782	\$325,941	\$0	\$81,320	\$97,782	\$244,621
2024	\$1,678,598	\$100,716	\$335,720	\$0	\$74,700	\$100,716	\$261,020
2025	\$1,728,956	\$103,737	\$345,791	\$0	\$68,500	\$103,737	\$277,291
2026	\$1,780,824	\$106,849	\$356,165	\$0	\$62,050	\$106,849	\$294,115

¹Refers to outstanding principal balance.



This chart provides a graphical view of historical assessed valuation changes between FY07-08 and FY21-22 as well as future valuations, projected to grow 3% per year for FY22-23 through FY25-26.

Secondary Property Tax Rate

For the FY21-22 budget, the total property rate was decreased to \$1.7257 from the prior year rate of \$1.8012. The FY21-22 City’s primary property tax rate is \$.3848 per \$100 of assessed valuation and the secondary property tax rate is \$1.3409 per \$100 of assessed valuation.

The Council voted not to increase the secondary property tax rate in FY21-22. 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, FY21-22 is the sixth 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 \$20,690,008 to \$21,216,248, 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.

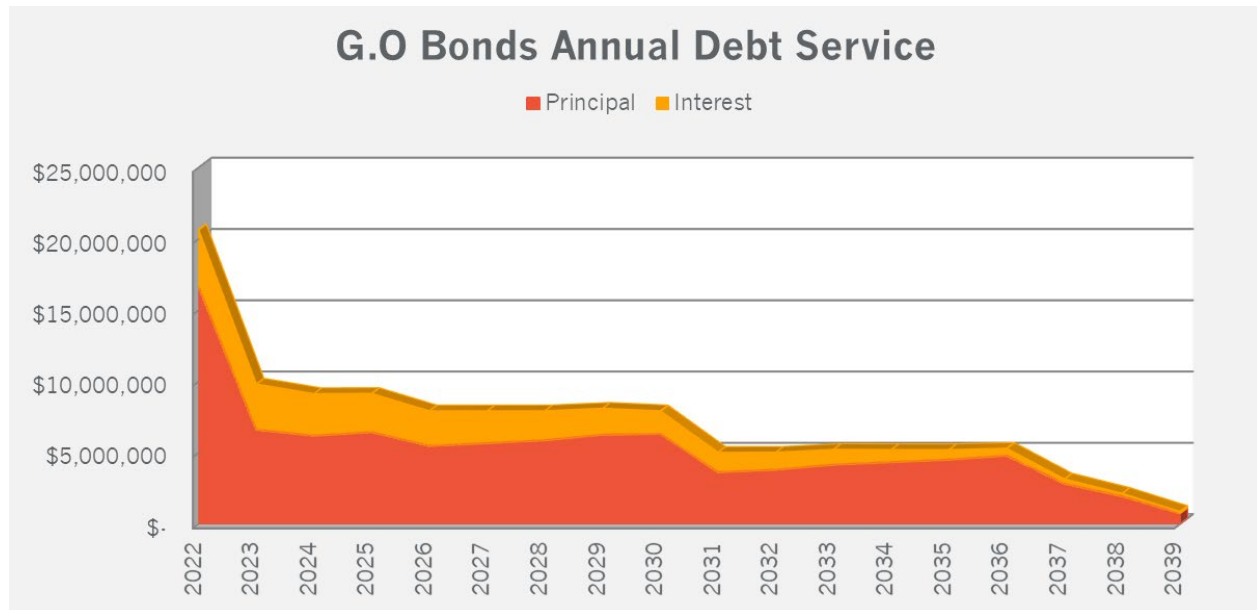


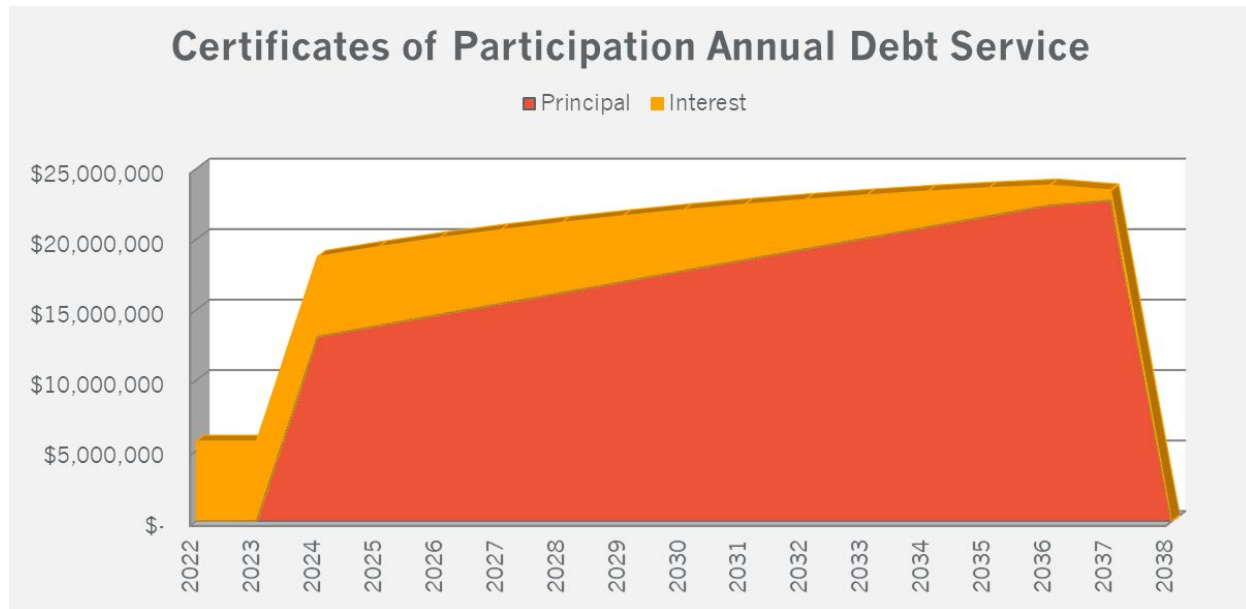
Table 4 summarizes annual debt service requirements for existing outstanding bonds.

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.	Total Resources	Total Debt Service
2022	\$1,582,239	\$1.3409	\$21,216	\$21,216	\$20,637
2023	\$1,629,707	\$1.3543	\$22,071	\$22,071	\$9,803
2024	\$1,678,598	\$1.3679	\$22,961	\$22,961	\$9,128
2025	\$1,728,956	\$1.3815	\$23,886	\$23,886	\$9,143
2026	\$1,780,824	\$1.3953	\$24,849	\$24,849	\$7,920

Certificates of Participation

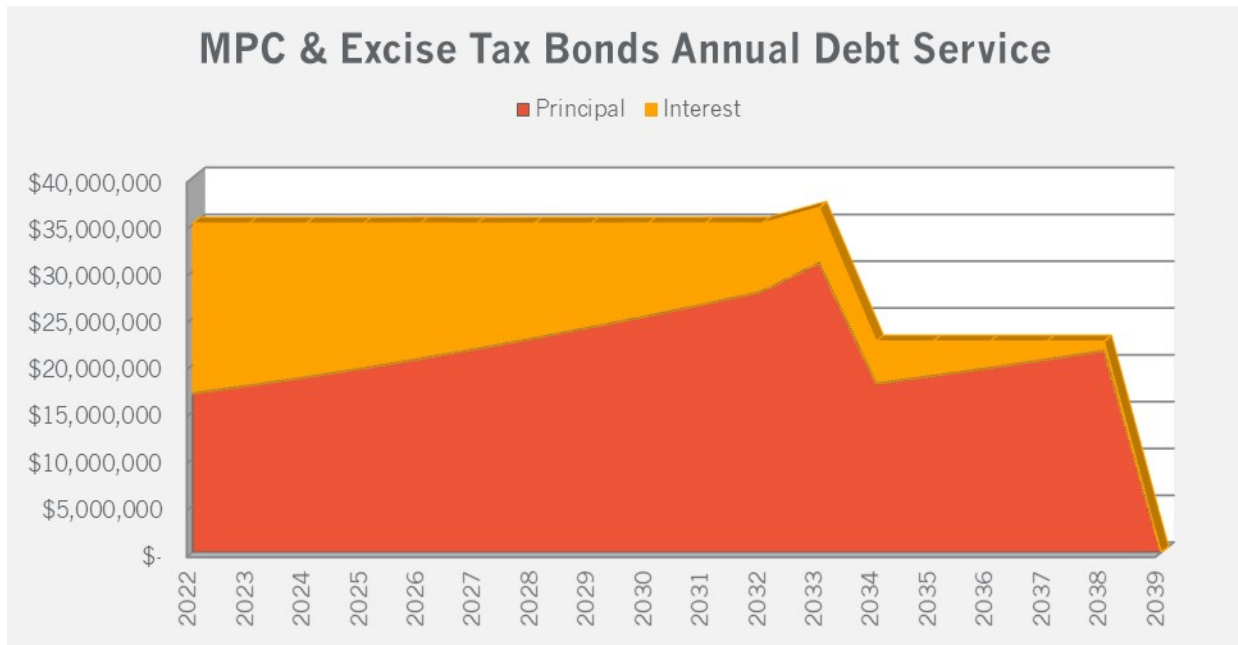


In FY21-22, the City will enter into a lease-purchase agreement to lease various City owned properties to address unfunded liabilities with respect to the Arizona Public Safety Personnel Retirement System (PSPRS). The Lease-Purchase Agreement consists of 28 City-owned properties including, but not limited to, facilities such as the main police station, various fire stations and the fire operations building, various park and recreation properties and facilities, the City’s Civic Center, various community centers and a parking garage facility. Upon completion of the bond sale, the City will fund

approximately 90% of the unfunded liability associated with the PSRPS. The City will budget and appropriate annually the debt service payments from legally available “non-property tax” revenues of the general fund.

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 four MPC issuances, three of which are senior lien obligations and one 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 FY21-22, the General Fund transfer to the excise tax debt service fund is budgeted at \$20.7 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))
2022	\$ 195,371,416	\$ 13,783,471	\$ 6,874,750	\$ 20,658,221	14.17	9.46
2023	\$ 204,102,919	\$ 15,171,821	\$ 6,815,000	\$ 21,986,821	13.45	9.28
2024	\$ 208,593,655	\$ 15,831,571	\$ 6,168,750	\$ 22,000,321	13.18	9.48
2025	\$ 211,671,618	\$ 15,918,071	\$ 6,115,000	\$ 22,033,071	13.30	9.61
2026	\$ 215,880,823	\$ 15,988,321	\$ 6,060,250	\$ 22,048,571	13.50	9.79

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

Table 6
Maintenance of Effort Transfers

Fiscal Year	6020 Water/Sewer	6110 Landfill	6120 Solid Waste	Total
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
2022	\$ 437,762	\$ 1,072,290	\$ 204,246	\$ 1,714,298

Capital Projects Fund is necessary to fund Transit related capital outlay. As requested by council, the FY21-22 budget also includes maintenance of effort transfers of \$1,714,298 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 FY21-22 budget total \$198.2 million (reference Schedule 4 in the Schedules section).

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)
2022	\$ 247,700,535	\$ 35,173,777	14.2%
2023	\$ 259,106,831	\$ 35,176,356	13.6%
2024	\$ 264,121,191	\$ 35,174,435	13.3%
2025	\$ 268,683,116	\$ 35,169,364	13.1%
2026	\$ 272,666,253	\$ 35,168,777	12.9%

Table 7 shows the debt service on excise tax funded debt obligations for FY21-22 through FY25-26 compared to ongoing general fund revenue.

Table 8

Excise Tax Debt Service to Unrestricted Revenue

Table 8 shows the percentage of unrestricted excise tax revenues versus the MPC and Excise Debt and the percent of those obligations. In FY21-22, 18.3% of the collected sales taxes, state shared taxes, and franchise fees is used to pay debt.

Fiscal Year	Unrestricted Excise Tax (A)	MPC & Excise Tax Debt Service (B)	Debt Service to Revenue (B/A)
2022	\$ 192,257,754	\$ 35,173,777	18.3%
2023	\$ 200,958,120	\$ 35,176,356	17.5%
2024	\$ 205,417,409	\$ 35,174,435	17.1%
2025	\$ 208,463,609	\$ 35,169,364	16.9%
2026	\$ 212,640,734	\$ 35,168,777	16.5%

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 1.20 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.

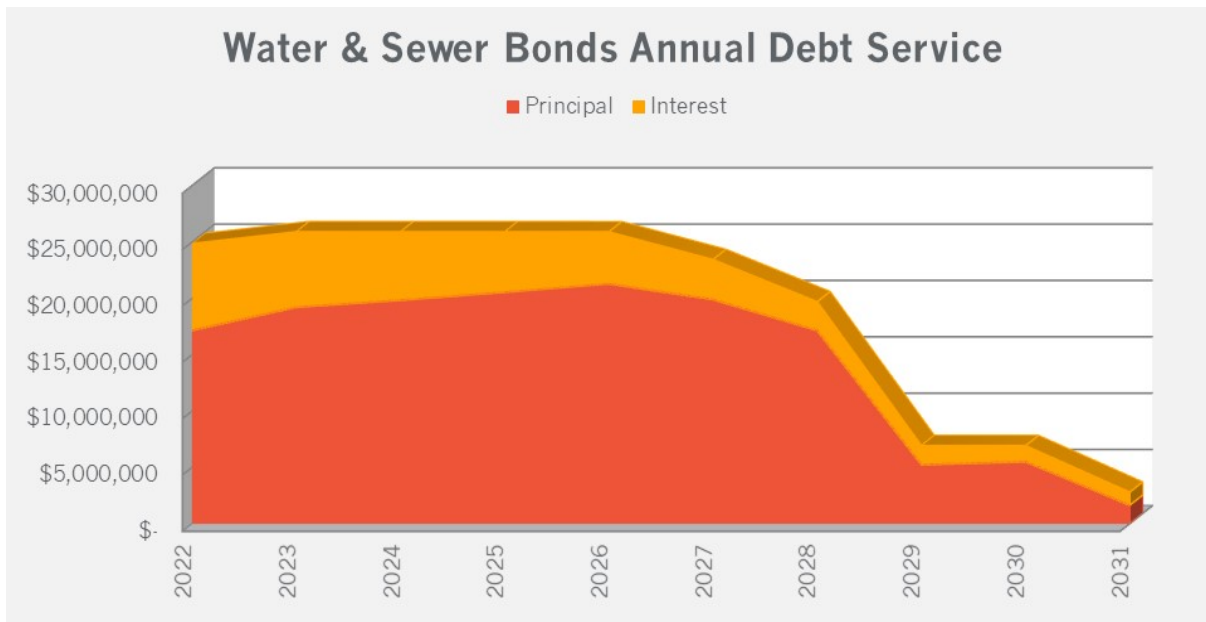


Table 9 includes water and sewer operating revenue, operating and maintenance expenses, existing debt service and the resulting coverage ratio of operating net revenue to debt service. Due to the deferral of non-essential growth related projects, prepayment and/or restructuring of water and sewer debt, and optimization processing efforts that have resulted in cost savings, a 1.58 coverage ratio is projected for FY21-22. 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
2022	\$100,529,100	\$59,838,796	\$40,690,304	\$25,758,567	1.58x
2023	\$103,922,180	\$61,429,757	\$42,492,423	\$28,088,706	1.51x
2024	\$109,197,200	\$63,068,929	\$46,128,271	\$29,692,556	1.55x
2025	\$112,760,556	\$64,757,888	\$33,234,150	\$31,250,377	1.15x
2026	\$117,300,500	\$66,564,666	\$33,234,150	\$32,963,781	1.15x

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.

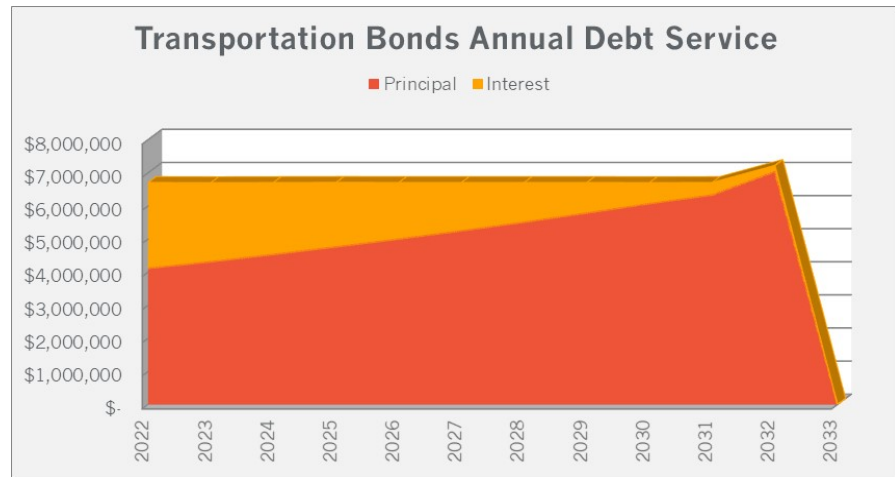


Table 10
Transportation Revenue Bonds

Fiscal Year	Transportation Sales Tax Revenue	Total Debt Service	Annual Coverage
2022	\$ 33,283,943	\$ 6,709,183	4.96x
2023	\$ 34,552,964	\$ 6,704,040	5.15x
2024	\$ 35,218,045	\$ 6,708,897	5.25x
2025	\$ 35,601,845	\$ 6,712,754	5.30x
2026	\$ 36,260,861	\$ 6,710,230	5.40x

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 exceeds the 2.0 coverage requirement established in FY07-08.

Please see the *Glendale Onboard Annual Report* for more information. For a summary of all FY21-22 debt service obligations please see *Schedule 8: Debt Service*.

OPERATING BUDGET

Fiscal Year 2021-2022 Annual Budget Book



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Performance Report

Mayor's Office
\$494,256 4 FTEs

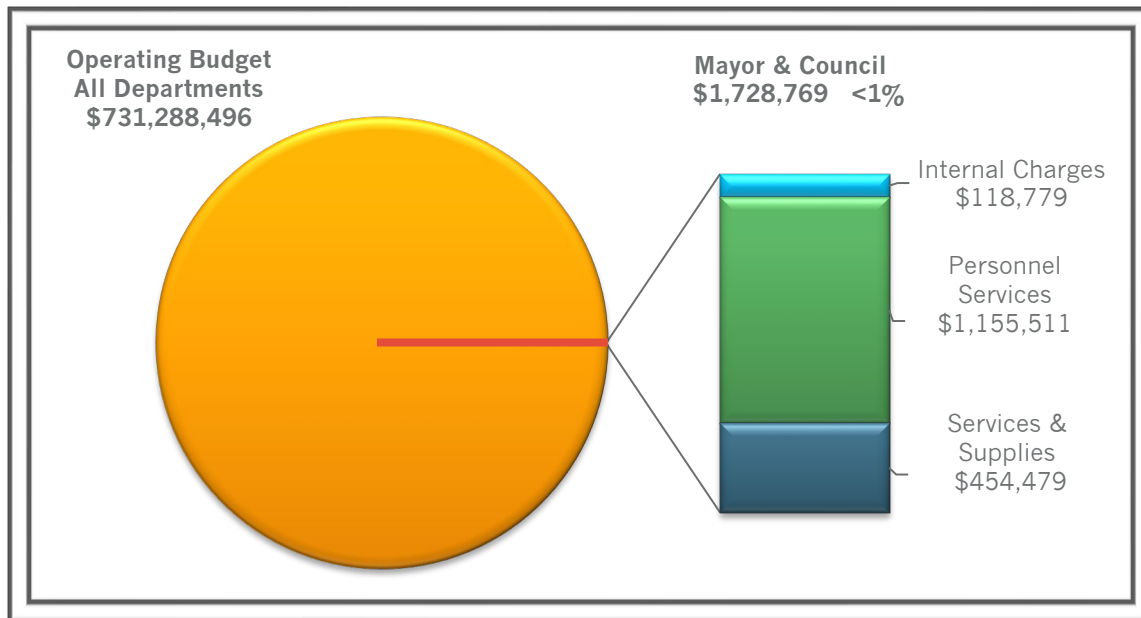
Council Office
\$1,234,513 12 FTEs

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 \$731 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

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

Group	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
Personnel Services	1,050,849	1,169,891	1,169,891	1,155,511	-14,380	-1.23%
Services and Supplies	314,285	470,503	485,503	454,479	-16,024	-3.41%
Internal Charges	93,160	122,999	122,999	118,779	-4,220	-3.43%
Grand Total	1,458,294	1,763,393	1,778,393	1,728,769	-34,624	-1.96%

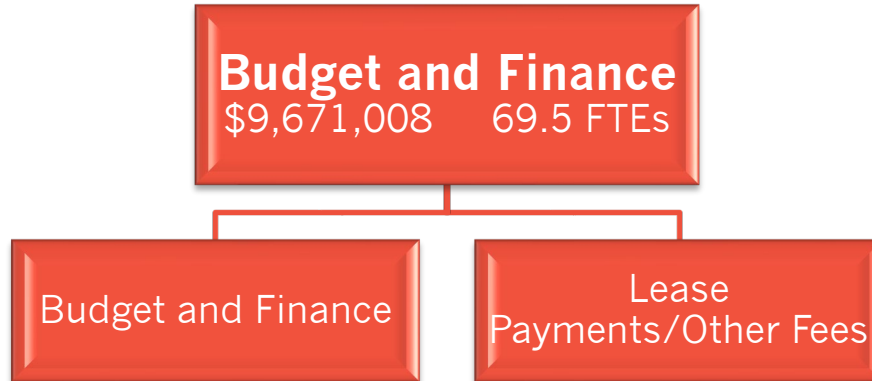
Fund & Department Number Budget by Program

Fund / Org	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
(1000-10001010) Mayor's Office	397,262	469,048	469,048	494,256	25,208	5.37%
(1000-10001011) Council Office Administration	9,582	11,047	11,047	850,025	838,978	7594.55%
(1000-10001012) Cholla District	146,484	213,883	213,883	79,274	-134,609	-62.94%
(1000-10001013) Barrel District	188,373	213,883	213,883	79,274	-134,609	-62.94%
(1000-10001014) Sahuaro District	179,505	213,883	213,883	79,274	-134,609	-62.94%
(1000-10001015) Cactus District	169,095	213,883	213,883	79,274	-134,609	-62.94%
(1000-10001016) Yucca District	164,375	213,883	213,883	33,696	-180,187	-84.25%
(1000-10001017) Ocotillo District	186,982	213,883	213,883	33,696	-180,187	-84.25%
(2160-21605252) Yucca District Calendars	11,662	0	0	0	0	0.00%
(2160-21605259) Other Department Donation Acct	4,975	0	15,000	0	0	0.00%
Grand Total	1,458,294	1,763,393	1,778,393	1,728,769	-34,624	-1.96%

**Mayor & Council Office
Staffing by Program**

Fund / Org	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Change in Budget
(1000-10001010) Mayor's Office	3.00	3.00	4.00	1.00
(1000-10001011) Council Office Administration	4.00	4.00	12.00	8.00
(1000-10001012) Cholla District	1.00	1.00	0.00	-1.00
(1000-10001013) Barrel District	2.00	2.00	0.00	-2.00
(1000-10001014) Sahuaro District	1.00	1.00	0.00	-1.00
(1000-10001015) Cactus District	1.00	1.00	0.00	-1.00
(1000-10001016) Yucca District	1.00	1.00	0.00	-1.00
(1000-10001017) Ocotillo District	2.00	2.00	0.00	-2.00
Grand Total	15.00	15.00	16.00	1.00

Performance Report



Mission Statement

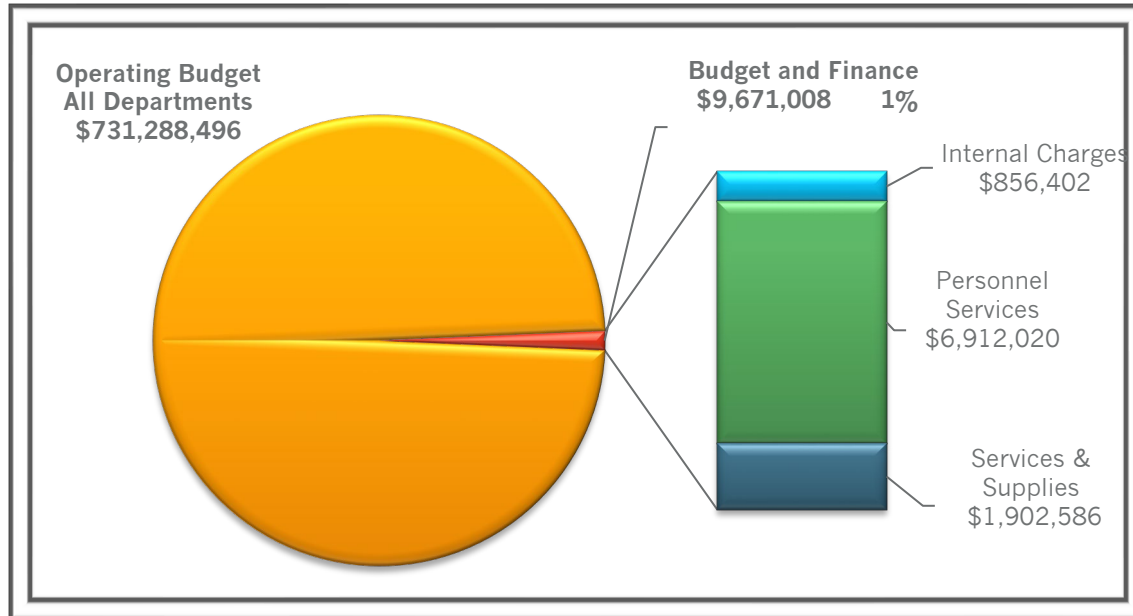
The Budget and Finance Department provides financial management services with integrity and accountability while improving service levels, managing costs, and leveraging information across City departments.

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 \$731 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

- Completed the sale and issuance of \$252.8 million of Public Safety Retirement System (PSPRS) Certificates of Participation (COP). The City was able to take advantage of historic low-interest rates in the marketplace, achieving a net-interest cost of 2.461%. This represents an estimated total net present value savings of over \$116 million over 17 years.
- Successful implementation of Paymentus for utility billing and business license payments. Paymentus is a more secure, convenient, and user-friendly online payment system. Paymentus allows customers to pay their bills faster and easier without having to register for an online account. Payments can be made via credit card, debit card, eCheck or through popular digital wallet options like PayPal, Venmo, and PayPal Credit.
- The Procurement Division continued its efforts in promoting the Results Driven Contracting (RDC) process, which is a strategic approach to procurements with the objective of improving resource alignment. RDC was used for the procurement process for citywide doors and gates and security services.
- Received the 2019 GFOA Certificate of Achievement for Excellence in Financial Reporting
- Received the 2020 GFOA Distinguished Budget Presentation Award, including Special Recognition for Performance Measures

Goal, Objectives, and Performance Measures

<i>Strategic Objective</i>	Improve Resource Alignment			
<i>Department Strategic Initiative</i>	Employ strong fiscal management practices that encourage sustainable fiscal decision-making.			
<i>Intended Result</i>	Prudent fiscal stewardship			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Bond ratings for general obligation bonds Standard & Poor's: Moody's Investor Services: Fitch Ratings:	AA Aa1 AAA	AA Aa1 AAA	AA Aa1 AAA	AA A1 AAA
Bond ratings for Water and Sewer revenue bonds Standard & Poor's: Moody's Investor Services:	AA+ Aa1	AA- A1	AA- A1	AA- A1
Annualized amortized cost basis return on portfolio (net of fees)	2.5%	2.5%	2.5%	.5%
Number of grants received through Grants Administration	25	31	35	35
Compliance with Council adopted Financial Policies (# complied with/# of policies)	6/7	6/7	6/7	7/7

<i>Strategic Objective</i>	Improve Resource Alignment			
<i>Department Strategic Initiative</i>	Provide accurate and timely financial analysis, forecasting, and reporting.			
<i>Intended Result</i>	Prudent fiscal stewardship			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
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	0%	0%	75%	100%
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

<i>Strategic Objective</i>	Optimize Processes & Services			
<i>Department Strategic Initiative</i>	Perform customer service and procurement activities effectively, accurately and timely.			
<i>Intended Result</i>	Improved levels of service			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
% of vendor invoices paid within 30 days of invoice date	85%	92%	95%	95%
% of employees receiving electronic W-2's	83%	56%	100%	85%
Number of vendor protests upheld	0	2	0	0
Number of RFP's and IFB's issued	55	55	42	55
% of contract renewals completed on-time	90%	100%	100%	100%
% of sole source/special procurements processed within 10 days	90%	100%	95%	100%
% of call center calls answered within 1 minute	80%	80%	90%	90%
% of call center calls abandoned	5%	<=2.5%	<=2.5%	<=2.5%
Number of sales tax audits/reviews completed	83	120	120	140

Budget and Finance (11)
Budget by Categories of Expenditures

Group	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
Personnel Services	5,177,383	6,574,418	6,574,418	6,912,020	337,602	5.14%
Services and Supplies	1,607,008	1,902,586	1,932,586	1,902,586	0	0.00%
Internal Charges	721,115	445,251	445,251	856,402	411,150	92.34%
Grand Total	7,505,506	8,922,255	8,952,255	9,671,008	748,753	8.39%

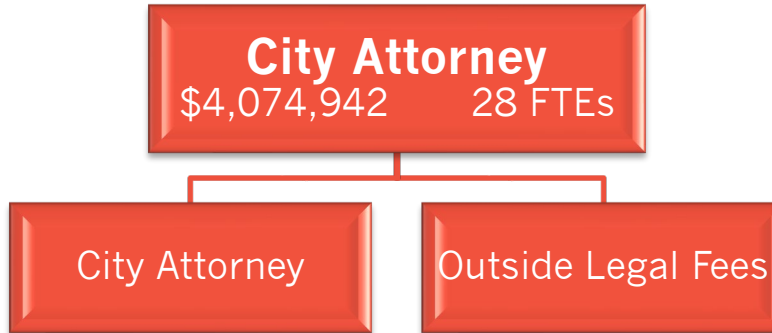
Fund & Department Number Budget by Program

Fund / Org	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
(1000-10001110) Budget&Finance Administration	567,819	645,263	675,263	1,000,814	355,551	55.10%
(1000-10001111) Accounting Services	1,567,938	1,794,637	1,794,637	1,885,991	91,354	5.09%
(1000-10001112) License/Collection	1,040,984	1,247,929	1,247,929	1,310,627	62,697	5.02%
(1000-10001113) Procurement	540,219	568,482	568,482	590,468	21,986	3.87%
(1000-10001114) Other Fees	274,571	430,899	430,899	430,899	0	0.00%
(1000-10001115) Budget and Research	292,221	510,630	510,630	538,537	27,908	5.47%
(1000-10001116) Grants Administration	146,434	149,751	149,751	151,846	2,095	1.40%
(1000-10001119) Collections	3,845	48,500	48,500	339,421	290,921	599.84%
(6020-60201117) Customer Service	3,071,474	3,458,711	3,458,711	3,343,599	-115,111	-3.33%
(6110-61101120) Landfill Customer Service	0	67,454	67,454	78,806	11,351	16.83%
Grand Total	7,505,506	8,922,255	8,952,255	9,671,008	748,753	8.39%

Budget and Finance Staffing by Program

Fund / Org	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Change in Budget
(1000-10001110) Budget&Finance Administration	3.00	4.00	4.00	0.00
(1000-10001111) Accounting Services	15.00	16.00	16.00	0.00
(1000-10001112) License/Collection	10.00	10.00	10.00	0.00
(1000-10001113) Procurement	5.00	5.00	5.00	0.00
(1000-10001115) Budget and Research	4.00	4.00	4.00	0.00
(1000-10001116) Grants Administration	1.00	1.00	1.00	0.00
(1000-10001119) Collections	0.00	0.00	3.00	3.00
(6020-60201117) Customer Service	26.50	28.50	25.50	-3.00
(6110-61101120) Landfill Customer Service	0.00	0.00	1.00	1.00
Grand Total	64.50	68.50	69.50	1.00

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.

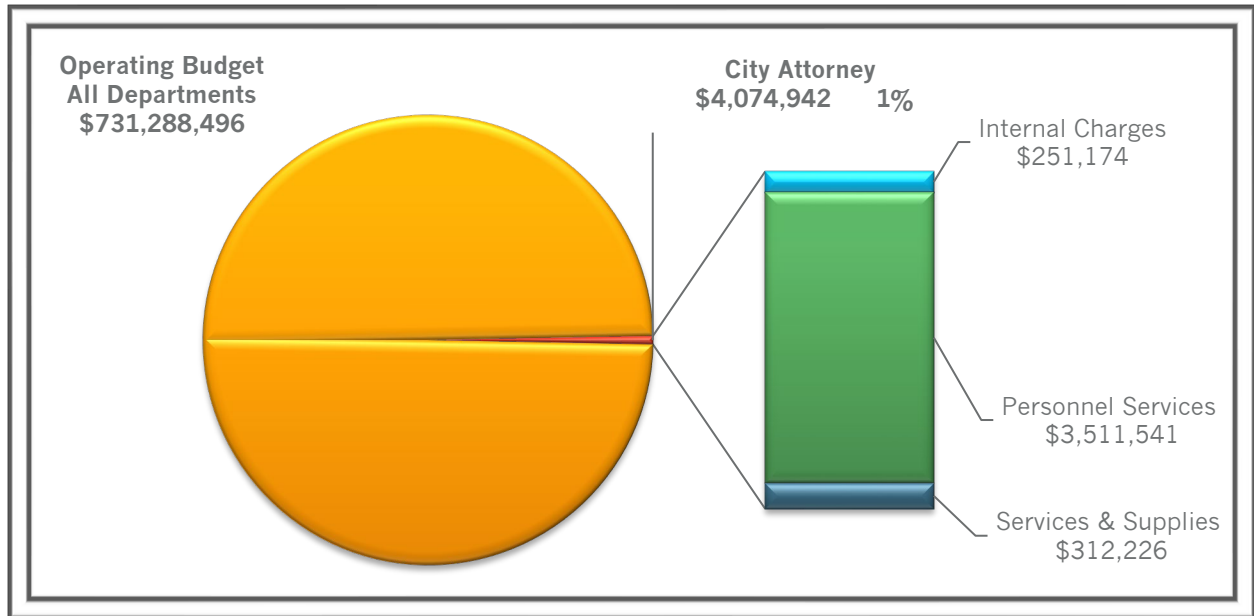
To serve the people of Arizona by prosecuting violations of Glendale City Code and misdemeanor violations of state law in an ethical manner in order to assure that justice is served.

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 \$731 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 \$7,010 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>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 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>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target/Projected</i>
Number of cases adjudicated	9046	9000	9200	9200

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

Group	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
Personnel Services	3,107,509	3,375,310	3,375,310	3,511,541	136,231	4.04%
Services and Supplies	141,239	312,226	334,226	312,226	0	0.00%
Internal Charges	167,473	278,024	278,024	251,174	-26,849	-9.66%
Grand Total	3,416,222	3,965,560	3,987,560	4,074,942	109,382	2.76%

Fund & Department Number Budget by Program

Fund / Org	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
(1000-10001210) Legal Services	3,409,202	3,965,560	3,965,560	4,074,942	109,382	2.76%
(2160-21605253) City Attorney's Grants	7,020	0	22,000	0	0	0.00%
Grand Total	3,416,222	3,965,560	3,987,560	4,074,942	109,382	2.76%

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

Fund/Org	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Change in Budget
(1000-10001210) Legal Services	29.00	28.00	28.00	0.00
Grand Total	29.00	28.00	28.00	0.00

Performance Report

Audit Department
\$411,478 1.0 FTEs

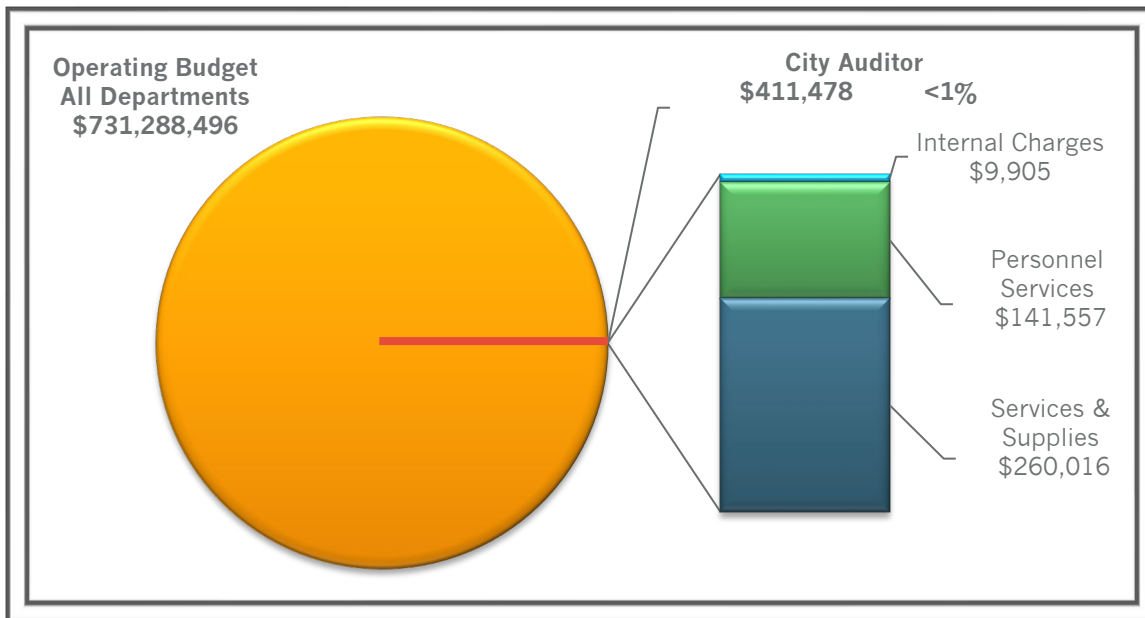
Mission Statement

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 \$731 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

- The IIAP Manager position was vacant for approximately six months, and filled near the end of May 2021.
- Completed annual risk assessment and presented revised risk-based audit plan for FY21-22. Plan allots eight audits to be performed by external firms and six performed with internal resources, including three that will incorporate robotic analytics to become continuous monitoring reviews moving forward.
- Developing a framework for contracting third-party professional services firms to leverage internal audit resources; approved vendors will bid for each audit and IIAP manager will evaluate responses to recommend awarding of each engagement.
- Published eight audit reports (three from internal resources; five from external firms) during the fiscal year, representing 53% of the audits originally scheduled for completion during FY20-21.
- Implemented 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>FY2019 Actual</i>	<i>FY2020 Actual *</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Number of Audits Completed	18	4	17	10
% Audit Recommendations Accepted by Management	98%	95%	100%	99%
% Annual Audit Plan Completed*	90%	75%	100%	100%

*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 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
Personnel Services	110,080	158,838	158,838	141,557	-17,280	-10.88%
Services and Supplies	108,596	260,016	170,584	260,016	0	0.00%
Internal Charges	12,214	8,859	8,859	9,905	1,045	11.80%
Grand Total	230,890	427,713	338,281	411,478	-16,235	-3.80%

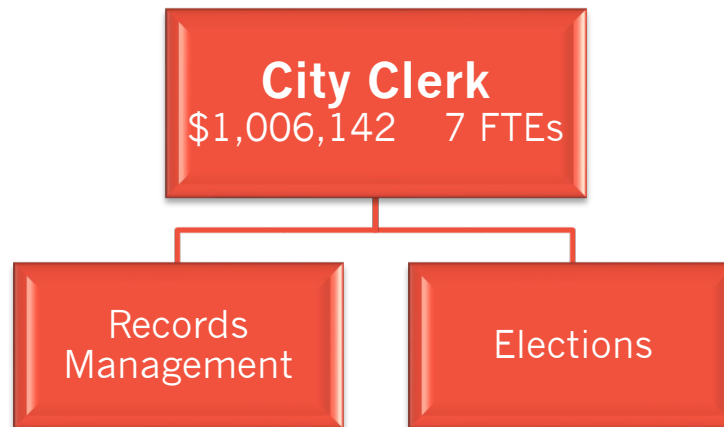
Fund & Department Number Budget by Program

Fund / Org	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
(1000-10001310) Audit Administration	230,890	427,713	338,281	411,478	-16,235	-3.80%
Grand Total	230,890	427,713	338,281	411,478	-16,235	-3.80%

**Audit
Staffing by Program**

Fund / Org	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Change in Budget
(1000-10001310) Audit Administration	1.00	1.00	1.00	0.00
Grand Total	1.00	1.00	1.00	0.00

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.

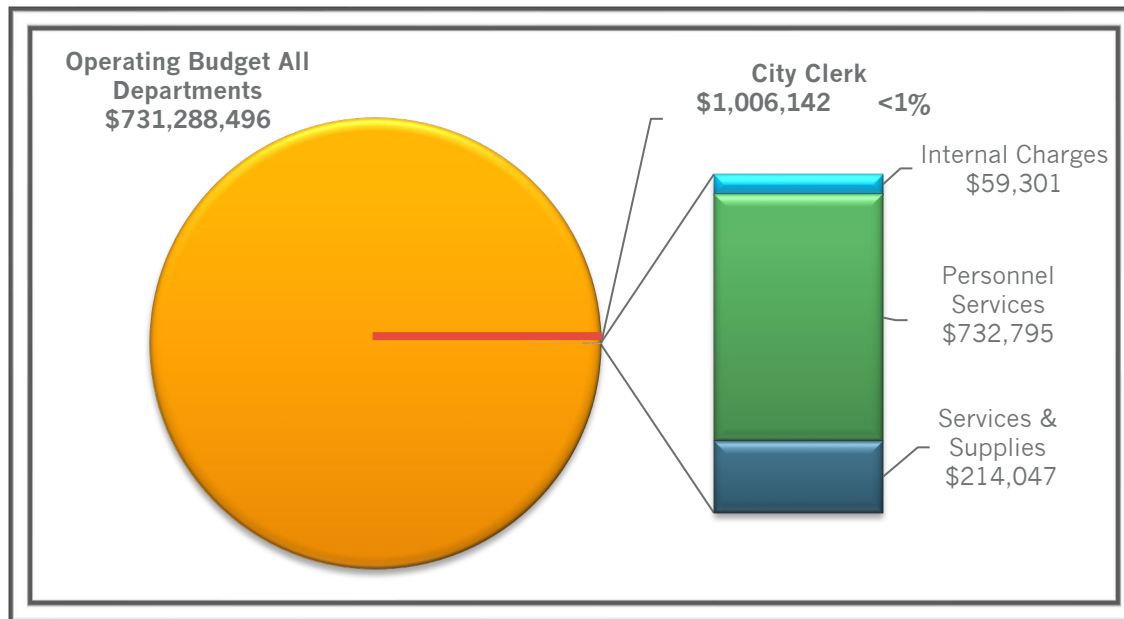
Department Description

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 \$731 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 two phases of E-Contract project. Contracts are being uploaded electronically and routed for internal digital signatures.
- Coordinated the City's August 4th, 2020 Candidate Election and the November 3rd, 2020 proposition Election.
- Implemented E-Qual, the Arizona Secretary of State's online candidate petition system for use by City Council candidates in the 2022 election. Registered electors will be able to digitally sign online nomination petitions.

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>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Agendas/Packets posted 6 days prior to regular meetings	53/100%	54/100%	52/100%	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>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Public record requests/% Compliance	1,315/100%	1,353/100%	1,325/100%	1,350/100%
Campaign Finance Reports posted within 24 hours	100%	100%	100%	100%

City Clerk (14)
Budget by Categories of Expenditures

Group	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
Personnel Services	643,179	726,359	726,359	732,795	6,436	0.89%
Services and Supplies	263,562	239,047	239,047	214,047	-25,000	-10.46%
Internal Charges	45,314	56,505	56,505	59,301	2,796	4.95%
Grand Total	952,055	1,021,911	1,021,911	1,006,142	-15,768	-1.54%

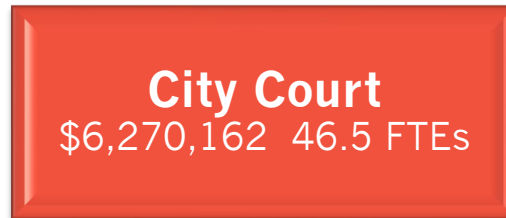
Fund & Department Number Budget by Program

Fund / Org	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
(1000-10001410) City Clerk Administration	742,377	869,161	869,161	878,392	9,232	1.06%
(1000-10001411) Elections	209,679	152,750	152,750	127,750	-25,000	-16.37%
Grand Total	952,055	1,021,911	1,021,911	1,006,142	-15,768	-1.54%

**City Clerk
Staffing by Program**

Fund / Org	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Change in Budget
(1000-10001410) City Clerk Administration	7.00	7.00	7.00	0.00
Grand Total	7.00	7.00	7.00	0.00

Performance Report



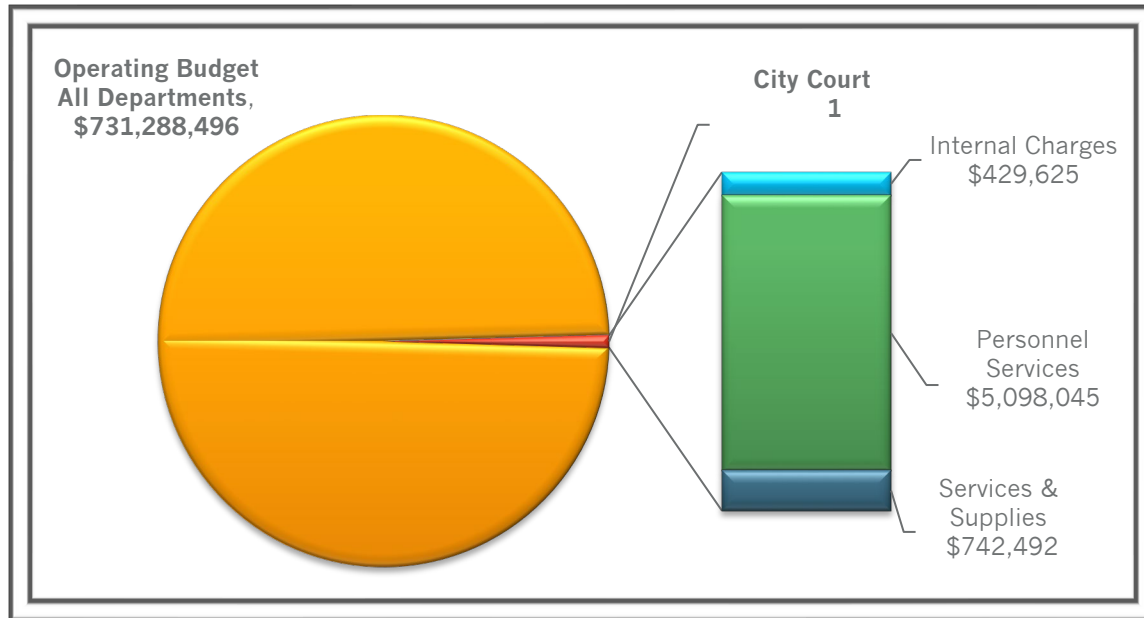
Mission Statement

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 (in a normal year) enter the Court each year to conduct business.

Operating Budget



The total City Operating Budget is \$731 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

- To address capacity and social distancing requirements the Court made multiple procedural and facility changes. The Court calendars were changed several times throughout the year to adjust to capacity restriction changes. Virtual Court was permanently added to allow for certain case types to be attended by defendants remotely, eliminating the need for them to come into the Courthouse. An application called Waitwhile is now being used to manage building capacity and allow customers to wait outside the Courthouse. They are electronically notified when they can come inside to be seen. Protective glass and plexiglass were installed in many areas of the Courthouse including the Courtrooms to further enhance the safety of our staff and customers.
- The Electronic Warrant System (eWarrant) created by Glendale last year was adopted by the Arizona Supreme Court. Based on the success of the system the Arizona Supreme Court with the Court's assistance implemented the system in eight pilot courts statewide. The system automatically updates the Court's case management system, increases warrant accuracy, and timeliness while ensuring warrants are on file with the Department of Public Safety.

- The Court received the Arizona Judicial Branch Strategic Agenda Award for its participation as the pilot court in the state’s implementation of the AZPoint Domestic Violence portal.
- To increase effectiveness for defendants as well as avoid cost, the Court migrated its Treatment Court model to a Judicial Monitoring model. This new model allowed for more focus on non-compliant defendants and eliminated the cost of Maricopa County Adult Probation supervision.
- The Court re-established the Criminal Justice User Group (CJUG) as a vehicle to collaboratively improve the criminal justice process. In addition to the Court, Police and Prosecutor’s Office CJUG now has representation from Code Compliance and the Public Defenders.
- Court IT staff continues to develop and support analysis tools and metrics for Court operations. Multiple new reports and features were created as well as numerous improvements and fixes including the development and implementation of an interactive policy and procedure manual for use by the entire staff, using the Courtroom Helper application.

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>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Projected</i>
<i>Warrants issued</i>	5192	7581	9000	7000
<i>Warrants quashed</i>	4234	11,684	4000	4500
<i>Estimated cost avoidance</i>	\$8,468	\$18,952	\$22,500	\$17,500

<i>Strategic Objectives</i>	Improve Community Experience Improve Resource Alignment Improve Purposeful Communication			
<i>Department Strategic Initiative</i>	Increase participation and retention rates in the Compliance Assistance Program (CAP), a Supreme Court Fair Justice Initiative.			
<i>Intended Result</i>	More litigants are current on delinquent court ordered fines and fees allowing the reinstatement of their suspended driver's license.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Projected</i>
Cases entered into CAP	1408	1629	1000	1400
Fines paid	\$1,035,145	\$1,104,289	\$450,000	\$1,000,000
Retention rate	68%	59%	25%	65%

<i>Strategic Objective</i>	Improve Community Experience Improve Resource Alignment Improve Purposeful Communication			
<i>Department Strategic Initiative</i>	Increase collections through the Tax Intercept Program (TIP).			
<i>Intended Result</i>	The increased collection of delinquent fines, costs and fees from intercepted State Tax refunds.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Projected</i>
Tax Intercept Program	\$204,740	\$209,035	\$215,000	\$215,000

<i>Strategic Objective</i>	Optimize Processes & Services			
<i>Department Strategic Initiative</i>	Clearance Rates help courts determine effective case processing and positive case workflow.			
<i>Intended Result</i>	The goal for all courts is to be 100% or above for the disposition of cases. Anything below 100% indicates a growing number of unadjudicated cases.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Clearance Rate	91%	97%	90%	100%

<i>Strategic Objectives</i>	Increase Innovation Solutions Optimize Processes & Services Improve Resource Alignment			
<i>Department Strategic Initiative</i>	Remind litigants of upcoming court dates and payments with text and autodial phone messages.			
<i>Intended Result</i>	Improve Court appearance and compliance rates, increase litigants' likelihood of attaining successful case resolution, improve collection rates.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Projected</i>
Text messages sent	23,862	18,083	42,000	44,000
Phone calls made	13,496	4,753	5,000	5250
Cost	\$648	\$415	\$940	\$1,000
Error Rate	13%	13%	11%	10%

<i>Strategic Objectives</i>	Increase Innovation Solutions Optimize Processes & Services Improve Resource Alignment			
<i>Department Strategic Initiative</i>	The establishment of Arizona case processing time standards will help courts move toward timely justice.			
<i>Intended Result</i>	Timely completion and administration of justice.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Civil Traffic (98% within 90 Days)	NA	91%	80%	98%
Criminal Misdemeanor (98% within 180 Days)	NA	96%	82%	98%
DUI (93% within 180 Days)	NA	84%	71%	93%
Local Ordinances (98% within 180 Days)	NA	99%	94%	98%

City Court (15)
Budget by Categories of Expenditures

Group	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
Personnel Services	4,414,239	4,848,733	4,848,733	5,098,045	249,312	5.14%
Services and Supplies	660,295	742,492	742,492	742,492	0	0.00%
Internal Charges	359,961	392,742	392,742	429,625	36,883	9.39%
Grand Total	5,434,495	5,983,967	5,983,967	6,270,162	286,195	4.78%

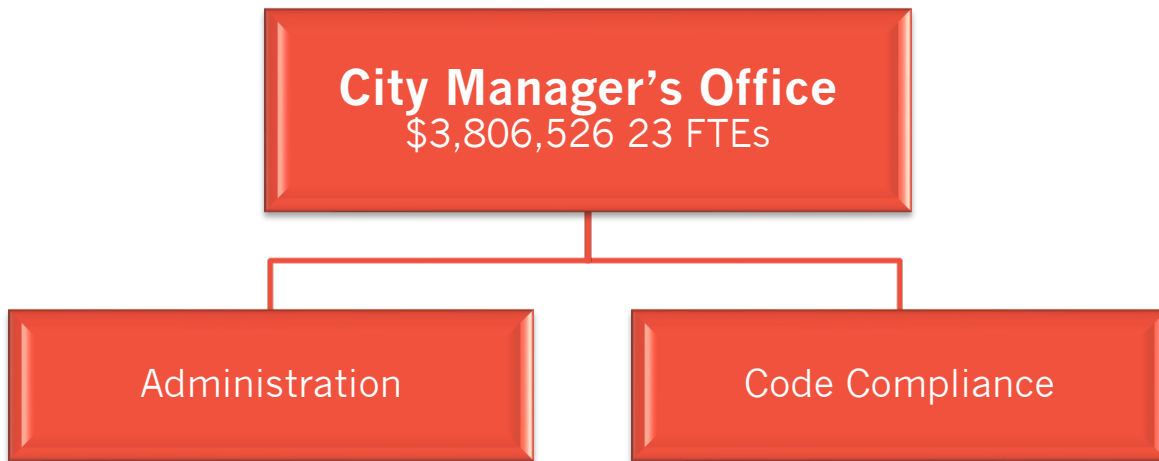
Fund & Department Number Budget by Program

Fund / Org	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
(1000-10001510) Court Administration	5,015,819	5,456,357	5,456,357	5,735,076	278,719	5.11%
(2120-21205001) Court Security	378,164	424,065	424,065	433,516	9,451	2.23%
(2120-21205002) Court Time Payments	23,496	45,390	45,390	42,634	-2,756	-6.07%
(2120-21205003) Fill the Gap	17,017	58,154	58,154	58,936	781	1.34%
Grand Total	5,434,495	5,983,967	5,983,967	6,270,162	286,195	4.78%

**City Court
Staffing by Program**

Fund / Org	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Change in Budget
(1000-10001510) Court Administration	44.00	44.00	44.00	0.00
(2120-21205001) Court Security	2.00	2.00	2.00	0.00
(2120-21205002) Court Time Payments	0.50	0.50	0.50	0.00
Grand Total	46.50	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

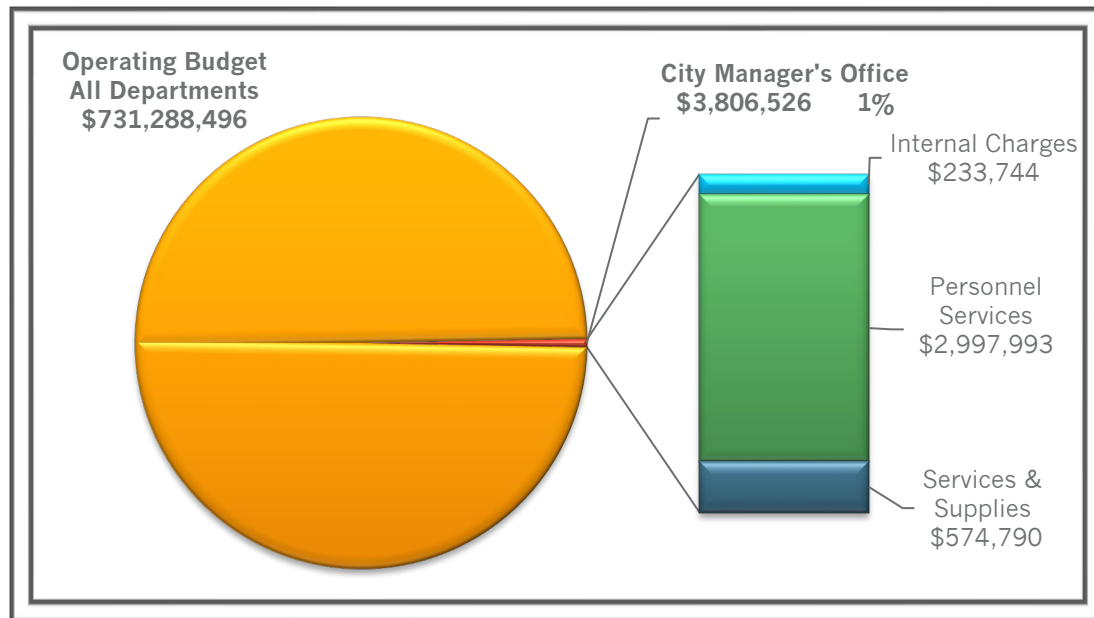
Administration

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 \$731 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
- Continued phased "one-stop" customer service experience
- Employee engagement activities included:
 - Week-long virtual Employee Appreciation Event
 - Success Factors Employee Contest
- Provided project leadership or sponsorship for the following projects:
 - Code Review Committee
 - Business Review Committee
 - Employee Vaccine Point of Distribution Clinics
 - What Works Cities Certification
 - Assistant City Manager Selected for ICMA Kettering Institute on Race, Equity, and Inclusion
 - Virtual Council and Boards and Commission Meetings
 - Centralized Customer Service – GlendaleOne
 - SmartGov Implementation
- Code Compliance
 - Community Tool Trailer
 - 59th Ave Commercial Enforcement Project
 - Pre-Notification Letter Pilot Project

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>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Process Improvement # Employees Trained on Balanced Scorecard	*N/A	*N/A	20	20

*New measure – historical data is not available

<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>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Balanced Scorecard # Scorecards Implemented	0*	1	0	5

*The focus this fiscal year was 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.

<i>Strategic Objective</i>	Accountability			
<i>Department Strategic Initiative</i>	Transparency, Fiscal Sustainability			
<i>Intended Result</i>	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.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
# Surveys conducted and integrated into the strategic planning efforts	2	2	2	2
Publicly Posted Data sets	0*	0	0	2
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.

<i>Strategic Objective</i>	Improve Community Experience			
<i>Department Strategic Initiative</i>	Pursue quality economic development and ensure long-term financial stability, while safeguarding current economic investments.			
<i>Intended Result</i>	Expand the tax base and job market in the community.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
New businesses recruited or existing companies expanding	12	13	15	15
Jobs generated by new or expanding companies	765	1,870	1,500	2,000

<i>Strategic Objective</i>	Optimize Processes & Services Improve Community Experience			
<i>Department Strategic Initiative</i>	Address and resolve code compliance violations in an effective and efficient manner			
<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>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Code Compliance cases opened	10,000	10,000	8,000	10,000
Code compliance cases resolved	10,000	10,000	7,700	10,000
Number Code Compliance inspections performed	29,180	30,000	23,850	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%	96%	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>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
% of Code Compliance cases opened proactively	55%	60%	55%	60%

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

Group	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
Personnel Services	1,385,273	2,869,124	2,869,124	2,997,993	128,869	4.49%
Services and Supplies	152,114	180,574	180,574	574,790	394,216	218.31%
Internal Charges	54,235	211,079	211,079	233,744	22,664	10.74%
Grand Total	1,591,622	3,260,777	3,260,777	3,806,526	545,749	16.74%

Fund & Department Number Budget by Program

Fund / Org	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
(1000-10001610) City Manager Administration	1,552,582	1,395,274	1,395,274	1,495,708	100,435	7.20%
(1000-10001612) Code Compliance	39,040	1,865,503	1,865,503	2,310,818	445,314	23.87%
Grand Total	1,591,622	3,260,777	3,260,777	3,806,526	545,749	16.74%

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

Fund / Org	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Change in Budget
(1000-10001610) City Manager Administration	8.00	6.00	6.00	0.00
(1000-10001612) Code Compliance	0.00	17.00	17.00	0.00
Grand Total	8.00	23.00	23.00	0.00

Performance Report



Mission Statement

To create positive impacts for our community.

Vision Statement

We are the national model for innovative community services.

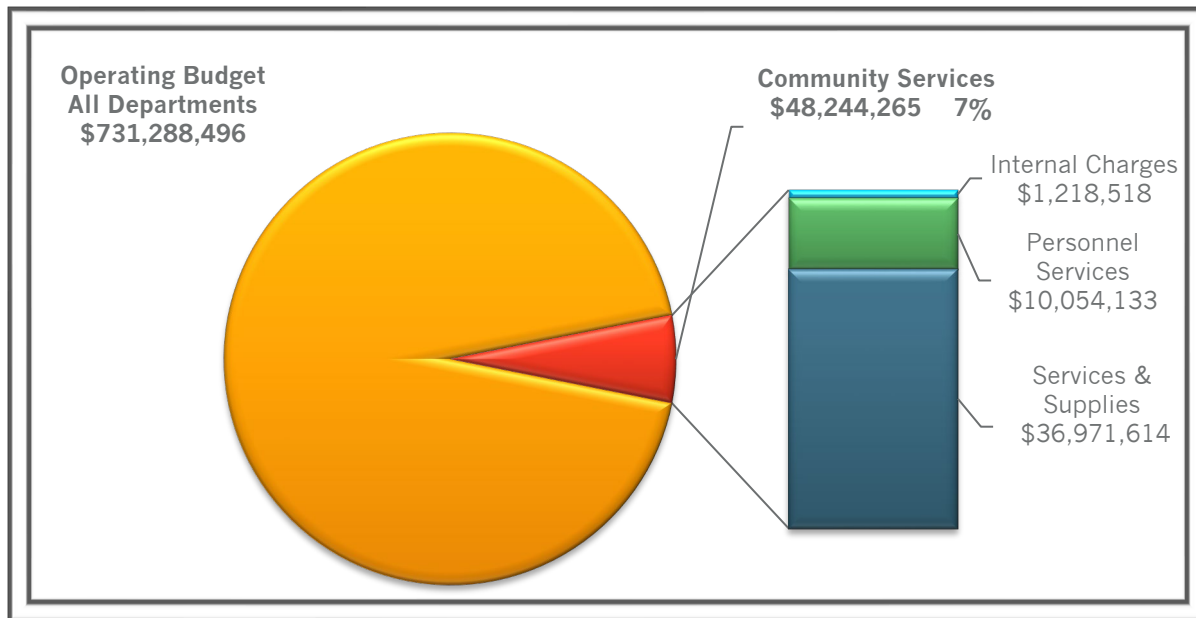
Department Description

The Community Services Department includes five divisions: Community Engagement, Community Revitalization, Community Action Program, Community Housing Division, and Library Services.

The department is primarily grant funded and is responsible for delivering programs administered by the U.S. Department of Housing and Urban Development (HUD) and the U.S. Department of Health and Human Services (DHHS) which are targeted for low to moderate income households or Census tracts. The services supported by the city's General Fund include overall administration, Community Engagement, and Library Services.

Some of the specific services include utility/rent assistance, home repair and rehabilitation programs, services for vulnerable populations, physical infrastructure improvements, public housing and housing choice programs, neighborhood engagement, volunteer programs, affordable housing investments, and physical and digital materials and programs offered by the city's four public libraries. These programs are designed to strengthen the community by providing services that focus on education, infrastructure, and crisis support to expand access to economic opportunities for all.

Operating Budget



The total City Operating Budget is \$731 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

This has been a monumental year for our department with over **\$25 million** in new, one-time grant funding received to provide community support due to the COVID-19 public health crisis. This has created a unique opportunity to re-think service delivery and be creative and adaptable with our programs and services.

Accomplishments:

- Provided over **\$11 million** in emergency crisis assistance to over 2,000 households.
- Expended **\$4.4 million** in Community Planning & Development Funding (CPD) funding from 7 funding sources and **\$2.8 million** from prior fiscal years resulting in a spend ratio that exceeds HUD requirements.
- Committed over **\$14.5 million** in new grant funding through the City's Annual Action Plan and AZ CARES Act allocations.
- Reallocated over **\$1.15 million** in existing funds to assist low-and moderate-income residents to advance City Council Strategic Priorities.
- Committed **\$1.2 million** in HOME Funds to support affordable housing initiatives.
- Provided **\$425,000** to assist **22** businesses through the New Small Business Assistance Program.
- Assisted **9** Lazy J families with relocation assistance due to the park closure.

Enhancements:

New Programs:

- Homeless Master Services Agreement partnership with CASS streamlines new investments and service delivery with the goal of achieving functional zero homelessness in Glendale.
- Tenant Based Rental Assistance partnership with A New Leaf and Glendale Community College provides medium term housing support with a focus on reaching GCC students.
- Foster Youth to Independence program provides medium term housing support for children who have aged out of foster care.
- Mobile Hot Spot Lending Program allows library patrons in good standing to check out a device to allow for broadband connectivity at their homes.

Efficiencies:

- Conducted a customer satisfaction survey to identify opportunities for improvement.
- Implemented an online application for crisis assistance services.
- Utilized an innovative walk-through library service to provide access to physical materials during COVID.
- Revised Library hours of operation to maximize service utilization to meet customer demand.
- Streamlined and simplified the grant application process for non-profits to apply for available funding.
- Revised Public Housing Program Policies to improve accessibility and operational efficiency.

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>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
<i>Public Housing Program Occupancy Rate</i>	98%	98%	98%	98%
<i>Housing Choice Voucher Management Assessment Rating</i>	86%	86%	86%	100%
<i>Households Served through Public Housing Programs</i>	1,311	1,450	1,300	1,300
<i>Housing Rehabilitation and New Home Ownership Grants</i>	133	171	150	150
<i>Household Served through Crisis Assistance Programs</i>	1,260	1,027	2,500	2,500
<i>Digital Library Materials Utilization Rate (per resident)</i>	.8	.8	1.0	1.0

<i>Strategic Objectives</i>	Increase Stakeholder Engagement Improve Purposeful Communication Improve Resource Alignment Improve Community Experience			
<i>Department Strategic Initiative</i>	Improve strategic outreach and partnerships in support of programs and services to benefit Glendale residents.			
<i>Intended Result</i>	Increased number of community volunteers and external partnerships.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
<i>Community Engagement Volunteer Activities</i>	181	190	45	125
<i>Community Volunteer Hours (Service Projects)</i>	5,845	6,959	1,850	5,000
<i>Community Volunteer Hours (Library Services)</i>	16,655	8,041	1,000	29,500
<i>Library Programming Partnerships</i>	59	65	110	120
<i>Community Action Program Partner Agencies</i>	77	47	40	50
<i>Community Revitalization Program Partner Agencies</i>	16	18	22	33

Community Services (17)
Budget by Categories of Expenditures

Group	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
Personnel Services	7,403,467	8,745,991	8,745,991	10,054,133	1,308,142	14.96%
Services and Supplies	3,694,511	20,716,329	21,027,069	36,971,614	16,255,285	78.47%
Internal Charges	738,475	762,674	762,674	1,218,518	455,845	59.77%
Grand Total	11,836,453	30,224,993	30,535,733	48,244,265	18,019,272	59.62%

Fund & Department Number Budget by Program

Fund / Org	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
(1000-10001710) Community Services Admin	436,766	441,911	441,911	508,589	66,679	15.09%
(1000-10001711) Library	5,561,671	6,059,598	6,059,598	6,061,833	2,236	0.04%
(1000-10001712) Community Engagement	132,083	166,300	166,300	168,677	2,377	1.43%
(1000-10001715) CAP Local Match	15,331	9,669	9,669	230,139	220,470	2280.16%
(1000-10001716) Community Revitalization	247,317	281,710	281,710	264,734	-16,976	-6.03%
(2010-20104017) Grants-Community Service	-31,888	900,747	900,747	13,062	-887,685	-98.55%
(2010-20105140) HOME Administration	18,613	27,707	27,707	82,392	54,685	197.37%
(2010-20105141) HOME Replace Housing Program	25,026	375,000	375,000	217,000	-158,000	-42.13%
(2010-20105142) HOME Affordable Housing	133,324	0	0	255,000	255,000	0.00%
(2010-20105143) HOME Single Family Resid Rehab	0	375,000	375,000	0	-375,000	-100.00%
(2010-20105144) HOME Tenant Based Rental Assis	0	0	0	1,234,080	1,234,080	0.00%
(2020-20204017) Neighborhood Stabilization	172	227,300	227,300	104,220	-123,080	-54.15%
(2030-20305150) NSP3 Administration	0	227,300	227,300	227,300	0	0.00%
(2040-20404017) CDBG	36,771	2,947,174	2,947,174	760,163	-2,187,012	-74.21%
(2040-20405100) CDBG Administration	520,434	94,730	94,730	449,040	354,310	374.02%
(2040-20405101) CDBG Single Family Resid Rehab	331,982	835,000	835,000	1,110,000	275,000	32.93%
(2040-20405102) CDBG Lead Based Paint	12,194	40,000	40,000	17,200	-22,800	-57.00%
(2040-20405103) CDBG Temporary Relocation	46,908	34,000	34,000	91,980	57,980	170.53%
(2040-20405104) CDBG Rehab/Delivery	147,907	8,930	8,930	54,500	45,570	510.30%
(2040-20405105) CDBG Demolition Low/Mod	0	43,000	43,000	223,127	180,127	418.90%
(2040-20405106) CDBG Demolition Slum Blight	0	75,000	75,000	0	-75,000	-100.00%
(2040-20405107) CDBG Public Services	249,000	0	0	363,545	363,545	0.00%
(2040-20405108) CDBG Housing Services-City Prj	18,012	0	0	242,363	242,363	0.00%
(2040-20405109) CDBG Housing Services-External	319,425	0	0	427,782	427,782	0.00%
(2040-20405110) CDBG Public Facilty/Infra-CtyPrj	5,831	0	0	621,683	621,683	0.00%
(2040-20405111) CDBG Public Fclty/Infra-Extern	47	0	0	0	0	0.00%
(2040-20405112) CDBG Roof Replacement Program	29,481	100,000	100,000	152,000	52,000	52.00%
(2041-20415114) CDBG CV1 Projects	0	0	0	1,165,874	1,165,874	0.00%
(2044-20445115) CDBG CV3 Admin	0	0	0	250,000	250,000	0.00%
(2044-20445116) CDBG CV3 Projects	0	0	0	1,794,841	1,794,841	0.00%
(2110-21101712) Arts Program	31	0	0	0	0	0.00%
(2140-21404017) CAP Grant	0	68,611	68,611	8,772,054	8,703,443	12685.20%
(2140-21405261) Community Action Program DHHS	1,155,588	1,282,977	1,282,977	2,937,728	1,654,750	128.98%
(2140-21405262) Community Action Program ACAA	65,813	46,857	46,857	61,726	14,869	31.73%
(2140-21405263) Community Action Program ADOH	228,033	0	230,000	0	0	0.00%
(2150-21505130) ESG Administration	28,368	258,992	258,992	32,883	-226,109	-87.30%
(2150-21505131) ESG Rapid Rehousing	89,234	0	0	84,000	84,000	0.00%
(2150-21505132) ESG Outreach	0	0	0	58,109	58,109	0.00%
(2150-21505133) ESG Emergency Shelter Services	60,856	0	0	84,000	84,000	0.00%
(2151-21515134) ESG CV1 Admin	0	0	0	74,945	74,945	0.00%
(2151-21515135) ESG CV1 Projects	0	0	0	674,510	674,510	0.00%
(2152-21525137) ESG CV2 Projects	0	0	0	2,997,188	2,997,188	0.00%
(2160-21604017) Grants-Community Service	0	275,001	275,001	275,001	0	0.00%
(2160-21605241) Library Grant Accounts	48,038	0	61,240	0	0	0.00%
(2160-21605248) Community Connections Donation	0	0	3,000	0	0	0.00%
(2160-21605249) Library Donation Accounts	1,668	0	10,000	0	0	0.00%
(2160-21605268) Donations-Mun Util Bill Assist	45,143	0	0	0	0	0.00%
(2160-21605269) Community Action Prog Donation	323	0	6,500	0	0	0.00%
(6130-61301713) Housing Public Activities	1,856,954	15,022,480	15,022,480	15,100,998	78,518	0.52%
Grand Total	11,836,453	30,224,993	30,535,733	48,244,265	18,019,272	59.62%

Community Services Staffing by Program

Fund / Org	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Change in Budget
(1000-10001710) Community Services Admin	3.00	3.00	3.00	0.00
(1000-10001711) Library	51.50	51.50	52.00	0.50
(1000-10001712) Community Engagement	1.00	1.00	1.00	0.00
(1000-10001716) Community Revitalization	2.00	2.00	2.00	0.00
(2040-20404017) CDBG	8.00	8.00	8.00	0.00
(2140-21404017) CAP Grant	0.00	0.00	3.00	3.00
(2140-21405261) Community Action Program DHHS	6.50	6.50	6.50	0.00
(6130-61301713) Housing Public Activities	19.00	20.00	20.00	0.00
Grand Total	91.00	92.00	95.50	3.50

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.

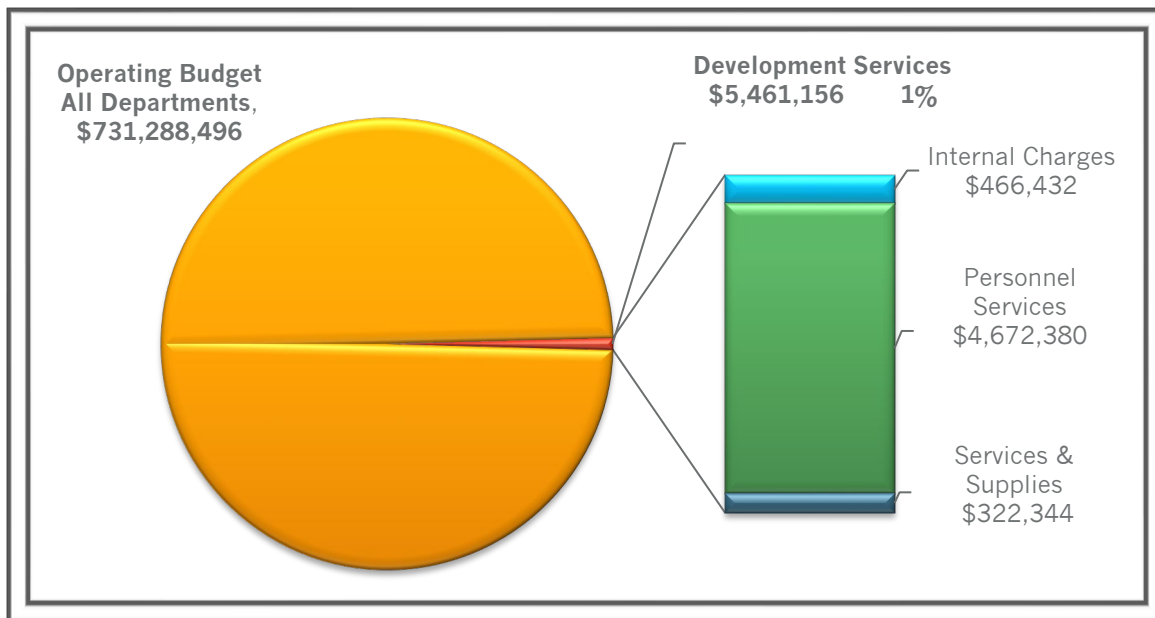
The current planning and zoning administration function manages the review of land use applications including General Plan amendments, annexations, rezoning requests, conditional use permits, preliminary and final plats, residential and commercial reviews, variance requests, group home review, appeals, 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 \$731 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

- Processed \$1.5 billion worth of residential and non-residential construction; an increase of 67% over FY20.
- Performed plan review and construction inspection of 14.5 million square feet of non-residential structures.
- Issued 565 new single family residential building permits; an increase of 80% over FY20.
- Issued building permits for 2,033 multi-family residential units; an increase of 780% over FY20.
- Provided better customer service by implementing 100% electronic submittals and electronic plan reviews.
- Processed three annexations of land into the city totaling over 420 acres in the Loop 303 corridor (Reems Ranch, Falcon Park 303, and the Cubes at Glendale).
- Initiated design review for major projects, including Crystal Lagoons, several industrial/warehousing facilities in the Loop 303 corridor, and over a dozen substantial multi-family projects.

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>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
<i>Number of service requests filed</i>	360	279	377	400
<i>Number of filed cases</i>	370	331	444	450
<i>Planning customers/visits assisted at the Development Services Center counter and telephone calls *</i>	3,600	7,840*	9,792*	9,850*

*Calls included due to COVID-19

<i>Strategic Objective</i>	Optimize Processes & Services			
<i>Department Strategic Initiative</i>	95% of all plan review submittals are completed within two review cycles			
<i>Intended Result</i>	Thorough and expedient review of construction plans support the development of our community			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Number building permits issued	6,000	5,723	6,200+	6,400+
Number of plan reviews completed	4,864	3,840	4,200+	4,500+
Number of plan reviews completed electronically	650	3,215	4,200+	4,500+
% of submitted plans approved at first review	78%	79%	75%	80%
% of submitted plans approved at second review	19%	18%	22%	18%
% of submitted plans requiring 3 or more reviews	3%	3%	3%	2%

Development Services (18)
Budget by Categories of Expenditures

Group	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
Personnel Services	5,219,066	4,214,428	4,214,428	4,672,380	457,953	10.87%
Services and Supplies	569,782	418,864	435,364	322,344	-96,520	-23.04%
Internal Charges	431,524	354,351	354,351	466,432	112,081	31.63%
Grand Total	6,220,371	4,987,642	5,004,142	5,461,156	473,513	9.49%

Fund & Department Number Budget by Program

Fund / Org	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
(1000-10001810) Planning	1,399,849	1,642,022	1,642,022	1,576,961	-65,061	-3.96%
(1000-10001811) Building Safety	2,819,007	3,111,385	3,111,385	3,641,300	529,916	17.03%
(1000-10001812) Code Compliance	1,784,960	0	0	0	0	0.00%
(1000-10005006) Mapping and Records	212,881	234,236	234,236	242,894	8,658	3.70%
(2160-21605258) Planning Donations	3,674	0	16,500	0	0	0.00%
Grand Total	6,220,371	4,987,642	5,004,142	5,461,156	473,513	9.49%

**Development Services
Staffing by Program**

Fund / Org	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Change in Budget
(1000-10001810) Planning	11.00	12.00	12.00	0.00
(1000-10001811) Building Safety	26.00	26.00	31.00	5.00
(1000-10001812) Code Compliance	18.00	0.00	0.00	0.00
(1000-10005006) Mapping and Records	2.00	2.00	2.00	0.00
Grand Total	57.00	40.00	45.00	5.00

Performance Report



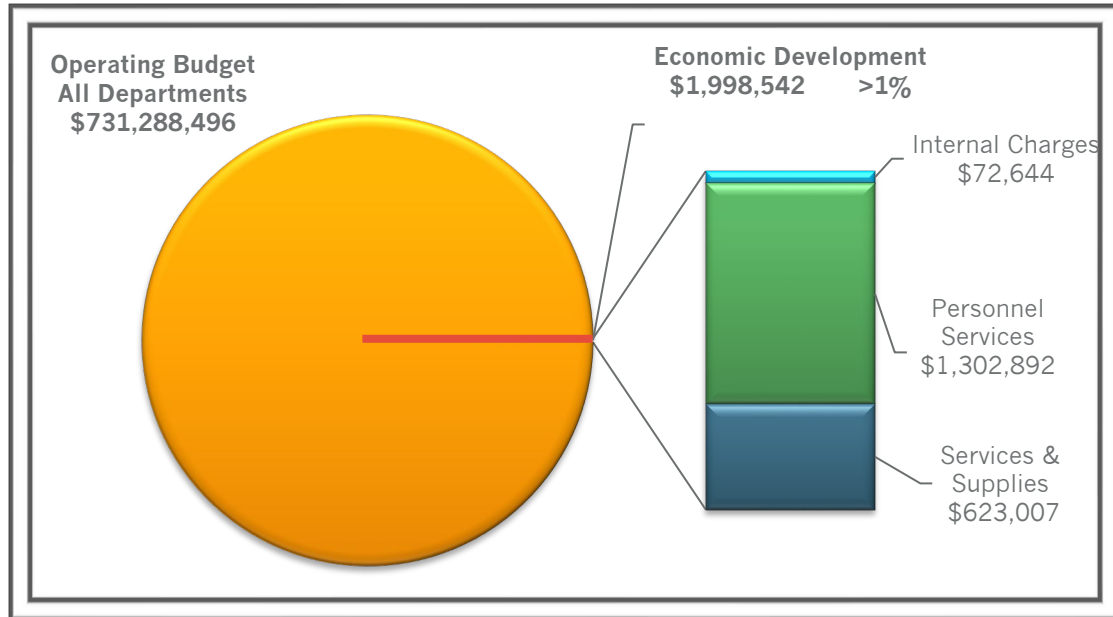
Mission Statement

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 \$731 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 Development Activity

Land Rover, Jaguar and Volvo Open for Business

In FY21, Land Rover, Jaguar and Volvo all opened new luxury car dealerships, joining BMW along the Beardsley Curve in the city's growing Luxury Auto Complex.

Brooklyn Bedding

On February 17, 2021, Brooklyn Bedding broke ground on a nearly 650,000 sqft headquarters and manufacturing facility. In addition to the excitement regarding this project in the Ocotillo District, it is important to note that this is the first of this type of project to take advantage of the Opportunity Zone program.

Andrews Refrigeration Coming to Glendale

Andrews Refrigeration made the decision to move their company to the City of Glendale in FY21. The company was established in 2013 and currently has over 135 employees. Once operational, the veteran owned business will be hiring additional positions. The 40,000 SF campus and headquarters will be located on the SEC of 59th Avenue and

Missouri in the Ocotillo District. This site will include Office, Service, Fabrication and Warehouse.

Dynarex

Dynarex Corporation, a medical equipment and supply wholesaler based in Orangeburg, New York, signed a lease on 250,000 sqft in the Glen Harbor Airpark area. The space is the remaining portion of the 620,000 sqft space originally occupied by Conair. The space will serve as the company's Southwest regional distribution facility.

Amazon Brings Sorting Facility to Glendale

In FY21, Amazon announced that it started construction on a 270,000 sqft sorting facility in the Loop 303 area. This is the fourth center of this type announced by the retail giant this year. Other facilities will be in Goodyear, Avondale and Tucson. The Glendale location is expected to be completed in December 2021. It will be located at North Sarival Road and West Glendale Avenue.

Tesla Service Center

In April 2021, the new 30,000 SF Tesla service Center at Westgate was formally announced. Tesla provides remote diagnostics, pre-diagnose repairs and orders parts to enhance the customer service experience. Additional services provided in the free-standing building include retail space and showroom with model vehicles for viewing

Glen 91 Groundbreaking

In FY21, HCW, the developers who brought us Aloft, broke ground on Glen91. This four-story multifamily project will consist of 296 units and is located at 89th Ave. and Glendale. The project is expected to be complete in 2022.

Popstroke

In late FY21, PopStroke announced their expansion into Glendale. Popstroke is a golf-entertainment concept created by Tiger Woods and Greg Bartoli. They worked with YAM Properties to secure a location at Westgate near Dave and Busters. This new experiential destination will be a great addition to Glendale and the Westgate Entertainment District.

Phoenix Children's Hospital

The newly announced Phoenix Children's Hospital-Arrowhead Campus will have 24 inpatient beds, six operating rooms, two minor procedure rooms, 30 emergency bays and trauma rooms and a 45,000 square-foot office building for specialty services such as orthopedics, neurology, cardiology, and oncology. The project will also bring hundreds of jobs to Glendale.

#ShopGlendaleAZ Campaign Launches

The Office of Economic Development partnered with the Glendale Chamber of Commerce on the "#ShopGlendaleAZ" campaign to help promote patronage of Glendale based businesses. The goal of the campaign was to promote safety and social distancing while still supporting local Glendale businesses.

Live! @ Murphy Park Music Series Draws in Crowds to Downtown Glendale

Live! at Murphy Park is proof that music brings people together. The first two weeks of the concert series brought 3,600 people to the downtown area to listen to the free Live! concerts. Staff promoted the event through digital billboards, flyers, local and online newspapers, social media, the Glendale Chamber, and merchant communications. The attendance each evening has varied from 150 – 1000+ people. Merchants designed custom guitar art that hang in the park for guests to view and enjoy.

Crystal Lagoon Island Resort and Mattel Announcement

Global entertainment and experiential leader, Crystal Lagoons® chose Glendale for a one-of-a-kind attraction. The main feature of the project will be an 11-acre Public Access Lagoon™ that will be up to 10-feet deep. Crystal Lagoons® is the world's leader in water innovation and technology, which transforms any corner of the world into an idyllic beach paradise, making them the perfect fit for the Sports & Entertainment District. With developments across the globe including Dubai, Japan, Brazil and South Korea, the private investment once again puts Glendale on the world stage as an entertainment hub. Additionally, it was announced in late FY21 that a Mattel-themed adventure park will be built alongside the lagoon, featuring a Hot Wheels rollercoaster, a Thomas & Friends indoor theme park, go-karts and much more.

Glendale Among Top 20 US Cities Bouncing Back

The City of Glendale ranked number 11 in the country for unemployment rates that are improving the most and bouncing back from the COVID-19 pandemic. Nine Valley cities were featured in an article from AZ Big Media, including Glendale, published on July 2, 2020. The article features the 20 cities across the United States that are the fastest in bouncing back from the height of challenges as a result of the global COVID-19 experience. The rating is based on changes in the unemployment rate. What our city learned during the last financial crisis has been put to practice by this Council and has minimized the overall effects to our City, businesses and residents.

Business Support Services Program Manager Position

In November 2020, City Council gave direction to the Economic Development Department to hire a full time employee that would serve in the role of Business Support Services Program Manager focused on a variety of business outreach duties, including an emphasis on efforts to fill commercial vacancies. The position was successfully filled in January of 2021.

ARTS & CULTURE

Glendale Arts

Glendale's IN FLUX art piece located at City Hall was featured in a Phoenix New Times story. The article promoted the pieces of art across the valley as a way to explore art in the era of Covid. The piece included a photo of Matthew Baral's 'Three Arcs' oak piece. It is the only piece located indoors.

Performing Arts Projects Made Possible by Glendale Art Grants

In October 2020, the Council approved twelve Arts Commission-recommended performing arts projects scheduled to take place for FY21. Performances included The

Phoenix Theatre Company presenting Partners That Heal (PTH), a creative drama program for patients in the pediatric wing at Banner Thunderbird Hospital, as well as an interactive dance troop in LED lights that performed during the holiday in downtown Glendale, to name a few.

Arts- Family Advocacy Center Mural

On Thursday, March 25, 2021, the Arts Commission approved funding for a new mural for the exterior north wall of the Glendale Family Advocacy Center, 6830 N. 57th Drive. Through the work of incredibly dedicated professionals at the Center, survivors of crime, receive vital support services that help set them on a path of hope, healing and beyond. For this project, the artist/artist team shall be competitively selected by a panel of stakeholders. The artist(s) will work with the community and area schools in developing and creating a design that will speak to the transformative powers of advocacy. The project is slated for completion by the end of fall 2021.

The Glendale Poetry Slam

The Glendale Poetry Slam series launched in FY21, in which poets read or perform their work in front of a live audience. The events are held at the Marty Robbins Plaza in Downtown Glendale on scheduled Saturdays throughout the year.

Goals, Objectives, and Performance Measures

<i>Strategic Objective</i>	Improve Community Experience			
<i>Department Strategic Initiative</i>	Leverage industry resources to increase Glendale’s visibility in the local, state, and national markets and promote Glendale through recruitment initiatives			
<i>Intended Result</i>	Increase the number of businesses and jobs in our community to ensure long-term financial stability			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
<i>New Businesses & Expansions</i>	12	15	13	15
<i>Jobs Generated</i>	765	1,695	1,500	2,000
<i>Participation in Recruitment Initiatives</i>	12	13	12	15

<i>Strategic Objective</i>	Improve Community Experience			
<i>Department Strategic Initiative</i>	Provide direct assistance to small businesses by connecting them with information, experts, and programs for business development.			
<i>Intended Result</i>	Entrepreneurial small business in Glendale is a fundamental component of our economy.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
<i>ASU Startup School Classes</i>	12	12	0	12
<i>Direct Assistance – Small Business (Hours)</i>	250	525	1,000	1,500

<i>Strategic Objective</i>	Improve Purposeful Communication			
<i>Department Strategic Initiative</i>	Proactively share information about businesses expansions, new locates, City programs, and economic development efforts to relevant target audiences.			
<i>Intended Result</i>	Increased public awareness about economic opportunities in Glendale.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Social Media Impressions	20,000	400,000	500,000	600,000
Press Releases/ Media Outreach	30	45	37	40
Followers: Instagram, Facebook, Twitter	130, 90, 80	415, 400,190	920, 1,050, 275	1,020, 1,150, 325

<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>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Targeted Outreach Contacts	968	756	550	1,000
Business Assistance Events	7	5	10	15

<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>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Number of people attending public art programs	17,500	20,000	10,000	24,000
Number of partners providing arts programming to Glendale residents	24	29	21	30

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

Group	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
Personnel Services	1,015,086	1,080,438	1,080,438	1,302,892	222,453	20.59%
Services and Supplies	499,378	623,007	523,497	623,007	0	0.00%
Internal Charges	39,403	49,698	49,698	72,644	22,946	46.17%
Grand Total	1,553,868	1,753,143	1,653,633	1,998,542	245,399	14.00%

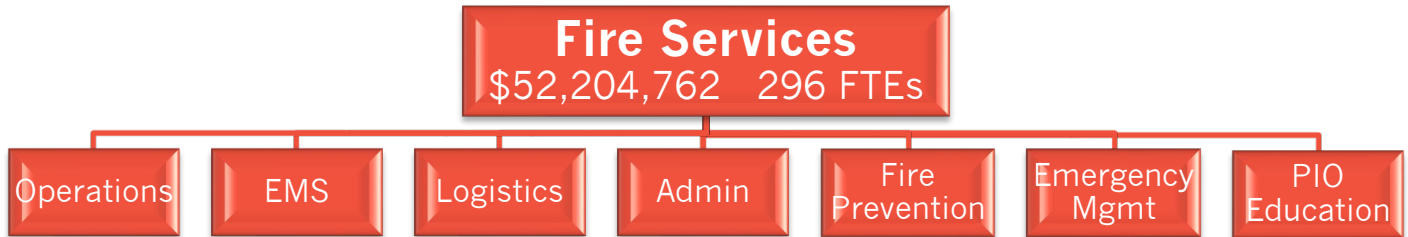
Fund & Department Number Budget by Program

Fund / Org	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
(1000-10001910) Economic Development	968,869	1,135,660	1,125,460	1,263,276	127,616	11.24%
(1000-10005007) Business Development	330,358	277,027	287,227	316,256	39,229	14.16%
(2110-21101911) Arts Program	254,641	340,456	240,946	419,011	78,555	23.07%
Grand Total	1,553,868	1,753,143	1,653,633	1,998,542	245,399	14.00%

Economic Development Staffing by Program

Fund / Org	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Change in Budget
(1000-10001910) Economic Development	7.00	7.00	8.00	1.00
(2110-21101911) Arts Program	1.00	1.00	2.00	1.00
Grand Total	8.00	8.00	10.00	2.00

Performance Report



Mission Statement

Be Safe, Be Nice & Be Accountable

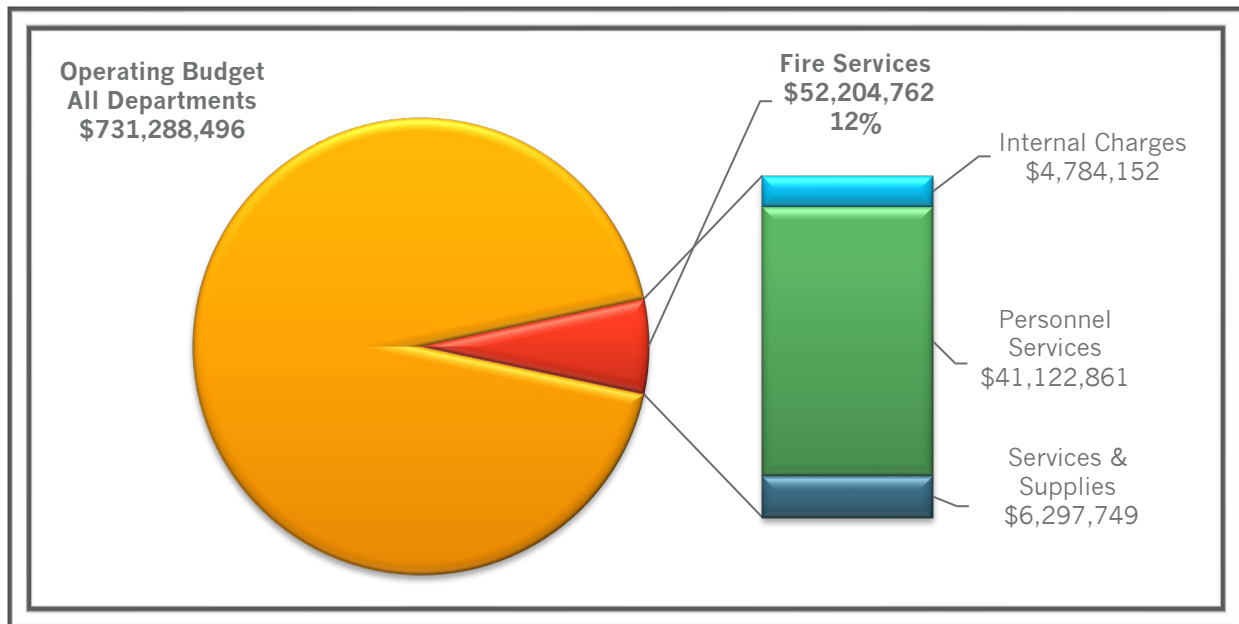
Department Description

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 \$731 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

Finalized plans and began conversion/upgrade of all station apparatus bay exhaust systems. Two stations complete (155, 157); remainder are scheduled for completion by December 17, 2021.

- Provided PPE (masks, gloves, eye protection, gowns, sanitizer) and associated decontamination equipment to all GFD, GPD, and West Valley public safety agencies (MMRS cache) personnel. Able to maintain adequate cache amounts and supply chains throughout the pandemic.
- Obtained asset and inventory management software to propel us into 21st century tracking and record keeping.
- Developed and implemented a virtual inspection process during the COVID-19 pandemic to accommodate child and elderly care facilities as well as license inspections for various group homes.
 - Completed 98 Virtual Inspections during the COVID crisis.
 - Utilized video chat, and in some cases, recorded video from the customer
 - Live video chat was accomplished via Facetime, Zoom, Teams and Skype.Estimate that we saved approximately 25 staff hours by eliminating the travel component: $(98 \text{ hours} * 15\text{-minute travel per inspection} = 1470 \text{ minutes} / 60 = 24.5 \text{ hours})$

- Joint effort with Building Safety to establish a “no work certificate of occupancy” inspection process.
 - Assisted property owners and potential new tenants by providing a courtesy Fire and Building Safety pre-occupancy inspection to avoid potential future issues.
 - Verified the proposed use is consistent with the building condition, zoning classification and life safety features.
 - Reviewed, inspected and processed approximately 640 business license requests.
- Crisis Response (CR) Interns and Volunteers logged 25,580.5 hours with an estimated value of \$730,067.47.
- CR Units were dispatched to 2036 incidents.
- CR Supervised - Total interns: 33
 - o Arizona State University: 10 Bachelors of Social Work, 13 Masters of Social Work
 - o Northern Arizona University: 3 Bachelors of Social Work, 2 Masters of Social Work
 - o Walden University: 2 Masters of Social Work
 - o Our Lady of the Lake (TX): 1 Masters of Social Work
 - o Montreat College (NC):1 Outdoor Education
 - o St. Mary’s University of Minnesota: 1 Human Services
- Complex Case Management Unit opened 102 new case management referrals and closed 92 cases.

Goals, Objectives, and Performance Measures

<i>Strategic Objective</i>	Optimize Processes & Services			
<i>Department Strategic Initiative</i>	Ensure proper support and deployment of staffing, apparatus and equipment to provide fast, effective emergency response.			
<i>Intended Result</i>	Our community receives effective and efficient all hazards response and is assured of the long-term sustainability of quality services.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Response time at the 90 th percentile of emergency calls. (Turnout and Travel) Code 3.	7:22	7:20	7:20 (7:12)	7:20
Glendale fire suppression calls	2,135	2,622	2,790 (1,857)	2,874
Glendale ALS and BLS calls	28,586	28,634	28,600 (19,062)	29,458
Glendale other call types	1,515	1,507	1,200 (805)	1,236
Automatic Aid Received	5,454	5,543	5,500 (3,651)	5,665
Automatic Aid Given	7,689	7,730	7,160 (4,769)	7,375
Insurance Services Office (ISO) rating	1	1	1	1
<i>Strategic Objectives</i>	Strengthen Workforce Development Strengthen Workforce Culture			
<i>Department Strategic Initiative</i>	Annual training of department personnel to maintain compliance with State and National standards.			

<i>Intended Result</i>	We deliver superior customer service; and, have a culture of continuous assessment, progressive management, and quality personnel practices.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Average number of training hours per Firefighter	200	210	180	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%

<i>Strategic Objectives</i>	Optimize Processes & Services Improve Community Experience			
<i>Department Strategic Initiative</i>	Provide fair, consistent, and comprehensive plans review and inspections; Investigate structure fire origin and cause to identify potential prevention measures.			
<i>Intended Result</i>	Reduce the loss of lives and property by incorporating effective fire prevention measures in community development.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Number of inspections completed	3,579	3,400	2,167	3,400
Number of new construction inspections	1,150	1,250	1,554	1,500
Number of plans reviewed	1,427	1,500	1,196	1,200
Requests for services*	840	900	1,643	1,000
Structure Fire Investigations	71	124	122	110
Special Event Inspections	255	225	52	120

*This database information is tracked and entered based on calendar year.

<i>Strategic Objectives</i>	Improve Purposeful Communication Improve Stakeholder Engagement			
<i>Department Strategic Initiative</i>	Promote safety awareness in the community through proactive life safety and fire prevention education programs.			
<i>Intended Result</i>	Reduction in loss of life and property within our community.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Number of life safety classes and events held annually	517	239	250	500
Customer contacts	18,297	8,718	10,000	12,200

Fire Services (20)
Budget by Categories of Expenditures

Group	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
Personnel Services	41,075,340	45,234,388	45,307,635	41,122,861	-4,111,526	-9.09%
Services and Supplies	4,809,592	5,444,100	5,877,462	6,297,749	853,649	15.68%
Internal Charges	3,000,218	3,025,608	3,025,608	4,784,152	1,024,789	33.87%
Grand Total	48,885,150	53,704,096	54,210,704	52,204,762	-2,233,088	-4.16%

Fund & Department Number Budget by Program

Fund / Org	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
(1000-10002010) Fire Administration	2,210,954	2,345,113	2,401,127	3,058,042	-20,826	-0.89%
(1000-10002011) Fire Operations	37,527,698	38,520,082	38,523,200	34,860,849	-3,659,233	-9.50%
(1000-10002012) Fire Special Operations	16,632	47,625	44,625	47,625	0	0.00%
(1000-10002013) Fire Resource Management	3,709,462	3,933,858	3,920,341	4,467,083	533,225	13.55%
(1000-10002014) Fire Training	33,632	49,219	49,219	49,854	635	1.29%
(1000-10002015) Fire Medical Services & Health	253,066	376,563	480,279	450,763	74,200	19.70%
(1000-10002016) Fire Emergency Management	578,453	675,991	634,991	625,896	-50,095	-7.41%
(1000-10002017) Fire Marshal's Office	1,064,088	1,208,415	1,208,415	1,301,020	92,605	7.66%
(1000-10002018) Fire Community Services	6,454	28,258	27,258	24,901	-3,357	-11.88%
(1000-10002019) LA Services	1,097,851	1,198,811	1,198,811	993,588	-205,223	-17.12%
(1000-10002020) Logistics Ops	87,636	17,272	9,754	7,544	-9,729	-56.33%
(1000-10002021) Glendale Health Center	27,357	111	111	0	-111	-100.00%
(1000-10005009) Fire - Fiesta Bowl Event	14,028	64,723	64,723	54,489	-10,234	-15.81%
(1000-10005010) Stadium - Fire Event Staffing	9,528	17,674	35,348	17,674	0	0.00%
(1000-10005011) Arena - Fire Event Staffing	165,689	315,306	261,590	254,380	-60,926	-19.32%
(1000-10005012) CBRanch - Fire Event Staffing	58,213	128,371	128,371	85,679	-42,692	-33.26%
(1000-10005076) Fire-Crisis Response	8,758	10,000	10,000	10,000	0	0.00%
(1000-10005077) Fire-Health & Safety	126,968	261,583	229,221	261,583	0	0.00%
(1000-10005078) Fire-Turnout Program	191,223	527,856	607,856	713,900	186,044	35.25%
(2160-21604020) Grants-Fire Services	0	3,028,831	2,985,831	3,689,087	660,256	21.80%
(2160-21605201) Fire AZDOHS Grants	496,441	0	186,700	0	0	0.00%
(2160-21605203) Fire AZ Forestry Grants	173,897	0	175,000	0	0	0.00%
(2160-21605208) Fire Miscellaneous Grants	28,347	0	26,500	0	0	0.00%
(2160-21605209) Fire Donation Accounts	2,605	0	53,000	0	0	0.00%
(2200-22002023) PS Training Ops - Fire	996,169	948,434	948,434	1,230,806	282,372	29.77%
Grand Total	48,885,150	53,704,096	54,210,704	52,204,762	-2,233,088	-4.16%

**Fire Services
Staffing by Program**

Fund / Org	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Change in Budget
(1000-10002010) Fire Administration	16.00	16.00	17.00	1.00
(1000-10002011) Fire Operations	237.00	241.00	241.00	0.00
(1000-10002013) Fire Resource Management	7.00	7.00	7.00	0.00
(1000-10002016) Fire Emergency Management	3.00	3.00	3.00	0.00
(1000-10002017) Fire Marshal's Office	10.00	10.00	10.00	0.00
(1000-10002019) LA Services	5.00	5.00	4.00	-1.00
(1000-10002020) Logistics Ops	1.00	1.00	0.00	-1.00
(2160-21604020) Grants-Fire Services	0.00	0.00	8.00	8.00
(2200-22002023) PS Training Ops - Fire	5.00	5.00	6.00	1.00
Grand Total	284.00	288.00	296.00	8.00

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.

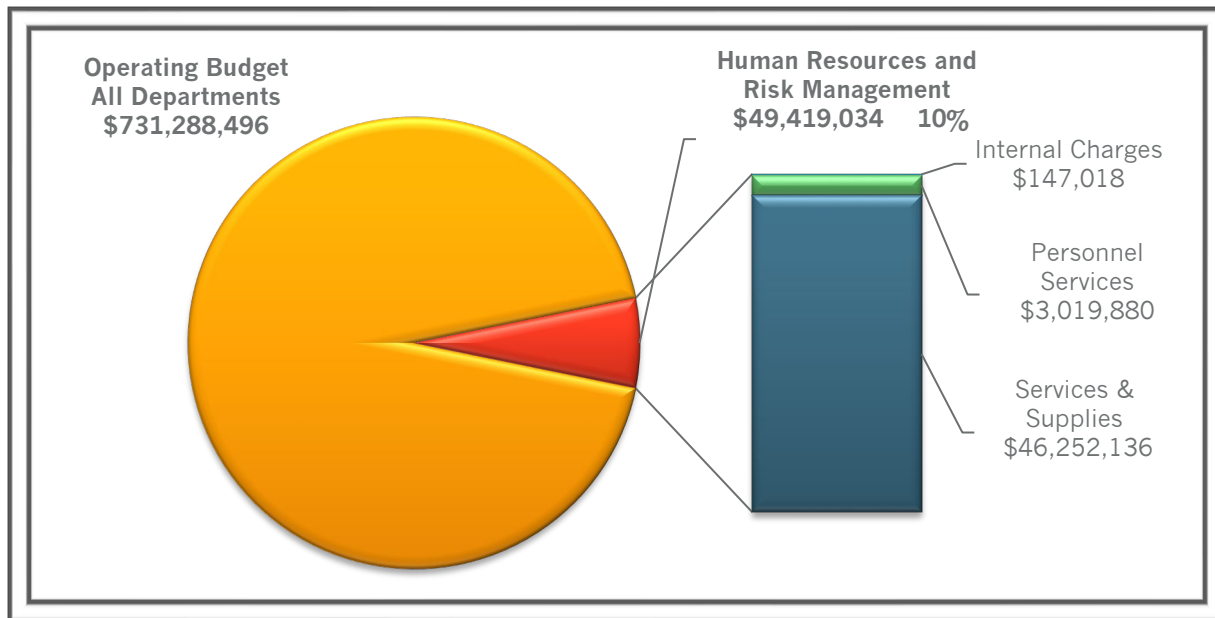
Classification & Compensation - Implements and maintains the classification and compensation structure, policies and practices which include the following:

- 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 \$731 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

- Successfully managed through the COVID-19 Pandemic by:
 - Implementing and administering Public Health Emergency Leave for all Glendale employees
 - Managing the Emergency Family Medical Leave Act
 - Working with IT and all Departments on transitioning over 300 employees to telework status
 - Managing and tracking employee quarantine process and return to work plan
 - Assisted Emergency Operations with securing and providing the vaccine to City employees
- Implemented Employee Success Factors and revised Employee Performance Review process
- Conducted a highly successful benefits open enrollment with 100% participation. Instituted two new incentive programs for those employees who are non-smokers and those who have been vaccinated against COVID-19.

Goals, Objectives, and Performance Measures

<i>Strategic Objectives</i>	Strengthen Workforce Culture Strengthen Workforce Development			
<i>Department Strategic Initiatives</i>	<ol style="list-style-type: none"> 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>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
<i>Number of organizational diversity events held</i>	8	3	No in-person events	4
<i>Number of diversity training opportunities held</i>	36	7	6 (virtual)	10
<i>Number of employees attending diversity training/events</i>	1300	498	279	700
<i>Our employee diversity ratio reflects the Glendale community</i>	**See below	**See below	**See below	**See below

***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%

***New Hires FY19/20 Actual** – White 52.6%, Black/AA 6.8%, Hispanic Latino 33.9%, Asian 2.1%, Native Hawaiian and Other Pacific Islander 1.6%, American Indian 0%, 2 or more Races 2.0%

****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)

****Community and Employee Ratios FY19/20 Actual** – White 48.6% Community (62.1%EE), Black/AA 5.1% Community (5.0%EE), Hispanic/Latino 37.3% Community (26.1%EE), Asian 4.3% Community (2.5%EE), American Indian 1.6% Community (0.9%EE), Native Hawaiian and Other Pacific Islander 0.2% Community (0.3%EE), 2 Or More Races 4.2% Community (2.1%EE)

<i>Strategic Objective</i>	Improve Resource Alignment			
<i>Department Strategic Initiatives</i>	<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. 			
<i>Intended Result</i>	Maintain a fiscally sustainable employee benefits program that provides high quality healthcare which promotes and enhances the well-being of employees.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Cost increases remain at or below the medical trend.	7-1-18 1% below medical trend	7-1-19 3.7% below medical trend	7-1-20 3.8% below medical trend	2.3% below medical trend
Increase enrollment in the wellness program.	645	557	485	15% increase in enrollment

<i>Strategic Objectives</i>	Improve Resource Alignment Improve Asset Management			
<i>Department Strategic Initiative</i>	<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. 			
<i>Intended Result</i>	Implement and maintain a competitive non-represented compensation structure, policy, practices and philosophy to attract, motivate and retain highly skilled employees.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Reduce turnover for non-represented employees	8.6%	13.7%	10.6%	8.0%
Salary ranges are within +/- 5% of the average midpoint for comparative organizations	Study not conducted	At +/- 5% 7-1-20	Study not conducted	Remain at +/-5%

<i>Strategic Objectives</i>	Improve Resource Alignment Improve Asset Management			
<i>Department Strategic Initiatives</i>	<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. 			
<i>Intended Result</i>	Provide and maintain a low risk, safe environment for City of Glendale employees and its citizens.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Utilize in-house counsel 50% (when practical) to reduce legal fees.	61%	38% in house**		
Open (filled/served)	18	16	50%	50%
Closed (settled, prevailed or dismissed)	34	10		
Internal counsel assigned	32	6		
Outside counsel assigned	20	10		
*Experience Modification Rate for Workers' Compensation Claims at 1.0 or less. The average for city and county employers is 1.04%	As of 12/31/19 .90	As of 12/31/20 .90	.90	.90
Maintain total operating cost of risk at < 3%	.0166%	.028%	<3%	<3%

*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) **Due to nature of litigation & workload outside counsel was needed

Human Resources (21)
Budget by Categories of Expenditures

Group	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
Personnel Services	2,461,531	2,643,987	2,643,987	3,019,880	375,892	14.22%
Services and Supplies	34,512,548	41,407,630	41,407,630	46,252,136	4,029,223	9.73%
Internal Charges	214,288	129,106	129,106	147,018	17,912	13.87%
Grand Total	37,188,367	44,180,723	44,180,723	49,419,034	4,423,028	10.01%

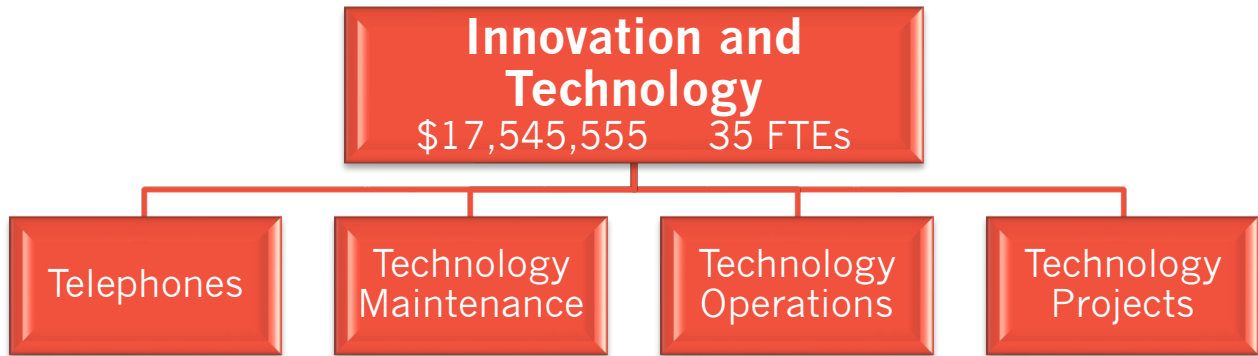
Fund & Department Number Budget by Program

Fund / Org	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
(1000-10002110) Human Resource Administration	711,726	2,144,849	2,144,849	2,282,994	138,145	6.44%
(1000-10002112) Organizational Development	126,811	138,810	138,810	413,584	274,775	197.95%
(1000-10005014) Employment Services	382,035	907	907	0	-907	-100.00%
(1000-10005015) Employee Relations	307,165	729	729	0	-729	-100.00%
(1000-10005016) Compensation	247,498	89	89	0	-89	-100.00%
(1000-10005017) Employee Programs	34,278	60,000	60,000	60,000	0	0.00%
(1000-10005018) Benefits	422,107	2,004	2,004	1,003	-1,000	-49.92%
(7010-70102113) Risk Management	3,920,455	4,624,968	4,624,968	6,611,452	1,986,484	42.95%
(7020-70202114) Workers' Compensation	3,412,579	4,750,076	4,750,076	6,360,703	1,610,626	33.91%
(7020-70205098) Presumptive Cancer Care	0	0	0	815,283	0	0.00%
(7030-70305019) Benefit Programs	27,623,713	32,458,292	32,458,292	32,874,015	415,723	1.28%
Grand Total	37,188,367	44,180,723	44,180,723	49,419,034	4,423,028	10.01%

Human Resources Staffing by Program

Fund / Org	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Change in Budget
(1000-10002110) Human Resource Administration	4.00	17.00	17.00	0.00
(1000-10002112) Organizational Development	1.00	1.00	1.00	0.00
(1000-10005014) Employment Services	3.00	0.00	0.00	0.00
(1000-10005015) Employee Relations	3.00	0.00	0.00	0.00
(1000-10005016) Compensation	2.00	0.00	0.00	0.00
(1000-10005018) Benefits	4.00	0.00	0.00	0.00
(7010-70102113) Risk Management	2.00	2.00	2.00	0.00
(7020-70202114) Workers' Compensation	2.00	3.00	3.00	0.00
Grand Total	21.00	23.00	23.00	0.00

Performance Report



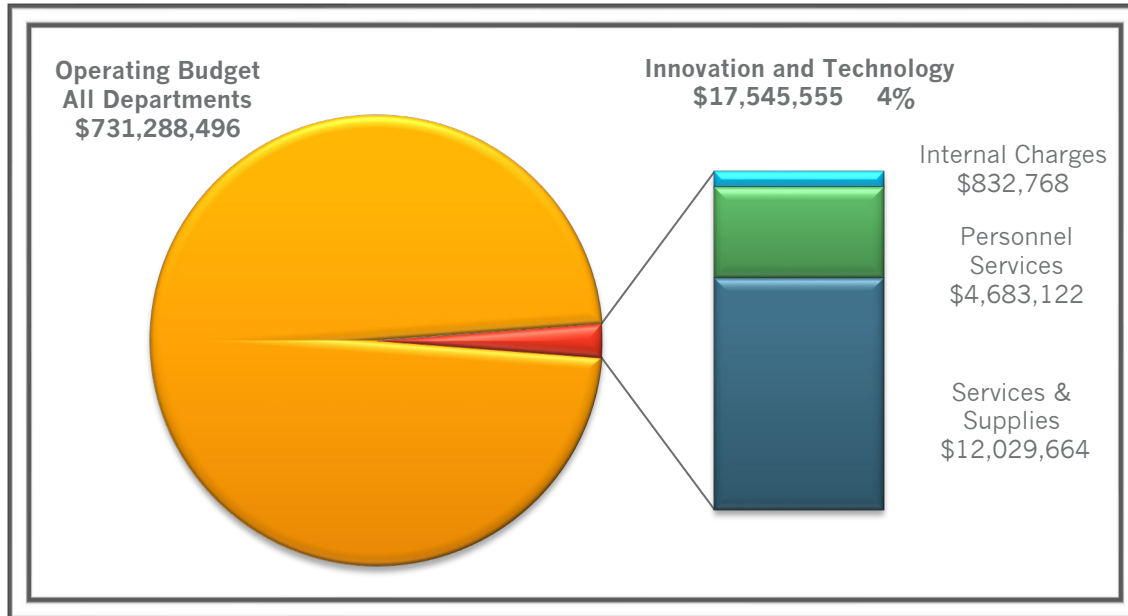
Mission Statement

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 \$731 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

- COVID-19 Remote Work Force Enablement
- Implemented a new Cyber Security Training Program
- Implemented a Business License Citizen Portal
- Provided digital wallet payment options for Utility & Business Licensing customers
- Improved network resiliency
- Implemented Digital Plan Review
- Created GIS Dashboards for GPD, Sales Tax and Library
- Developed a Sales Tax Application which improved the ability for Finance staff to research account information
- Implemented a centralized risk management solution for incidents and claims

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>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Service Level Agreement (SLA) Compliance	90.98%	92.88%	94.96%	95.00%
Tickets Not Re-opened	97.63%	97.63%	97.84%	98.80%
Customer Satisfaction Rating	96.62%	98.50%	98.69%	98.75%
Number of Computers Replaced per Year	384	797	118	403

*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 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
Personnel Services	3,192,350	3,918,758	3,918,758	4,683,122	764,364	19.51%
Services and Supplies	9,385,036	11,684,413	11,591,663	12,029,664	345,251	2.95%
Internal Charges	59,823	146,091	146,091	832,768	686,678	470.03%
Grand Total	12,637,209	15,749,262	15,656,512	17,545,555	1,796,293	11.41%

Fund & Department Number Budget by Program

Fund / Org	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
(7050-70502210) Innovation & Tech Operations	6,090,589	7,314,207	7,571,457	9,154,053	1,839,846	25.15%
(7050-70502211) Telephones	779,758	942,241	942,241	945,971	3,730	0.40%
(7050-70502212) Innovation & Tech Maintenance	1,382,836	1,466,044	1,116,044	1,542,686	76,642	5.23%
(7060-70602213) Technology Projects	4,384,026	6,026,770	6,026,770	5,902,845	-123,925	-2.06%
Grand Total	12,637,209	15,749,262	15,656,512	17,545,555	1,796,293	11.41%

Innovation and Technology Staffing by Program

Fund / Org	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Change in Budget
(7050-70502210) Innovation & Tech Operations	30.00	31.00	34.00	3.00
(7050-70502211) Telephones	1.00	1.00	1.00	0.00
Grand Total	31.00	32.00	35.00	3.00

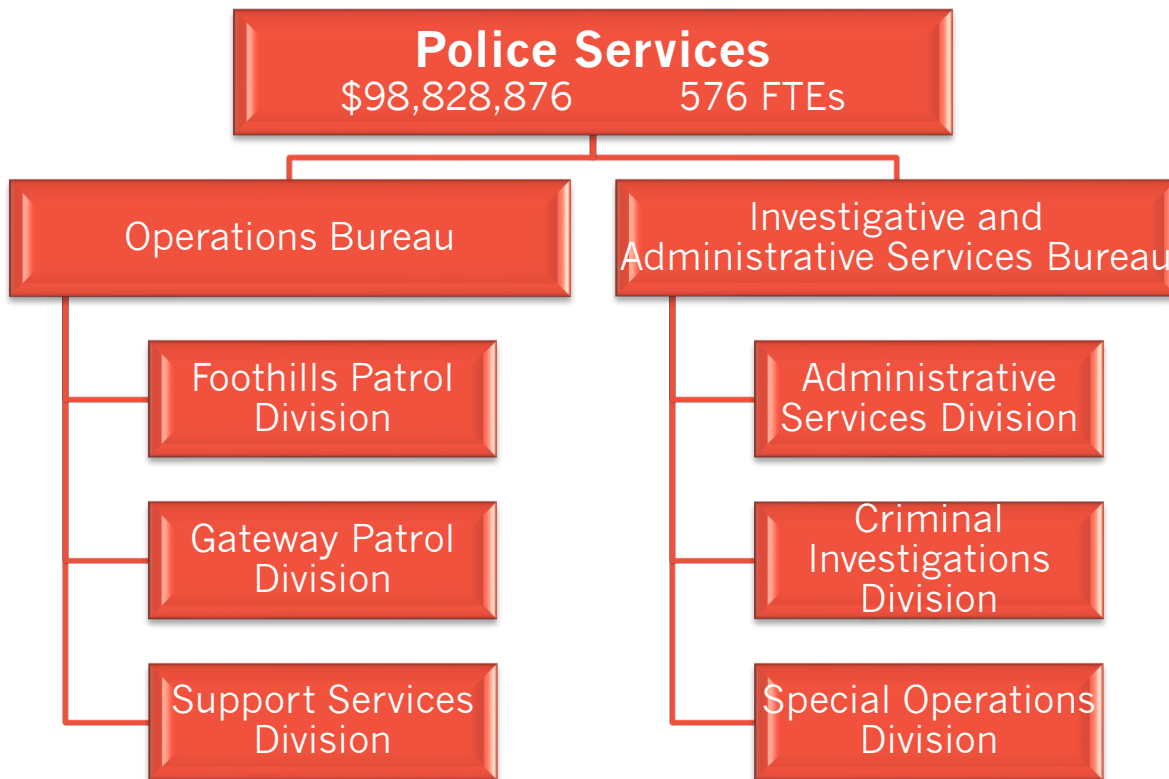
**Non-Departmental (23)
Budget by Categories of Expenditures**

Group	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
Personnel Services	199,955	215,000	215,000	260,365,000	260,150,000	121000.00%
Services and Supplies	12,606,117	10,302,040	11,302,040	10,747,634	445,594	4.33%
Internal Charges	80,000	0	0	0	0	0.00%
Grand Total	12,886,072	10,517,040	11,517,040	271,112,634	260,595,594	2477.84%

Fund & Department Number Budget by Program

Fund / Org	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
(1000-10002310) Non-Departmental	12,150,018	10,317,040	10,317,040	10,962,634	645,594	6.26%
(1000-10002313) COVID-19 TRACKING	639,659	0	1,000,000	0	0	0.00%
(1000-10002315) POB Bond Non-Departmental	0	0	0	260,000,000	260,000,000	0.00%
(1000-10005204) Fire CARES Grant	-7,784,889	0	0	0	0	0.00%
(1000-10005224) Police CARES Grant	-12,295,967	0	0	0	0	0.00%
(2100-21004023) Utility Bill Don-FrmtheHeart	96,395	200,000	200,000	150,000	-50,000	-25.00%
(2160-21605204) Fire CARES Grant	7,784,889	0	0	0	0	0.00%
(2160-21605224) Police CARES Grant	12,295,967	0	0	0	0	0.00%
Grand Total	12,886,072	10,517,040	11,517,040	271,112,634	260,595,594	2477.84%

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

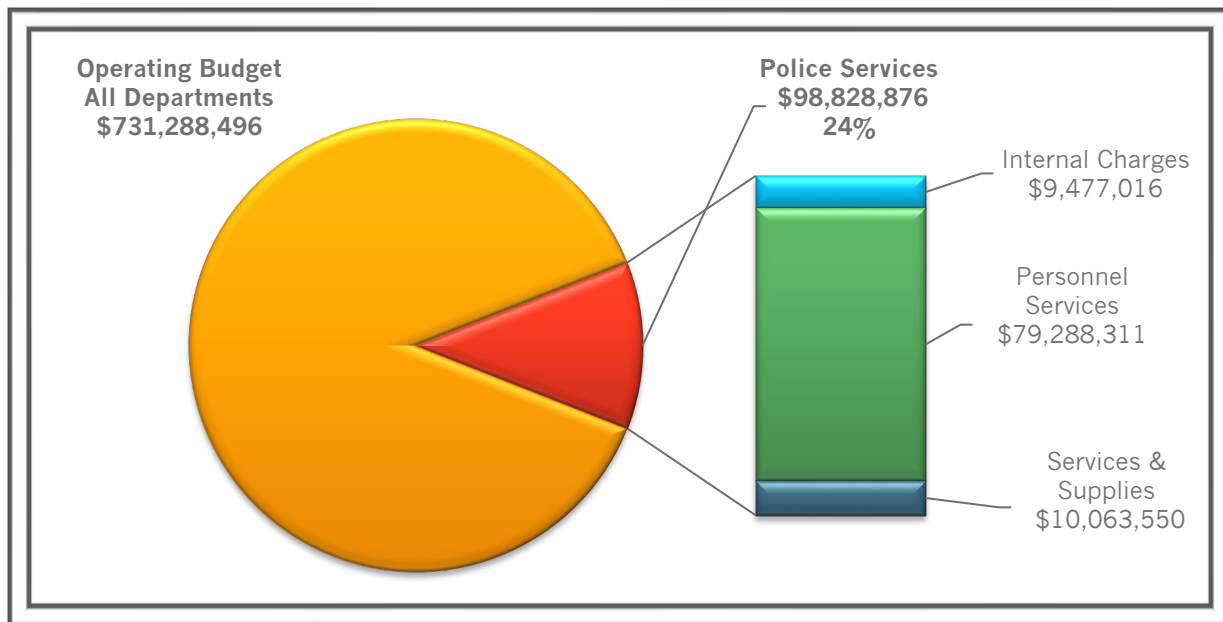
The Glendale Police Department is committed to serving the people of Glendale with the highest quality services in preventing crime, maintaining order, and providing support to numerous events held within the city. The organization continues to emphasize the development of professional knowledge and 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 \$731 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

- Co-founded and implemented the West Valley Investigative Response Team (WVIRT) with the cities of Peoria, Avondale, Tolleson, Buckeye, Wickenburg, El Mirage and Surprise (enhanced public trust and transparency in investigating officer involved critical incidents)
- Coordinated and entered into an IGA with West Valley cities for joint mobile field force trainings and deployments to better serve all communities in the west valley with proper resources to handle planned and unplanned protests and civil unrest.
- Implemented Jail Cost Reduction Plan for MCSO by changing transport times to after midnight, which resulted in cost savings of (\$12k per month)
- Implemented review of quarterly Regional Wireless Cooperative invoice to identify radios not being utilized, which reduced cost by \$25k annually
- Increased online reporting by 20% to enhance service and reduced calls for service to patrol
- Enhanced Real Time Crime Center (RTCC) capabilities through new business partnerships
- Implemented Unmanned Aerial System Program “Drone as a First Responder” (DFR) that will enhance our response to calls for service
- Leveraged federal and state grants totalling \$1.3 million, which offset the cost of equipment, supplies and overtime for RTCC, DUI Enforcement, SWAT and Crimes Against Children
- Established Inter-Governmental Agreements (IGAs) with 14 other police agencies around the valley to work special events at the stadium with a cost savings of 20%
- Entered into a project with Arizona State University and Google to develop a process for analyzing annual beat boundaries and deployment

Goals, Objectives, and Performance Measures

<i>Strategic Objective</i>	Improve Community Experience			
<i>Department Strategic Initiatives</i>	Decrease the level of crime Increase satisfaction of police services.			
<i>Intended Result</i>	Reduced violent and property crime			
<i>Performance Measures*</i>	<i>CY2019 Actual</i>	<i>CY2020 Actual</i>	<i>CY2021 Estimate</i>	<i>CY2022 Target</i>
UCR Part I - % change:				
Violent Crimes % change	-26.6%	31.0%	-30.6%	-11.3%
Property Crimes % change	-20.6%	-13.6%	-26.1%	-25.2%
UCR Part 1 Crimes	8,982	8,143	5,971	4,577
Violent Crime	857	1,123	779	691
Property Crime	8,125	7,023	5,192	3,886
% of UCR Part I Crimes Cleared	12%	15%	21%	27%
Violent Crimes	28%	26%	23%	9%
Property Crimes	10%	13%	21%	30%
Cleared by Arrest or Submitted to Prosecutor**	12%	15%	21%	27%
Violent Crimes [# / total]	[239/857]	[297/1,123]	[181/779]	[61/691]
Property Crimes [# / total]	[819/8,125]	[941/7,023]	[1,063/5,192]	[1,185/3,886]
	10%	13%	21%	31%

*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.

<i>Strategic Objective</i>	Optimize Processes & Services			
<i>Department Strategic Initiatives</i>	Respond to calls for service in a timely manner Increase proactive patrol Judiciously enforce traffic laws to promote traffic safety			
<i>Intended Result</i>	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.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Calls for Service	185,385	179,469	180,905	N/A
% responses meet desired standard time*:				
Priority 1 Calls	71.3%	80.6%	83.2%	90%
Priority 2 Calls	43.6%	46.0%	46.2%	90%
Traffic collisions with Injuries	1,234	1,262	N/A	N/A
DUI Arrests	528	437	N/A	N/A
Officer initiated call volume	62,135	56,242	55,271	N/A
Traffic Stops	21,988	19,999	16,422	N/A
Communications				
% calls answered in 10 secs. (est.)**	85.9%	90%	90%	90%
% calls dispatched in 60 secs.	Prt. 1: 74.2% Prt. 2: 70.0%	Prt. 1: 85.3% Prt. 2: 76.4%	Prt. 1: 96.4% Prt. 2: 89.2%	Prt. 1: 80% Prt. 2: 72%

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

** Standard changed to 15 seconds April 2020, data only reported 07/01/2019 – 03/31/2020

<i>Strategic Objectives</i>	Strengthen Workforce Development Strengthen Workforce Culture			
<i>Department Strategic Initiative</i>	Develop and maintain a high-quality work force by applying and maintaining professional standards for service.			
<i>Intended Result</i>	A high-quality workforce that is dedicated to enhancing safety and security in the City and providing high quality services to the community.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
<i>Revised policies</i>	56	69	50	50
<i>Training:</i>				
<i>E-Learning sessions*</i>	43	60	70	70
<i>AOT Session conducted*</i>	21	51	65	65
<i>Professional Development Expenditure</i>	\$100,000	\$100,000	\$100,000	\$100,000
<i>Total Investigations Completed</i>	105	105		
<i>Internal Complaints Sustained</i>	6 of 6	3 of 4		
<i>Accidents Sustained</i>	30 of 47	17 of 36	N/A	N/A
<i>Response to Resistance</i>	3 of 18	5 of 22**		
<i>Investigations Sustained</i>	33	36***		

*Training sessions are reported as calendar year

** 2 cases pending Response to Resistance Review Board

*** 2 cases pending further investigation

Police Services (24)
Budget by Categories of Expenditures

Group	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
Personnel Services	83,188,131	86,506,595	86,506,595	79,288,311	-7,218,284	-8.34%
Services and Supplies	7,505,546	9,458,700	10,379,656	10,063,550	604,850	6.39%
Internal Charges	7,684,154	9,101,305	9,101,305	9,477,016	294,183	3.23%
Grand Total	98,377,831	105,066,600	105,987,556	98,828,876	-6,319,251	-6.01%

Fund & Department Number Budget by Program

Fund / Org	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
(1000-10002410) Police Administration	4,270,792	4,297,399	4,296,069	4,785,160	406,234	9.45%
(1000-10002411) Training	4,074,042	4,086,934	4,095,739	4,067,661	-19,273	-0.47%
(1000-10002414) Special Operations	9,241,240	9,163,981	9,161,610	8,507,270	-656,711	-7.17%
(1000-10002416) Crime Investigations	14,276,356	14,995,629	15,016,408	13,552,774	-1,442,855	-9.62%
(1000-10002417) Police Support Services	2,941,648	3,275,134	3,283,418	3,071,412	-203,722	-6.22%
(1000-10002418) Detention	3,097,202	3,218,491	2,660,455	3,121,016	-97,475	-3.03%
(1000-10002419) Communications	3,912,171	4,165,049	4,175,109	4,421,554	256,505	6.16%
(1000-10002420) Towing Administration	87,970	92,185	92,185	136,492	44,307	48.06%
(1000-10002421) Gateway Patrol Division	23,833,728	26,035,835	26,121,088	23,654,280	-2,381,555	-9.15%
(1000-10002422) Foothills Patrol Division	22,604,876	23,179,052	23,363,989	21,432,754	-1,746,298	-7.53%
(1000-10005020) Police Personnel Management	850,101	963,728	964,387	1,030,466	66,738	6.92%
(1000-10005021) Fiscal Management	5,855,908	5,497,038	5,514,638	5,185,211	-311,827	-5.67%
(1000-10005022) PD - Stadium Event Staffing	551,413	963,210	960,210	841,914	-121,296	-12.59%
(1000-10005023) PD - Fiesta Bowl Event	51,385	76,110	77,110	62,948	-13,161	-17.29%
(1000-10005024) PD - Arena Event Staffing	401,222	700,909	700,409	521,989	-178,920	-25.53%
(1000-10005026) PD - CBRanch Event Staffing	3,262	34,275	34,275	28,136	-6,139	-17.91%
(2160-21604024) Grants-Police Services	0	2,000,000	1,684,337	2,000,000	0	0.00%
(2160-21605211) Police AZDOHS Grants	174,516	0	225,193	0	0	0.00%
(2160-21605212) Police AZDPS Grants	393,848	136,941	272,131	182,763	45,822	33.46%
(2160-21605213) Police GOHS Grants	153,364	0	142,582	0	0	0.00%
(2160-21605214) Police HIDTA Grants	187,716	0	144,000	0	0	0.00%
(2160-21605215) Police USDOJ Grants	164,930	72,472	449,253	0	-72,472	-100.00%
(2160-21605216) Police USMS Grants	48,850	0	45,000	0	0	0.00%
(2160-21605218) Police SRO Recovery Grants	84,475	99,822	99,822	88,974	-10,848	-10.87%
(2160-21605219) Police Task Forces Grants	87,498	0	15,333	0	0	0.00%
(2160-21605228) Police Miscellaneous Grants	89,639	94,422	376,222	7,131	-87,291	-92.45%
(2160-21605229) Police Donation Accounts	8,405	0	98,600	0	0	0.00%
(2170-21702423) Federal RICO	185,482	225,000	225,000	225,000	0	0.00%
(2170-21702424) State RICO	381,123	1,518,272	1,518,272	1,472,505	-45,767	-3.01%
(2200-22002413) PS Training Ops - Police	364,670	174,711	174,711	431,466	256,755	146.96%
Grand Total	98,377,831	105,066,600	105,987,556	98,828,876	-6,319,251	-6.01%

**Police Services
Staffing by Program**

Fund / Org	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Change in Budget
(1000-10002410) Police Administration	24.00	24.00	25.00	1.00
(1000-10002411) Training	20.00	20.00	23.00	3.00
(1000-10002414) Special Operations	54.00	54.00	54.00	0.00
(1000-10002416) Crime Investigations	87.00	87.00	86.00	-1.00
(1000-10002417) Police Support Services	29.50	29.50	30.50	1.00
(1000-10002418) Detention	19.00	19.00	18.00	-1.00
(1000-10002419) Communications	38.50	38.50	41.50	3.00
(1000-10002420) Towing Administration	1.00	1.00	2.00	1.00
(1000-10002421) Gateway Patrol Division	147.00	147.00	146.00	-1.00
(1000-10002422) Foothills Patrol Division	137.00	137.00	136.00	-1.00
(1000-10005020) Police Personnel Management	5.00	5.00	6.00	1.00
(1000-10005022) PD - Stadium Event Staffing	1.00	1.00	1.00	0.00
(1000-10005024) PD - Arena Event Staffing	1.00	1.00	1.00	0.00
(2160-21605212) Police AZDPS Grants	1.00	1.00	2.00	1.00
(2160-21605218) Police SRO Recovery Grants	1.00	1.00	1.00	0.00
(2160-21605228) Police Miscellaneous Grants	1.00	1.00	0.00	-1.00
(2170-21702424) State RICO	1.00	1.00	1.00	0.00
(2200-22002413) PS Training Ops - Police	2.00	2.00	2.00	0.00
Grand Total	570.00	570.00	576.00	6.00

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

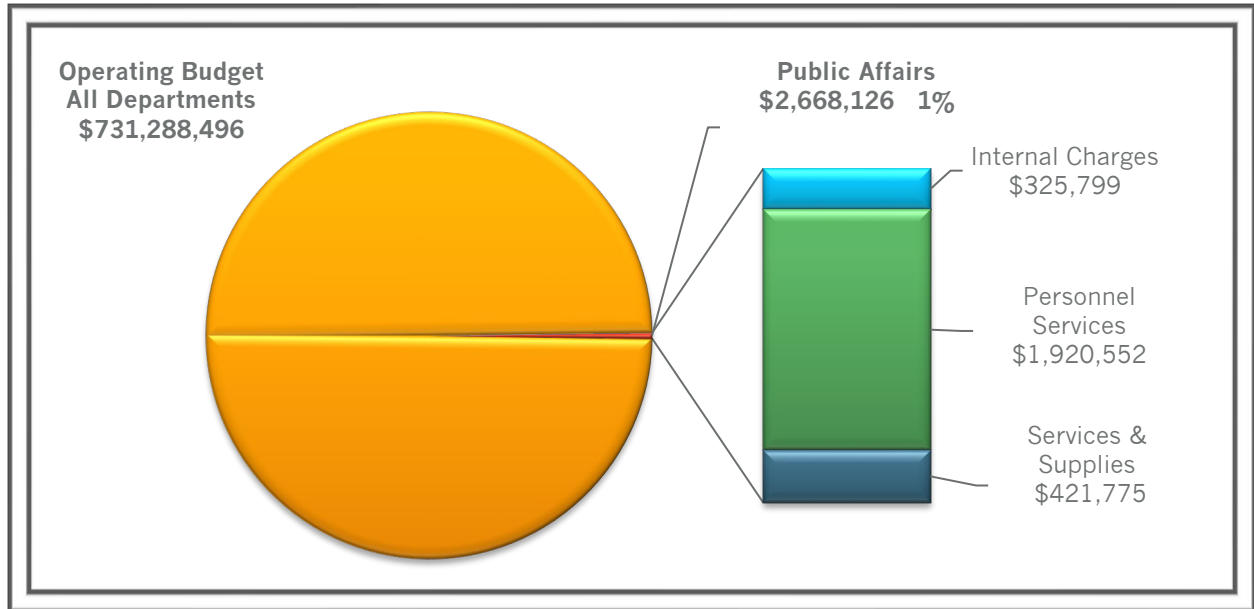
Public Affairs coordinates the legislative and external activities and programs of the city of Glendale. We carry out the state and federal legislative agenda adopted by the City Council. We research and review state and federal legislation impacting the city. We protect the city's interests in various 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 \$731 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

Digital Communication

- Created an official city Social Media Policy and Social Media Playbook to provide city staff with social media best practices and guidelines
- Implemented social media archiving software to comply with Arizona Public Records laws
- Implemented social media management software to assist in managing 38 official city accounts & to comply with city’s IT policies
- Implement live streaming of city council meetings, workshops and commission meetings during the pandemic.

- Implemented strategy of live-tweeting council meetings to update residents of voting decisions in real-time
- Activated city's paid social media presence and set-up campaigns for census awareness
- Collaborated with city staff to create social content for each social platform.
 - **125%** Year over Year increase in engagement on city's Twitter & Facebook
 - **17%** Year over Year increase in social media followers
- **397,000** social interactions with owned social channels
- Modernizing our communication approach to include digital access points meets our residents where they are getting their information: social media & the web.
- Example: Informational bond meetings are typically held in person, but customized landing pages with bond information and live streaming of informational meetings on social media allowed residents to engage and get information at their convenience.
 - More than 4.3K people reached on live-streams and social media posts
 - 3.4K views on bond webpage
- Launched a new concept of having an entire week dedicated to the gratitude of our staff. This fits with our goal of enhancing internal communications. We prepared many different things for this including videos that got several thousands of views and we did emails to staff every day, had posters up, gave employees gifts and we made a dedicated area of our internal GRID website which we called the Wall of Pride which still gets populated with new material today. We collaborated with our GEEC team and the City Manager's Office to make it all be successful.
- During the pandemic, Communications could no longer broadcast meetings from the Council Chambers and so equipped the Civic Center to be able to broadcast the meetings remotely and also put that feed on Facebook and YouTube.
- Re-design of intranet: GRID to provide effective online communication with employees
- Implementing analytics tool Siteimprove for web metrics & KPIs
- Working cross-departmentally with IT to incorporate new features (Wall of Kudos, Employee Spotlight, Photo Contest mechanisms, etc.)
- Creation and upkeep of COVID-19 web information (2nd most visited pages on site)
- Built "campaign" pages around a city event or effort (Census, Bond Election, Right Tree/Right Place, etc.)
- Liaison to other departments in city to ensure their systems are appropriately linked and found, both externally and internally (GIS, Payments, Organizational Performance, HR/IT Systems, Glendale One)
- Transitioned search on external site to Google Search after built in search was ineffective
- Work with Creative Services to create appropriate web banners, photos and hero images that are informative and current.
- Refresh content on regular basis for both GlendaleAZ.com/home and GRID/home with items from Glendale 11, PIO's, HR, Departments, etc.
- 1.8 million visits (**1%** increase)

Intergovernmental

- Staffed Mayor on the Municipal Tax Code Commission and the League of Arizona Cities and Towns Executive Committee
- Assisted Councilmembers throughout the year to engage with legislators or policy issues of interest
- Held virtual meetings between legislators and Councilmembers
- Successfully ran two bills in the 2021 session that did not garner any opposition
- Coordinated regional meeting with Glendale other city leaders to discuss the need for greater firework enforcement
- Maintained communication with the Governor's Office, Department of Health of Human Service, Department of Economic Security, and local HUD Office through the pandemic
- Provided the Governor's Office and AZDHS with a list of recommendations from CAP. Those suggestions were all included in the state's housing assistance portal which expedited application reviews for our staff and the state.
- Staffed Councilmember Tolmachoff on the NLC Information and Technology Committee and Mayor Weiers with the NLC Military Communities Council
- Staffed Mayor Weiers with the US Conference of Mayors who serves on the Tourism, Arts, Parks, Entertainment and Sports Committee as well as the Mayors Professional Sports Alliance Task Force
- Worked with Facilities to secure 9,600 free masks through the US Conference of Mayors
- Supported Mayor Weiers as chair of the MAG Regional Council Executive Committee and Regional Council
- Supported Mayor Weiers in his role of developing the criteria for the extension of Proposition 400.
- Working work Economic Development to secure a grant through MAG to improve street lighting in the Sports and Entertainment District
- Secured over a billion dollars in funding for Glendale projects in the Regional Transportation Plan extension
- Supported Luke AFB and managed several development issue with the base.
- Worked with Glendale Chamber of Commerce and Councilmember Tolmachoff to host a community forum with Martha McSally
- Held virtual meeting with Congressman Ruben Gallego and the City Council
- Bi-weekly contact with the Congresswoman's Community Outreach Director
- Working with the Congresswoman's Office to arrange a virtual visit with the Glendale City Council and a member of the FCC to discuss small cell deployment
- Arranged a virtual meeting with Senator Kelly and the West Valley Mayors
- Outreach efforts to Senator Sinema contributed to the population threshold being reduced from 500,000 to 200,000 for the Emergency Rental Assistance Program The outreach resulted in \$7,678,833.50 of direct funding to the city of Glendale
- Advocated for the following FY 2022 Funding Priorities:
- Construction for a new Child Development Center (CDC): Cost: \$18.5 million

- Replacement of Gila Bend Control Tower/Fire Station/Base Operations Complex: Cost: \$15.5 million
- HVAC replacement: Cost: \$9.2 million (\$4.6 million per building)
- North turnaround, Gila Bend Air Force Auxiliary Field: Cost: \$3.3 million

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>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Total number of bills posted	1318	1604	1350	1510
Number of bills tracked that have a direct impact to City and have received staff input	387	293	325	335
Number of new laws being enacted	320	350	335	347

<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>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Total number of regional and national committees on which Glendale elected officials are serving	21	18	22	23

<i>Strategic Objectives</i>	Improve Purposeful Communication			
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	Improve Stakeholder Engagement Increase Innovation Solutions			
<i>Department Strategic Initiatives</i>	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.			
<i>Intended Result</i>	Improved communications and transparency with residents, stakeholders, community partners, businesses and visitors.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Social media presence - the number of people who see our posts on all digital channels including Vimeo, Facebook, Instagram, Twitter and YouTube	700,000	2,000,000	2,250,000	2,500,000
Number of Facebook Live reports "look live" videos or social media broadcasts of city events	150	175	200	220
Average social engagements per post	N/A	30	50	55
Average positive sentiment	N/A	16%	20%	22%
Number of website pageviews* *FY18 & FY 19 include numbers from other city websites (Library, CVB, & Civic Center) FY20 & FY21 include only the main site	4,500,000	3,700,000	4,000,000	4,015,000
<i>Strategic Objectives</i>	Improve Purposeful Communication Improve Stakeholder Engagement Increase Innovation Solutions			
<i>Department Strategic Initiative</i>	Proactively engage residents and council through targeted communication strategies and the use of creative outreach methods.			
<i>Intended Result</i>	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.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Number of Legislative Link subscribers	153	176	210	199
Number of legislative reports posted to the website	15	10	14	19

Public Affairs (25)
Budget by Categories of Expenditures

Group	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
Personnel Services	1,807,914	1,851,302	1,851,302	1,920,552	69,250	3.74%
Services and Supplies	308,716	414,775	414,775	421,775	7,000	1.69%
Internal Charges	335,304	338,119	338,119	325,799	-12,319	-3.64%
Grand Total	2,451,934	2,604,196	2,604,196	2,668,126	63,930	2.45%

Fund & Department Number Budget by Program

Fund / Org	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
(1000-10002510) Public Affairs Administration	1,732,881	1,981,976	1,981,976	2,284,792	302,817	15.28%
(1000-10002511) Cable Communications	719,053	622,220	622,220	383,334	-238,886	-38.39%
Grand Total	2,451,934	2,604,196	2,604,196	2,668,126	63,930	2.45%

**Public Affairs
Staffing by Program**

Fund / Org	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Change in Budget
(1000-10002510) Public Affairs Administration	12.00	12.00	14.00	2.00
(1000-10002511) Cable Communications	3.50	3.50	1.50	-2.00
Grand Total	15.50	15.50	15.50	0.00

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 three community centers, and at basketball, tennis, skate courts and other recreation facilities throughout the city.

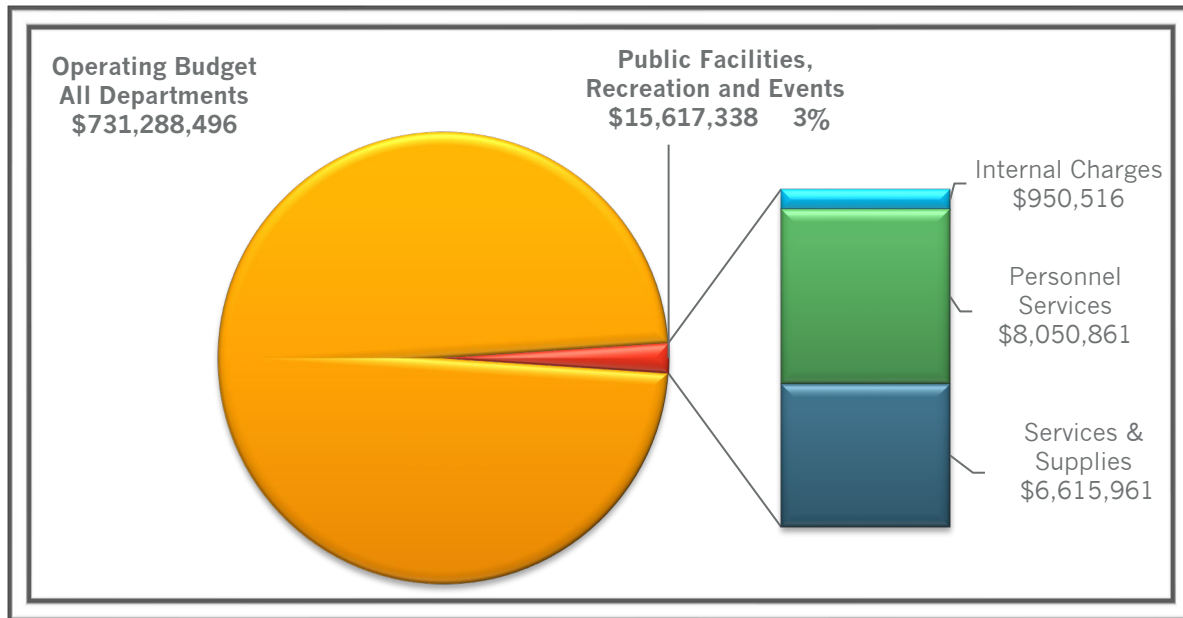
The Special Events Division is responsible for initiating and planning events in collaboration with community partners to better connect residents and visitors with Glendale, to foster a greater sense of community pride. The Special Events Division plays an important role in attracting tourism and potential 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 \$731 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 maintained park open space to ensure participants had a place to recreate during the COVID-19 pandemic.
- Park Rangers and staff assisted state and federal employees and the City of Glendale Aerial and ground resources in controlling and extinguishing the Thunderbird Conservation Park fire in July.
- The Parks Division participated in the Right Tree Right Place Tree Planting program. This program was initiated during the winter months and was completed in May. Overall, 222 new trees were strategically planted throughout City parks.
- The basketball court was resurfaced at Utopia Park providing a fresh new look. Also, new basketball hoops, nets, and backboards were installed at this site.
- Eight new pickle ball courts were installed at Bonsall Park North.
- The Promenade in Downtown Glendale was upgraded and repainted.

- The former pool and associated structures were demolished and removed from O'Neil Park.
- Damaged rubberized playground material was removed and replaced with new ADA wood fiber material at Missouri Park (75th & W. Camelback Road).
- New sidewalks and exercise equipment were installed at O'Neil Park.
- Completed the installation of new ADA walkways at El Barrio Park, Ocotillo Rose Park, Bonsall Park, Myrtle Park, and the Glendale Community Center.
- Nine new shade structures were installed at the Foothills Sports Complex as part of the AZSTA Grant in association with Arrowhead Little League.
- New benches and picnic tables were installed in various parks throughout the City.
- A new splash pad was constructed at O'Neil Park and opened in May 2021.
- An assessment and inventory of all City-wide trees was completed. This was performed and completed through a contract with West Coast Arborist.
- A pedestrian bridge located over the SRP Grand Canal was removed and rebuilt due to vehicular damage.
- A new electronic sign was installed at the Foothills Recreation and Aquatics Center to provide messaging of events, programs, and activities available at the Center.

Recreation

- Staff hosted a dedication ceremony on May 27, 2021, to celebrate the opening of the O'Neil Park Splash Pad.
- Foothills Recreation & Aquatics Center opened its doors to members on October 1, 2020, following the COVID-19 Phase 2 Recovery Plan, and entered into Phase 3 recovery in April 2021.
- The Glendale Community Center re-opened on June 21st and now operating a city-managed summer drop-in Recreation program for youth 5 - 14 years of age.
- The Glendale Adult Center, while closed during the pandemic due to COVID-19 restrictions, offered two recorded fitness classes for the community. These popular fitness classes were placed in the Channel 11 rotation as well as on the Parks and Recreation website.
- Recreation staff programmed four "Drive-Through" events at the O'Neil Recreation Center and Foothills Recreation & Aquatics Center. These safe and engaging event experiences for patrons included: Halloween, Holiday, Valentine's Day, and St. Patrick's Day themes during the pandemic closures.

Special Events

- In an 8-month period, Special Events received and reviewed approximately 70 COVID-19 mitigation plans for events/gatherings to take place within the City, while following all CDC and AZDH guidelines.
- Creatively and safely executed virtual and in-person events. Virtual Folk & Heritage and Glendale Summer Band and Drive-In Movies by Moonlight.
- Created a partnership with ASU West for future events and promotions.
- Brainstormed, created, marketed, and produced LiVE! @ Murphy Park May 2021, drawing 7,500 guests to the Downtown area on what would have traditionally been dark nights.

- Audio-Visual Support Services staff assisted various city departments managing and executing requests for virtual City Council meetings, boards and commission meetings, jury trials, staff interviews, and meetings.

Glendale Convention & Visitors Bureau

- Glendale's hotel market remained the number one destination in the Phoenix-Metro area for occupancy rates. Glendale's Average Daily Rate (ADR) stayed within the second and third place for a destination in the Phoenix-metro area.
- Glendale's Convention & Visitors Bureau conducted two photoshoots in July 2020 and April 2021 to obtain new images for digital and print advertising. These new images will be assets for the Convention & Visitors Bureau to market and promote Glendale across multiple platforms.
- The Convention & Visitors Bureau's staff updated the Lure Brochure, a printed guide for Glendale visitors filled with dining options, hotels, attractions, shopping, sports, events, and entertainment. This brochure will be distributed to nearly 1,000 visitor centers and sites including hotels throughout Arizona and the Palm Springs area in California.
- In FY21, the Convention and Visitors Bureau continued promoting travel to the City through social media. Facebook and Instagram were used to target 17,000 users per day in Arizona, California, Colorado, Nevada, New Mexico, and Utah to consider Glendale for a staycation or nearcation. Throughout the year, over 1,641,000 Facebook and Instagram users were reached with over 12,000 of those users interacting with the ads and over 4,500 visiting the Visit Glendale website to learn more.

Glendale Civic Center

- During the COVID-19 pandemic, the Civic Center became host to the City Council and other City department meetings. This enabled the audio-visual team to gain valuable experience in live streaming and active digital communication.
- The Civic Center maintained a variety of small events that followed COVID-19 protocols. As the pandemic restrictions eased, the Civic Center created "Micro Weddings" and "Mini-Monies" (small group wedding and ceremony packages) to draw in bookings.
- Hosted small in-person and drive-by graduation ceremonies.
- Assisted with streaming a live Mixed Martial Art (MMA) event.
- Installed new synthetic turf and bistro lighting on the Fountain Terrace to enhance the look for weddings and other events.
- Installed new paint and landscape rock on the Garden Courtyard.
- Event Coordinators have successfully booked a variety of new events for 2022 totaling \$95,282.00 in projected 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>
Number of community programs/events/services funded through partnerships and/or outside revenue sources	10	10	1	4
Number of community volunteer hours leveraged by the department	12,800	10,100	480	10,000
Cost per acre of park maintenance	\$3,009	\$2,894	\$2,961	\$2,938
Silver Sneaker Visits at Recreation Facilities	52,688	30,000	3,218	45,000
Number of Recreational Outreach Events	28	33	1*	20

* Virtual Arbor Day Event

<i>Strategic Objectives</i>	Optimize Processes & Services Improve Resource Alignment			
<i>Department Strategic Initiative</i>	Position Glendale's meeting and events assets as a prime value to attract conventions and conferences that generate bed tax revenue throughout the year.			
<i>Intended Result</i>	Visitation to the area is increased by marketing meetings and conventions, travel and trade bookings creating an increased economic impact.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Increase in Gross Hotel Room Sales (CY)	\$52,112,183	\$39,855,538	\$43,841,091	\$46,033,14
Increase in Hotel Occupancy (CY)	6.1%	-29.96%*	1%**	1.5%**
Increase in digital advertising impressions*	17,069,625	18,776,588	19,715,417	20,919,200

*Decrease due to public health crisis.

**Uncertainty due to public health crisis.

<i>Strategic Objectives</i>	Optimize Processes & Services Improve Community Experience			
<i>Department Strategic Initiative</i>	Engage other departments and agencies to foster and develop relationships that promote safe, updated and inclusive facilities while providing highly diverse programs and events.			
<i>Intended Result</i>	All patrons of the Public Facilities, Recreation and Special Events Department receive superior customer service.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Number of ramada reservation hours made for public use	9,000	4,900	1,482	7,000
Number of ballfield reservation hours	15,500	6,120	6,810	13,000
Community Center program hours available to the community	3,274	2,345*	120**	1280
Number of people who attended Glendale Adult Center events and programs	137,000	126,000	0	110,000
Number of people who attended Foothills Recreation and Aquatic Center events and programs	283,000	273,406	14,641	136,703
Number of people who attend Civic Center events and programs	68,278	50,929	15,942	45,000

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

**Decrease reflects no programming at Rose Lane Community Center and partial programming at O'Neil Community Center due to no operator at that location.

<i>Strategic Objectives</i>	Optimize Processes & Services Improve Purposeful Communication Improve Resource Alignment			
<i>Department Strategic Initiative</i>	Streamline and create a customer friendly Special Event permit process and add community-based programming to existing festivals/events.			
<i>Intended Result</i>	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.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Increase in festival attendance annually by 5%	227,000	148,000	0	0
Increase social media responses/interactions annually by 10%	134,000	153,000	174,000	250,000
Increase sponsorship revenue for festivals annually by 10%	\$52,500	\$27,000	0	0
Estimated economic impact of special events	\$4.85 mil.	\$4.85 mil.	0	0

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

Group	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
Personnel Services	6,260,806	7,550,160	7,550,160	8,050,861	500,701	6.63%
Services and Supplies	5,997,693	6,528,329	6,941,451	6,615,961	87,632	1.34%
Internal Charges	724,118	871,685	871,685	950,516	78,831	9.04%
Grand Total	12,982,617	14,950,174	15,363,296	15,617,338	667,165	4.46%

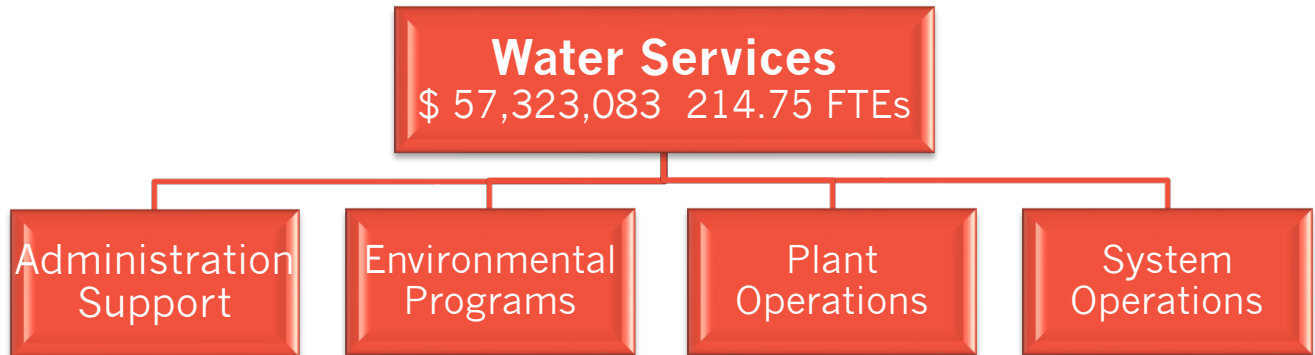
Fund & Department Number Budget by Program

Fund / Org	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
(1000-10002610) Public Facil,Rec&Special Event	1,405,309	1,598,589	1,598,589	1,563,945	-34,644	-2.17%
(1000-10002611) Parks Maintenance	6,368,606	6,480,227	6,429,727	7,087,600	607,374	9.37%
(1000-10002613) Citywide Special Events	0	1,207,352	1,207,352	1,094,165	-113,187	-9.37%
(1000-10002615) Park Rangers	246,013	328,754	328,754	388,710	59,955	18.24%
(1000-10002616) Foothills Recreation Center	1,099,922	1,393,163	1,393,163	1,553,188	160,025	11.49%
(1000-10002617) Civic Center	413,303	646,912	646,912	658,999	12,087	1.87%
(1000-10002618) Adult Center	423,119	459,085	459,085	455,155	-3,930	-0.86%
(1000-10002619) Glendale Community Center	0	4,048	4,048	0	-4,048	-100.00%
(1000-10005036) Youth and Teen	44,381	386,148	386,148	337,081	-49,067	-12.71%
(1000-10005037) Aquatics-Rose Ln & Splash Pads	580,701	472,865	627,300	487,945	15,080	3.19%
(1000-10005038) Audio/Visual/Support Services	108,528	146,102	146,102	141,101	-5,001	-3.42%
(1000-10005040) SRPHA Sahuaro Ranch Hist	135,311	253,138	253,138	209,393	-43,744	-17.28%
(1000-10005041) Sports and Health	218,955	325,728	325,728	352,187	26,460	8.12%
(1000-10005042) Glitter Spectacular	117,525	95	95	0	-95	-100.00%
(1000-10005043) Downtown in December	18,024	94	94	0	-94	-100.00%
(1000-10005044) Glitter and Glow	83,014	79	79	0	-79	-100.00%
(1000-10005045) Chocolate Affaire	49,486	46	46	0	-46	-100.00%
(1000-10005046) Glitters Light	193,227	0	0	0	0	0.00%
(1000-10005047) Other Special Events	46,398	0	0	0	0	0.00%
(1000-10005048) City-Wide Special Events	392,208	-705	-705	1,917	2,622	-371.87%
(1000-10005049) Summer Band	4,217	5	5	0	-5	-100.00%
(1000-10005050) Special Events Permitting	4,952	935	935	0	-935	-100.00%
(1000-10005051) City Sales Tax - Bed Tax	434,648	511,843	511,843	548,288	36,445	7.12%
(1000-10005052) Glendale CVB - Memberships	227	10,000	10,000	10,000	0	0.00%
(1000-10005053) Tourism - Souvenir Program	0	5,000	5,000	5,000	0	0.00%
(1000-10005054) Bed Tax / Tourism	148,676	377,727	377,727	377,912	185	0.05%
(1000-10005089) April Weekend Series	4,877	0	0	0	0	0.00%
(1000-10005301) Glen Lakes Golf Course	166,691	0	0	0	0	0.00%
(1000-10005302) PFR&SE Tohono O'odham Funding	19,924	106,120	106,120	108,242	2,122	2.00%
(1000-10005303) PFR&SE Marketing	33,280	44,982	44,982	44,982	0	0.00%
(1000-10005306) Heroes Splash Pad	0	3,945	3,945	3,945	0	0.00%
(1000-10005307) Tourism Grant Program	0	100,000	100,000	100,000	0	0.00%
(2160-21604026) Grants-Public Fclt, Rec&SE	0	25,000	25,000	25,000	0	0.00%
(2160-21605231) Parks & Rec Grant Accounts	989	0	104,983	0	0	0.00%
(2160-21605239) Parks & Rec Donation Accounts	2,959	0	85,500	0	0	0.00%
(2160-21605251) Other Departments Grant Accnts	211,931	0	118,704	0	0	0.00%
(2180-21805028) Dedicate a Tree	246	2,000	2,000	2,000	0	0.00%
(2180-21805029) Desert Valley Park	0	6,000	6,000	6,000	0	0.00%
(2180-21805030) Desert Mirage Park	0	5,000	5,000	5,000	0	0.00%
(2180-21805031) Desert Gardens Park	0	8,000	8,000	8,000	0	0.00%
(2180-21805032) Discovery Park	0	4,000	4,000	4,000	0	0.00%
(2180-21805033) Elsie McCarthy Pk. Maint	4,970	12,897	12,897	12,583	-314	-2.44%
(2180-21805034) Paseo Racquet Center	0	25,000	25,000	25,000	0	0.00%
Grand Total	12,982,617	14,950,174	15,363,296	15,617,338	667,165	4.46%

**Public Facilities, Recreation and Special Events
Staffing by Program**

Fund / Org	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Change in Budget
(1000-10002610) Public Facil,Rec&Special Event	13.00	13.00	12.00	-1.00
(1000-10002611) Parks Maintenance	22.00	22.00	25.00	3.00
(1000-10002613) Citywide Special Events	0.00	4.00	3.00	-1.00
(1000-10002615) Park Rangers	2.00	2.00	2.00	0.00
(1000-10002616) Foothills Recreation Center	5.00	5.00	6.00	1.00
(1000-10002617) Civic Center	4.00	4.00	4.00	0.00
(1000-10002618) Adult Center	3.00	3.00	3.00	0.00
(1000-10005036) Youth and Teen	0.00	1.00	1.00	0.00
(1000-10005037) Aquatics-Rose Ln & Splash Pads	3.00	3.00	3.00	0.00
(1000-10005038) Audio/Visual/Support Services	1.00	1.00	1.00	0.00
(1000-10005040) SRPHA Sahuaro Ranch Hist	1.00	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	0.00	0.00	0.00
(1000-10005051) City Sales Tax - Bed Tax	4.50	4.50	4.50	0.00
Grand Total	63.50	64.50	66.50	2.00

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.

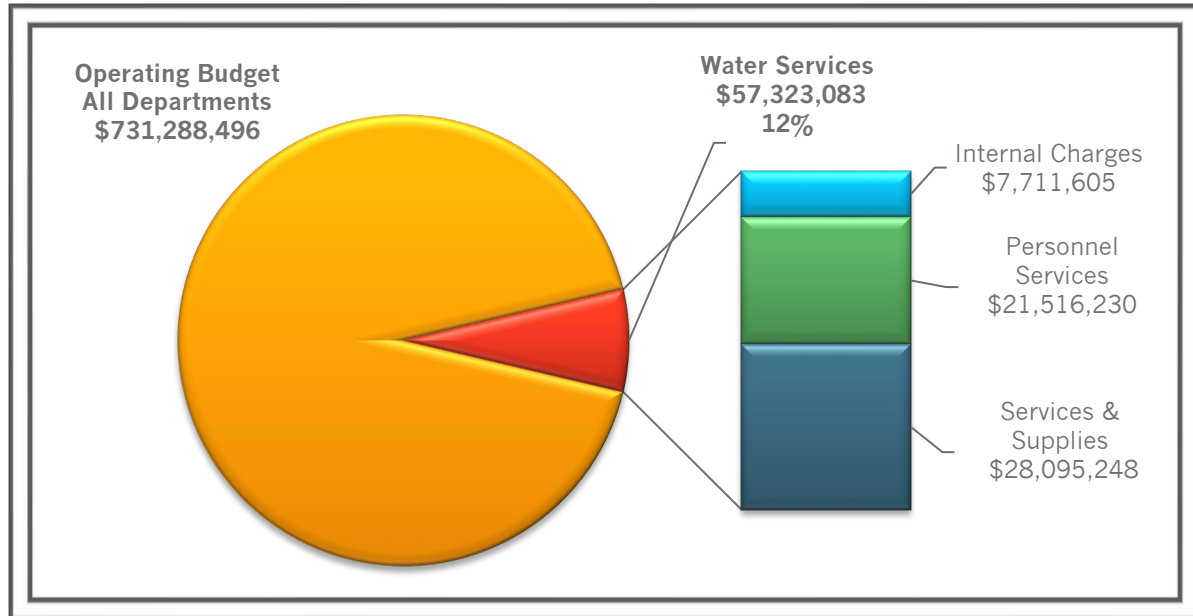
Department Description

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 \$731 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

- Water Services Department was honored by the AZ Water Association with the “Operations Leader of the Year” and “Operations Supervisor of the Year for Large Plants” Awards, and by the Water Environment Federation with the “Hatfield Award” for outstanding performance and professionalism.
- Completed Arrowhead Waste Activated Sludge (WAS) Line Rehabilitation to improve system reliability, reduce potential sewer line collapse, and sewerage overflow.
- New trenchless pipe repair technology was utilized for the WAS project to improve safety, efficiency, and cost effectiveness by eliminating the need to dig a mile-long trench to replace the line.
- Completed Arrowhead Water Reclamation Facility Rehabilitation to replace end of life equipment, and to improve production of high-quality treated water to enhance the City’s water resilience and sustainability.
- Entered into Intergovernmental Agreement with Luke Air Force Base to construct a wastewater collection line and a lift station to accept wastewater for treatment.
- Implemented free virtual “Green Living Series” presentations to promote conservation techniques.

Goals, Objectives, and Performance Measures

<i>Strategic Objectives</i>	Improve Resource Alignment Increase Purposeful Communication Improve Community Experience			
<i>Department Strategic Initiatives</i>	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.			
<i>Intended Result</i>	Sustain today's resources for future availability.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
CAP water recharged (acre foot)	1,932	2,394	1,000	750
Effluent recharged (acre foot)	6,780	6,371	6,500	6,600
Gallons Produced per Capita per Day	140	144	148	148
# of water/wastewater samples analyzed by Water Quality Laboratory (WQL)	11,822	7,661	15,900	7,500
Square footage of converted landscape	122,487	98,309	93,000	100,000
# of students in Youth Education Program	3,240	2,102	650	2,100
# of participants in Green Living Series	680	490	550	515
<i>Strategic Objectives</i>	Improve Asset Management Improve Resource Alignment			
<i>Department Strategic Initiatives</i>	Deliver water to meet demand. Maintain O&M cost.			
<i>Intended Result</i>	Customers receive 24/7 water and wastewater services efficiently and economically.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Amount of water delivered in billion gallons	12.8	13.4	14.7	14.0
Water O&M cost per 1,000 gallons	\$0.93	\$0.93	\$0.95	\$1.05
Amount of sewage treated in billion gallons	6.2	6.3	6.3	6.3
Wastewater O&M cost per 1,000 gallons	\$1.37	\$1.36	\$1.55	\$1.58

<i>Strategic Objectives</i>	Improve Asset Management Improve Resource Alignment			
<i>Department Strategic Initiative</i>	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.			
<i>Intended Result</i>	Water distribution and wastewater collection systems are operated efficiently and economically.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Distribution O&M cost per 1,000 gallons	\$0.50	\$0.48	\$0.57	\$0.57
# of water line miles replaced of total 994	0.2	2.5	1.6	1.0
# of valves exercised of total 25,000	13,956	4,802	19,000	12,000
# of fire hydrants flushed of total 8,500	8,678	8,903	8,900	8,500
Collection O&M cost per 1,000 gallons	\$0.58	\$0.62	\$0.64	\$0.65
# of sewer line miles replaced of total 707	0.0	0.3	0.2	1.7
% of 235 miles of sewer line cleaned	110%	91%	100%	100%
# of Sanitary Sewer Overflow per 100 miles	0.42	0.0	<1.00	<1.00

Water Services (27)
Budget by Categories of Expenditures

Group	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
Personnel Services	18,411,607	20,670,165	20,670,165	21,516,230	846,065	4.09%
Services and Supplies	23,174,546	27,065,248	27,268,748	28,095,248	1,030,000	3.81%
Internal Charges	7,418,947	7,493,009	7,493,009	7,711,605	218,596	2.92%
Grand Total	49,005,100	55,228,423	55,431,923	57,323,083	2,094,661	3.79%

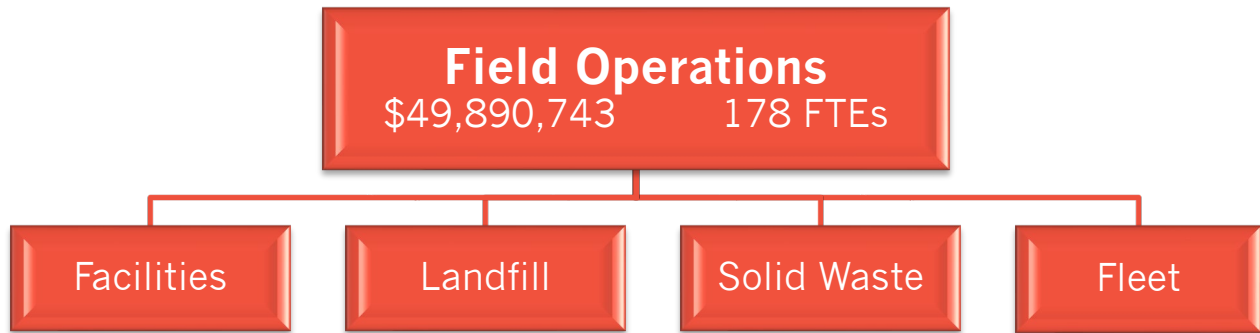
Fund & Department Number Budget by Program

Fund / Org	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
(2160-21605257) Environ Resources Donations	0	0	8,000	0	0	0.00%
(6020-60202710) Environmental Resources	631,405	831,807	831,807	666,619	-165,188	-19.86%
(6020-60202711) Water Services Administration	7,885,362	7,774,689	7,774,689	7,646,093	-128,596	-1.65%
(6020-60202712) Operating Administration	1,041,599	899,206	899,206	1,352,773	453,567	50.44%
(6020-60202713) Information Management	1,306,837	1,868,401	1,868,401	1,101,295	-767,106	-41.06%
(6020-60202714) Public Service Representative	795,918	975,927	975,927	1,003,780	27,854	2.85%
(6020-60202715) System Security	751,154	773,956	773,956	863,381	89,425	11.55%
(6020-60202717) Water Conservation	383,445	512,059	512,059	541,987	29,928	5.84%
(6020-60202718) Water Quality	1,257,747	1,486,427	1,486,427	1,522,174	35,746	2.40%
(6020-60202719) Materials Control Warehouse	216,588	217,981	217,981	333,371	115,390	52.94%
(6020-60202720) Customer Service - Field	1,220,303	1,332,430	1,332,430	1,394,716	62,286	4.67%
(6020-60202722) Raw Water Usage	4,777,255	5,275,672	5,275,672	5,381,925	106,253	2.01%
(6020-60202723) Central System Control	1,132,183	1,485,749	1,485,749	1,512,037	26,288	1.77%
(6020-60202724) Pyramid Peak WTP	2,175,321	2,283,520	2,283,520	2,671,822	388,302	17.00%
(6020-60202725) Cholla Treatment Plant	3,390,497	3,860,413	3,860,413	4,210,329	349,916	9.06%
(6020-60202726) Central System Maintenance	2,075,894	2,489,221	2,489,221	3,362,649	873,428	35.09%
(6020-60202727) Water Distribution	4,503,212	5,402,684	5,402,684	5,642,752	240,068	4.44%
(6020-60202728) Meter Maintenance	138,402	0	0	0	0	0.00%
(6020-60202729) Oasis Surface WTP	2,611,102	3,156,120	3,156,120	3,292,735	136,615	4.33%
(6020-60202741) COVID 19 Tracking Fund 6020	14,862	0	200,000	0	0	0.00%
(6030-60302731) Pretreatment Program	426,702	554,898	554,898	500,526	-54,371	-9.80%
(6030-60302734) Storm Water	572,223	830,725	826,225	885,252	54,526	6.56%
(6030-60302735) SROG - 91st Ave WWTP	3,360,439	3,707,425	3,707,425	3,711,083	3,658	0.10%
(6030-60302737) Wastewater Collection	2,864,532	3,192,205	3,192,205	3,259,103	66,897	2.10%
(6030-60302738) Arrowhead WRF	1,751,254	2,212,662	2,212,662	2,249,047	36,386	1.64%
(6030-60302739) West Area WRF	3,520,898	3,823,574	3,823,574	3,932,629	109,056	2.85%
(6030-60302740) Irrigation	199,965	280,673	280,673	285,006	4,333	1.54%
Grand Total	49,005,100	55,228,423	55,431,923	57,323,083	2,094,661	3.79%

Water Services Staffing by Program

Fund / Org	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Change in Budget
(6020-60202710) Environmental Resources	6.00	6.00	5.00	-1.00
(6020-60202711) Water Services Administration	14.00	14.00	15.00	1.00
(6020-60202712) Operating Administration	6.00	6.00	9.00	3.00
(6020-60202713) Information Management	10.00	10.00	4.00	-6.00
(6020-60202714) Public Service Representative	7.00	7.00	7.00	0.00
(6020-60202715) System Security	7.00	7.00	7.00	0.00
(6020-60202717) Water Conservation	3.00	3.00	3.00	0.00
(6020-60202718) Water Quality	11.00	11.00	11.00	0.00
(6020-60202719) Materials Control Warehouse	2.75	2.75	2.75	0.00
(6020-60202720) Customer Service - Field	14.00	14.00	14.00	0.00
(6020-60202723) Central System Control	7.00	7.00	7.00	0.00
(6020-60202724) Pyramid Peak WTP	8.00	8.00	9.00	1.00
(6020-60202725) Cholla Treatment Plant	10.00	10.00	10.00	0.00
(6020-60202726) Central System Maintenance	18.00	20.00	27.00	7.00
(6020-60202727) Water Distribution	35.00	35.00	33.00	-2.00
(6020-60202729) Oasis Surface WTP	8.00	8.00	8.00	0.00
(6030-60302731) Pretreatment Program	5.00	5.00	4.00	-1.00
(6030-60302734) Storm Water	5.00	5.00	5.00	0.00
(6030-60302737) Wastewater Collection	14.00	14.00	14.00	0.00
(6030-60302738) Arrowhead WRF	10.00	10.00	9.00	-1.00
(6030-60302739) West Area WRF	12.00	12.00	11.00	-1.00
Grand Total	212.75	214.75	214.75	0.00

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.

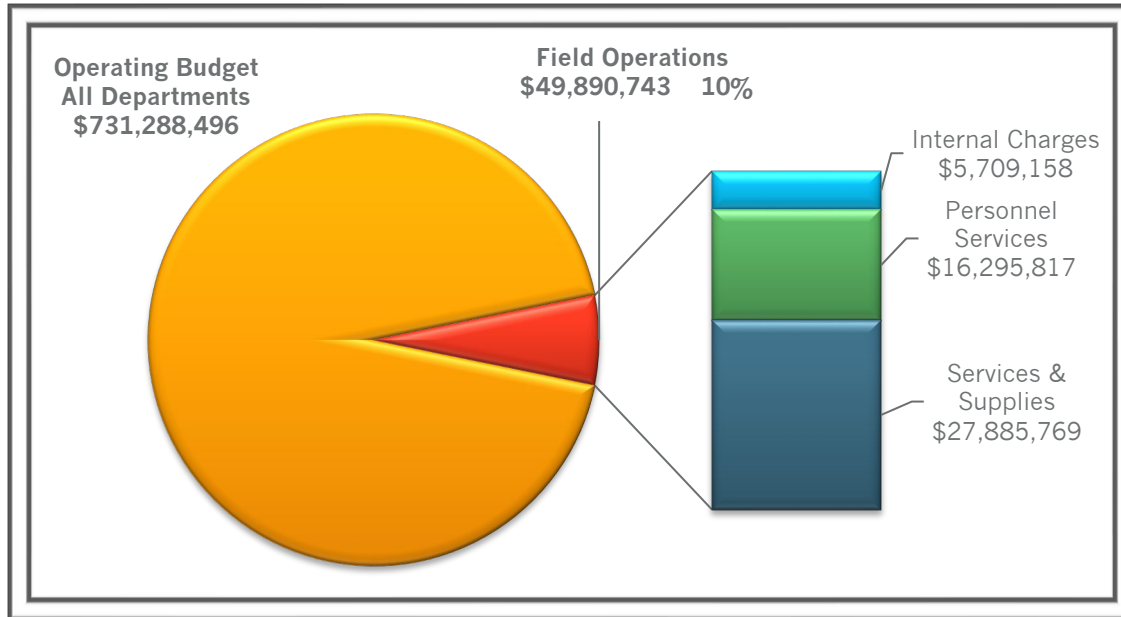
In addition, Field Operations Administrative Services provides the development of agreements for goods and services, budget coordination and monitoring, operational efficiency and innovative business solution programs, strategic and long-range planning, accounts payable and personnel support services.

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 \$731 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 54,961 residential and 980 commercial accounts and collects approximately 15,000 tons of recyclables annually. The division is working with a new technology system which increases vehicle safety efficiency and performance that enhance service to residents.
- The Glendale Municipal Landfill serves approximately 55,000 Glendale households and many surrounding communities. The landfill receives approximately 380,000 tons of refuse. The landfill has Intergovernmental Agreements (IGA’s) in place with multiple cities, which include Avondale, Goodyear, Phoenix and Peoria.
- Facilities Management completed over 1,000 preventive and 2,500 corrective maintenance work orders and managed \$6.5 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 included HVAC replacement on the second and third floors of city hall and community centers, and renovation of the first floor of the Sine Building to provide modern, efficient workspace for the Prosecutor’s Office.

- Fleet Management maintains and services the current city fleet of 1,317 vehicles and equipment. This fiscal year-to-date, staff have prepared 95 new vehicles for service, processed 89 vehicles for auction, performed 23,030 repairs, and completed 3,884 preventative maintenance services. In total, Vehicle Technicians clocked 24,760 labor hours as the city fleet drove 6,463,600 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>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Residential containers missed pickup – reduce by 5%	624	588	248	236
Increase compaction of garbage at Landfill by 1% - Measured in pounds per cubic yard compaction	1,600	1,600	1,600	1,677
Decrease residuals at Material Recovery Facility by 1%	34%	34%	34%	33%

<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>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
<i>Fleet Vehicle and Equipment Preventative Maintenance (PM) Compliance</i>	60%	Changing Reporting Parameters 525 vehicles past due for PM	450 vehicles past due for PM	375 vehicles past due for PM
<i>Fleet Direct Labor Rate</i>	79%	80%	80%	80%
<i>Fleet Downtime Rate</i>	<5%	<5%	<5%	<5%

Field Operations (28)
Budget by Categories of Expenditures

Group	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
Personnel Services	13,118,712	15,088,731	15,088,731	16,295,817	1,207,086	8.00%
Services and Supplies	26,101,821	26,456,758	24,413,758	27,885,769	1,429,011	5.40%
Internal Charges	4,979,735	5,035,837	5,035,837	5,709,158	673,321	13.37%
Grand Total	44,200,268	46,581,326	44,538,326	49,890,743	3,309,417	7.10%

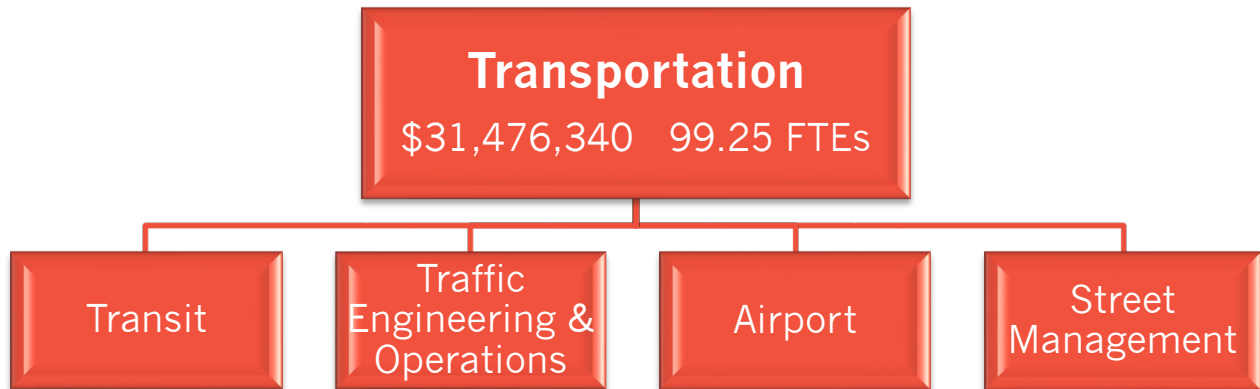
Fund & Department Number Budget by Program

Fund / Org	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
(1000-10002810) Field Operations Admin	208,223	241,623	241,623	277,123	35,500	14.69%
(1000-10002812) Facilities	4,607,717	4,907,215	4,852,798	5,436,440	529,225	10.78%
(1000-10002847) Cemetery	885	248,675	248,675	251,733	3,058	1.23%
(1000-10005060) Custodial Services	1,178,986	1,142,716	1,142,716	1,267,550	124,834	10.92%
(1020-10202842) Equipment Replacement	2,128,672	3,343,649	3,343,649	2,740,000	-603,649	-18.05%
(1020-10205305) VRF Vehicles 1 time supplement	0	65,000	65,000	443,397	378,397	582.15%
(2200-22002846) PS Training Ops - Fac. Mgmt	688,132	731,508	731,508	758,793	27,285	3.73%
(6110-61102834) Landfill	4,047,880	4,420,373	4,420,373	4,750,541	330,168	7.47%
(6110-61102835) Solid Waste Admin	1,271,875	1,453,779	1,453,779	1,602,096	148,317	10.20%
(6110-61102836) Recycling	1,318,248	1,658,744	1,658,744	1,690,208	31,465	1.90%
(6110-61102837) MRF Operations	2,073,735	2,066,326	2,031,256	2,093,921	27,595	1.34%
(6110-61102849) COVID 19 Tracking Fund 6110	94,908	0	100,000	0	0	0.00%
(6110-61105073) Gas Management System	153,670	167,392	140,292	167,392	0	0.00%
(6120-61202835) Solid Waste Admin	60,000	0	0	0	0	0.00%
(6120-61202838) Solid Waste Roll-off	823,143	795,269	795,269	798,036	2,766	0.35%
(6120-61202839) Commercial Frontload	3,275,183	3,133,145	3,133,145	3,577,283	444,137	14.18%
(6120-61202840) Curb Service	8,694,740	8,315,717	8,315,717	9,158,902	843,185	10.14%
(6120-61202841) Residential-Loose Trash Collec	3,857,476	3,984,801	3,984,801	4,393,992	409,191	10.27%
(6120-61202850) COVID 19 Tracking Fund 6120	29,056	0	200,000	0	0	0.00%
(7040-70402843) Fleet Management	4,689,160	4,752,384	4,752,384	5,061,181	308,797	6.50%
(7040-70402844) Fuel Services	2,669,414	2,834,527	2,834,527	2,836,743	2,216	0.08%
(7040-70402845) Parts Store Operations	2,329,166	2,093,483	92,070	2,110,414	16,931	0.81%
(7040-70402848) Fleet Mgt-Ins Claim Repairs	0	225,000	0	475,000	250,000	111.11%
Grand Total	44,200,268	46,581,326	44,538,326	49,890,743	3,309,417	7.10%

**Field Operations
Staffing by Program**

Fund / Org	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Change in Budget
(1000-10002810) Field Operations Admin	1.00	1.00	1.00	0.00
(1000-10002812) Facilities	12.00	12.00	15.00	3.00
(1000-10002847) Cemetery	0.00	1.00	1.00	0.00
(1000-10005060) Custodial Services	5.00	5.00	5.00	0.00
(2200-22002846) PS Training Ops - Fac. Mgmt	2.00	2.00	2.00	0.00
(6110-61102834) Landfill	19.00	19.00	19.00	0.00
(6110-61102835) Solid Waste Admin	11.50	11.50	11.50	0.00
(6110-61102836) Recycling	7.00	7.00	7.00	0.00
(6110-61102837) MRF Operations	7.00	7.00	6.00	-1.00
(6120-61202838) Solid Waste Roll-off	1.00	1.00	1.00	0.00
(6120-61202839) Commercial Frontload	11.00	11.00	11.00	0.00
(6120-61202840) Curb Service	39.50	39.50	39.50	0.00
(6120-61202841) Residential-Loose Trash Collec	23.00	23.00	25.00	2.00
(7040-70402843) Fleet Management	33.00	33.00	33.00	0.00
(7040-70402845) Parts Store Operations	1.00	1.00	1.00	0.00
Grand Total	173.00	174.00	178.00	4.00

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.

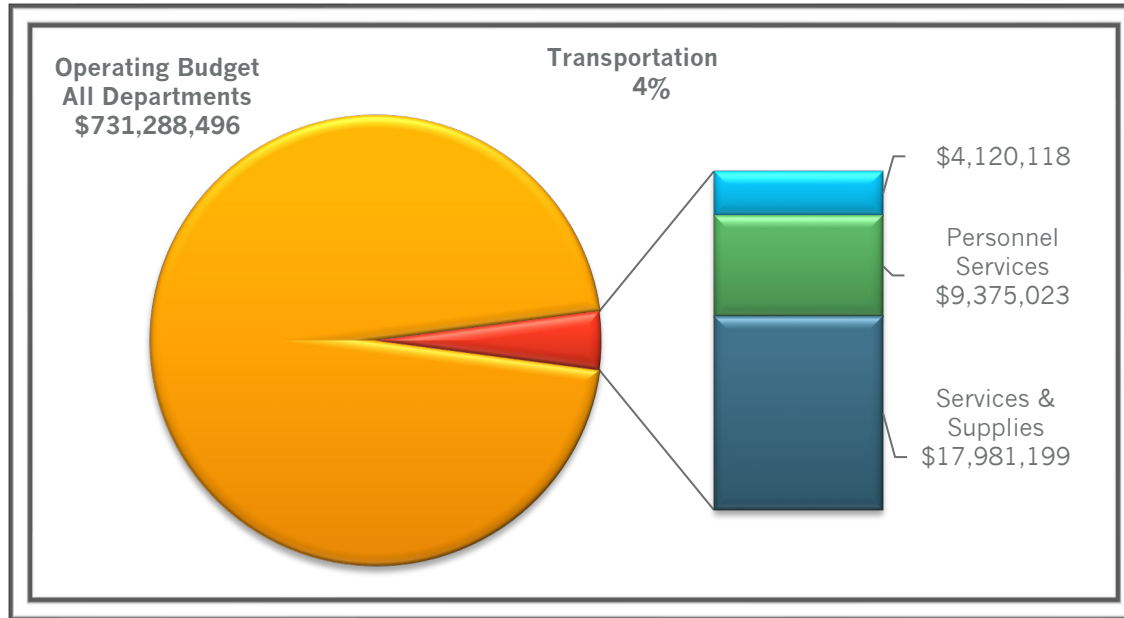
Department Description

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 \$731 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 \$713,030 in Federal Transit Administration funding for bus purchases, preventative maintenance assistance, an Interactive Voice Response system and security staffing assistance for out at the Glendale/99th Avenue Park-and-Ride.
- Secured \$1,057,521 in federal assistance under the Arizona Coronavirus Air, Relief, and Economic Security (AZ CARES) Act to off-set lost fare revenue due to the pandemic.
- Completed a 6-month pilot of Glendale OnDemand Micro-transit project in December covering North Glendale. This was the first micro-transit service offered in the state. With this service, riders had the option to book and pay for same-day trips directly through an app or book trips through Transit's call-center. Even though the pilot was launched right before the start of the pandemic, staff was encouraged with the results, transporting just under 6,800 passengers during the 9-month pilot, and averaging under a 20-minute response time. Transit staff is working on a second pilot program, anticipating launching in late summer that will encompass the entire City.

- Provided service to over 1.2M passengers on public transit through Dial-A-Ride (44K), GUS (61K), Regional ADA service (22K), Taxi Voucher Program (4K) and Fixed Route service (1M) in Glendale.
- Completed the installation of Median Cable Barrier on Northern Parkway from Sarival to Bridge over the railroad track at 143rd Avenue 2.5 Mile (cost is approximately \$1,000,000)
- Traffic Mitigation completed the following in FY 2020/FY2021 for pedestrian and bicycle safety:
 - Completed the installation of the first Rectangular Rapid Flashing Beacon (RRFB) Install on Glendale Avenue by City Hall
 - Installation of Speed feedback sign at School zones (Ironwood and Cactus High School)
 - Green bike lane designation on Utopia Road Between 75th Avenue and Union Hills
 - HAWK pedestrian signal on Ball park Blvd
- Traffic Engineering addressed 538 GlendaleOne entries.
- Flashing yellow arrows were installed at 6 additional intersections in FY 2021, bringing the total to 32 completed intersections. Overall safety enhancements include modifications to median bull noses, flashing yellow arrows, and reflective tape on the traffic signal backplates.
- Completed construction of 2 new Traffic Signals at 63rd Avenue/Northern Avenue and 87th Avenue/Cardinals Way intersections.
- Procured and installed enhanced detection systems at 10 intersections.
- Completed Request for Proposal to assist the Transportation Department with AZ-811 (Blue Stake) Electrical and Fiber Optic line locating services.
- Responded to 408 Traffic Signal after-hours calls for service.
- Completed re-cabling of 7 signalized intersections.
- Completed 5 traffic signal cabinet replacements.
- Reviewed and approved 1,490 traffic control permits which is an all-time high.
- Upgraded 21 CCTVs and 17 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.
- Design Phase completed for the MAG funded ITS improvement project upgrading network switches and CCTVs at 166 intersections for FY22 construction.

- Project initiated with ADOT for the MAG funded ITS improvement project installing enhanced detection systems at 45 intersections scheduled for FY23 construction.
- Completed construction phase for the MAG funded ITS improvement project installing fiber optic cable and network devices on Camelback Road from 59th Avenue to 83rd Avenue.
- Posted 118 messages on Transportation's DMS throughout the city. 111 public safety announcements/special event messages and 7 construction events.
- Managed traffic for 13 Mega special events in Glendale.
- Completed 5 fiber optic cable repair or relocation resulting from construction damages, development improvements, or IT requests.
- Started Construction Phase for the MAG funded ITS improvement project installing Adaptive Traffic Control Signal system on Olive Avenue and Bell Road corridors.
- Completed ITS improvement project installing wireless communication system at 15 signalized intersections.
- At the Glendale Municipal Airport in 2020, a total of 86,332 operations (landings and takeoffs) occurred, and 483 aircrafts were based.
- Glendale Municipal Airport began the development of a comprehensive Strategic Plan for the Airport.
- Glendale Municipal Airport began design efforts to replace the Automated Weather Observation System (AWOS).
- Glendale Municipal Airport began the design to rehabilitate Taxiway Alpha.
- The Graffiti Removal Division eradicated over 13,897 graffiti tags, removed over 1,893 graffiti tags for other city departments.
- Street Maintenance Division responded to 941 calls for service, repaired 22,044 square feet of concrete sidewalk, 23,822 square feet of asphalt, 9,346 potholes and performed 577,740 square feet of grade restoration, and 512 sidewalk trip hazards eliminated.
- The Right-of-Way Division responded to 575 incidents, planted 600 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 135 center lane miles. 18 signalized crosswalks, 13 mid-block crosswalks, and 8 speed humps were restriped. 2,072 signs were fabricated by in house staff. 1,052 roadway street name signs were replaced, of which 526 signs

were fabricated in house, while an outside contractor as part of the blanket sign replacement program furnished the labor to replace the rest.

- The signing and markings division addressed a total of 483 GlendaleOne entries as shown below. 462 regulatory, warning, and informational signs were addressed as part of daily maintenance in GlendaleOne and 98 new signs were installed from GlendaleOne as new requests.
- Nearing completion of a two-year streetlight pole inspection, maintenance, and replacement project to improve infrastructure management and public safety. The project required a city contractor to inspect 18,840 poles, apply a rust protection treatment as necessary, and replace severely rusted poles with new poles. As of June 18, 2021, 86 poles were pending replacement and this work is expected to be completed by September 2021. This work also included adding new pole numbers to poles which improves communications with residents and contractors.
- Created 1,195 lighting related work orders to support customer service requests and maintenance of 21,425 street and pedestrian lights.
- Neighborhoods received aesthetic improvements by painting a total of 879 streetlight and pedestrian light poles.
- Mapping was completed of approximately 20 linear miles of city-owned underground electrical wire which supply power to streetlights and pedestrian lights throughout the city. This mapping data was provided to AZ811 to ensure excavators are not injured in the course of their work and these city assets not damaged.
- An updated map of all street and pedestrian lights with new pole number information was finalized and provided to the public through the city's website. This mapping information helps communications with residents, planners, and contractors to pinpoint street lighting information.
- The streetlighting program completed 219 new development plan reviews for projects ranging from entire residential subdivisions, commercial developments, street improvements, and cell tower installations. These projects require the installation of 262 new streetlights.
- Improvement was made in the method of obtaining information about new development pole installations through a new requirement for developers to submit as-builts with utility electrical designs showing streetlight locations with pole numbers.
- The Glendale Municipal Airport will begin the following projects:
 - Airport East side development study.
 - Development of Airport Design Standards.
 - Airport Auto Parking lots rehabilitation, design phase.

- Active Transportation projects underway with grant funding of about \$7.4M with a local share of about \$439K:
 - Central Core Missing Sidewalks
 - 67th Bike Lanes Design/Construction
 - Maryland Active Transportation Improvements Design Assistance
 - Missouri Active Transportation Improvements Design Assistance

- Intelligent Transportation System projects underway with grant funding of about \$5M with a local share of about \$350K:
 - Adaptive Signal Control Technology System on Olive Avenue, 8 locations and on Bell Road, 8 locations.
 - Network Switch and video surveillance upgrades, 166 locations.
 - Fiber project along 99th Ave from Cardinals Way to Camelback Road.
 - Detection Upgrade projects along Glendale Avenue and 59th Avenue corridors, up to 45 locations.
 - Adaptive Signal Control Technology System on signals around State Farm Stadium, up to 21 locations.

- New street and transit projects include:
 - Pavement Cut Repair
 - Pedestrian LED conversion
 - Transportation safety program
 - Bus pullouts program
 - Bus stop enhancements

- Completion of Camelback from 51st to 91st Avenue Intelligent Transportation Systems enhancements project.

- Completion of the following reconstruction projects:
 - Camelback Road from 43 - 51 Avenue.
 - Camelback Road from Loop 101 to 91st Avenue.

- Completion of Cardinals Way from 83rd to 91st Avenue new street segment.

- Completion of bridge repairs at the following locations:
 - Bell Road and Skunk Creek
 - 59th Avenue and Arizona Central Divergent Canal
 - 67th Avenue and Arizona Central Divergent Canal

Ongoing Pavement Management Program.

Goals, Objectives, and Performance Measures

<i>Strategic Objectives</i>	Optimize Processes & Services Improve Community Experience			
<i>Department Strategic Initiative</i>	Expend \$10.2M per year (not including bonds for ARP) to implement the City's Pavement Management Plan using in-house design, construction administration, and inspection services.			
<i>Intended Result</i>	The \$10.2M 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>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Reconstructions	\$0.2M	\$4.8M	\$11.5M	\$9.2M
Rehabilitation (Mill & Overlay)	\$0	\$0	\$2.5M	\$0M
Preservation (Slurry Seal, Crack Seal, etc.)	\$12M	\$5.2M	\$12.7M	\$12.2M
Total	\$12.2M	\$10.4M	\$26.7M	\$21.4M
Oversight of Pavement Management Program	113 miles	95 miles	182 miles	130 miles

<i>Strategic Objectives</i>	Optimize Processes & Services Improve Asset Management Improve Community Experience			
<i>Department Strategic Initiative</i>	Complete improvement projects on schedule and on budget by leveraging federal funding.			
<i>Intended Result</i>	The transport of people and goods within and through the City of Glendale is safe and efficient.			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
% signalized intersections connected to the central signal system (204 total signalized intersections, including four HAWK pedestrian crosswalks)	88%	89%	91%	93%
Flashing Yellow Arrow Installation Program – Number of intersections updated – (45 locations)	14	27	33	48
Complete two school zone construction projects each year (total of 13)	2	4	6	8
Complete conversion of illuminated street name signs at two intersections per year to LED technology	6	12	15	17
Install enhanced detection at 5 signalized intersections per year (199 total)	0	8	18	23

Transportation (29)
Budget by Categories of Expenditures

Group	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
Personnel Services	8,245,286	9,082,783	9,082,783	9,375,023	292,241	3.22%
Services and Supplies	15,689,289	18,344,422	17,394,226	17,981,199	-363,223	-1.98%
Internal Charges	3,072,634	3,294,171	3,294,171	4,120,118	825,947	25.07%
Grand Total	27,007,209	30,721,376	29,771,180	31,476,340	754,964	2.46%

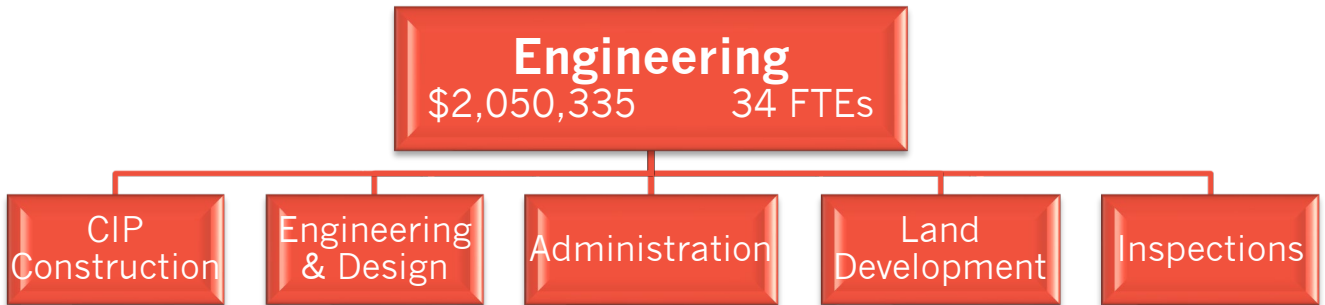
Fund & Department Number Budget by Program

Fund / Org	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
(1000-10002934) Cemetery	245,915	0	0	0	0	0.00%
(1000-10005055) Stadium - Transportation Ops	638,669	846,666	459,805	847,356	689	0.08%
(1000-10005056) Transp - Fiesta Bowl Event	22,068	32,423	32,423	32,502	79	0.24%
(1000-10005057) Arena - Transportation Ops.	37,521	42,837	42,837	42,541	-296	-0.69%
(1000-10005058) Graffiti Removal	13,932	14,495	14,275	14,492	-2	-0.02%
(1000-10005059) CBRanch - ROW Maintenance	10,489	16,080	16,080	16,080	0	0.00%
(2050-20502919) Transportation Administration	110,089	110,242	110,029	130,478	20,236	18.36%
(2050-20502920) Right of Way	4,849,396	5,589,364	5,488,084	5,076,862	-512,502	-9.17%
(2050-20502921) Street Maintenance	1,637,718	1,783,952	1,782,452	2,137,933	353,980	19.84%
(2050-20502923) Traffic Signals	1,220,445	1,303,655	1,324,359	1,326,783	23,128	1.77%
(2050-20502924) Signs & Markings	698,538	760,898	760,368	802,169	41,271	5.42%
(2050-20502925) Barricade Management	192,699	212,325	212,325	345,116	132,790	62.54%
(2050-20502935) Street Lighting	1,534,281	1,885,501	1,925,321	1,955,167	69,666	3.69%
(2050-20505064) Traffic Design and Development	275,272	195,497	194,497	198,571	3,074	1.57%
(2050-20505065) Graffiti Removal - ROW	163,922	166,248	167,168	176,580	10,332	6.22%
(2060-20604029) Grants-Transportation	0	2,000,000	1,950,000	2,000,000	0	0.00%
(2060-20605271) Transportation Transit Grants	1,875,074	700,000	700,000	700,000	0	0.00%
(2060-20605273) Transportation Transit CARES	10,372	0	0	0	0	0.00%
(2070-20702926) Transportation Program Mgmt	2,181,146	2,359,608	2,351,867	2,273,442	-86,166	-3.65%
(2070-20702927) Fixed Route	4,351,706	4,777,718	4,212,541	4,795,600	17,882	0.37%
(2070-20702928) Dial-A-Ride	3,166,771	3,723,930	3,723,930	4,174,614	450,685	12.10%
(2070-20702929) Transit Program Administration	485,794	516,500	516,500	536,685	20,186	3.91%
(2070-20702930) Intelligent Transport Systems	750,721	798,670	802,087	827,423	28,752	3.60%
(2070-20702931) Traffic Mitigation	443,173	534,403	533,868	545,868	11,465	2.15%
(2070-20702937) COVID 19 Tracking Fund 2070	20,867	0	100,000	0	0	0.00%
(2070-20705066) Transportation Education	139,098	214,394	214,394	219,963	5,569	2.60%
(2070-20705067) Demand Management	16,306	28,505	28,505	28,505	0	0.00%
(2070-20705069) CIP O&M	691,683	782,500	782,500	851,337	68,837	8.80%
(2070-20705070) Traffic Signals	3,268	10,050	10,050	10,050	0	0.00%
(2070-20705071) Signs & Markings	28,939	42,594	42,594	42,633	39	0.09%
(2070-20705088) Street Light Management	299,855	300,000	300,000	300,000	0	0.00%
(2130-21302933) Airport Operations	870,945	972,322	972,322	1,067,592	95,270	9.80%
(2190-21905281) Airport Grants	20,535	0	0	0	0	0.00%
Grand Total	27,007,209	30,721,376	29,771,180	31,476,340	754,964	2.46%

Transportation Staffing by Program

Fund / Org	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Change in Budget
(1000-10002934) Cemetery	1.00	0.00	0.00	0.00
(2050-20502919) Transportation Administration	1.00	1.00	1.00	0.00
(2050-20502920) Right of Way	12.00	12.00	12.00	0.00
(2050-20502921) Street Maintenance	9.00	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	1.00	1.00	2.00	1.00
(2050-20502935) Street Lighting	2.00	2.00	2.00	0.00
(2050-20505064) Traffic Design and Development	2.00	2.00	2.00	0.00
(2050-20505065) Graffiti Removal - ROW	2.00	2.00	2.00	0.00
(2070-20702926) Transportation Program Mgmt	8.00	8.00	8.00	0.00
(2070-20702928) Dial-A-Ride	32.25	32.25	32.25	0.00
(2070-20702929) Transit Program Administration	4.00	4.00	4.00	0.00
(2070-20702930) Intelligent Transport Systems	4.00	4.00	4.00	0.00
(2070-20702931) Traffic Mitigation	2.00	2.00	2.00	0.00
(2070-20705066) Transportation Education	1.00	1.00	1.00	0.00
(2070-20705069) CIP O&M	0.00	0.00	1.00	1.00
(2130-21302933) Airport Operations	6.00	6.00	6.00	0.00
Grand Total	98.25	97.25	99.25	2.00

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.

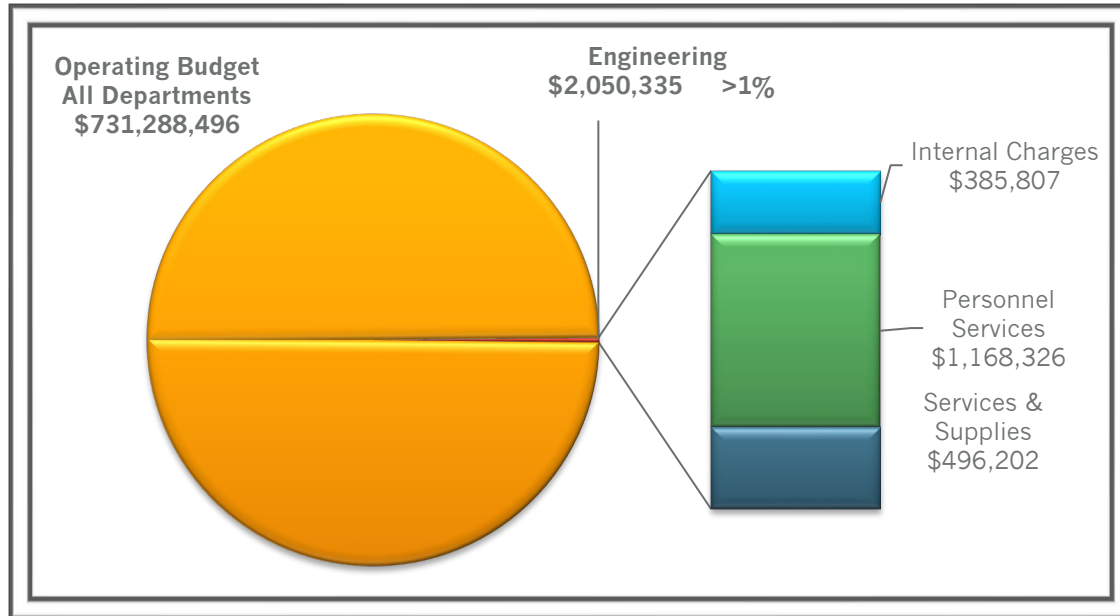
Department Description

Engineering manages the design and construction of CIP projects which includes public buildings, parks and city infrastructure such as water, wastewater and streets; 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 coordination and project 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 \$731 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

- Engineering partners with other departments to deliver Capital Improvement Projects on time, on budget, and within scope. To ensure success of the CIP, the team implemented the project charter process to align and understand goals of projects with department. In FY21, the team completed a total of 104 charters, including the addition of projects that are scheduled to begin in FY22.
- Provided project management services for a total of 88 Capital Improvement Projects with an estimated total project value of over \$323M.
- In previous years, the department averaged a little over \$70M in Capital Improvement spend. At the end of FY20, and throughout FY21, the department improved processes and thus were able to increase the spend rate to over \$100M for FY21.
- In FY21, the team managed the renovation of the first floor of the Sine Building. As a historic building, the project offered some challenges including structural columns impeding offices and retrofitted HVAC limiting design options. Despite this, the team managed to completed the design and construction in less than 6 months, allowing the prosecutor's office to move in.

- Engineering worked with Public Facilities, Recreation, and Special Events staff to accelerate the construction of the O’Neil Park Splash Pad, allowing the project to be opened and used by the public months early at the beginning of the summer season, while maintaining the project budget.
- Engineering Administration implemented a new online portal for right-of-way permit applications, saving utility companies time and money.
- Over 135 projects in the right-of-way are inspected every month, an increase of over 15% over FY20.
- In FY21 through May, the department issued 1051 right of way permits generating over \$380,000 in revenue.
- Land Development staff performed over 290 plan reviews for city and private development projects, 286 planning applications, and processed 24 Minor Land Divisions/Lot Splits, and played a key role in accelerating groundbreaking of major development projects such as Crystal Lagoon.
- Real Estate staff continues to manage the Promenade at Palmaire and the attached garage which generate an additional \$469,101 in revenue annually.
- The Land Development division has also processed 86 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.
- Engineering coordinated the delivery of \$19.5M in Fund Balance projects added to the Capital Improvement Program in October.
- Staff managed the delivery of a Pavement Management Program that grew from \$5.2M in the draft CIP to over \$15M by October.

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>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
% of CIP invoices processed by the department within 7 days	NEW	67%	69%	90%

<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>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
% of projects delivered on time	NEW	N/A	77%	90%

<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>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
% of warranty inspections that pass	NEW	95%	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>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
% of development plans that are reviewed within the published service times	NEW	97%	90%	95%

Engineering (30)
Budget by Categories of Expenditures

Group	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
Personnel Services	1,872,970	1,020,819	1,020,819	1,168,326	147,507	14.45%
Services and Supplies	846,417	456,702	388,613	496,202	39,500	8.65%
Internal Charges	269,016	281,006	281,006	385,807	104,802	37.30%
Grand Total	2,988,403	1,758,526	1,690,437	2,050,335	291,809	16.59%

Fund & Department Number Budget by Program

Fund / Org	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
(1000-10003014) Engineering Administration	864,042	232,373	231,762	334,909	102,536	44.13%
(1000-10003016) CIP Administration	-291,755	63	-8,631	51,800	51,737	81784.40%
(1000-10003017) Land Development	42,971	455,213	456,898	466,423	11,210	2.46%
(1000-10003018) Construction Inspection	970,625	779,147	767,178	932,201	153,054	19.64%
(1000-10005061) BofA Building	460,837	0	0	0	0	0.00%
(1000-10005062) Promenade at Palmaire	160,226	112,000	124,500	140,000	28,000	25.00%
(1000-10005304) Downtown Parking Garage	30,279	176,000	115,000	125,002	-50,998	-28.98%
(2050-20503019) Pavement Management	741,633	3,730	3,730	0	-3,730	-100.00%
(2070-20705072) Street Light Managemnet	9,545	0	0	0	0	0.00%
Grand Total	2,988,403	1,758,526	1,690,437	2,050,335	291,809	16.59%

**Engineering
Staffing by Program**

Fund / Org	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Change in Budget
(1000-10003014) Engineering Administration	7.00	4.00	5.00	1.00
(1000-10003016) CIP Administration	8.00	11.00	12.00	1.00
(1000-10003017) Land Development	1.00	4.00	4.00	0.00
(1000-10003018) Construction Inspection	9.00	13.00	13.00	0.00
(2050-20503019) Pavement Management	7.00	0.00	0.00	0.00
Grand Total	32.00	32.00	34.00	2.00

Performance Report

**Organizational
Performance**
\$478,678 2 FTEs

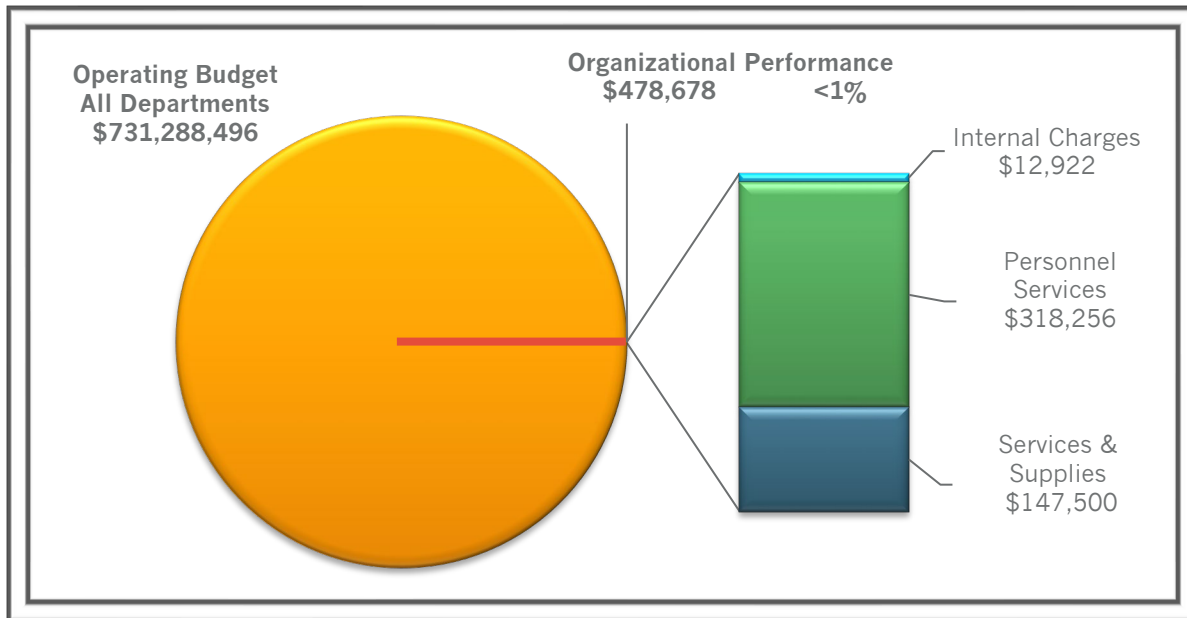
Mission Statement

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 \$731 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

Data Governance

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 Oversight Committee and the Executive Steering Committee have been established.
- All framework to support the program, including a city administrative policy, has been completed.
- The first data inventory was taken, reviewed, and published.
- A Data Steward team was established in each department to give access city wide to data training.
- A one on one data skills mentoring program has been established.
- A procedure for establishing city data standards has been established.

Open Data

The open data program is a pivotal piece in our transparency and citizen engagement strategy. Open data allows easy access for anyone to view key data about city performance. The key is to publish high value data sets, not just a large volume of data sets. The program is designed with a review process to ensure that data being published is high quality, high value, as well as ensuring that protected data is not released

- An Open Data publication process has been established in conjunction with the Innovation and Technology Department.
- A 12-month publication plan has been established.
- A request form for citizens and staff to request new data has been created.
- Significant improvements have been made to the open data site.

What Works Cities

Certification with What Works Cities 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.

- Application submitted February 2021
- Certified at Silver Level in July 2021

Balanced Scorecard

The city Balanced Scorecard is a comprehensive and focused strategy for municipal service delivery in the development of a high-performance organization that has a shared purpose, operates with autonomy and accountability, sets and achieves performance measures and targets, has empowered and engaged employees that work collaboratively, and uses data and evidence for decision-making. All of these things add value to service delivery and have the ability to create a positive impact for the community. It provides the opportunity for the city to be specific and deliberate in the allocation of resources and ultimately, improves overall quality of life for our citizens.

During the last six months of the fiscal year, 18 staff members from various departments were trained and certified through the Balanced Scorecard Professional Certification Course. The city has completed its Tier I Balanced Scorecard at the city level. The newly trained staff will assist departments in developing and implementing their Tier II Balanced Scorecards at the departmental level.

GlendaleOne

The GlendaleOne program allows residents to submit service requests and access information about city services 24/7. Customer service is a priority in Glendale and GlendaleOne demonstrates our commitment to innovation and excellence.

- GlendaleOne Management was turned over to GlendaleOne Admin Team and transition training was completed.
- Creation of internal management and public facing dashboards are complete.

Performance Dashboards

Having well designed and reliable performance dashboards are another significant piece of the strategy for transparency around our performance. Organizational Performance works with individual departments to gain access to data sources and produce dashboards that tell the story of the departments performance as well as dashboards that provide operational insights for staff

- City Wide Performance Metrics have been collected and published externally.
- Developed several Community Services dashboard to help in the administration of the Community Action Programs, including the Arizona Coronavirus Aid Relief and Economic Security Act (AZ CARES) and Emergency Rental Assistance Program (ERAP) funding.

- Worked with Engineering to visualize and publish performance data in a public facing dashboard.
- Worked with Water to create a City water use dashboard that shows the usage of water by the city as well as calculations for water reductions should the drought management plan come into effect.

Data Sharing Organizations

Glendale Participates in data sharing organizations in the valley. This provides insights into needs for data as well as fosters a collaborative community around data in the valley.

Valley Benchmark Cities (VBC)

VBC is an organization that strives to make comparable metrics between valley cities available with the goal of providing insights into what makes a successful program in the Phoenix metro area. The report compares data from seven different areas of city services.

- The valley wide public report was made available in February 2021.
- Glendale proposed and is leading a review of all VBC performance metrics to ensure that they are comparable between cities, actionable, and that standards of excellence are established in accordance with the standards of the industries being reported on.

Arizona Data Coalition

The Coalition is a group of valley cities that establishes open data standards to ease understanding and comparison between city data. The group provides guidance and support to valley cities in establishing and growing open data and data governance programs

- Participated in discussions on Fire data set standards

Goals, Objectives, and Performance Measures

<i>Strategic Objectives</i>	Improve Stakeholder Engagement Increase Innovation Solutions Strengthen Workforce Culture Strengthen Workforce Development Improve Tools & Technology			
<i>Department Strategic Initiative</i>	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.			
<i>Intended Results</i>	<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 			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
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	100%	100%
Educate organizational data stewards on business intelligence and analytics principles <ul style="list-style-type: none"> • Target: 100% of data stewards receive initial training 	N/A	N/A	100%	100%

<i>Strategic Objectives</i>	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			
<i>Department Strategic Initiative</i>	What Works Cities Certification			
<i>Intended Results</i>	<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 			
<i>Performance Measures</i>	<i>FY2019 Actual</i>	<i>FY2020 Actual</i>	<i>FY2021 Estimate</i>	<i>FY2022 Target</i>
Number of defined certification criteria achieved and maintained. <ul style="list-style-type: none"> • Target: 51% of criteria achieved and maintained by the end of 2020 	N/A	31%	60%	67%

Organizational Performance (34)
Budget by Categories of Expenditures

Group	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
Personnel Services	7,239	307,010	307,010	318,256	11,246	3.66%
Services and Supplies	0	147,500	71,692	147,500	0	0.00%
Internal Charges	0	10,219	10,219	12,922	2,703	26.45%
Grand Total	7,239	464,729	388,921	478,678	13,949	3.00%

Fund & Department Number Budget by Program

Fund / Org	FY 2020 Actuals	FY 2021 Budget	FY 2021 Estimate	FY 2022 Request	\$ Change in Budget	% Change in Budget
(1000-10003410) Organizational Performance	7,239	464,729	388,921	478,678	13,949	3.00%
Grand Total	7,239	464,729	388,921	478,678	13,949	3.00%

**Organizational Performance
Staffing by Program**

Fund / Org	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Change in Budget
(1000-10003410) Organizational Performance	0.00	2.00	2.00	0.00
Grand Total	0.00	2.00	2.00	0.00



CAPITAL IMPROVEMENT PLAN

Fiscal Year 2021-2022 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 FY22-31 CIP program reflects the G.O. Bond projects that have made the highest priority out of all G.O. Bond projects submitted for the FY22-31 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 related capital projects and another fund for sewer related capital 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.

The second type is 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 capital 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 2022-2031 Capital Improvement Program

CIP Summary by Project Type

Project Type	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
Airport	\$3,631,171	\$2,703,000	\$4,590,000	\$5,625,000	\$3,060,945	\$752,500	\$1,625,000	\$21,987,616
Arts	\$1,245,125	\$0	\$0	\$0	\$0	\$0	\$0	\$1,245,125
Drainage	\$757,000	\$3,521,000	\$6,208,840	\$5,113,940	\$3,345,030	\$240,740	\$6,291,985	\$25,478,535
Facility Maintenance	\$2,761,418	\$80,585,157	\$17,330,992	\$10,089,891	\$14,244,422	\$14,843,450	\$80,835,680	\$220,691,010
Finance	\$603,335	\$0	\$0	\$0	\$0	\$0	\$0	\$603,335
Landfill	\$4,258,976	\$11,712,790	\$6,236,420	\$3,728,050	\$2,690,500	\$8,115,945	\$13,008,526	\$49,751,207
Library	\$0	\$250,000	\$1,927,206	\$4,167,805	\$8,671,820	\$3,500,857	\$5,473,532	\$23,991,220
Parking Lots	\$0	\$0	\$0	\$0	\$0	\$525,000	\$5,705,560	\$6,230,560
Parks	\$12,506,141	\$8,578,081	\$16,276,115	\$17,508,510	\$17,711,133	\$11,296,150	\$53,029,200	\$136,905,330
Public Safety	\$4,423,001	\$4,125,724	\$12,835,614	\$22,257,755	\$18,308,047	\$7,906,368	\$26,335,106	\$96,191,615
Solid Waste	\$343,933	\$1,936,531	\$4,386,816	\$3,393,391	\$3,048,251	\$4,009,990	\$17,197,358	\$34,316,270
Streets	\$15,783,144	\$37,959,664	\$25,361,750	\$23,220,323	\$24,842,657	\$27,605,428	\$138,062,556	\$292,835,522
Transit	\$1,151,581	\$370,000	\$470,000	\$475,000	\$475,000	\$480,000	\$2,420,000	\$5,841,581
Wastewater	\$5,173,400	\$27,733,000	\$20,111,000	\$14,926,000	\$15,911,000	\$19,090,000	\$54,680,000	\$157,624,400
Water	\$4,320,000	\$44,096,000	\$22,962,000	\$27,329,000	\$22,120,000	\$18,022,000	\$98,198,000	\$237,047,000
Grand Total	\$56,958,225	\$223,570,947	\$138,696,753	\$137,834,665	\$134,428,805	\$116,388,428	\$502,862,503	\$1,310,740,326

FY 2022-2031 Capital Improvement Program

All
Summary by Funding Source

Funding Source	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
1080-General Government Capital Proj	\$15,143,703	\$74,594,513	\$7,899,346	\$8,576,640	\$8,361,817	\$11,670,544	\$95,739,639	\$221,986,202
2050-Highway User Revenue Fund	\$200,000	\$3,200,000	\$3,296,000	\$3,394,880	\$3,496,726	\$3,601,628	\$19,695,179	\$36,884,413
2070-Transportation Sales Tax	\$200,000	\$9,000,000	\$7,210,000	\$7,426,300	\$7,649,089	\$8,630,000	\$47,192,377	\$87,307,766
2110-Arts Commission	\$1,245,125	\$0	\$0	\$0	\$0	\$0	\$0	\$1,245,125
2160-Other Grants	\$462,500	\$1,625,000	\$2,575,000	\$2,100,000	\$0	\$0	\$0	\$6,762,500
2190-Airport Capital Grant	\$3,478,884	\$2,090,000	\$3,800,000	\$5,300,000	\$2,735,945	\$427,500	\$0	\$17,832,329
4010-Streets Construction	\$10,015,245	\$17,344,218	\$10,352,350	\$9,087,539	\$10,931,842	\$12,608,800	\$60,700,000	\$131,039,994
4020-Hurf Capital Projects	\$2,447,265	\$2,975,000	\$975,000	\$975,000	\$975,000	\$975,000	\$4,875,000	\$14,197,265
4030-Transportation Capital Proj	\$4,235,516	\$4,544,140	\$6,120,000	\$3,336,604	\$2,790,000	\$2,695,000	\$9,645,000	\$33,366,260
4040-Public Safety Construction	\$3,884,001	\$2,865,841	\$10,336,000	\$19,631,000	\$15,549,954	\$6,000,748	\$2,545,000	\$60,812,544
4050-Parks Construction	\$351,404	\$6,213,358	\$11,276,115	\$11,956,021	\$12,586,133	\$11,296,150	\$46,400,000	\$100,079,181
4060-Government Facilities	\$0	\$3,172,020	\$2,572,000	\$3,580,746	\$8,081,438	\$5,144,266	\$1,033,200	\$23,583,670
4080-Cultural Facility	\$300,000	\$2,872,624	\$0	\$0	\$0	\$0	\$0	\$3,172,624
4090-Open Space/Trail Construction	\$170,077	\$1,000,000	\$5,000,000	\$5,000,000	\$5,125,000	\$0	\$6,629,200	\$22,924,277
4100-Library Construction	\$0	\$225,000	\$1,927,206	\$4,167,805	\$8,671,820	\$3,500,857	\$5,473,532	\$23,966,220
4110-Flood Control Construction	\$275,000	\$1,826,000	\$3,393,100	\$2,773,200	\$3,104,290	\$0	\$5,092,845	\$16,464,435
4173-2019-DIF Fire	\$0	\$0	\$0	\$0	\$0	\$0	\$12,662,463	\$12,662,463

FY 2022-2031 Capital Improvement Program

All
Summary by Funding Source

Funding Source	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
4191-2012-DIF Police Facilities	\$0	\$375,883	\$0	\$0	\$0	\$0	\$0	\$375,883
4223-2019-DIF Police	\$0	\$0	\$0	\$0	\$0	\$0	\$2,095,184	\$2,095,184
4284-2019-DIF Libraries	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$25,000
4325-2014-DIF Parks & Rec	\$129,357	\$1,364,723	\$0	\$552,489	\$0	\$0	\$0	\$2,046,569
4365-2012-DIF Parks & Rec	\$92,124	\$0	\$0	\$0	\$0	\$0	\$0	\$92,124
4410-2014-DIF Streets Zone 1 East	\$0	\$1,440,806	\$0	\$0	\$0	\$0	\$0	\$1,440,806
4420-2014-DIF Streets Zn 2 West 101	\$0	\$311,400	\$1,038,000	\$0	\$0	\$0	\$0	\$1,349,400
4431-2019-DIF-Streets East	\$0	\$427,100	\$830,400	\$0	\$0	\$0	\$0	\$1,257,500
6020-Water	\$4,322,619	\$44,396,000	\$25,662,000	\$24,229,000	\$22,370,000	\$18,372,000	\$97,498,000	\$236,849,619
6030-Sewer	\$5,195,204	\$27,413,000	\$19,951,000	\$14,766,000	\$15,751,000	\$18,930,000	\$54,200,000	\$156,206,204
6065-2014-DIF Water	\$0	\$0	\$500,000	\$3,500,000	\$150,000	\$150,000	\$700,000	\$5,000,000
6095-2014-DIF Sewer	\$0	\$320,000	\$160,000	\$160,000	\$160,000	\$160,000	\$480,000	\$1,440,000
6110-Landfill	\$4,270,067	\$11,712,790	\$6,236,420	\$3,728,050	\$2,690,500	\$8,115,945	\$13,008,526	\$49,762,298
6120-Solid Waste	\$540,134	\$2,236,531	\$7,586,816	\$3,593,391	\$3,248,251	\$4,109,990	\$17,197,358	\$38,512,471
Grand Total	\$56,958,225	\$223,570,947	\$138,696,753	\$137,834,665	\$134,428,805	\$116,388,428	\$502,862,503	\$1,310,740,326

FY 2022-2031 Capital Improvement Program

Airport
Summary by Project

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPAP19075	AIRPORT EA FOR CHANNELIZATION	\$0	\$0	\$0	\$315,000	\$0	\$0	\$0	\$315,000
CIPAP19076	SOUTH APRON PHASE 1 PAVEMENT RECONS	\$2,070,000	\$0	\$1,425,000	\$0	\$0	\$0	\$0	\$3,495,000
CIPAP20001	SOUTH APRON PHASE 2 REHABILITATION	\$0	\$0	\$2,375,000	\$0	\$0	\$0	\$0	\$2,375,000
CIPAP20002	RUNWAY REHABILITATION	\$0	\$0	\$0	\$4,085,000	\$0	\$0	\$0	\$4,085,000
CIPAP20003	WEATHER REPORTING EQUIPMENT	\$251,788	\$0	\$0	\$0	\$0	\$0	\$0	\$251,788
CIPAP20004	AIRPORT PLANNING STUDY	\$0	\$0	\$0	\$0	\$315,000	\$0	\$0	\$315,000
CIPAP20018	TAXIWAY PAVEMENT REHAB & PRESERVE	\$1,157,096	\$1,900,000	\$0	\$0	\$0	\$0	\$0	\$3,057,096
CIPAP21005	AIRPORT BUILDING CONSTRUCTION STUDY	\$0	\$0	\$0	\$0	\$0	\$427,500	\$0	\$427,500
CIPAP21007	AIRPORT MASTER PLAN STUDY	\$0	\$0	\$0	\$0	\$620,945	\$0	\$0	\$620,945
CIPAP21009	AIRPORT SECURITY FENCING	\$0	\$0	\$0	\$675,000	\$0	\$0	\$0	\$675,000
CIPAP21010	SOUTHWEST APRON DESIGN / CONSTRUCT	\$0	\$0	\$0	\$225,000	\$1,800,000	\$0	\$0	\$2,025,000
CIPAP21012	AIRSIDE PAVEMENT MAINTENANCE	\$0	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$875,000	\$1,750,000
CIPAP22001	EAST SIDE DEVELOPMENT	\$0	\$190,000	\$0	\$0	\$0	\$0	\$0	\$190,000
CIPAP22002	AIRPORT DESIGN STANDARDS	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$200,000
CIPAP22003	AIRPORT AUTO PARKING LOTS	\$0	\$35,000	\$465,000	\$0	\$0	\$0	\$0	\$500,000
CIPAP65078	AIRPORT MATCHING FUNDS	\$152,287	\$203,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000	\$1,705,287
Grand Total		\$3,631,171	\$2,703,000	\$4,590,000	\$5,625,000	\$3,060,945	\$752,500	\$1,625,000	\$21,987,616

FY 2022-2031 Capital Improvement Program

Airport
Summary by Funding Source

Funding Source	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
2190-Airport Capital Grant	\$3,478,884	\$2,090,000	\$3,800,000	\$5,300,000	\$2,735,945	\$427,500	\$0	\$17,832,329
4030-Transportation Capital Proj	\$152,287	\$613,000	\$790,000	\$325,000	\$325,000	\$325,000	\$1,625,000	\$4,155,287
Grand Total	\$3,631,171	\$2,703,000	\$4,590,000	\$5,625,000	\$3,060,945	\$752,500	\$1,625,000	\$21,987,616

FY 2022-2031 Capital Improvement Program

Airport

AIRPORT EA FOR CHANNELIZATION

Package Number: FY22-31CIP
Project Type: Airport
Project Number: CIPAP19075

Project Number: CIPAP19075

Description

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

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
STUDY	2190-Airport Capital Grant			\$315,000				\$315,000
Grand Total				\$315,000				\$315,000

FY 2022-2031 Capital Improvement Program

Airport

SOUTH APRON PHASE 1 PAVEMENT RECONS

Package Number: FY22-31CIP
Project Type: Airport
Project Number: CIPAP19076

Project Number: CIPAP19076

Description

Full reconstruction of South Apron Pavement totaling approximately 38,000 square yards. The realignment of Taxiways A4 and A6 is moved to the Taxiway Pavement Rehab and Preserve project.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	2190-Airport Capital Grant	\$2,070,000	\$0					\$2,070,000
CONSTRUCT	2190-Airport Capital Grant	\$0	\$1,282,500					\$1,282,500
DESIGN	2190-Airport Capital Grant	\$0	\$142,500					\$142,500
Grand Total		\$2,070,000	\$1,425,000					\$3,495,000

FY 2022-2031 Capital Improvement Program

Airport

SOUTH APRON PHASE 2 REHABILITATION

Package Number: FY22-31CIP
Project Type: Airport
Project Number: CIPAP20001

Project Number: CIPAP20001

Description

Project to rehabilitate south apron pavement by mill and overlay, totaling approximately 93,000 square yards, and relocate apron intersection.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	2190-Airport Capital Grant		\$2,175,000					\$2,175,000
DESIGN	2190-Airport Capital Grant		\$200,000					\$200,000
Grand Total			\$2,375,000					\$2,375,000

FY 2022-2031 Capital Improvement Program

Airport

RUNWAY REHABILITATION

Package Number: FY22-31CIP
Project Type: Airport
Project Number: CIPAP20002

Project Number: CIPAP20002

Description

Rehabilitation of the runway a pavement mill and overlay of approximately 80,000 square yards. Replacement of all runway and taxiway edge lights, airfield signs, NAVAIDs, regulators and controls.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	2190-Airport Capital Grant			\$4,085,000				\$4,085,000
Grand Total				\$4,085,000				\$4,085,000

FY 2022-2031 Capital Improvement Program

Airport

WEATHER REPORTING EQUIPMENT

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	2190-Airport Capital Grant	\$251,788						\$251,788
Grand Total		\$251,788						\$251,788

FY 2022-2031 Capital Improvement Program

Airport

AIRPORT PLANNING STUDY

Package Number: FY22-31CIP
Project Type: Airport
Project Number: CIPAP20004

Project Number: CIPAP20004

Description

Part 150 Airport Noise Compatibility Planning Update. This project will complete and update the Part 150 study that was completed in 1994.

Justification

Updates need to coincide with master planning, forecasts, and Airport Layout Plan updates. No operational or maintenance costs are associated with this project. Outside funding will be leveraged.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
STUDY	2190-Airport Capital Grant				\$315,000			\$315,000
Grand Total					\$315,000			\$315,000

FY 2022-2031 Capital Improvement Program

Airport

TAXIWAY PAVEMENT REHAB & PRESERVE

Package Number: FY22-31CIP
Project Type: Airport
Project Number: CIPAP20018

Project Number: CIPAP20018

Description

Mill and overlay of existing Taxiway Alpha of approximately 47,224 square yards. Project includes reorientation of Taxiways A4 and A6, and addition of stabilized shoulders along Taxiway A.

Justification

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

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	2190-Airport Capital Grant	\$1,157,096						\$1,157,096
CONSTRUCT	2190-Airport Capital Grant	\$1,900,000						\$1,900,000
Grand Total		\$3,057,096						\$3,057,096

FY 2022-2031 Capital Improvement Program

Airport

AIRPORT BUILDING CONSTRUCTION STUDY

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
STUDY	2190-Airport Capital Grant					\$427,500		\$427,500
Grand Total						\$427,500		\$427,500

FY 2022-2031 Capital Improvement Program

Airport

AIRPORT MASTER PLAN STUDY

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
STUDY	2190-Airport Capital Grant				\$620,945			\$620,945
Grand Total					\$620,945			\$620,945

FY 2022-2031 Capital Improvement Program

Airport

AIRPORT SECURITY FENCING

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	2190-Airport Capital Grant			\$675,000				\$675,000
Grand Total				\$675,000				\$675,000

FY 2022-2031 Capital Improvement Program

Airport

SOUTHWEST APRON DESIGN / CONSTRUCT

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	2190-Airport Capital Grant			\$0	\$1,800,000			\$1,800,000
DESIGN	2190-Airport Capital Grant			\$225,000	\$0			\$225,000
Grand Total				\$225,000	\$1,800,000			\$2,025,000

FY 2022-2031 Capital Improvement Program

Airport

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4030-Transportation Capita..	\$166,985	\$166,985	\$166,985	\$166,985	\$166,985	\$834,924	\$1,669,849
INTRNL CHG	4030-Transportation Capita..	\$6,345	\$6,345	\$6,345	\$6,345	\$6,345	\$31,727	\$63,452
PUBLIC ART	4030-Transportation Capita..	\$1,670	\$1,670	\$1,670	\$1,670	\$1,670	\$8,349	\$16,699
Grand Total		\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$875,000	\$1,750,000

FY 2022-2031 Capital Improvement Program

Airport

EAST SIDE DEVELOPMENT

Package Number: FY22-31CIP
Project Type: Airport
Project Number: CIPAP22001

Project Number: CIPAP22001

Description

Study to examine the development potential of approximately 100 acres of land on the east side of Runway 1-19.

Justification

The purpose of the study is to identify a specific recommended development plan for the east side of the airport.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
STUDY	2190-Airport Capital Grant	\$190,000						\$190,000
Grand Total		\$190,000						\$190,000

FY 2022-2031 Capital Improvement Program

Airport

Package Number: FY22-31CIP
Project Type: Airport
Project Number: CIPAP22002

AIRPORT DESIGN STANDARDS

Project Number: CIPAP22002

Description

The purpose of this project is to develop design standards for buildings on the Glendale Municipal Airport.

Justification

The Airport does not have design standards. The result is facilities that are not aesthetically pleasing and clash with the vision for the area.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
STUDY	4030-Transportation Capita..	\$200,000						\$200,000
Grand Total		\$200,000						\$200,000

FY 2022-2031 Capital Improvement Program

Airport

Package Number: FY22-31CIP
Project Type: Airport
Project Number: CIPAP22003

AIRPORT AUTO PARKING LOTS

Project Number: CIPAP22003

Description

Rehabilitate the vehicle parking lots near the Terminal and FBO area. Approximately 10,000 SY.

Justification

The parking lot surfaces are severely deteriorated and are a safety issue for vehicles.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4030-Transportation Capita..	\$0	\$443,976					\$443,976
DESIGN	4030-Transportation Capita..	\$33,719	\$0					\$33,719
INTRNL CHG	4030-Transportation Capita..	\$1,281	\$16,584					\$17,865
PUBLIC ART	4030-Transportation Capita..	\$0	\$4,440					\$4,440
Grand Total		\$35,000	\$465,000					\$500,000

FY 2022-2031 Capital Improvement Program

Airport

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4030-Transportation Capita..	\$152,287	\$0	\$0	\$0	\$0	\$0	\$152,287
CONSTRUCT	4030-Transportation Capita..	\$100,000	\$135,000	\$135,000	\$135,000	\$135,000	\$675,000	\$1,315,000
DESIGN	4030-Transportation Capita..	\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000	\$135,000
INTRNL CHG	4030-Transportation Capita..	\$76,000	\$0	\$0	\$0	\$0	\$0	\$76,000
PUBLIC ART	4030-Transportation Capita..	\$17,000	\$0	\$0	\$0	\$0	\$0	\$17,000
STUDY	4030-Transportation Capita..	\$10,000	\$0	\$0	\$0	\$0	\$0	\$10,000
Grand Total		\$355,287	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000	\$1,705,287

FY 2022-2031 Capital Improvement Program

Arts
Summary by Project

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPAT20035	MUNICIPAL ARTS PROGRAM	\$1,245,125							\$1,245,125
Grand Total		\$1,245,125							\$1,245,125

FY 2022-2031 Capital Improvement Program

Arts
Summary by Funding Source

Funding Source	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
2110-Arts Commission	\$1,245,125							\$1,245,125
Grand Total	\$1,245,125							\$1,245,125

FY 2022-2031 Capital Improvement Program

Arts

MUNICIPAL ARTS PROGRAM

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	2110-Arts Commission	\$1,245,125						\$1,245,125
Grand Total		\$1,245,125						\$1,245,125

FY 2022-2031 Capital Improvement Program

**Drainage
Summary by Project**

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPDR19040	CAMELBACK ROAD, 51ST TO 58TH	\$0	\$0	\$0	\$0	\$3,104,290	\$0	\$0	\$3,104,290
CIPDR19078	83RD AVE, BETHANY HIM TO CAMELBACK	\$0	\$0	\$0	\$0	\$0	\$0	\$3,129,500	\$3,129,500
CIPDR19079	59TH AVE & T-BIRD RD STORM DRAIN	\$0	\$0	\$0	\$0	\$0	\$0	\$1,963,345	\$1,963,345
CIPDR21019	DRAINAGE IMP. GLENN DR., 59TH-52ND	\$0	\$50,000	\$570,900	\$4,873,200	\$0	\$0	\$0	\$5,494,100
CIPDR21034	BETHANY HOME SD, 43RD TO 51ST AVE	\$550,000	\$3,401,000	\$5,397,200	\$0	\$0	\$0	\$0	\$9,348,200
CIPDR79004	LOCAL DRAINAGE PROBLEMS	\$207,000	\$70,000	\$240,740	\$240,740	\$240,740	\$240,740	\$1,199,140	\$2,439,100
Grand Total		\$757,000	\$3,521,000	\$6,208,840	\$5,113,940	\$3,345,030	\$240,740	\$6,291,985	\$25,478,535

FY 2022-2031 Capital Improvement Program

**Drainage
Summary by Funding Source**

Funding Source	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
1080-General Government Capital Prj	\$19,500	\$70,000	\$240,740	\$240,740	\$240,740	\$240,740	\$1,199,140	\$2,251,600
2160-Other Grants	\$462,500	\$1,625,000	\$2,575,000	\$2,100,000	\$0	\$0	\$0	\$6,762,500
4110-Flood Control Construction	\$275,000	\$1,826,000	\$3,393,100	\$2,773,200	\$3,104,290	\$0	\$5,092,845	\$16,464,435
Grand Total	\$757,000	\$3,521,000	\$6,208,840	\$5,113,940	\$3,345,030	\$240,740	\$6,291,985	\$25,478,535

FY 2022-2031 Capital Improvement Program

Drainage

Package Number
FY22-31CIP

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. Project has been moved from FY22 to FY25.

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. The design is complete.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4110-Flood Control Constru..				\$2,750,000			\$2,750,000
CONTNGCY	4110-Flood Control Constru..				\$205,000			\$205,000
INTRNL CHG	4110-Flood Control Constru..				\$121,790			\$121,790
PUBLIC ART	4110-Flood Control Constru..				\$27,500			\$27,500
Grand Total					\$3,104,290			\$3,104,290

FY 2022-2031 Capital Improvement Program

Drainage

83RD AVE, BETHANY HM TO CAMELBACK

Package Number: FY22-31CIP
Project Type: Drainage
Project Number: CIPDR19078

Project Number: CIPDR19078

Description

Installation of storm drain in 83rd Avenue from Bethany Home Road to Camelback Road. This project is currently programmed to begin design in FY27.

Justification

This project is identified in the Stormwater Management Plan (SMP) completed and presented to the city and Flood Control District in July 2011.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4110-Flood Control Constru..						\$2,500,000	\$2,500,000
CONTNGCY	4110-Flood Control Constru..						\$250,000	\$250,000
DESIGN	4110-Flood Control Constru..						\$250,000	\$250,000
INTRNL CHG	4110-Flood Control Constru..						\$104,500	\$104,500
PUBLIC ART	4110-Flood Control Constru..						\$25,000	\$25,000
Grand Total							\$3,129,500	\$3,129,500

FY 2022-2031 Capital Improvement Program

Drainage

59TH AVE & T-BIRD RD STORM DRAIN

Package Number
FY22-31CIP

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. It is currently programmed to begin design in FY27.

Justification

Project is identified in the Stormwater Management Plan (SMP) presented to the city and Flood Control District of Maricopa County in July 2011. Amounts and description are unchanged from the FY21 CIP.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4110-Flood Control Constru..						\$1,700,000	\$1,700,000
CONTNGCY	4110-Flood Control Constru..						\$116,000	\$116,000
DESIGN	4110-Flood Control Constru..						\$58,000	\$58,000
INTRNL CHG	4110-Flood Control Constru..						\$48,345	\$48,345
LAND	4110-Flood Control Constru..						\$24,000	\$24,000
PUBLIC ART	4110-Flood Control Constru..						\$17,000	\$17,000
Grand Total							\$1,963,345	\$1,963,345

FY 2022-2031 Capital Improvement Program

Drainage

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

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	2160-Other Grants	\$0	\$0	\$2,100,000				\$2,100,000
	4110-Flood Control Constru..	\$0	\$0	\$2,550,000				\$2,550,000
DESIGN	4110-Flood Control Constru..	\$0	\$550,000	\$0				\$550,000
INTRNL CHG	4110-Flood Control Constru..	\$0	\$20,900	\$176,700				\$197,600
PUBLIC ART	4110-Flood Control Constru..	\$0	\$0	\$46,500				\$46,500
STUDY	4110-Flood Control Constru..	\$50,000	\$0	\$0				\$50,000
Grand Total		\$50,000	\$570,900	\$4,873,200				\$5,494,100

FY 2022-2031 Capital Improvement Program

Drainage

BETHANY HOME SD, 43RD TO 51ST AVE

Package Number
FY22-31CIP

Project Type
Drainage

Project Number
CIPDR21034

Project Number: CIPDR21034

Description

Design and construction of storm drain pipe, inlets, catch basins and other appurtenances in a 1/2 square mile area centered on Bethany Home Road between 43rd Ave. and 51st Ave. Design began in FY21.

Justification

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	2160-Other Grants	\$275,000	\$0					\$275,000
	4110-Flood Control Construc..	\$275,000	\$0					\$275,000
CONSTRUCT	2160-Other Grants	\$1,375,000	\$2,575,000					\$3,950,000
	4110-Flood Control Construc..	\$1,375,000	\$2,575,000					\$3,950,000
INTRNL CHG	4110-Flood Control Construc..	\$123,500	\$195,700					\$319,200
LAND	2160-Other Grants	\$250,000	\$0					\$250,000
	4110-Flood Control Construc..	\$250,000	\$0					\$250,000
PUBLIC ART	4110-Flood Control Construc..	\$27,500	\$51,500					\$79,000
Grand Total		\$3,951,000	\$5,397,200					\$9,348,200

FY 2022-2031 Capital Improvement Program

Drainage

Package Number
FY22-31CIP

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

Ongoing program addressing drainage issues in older neighborhoods and extends existing storm drain systems. The city will request grant contributions from Maricopa County Flood Control District.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	1080-General Government C..	\$19,500	\$0	\$0	\$0	\$0	\$0	\$19,500
	2160-Other Grants	\$187,500	\$0	\$0	\$0	\$0	\$0	\$187,500
CONSTRUCT	1080-General Government C..	\$67,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000	\$1,867,000
DESIGN	1080-General Government C..	\$0	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000	\$270,000
INTRNL CHG	1080-General Government C..	\$2,500	\$8,740	\$8,740	\$8,740	\$8,740	\$39,140	\$76,600
PUBLIC ART	1080-General Government C..	\$500	\$2,000	\$2,000	\$2,000	\$2,000	\$10,000	\$18,500
Grand Total		\$277,000	\$240,740	\$240,740	\$240,740	\$240,740	\$1,199,140	\$2,439,100

FY 2022-2031 Capital Improvement Program

**Facility Maintenance
Summary by Project**

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPFC19016	GLENDALE OPERATIONS CAMPUS	\$196,200	\$1,200,000	\$10,600,000	\$1,800,000	\$1,900,000	\$1,800,000	\$0	\$17,496,200
CIPFC19037	UNDERGROUND STORAGE TANK REPLACE	\$0	\$0	\$0	\$450,000	\$0	\$0	\$0	\$450,000
CIPFC19038	CITY HALL BUILDING REMODEL	\$460,000	\$316,700	\$1,572,000	\$2,130,746	\$6,981,438	\$3,919,266	\$0	\$15,380,150
CIPFC19061	ELECTRICAL SYSTEM RENEWAL	\$0	\$0	\$0	\$0	\$0	\$750,000	\$4,978,000	\$5,728,000
CIPFC19062	ELEVATOR SYSTEM RENEWAL	\$0	\$0	\$0	\$0	\$0	\$500,000	\$2,096,000	\$2,596,000
CIPFC19063	FIRE PROTECTION RENEWAL	\$0	\$0	\$0	\$0	\$0	\$550,000	\$2,346,000	\$2,896,000
CIPFC19064	SECURITY CAMERA IMPROVEMENTS	\$586,000	\$1,300,000	\$0	\$0	\$0	\$0	\$0	\$1,886,000
CIPFC19065	PLUMBING SYSTEM RENEWAL	\$0	\$0	\$0	\$0	\$0	\$525,000	\$2,483,760	\$3,008,760
CIPFC19068	ROOFING SYSTEM RENEWAL	\$0	\$83,840	\$607,840	\$644,520	\$1,189,480	\$796,480	\$9,956,000	\$13,278,160
CIPFC19071	HVAC REPAIR/REPLACEMENTS	\$0	\$0	\$0	\$0	\$0	\$750,000	\$12,028,000	\$12,778,000
CIPFC19072	SPACE PLANNING INTERIOR UPDATES	\$0	\$0	\$0	\$0	\$0	\$504,200	\$19,230,800	\$19,735,000
CIPFC19073	BUILDING EXT. SEALING/RENEWAL	\$0	\$0	\$0	\$0	\$0	\$450,000	\$5,816,400	\$6,266,400
CIPFC20023	ADULT CENTER RENOVATION	\$0	\$0	\$0	\$0	\$0	\$125,000	\$1,033,200	\$1,158,200
CIPFC21002	FLEET AIR COMPRESSOR REPLACEMENT	\$60,033	\$0	\$0	\$0	\$0	\$0	\$0	\$60,033
CIPFC21037	CITY HALL 3RD FLOOR HVAC UNIT	\$49,811	\$0	\$0	\$0	\$0	\$0	\$0	\$49,811
CIPFC21048	CITY HALL 2ND FLOOR HVAC UNIT	\$44,221	\$0	\$0	\$0	\$0	\$0	\$0	\$44,221
CIPFC22081	CITY HALL ELEVATOR REPLACEMENT	\$0	\$497,800	\$0	\$0	\$0	\$0	\$0	\$497,800

FY 2022-2031 Capital Improvement Program

Facility Maintenance
Summary by Project

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPFC22082	CITY HALL FIRE SYSTEM REPLACEMENT	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$200,000
CIPFC22084	ROOF REPAIR/REPLACEMENTS	\$0	\$382,520	\$0	\$0	\$0	\$0	\$0	\$382,520
CIPFC22086	CITY HALL PARKING GARAGE	\$0	\$1,475,000	\$0	\$0	\$0	\$0	\$0	\$1,475,000
CIPFC22087	GENERAL GOVERNMENT CAPITAL PROJECTS	\$0	\$67,996,320	\$0	\$0	\$0	\$0	\$0	\$67,996,320
CIPFC70800	BUILDING MAINTENANCE RESERVE	\$242,000	\$1,416,160	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000	\$19,658,160
CIPFC70801	CAMELBACK RANCH MAINTENANCE RESERVE	\$969,307	\$1,673,504	\$1,673,504	\$1,673,504	\$1,673,504	\$1,673,504	\$8,367,520	\$17,704,347
CIPPK70803	CAPITAL REPAIR-ARENA	\$153,845	\$1,170,689	\$877,648	\$1,391,121	\$500,000	\$500,000	\$2,500,000	\$7,093,303
CIPPK77516	AMPHITHEATER RENOVATIONS	\$0	\$2,872,624	\$0	\$0	\$0	\$0	\$0	\$2,872,624
Grand Total		\$2,761,418	\$80,585,157	\$17,330,992	\$10,089,891	\$14,244,422	\$14,843,450	\$80,835,680	\$220,691,010

FY 2022-2031 Capital Improvement Program

**Facility Maintenance
Summary by Funding Source**

Funding Source	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
1080-General Government Capital Prj	\$2,518,689	\$73,640,513	\$5,158,992	\$5,709,145	\$5,362,984	\$8,999,184	\$79,802,480	\$181,191,987
4020-Hurf Capital Projects	\$2,440	\$0	\$0	\$0	\$0	\$0	\$0	\$2,440
4030-Transportation Capital Proj	\$8,574	\$300,000	\$3,200,000	\$200,000	\$200,000	\$100,000	\$0	\$4,008,574
4060-Government Facilities	\$0	\$3,172,020	\$2,572,000	\$3,580,746	\$8,081,438	\$5,144,266	\$1,033,200	\$23,583,670
4080-Cultural Facility	\$0	\$2,872,624	\$0	\$0	\$0	\$0	\$0	\$2,872,624
6020-Water	\$2,619	\$300,000	\$3,200,000	\$400,000	\$400,000	\$500,000	\$0	\$4,802,619
6030-Sewer	\$21,804	\$0	\$0	\$0	\$0	\$0	\$0	\$21,804
6110-Landfill	\$11,091	\$0	\$0	\$0	\$0	\$0	\$0	\$11,091
6120-Solid Waste	\$196,200	\$300,000	\$3,200,000	\$200,000	\$200,000	\$100,000	\$0	\$4,196,200
Grand Total	\$2,761,418	\$80,585,157	\$17,330,992	\$10,089,891	\$14,244,422	\$14,843,450	\$80,835,680	\$220,691,010

FY 2022-2031 Capital Improvement Program

Facility Maintenance

GLENDALE OPERATIONS CAMPUS

Package Number
FY22-31CIP

Project Type
Facility Maintenance

Project Number
CIPFC19016

Project Number: CIPFC19016

Description

Replace/renovate the buildings and infrastructure at the city's operations campus to improve functionality. The campus serves as the primary location for Water Services and Transportation.

Justification

The project is phased over 15+ years. Aging infrastructure, security, and operational efficiency concerns must be addressed in order to continue to provide effective service to the community.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6120-Solid Waste	\$196,200	\$0	\$0	\$0	\$0		\$196,200
CONSTRUCT	4030-Transportation Capita..	\$300,000	\$3,200,000	\$200,000	\$200,000	\$100,000		\$4,000,000
	4060-Government Facilities	\$300,000	\$1,000,000	\$1,000,000	\$1,100,000	\$1,100,000		\$4,500,000
	6020-Water	\$300,000	\$3,200,000	\$400,000	\$400,000	\$500,000		\$4,800,000
	6120-Solid Waste	\$300,000	\$3,200,000	\$200,000	\$200,000	\$100,000		\$4,000,000
Grand Total		\$1,396,200	\$10,600,000	\$1,800,000	\$1,900,000	\$1,800,000		\$17,496,200

FY 2022-2031 Capital Improvement Program

Facility Maintenance

UNDERGROUND STORAGE TANK REPLACE

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	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 2022-2031 Capital Improvement Program

Facility Maintenance

Package Number: FY22-31CIP
Project Number: CIPFC19038
Project Type: Facility Maintenance

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	1080-General Government C..	\$460,000	\$0	\$0	\$0	\$0		\$460,000
CONSTRUCT	4060-Government Facilities	\$0	\$1,500,000	\$1,400,000	\$5,754,000	\$2,877,000		\$11,531,000
CONTNGCY	4060-Government Facilities	\$0	\$0	\$225,846	\$513,546	\$316,470		\$1,055,862
DESIGN	4060-Government Facilities	\$316,700	\$0	\$287,700	\$287,700	\$287,700		\$1,179,800
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		\$776,700	\$1,572,000	\$2,130,746	\$6,981,438	\$3,919,266		\$15,380,150

FY 2022-2031 Capital Improvement Program

Facility Maintenance

ELECTRICAL SYSTEM RENEWAL

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	1080-General Government C.					\$0	\$4,750,000	\$4,750,000
DESIGN	1080-General Government C.					\$750,000	\$0	\$750,000
INTRNL CHG	1080-General Government C.					\$0	\$180,500	\$180,500
PUBLIC ART	1080-General Government C.					\$0	\$47,500	\$47,500
Grand Total						\$750,000	\$4,978,000	\$5,728,000

FY 2022-2031 Capital Improvement Program

Facility Maintenance

Package Number
FY22-31CIP

Project Type
Facility Maintenance

Project Number
CIPFC19062

ELEVATOR SYSTEM RENEWAL

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	1080-General Government C..					\$0	\$2,000,000	\$2,000,000
DESIGN	1080-General Government C..					\$500,000	\$0	\$500,000
INTRNL CHG	1080-General Government C..					\$0	\$76,000	\$76,000
PUBLIC ART	1080-General Government C..					\$0	\$20,000	\$20,000
Grand Total						\$500,000	\$2,096,000	\$2,596,000

FY 2022-2031 Capital Improvement Program

Facility Maintenance

FIRE PROTECTION RENEWAL

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	1080-General Government C..					\$0	\$2,000,000	\$2,000,000
CONTNGCY	1080-General Government C..					\$0	\$250,000	\$250,000
DESIGN	1080-General Government C..					\$550,000	\$0	\$550,000
INTRNL CHG	1080-General Government C..					\$0	\$76,000	\$76,000
PUBLIC ART	1080-General Government C..					\$0	\$20,000	\$20,000
Grand Total						\$550,000	\$2,346,000	\$2,896,000

FY 2022-2031 Capital Improvement Program

Facility Maintenance

SECURITY CAMERA IMPROVEMENTS

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	1080-General Government C..	\$586,000						\$586,000
EQUIPMENT	1080-General Government C..	\$1,300,000						\$1,300,000
Grand Total		\$1,886,000						\$1,886,000

FY 2022-2031 Capital Improvement Program

Facility Maintenance

PLUMBING SYSTEM RENEWAL

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	1080-General Government C..					\$0	\$2,370,000	\$2,370,000
DESIGN	1080-General Government C..					\$525,000	\$0	\$525,000
INTRNL CHG	1080-General Government C..					\$0	\$23,700	\$23,700
PUBLIC ART	1080-General Government C..					\$0	\$90,060	\$90,060
Grand Total						\$525,000	\$2,483,760	\$3,008,760

FY 2022-2031 Capital Improvement Program

Facility Maintenance

ROOFING SYSTEM RENEWAL

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	1080-General Government C..	\$83,840	\$580,000	\$615,000	\$1,135,000	\$760,000	\$9,500,000	\$12,673,840
INTRNL CHG	1080-General Government C..	\$0	\$22,040	\$23,370	\$43,130	\$28,880	\$361,000	\$478,420
PUBLIC ART	1080-General Government C..	\$0	\$5,800	\$6,150	\$11,350	\$7,600	\$95,000	\$125,900
Grand Total		\$83,840	\$607,840	\$644,520	\$1,189,480	\$796,480	\$9,956,000	\$13,278,160

FY 2022-2031 Capital Improvement Program

Facility Maintenance

HVAC REPAIR/REPLACEMENTS

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	1080-General Government C.					\$0	\$11,000,000	\$11,000,000
DESIGN	1080-General Government C.					\$750,000	\$500,000	\$1,250,000
INTRNL CHG	1080-General Government C.					\$0	\$418,000	\$418,000
PUBLIC ART	1080-General Government C.					\$0	\$110,000	\$110,000
Grand Total						\$750,000	\$12,028,000	\$12,778,000

FY 2022-2031 Capital Improvement Program

Facility Maintenance

SPACE PLANNING INTERIOR UPDATES

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	1080-General Government C.					\$0	\$18,350,000	\$18,350,000
DESIGN	1080-General Government C.					\$504,200	\$0	\$504,200
INTRNL CHG	1080-General Government C.					\$0	\$697,300	\$697,300
PUBLIC ART	1080-General Government C.					\$0	\$183,500	\$183,500
Grand Total						\$504,200	\$19,230,800	\$19,735,000

FY 2022-2031 Capital Improvement Program

Facility Maintenance

BUILDING EXT. SEALING/RENEWAL

Package Number
FY22-31CIP

Project Type
Facility Maintenance

Project Number
CIPFC19073

Project Number: CIPFC19073

Description

Building exteriors, identified as a Tier 2 infrastructure, need to be in good working order. City Hall and multiple buildings at the Glendale Operations Campus requiring substantive renewal.

Justification

Priority based on building usage; business critical are highest tier. Programmatic repair, sealing, and replacement of components on the exterior of buildings will reduce long-term life cycle costs.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	1080-General Government C..					\$0	\$5,550,000	\$5,550,000
DESIGN	1080-General Government C..					\$450,000	\$0	\$450,000
INTRNL CHG	1080-General Government C..					\$0	\$210,900	\$210,900
PUBLIC ART	1080-General Government C..					\$0	\$55,500	\$55,500
Grand Total						\$450,000	\$5,816,400	\$6,266,400

FY 2022-2031 Capital Improvement Program

Facility Maintenance

ADULT CENTER RENOVATION

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4060-Government Facilities					\$0	\$900,000	\$900,000
CONTNGCY	4060-Government Facilities					\$0	\$90,000	\$90,000
DESIGN	4060-Government Facilities					\$125,000	\$0	\$125,000
INTRNL CHG	4060-Government Facilities					\$0	\$34,200	\$34,200
PUBLIC ART	4060-Government Facilities					\$0	\$9,000	\$9,000
Grand Total						\$125,000	\$1,033,200	\$1,158,200

Operating Costs

Category	O&M Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2026-2030	FY 2027-2031	Grand Total
CIP O&M								\$947,700	\$947,700
Grand Total								\$947,700	\$947,700

FY 2022-2031 Capital Improvement Program

Facility Maintenance

FLEET AIR COMPRESSOR REPLACEMENT

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	1080-General Government C.	\$13,505						\$13,505
	4020-Hurf Capital Projects	\$2,440						\$2,440
	4030-Transportation Capita..	\$8,574						\$8,574
	6020-Water	\$2,619						\$2,619
	6030-Sewer	\$21,804						\$21,804
	6110-Landfill	\$11,091						\$11,091
Grand Total		\$60,033						\$60,033

FY 2022-2031 Capital Improvement Program

Facility Maintenance

CITY HALL 3RD FLOOR HVAC UNIT

Package Number: FY22-31CIP
Project Type: Facility Maintenance
Project Number: CIPFC21037

Project Number: CIPFC21037

Description

This project will replace the air conditioner for the third floor of City Hall.

Justification

The air conditioner and associated mechanical equipment had a recent coolant leak, leaving the unit operating at half of its capacity. Replacement parts are no longer available.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	1080-General Government C..	\$49,811						\$49,811
Grand Total		\$49,811						\$49,811

FY 2022-2031 Capital Improvement Program

Facility Maintenance

CITY HALL 2ND FLOOR HVAC UNIT

Package Number: FY22-31CIP
Project Type: Facility Maintenance
Project Number: CIPFC21048

Project Number: CIPFC21048

Description

Replacement of the main HVAC for the second floor at City Hall.

Justification

The HVAC unit for the second floor of City Hall has exceeded it's expected life cycle and has begun to fail.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	1080-General Government C..	\$44,221						\$44,221
Grand Total		\$44,221						\$44,221

FY 2022-2031 Capital Improvement Program

Facility Maintenance

CITY HALL ELEVATOR REPLACEMENT

Package Number: FY22-31CIP
Project Type: Facility Maintenance
Project Number: CIPFC22081

Project Number: CIPFC22081

Description

This project is to replace the plaza elevator outside City Hall.

Justification

The plaza elevator at City Hall needs to be replaced. The elevator is unreliable, does not meet current codes, and needs to be replaced to meet ADA accessibility requirements.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4060-Government Facilities	\$475,000						\$475,000
INTRNL CHG	4060-Government Facilities	\$18,050						\$18,050
PUBLIC ART	4060-Government Facilities	\$4,750						\$4,750
Grand Total		\$497,800						\$497,800

FY 2022-2031 Capital Improvement Program

Facility Maintenance

CITY HALL FIRE SYSTEM REPLACEMENT

Package Number: FY22-31CIP
Project Type: Facility Maintenance
Project Number: CIPFC22082

Project Number: CIPFC22082

Description

This project is to replace the fire alarm system at City Hall.

Justification

The fire alarm system at City Hall needs replacement. The system is unreliable, difficult to service, and is a requirement for occupancy of the building.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4060-Government Facilities	\$200,000						\$200,000
Grand Total		\$200,000						\$200,000

FY 2022-2031 Capital Improvement Program

Facility Maintenance

ROOF REPAIR/REPLACEMENTS

Package Number: FY22-31CIP
Project Type: Facility Maintenance
Project Number: CIPFC22084

Project Number: CIPFC22084

Description

This project is to replace roof at various locations including the Glendale Operations Center Buildings A, B, F, N, O, P; Airport Maintenance Building; and Bead Museum.

Justification

These roofs at mission critical locations need replacement to avoid structural damage.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4060-Government Facilities	\$382,520						\$382,520
Grand Total		\$382,520						\$382,520

FY 2022-2031 Capital Improvement Program

Facility Maintenance

CITY HALL PARKING GARAGE

Package Number: FY22-31CIP
Project Type: Facility Maintenance
Project Number: CIPFC22086

Project Number: CIPFC22086

Description

This project is to complete critical structural repairs to the City Hall Parking Garage.

Justification

The City Hall Parking Garage requires critical structural repairs to ensure continued safety and structural integrity.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4060-Government Facilities	\$1,475,000						\$1,475,000
Grand Total		\$1,475,000						\$1,475,000

FY 2022-2031 Capital Improvement Program

Facility Maintenance

GENERAL GOVERNMENT CAPITAL PROJECTS

Package Number: FY22-31CIP
Project Type: Facility Maintenance
Project Number: CIPFC22087

Project Number: CIPFC22087

Description

Placeholder for general government capital projects funded with one-time revenues and fund balance.

Justification

Once specific projects are identified, budget transfers into those specific projects will be initiated.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	1080-General Government C.	\$67,996,320						\$67,996,320
Grand Total		\$67,996,320						\$67,996,320

FY 2022-2031 Capital Improvement Program

Facility Maintenance

BUILDING MAINTENANCE RESERVE

Project Number: CIPFC70800

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	1080-General Government C..	\$242,000	\$0	\$0	\$0	\$0	\$0	\$242,000
NONCAPITAL	1080-General Government C..	\$1,416,160	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000	\$19,416,160
Grand Total		\$1,658,160	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000	\$19,658,160

FY 2022-2031 Capital Improvement Program

Facility Maintenance

CAMELBACK RANCH MAINTENANCE RESERVE

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	1080-General Government C..	\$969,307	\$0	\$0	\$0	\$0	\$0	\$969,307
NONCAPITAL	1080-General Government C..	\$1,673,504	\$1,673,504	\$1,673,504	\$1,673,504	\$1,673,504	\$8,367,520	\$16,735,040
Grand Total		\$2,642,811	\$1,673,504	\$1,673,504	\$1,673,504	\$1,673,504	\$8,367,520	\$17,704,347

FY 2022-2031 Capital Improvement Program

Facility Maintenance

CAPITAL REPAIR-ARENA

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	1080-General Government C..	\$153,845	\$0	\$0	\$0	\$0	\$0	\$153,845
NONCAPITAL	1080-General Government C..	\$1,170,689	\$877,648	\$1,391,121	\$500,000	\$500,000	\$2,500,000	\$6,939,458
Grand Total		\$1,324,534	\$877,648	\$1,391,121	\$500,000	\$500,000	\$2,500,000	\$7,093,303

FY 2022-2031 Capital Improvement Program

Facility Maintenance

AMPHITHEATER RENOVATIONS

Package Number
FY22-31CIP

Project Type
Facility Maintenance

Project Number
CIPPK77516

Project Number: CIPPK77516

Description

Renovations at the E. Lowell Rogers Amphitheater at City Hall. Design and construction will include renovation of basement area near the Council Chambers.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4080-Cultural Facility	\$2,542,434						\$2,542,434
DESIGN	4080-Cultural Facility	\$202,000						\$202,000
INTRNL CHG	4080-Cultural Facility	\$101,484						\$101,484
PUBLIC ART	4080-Cultural Facility	\$26,706						\$26,706
Grand Total		\$2,872,624						\$2,872,624

FY 2022-2031 Capital Improvement Program

Finance
Summary by Project

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPFN21999	GF PROJECT CONTINGENCY	\$603,335							\$603,335
Grand Total		\$603,335							\$603,335

FY 2022-2031 Capital Improvement Program

Finance
Summary by Funding Source

Funding Source	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
1080-General Government Capital Prj	\$603,335							\$603,335
Grand Total	\$603,335							\$603,335

FY 2022-2031 Capital Improvement Program

Finance

GF PROJECT CONTINGENCY

Package Number: FY22-31CIP
Project Type: Finance
Project Number: CIPFN21999

Project Number: CIPFN21999

Description

Project contingency for CIP projects funded with fund balance in the General Fund.

Justification

These projects received Council consensus on October 27, 2020.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	1080-General Government C..	\$603,335						\$603,335
Grand Total		\$603,335						\$603,335

FY 2022-2031 Capital Improvement Program

Landfill
Summary by Project

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPLF19019	LANDFILL COMPACTOR REPLACEMENT	\$27,925	\$1,400,000	\$0	\$0	\$0	\$2,100,000	\$1,600,000	\$5,127,925
CIPLF19024	BULLDOZER REPLACEMENTS AND REBUILDS	\$0	\$1,200,000	\$1,550,000	\$0	\$0	\$0	\$1,900,000	\$4,650,000
CIPLF19025	NORTH CELL LINER	\$57,200	\$7,755,200	\$157,200	\$0	\$0	\$3,114,000	\$30,000	\$11,113,600
CIPLF19090	LANDFILL MOTOR GRADER REPLACEMENT	\$0	\$0	\$0	\$0	\$550,000	\$0	\$0	\$550,000
CIPLF19091	LANDFILL SCRAPER REPLACEMENT	\$0	\$0	\$0	\$0	\$1,050,000	\$0	\$0	\$1,050,000
CIPLF20009	CLOSED LANDFILL	\$30,995	\$0	\$0	\$0	\$0	\$0	\$0	\$30,995
CIPLF20040	SCALE HOUSE PEDESTRIAN LANDING	\$16,740	\$0	\$0	\$0	\$0	\$0	\$0	\$16,740
CIPLF21029	LANDFILL GPS SYSTEM EQUIPMENT	\$225,000	\$0	\$0	\$0	\$65,000	\$0	\$0	\$290,000
CIPLF21030	CLOSED LANDFILLS	\$775,777	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	\$1,275,777
CIPLF22005	MRF PROCESS LINE IMPROVEMENTS	\$0	\$277,500	\$555,000	\$0	\$0	\$0	\$0	\$832,500
CIPLF22006	SITE PAVING AND MARKINGS	\$0	\$0	\$0	\$0	\$229,600	\$0	\$0	\$229,600
CIPLF78503	LANDFILL CLOSURE (SOUTH)	\$445,815	\$126,250	\$505,000	\$126,250	\$151,500	\$151,500	\$454,500	\$1,960,815
CIPLF78505	LF PHASE CONSTRUCTION (NORTH)	\$1,148,582	\$104,800	\$2,514,200	\$2,937,200	\$0	\$101,000	\$4,609,200	\$11,414,982
CIPLF78506	LANDFILL 4x4 REPLACEMENT TRUCKS	\$0	\$39,000	\$0	\$0	\$0	\$411,800	\$150,000	\$600,800
CIPLF78512	FUEL TANKER REPLACEMENT	\$26,752	\$0	\$0	\$0	\$0	\$0	\$262,500	\$289,252
CIPLF78514	SOLID WASTE INSPECTION TRUCKS	\$499	\$65,500	\$33,000	\$0	\$0	\$43,045	\$92,556	\$234,600
CIPLF78522	LANDFILL WATER PULL/TRUCK	\$0	\$0	\$0	\$0	\$0	\$0	\$1,563,000	\$1,563,000

FY 2022-2031 Capital Improvement Program

**Landfill
Summary by Project**

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPLF78532	AUXILIARY EQUIPMENT	\$114,712	\$0	\$66,000	\$0	\$0	\$50,000	\$0	\$230,712
CIPLF78534	STORMWATER CONTROLS	\$1,079,119	\$291,040	\$301,520	\$312,000	\$312,000	\$883,600	\$1,560,000	\$4,739,279
CIPLF78535	LANDFILL GAS EXTRACTION SYSTEM	\$309,860	\$403,500	\$504,500	\$302,600	\$282,400	\$1,211,000	\$536,770	\$3,550,630
Grand Total		\$4,258,976	\$11,712,790	\$6,236,420	\$3,728,050	\$2,690,500	\$8,115,945	\$13,008,526	\$49,751,207

FY 2022-2031 Capital Improvement Program

Landfill
Summary by Funding Source

Funding Source	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
6110-Landfill	\$4,258,976	\$11,712,790	\$6,236,420	\$3,728,050	\$2,690,500	\$8,115,945	\$13,008,526	\$49,751,207
Grand Total	\$4,258,976	\$11,712,790	\$6,236,420	\$3,728,050	\$2,690,500	\$8,115,945	\$13,008,526	\$49,751,207

FY 2022-2031 Capital Improvement Program

Landfill

LANDFILL COMPACTOR REPLACEMENT

Package Number: FY22-31CIP
Project Type: Landfill
Project Number: CIPLF19019

Project Number: CIPLF19019

Description

Rebuild and replacement of the two landfill compactors. Compactors will be replaced or rebuilt on a five (5) year, 10,000-hour schedule. Updated costs include current quotes and inflation.

Justification

Compactors are used daily for placement and compaction of solid waste. Compactors maximize landfill compaction, improve safety, manage airspace, and comply with environmental requirements.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6110-Landfill	\$27,925				\$0	\$0	\$27,925
VEHICLE	6110-Landfill	\$1,400,000				\$2,100,000	\$1,600,000	\$5,100,000
Grand Total		\$1,427,925				\$2,100,000	\$1,600,000	\$5,127,925

FY 2022-2031 Capital Improvement Program

Landfill

BULLDOZER REPLACEMENTS AND REBUILDS

Package Number: FY22-31CIP
Project Type: Landfill
Project Number: CIPLF19024

Project Number: CIPLF19024

Description

Rebuild and/or replacement of the 3 landfill bulldozers. D8 bulldozer in FY22; D9 in FY23; the D6 is scheduled for a complete undercarriage rebuild FY23. Replace D8 and D6 in FY27-31.

Justification

The landfill has 3 bulldozers used for landfill applications and establishing haul roads for accessibility. They maximize landfill operation efficiency, and meet regulatory permit requirements.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
VEHICLE	61.10-Landfill	\$1,200,000	\$1,550,000				\$1,900,000	\$4,650,000
Grand Total		\$1,200,000	\$1,550,000				\$1,900,000	\$4,650,000

FY 2022-2031 Capital Improvement Program

Landfill

Package Number
FY22-31CIP

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

This liner provides a protective barrier to prevent potential groundwater contamination and is a permit requirement with the Arizona Department of Environmental Quality.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6110-Landfill	\$57,200	\$0			\$0	\$0	\$57,200
CONSTRUCT	6110-Landfill	\$7,400,000	\$0			\$3,000,000	\$0	\$10,400,000
DESIGN	6110-Landfill	\$0	\$157,200			\$0	\$0	\$157,200
INTRNL CHG	6110-Landfill	\$281,200	\$0			\$114,000	\$0	\$395,200
PUBLIC ART	6110-Landfill	\$74,000	\$0			\$0	\$30,000	\$104,000
Grand Total		\$7,812,400	\$157,200			\$3,114,000	\$30,000	\$11,113,600

FY 2022-2031 Capital Improvement Program

Landfill

LANDFILL MOTOR GRADER REPLACEMENT

Package Number: FY22-31CIP
Project Type: Landfill
Project Number: CIPLF19090

Project Number: CIPLF19090

Description

Replacement of the motor grader that is expected to reach the end of its serviceable life in FY25. Landfill (LF) vehicles and equipment are not included in the Vehicle Replacement Fund.

Justification

The motor grader is used to create and maintain temporary roads on the active portion of the LF. LF roadways must be maintained for heavy equipment & customer vehicles, for safe landfill access.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
VEHICLE	61.10-Landfill				\$550,000			\$550,000
Grand Total					\$550,000			\$550,000

FY 2022-2031 Capital Improvement Program

Landfill

LANDFILL SCRAPER REPLACEMENT

Package Number: FY22-31CIP
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 equipment that excavates, transports, and stockpiles soil used for covering waste disposed of at the landfill, so the City can meet regulatory requirements.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
VEHICLE	61.10-Landfill				\$1,050,000			\$1,050,000
Grand Total					\$1,050,000			\$1,050,000

FY 2022-2031 Capital Improvement Program

Landfill

CLOSED LANDFILL

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	61.10-Landfill	\$30,995						\$30,995
Grand Total		\$30,995						\$30,995

FY 2022-2031 Capital Improvement Program

Landfill

SCALE HOUSE PEDESTRIAN LANDING

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6110-Landfill	\$16,740						\$16,740
Grand Total		\$16,740						\$16,740

FY 2022-2031 Capital Improvement Program

Landfill

LANDFILL GPS SYSTEM EQUIPMENT

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6110-Landfill	\$225,000			\$0			\$225,000
EQUIPMENT	6110-Landfill	\$0			\$65,000			\$65,000
Grand Total		\$225,000			\$65,000			\$290,000

FY 2022-2031 Capital Improvement Program

Landfill

CLOSED LANDFILLS

Package Number
FY22-31CIP

Project Type
Landfill

Project Number
CIPLF21030

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6110-Landfill	\$775,777	\$0	\$0	\$0	\$0	\$0	\$775,777
CONSTRUCT	6110-Landfill	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	\$500,000
Grand Total		\$825,777	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	\$1,275,777

FY 2022-2031 Capital Improvement Program

Landfill

MRF PROCESS LINE IMPROVEMENTS

Package Number
FY22-31CIP

Project Type
Landfill

Project Number
CIPLF22005

Project Number: CIPLF22005

Description

The Materials Recovery Facility opened in 2000. The facility has many moving components that have worn over the years. The system needs major renovations and upgrades in order to process incoming materials.

Justification

In FY22, installation of a metering drum will feed the system with a more consistent flow of material creating a better separation rate for sorters. FY23-installation of an optical sorter will improve overall capture rate for different plastics.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	6110-Landfill	\$250,000	\$500,000					\$750,000
CONTNGCY	6110-Landfill	\$25,000	\$50,000					\$75,000
PUBLIC ART	6110-Landfill	\$2,500	\$5,000					\$7,500
Grand Total		\$277,500	\$555,000					\$832,500

FY 2022-2031 Capital Improvement Program

Landfill

Package Number
FY22-31CIP

Project Type
Landfill

Project Number
CIPLF22006

SITE PAVING AND MARKINGS

Project Number: CIPLF22006

Description

This project funds the Landfill site paving and markings required as a result of repairs to paved surfaces.

Justification

The Transportation Department recommends paved surfaces be maintained on a prescribed schedule. The entrance and roads should be repaired by performing a micro-seal approximately every 7 years.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	6110-Landfill				\$200,000			\$200,000
CONTNGCY	6110-Landfill				\$20,000			\$20,000
INTRNL CHG	6110-Landfill				\$7,600			\$7,600
PUBLIC ART	6110-Landfill				\$2,000			\$2,000
Grand Total					\$229,600			\$229,600

FY 2022-2031 Capital Improvement Program

Landfill

LANDFILL CLOSURE (SOUTH)

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6110-Landfill	\$445,815	\$0	\$0	\$0	\$0	\$0	\$445,815
CONSTRUCT	6110-Landfill	\$125,000	\$500,000	\$125,000	\$150,000	\$150,000	\$450,000	\$1,500,000
PUBLIC ART	6110-Landfill	\$1,250	\$5,000	\$1,250	\$1,500	\$1,500	\$4,500	\$15,000
Grand Total		\$572,065	\$505,000	\$126,250	\$151,500	\$151,500	\$454,500	\$1,960,815

FY 2022-2031 Capital Improvement Program

Landfill

LF PHASE CONSTRUCTION (NORTH)

Package Number: FY22-31CIP
Project Number: CIPLF78505
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6110-Landfill	\$1,148,582	\$0	\$0		\$0	\$0	\$1,148,582
CONSTRUCT	6110-Landfill	\$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	\$200,000	\$600,000
INTRNL CHG	6110-Landfill	\$3,800	\$91,200	\$110,200		\$0	\$167,200	\$372,400
PUBLIC ART	6110-Landfill	\$1,000	\$23,000	\$27,000		\$1,000	\$42,000	\$94,000
Grand Total		\$1,253,382	\$2,514,200	\$2,937,200		\$101,000	\$4,609,200	\$11,414,982

FY 2022-2031 Capital Improvement Program

Landfill

LANDFILL 4x4 REPLACEMENT TRUCKS

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
VEHICLE	61.10-Landfill	\$39,000				\$411,800	\$150,000	\$600,800
Grand Total		\$39,000				\$411,800	\$150,000	\$600,800

FY 2022-2031 Capital Improvement Program

Landfill

FUEL TANKER REPLACEMENT

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6110-Landfill	\$26,752					\$0	\$26,752
EQUIPMENT	6110-Landfill	\$0					\$262,500	\$262,500
Grand Total		\$26,752					\$262,500	\$289,252

FY 2022-2031 Capital Improvement Program

Landfill

SOLID WASTE INSPECTION TRUCKS

Project Number: CIPLF78514

Package Number
FY22-31CIP

Project Type
Landfill

Project Number
CIPLF78514

Description

Replacement of trucks in the Recycling Division. 7 half-ton extended cab pick-up trucks with lift gates are in the Solid Waste Management fleet. Replacement: 2 in FY22; 1 in FY23, and 2 in FY26-31.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6110-Landfill	\$499	\$0			\$0	\$0	\$499
VEHICLE	6110-Landfill	\$65,500	\$33,000			\$43,045	\$92,556	\$234,101
Grand Total		\$65,999	\$33,000			\$43,045	\$92,556	\$234,600

FY 2022-2031 Capital Improvement Program

Landfill

LANDFILL WATER PULL/TRUCK

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
VEHICLE	61.10-Landfill						\$1,563,000	\$1,563,000
Grand Total							\$1,563,000	\$1,563,000

FY 2022-2031 Capital Improvement Program

Landfill

AUXILIARY EQUIPMENT

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6110-Landfill	\$114,712	\$0			\$0		\$114,712
EQUIPMENT	6110-Landfill	\$0	\$66,000			\$50,000		\$116,000
Grand Total		\$114,712	\$66,000			\$50,000		\$230,712

FY 2022-2031 Capital Improvement Program

Landfill

STORMWATER CONTROLS

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6110-Landfill	\$1,079,119	\$0	\$0	\$0	\$0	\$0	\$1,079,119
CONSTRUCT	6110-Landfill	\$230,000	\$240,000	\$250,000	\$250,000	\$700,000	\$1,250,000	\$2,920,000
DESIGN	6110-Landfill	\$50,000	\$50,000	\$50,000	\$50,000	\$150,000	\$250,000	\$600,000
INTRNL CHG	6110-Landfill	\$8,740	\$9,120	\$9,500	\$9,500	\$26,600	\$47,500	\$110,960
PUBLIC ART	6110-Landfill	\$2,300	\$2,400	\$2,500	\$2,500	\$7,000	\$12,500	\$29,200
Grand Total		\$1,370,159	\$301,520	\$312,000	\$312,000	\$883,600	\$1,560,000	\$4,739,279

FY 2022-2031 Capital Improvement Program

Landfill

LANDFILL GAS EXTRACTION SYSTEM

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6110-Landfill	\$309,860	\$0	\$0	\$0	\$0	\$0	\$309,860
CONSTRUCT	6110-Landfill	\$350,000	\$450,000	\$260,000	\$240,000	\$1,100,000	\$477,000	\$2,877,000
DESIGN	6110-Landfill	\$50,000	\$50,000	\$40,000	\$40,000	\$100,000	\$55,000	\$335,000
PUBLIC ART	6110-Landfill	\$3,500	\$4,500	\$2,600	\$2,400	\$11,000	\$4,770	\$28,770
Grand Total		\$713,360	\$504,500	\$302,600	\$282,400	\$1,211,000	\$536,770	\$3,550,630

FY 2022-2031 Capital Improvement Program

**Library
Summary by Project**

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPB19045	VELMA TEAGUE LIBRARY RENOVATION		\$0	\$642,318	\$3,801,805	\$975,341	\$0	\$0	\$5,419,464
CIPB19046	MAIN LIBRARY RENOVATION		\$0	\$1,284,888	\$0	\$7,696,479	\$2,116,782	\$61,032	\$11,159,181
CIPB19066	FOOTHILLS LIBRARY RENOVATION		\$225,000	\$0	\$366,000	\$0	\$1,384,075	\$5,412,500	\$7,387,575
CIPB22088	YUCCA DISTRICT MEETING SPACE STUDY		\$25,000	\$0	\$0	\$0	\$0	\$0	\$25,000
Grand Total			\$250,000	\$1,927,206	\$4,167,805	\$8,671,820	\$3,500,857	\$5,473,532	\$23,991,220

FY 2022-2031 Capital Improvement Program

Library
Summary by Funding Source

Funding Source	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
4100-Library Construction		\$225,000	\$1,927,206	\$4,167,805	\$8,671,820	\$3,500,857	\$5,473,532	\$23,966,220
4284-2019-DIF Libraries		\$25,000	\$0	\$0	\$0	\$0	\$0	\$25,000
Grand Total		\$250,000	\$1,927,206	\$4,167,805	\$8,671,820	\$3,500,857	\$5,473,532	\$23,991,220

FY 2022-2031 Capital Improvement Program

Library

VELMA TEAGUE LIBRARY RENOVATION

Package Number: FY22-31CIP
Project Type: Library
Project Number: CIPLB19045

Project Number: CIPLB19045

Description

Library renovation of electrical, plumbing, interior, exterior, HVAC, roof gutters, and improve functionality. Facility condition assessment and study will refine the project and prioritize needs.

Justification

This library needs renovation to better serve the needs of the community. It is anticipated that the assessment will indicate substantial building infrastructure needs.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	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 2022-2031 Capital Improvement Program

Library

MAIN LIBRARY RENOVATION

Project Number: CIPLB19046

Package Number
FY22-31CIP

Project Type
Library

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 1987. 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4100-Library Construction		\$0		\$6,424,440	\$1,606,110	\$0	\$8,030,550
CONTNGCY	4100-Library Construction		\$0		\$642,444	\$160,611	\$0	\$803,055
DESIGN	4100-Library Construction		\$1,284,888		\$321,222	\$0	\$0	\$1,606,110
EQUIPMENT	4100-Library Construction		\$0		\$0	\$334,000	\$0	\$334,000
INTRNL CHG	4100-Library Construction		\$0		\$244,129	\$0	\$61,032	\$305,161
PUBLIC ART	4100-Library Construction		\$0		\$64,244	\$16,061	\$0	\$80,305
Grand Total			\$1,284,888		\$7,696,479	\$2,116,782	\$61,032	\$11,159,181

FY 2022-2031 Capital Improvement Program

Library

FOOTHILLS LIBRARY RENOVATION

Package Number
FY22-31CIP

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 1999. 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4100-Library Construction	\$0		\$0		\$0	\$5,412,500	\$5,412,500
CONTNGCY	4100-Library Construction	\$0		\$0		\$811,875	\$0	\$811,875
DESIGN	4100-Library Construction	\$0		\$366,000		\$216,500	\$0	\$582,500
EQUIPMENT	4100-Library Construction	\$225,000		\$0		\$95,900	\$0	\$320,900
INTRNL CHG	4100-Library Construction	\$0		\$0		\$205,675	\$0	\$205,675
PUBLIC ART	4100-Library Construction	\$0		\$0		\$54,125	\$0	\$54,125
Grand Total		\$225,000		\$366,000		\$1,384,075	\$5,412,500	\$7,387,575

FY 2022-2031 Capital Improvement Program

Library

YUCCA DISTRICT MEETING SPACE STUDY

Package Number: FY22-31CIP
Project Type: Library
Project Number: CIPLB22088

Project Number: CIPLB22088

Description

Study to assess current meeting space in Yucca district, to determine if additional space is needed to meet community needs.

Justification

Meeting space in Yucca district is limited. Study will determine if additional space needs to be added to Heroes Regional Park Library or other designated location.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
STUDY	4284-2019-DIF Libraries	\$25,000						\$25,000
Grand Total		\$25,000						\$25,000

FY 2022-2031 Capital Improvement Program

Parking Lots
Summary by Project

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPPL19059	RENEW PARKING GARAGES/ LOTS						\$ 525,000	\$ 5,705,560	\$ 6,230,560
Grand Total							\$ 525,000	\$ 5,705,560	\$ 6,230,560

FY 2022-2031 Capital Improvement Program

Parking Lots
Summary by Funding Source

Funding Source	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
1080-General Government Capital Prj						\$525,000	\$5,705,560	\$6,230,560
Grand Total						\$525,000	\$5,705,560	\$6,230,560

FY 2022-2031 Capital Improvement Program

Parking Lots

RENEW PARKING GARAGES / LOTS

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	1080-General Government C..					\$0	\$4,970,000	\$4,970,000
CONTNGCY	1080-General Government C..					\$0	\$497,000	\$497,000
DESIGN	1080-General Government C..					\$525,000	\$0	\$525,000
INTRNL CHG	1080-General Government C..					\$0	\$188,860	\$188,860
PUBLIC ART	1080-General Government C..					\$0	\$49,700	\$49,700
Grand Total						\$525,000	\$5,705,560	\$6,230,560

FY 2022-2031 Capital Improvement Program

Parks
Summary by Project

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPPK19005	PARKS MASTER PLAN UPDATE	\$29,914	\$0	\$0	\$0	\$0	\$0	\$0	\$29,914
CIPPK19008	SAHUARO RANCH PARK IMPROVEMENTS	\$2,005,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,005,000
CIPPK19032	PARK GROUND AND IRRIGATION	\$127,286	\$0	\$0	\$0	\$0	\$0	\$0	\$127,286
CIPPK19033	PARK LIGHTING	\$63,470	\$0	\$0	\$0	\$0	\$0	\$0	\$63,470
CIPPK19034	PARK INFRASTRUCTURE IMPROVEMENTS	\$0	\$0	\$10,500,000	\$10,500,000	\$10,500,000	\$9,240,000	\$0	\$40,740,000
CIPPK19036	HEROES REGIONAL PARK LAKE	\$1,206,450	\$4,203,361	\$0	\$0	\$0	\$0	\$0	\$5,409,811
CIPPK19077	THUNDERBIRD CONSV. PARK IMPS	\$0	\$1,000,000	\$4,000,000	\$0	\$0	\$0	\$6,629,200	\$11,629,200
CIPPK20031	O'NEIL PARK SPLASH PAD	\$160,648	\$0	\$0	\$0	\$0	\$0	\$0	\$160,648
CIPPK21033	HEROES REGIONAL PARK BUILD OUT	\$0	\$0	\$0	\$0	\$0	\$0	\$46,400,000	\$46,400,000
CIPPK21038	COMMUNITY CENTER UPGRADES	\$4,458,401	\$0	\$0	\$0	\$0	\$0	\$0	\$4,458,401
CIPPK21039	FRAC UPGRADES	\$1,195,993	\$0	\$0	\$0	\$0	\$0	\$0	\$1,195,993
CIPPK21040	ADULT CENTER IMPROVEMENTS	\$310,000	\$0	\$0	\$0	\$0	\$0	\$0	\$310,000
CIPPK21041	ROSE LAINE POOL IMPROVEMENTS	\$672,334	\$0	\$0	\$0	\$0	\$0	\$0	\$672,334
CIPPK21042	PARK RESTROOM REPLACEMENT	\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,200,000
CIPPK21050	SAHUARO RANCH PK ENTRANCE PAINTING	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000
CIPPK21054	PLAYGROUND EQUIP. AT FOOTHILLS PARK	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
CIPPK21056	T-BIRD CONSERV. PARK PAVEMENT MAINT	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000

FY 2022-2031 Capital Improvement Program

Parks
Summary by Project

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPPK22007	ROSE LAINE PARK IMPROVEMENTS	\$0	\$970,000	\$0	\$0	\$0	\$0	\$0	\$970,000
CIPPK22008	BONSALL PARK IMPROVEMENTS	\$0	\$428,668	\$0	\$0	\$0	\$0	\$0	\$428,668
CIPPK22009	ACOMA PARK IMPROVEMENTS	\$0	\$429,239	\$0	\$0	\$0	\$0	\$0	\$429,239
CIPPK22010	MONDO PARK IMPROVEMENTS	\$0	\$182,090	\$0	\$0	\$0	\$0	\$0	\$182,090
CIPPK22011	MARY SILVA PARK IMPROVEMENTS	\$0	\$0	\$226,935	\$0	\$0	\$0	\$0	\$226,935
CIPPK22012	HIDDEN MEADOW PARK IMPROVEMENTS	\$0	\$0	\$217,470	\$0	\$0	\$0	\$0	\$217,470
CIPPK22013	HERITAGE PARK IMPROVEMENTS	\$0	\$0	\$160,000	\$0	\$0	\$0	\$0	\$160,000
CIPPK22014	HILLCREST PARK IMPROVEMENTS	\$0	\$0	\$171,710	\$0	\$0	\$0	\$0	\$171,710
CIPPK22015	NEW WORLD PARK IMPROVEMENTS	\$0	\$0	\$0	\$314,143	\$0	\$0	\$0	\$314,143
CIPPK22016	MISSION PARK IMPROVEMENTS	\$0	\$0	\$0	\$119,032	\$125,000	\$0	\$0	\$244,032
CIPPK22017	O'NEIL PARK IMPROVEMENTS	\$0	\$0	\$0	\$141,516	\$0	\$0	\$0	\$141,516
CIPPK22018	MONTARA PARK IMPROVEMENTS	\$0	\$0	\$0	\$449,750	\$0	\$0	\$0	\$449,750
CIPPK22019	CARMEL PARK IMPROVEMENTS	\$0	\$0	\$0	\$431,580	\$0	\$0	\$0	\$431,580
CIPPK22020	DELICAS PARK IMPROVEMENTS	\$0	\$0	\$0	\$0	\$150,000	\$0	\$0	\$150,000
CIPPK22021	LIONS PARK IMPROVEMENTS	\$0	\$0	\$0	\$0	\$171,710	\$0	\$0	\$171,710
CIPPK22022	COUNTRY GABLES PARK IMPROVEMENTS	\$0	\$0	\$0	\$0	\$212,328	\$0	\$0	\$212,328
CIPPK22023	SUNNYSIDE PARK IMPROVEMENTS	\$0	\$0	\$0	\$0	\$347,220	\$0	\$0	\$347,220

Parks
Summary by Project

FY 2022-2031 Capital Improvement Program

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPPK22024	TARRINGTON RANCH PARK IMPROVEMENTS	\$0	\$0	\$0	\$0	\$238,230	\$0	\$0	\$238,230
CIPPK22025	FOOTHILLS PARK IMPROVEMENTS	\$0	\$0	\$0	\$0	\$841,645	\$0	\$0	\$841,645
CIPPK22026	NORTHERN HORIZON PARK IMPROVEMENTS	\$0	\$0	\$0	\$0	\$0	\$916,520	\$0	\$916,520
CIPPK22027	MYRTLE PARK IMPROVEMENTS	\$0	\$0	\$0	\$0	\$0	\$47,870	\$0	\$47,870
CIPPK22028	CLAVELITO PARK IMPROVEMENTS	\$0	\$0	\$0	\$0	\$0	\$269,260	\$0	\$269,260
CIPPK22029	BUTLER PARK IMPROVEMENTS	\$0	\$0	\$0	\$0	\$0	\$284,940	\$0	\$284,940
CIPPK22030	CHOLLA PARK IMPROVEMENTS	\$0	\$0	\$0	\$0	\$0	\$284,900	\$0	\$284,900
CIPPK22031	SIERRA VERDE PARK IMPROVEMENTS	\$0	\$0	\$0	\$0	\$0	\$252,660	\$0	\$252,660
CIPPK22032	SKUNK CREEK LINEAR TRAIL	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$0	\$1,000,000
CIPPK22033	GRAND CANAL LINEAR PARK IMPROVEMENT	\$0	\$0	\$1,000,000	\$4,000,000	\$0	\$0	\$0	\$5,000,000
CIPPK22034	THUNDERBIRD PASEO IMPROVEMENTS	\$0	\$0	\$0	\$1,000,000	\$4,125,000	\$0	\$0	\$5,125,000
CIPPK22035	MID-CITY SPLASH PAD	\$0	\$1,364,723	\$0	\$0	\$0	\$0	\$0	\$1,364,723
CIPPK22036	NEW RIVER TRAIL IMPROVEMENTS	\$0	\$0	\$0	\$552,489	\$0	\$0	\$0	\$552,489
CIPPK70546	SAHUARO RANCH PK DRAIN/BLDG ASSESS	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
CIPPK72808	THUNDERBIRD PARK IMPROVEMENTS	\$170,077	\$0	\$0	\$0	\$0	\$0	\$0	\$170,077
CIPPK73475	CITYWIDE PARK IMPROVEMENTS	\$92,124	\$0	\$0	\$0	\$0	\$0	\$0	\$92,124
CIPPK73576	FOOTHILLS PARK PICKLEBALL COURTS	\$41,131	\$0	\$0	\$0	\$0	\$0	\$0	\$41,131

FY 2022-2031 Capital Improvement Program

Parks
Summary by Project

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPPK73625	NEW RIVER TRAIL ZONE 2 WEST	\$58,312	\$0	\$0	\$0	\$0	\$0	\$0	\$58,312
Grand Total		\$12,506,141	\$8,578,081	\$16,276,115	\$17,508,510	\$17,711,133	\$11,296,150	\$53,029,200	\$136,905,330

FY 2022-2031 Capital Improvement Program

Parks
Summary by Funding Source

Funding Source	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
1080-General Government Capital Prj	\$11,463,179	\$0	\$0	\$0	\$0	\$0	\$0	\$11,463,179
4050-Parks Construction	\$351,404	\$6,213,358	\$11,276,115	\$11,956,021	\$12,586,133	\$11,296,150	\$46,400,000	\$100,079,181
4080-Cultural Facility	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
4090-Open Space/Trail Construction	\$170,077	\$1,000,000	\$5,000,000	\$5,000,000	\$5,125,000	\$0	\$6,629,200	\$22,924,277
4325-2014-DIF Parks & Rec	\$129,357	\$1,364,723	\$0	\$552,489	\$0	\$0	\$0	\$2,046,569
4365-2012-DIF Parks & Rec	\$92,124	\$0	\$0	\$0	\$0	\$0	\$0	\$92,124
Grand Total	\$12,506,141	\$8,578,081	\$16,276,115	\$17,508,510	\$17,711,133	\$11,296,150	\$53,029,200	\$136,905,330

FY 2022-2031 Capital Improvement Program

Parks

PARKS MASTER PLAN UPDATE

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4325-2014-DIF Parks & Rec	\$29,914						\$29,914
Grand Total		\$29,914						\$29,914

FY 2022-2031 Capital Improvement Program

Parks

SAHUARO RANCH PARK IMPROVEMENTS

Package Number: FY22-31CIP
Project Type: Parks
Project Number: CIPPK19008

Project Number: CIPPK19008

Description

Project for improvements at Sahuaro Ranch Park. Improvements will include new LED lighting, new air conditioning units for historical buildings, and the renovation of the grand ramada.

Justification

Replacement and renovation of historic infrastructure to address priority items identified in the assessment recommendations.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	1080-General Government C..	\$2,005,000						\$2,005,000
Grand Total		\$2,005,000						\$2,005,000

FY 2022-2031 Capital Improvement Program

Parks

PARK GROUND AND IRRIGATION

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4050-Parks Construction	\$127,286						\$127,286
Grand Total		\$127,286						\$127,286

FY 2022-2031 Capital Improvement Program

Parks

PARK LIGHTING

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4050-Parks Construction	\$63,470						\$63,470
Grand Total		\$63,470						\$63,470

FY 2022-2031 Capital Improvement Program

Parks

PARK INFRASTRUCTURE IMPROVEMENTS

Package Number
FY22-31CIP

Project Type
Parks

Project Number
CIPPK19034

Project Number: CIPPK19034

Description

This project addresses the needs in park infrastructure improvements by renovating up to two thirds of the parks not currently covered in the CIP.

Justification

As improvements are made and tracked in assets management future lifecycle cost and replacement decisions can be made, funding in a future bond program would be needed for this.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	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 2022-2031 Capital Improvement Program

Parks

HEROES REGIONAL PARK LAKE

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	1080-General Government C.	\$1,206,450						\$1,206,450
CONSTRUCT	4050-Parks Construction	\$3,587,423						\$3,587,423
CONTNGCY	4050-Parks Construction	\$420,336						\$420,336
INTRNL CHG	4050-Parks Construction	\$159,728						\$159,728
PUBLIC ART	4050-Parks Construction	\$35,874						\$35,874
Grand Total		\$5,409,811						\$5,409,811

FY 2022-2031 Capital Improvement Program

Parks

THUNDERBIRD CONSV. PARK IMPS

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4090-Open Space/Trail Cons..	\$500,000	\$3,260,000				\$5,659,200	\$9,419,200
DESIGN	4090-Open Space/Trail Cons..	\$500,000	\$500,000				\$660,000	\$1,660,000
INTRNL CHG	4090-Open Space/Trail Cons..	\$0	\$190,000				\$250,000	\$440,000
PUBLIC ART	4090-Open Space/Trail Cons..	\$0	\$50,000				\$60,000	\$110,000
Grand Total		\$1,000,000	\$4,000,000				\$6,629,200	\$11,629,200

FY 2022-2031 Capital Improvement Program

Parks

O'NEIL PARK SPLASH PAD

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4050-Parks Construction	\$160,648						\$160,648
Grand Total		\$160,648						\$160,648

FY 2022-2031 Capital Improvement Program

Parks

HEROES REGIONAL PARK BUILD OUT

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	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 2022-2031 Capital Improvement Program

Parks

COMMUNITY CENTER UPGRADES

Package Number: FY22-31CIP
Project Type: Parks
Project Number: CIPPK21038

Project Number: CIPPK21038

Description

This project will provide repairs and replacement of critical components at the three Community Centers: Glendale, Rose Lane, and O'Neil.

Justification

City Staff has worked to identify and prioritize specific improvements to these facilities. Project is funded through General Fund fund balance, per Council consensus.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	1080-General Government C..	\$4,458,401						\$4,458,401
Grand Total		\$4,458,401						\$4,458,401

FY 2022-2031 Capital Improvement Program

Parks

FRAC UPGRADES

Project Number: CIPPK21039

Package Number
FY22-31CIP

Project Type
Parks

Project Number
CIPPK21039

Description

This project includes renovation/replacement of multiple critical components of the Foothills Recreation and Aquatics Center (FRAC) to include: building updates and replacement of aquatic equipment.

Justification

City staff has worked to identify and prioritize specific improvements to these facilities. Project is funded through General Fund fund balance, per Council consensus.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	1080-General Government C..	\$1,195,993						\$1,195,993
Grand Total		\$1,195,993						\$1,195,993

FY 2022-2031 Capital Improvement Program

Parks

ADULT CENTER IMPROVEMENTS

Project Number: CIPPK21040

Package Number
FY22-31CIP

Project Type
Parks

Project Number
CIPPK21040

Description

This project will rehabilitate the entryway of the Glendale Adult Center.

Justification

City staff has worked to identify and prioritize specific improvements to these facilities. Project is funded through General Fund fund balance, per Council consensus.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	1080-General Government C..	\$310,000						\$310,000
Grand Total		\$310,000						\$310,000

FY 2022-2031 Capital Improvement Program

Parks

ROSE LANE POOL IMPROVEMENTS

Package Number: FY22-31CIP
Project Type: Parks
Project Number: CIPPK21041

Project Number: CIPPK21041

Description

This project will re-plaster two swimming pools at Rose Lane, restore the water features, replace aged pool equipment.

Justification

City staff has worked to identify and prioritize specific improvements to these facilities. Project is funded through General Fund fund balance, per Council consensus.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	1080-General Government C..	\$672,334						\$672,334
Grand Total		\$672,334						\$672,334

FY 2022-2031 Capital Improvement Program

Parks

PARK RESTROOM REPLACEMENT

Package Number: FY22-31CIP
Project Type: Parks
Project Number: CIPPK21042

Project Number: CIPPK21042

Description

This project involves the replacement of the public restrooms at three city parks: Bonsall, O'Neil, and Thunderbird-Paseo to provide four unisex restrooms in a single modular unit at these locations.

Justification

City staff has worked to identify and prioritize specific improvements to these facilities. Project is funded through General Fund fund balance, per Council consensus.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	1080-General Government C..	\$1,200,000						\$1,200,000
Grand Total		\$1,200,000						\$1,200,000

FY 2022-2031 Capital Improvement Program

Parks

SAHUARO RANCH PK ENTRANCE PAINTING

Package Number: FY22-31CIP
Project Type: Parks
Project Number: CIPPK21050

Project Number: CIPPK21050

Description

Repair and paint the entryway fencing & structure, including fencing along 59th Ave north to the end of the fence and along Mountain View alignment to the parking lot.

Justification

Maintenance of this city asset will reduce long term life cycle asset costs and provide for the security of the facilities after hours.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	1080-General Government C..	\$75,000						\$75,000
Grand Total		\$75,000						\$75,000

FY 2022-2031 Capital Improvement Program

Parks

PLAYGROUND EQUIP. AT FOOTHILLS PARK

Package Number: FY22-31CIP
Project Type: Parks
Project Number: CIPPK21054

Project Number: CIPPK21054

Description

Replace (2) playgrounds with shade.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	1080-General Government C..	\$300,000						\$300,000
Grand Total		\$300,000						\$300,000

FY 2022-2031 Capital Improvement Program

Parks

T-BIRD CONSERV. PARK PAVEMENT MAINT

Package Number: FY22-31CIP
Project Type: Parks
Project Number: CIPPK21056

Project Number: CIPPK21056

Description

Repair and surface treatment of the roads within the park.

Justification

This project meets important elements of the master plan including Care of Infrastructure.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	1080-General Government C..	\$40,000						\$40,000
Grand Total		\$40,000						\$40,000

FY 2022-2031 Capital Improvement Program

Parks

ROSE LANE PARK IMPROVEMENTS

Package Number
FY22-31CIP

Project Type
Parks

Project Number
CIPPK22007

Project Number: CIPPK22007

Description

This project is for improvements at Rose Lane Park. The improvements will include improved irrigation, court resurfacing and a new play structure. These improvements are designed to accommodate the increased use and demand at the park.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4050-Parks Construction	\$729,440						\$729,440
CONTNGCY	4050-Parks Construction	\$97,000						\$97,000
DESIGN	4050-Parks Construction	\$97,000						\$97,000
INTRNL CHG	4050-Parks Construction	\$36,860						\$36,860
PUBLIC ART	4050-Parks Construction	\$9,700						\$9,700
Grand Total		\$970,000						\$970,000

FY 2022-2031 Capital Improvement Program

Parks

BONSALL PARK IMPROVEMENTS

Package Number
FY22-31CIP

Project Type
Parks

Project Number
CIPPK22008

Project Number: CIPPK22008

Description

This project is for improvements at Bonsall Park. The improvements will include improved irrigation, court resurfacing and a new play structure. These improvements are designed to accommodate the increased use and demand at the park.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4050-Parks Construction	\$322,920						\$322,920
CONTNGCY	4050-Parks Construction	\$42,867						\$42,867
DESIGN	4050-Parks Construction	\$42,867						\$42,867
INTRNL CHG	4050-Parks Construction	\$16,289						\$16,289
PUBLIC ART	4050-Parks Construction	\$3,725						\$3,725
Grand Total		\$428,668						\$428,668

FY 2022-2031 Capital Improvement Program

Parks

ACOMA PARK IMPROVEMENTS

Package Number
FY22-31CIP

Project Type
Parks

Project Number
CIPPK22009

Project Number: CIPPK22009

Description

This project is for park improvements at Acoma Park. The improvements will include improved irrigation, court resurfacing and a new play structure. These improvements are designed to accommodate increased use and demand at the park.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4050-Parks Construction	\$364,177						\$364,177
CONTNGCY	4050-Parks Construction	\$27,923						\$27,923
DESIGN	4050-Parks Construction	\$27,923						\$27,923
INTRNL CHG	4050-Parks Construction	\$8,378						\$8,378
PUBLIC ART	4050-Parks Construction	\$838						\$838
Grand Total		\$429,239						\$429,239

FY 2022-2031 Capital Improvement Program

Parks

MONDO PARK IMPROVEMENTS

Package Number: FY22-31CIP
Project Type: Parks
Project Number: CIPPK22010

Project Number: CIPPK22010

Description

This project is for improvements at Mondo Park. The improvements will include improved lighting and a new play structure. These improvements are designed to accommodate increased use and demand at the park.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4050-Parks Construction	\$136,933						\$136,933
CONTNGCY	4050-Parks Construction	\$18,209						\$18,209
DESIGN	4050-Parks Construction	\$18,209						\$18,209
INTRNL CHG	4050-Parks Construction	\$6,919						\$6,919
PUBLIC ART	4050-Parks Construction	\$1,820						\$1,820
Grand Total		\$182,090						\$182,090

FY 2022-2031 Capital Improvement Program

Parks

MARY SILVA PARK IMPROVEMENTS

Package Number
FY22-31CIP

Project Type
Parks

Project Number
CIPPK22011

Project Number: CIPPK22011

Description

This project is for improvements at Mary Silva Park. The improvements will include park lighting and a new play structure. These improvements are designed to accommodate the increased use and demand at the park.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4050-Parks Construction		\$170,656					\$170,656
CONTNGCY	4050-Parks Construction		\$22,693					\$22,693
DESIGN	4050-Parks Construction		\$22,693					\$22,693
INTRNL CHG	4050-Parks Construction		\$8,624					\$8,624
PUBLIC ART	4050-Parks Construction		\$2,269					\$2,269
Grand Total			\$226,935					\$226,935

FY 2022-2031 Capital Improvement Program

Parks

HIDDEN MEADOW PARK IMPROVEMENTS

Package Number
FY22-31CIP

Project Type
Parks

Project Number
CIPPK22012

Project Number: CIPPK22012

Description

This project is for improvements at Hidden Meadow Park. The improvements will include park lighting and a new play structure. These improvements are designed to accommodate the increased use and demand at the park.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4050-Parks Construction		\$163,538					\$163,538
CONTNGCY	4050-Parks Construction		\$21,747					\$21,747
DESIGN	4050-Parks Construction		\$21,747					\$21,747
INTRNL CHG	4050-Parks Construction		\$8,264					\$8,264
PUBLIC ART	4050-Parks Construction		\$2,174					\$2,174
Grand Total			\$217,470					\$217,470

FY 2022-2031 Capital Improvement Program

Parks

HERITAGE PARK IMPROVEMENTS

Package Number: FY22-31CIP
Project Type: Parks
Project Number: CIPPK22013

Project Number: CIPPK22013

Description

This project is for improvements at Heritage Park. The improvements will include court resurfacing and a new play structure. These improvements are designed to accommodate the increased use and demand at the park.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4050-Parks Construction		\$120,320					\$120,320
CONTNGCY	4050-Parks Construction		\$16,000					\$16,000
DESIGN	4050-Parks Construction		\$16,000					\$16,000
INTRNL CHG	4050-Parks Construction		\$6,080					\$6,080
PUBLIC ART	4050-Parks Construction		\$1,600					\$1,600
Grand Total			\$160,000					\$160,000

FY 2022-2031 Capital Improvement Program

Parks

HILLCREST PARK IMPROVEMENTS

Package Number
FY22-31CIP

Project Type
Parks

Project Number
CIPPK22014

Project Number: CIPPK22014

Description

This project is for improvements at Hillcrest Park. The improvements will include park lighting and a new play structure. These improvements are designed to accommodate the increased use and demand at the park.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4050-Parks Construction		\$129,128					\$129,128
CONTNGCY	4050-Parks Construction		\$17,170					\$17,170
DESIGN	4050-Parks Construction		\$17,170					\$17,170
INTRNL CHG	4050-Parks Construction		\$6,525					\$6,525
PUBLIC ART	4050-Parks Construction		\$1,717					\$1,717
Grand Total			\$171,710					\$171,710

FY 2022-2031 Capital Improvement Program

Parks

NEW WORLD PARK IMPROVEMENTS

Package Number
FY22-31CIP

Project Type
Parks

Project Number
CIPPK22015

Project Number: CIPPK22015

Description

This project is for improvements at New World Park. The improvements will include improved park lighting and a new play structure. These improvements are designed to accommodate the increased use and demand at the park.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4050-Parks Construction			\$236,237				\$236,237
CONTNGCY	4050-Parks Construction			\$31,414				\$31,414
DESIGN	4050-Parks Construction			\$31,414				\$31,414
INTRNL CHG	4050-Parks Construction			\$11,937				\$11,937
PUBLIC ART	4050-Parks Construction			\$3,141				\$3,141
Grand Total				\$314,143				\$314,143

FY 2022-2031 Capital Improvement Program

Parks

MISSION PARK IMPROVEMENTS

Package Number
FY22-31CIP

Project Type
Parks

Project Number
CIPPK22016

Project Number: CIPPK22016

Description

Improvements at Mission Park. Improvements include park lighting, a new play structure, and a new irrigation system. Improvements are designed to accommodate the increased use and demand at the park.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4050-Parks Construction			\$89,513	\$106,500			\$196,013
CONTNGCY	4050-Parks Construction			\$11,903	\$12,500			\$24,403
DESIGN	4050-Parks Construction			\$11,903	\$0			\$11,903
INTRNL CHG	4050-Parks Construction			\$4,523	\$4,750			\$9,273
PUBLIC ART	4050-Parks Construction			\$1,190	\$1,250			\$2,440
Grand Total				\$119,032	\$125,000			\$244,032

FY 2022-2031 Capital Improvement Program

Parks

O'NEIL PARK IMPROVEMENTS

Package Number
FY22-31CIP

Project Type
Parks

Project Number
CIPPK22017

Project Number: CIPPK22017

Description

This project is for improvements at O'Neil Park. The improvements will include improved park lighting and court resurfacing. These improvements are designed to accommodate the increased use and demand at the park.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4050-Parks Construction			\$106,421				\$106,421
CONTNGCY	4050-Parks Construction			\$14,151				\$14,151
DESIGN	4050-Parks Construction			\$14,151				\$14,151
INTRNL CHG	4050-Parks Construction			\$5,378				\$5,378
PUBLIC ART	4050-Parks Construction			\$1,415				\$1,415
Grand Total				\$141,516				\$141,516

FY 2022-2031 Capital Improvement Program

Parks

MONTARA PARK IMPROVEMENTS

Package Number: FY22-31CIP
Project Type: Parks
Project Number: CIPPK22018

Project Number: CIPPK22018

Description

This project is for park improvements at Montara Park. The improvements will include improved lighting, court resurfacing and a new play structure. These improvements are designed to accommodate increased use and demand at the park.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4050-Parks Construction			\$338,212				\$338,212
CONTNGCY	4050-Parks Construction			\$44,975				\$44,975
DESIGN	4050-Parks Construction			\$44,975				\$44,975
INTRNL CHG	4050-Parks Construction			\$17,091				\$17,091
PUBLIC ART	4050-Parks Construction			\$4,497				\$4,497
Grand Total				\$449,750				\$449,750

FY 2022-2031 Capital Improvement Program

Parks

CARMEL PARK IMPROVEMENTS

Package Number: FY22-31CIP
Project Type: Parks
Project Number: CIPPK22019

Project Number: CIPPK22019

Description

This project is for improvements at Carmel Park. The improvements will include enhanced lighting, a new irrigation system, resurfaces courts and a new play structure.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4050-Parks Construction			\$324,549				\$324,549
CONTNGCY	4050-Parks Construction			\$43,158				\$43,158
DESIGN	4050-Parks Construction			\$43,158				\$43,158
INTRNL CHG	4050-Parks Construction			\$16,400				\$16,400
PUBLIC ART	4050-Parks Construction			\$4,315				\$4,315
Grand Total				\$431,580				\$431,580

FY 2022-2031 Capital Improvement Program

Parks

DELICAS PARK IMPROVEMENTS

Package Number: FY22-31CIP
Project Type: Parks
Project Number: CIPPK22020

Project Number: CIPPK22020

Description

This project is for improvements at Delicas Park. The improvements will include a new playground and shade structure. These improvements are designed to accommodate the increased use and demand.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4050-Parks Construction				\$127,800			\$127,800
CONTNGCY	4050-Parks Construction				\$15,000			\$15,000
INTRNL CHG	4050-Parks Construction				\$5,700			\$5,700
PUBLIC ART	4050-Parks Construction				\$1,500			\$1,500
Grand Total					\$150,000			\$150,000

FY 2022-2031 Capital Improvement Program

Parks

LIONS PARK IMPROVEMENTS

Package Number
FY22-31CIP

Project Type
Parks

Project Number
CIPPK22021

Project Number: CIPPK22021

Description

This project is for improvements at Lions Park. The improvements will include park lighting and a new play structure with shade. These improvements are designed to accommodate the increased use and demand at the park.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4050-Parks Construction				\$129,126			\$129,126
CONTNGCY	4050-Parks Construction				\$17,171			\$17,171
DESIGN	4050-Parks Construction				\$17,171			\$17,171
INTRNL CHG	4050-Parks Construction				\$6,525			\$6,525
PUBLIC ART	4050-Parks Construction				\$1,717			\$1,717
Grand Total					\$171,710			\$171,710

FY 2022-2031 Capital Improvement Program

Parks

COUNTRY GABLES PARK IMPROVEMENTS

Package Number: FY22-31CIP
Project Type: Parks
Project Number: CIPPK22022

Project Number: CIPPK22022

Description

This project is for improvements at Country Gables Park. The improvements will include park lighting and a new play structure with shade. These improvements are designed to accommodate the increased use and demand at the park.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4050-Parks Construction				\$159,673			\$159,673
CONTNGCY	4050-Parks Construction				\$21,232			\$21,232
DESIGN	4050-Parks Construction				\$21,232			\$21,232
INTRNL CHG	4050-Parks Construction				\$8,068			\$8,068
PUBLIC ART	4050-Parks Construction				\$2,123			\$2,123
Grand Total					\$212,328			\$212,328

FY 2022-2031 Capital Improvement Program

Parks

SUNNYSIDE PARK IMPROVEMENTS

Package Number: FY22-31CIP
Project Type: Parks
Project Number: CIPPK22023

Project Number: CIPPK22023

Description

This project is for improvements at Sunnyside Park. The improvements will include park lighting and a new playground with shade. These improvements are designed to accommodate the increased use and demand at the park.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4050-Parks Construction				\$261,110			\$261,110
CONTNGCY	4050-Parks Construction				\$34,722			\$34,722
DESIGN	4050-Parks Construction				\$34,722			\$34,722
INTRNL CHG	4050-Parks Construction				\$13,194			\$13,194
PUBLIC ART	4050-Parks Construction				\$3,472			\$3,472
Grand Total					\$347,220			\$347,220

FY 2022-2031 Capital Improvement Program

Parks

TARRINGTON RANCH PARK IMPROVEMENTS

Package Number: FY22-31CIP
Project Type: Parks
Project Number: CIPPK22024

Project Number: CIPPK22024

Description

This project is for improvements at Tarrington Ranch Park. The improvements will include park lighting and a new playground with shade. These improvements are designed to accommodate the increased use and demand at the park.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4050-Parks Construction				\$179,149			\$179,149
CONTNGCY	4050-Parks Construction				\$23,823			\$23,823
DESIGN	4050-Parks Construction				\$23,823			\$23,823
INTRNL CHG	4050-Parks Construction				\$9,053			\$9,053
PUBLIC ART	4050-Parks Construction				\$2,382			\$2,382
Grand Total					\$238,230			\$238,230

FY 2022-2031 Capital Improvement Program

Parks

Package Number
FY22-31CIP

Project Type
Parks

Project Number
CIPPK22025

FOOTHILLS PARK IMPROVEMENTS

Project Number: CIPPK22025

Description

This project is for improvements at Foothills Park. The improvements will include park lighting and a new playground with shade. These improvements are designed to accommodate the increased use and demand at the park.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4050-Parks Construction				\$632,918			\$632,918
CONTNGCY	4050-Parks Construction				\$84,164			\$84,164
DESIGN	4050-Parks Construction				\$84,164			\$84,164
INTRNL CHG	4050-Parks Construction				\$31,983			\$31,983
PUBLIC ART	4050-Parks Construction				\$8,416			\$8,416
Grand Total					\$841,645			\$841,645

FY 2022-2031 Capital Improvement Program

Parks

NORTHERN HORIZON PARK IMPROVEMENTS

Package Number: FY22-31CIP
Project Type: Parks
Project Number: CIPPK22026

Project Number: CIPPK22026

Description

This project is for improvements at Northern Horizon Park. The improvements will include park lighting, irrigation system improvements and a new playground with shade.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4050-Parks Construction					\$689,224		\$689,224
CONTNGCY	4050-Parks Construction					\$91,652		\$91,652
DESIGN	4050-Parks Construction					\$91,652		\$91,652
INTRNL CHG	4050-Parks Construction					\$34,827		\$34,827
PUBLIC ART	4050-Parks Construction					\$9,165		\$9,165
Grand Total						\$916,520		\$916,520

FY 2022-2031 Capital Improvement Program

Parks

Package Number
FY22-31CIP

Project Type
Parks

Project Number
CIPPK22027

MYRTLE PARK IMPROVEMENTS

Project Number: CIPPK22027

Description

This project is for improvements at Myrtle Park. The improvements will include new park lighting. These improvements are designed to accommodate the increased use and demand at the park.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4050-Parks Construction					\$35,998		\$35,998
CONTNGCY	4050-Parks Construction					\$4,787		\$4,787
DESIGN	4050-Parks Construction					\$4,787		\$4,787
INTRNL CHG	4050-Parks Construction					\$1,819		\$1,819
PUBLIC ART	4050-Parks Construction					\$479		\$479
Grand Total						\$47,870		\$47,870

FY 2022-2031 Capital Improvement Program

Parks

CLAVELITO PARK IMPROVEMENTS

Project Number: CIPPK22028

Package Number
FY22-31CIP

Project Type
Parks

Project Number
CIPPK22028

Description

This project is for improvements at Clavelito Park. The improvements will include park lighting, irrigation system improvements and a new playground with shade. These improvements are designed to accommodate the increased use and demand at the park.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4050-Parks Construction					\$202,483		\$202,483
CONTNGCY	4050-Parks Construction					\$26,926		\$26,926
DESIGN	4050-Parks Construction					\$26,926		\$26,926
INTRNL CHG	4050-Parks Construction					\$10,232		\$10,232
PUBLIC ART	4050-Parks Construction					\$2,693		\$2,693
Grand Total						\$269,260		\$269,260

FY 2022-2031 Capital Improvement Program

Parks

BUTLER PARK IMPROVEMENTS

Package Number: FY22-31CIP
Project Type: Parks
Project Number: CIPPK22029

Project Number: CIPPK22029

Description

This project is for improvements at Butler Park. The improvements will include park lighting and a new playground with shade structure. These improvements are designed to accommodate the increased use and demand at the park.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4050-Parks Construction					\$214,275		\$214,275
CONTNGCY	4050-Parks Construction					\$28,494		\$28,494
DESIGN	4050-Parks Construction					\$28,494		\$28,494
INTRNL CHG	4050-Parks Construction					\$10,828		\$10,828
PUBLIC ART	4050-Parks Construction					\$2,849		\$2,849
Grand Total						\$284,940		\$284,940

FY 2022-2031 Capital Improvement Program

Parks

CHOLLA PARK IMPROVEMENTS

Package Number: FY22-31CIP
Project Type: Parks
Project Number: CIPPK22030

Project Number: CIPPK22030

Description

This project is for improvements at Cholla Park. The improvements will include park lighting and a new playground with shade structure. These improvements are designed to accommodate the increased use and demand at the park.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4050-Parks Construction					\$214,245		\$214,245
CONTNGCY	4050-Parks Construction					\$28,490		\$28,490
DESIGN	4050-Parks Construction					\$28,490		\$28,490
INTRNL CHG	4050-Parks Construction					\$10,826		\$10,826
PUBLIC ART	4050-Parks Construction					\$2,849		\$2,849
Grand Total						\$284,900		\$284,900

FY 2022-2031 Capital Improvement Program

Parks

SIERRA VERDE PARK IMPROVEMENTS

Package Number: FY22-31CIP
Project Type: Parks
Project Number: CIPPK22031

Project Number: CIPPK22031

Description

This project is for improvements at Sierra Verde Park. The improvements will include park lighting, court resurfacing and a new playground with shade. These improvements are designed to accommodate the increased use and demand at the park.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4050-Parks Construction					\$190,000		\$190,000
CONTNGCY	4050-Parks Construction					\$25,266		\$25,266
DESIGN	4050-Parks Construction					\$25,266		\$25,266
INTRNL CHG	4050-Parks Construction					\$9,601		\$9,601
PUBLIC ART	4050-Parks Construction					\$2,527		\$2,527
Grand Total						\$252,660		\$252,660

FY 2022-2031 Capital Improvement Program

Parks

Package Number
FY22-31CIP

Project Type
Parks

Project Number
CIPPK22032

SKUNK CREEK LINEAR TRAIL

Project Number: CIPPK22032

Description

Redesign and installation of irrigation and landscaping along paved trail on the Skunk Creek Linear Trail. This 4 + mile trail system was installed in 2002 and is in disrepair.

Justification

Maintaining what we have is a top priority in master plan survey of residents.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4090-Open Space/Trail Cons..				\$752,000			\$752,000
CONTNGCY	4090-Open Space/Trail Cons..				\$100,000			\$100,000
DESIGN	4090-Open Space/Trail Cons..				\$100,000			\$100,000
INTRNL CHG	4090-Open Space/Trail Cons..				\$38,000			\$38,000
PUBLIC ART	4090-Open Space/Trail Cons..				\$10,000			\$10,000
Grand Total					\$1,000,000			\$1,000,000

FY 2022-2031 Capital Improvement Program

Parks

GRAND CANAL LINEAR PARK IMPROVEMENT

Package Number: FY22-31CIP
Project Type: Parks
Project Number: CIPPK22033

Project Number: CIPPK22033

Description

This project is for improvements at Grand Canal Linear Park. The improvements will include new infrastructure and amenities, including irrigation, ramadas, fencing, splash pad updates, etc.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4090-Open Space/Trail Cons..		\$500,000	\$3,260,000				\$3,760,000
CONTNGCY	4090-Open Space/Trail Cons..		\$0	\$500,000				\$500,000
DESIGN	4090-Open Space/Trail Cons..		\$500,000	\$0				\$500,000
INTRNL CHG	4090-Open Space/Trail Cons..		\$0	\$190,000				\$190,000
PUBLIC ART	4090-Open Space/Trail Cons..		\$0	\$50,000				\$50,000
Grand Total			\$1,000,000	\$4,000,000				\$5,000,000

FY 2022-2031 Capital Improvement Program

Parks

THUNDERBIRD PASEO IMPROVEMENTS

Package Number: FY22-31CIP
Project Type: Parks
Project Number: CIPPK22034

Project Number: CIPPK22034

Description

This project is for improvements at Thunderbird Paseo Park. The improvements will include enhanced lighting, improved irrigation, court resurfacing and a new play structure.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4090-Open Space/Trail Cons..			\$500,000	\$3,368,250			\$3,868,250
CONTNGCY	4090-Open Space/Trail Cons..			\$0	\$512,000			\$512,000
DESIGN	4090-Open Space/Trail Cons..			\$500,000	\$0			\$500,000
INTRNL CHG	4090-Open Space/Trail Cons..			\$0	\$194,750			\$194,750
PUBLIC ART	4090-Open Space/Trail Cons..			\$0	\$50,000			\$50,000
Grand Total				\$1,000,000	\$4,125,000			\$5,125,000

FY 2022-2031 Capital Improvement Program

Parks

Package Number
FY22-31CIP

Project Type
Parks

Project Number
CIPPK22035

MID-CITY SPLASH PAD

Project Number: CIPPK22035

Description

This project is for the design and construction of a new splashpad at a Mid-City Park.

Justification

This project addresses aging amenities and the need for new water features in parks as per the current Parks and Recreation Master Plan and what was most important to residents.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4325-2014-DIF Parks & Rec	\$1,039,920						\$1,039,920
CONTNGCY	4325-2014-DIF Parks & Rec	\$136,472						\$136,472
DESIGN	4325-2014-DIF Parks & Rec	\$136,472						\$136,472
INTRNL CHG	4325-2014-DIF Parks & Rec	\$51,859						\$51,859
Grand Total		\$1,364,723						\$1,364,723

FY 2022-2031 Capital Improvement Program

Parks

NEW RIVER TRAIL IMPROVEMENTS

Package Number
FY22-31CIP

Project Type
Parks

Project Number
CIPPK22036

Project Number: CIPPK22036

Description

This project is designed to provide a connection between New River Trail South and Heroes Regional Park. The improvements include a new concrete walkway, enhanced lighting, irrigation and plantings.

Justification

This project provides an improved link between existing 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4325-2014-DIF Parks & Rec			\$420,998				\$420,998
CONTNGCY	4325-2014-DIF Parks & Rec			\$55,248				\$55,248
DESIGN	4325-2014-DIF Parks & Rec			\$55,248				\$55,248
INTRNL CHG	4325-2014-DIF Parks & Rec			\$20,995				\$20,995
Grand Total				\$552,489				\$552,489

FY 2022-2031 Capital Improvement Program

Parks

SAHUARO RANCH PK DRAIN/BLDG ASSESS

Package Number: FY22-31CIP
Project Type: Parks
Project Number: CIPPK70546

Project Number: CIPPK70546

Description

Improvements will include a drainage and grading study around the historical buildings, updating the building assessment and providing recommendations for mitigation.

Justification

This project will continue the protection and restoration of this site which is on the National Registry of Historic Places.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4080-Cultural Facility	\$300,000						\$300,000
Grand Total		\$300,000						\$300,000

FY 2022-2031 Capital Improvement Program

Parks

THUNDERBIRD PARK IMPROVEMENTS

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4090-Open Space/Trail Cons..	\$170,077						\$170,077
Grand Total		\$170,077						\$170,077

FY 2022-2031 Capital Improvement Program

Parks

CITYWIDE PARK IMPROVEMENTS

Package Number: FY22-31CIP
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 "Revitalize conditions of neighborhood parks" and "Construct and improve shade structures and amenities in 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4365-2012-DIF Parks & Rec	\$92,124						\$92,124
Grand Total		\$92,124						\$92,124

FY 2022-2031 Capital Improvement Program

Parks

FOOTHILLS PARK PICKLEBALL COURTS

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4325-2014-DIF Parks & Rec	\$41,131						\$41,131
Grand Total		\$41,131						\$41,131

FY 2022-2031 Capital Improvement Program

Parks

NEW RIVER TRAIL ZONE 2 WEST

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4325-2014-DIF Parks & Rec	\$58,312						\$58,312
Grand Total		\$58,312						\$58,312

FY 2022-2031 Capital Improvement Program

Public Safety
Summary by Project

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPFC21053	CITY COURT RENOVATIONS	\$3,100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$3,100,000
CIPPS19029	REPL./REM. FIRE STATION #153	\$0	\$470,000	\$4,720,000	\$0	\$0	\$0	\$0	\$5,190,000
CIPPS19030	NEW POLICE EVIDENCE STORAGE	\$0	\$900,000	\$4,716,000	\$4,716,000	\$0	\$0	\$0	\$10,332,000
CIPPS19041	MAIN PUBLIC SAFETY BLDG REMODEL	\$0	\$0	\$700,000	\$11,590,000	\$5,613,626	\$0	\$0	\$17,903,626
CIPPS19042	FOOTHILLS POLICE STATION REMODEL	\$0	\$362,412	\$0	\$0	\$420,000	\$3,295,748	\$0	\$4,078,160
CIPPS19043	GATEWAY POLICE STATION REMODEL	\$0	\$375,189	\$0	\$430,000	\$4,596,328	\$0	\$0	\$5,401,517
CIPPS19044	RENOVATE FIRE STATION #154	\$0	\$0	\$200,000	\$2,425,000	\$0	\$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	\$470,000	\$4,720,000	\$0	\$0	\$5,190,000
CIPPS19051	RENOVATE FIRE STATION #156	\$0	\$0	\$0	\$0	\$200,000	\$2,425,000	\$0	\$2,625,000
CIPPS19052	RENOVATE FIRE STATION #157	\$0	\$0	\$0	\$0	\$0	\$280,000	\$2,545,000	\$2,825,000
CIPPS19053	POLICE STATION -WEST AREA	\$0	\$0	\$0	\$0	\$0	\$0	\$2,095,184	\$2,095,184
CIPPS20033	PUBLIC SAFETY BUILDING REMODELS	\$784,001	\$0	\$0	\$0	\$0	\$0	\$0	\$784,001
CIPPS21055	FIRE STATION 156 ENHANCEMENTS	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000
CIPPS22037	UNMANNED AERIAL VEHICLES	\$0	\$179,500	\$0	\$0	\$0	\$0	\$0	\$179,500
CIPPS22038	GROWTH POLICE VEHICLES	\$0	\$196,383	\$0	\$0	\$0	\$0	\$0	\$196,383
CIPPS22080	PUBLIC SAFETY HVAC REPLACEMENTS	\$0	\$335,000	\$0	\$0	\$0	\$0	\$0	\$335,000

FY 2022-2031 Capital Improvement Program

**Public Safety
Summary by Project**

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPPS22083	FS158 FIRE SYSTEM REPLACEMENT	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$25,000
CIPPS22085	PUBLIC SAFETY ROOF REPAIR/REPLACE	\$0	\$398,240	\$0	\$0	\$0	\$0	\$0	\$398,240
CIPPS70814	FIRE APPARATUS REPLACEMENT	\$464,000	\$884,000	\$2,499,614	\$2,626,755	\$2,758,093	\$1,905,620	\$9,032,459	\$20,170,541
Grand Total		\$4,423,001	\$4,125,724	\$12,835,614	\$22,257,755	\$18,308,047	\$7,906,368	\$26,335,106	\$96,191,615

FY 2022-2031 Capital Improvement Program

**Public Safety
Summary by Funding Source**

Funding Source	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
1080-General Government Capital Prj	\$539,000	\$884,000	\$2,499,614	\$2,626,755	\$2,758,093	\$1,905,620	\$9,032,459	\$20,245,541
4040-Public Safety Construction	\$3,884,001	\$2,865,841	\$10,336,000	\$19,631,000	\$15,549,954	\$6,000,748	\$2,545,000	\$60,812,544
4173-2019-DIF Fire	\$0	\$0	\$0	\$0	\$0	\$0	\$12,662,463	\$12,662,463
4191-2012-DIF Police Facilities	\$0	\$375,883	\$0	\$0	\$0	\$0	\$0	\$375,883
4223-2019-DIF Police	\$0	\$0	\$0	\$0	\$0	\$0	\$2,095,184	\$2,095,184
Grand Total	\$4,423,001	\$4,125,724	\$12,835,614	\$22,257,755	\$18,308,047	\$7,906,368	\$26,335,106	\$96,191,615

FY 2022-2031 Capital Improvement Program

Public Safety

CITY COURT RENOVATIONS

Package Number: FY22-31CIP
Project Type: Public Safety
Project Number: CIPFC21053

Project Number: CIPFC21053

Description

This project will renovate the existing city court which was built in 1991 and was last remodeled in 2003.

Justification

The existing facility does not meet the courts operational needs in regards to safety, security, and storage.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4040-Public Safety Constru..	\$3,100,000						\$3,100,000
Grand Total		\$3,100,000						\$3,100,000

FY 2022-2031 Capital Improvement Program

Public Safety

REPL./REM. FIRE STATION #153

Package Number
FY22-31CIP

Project Type
Public Safety

Project Number
CIPPS19029

Project Number: CIPPS19029

Description

Dem/Rebuild of FS 153 (59th & T-bird). Improve laundry & change out areas, bay exhaust, roof, plumbing, parking lot, driveways, security, fire protection system, and exterior and interior finishes.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	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 2022-2031 Capital Improvement Program

Public Safety

NEW POLICE EVIDENCE STORAGE

Project Number: CIPPS19030

Package Number
FY22-31CIP

Project Type
Public Safety

Project Number
CIPPS19030

Description

Design & construct a 30,000 sq. ft. secure warehouse facility on the Glendale Operations Campus for police evidence, property storage and management.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4040-Public Safety Constru..	\$0	\$4,500,000	\$4,500,000				\$9,000,000
DESIGN	4040-Public Safety Constru..	\$900,000	\$0	\$0				\$900,000
INTRNL CHG	4040-Public Safety Constru..	\$0	\$171,000	\$171,000				\$342,000
PUBLIC ART	4040-Public Safety Constru..	\$0	\$45,000	\$45,000				\$90,000
Grand Total		\$900,000	\$4,716,000	\$4,716,000				\$10,332,000

Operating Costs

Category	O&M Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2026-2030	FY 2027-2031	Grand Total
CIP O&M					\$300,000	\$300,000		\$1,500,000	\$2,100,000
Grand Total					\$300,000	\$300,000		\$1,500,000	\$2,100,000

FY 2022-2031 Capital Improvement Program

Public Safety

MAIN PUBLIC SAFETY BLDG REMODEL

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4040-Public Safety Constru..		\$0	\$9,000,000	\$4,000,000			\$13,000,000
CONTNGCY	4040-Public Safety Constru..		\$0	\$2,000,000	\$779,626			\$2,779,626
DESIGN	4040-Public Safety Constru..		\$700,000	\$200,000	\$100,000			\$1,000,000
EQUIPMENT	4040-Public Safety Constru..		\$0	\$0	\$500,000			\$500,000
INTRNL CHG	4040-Public Safety Constru..		\$0	\$300,000	\$194,000			\$494,000
PUBLIC ART	4040-Public Safety Constru..		\$0	\$90,000	\$40,000			\$130,000
Grand Total			\$700,000	\$11,590,000	\$5,613,626			\$17,903,626

FY 2022-2031 Capital Improvement Program

Public Safety

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4040-Public Safety Constru..	\$318,500			\$0	\$3,137,553		\$3,456,053
CONTNGCY	4040-Public Safety Constru..	\$25,000			\$0	\$0		\$25,000
DESIGN	4040-Public Safety Constru..	\$0			\$420,000	\$0		\$420,000
INTRNL CHG	4040-Public Safety Constru..	\$15,727			\$0	\$125,238		\$140,965
PUBLIC ART	4040-Public Safety Constru..	\$3,185			\$0	\$32,957		\$36,142
Grand Total		\$362,412			\$420,000	\$3,295,748		\$4,078,160

FY 2022-2031 Capital Improvement Program

Public Safety

Package Number
FY22-31CIP

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/fixes 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4040-Public Safety Constru..	\$330,604		\$0	\$4,375,705			\$4,706,309
CONTNGCY	4040-Public Safety Constru..	\$25,000		\$0	\$0			\$25,000
DESIGN	4040-Public Safety Constru..	\$0		\$430,000	\$0			\$430,000
INTRNL CHG	4040-Public Safety Constru..	\$16,279		\$0	\$174,660			\$190,939
PUBLIC ART	4040-Public Safety Constru..	\$3,306		\$0	\$45,963			\$49,269
Grand Total		\$375,189		\$430,000	\$4,596,328			\$5,401,517

FY 2022-2031 Capital Improvement Program

Public Safety

RENOVATE FIRE STATION #154

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	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 2022-2031 Capital Improvement Program

Public Safety

FIRE STATION - WESTERN AREA

Package Number
FY22-31CIP

Project Type
Public Safety

Project Number
CIPPS19049

Project Number: CIPPS19049

Description

This project is for the design and construction of a new, 15,000 square feet, four bay fire station including furniture, fixtures and equipment, to support 18 personnel and one engine.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4173-2019-DIF Fire						\$5,226,000	\$5,226,000
CONTNGCY	4173-2019-DIF Fire						\$1,625,775	\$1,625,775
DESIGN	4173-2019-DIF Fire						\$1,407,000	\$1,407,000
EQUIPMENT	4173-2019-DIF Fire						\$1,601,040	\$1,601,040
INTRNL CHG	4173-2019-DIF Fire						\$198,588	\$198,588
IT INFRAST	4173-2019-DIF Fire						\$156,000	\$156,000
LAND	4173-2019-DIF Fire						\$2,395,800	\$2,395,800
PUBLIC ART	4173-2019-DIF Fire						\$52,260	\$52,260
Grand Total							\$12,662,463	\$12,662,463

Operating Costs

Category	O&M Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2026-2030	FY 2027-2031	Grand Total
CIP O&M								\$1,000,000	\$1,000,000
Grand Total								\$1,000,000	\$1,000,000

FY 2022-2031 Capital Improvement Program

Public Safety

REPL./REM. FIRE STATION #155

Package Number: FY22-31CIP
Project Type: Public Safety
Project Number: CIPPS19050

Project Number: CIPPS19050

Description

Project is to remodel IFS 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	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 2022-2031 Capital Improvement Program

Public Safety

Package Number
FY22-31CIP

Project Type
Public Safety

Project Number
CIPPS19051

RENOVATE FIRE STATION #156

Project Number: CIPPS19051

Description

Project is to remodel IFS 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	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 2022-2031 Capital Improvement Program

Public Safety

Package Number
FY22-31CIP

Project Type
Public Safety

Project Number
CIPPS19052

RENOVATE FIRE STATION #157

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4040-Public Safety Constru..					\$0	\$2,419,000	\$2,419,000
DESIGN	4040-Public Safety Constru..					\$280,000	\$0	\$280,000
INTRNL CHG	4040-Public Safety Constru..					\$0	\$99,750	\$99,750
PUBLIC ART	4040-Public Safety Constru..					\$0	\$26,250	\$26,250
Grand Total						\$280,000	\$2,545,000	\$2,825,000

FY 2022-2031 Capital Improvement Program

Public Safety

POLICE STATION - WEST AREA

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4223-2019-DIF Police						\$1,858,000	\$1,858,000
DESIGN	4223-2019-DIF Police						\$148,000	\$148,000
INTRNL CHG	4223-2019-DIF Police						\$70,604	\$70,604
PUBLIC ART	4223-2019-DIF Police						\$18,580	\$18,580
Grand Total							\$2,095,184	\$2,095,184

Operating Costs

Category	O&M Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2026-2030	FY 2027-2031	Grand Total
CIP O&M								\$200,000	\$200,000
Grand Total								\$200,000	\$200,000

FY 2022-2031 Capital Improvement Program

Public Safety

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4040-Public Safety Constru..	\$784,001						\$784,001
Grand Total		\$784,001						\$784,001

FY 2022-2031 Capital Improvement Program

Public Safety

FIRE STATION 156 ENHANCEMENTS

Package Number: FY22-31CIP
Project Type: Public Safety
Project Number: CIPPS21055

Project Number: CIPPS21055

Description

Painting of the fire station and adding additional trees and irrigation.

Justification

This project will enhance the overall aesthetics of the fire station by painting the exterior and adding large trees to help disguise the existing monopole.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	1080-General Government C..	\$75,000						\$75,000
Grand Total		\$75,000						\$75,000

FY 2022-2031 Capital Improvement Program

Public Safety

UNMANNED AERIAL VEHICLES

Package Number: FY22-31CIP
Project Type: Public Safety
Project Number: CIPPS22037

Project Number: CIPPS22037

Description

This project is two unmanned aerial vehicles (drones), equipment and software. Drones can be remotely deployed and provide officers with real time information while increasing safety and efficiency.

Justification

Drones are used to prevent dangerous situations for officers and bystanders. They can be used at accident scenes, to assess environmental issues, and follow fleeing suspects, reducing vehicle pursuits

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
EQUIPMENT	4191-2012-DIF Police Facilit..	\$179,500						\$179,500
Grand Total		\$179,500						\$179,500

FY 2022-2031 Capital Improvement Program

Public Safety

GROWTH POLICE VEHICLES

Package Number: FY22-31CIP
Project Type: Public Safety
Project Number: CIPPS22038

Project Number: CIPPS22038

Description

This request is for three growth police vehicles to provide for patrol services in developing western Glendale. Includes computer, radio, and other equipment required to outfit the vehicles.

Justification

Future growth in the western area is projected to require patrol services to meet the needs of the community.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
VEHICLE	4191-2012-DIF Police Facilit..	\$196,383						\$196,383
Grand Total		\$196,383						\$196,383

FY 2022-2031 Capital Improvement Program

Public Safety

PUBLIC SAFETY HVAC REPLACEMENTS

Package Number: FY22-31CIP
Project Type: Public Safety
Project Number: CIPPS22080

Project Number: CIPPS22080

Description

This project is to replace the HVAC systems at Fire Station 151, 159, and the Advocacy Center.

Justification

The HVAC systems at these locations require replacement. Replacement is a proactive approach to maintaining the continuity of service to mission critical facilities.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4040-Public Safety Constru..	\$335,000						\$335,000
Grand Total		\$335,000						\$335,000

FY 2022-2031 Capital Improvement Program

Public Safety

FS158 FIRE SYSTEM REPLACEMENT

Package Number: FY22-31CIP
Project Type: Public Safety
Project Number: CIPPS22083

Project Number: CIPPS22083

Description

This project is to replace the fire alarm system at Fire Station 158.

Justification

The fire alarm system at Fire Station 158 needs replacement. The system is unreliable, difficult to service, and is a requirement for occupancy of the building.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4040-Public Safety Constru..	\$25,000						\$25,000
Grand Total		\$25,000						\$25,000

FY 2022-2031 Capital Improvement Program

Public Safety

PUBLIC SAFETY ROOF REPAIR/REPLACE

Package Number: FY22-31CIP
Project Type: Public Safety
Project Number: CIPPS22085

Project Number: CIPPS22085

Description

This project is to replace roof at various public safety locations including- Fire Support, and GRPSTC Fire Station and Shooting Range.

Justification

These roofs at mission critical locations need replacement to avoid structural damage.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4040-Public Safety Constru..	\$398,240						\$398,240
Grand Total		\$398,240						\$398,240

FY 2022-2031 Capital Improvement Program

Public Safety

FIRE APPARATUS REPLACEMENT

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	1080-General Government C..	\$464,000	\$0	\$0	\$0	\$0	\$0	\$464,000
VEHICLE	1080-General Government C..	\$884,000	\$2,499,614	\$2,626,755	\$2,758,093	\$1,905,620	\$9,032,459	\$19,706,541
Grand Total		\$1,348,000	\$2,499,614	\$2,626,755	\$2,758,093	\$1,905,620	\$9,032,459	\$20,170,541

FY 2022-2031 Capital Improvement Program

**Solid Waste
Summary by Project**

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPSW19026	SOLID WASTE PROCESS IMP. SOFTWARE	\$65,000	\$267,388	\$225,000	\$0	\$0	\$0	\$0	\$557,388
CIPSW19027	REPLACE STREET SWEEPERS	\$17,354	\$0	\$354,376	\$363,235	\$372,316	\$1,221,196		\$2,328,477
CIPSW78001	REPLACE ROLLOFF TRUCKS - COMMERCIAL	\$0	\$0	\$231,512	\$0	\$254,663	\$600,368		\$1,086,543
CIPSW78002	FRONTLOAD TRUCKS-COMMERCIAL	\$49,180	\$333,923	\$401,346	\$411,380	\$413,500	\$868,110	\$2,974,109	\$5,451,548
CIPSW78003	SIDELOAD TRUCKS-RESIDENTIAL	\$52,780	\$1,235,220	\$1,855,070	\$1,140,867	\$1,521,156	\$1,566,042	\$8,376,922	\$15,748,057
CIPSW78004	BULK TRASH EQUIP.-RESIDENTIAL	\$132,641	\$0	\$1,538,322	\$1,284,919	\$750,360	\$909,816	\$3,793,932	\$8,409,990
CIPSW78005	REPLACE PICKUPS / SERVICE TRUCKS	\$26,978	\$0	\$35,566	\$101,849	\$0	\$39,043	\$230,831	\$434,267
CIPSW78009	ALLEY GATING	\$0	\$100,000	\$100,000	\$100,000	\$0	\$0	\$0	\$300,000
Grand Total		\$343,933	\$1,936,531	\$4,386,816	\$3,393,391	\$3,048,251	\$4,009,990	\$17,197,358	\$34,316,270

FY 2022-2031 Capital Improvement Program

Solid Waste
Summary by Funding Source

Funding Source	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
6120-Solid Waste	\$343,933	\$1,936,531	\$4,386,816	\$3,393,391	\$3,048,251	\$4,009,990	\$17,197,358	\$34,316,270
Grand Total	\$343,933	\$1,936,531	\$4,386,816	\$3,393,391	\$3,048,251	\$4,009,990	\$17,197,358	\$34,316,270

FY 2022-2031 Capital Improvement Program

Solid Waste

SOLID WASTE PROCESS IMP. SOFTWARE

Package Number: FY22-31CIP
Project Type: Solid Waste
Project Number: CIPSW19026

Project Number: CIPSW19026

Description

Solid Waste process systems improve routing efficiency and provide comprehensive solutions for SW operations. Includes software, mobile devices, configuration, training and support.

Justification

This project will increase operating efficiencies. Funding in FY22-23 is for implementation across all divisions. O&M in FY24 will be evaluated/determined after implementation.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6120-Solid Waste	\$65,000	\$0					\$65,000
EQUIPMENT	6120-Solid Waste	\$267,388	\$225,000					\$492,388
Grand Total		\$332,388	\$225,000					\$557,388

FY 2022-2031 Capital Improvement Program

Solid Waste

REPLACE STREET SWEEPERS

Package Number: FY22-31CIP
Project Type: Solid Waste
Project Number: CIPSW19027

Project Number: CIPSW19027

Description

Replacement of large Solid Waste (SW) vehicles. SW has 6 street sweepers with 7 year lifespans requiring replacement over the next 10 years. Replacement plan: FY24-(1), FY25-(1), FY26-(1), FY27-31(3).

Justification

Mandated by State and Federal agencies as part of PM10 nonattainment areas to improve air quality, reduce particulate emissions and clear streets of road hazards/debris.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6120-Solid Waste	\$17,354		\$0	\$0	\$0	\$0	\$17,354
VEHICLE	6120-Solid Waste	\$0		\$354,376	\$363,235	\$372,316	\$1,221,196	\$2,311,123
Grand Total		\$17,354		\$354,376	\$363,235	\$372,316	\$1,221,196	\$2,328,477

FY 2022-2031 Capital Improvement Program

Solid Waste

REPLACE ROLLOFF TRUCKS - COMMERCIAL

Package Number: FY22-31CIP
Project Type: Solid Waste
Project Number: CIPSW78001

Project Number: CIPSW78001

Description

Replacement of large Solid Waste vehicles. SW has three commercial roll-off trucks requiring replacement over next 10 years. Replacement plan: FY22-(1); FY26-(1); FY27-31-(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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
VEHICLE	6120-Solid Waste		\$231,512			\$254,663	\$600,368	\$1,086,543
Grand Total			\$231,512			\$254,663	\$600,368	\$1,086,543

FY 2022-2031 Capital Improvement Program

Solid Waste

FRONTLOAD TRUCKS-COMMERCIAL

Package Number: FY22-31CIP
Project Type: Solid Waste
Project Number: CIPSW78002

Project Number: CIPSW78002

Description

SW has 7 front load trucks & 1 front load bin delivery truck/trailer requiring replacement over next 10 years. Replacement plan: FY22(1), FY23(1), FY24(1), FY25(1), FY26(2) FY27-31(6).

Justification

Collection/disposal of solid waste is required by County/City code. Ensures safe & efficient operation. Programmatic replacement of vehicles will reduce overall lifecycle costs.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6120-Solid Waste	\$49,180	\$0	\$0	\$0	\$0	\$0	\$49,180
EQUIPMENT	6120-Solid Waste	\$333,923	\$401,346	\$411,380	\$413,500	\$868,110	\$2,974,109	\$5,402,368
Grand Total		\$383,103	\$401,346	\$411,380	\$413,500	\$868,110	\$2,974,109	\$5,451,548

FY 2022-2031 Capital Improvement Program

Solid Waste

SIDELOAD TRUCKS-RESIDENTIAL

Package Number: FY22-31CIP
Project Type: Solid Waste
Project Number: CIPSW78003

Project Number: CIPSW78003

Description

Replacement of large Solid Waste (SW) vehicles. SW has 26 side load trucks (6 year lifespan) requiring replacement over 10 years. FY22(7), FY23(5), FY24(3), FY25(4), FY26(4), FY27-31(21).

Justification

Collection/disposal of solid waste is required by State/City code. Replacement of vehicles reduces costs, protects public health/safety, and aligns resources with City strategic priorities.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6120-Solid Waste	\$52,780	\$0	\$0	\$0	\$0	\$0	\$52,780
VEHICLE	6120-Solid Waste	\$1,235,220	\$1,855,070	\$1,140,867	\$1,521,156	\$1,566,042	\$8,376,922	\$15,695,277
Grand Total		\$1,288,000	\$1,855,070	\$1,140,867	\$1,521,156	\$1,566,042	\$8,376,922	\$15,748,057

FY 2022-2031 Capital Improvement Program

Solid Waste

BULK TRASH EQUIP.-RESIDENTIAL

Package Number
FY22-31CIP

Project Type
Solid Waste

Project Number
CIPSW78004

Project Number: CIPSW78004

Description

1.5 rear load trucks/8 tractors require replacement over 10 yrs. FY22(2) trucks. FY23(4) trucks/(1) tractor, FY24(2) trucks/(1) tractor, FY26(2) trucks/(1) tractor, FY27-31(10) trucks/(4) tractors.

Justification

Collection/disposal of solid waste is mandated by State/City code. Replacements reduce overall lifecycle costs, protect public health and safety while aligning resources with City strategic priorities

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6120-Solid Waste	\$132,641	\$0	\$0	\$0	\$0	\$0	\$132,641
EQUIPMENT	6120-Solid Waste	\$0	\$1,538,322	\$1,284,919	\$750,360	\$909,816	\$3,793,932	\$8,277,349
Grand Total		\$132,641	\$1,538,322	\$1,284,919	\$750,360	\$909,816	\$3,793,932	\$8,409,990

FY 2022-2031 Capital Improvement Program

Solid Waste

REPLACE PICKUPS / SERVICE TRUCKS

Package Number: FY22-31CIP
Project Type: Solid Waste
Project Number: CIPSW78005

Project Number: CIPSW78005

Description

Replacement of Solid Waste vehicles. 10 trucks are used to support daily operations and provide customer service to the community. Replacement plan: FY22-(3), FY23-(1), FY26-(1), FY27-31-(5).

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6120-Solid Waste	\$26,978	\$0	\$0		\$0	\$0	\$26,978
VEHICLE	6120-Solid Waste	\$0	\$35,566	\$101,849		\$39,043	\$230,831	\$407,289
Grand Total		\$26,978	\$35,566	\$101,849		\$39,043	\$230,831	\$434,267

FY 2022-2031 Capital Improvement Program

Solid Waste

ALLEY GATING

Package Number: FY22-31CIP
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/enhances quality of life for residents residing near or adjacent to alley ways, providing a safer & cleaner environment. Project includes pre-gated alley clean-up & citizen notification.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
EQUIPMENT	6120-Solid Waste	\$100,000	\$100,000	\$100,000				\$300,000
Grand Total		\$100,000	\$100,000	\$100,000				\$300,000

FY 2022-2031 Capital Improvement Program

**Streets
Summary by Project**

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPST19006	PAVEMENT MANAGEMENT	\$400,000	\$12,200,000	\$10,506,000	\$10,821,180	\$11,145,815	\$12,231,628	\$66,887,556	\$124,192,179
CIPST19010	BALLPARK BOULEVARD	\$0	\$1,512,206	\$0	\$0	\$0	\$0	\$0	\$1,512,206
CIPST19048	CAPITAL BRIDGE REPAIR PROGRAM	\$110,618	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$2,610,618
CIPST20012	FLASHING YELLOW ARROWS	\$0	\$604,770	\$0	\$0	\$0	\$0	\$0	\$604,770
CIPST20013	VEHICLE REPLACEMENT	\$1,064,659	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000	\$6,064,659
CIPST20014	ST RECON BETHANY HM - 43RD TO 51ST	\$0	\$0	\$100,000	\$2,732,876	\$0	\$0	\$0	\$2,832,876
CIPST20016	ST RECON GLENDALE -101 TO EL MIRAGE	\$4,228,737	\$9,357,038	\$0	\$0	\$0	\$0	\$0	\$13,585,775
CIPST20021	ST RECON CAMELBACK - 83RD TO 91ST	\$2,106,289	\$1,240,040	\$0	\$0	\$0	\$0	\$0	\$3,346,329
CIPST20022	BIKE PROJECTS (MATCH)	\$260,000	\$0	\$0	\$0	\$130,000	\$130,000	\$650,000	\$1,170,000
CIPST21014	75TH AVENUE ASPERA IMPROVEMENTS	\$436,320	\$0	\$0	\$0	\$0	\$0	\$0	\$436,320
CIPST21015	CENTRAL CORE SIDEWALK GAPS	\$0	\$390,582	\$0	\$209,740	\$0	\$0	\$0	\$600,322
CIPST21016	67TH AVENUE BIKE LANES	\$0	\$755,788	\$0	\$466,864	\$0	\$0	\$0	\$1,222,652
CIPST21017	STREET RECON BELL RD - 51ST TO 59TH	\$3,453,821	\$0	\$0	\$0	\$0	\$0	\$0	\$3,453,821
CIPST21018	ST RECON GLENDALE - 101 TO 91ST	\$0	\$2,949,141	\$395,332	\$0	\$0	\$0	\$0	\$3,344,473
CIPST21044	ST RECON CACTUS - 51ST TO 59TH	\$54,045	\$3,397,999	\$0	\$0	\$0	\$0	\$0	\$3,452,044
CIPST21045	ST RECON CACTUS - 59TH TO 67TH	\$54,045	\$0	\$0	\$3,038,075	\$0	\$0	\$0	\$3,092,120
CIPST21046	ST RECON 51ST AVE-PEORIA TO CACTUS	\$58,245	\$0	\$2,923,279	\$0	\$0	\$0	\$0	\$2,981,524

FY 2022-2031 Capital Improvement Program

**Streets
Summary by Project**

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPST21047	ST RECON 51ST AVE - OLIVE TO PEORIA	\$58,245	\$0	\$0	\$3,116,588	\$0	\$0	\$0	\$3,174,833
CIPST21051	ST RECON 75TH-GLENDALE TO NORTHERN	\$909	\$200,000	\$0	\$0	\$3,368,078	\$0	\$0	\$3,568,987
CIPST21052	ST RECON 83RD-GLENDALE TO NORTHERN	\$909	\$200,000	\$3,368,078	\$0	\$0	\$0	\$0	\$3,568,987
CIPST22039	ST RECON 59TH-UNION HILLS-BEARDSLEY	\$0	\$0	\$0	\$0	\$2,737,044	\$0	\$0	\$2,737,044
CIPST22042	ST RECON GREENWAY - 59TH TO 51ST	\$0	\$0	\$62,280	\$0	\$2,826,720	\$0	\$0	\$2,889,000
CIPST22043	ST RECON 67TH - GREENWAY TO BELL	\$0	\$0	\$3,503,381	\$0	\$0	\$0	\$0	\$3,503,381
CIPST22044	ST RECON 67TH DEER VLY-PINNACLE PK	\$0	\$0	\$0	\$0	\$100,000	\$3,604,400	\$0	\$3,704,400
CIPST22045	ST RECON 59TH GLENDALE TO NORTHERN	\$0	\$0	\$0	\$0	\$100,000	\$3,604,400	\$0	\$3,704,400
CIPST22046	ST RECON 83RD - GLENDALE TO BHR	\$0	\$0	\$0	\$0	\$100,000	\$3,400,000	\$0	\$3,500,000
CIPST22047	ST RECON GLENDALE - 43RD TO 51ST	\$0	\$0	\$0	\$0	\$0	\$100,000	\$3,400,000	\$3,500,000
CIPST22048	ST RECON GLENDALE - 67TH TO 75TH	\$0	\$0	\$0	\$0	\$0	\$100,000	\$3,400,000	\$3,500,000
CIPST22049	ST RECON BETHANY HM - 59TH TO 67TH	\$0	\$0	\$0	\$0	\$0	\$100,000	\$3,400,000	\$3,500,000
CIPST22050	ST RECON BETHANY HM - 67TH TO 75TH	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000	\$3,500,000
CIPST22051	ST RECON CAMELBACK - 59TH TO 67TH	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000	\$3,500,000
CIPST22052	ST RECON CAMELBACK - 67TH TO 75TH	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000	\$3,500,000
CIPST22053	ST RECON CAMELBACK - 75TH TO 83RD	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000	\$3,500,000
CIPST22054	ST RECON 67TH - PEORIA TO OLIVE	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000	\$3,500,000

FY 2022-2031 Capital Improvement Program

**Streets
Summary by Project**

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPST22055	ST RECON 67TH - DEER VILLY TO BRDSLY	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000	\$3,500,000
CIPST22056	ST RECON 75TH-DEER VILLY TO BEARDSLY	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000	\$3,500,000
CIPST22057	ST RECON 59TH - OLIVE TO NORTHERN	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000	\$3,500,000
CIPST22058	ST RECON NORTHERN - 43RD TO 51ST	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000	\$3,500,000
CIPST22059	ST RECON 59TH - T-BIRD TO CACTUS	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000	\$3,500,000
CIPST22060	ST RECON BELL RD - 59TH TO 67TH	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000	\$3,500,000
CIPST22061	ST RECON NORTHERN - 51ST TO 59TH	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000	\$3,500,000
CIPST22062	PAVEMENT CUT REPAIR	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000	\$1,000,000
CIPST22063	PEDESTRIAN LED CONVERSION	\$0	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$2,000,000
CIPST22064	TRANSPORTATION SAFETY PROGRAM	\$0	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000	\$4,000,000
CIPST22065	SCALLOP STREET PROGRAM	\$0	\$0	\$0	\$200,000	\$1,700,000	\$1,700,000	\$8,500,000	\$12,100,000
CIPST22066	89TH AVE - Ocotillo to Glendale	\$0	\$311,400	\$1,038,000	\$0	\$0	\$0	\$0	\$1,349,400
CIPST22067	57th and Greenway Intersect Improv.	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$200,000
CIPST22068	59th and Northern Intersect Improv.	\$0	\$155,700	\$830,400	\$0	\$0	\$0	\$0	\$986,100
CIPST65005	ITS UPGRADES	\$662,830	\$190,000	\$190,000	\$190,000	\$190,000	\$190,000	\$950,000	\$2,562,830
CIPST65006	BUS PULLOUTS	\$0	\$150,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000	\$2,850,000
CIPST65016	NORTHERN PARKWAY	\$285,136	\$670,000	\$670,000	\$670,000	\$670,000	\$670,000	\$0	\$3,635,136

FY 2022-2031 Capital Improvement Program

Streets
Summary by Project

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPST65063	NEW RIVER - MULTI-USE PATHWAY	\$618,170	\$0	\$0	\$0	\$0	\$0	\$0	\$618,170
CIPST68918	INFILL LIGHTING PROGRAM	\$944,956	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000	\$2,444,956
CIPST68922	STREETLIGHT POLE PROGRAM	\$985,210	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000	\$1,735,210
Grand Total		\$15,783,144	\$37,959,664	\$25,361,750	\$23,220,323	\$24,842,657	\$27,605,428	\$138,062,556	\$292,835,522

FY 2022-2031 Capital Improvement Program

Streets
Summary by Funding Source

Funding Source	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
2050-Highway User Revenue Fund	\$200,000	\$3,200,000	\$3,296,000	\$3,394,880	\$3,496,726	\$3,601,628	\$19,695,179	\$36,884,413
2070-Transportation Sales Tax	\$200,000	\$9,000,000	\$7,210,000	\$7,426,300	\$7,649,089	\$8,630,000	\$47,192,377	\$87,307,766
4010-Streets Construction	\$10,015,245	\$17,344,218	\$10,352,350	\$9,087,539	\$10,931,842	\$12,608,800	\$60,700,000	\$131,039,994
4020-Hurff Capital Projects	\$2,444,825	\$2,975,000	\$975,000	\$975,000	\$975,000	\$975,000	\$4,875,000	\$14,194,825
4030-Transportation Capital Proj	\$2,923,074	\$3,261,140	\$1,660,000	\$2,336,604	\$1,790,000	\$1,790,000	\$5,600,000	\$19,360,818
4410-2014-DIF Streets Zone 1 East	\$0	\$1,440,806	\$0	\$0	\$0	\$0	\$0	\$1,440,806
4420-2014-DIF Streets Zn 2 West 101	\$0	\$311,400	\$1,038,000	\$0	\$0	\$0	\$0	\$1,349,400
4431-2019-DIF-Streets East	\$0	\$427,100	\$830,400	\$0	\$0	\$0	\$0	\$1,257,500
Grand Total	\$15,783,144	\$37,959,664	\$25,361,750	\$23,220,323	\$24,842,657	\$27,605,428	\$138,062,556	\$292,835,522

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	2050-Highway User Revenu..	\$200,000	\$0	\$0	\$0	\$0	\$0	\$200,000
	2070-Transportation Sales ..	\$200,000	\$0	\$0	\$0	\$0	\$0	\$200,000
CONSTRUCT	2050-Highway User Revenu..	\$3,000,000	\$3,096,000	\$3,194,880	\$3,296,726	\$3,401,628	\$18,695,180	\$34,684,414
	2070-Transportation Sales ..	\$8,654,103	\$6,864,103	\$7,080,403	\$7,303,192	\$8,284,103	\$45,060,418	\$83,246,322
CONTNGCY	2050-Highway User Revenu..	\$86,000	\$86,000	\$86,000	\$86,000	\$115,141	\$575,704	\$1,034,845
	2070-Transportation Sales ..	\$211,947	\$211,947	\$211,947	\$211,947	\$180,756	\$1,306,254	\$2,334,798
INTRNL CHG	2050-Highway User Revenu..	\$114,000	\$114,000	\$114,000	\$114,000	\$84,859	\$424,295	\$965,154
	2070-Transportation Sales ..	\$133,950	\$133,950	\$133,950	\$133,950	\$165,141	\$825,705	\$1,526,646
Grand Total		\$12,600,000	\$10,506,000	\$10,821,180	\$11,145,815	\$12,231,628	\$66,887,556	\$124,192,179

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST19010

BALLPARK BOULEVARD

Project Number: CIPST19010

Description

Project to design and construct Ballpark Boulevard. This is Phase II of this project to build the roadway to its ultimate configuration and tile the Roosevelt irrigation ditch.

Justification

This project was identified as necessary for network connectivity in the region.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4410-2014-DIF Streets Zone..	\$1,440,806						\$1,440,806
INTRNL CHG	4431-2019-DIF-Streets East	\$59,400						\$59,400
PUBLIC ART	4431-2019-DIF-Streets East	\$12,000						\$12,000
Grand Total		\$1,512,206						\$1,512,206

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4030-Transportation Capita..	\$110,618	\$0	\$0	\$0	\$0	\$0	\$110,618
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		\$360,618	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$2,610,618

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4030-Transportation Capita..	\$475,170						\$475,170
INTRNL CHG	4030-Transportation Capita..	\$102,600						\$102,600
PUBLIC ART	4030-Transportation Capita..	\$27,000						\$27,000
Grand Total		\$604,770						\$604,770

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4020-Hurf Capital Projects	\$514,659	\$0	\$0	\$0	\$0	\$0	\$514,659
	4030-Transportation Capita..	\$550,000	\$0	\$0	\$0	\$0	\$0	\$550,000
VEHICLE	4020-Hurf Capital Projects	\$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		\$1,564,659	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000	\$6,064,659

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST20014

ST RECON BETHANY HM - 43RD TO 51ST

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4010-Streets Construction		\$0	\$2,607,706				\$2,607,706
DESIGN	4010-Streets Construction		\$96,339	\$0				\$96,339
INTRNL CHG	4010-Streets Construction		\$3,661	\$99,093				\$102,754
PUBLIC ART	4010-Streets Construction		\$0	\$26,077				\$26,077
Grand Total			\$100,000	\$2,732,876				\$2,832,876

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST20016

ST RECON GLENDALE -101 TO EL MIRAGE

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4010-Streets Construction	\$4,228,737						\$4,228,737
CONSTRUCT	4010-Streets Construction	\$8,941,973						\$8,941,973
CONTNGCY	4010-Streets Construction	\$77,411						\$77,411
INTRNL CHG	4010-Streets Construction	\$250,000						\$250,000
PUBLIC ART	4010-Streets Construction	\$87,654						\$87,654
Grand Total		\$13,585,775						\$13,585,775

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST20021

ST RECON CAMELBACK - 83RD TO 91ST

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4010-Streets Construction	\$2,106,289						\$2,106,289
CONSTRUCT	4010-Streets Construction	\$1,199,852						\$1,199,852
INTRNL CHG	4010-Streets Construction	\$31,701						\$31,701
PUBLIC ART	4010-Streets Construction	\$8,487						\$8,487
Grand Total		\$3,346,329						\$3,346,329

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST20022

BIKE PROJECTS (MATCH)

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4030-Transportation Capita..	\$260,000			\$0	\$0	\$0	\$260,000
CONSTRUCT	4030-Transportation Capita..	\$0			\$130,000	\$130,000	\$650,000	\$910,000
Grand Total		\$260,000			\$130,000	\$130,000	\$650,000	\$1,170,000

FY 2022-2031 Capital Improvement Program

Streets

75TH AVENUE ASPERA IMPROVEMENTS

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4030-Transportation Capita..	\$436,320						\$436,320
Grand Total		\$436,320						\$436,320

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4030-Transportation Capita..	\$0		\$125,194				\$125,194
DESIGN	4030-Transportation Capita..	\$281,220		\$0				\$281,220
INTRNL CHG	4030-Transportation Capita..	\$20,862		\$62,586				\$83,448
PUBLIC ART	4030-Transportation Capita..	\$0		\$21,960				\$21,960
RIGHTOFWAY	4030-Transportation Capita..	\$88,500		\$0				\$88,500
Grand Total		\$390,582		\$209,740				\$600,322

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4030-Transportation Capita..	\$0		\$258,905				\$258,905
DESIGN	4030-Transportation Capita..	\$728,119		\$0				\$728,119
INTRNL CHG	4030-Transportation Capita..	\$27,669		\$162,537				\$190,206
PUBLIC ART	4030-Transportation Capita..	\$0		\$45,422				\$45,422
Grand Total		\$755,788		\$466,864				\$1,222,652

FY 2022-2031 Capital Improvement Program

Streets

STREET RECON BELL RD - 51ST TO 59TH

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4010-Streets Construction	\$3,453,821						\$3,453,821
Grand Total		\$3,453,821						\$3,453,821

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4010-Streets Construction	\$2,120,145	\$374,144					\$2,494,289
CONTNGCY	4010-Streets Construction	\$641,384	\$0					\$641,384
DESIGN	4010-Streets Construction	\$85,000	\$0					\$85,000
INTRNL CHG	4010-Streets Construction	\$80,566	\$17,447					\$98,013
PUBLIC ART	4010-Streets Construction	\$22,046	\$3,741					\$25,787
Grand Total		\$2,949,141	\$395,332					\$3,344,473

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST21044

ST RECON CACTUS - 51ST TO 59TH

Project Number: CIPST21044

Description

Project to reconstruct street segment between Cactus Road from 51st Avenue to 59th Avenue.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4010-Streets Construction	\$54,045						\$54,045
CONSTRUCT	4010-Streets Construction	\$2,715,291						\$2,715,291
CONTNGCY	4010-Streets Construction	\$554,000						\$554,000
INTRNL CHG	4010-Streets Construction	\$102,448						\$102,448
PUBLIC ART	4010-Streets Construction	\$26,260						\$26,260
Grand Total		\$3,452,044						\$3,452,044

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST21045

ST RECON CACTUS - 59TH TO 67TH

Project Number: CIPST21045

Description

Project to reconstruct street segment between Cactus Road from 59th Avenue to 67th Avenue.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4010-Streets Construction	\$54,045		\$0				\$54,045
CONSTRUCT	4010-Streets Construction	\$0		\$2,784,078				\$2,784,078
CONTNGCY	4010-Streets Construction	\$0		\$115,955				\$115,955
INTRNL CHG	4010-Streets Construction	\$0		\$110,201				\$110,201
PUBLIC ART	4010-Streets Construction	\$0		\$27,841				\$27,841
Grand Total		\$54,045		\$3,038,075				\$3,092,120

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST21046

ST RECON 51ST AVE-PEORIA TO CACTUS

Project Number: CIPST21046

Description

Project to reconstruct street segment between 51st Avenue from Peoria Avenue to Cactus Road.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4010-Streets Construction	\$58,245	\$0					\$58,245
CONSTRUCT	4010-Streets Construction	\$0	\$2,678,700					\$2,678,700
CONTNGCY	4010-Streets Construction	\$0	\$111,755					\$111,755
INTRNL CHG	4010-Streets Construction	\$0	\$106,037					\$106,037
PUBLIC ART	4010-Streets Construction	\$0	\$26,787					\$26,787
Grand Total		\$58,245	\$2,923,279					\$2,981,524

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST21047

ST RECON 51ST AVE - OLIVE TO PEORIA

Project Number: CIPST21047

Description

Project to reconstruct street segment between 51st Avenue from Olive Avenue to Peoria Avenue.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4010-Streets Construction	\$58,245		\$0				\$58,245
CONSTRUCT	4010-Streets Construction	\$0		\$2,863,111				\$2,863,111
CONTNGCY	4010-Streets Construction	\$0		\$111,799				\$111,799
INTRNL CHG	4010-Streets Construction	\$0		\$113,047				\$113,047
PUBLIC ART	4010-Streets Construction	\$0		\$28,631				\$28,631
Grand Total		\$58,245		\$3,116,588				\$3,174,833

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST21051

ST RECON 75TH-GLENDALE TO NORTHERN

Project Number: CIPST21051

Description

Project to reconstruct street segment between 75th Ave from Glendale Avenue to Northern 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4010-Streets Construction	\$909			\$0			\$909
CONSTRUCT	4010-Streets Construction	\$0			\$3,000,000			\$3,000,000
CONTNGCY	4010-Streets Construction	\$0			\$112,720			\$112,720
DESIGN	4010-Streets Construction	\$200,000			\$100,000			\$300,000
INTRNL CHG	4010-Streets Construction	\$0			\$125,358			\$125,358
PUBLIC ART	4010-Streets Construction	\$0			\$30,000			\$30,000
Grand Total		\$200,909			\$3,368,078			\$3,568,987

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST21052

ST RECON 83RD-GLENDALE TO NORTHERN

Project Number: CIPST21052

Description

Project to reconstruct street segment between 83rd Ave from Glendale Avenue to Northern 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4010-Streets Construction	\$909	\$0					\$909
CONSTRUCT	4010-Streets Construction	\$0	\$3,000,000					\$3,000,000
CONTNGCY	4010-Streets Construction	\$0	\$112,720					\$112,720
DESIGN	4010-Streets Construction	\$200,000	\$100,000					\$300,000
INTRNL CHG	4010-Streets Construction	\$0	\$125,358					\$125,358
PUBLIC ART	4010-Streets Construction	\$0	\$30,000					\$30,000
Grand Total		\$200,909	\$3,368,078					\$3,568,987

FY 2022-2031 Capital Improvement Program

Streets

Package Number: FY22-31CIP
Project Type: Streets
Project Number: CIPST22039

ST RECON 59TH-UNION HILLS-BEARDSLEY

Project Number: CIPST22039

Description

Project to reconstruct 59th Avenue from Union Hills Drive to Beardsley Road and related improvements.

Justification

This street segment has been identified in the Arterial Reconstruction Program and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4010-Streets Construction				\$2,502,733			\$2,502,733
CONTNGCY	4010-Streets Construction				\$107,720			\$107,720
INTRNL CHG	4010-Streets Construction				\$101,564			\$101,564
PUBLIC ART	4010-Streets Construction				\$25,027			\$25,027
Grand Total					\$2,737,044			\$2,737,044

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST22042

ST RECON GREENWAY - 59TH TO 51ST

Project Number: CIPST22042

Description

Project to reconstruct Greenway Road from 51st Avenue to 59th Avenue and related improvements.

Justification

This street segment has been identified in the Arterial Reconstruction Program and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4010-Streets Construction		\$0		\$2,608,111			\$2,608,111
CONTNGCY	4010-Streets Construction		\$0		\$93,420			\$93,420
DESIGN	4010-Streets Construction		\$60,000		\$0			\$60,000
INTRNL CHG	4010-Streets Construction		\$2,280		\$99,108			\$101,388
PUBLIC ART	4010-Streets Construction		\$0		\$26,081			\$26,081
Grand Total			\$62,280		\$2,826,720			\$2,889,000

FY 2022-2031 Capital Improvement Program

Streets

ST RECON 67TH - GREENWAY TO BELL

Package Number: FY22-31CIP
Project Type: Streets
Project Number: CIPST22043

Project Number: CIPST22043

Description

Project to reconstruct 67th Avenue from Greenway Road to Bell Road and related improvements.

Justification

This street segment has been identified in the Arterial Reconstruction Program and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4010-Streets Construction		\$3,338,140					\$3,338,140
INTRNL CHG	4010-Streets Construction		\$131,860					\$131,860
PUBLIC ART	4010-Streets Construction		\$33,381					\$33,381
Grand Total			\$3,503,381					\$3,503,381

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST22044

ST RECON 67TH DEER VLY-PINNACLE PK

Project Number: CIPST22044

Description

Project to reconstruct 67th Avenue from Deer Valley Road to Pinnacle Peak Road and related improvements.

Justification

This street segment has been identified in the Arterial Reconstruction Program and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4010-Streets Construction				\$0	\$3,441,439		\$3,441,439
DESIGN	4010-Streets Construction				\$96,339	\$0		\$96,339
INTRNL CHG	4010-Streets Construction				\$3,661	\$128,547		\$132,208
PUBLIC ART	4010-Streets Construction				\$0	\$34,414		\$34,414
Grand Total					\$100,000	\$3,604,400		\$3,704,400

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST22045

ST RECON 59TH GLENDALE TO NORTHERN

Project Number: CIPST22045

Description

Project to reconstruct 59th Avenue from Glendale Avenue to Northern Avenue and related improvements.

Justification

This street segment has been identified in the Arterial Reconstruction Program and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4010-Streets Construction				\$0	\$3,441,439		\$3,441,439
DESIGN	4010-Streets Construction				\$96,339	\$0		\$96,339
INTRNL CHG	4010-Streets Construction				\$3,661	\$128,547		\$132,208
PUBLIC ART	4010-Streets Construction				\$0	\$34,414		\$34,414
Grand Total					\$100,000	\$3,604,400		\$3,704,400

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST22046

ST RECON 83RD - GLENDALE TO BHR

Project Number: CIPST22046

Description

Project to reconstruct 83rd Avenue from Glendale Avenue to Bethany Home Road and related improvements.

Justification

This street segment has been identified in the Arterial Reconstruction Program and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4010-Streets Construction				\$0	\$3,246,280		\$3,246,280
DESIGN	4010-Streets Construction				\$96,339	\$0		\$96,339
INTRNL CHG	4010-Streets Construction				\$3,661	\$121,257		\$124,918
PUBLIC ART	4010-Streets Construction				\$0	\$32,463		\$32,463
Grand Total					\$100,000	\$3,400,000		\$3,500,000

FY 2022-2031 Capital Improvement Program

Streets

ST RECON GLENDALE - 43RD TO 51ST

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST22047

Project Number: CIPST22047

Description

Project to reconstruct Glendale Avenue from 43rd Avenue to 51st Avenue and related improvements.

Justification

This street segment has been identified in the Arterial Reconstruction Program and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4010-Streets Construction					\$0	\$3,246,280	\$3,246,280
DESIGN	4010-Streets Construction					\$96,339	\$0	\$96,339
INTRNL CHG	4010-Streets Construction					\$3,661	\$121,257	\$124,918
PUBLIC ART	4010-Streets Construction					\$0	\$32,463	\$32,463
Grand Total						\$100,000	\$3,400,000	\$3,500,000

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST22048

ST RECON GLENDALE - 67TH TO 75TH

Project Number: CIPST22048

Description

Project to reconstruct Glendale Avenue from 67th Avenue to 75th Avenue and related improvements.

Justification

This street segment has been identified in the Arterial Reconstruction Program and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4010-Streets Construction					\$0	\$3,241,758	\$3,241,758
DESIGN	4010-Streets Construction					\$96,339	\$0	\$96,339
INTRNL CHG	4010-Streets Construction					\$3,661	\$124,824	\$128,485
PUBLIC ART	4010-Streets Construction					\$0	\$33,418	\$33,418
Grand Total						\$100,000	\$3,400,000	\$3,500,000

FY 2022-2031 Capital Improvement Program

Streets

ST RECON BETHANY HM - 59TH TO 67TH

Package Number: FY22-31CIP
Project Type: Streets
Project Number: CIPST22049

Project Number: CIPST22049

Description

Project to reconstruct Bethany Home Road from 59th Avenue to 67th Avenue and related improvements.

Justification

This street segment has been identified in the Arterial Reconstruction Program and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4010-Streets Construction					\$0	\$3,241,758	\$3,241,758
DESIGN	4010-Streets Construction					\$96,339	\$0	\$96,339
INTRNL CHG	4010-Streets Construction					\$3,661	\$124,824	\$128,485
PUBLIC ART	4010-Streets Construction					\$0	\$33,418	\$33,418
Grand Total						\$100,000	\$3,400,000	\$3,500,000

FY 2022-2031 Capital Improvement Program

Streets

ST RECON BETHANY HM - 67TH TO 75TH

Package Number: FY22-31CIP
Project Type: Streets
Project Number: CIPST22050

Project Number: CIPST22050

Description

Project to reconstruct Bethany Home Road from 67th Avenue to 75th Avenue and related improvements.

Justification

This street segment has been identified in the Arterial Reconstruction Program and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4010-Streets Construction						\$3,241,758	\$3,241,758
DESIGN	4010-Streets Construction						\$100,000	\$100,000
INTRNL CHG	4010-Streets Construction						\$124,824	\$124,824
PUBLIC ART	4010-Streets Construction						\$33,418	\$33,418
Grand Total							\$3,500,000	\$3,500,000

FY 2022-2031 Capital Improvement Program

Streets

ST RECON CAMELBACK - 59TH TO 67TH

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST22051

Project Number: CIPST22051

Description

Project to reconstruct Camelback Road from 59th Ave-67th Ave and related improvements.

Justification

This street segment has been identified in the Arterial Reconstruction Program and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4010-Streets Construction						\$3,241,758	\$3,241,758
DESIGN	4010-Streets Construction						\$100,000	\$100,000
INTRNL CHG	4010-Streets Construction						\$124,824	\$124,824
PUBLIC ART	4010-Streets Construction						\$33,418	\$33,418
Grand Total							\$3,500,000	\$3,500,000

FY 2022-2031 Capital Improvement Program

Streets

ST RECON CAMELBACK - 67TH TO 75TH

Package Number: FY22-31CIP
Project Type: Streets
Project Number: CIPST22052

Project Number: CIPST22052

Description

Project to reconstruct Camelback Road from 67th Avenue to 75th Avenue and related improvements.

Justification

This street segment has been identified in the Arterial Reconstruction Program and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4010-Streets Construction						\$3,241,758	\$3,241,758
DESIGN	4010-Streets Construction						\$100,000	\$100,000
INTRNL CHG	4010-Streets Construction						\$124,824	\$124,824
PUBLIC ART	4010-Streets Construction						\$33,418	\$33,418
Grand Total							\$3,500,000	\$3,500,000

FY 2022-2031 Capital Improvement Program

Streets

ST RECON CAMELBACK - 75TH TO 83RD

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST22053

Project Number: CIPST22053

Description

Project to reconstruct Camelback Road from 75th to 83rd Avenue and related improvements.

Justification

This street segment has been identified in the Arterial Reconstruction Program and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4010-Streets Construction						\$3,241,758	\$3,241,758
DESIGN	4010-Streets Construction						\$100,000	\$100,000
INTRNL CHG	4010-Streets Construction						\$124,824	\$124,824
PUBLIC ART	4010-Streets Construction						\$33,418	\$33,418
Grand Total							\$3,500,000	\$3,500,000

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST22054

ST RECON 67TH - PEORIA TO OLIVE

Project Number: CIPST22054

Description

Project to reconstruct 67th Avenue from Peoria Avenue to Olive Avenue and related improvements.

Justification

This street segment has been identified in the Arterial Reconstruction Program and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4010-Streets Construction						\$3,241,758	\$3,241,758
DESIGN	4010-Streets Construction						\$100,000	\$100,000
INTRNL CHG	4010-Streets Construction						\$124,824	\$124,824
PUBLIC ART	4010-Streets Construction						\$33,418	\$33,418
Grand Total							\$3,500,000	\$3,500,000

FY 2022-2031 Capital Improvement Program

Streets

ST RECON 67TH - DEER VLLY TO BRDSLY

Package Number: FY22-31CIP
Project Type: Streets
Project Number: CIPST22055

Project Number: CIPST22055

Description

Project to reconstruct 67th Avenue from Deer Valley Road to Beardsley Road and related improvements.

Justification

This street segment has been identified in the Arterial Reconstruction Program and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4010-Streets Construction						\$3,241,758	\$3,241,758
DESIGN	4010-Streets Construction						\$100,000	\$100,000
INTRNL CHG	4010-Streets Construction						\$124,824	\$124,824
PUBLIC ART	4010-Streets Construction						\$33,418	\$33,418
Grand Total							\$3,500,000	\$3,500,000

FY 2022-2031 Capital Improvement Program

Streets

ST RECON 75TH-DEER VLLY TO BEARDSLY

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST22056

Project Number: CIPST22056

Description

Project to reconstruct 75th Avenue from Deer Valley Road to Beardsley Road and related improvements.

Justification

This street segment has been identified in the Arterial Reconstruction Program and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4010-Streets Construction						\$3,241,758	\$3,241,758
DESIGN	4010-Streets Construction						\$100,000	\$100,000
INTRNL CHG	4010-Streets Construction						\$124,824	\$124,824
PUBLIC ART	4010-Streets Construction						\$33,418	\$33,418
Grand Total							\$3,500,000	\$3,500,000

FY 2022-2031 Capital Improvement Program

Streets

ST RECON 59TH - OLIVE TO NORTHERN

Package Number: FY22-31CIP
Project Type: Streets
Project Number: CIPST22057

Project Number: CIPST22057

Description

Project to reconstruct 59th Avenue from Olive Avenue to Northern Avenue and related improvements.

Justification

This street segment has been identified in the Arterial Reconstruction Program and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4010-Streets Construction						\$3,241,758	\$3,241,758
DESIGN	4010-Streets Construction						\$100,000	\$100,000
INTRNL CHG	4010-Streets Construction						\$124,824	\$124,824
PUBLIC ART	4010-Streets Construction						\$33,418	\$33,418
Grand Total							\$3,500,000	\$3,500,000

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST22058

ST RECON NORTHERN – 43RD TO 51ST

Project Number: CIPST22058

Description

Project to reconstruct Northern Ave from 43rd Avenue to 51st Avenue and related improvements.

Justification

This street segment has been identified in the Arterial Reconstruction Program and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4010-Streets Construction						\$3,241,758	\$3,241,758
DESIGN	4010-Streets Construction						\$100,000	\$100,000
INTRNL CHG	4010-Streets Construction						\$124,824	\$124,824
PUBLIC ART	4010-Streets Construction						\$33,418	\$33,418
Grand Total							\$3,500,000	\$3,500,000

FY 2022-2031 Capital Improvement Program

Streets

ST RECON 59TH - T-BIRD TO CACTUS

Package Number: FY22-31CIP
Project Type: Streets
Project Number: CIPST22059

Project Number: CIPST22059

Description

Project to reconstruct 59th Avenue from Thunderbird to Cactus and related improvements.

Justification

This street segment has been identified in the Arterial Reconstruction Program and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4010-Streets Construction						\$3,241,758	\$3,241,758
DESIGN	4010-Streets Construction						\$100,000	\$100,000
INTRNL CHG	4010-Streets Construction						\$124,824	\$124,824
PUBLIC ART	4010-Streets Construction						\$33,418	\$33,418
Grand Total							\$3,500,000	\$3,500,000

FY 2022-2031 Capital Improvement Program

Streets

ST RECON BELL RD - 59TH TO 67TH

Package Number: FY22-31CIP
Project Type: Streets
Project Number: CIPST22060

Project Number: CIPST22060

Description

Project to reconstruct Bell Road from 59h Avenue to 67th Avenue and related improvements.

Justification

This street segment has been identified in the Arterial Reconstruction Program and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4010-Streets Construction						\$3,241,758	\$3,241,758
DESIGN	4010-Streets Construction						\$100,000	\$100,000
INTRNL CHG	4010-Streets Construction						\$124,824	\$124,824
PUBLIC ART	4010-Streets Construction						\$33,418	\$33,418
Grand Total							\$3,500,000	\$3,500,000

FY 2022-2031 Capital Improvement Program

Streets

ST RECON NORTHERN - 51ST TO 59TH

Package Number: FY22-31CIP
Project Type: Streets
Project Number: CIPST22061

Project Number: CIPST22061

Description

Project to reconstruct Northern Avenue from 51st Avenue to 59th Avenue and related improvements.

Justification

This street segment has been identified in the Arterial Reconstruction Program and Pavement Condition Inventory to be reconstructed due to poor pavement conditions.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4010-Streets Construction						\$3,241,758	\$3,241,758
DESIGN	4010-Streets Construction						\$100,000	\$100,000
INTRNL CHG	4010-Streets Construction						\$124,824	\$124,824
PUBLIC ART	4010-Streets Construction						\$33,418	\$33,418
Grand Total							\$3,500,000	\$3,500,000

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST22062

PAVEMENT CUT REPAIR

Project Number: CIPST22062

Description

Project to repair street pavement cuts.

Justification

Street pavement cut repair costs are to be reimbursed by contractors or other parties that have to cut streets as part of their projects.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4020-Hurf Capital Projects	\$95,248	\$95,248	\$95,248	\$95,248	\$95,248	\$476,240	\$952,480
INTRNL CHG	4020-Hurf Capital Projects	\$3,762	\$3,762	\$3,762	\$3,762	\$3,762	\$18,810	\$37,620
PUBLIC ART	4020-Hurf Capital Projects	\$990	\$990	\$990	\$990	\$990	\$4,950	\$9,900
Grand Total		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000	\$1,000,000

FY 2022-2031 Capital Improvement Program

Streets

PEDESTRIAN LED CONVERSION

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST22063

Project Number: CIPST22063

Description

Convert 830 downtown pedestrian lights to LED luminaires that comply with the city's dark skies ordinance.

Justification

This project promotes or enhances the quality of life for residents and visitors in the downtown area by providing improved and energy efficient lighting.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4020-Hurf Capital Projects	\$1,980,000						\$1,980,000
PUBLIC ART	4020-Hurf Capital Projects	\$20,000						\$20,000
Grand Total		\$2,000,000						\$2,000,000

Operating Costs

Category	O&M Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2026-2030	FY 2027-2031	Grand Total
CIP O&M					(\$35,000)	(\$35,000)		(\$175,000)	(\$245,000)
Grand Total					(\$35,000)	(\$35,000)		(\$175,000)	(\$245,000)

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST22064

TRANSPORTATION SAFETY PROGRAM

Project Number: CIPST22064

Description

Project for safety street components such as raised medians, flashing yellow-arrows, intersection signalization, crash barriers and other related components.

Justification

This project enables safer streets.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4020-Hurf Capital Projects	\$336,915	\$381,915	\$381,915	\$381,915	\$381,915	\$1,909,576	\$3,774,151
DESIGN	4020-Hurf Capital Projects	\$45,000	\$0	\$0	\$0	\$0	\$0	\$45,000
INTRNL CHG	4020-Hurf Capital Projects	\$14,266	\$14,266	\$14,266	\$14,266	\$14,266	\$71,328	\$142,658
PUBLIC ART	4020-Hurf Capital Projects	\$3,819	\$3,819	\$3,819	\$3,819	\$3,819	\$19,096	\$38,191
Grand Total		\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000	\$4,000,000

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST22065

SCALLOP STREET PROGRAM

Project Number: CIPST22065

Description

Glendale has streets that were initially constructed without all typical street components. These "scallop streets" are missing one or more of the following elements: full width pavement; curb and gutter; or sidewalk on one or both sides.

Justification

This project is to complete street improvement to enhance traffic flow, provide safety to adjacent pedestrian traffic, mitigate property flooding and meet Glendale's Design Standards.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4010-Streets Construction			\$0	\$1,623,140	\$1,623,140	\$8,115,700	\$11,361,980
DESIGN	4010-Streets Construction			\$200,000	\$0	\$0	\$0	\$200,000
INTRNL CHG	4010-Streets Construction			\$0	\$60,629	\$60,629	\$303,143	\$424,401
PUBLIC ART	4010-Streets Construction			\$0	\$16,231	\$16,231	\$81,157	\$113,619
Grand Total				\$200,000	\$1,700,000	\$1,700,000	\$8,500,000	\$12,100,000

FY 2022-2031 Capital Improvement Program

Streets

89TH AVE - OCOTILLO TO GLENDALE

Package Number: FY22-31CIP
Project Type: Streets
Project Number: CIPST22066

Project Number: CIPST22066

Description

Half-street construction with curb, gutter, sidewalk and streetlights to fill a gap along 89th Avenue north of Ocotillo Road alignment along existing development.

Justification

25' wide half-street with curb, gutter, sidewalk and streetlights for the 750' distance north of Ocotillo Road alignment.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4420-2014-DIF Streets Zn 2..	\$0	\$1,000,000					\$1,000,000
DESIGN	4420-2014-DIF Streets Zn 2..	\$200,000	\$0					\$200,000
INTRNL CHG	4420-2014-DIF Streets Zn 2..	\$11,400	\$38,000					\$49,400
RIGHTOFWAY	4420-2014-DIF Streets Zn 2..	\$100,000	\$0					\$100,000
Grand Total		\$311,400	\$1,038,000					\$1,349,400

Operating Costs

Category	O&M Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2026-2030	FY 2027-2031	Grand Total
CIP O&M				\$2,100	\$2,100	\$2,100		\$2,100	\$8,400
Grand Total				\$2,100	\$2,100	\$2,100		\$2,100	\$8,400

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST22067

57TH AND GREENWAY INTERSECT IMPROV.

Project Number: CIPST22067

Description

Installation of Traffic Signal and deceleration lane at the intersection of 57th Avenue and Greenway Road.

Justification

This project emerged as development related through the approval of the Planned Area Development "Village at Thunderbird." The City is to pay a share of the cost for this improvement to accommodate increased traffic in this area.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4431-2019-DIF-Streets East	\$200,000						\$200,000
Grand Total		\$200,000						\$200,000

Operating Costs

Category	O&M Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2026-2030	FY 2027-2031	Grand Total
CIP O&M			\$2,100	\$2,100	\$2,100	\$2,100		\$10,500	\$18,900
Grand Total			\$2,100	\$2,100	\$2,100	\$2,100		\$10,500	\$18,900

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST22068

59TH AND NORTHERN INTERSECT IMPROV.

Project Number: CIPST22068

Description

Right turn lane along southbound 59th Avenue to westbound Northern Avenue.

Justification

Increase capacity of southbound 59th Avenue for growth in traffic due to developments in the DIF zone.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4431-2019-DIF-Streets East	\$0	\$800,000					\$800,000
DESIGN	4431-2019-DIF-Streets East	\$150,000	\$0					\$150,000
INTRNL CHG	4431-2019-DIF-Streets East	\$5,700	\$30,400					\$36,100
Grand Total		\$155,700	\$830,400					\$986,100

Operating Costs

Category	O&M Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2026-2030	FY 2027-2031	Grand Total
CIP O&M								\$625	\$625
Grand Total								\$625	\$625

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4030-Transportation Capita..	\$662,830	\$0	\$0	\$0	\$0	\$0	\$662,830
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		\$852,830	\$190,000	\$190,000	\$190,000	\$190,000	\$950,000	\$2,562,830

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

Project Type
Streets

Project Number
CIPST65006

BUS PULLOUTS

Project Number: CIPST65006

Description

Design and construction of Bus Pullouts.

Justification

Bus pullouts relieve congestion, improve air quality, and provide traffic and pedestrian safety. They will be constructed at major intersections for new routes, and to extend existing routes.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4030-Transportation Capita..	\$0	\$286,437	\$286,437	\$286,437	\$286,437	\$1,432,182	\$2,577,930
DESIGN	4030-Transportation Capita..	\$144,509	\$0	\$0	\$0	\$0	\$0	\$144,509
INTRNL CHG	4030-Transportation Capita..	\$5,491	\$10,699	\$10,699	\$10,699	\$10,699	\$53,496	\$101,783
PUBLIC ART	4030-Transportation Capita..	\$0	\$2,864	\$2,864	\$2,864	\$2,864	\$14,322	\$25,778
Grand Total		\$150,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000	\$2,850,000

FY 2022-2031 Capital Improvement Program

Streets

NORTHERN PARKWAY

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4030-Transportation Capita..	\$285,136	\$0	\$0	\$0	\$0		\$285,136
CONSTRUCT	4030-Transportation Capita..	\$670,000	\$670,000	\$670,000	\$670,000	\$670,000		\$3,350,000
Grand Total		\$955,136	\$670,000	\$670,000	\$670,000	\$670,000		\$3,635,136

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4030-Transportation Capita..	\$618,170						\$618,170
Grand Total		\$618,170						\$618,170

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4020-Hurf Capital Projects	\$944,956	\$0	\$0	\$0	\$0	\$0	\$944,956
CONSTRUCT	4020-Hurf Capital Projects	\$143,218	\$143,218	\$143,218	\$143,218	\$143,218	\$716,091	\$1,432,181
INTRNL CHG	4020-Hurf Capital Projects	\$5,350	\$5,350	\$5,350	\$5,350	\$5,350	\$26,748	\$53,498
PUBLIC ART	4020-Hurf Capital Projects	\$1,432	\$1,432	\$1,432	\$1,432	\$1,432	\$7,161	\$14,321
Grand Total		\$1,094,956	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000	\$2,444,956

Operating Costs

Category	O&M Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2026-2030	FY 2027-2031	Grand Total
CIP O&M			\$1,150	\$1,150	\$1,150	\$1,150		\$10,350	\$14,950
Grand Total			\$1,150	\$1,150	\$1,150	\$1,150		\$10,350	\$14,950

FY 2022-2031 Capital Improvement Program

Streets

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4020-Hurf Capital Projects	\$985,210	\$0	\$0	\$0	\$0	\$0	\$985,210
CONSTRUCT	4020-Hurf Capital Projects	\$74,257	\$74,257	\$74,257	\$74,257	\$74,257	\$371,285	\$742,570
PUBLIC ART	4020-Hurf Capital Projects	\$743	\$743	\$743	\$743	\$743	\$3,715	\$7,430
Grand Total		\$1,060,210	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000	\$1,735,210

FY 2022-2031 Capital Improvement Program

**Transit
Summary by Project**

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPTR21013	NORTH GLENDALE PARK & RIDE PROJECT	\$1,151,581	\$0	\$0	\$0	\$0	\$0	\$0	\$1,151,581
CIPTR22069	BUS STOP ENHANCEMENTS	\$0	\$100,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000	\$1,900,000
CIPTR65022	TRANSP. PROG. ENGR. CONSULTANT	\$0	\$270,000	\$270,000	\$275,000	\$275,000	\$280,000	\$1,420,000	\$2,790,000
Grand Total		\$1,151,581	\$370,000	\$470,000	\$475,000	\$475,000	\$480,000	\$2,420,000	\$5,841,581

FY 2022-2031 Capital Improvement Program

Transit
Summary by Funding Source

Funding Source	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
4030-Transportation Capital Proj	\$1,151,581	\$370,000	\$470,000	\$475,000	\$475,000	\$480,000	\$2,420,000	\$5,841,581
Grand Total	\$1,151,581	\$370,000	\$470,000	\$475,000	\$475,000	\$480,000	\$2,420,000	\$5,841,581

FY 2022-2031 Capital Improvement Program

Transit

NORTH GLENDALE PARK & RIDE PROJECT

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	4030-Transportation Capita..	\$1,151,581						\$1,151,581
Grand Total		\$1,151,581						\$1,151,581

FY 2022-2031 Capital Improvement Program

Transit

BUS STOP ENHANCEMENTS

Project Number: CIPTR22069

Package Number
FY22-31CIP

Project Type
Transit

Project Number
CIPTR22069

Description

The Glendale Bus Stop Enhancement Project is a multi-year program which will improve the passenger experience at Glendale bus stops throughout the city. This project will also bring current non-ADA compliant stops into compliance.

Justification

This set of projects is intended to enhance the safety, convenience and function of bus stops in support of Glendale transit service operations and ridership, ensuring all stops are accessible and ADA compliant.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	4030-Transportation Capita..	\$0	\$190,957	\$190,957	\$190,957	\$190,957	\$954,788	\$1,718,616
DESIGN	4030-Transportation Capita..	\$96,339	\$0	\$0	\$0	\$0	\$0	\$96,339
INTRNL CHG	4030-Transportation Capita..	\$3,661	\$7,133	\$7,133	\$7,133	\$7,133	\$35,664	\$67,857
PUBLIC ART	4030-Transportation Capita..	\$0	\$1,910	\$1,910	\$1,910	\$1,910	\$9,548	\$17,188
Grand Total		\$100,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000	\$1,900,000

Operating Costs

Category	O&M Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2026-2030	FY 2027-2031	Grand Total
CIP O&M			\$13,680	\$27,360	\$41,040	\$54,720		\$136,800	\$273,600
Grand Total			\$13,680	\$27,360	\$41,040	\$54,720		\$136,800	\$273,600

FY 2022-2031 Capital Improvement Program

Transit

TRANSP. PROG. ENGR. CONSULTANT

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
STUDY	4030-Transportation Capita..	\$270,000	\$270,000	\$275,000	\$275,000	\$280,000	\$1,420,000	\$2,790,000
Grand Total		\$270,000	\$270,000	\$275,000	\$275,000	\$280,000	\$1,420,000	\$2,790,000

FY 2022-2031 Capital Improvement Program

**Wastewater
Summary by Project**

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPWW19086	SEWER LINE - GLENDALE AT 91ST AVE	\$450,000	\$1,250,000	\$0	\$0	\$0	\$3,250,000	\$0	\$4,950,000
CIPWW19087	ARROWHEAD SEWER LINES - PHASE 2	\$0	\$0	\$0	\$900,000	\$3,800,000	\$1,000,000	\$0	\$5,700,000
CIPWW19088	ARROWHEAD SEWER LINES - PHASE 3	\$0	\$0	\$0	\$0	\$2,650,000	\$3,050,000	\$0	\$5,700,000
CIPWW20030	LUKE AFB WASTEWATER CONNECTION	\$1,200,000	\$2,706,000	\$0	\$0	\$0	\$0	\$0	\$3,906,000
CIPWW21026	WEST AREA WRF IMPROVEMENTS 2026	\$0	\$0	\$0	\$0	\$0	\$1,800,000	\$10,200,000	\$12,000,000
CIPWW21027	ARROWHEAD WRF IMPROVEMENTS 2025	\$0	\$0	\$0	\$0	\$2,200,000	\$2,000,000	\$8,000,000	\$12,200,000
CIPWW21028	UNDERGROUND STORAGE FACILITY PERMIT	\$0	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$200,000
CIPWW22076	SEWER LINE - REHAB PROGRAM	\$0	\$520,000	\$2,300,000	\$3,350,000	\$4,920,000	\$1,050,000	\$10,490,000	\$22,630,000
CIPWW22077	LIFT STATION REHAB PROGRAM	\$0	\$0	\$0	\$1,100,000	\$0	\$0	\$1,400,000	\$2,500,000
CIPWW22078	SEWER LINE EXTENSION	\$0	\$320,000	\$160,000	\$160,000	\$160,000	\$160,000	\$480,000	\$1,440,000
CIPWW60007	ARROWHEAD WRF IMPROVEMENTS 2017	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
CIPWW60016	WEST AREA WRF IMPROVEMENTS 2017	\$1,700,000	\$10,900,000	\$10,000,000	\$6,105,000	\$0	\$0	\$0	\$28,705,000
CIPWW63003	99TH AVE INTERCEPTOR LINE	\$543,400	\$100,000	\$481,000	\$71,000	\$3,291,000	\$0	\$1,310,000	\$5,796,400
CIPWW63006	ARROWHEAD SEWER LINES - PHASE 1	\$0	\$1,392,000	\$2,600,000	\$0	\$0	\$0	\$0	\$3,992,000
CIPWW63010	91ST AVENUE WWTP IMPROVEMENTS	\$0	\$4,090,000	\$3,050,000	\$3,110,000	\$3,410,000	\$3,350,000	\$15,000,000	\$32,010,000
CIPWW63016	SEWER LINE - PHASE V	\$600,000	\$2,470,000	\$300,000	\$0	\$0	\$0	\$0	\$3,370,000
CIPWW63024	SEWER MANHOLE REHAB PROGRAM	\$150,000	\$500,000	\$470,000	\$480,000	\$480,000	\$480,000	\$2,500,000	\$5,060,000

FY 2022-2031 Capital Improvement Program

**Wastewater
Summary by Project**

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPWW63030	LIFT STATION REHAB- 67TH AVE & ACDC	\$180,000	\$2,635,000	\$100,000	\$0	\$0	\$0	\$0	\$2,915,000
CIPWW63031	WASTEWATER CAPITAL EQUIPMENT	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$2,500,000
CIPWW63032	WASTEWATER COLLECTION IMPROVEMENTS	\$50,000	\$500,000	\$300,000	\$300,000	\$300,000	\$300,000	\$0	\$1,750,000
Grand Total		\$5,173,400	\$27,733,000	\$20,111,000	\$14,926,000	\$15,911,000	\$19,090,000	\$54,680,000	\$157,624,400

FY 2022-2031 Capital Improvement Program

**Wastewater
Summary by Funding Source**

Funding Source	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
6030-Sewer	\$5,173,400	\$27,413,000	\$19,951,000	\$14,766,000	\$15,751,000	\$18,930,000	\$54,200,000	\$156,184,400
6095-2014-DIF Sewer	\$0	\$320,000	\$160,000	\$160,000	\$160,000	\$160,000	\$480,000	\$1,440,000
Grand Total	\$5,173,400	\$27,733,000	\$20,111,000	\$14,926,000	\$15,911,000	\$19,090,000	\$54,680,000	\$157,624,400

FY 2022-2031 Capital Improvement Program

Wastewater

SEWER LINE - GLENDALE AT 91ST AVE

Package Number: FY22-31CIP
Project Type: Wastewater
Project Number: CIPWW19086

Project Number: CIPWW19086

Description

Assess, design and construct 24" sewer line improvements in Glendale Avenue at 91st Avenues.

Justification

This project will provide additional sewer line capacity in the area along Glendale Avenue at 91st Avenue as new development occurs.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6030-Sewer	\$450,000				\$0		\$450,000
CONSTRUCT	6030-Sewer	\$1,050,000				\$2,705,000		\$3,755,000
DESIGN	6030-Sewer	\$150,000				\$400,000		\$550,000
INTRNL CHG	6030-Sewer	\$40,000				\$115,000		\$155,000
PUBLIC ART	6030-Sewer	\$10,000				\$30,000		\$40,000
Grand Total		\$1,700,000				\$3,250,000		\$4,950,000

FY 2022-2031 Capital Improvement Program

Wastewater

ARROWHEAD SEWER LINES - PHASE 2

Package Number: FY22-31CIP
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 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	6030-Sewer				\$0	\$3,620,000	\$950,000	\$4,570,000
DESIGN	6030-Sewer				\$870,000	\$0	\$0	\$870,000
INTRNL CHG	6030-Sewer				\$30,000	\$140,000	\$40,000	\$210,000
PUBLIC ART	6030-Sewer				\$0	\$40,000	\$10,000	\$50,000
Grand Total					\$900,000	\$3,800,000	\$1,000,000	\$5,700,000

FY 2022-2031 Capital Improvement Program

Wastewater

ARROWHEAD SEWER LINES - PHASE 3

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	6030-Sewer					\$1,510,000	\$2,950,000	\$4,460,000
DESIGN	6030-Sewer					\$980,000	\$0	\$980,000
INTRNL CHG	6030-Sewer					\$120,000	\$90,000	\$210,000
PUBLIC ART	6030-Sewer					\$40,000	\$10,000	\$50,000
Grand Total						\$2,650,000	\$3,050,000	\$5,700,000

FY 2022-2031 Capital Improvement Program

Wastewater

LUKE AFB WASTEWATER CONNECTION

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6030-Sewer	\$1,200,000						\$1,200,000
CONSTRUCT	6030-Sewer	\$2,335,000						\$2,335,000
DESIGN	6030-Sewer	\$85,665						\$85,665
EQUIPMENT	6030-Sewer	\$150,800						\$150,800
INTRNL CHG	6030-Sewer	\$101,035						\$101,035
PUBLIC ART	6030-Sewer	\$33,500						\$33,500
Grand Total		\$3,906,000						\$3,906,000

Operating Costs

Category	O&M Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2026-2030	FY 2027-2031	Grand Total
CIP O&M			\$275,000	\$275,000	\$275,000	\$275,000			\$1,100,000
Grand Total			\$275,000	\$275,000	\$275,000	\$275,000			\$1,100,000

FY 2022-2031 Capital Improvement Program

Wastewater

WEST AREA WRF IMPROVEMENTS 2026

Package Number: FY22-31CIP
Project Type: Wastewater
Project Number: CIPWW21026

Project Number: CIPWW21026

Description

Assess, design and rehabilitate 24' force main from 99th Avenue to plant. Includes construction of Phase III improvements to plant 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	6030-Sewer					\$1,000,000	\$10,200,000	\$11,200,000
DESIGN	6030-Sewer					\$800,000	\$0	\$800,000
Grand Total						\$1,800,000	\$10,200,000	\$12,000,000

FY 2022-2031 Capital Improvement Program

Wastewater

ARROWHEAD WRF IMPROVEMENTS 2025

Package Number: FY22-31CIP
Project Type: Wastewater
Project Number: CIPWW21027

Project Number: CIPWW21027

Description

Design and construct Effluent Reuse Distribution System (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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	6030-Sewer				\$1,600,000	\$1,950,000	\$8,000,000	\$11,550,000
DESIGN	6030-Sewer				\$500,000	\$0	\$0	\$500,000
INTRNL CHG	6030-Sewer				\$80,000	\$40,000	\$0	\$120,000
PUBLIC ART	6030-Sewer				\$20,000	\$10,000	\$0	\$30,000
Grand Total					\$2,200,000	\$2,000,000	\$8,000,000	\$12,200,000

FY 2022-2031 Capital Improvement Program

Wastewater

UNDERGROUND STORAGE FACILITY PERMIT

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
NONCAPITAL	6030-Sewer	\$100,000	\$100,000					\$200,000
Grand Total		\$100,000	\$100,000					\$200,000

FY 2022-2031 Capital Improvement Program

Wastewater

SEWER LINE - REHAB PROGRAM

Package Number: FY22-31CIP
Project Type: Wastewater
Project Number: CIPWW22076

Project Number: CIPWW22076

Description

Program to rehabilitate or replace sewer lines in segments. Design and construct based on condition assessments. Includes rehab of phase VI, Union Hills by-pass, phase VII.

Justification

Sewage from residential and business within the city be reliably and safely conveyed through the sewer systems. Project is needed to reduce risk of sewer line collapse and overflows in the system.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	6030-Sewer	\$0	\$2,000,000	\$2,300,000	\$4,000,000	\$800,000	\$9,000,000	\$18,100,000
DESIGN	6030-Sewer	\$500,000	\$200,000	\$900,000	\$700,000	\$200,000	\$1,000,000	\$3,500,000
INTRNL CHG	6030-Sewer	\$20,000	\$80,000	\$120,000	\$180,000	\$40,000	\$380,000	\$820,000
PUBLIC ART	6030-Sewer	\$0	\$20,000	\$30,000	\$40,000	\$10,000	\$110,000	\$210,000
Grand Total		\$520,000	\$2,300,000	\$3,350,000	\$4,920,000	\$1,050,000	\$10,490,000	\$22,630,000

FY 2022-2031 Capital Improvement Program

Wastewater

LIFT STATION REHAB PROGRAM

Package Number: FY22-31CIP
Project Type: Wastewater
Project Number: CIPWW22077

Project Number: CIPWW22077

Description

Assess condition and rehabilitate lift stations and related force mains citywide.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	6030-Sewer			\$1,050,000			\$1,400,000	\$2,450,000
INTRNL CHG	6030-Sewer			\$40,000			\$0	\$40,000
PUBLIC ART	6030-Sewer			\$10,000			\$0	\$10,000
Grand Total				\$1,100,000			\$1,400,000	\$2,500,000

FY 2022-2031 Capital Improvement Program

Wastewater

Package Number
FY22-31CIP

Project Type
Wastewater

Project Number
CIPWW22078

SEWER LINE EXTENSION

Project Number: CIPWW22078

Description

Sewer line extension and oversizing in the city to the east of 115th Avenue.

Justification

Provide funding for oversizing and extension of sewer line. Funding included in 2019 Infrastructure Improvement Plan (IIP).

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	6095-2014-DIF Sewer	\$270,000	\$160,000	\$160,000	\$160,000	\$160,000	\$480,000	\$1,390,000
DESIGN	6095-2014-DIF Sewer	\$50,000	\$0	\$0	\$0	\$0	\$0	\$50,000
Grand Total		\$320,000	\$160,000	\$160,000	\$160,000	\$160,000	\$480,000	\$1,440,000

FY 2022-2031 Capital Improvement Program

Wastewater

ARROWHEAD WRF IMPROVEMENTS 2017

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6030-Sewer	\$300,000						\$300,000
Grand Total		\$300,000						\$300,000

FY 2022-2031 Capital Improvement Program

Wastewater

WEST AREA WRF IMPROVEMENTS 2017

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6030-Sewer	\$1,700,000	\$0	\$0				\$1,700,000
CONSTRUCT	6030-Sewer	\$9,940,000	\$8,100,000	\$4,340,000				\$22,380,000
DESIGN	6030-Sewer	\$600,000	\$1,500,000	\$1,500,000				\$3,600,000
INTRNL CHG	6030-Sewer	\$300,000	\$320,000	\$225,000				\$845,000
PUBLIC ART	6030-Sewer	\$60,000	\$80,000	\$40,000				\$180,000
Grand Total		\$12,600,000	\$10,000,000	\$6,105,000				\$28,705,000

FY 2022-2031 Capital Improvement Program

Wastewater

Package Number: FY22-31CIP
Project Type: Wastewater
Project Number: CIPWW63024

SEWER MANHOLE REHAB PROGRAM

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6030-Sewer	\$150,000	\$0	\$0	\$0	\$0	\$0	\$150,000
CONSTRUCT	6030-Sewer	\$470,000	\$450,000	\$460,000	\$460,000	\$460,000	\$0	\$2,300,000
INTRNL CHG	6030-Sewer	\$25,000	\$15,000	\$15,000	\$15,000	\$15,000	\$2,500,000	\$2,585,000
PUBLIC ART	6030-Sewer	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$0	\$25,000
Grand Total		\$650,000	\$470,000	\$480,000	\$480,000	\$480,000	\$2,500,000	\$5,060,000

FY 2022-2031 Capital Improvement Program

Wastewater

Package Number: FY22-31CIP
Project Type: Wastewater
Project Number: CIPWW63030

LIFT STATION REHAB- 67TH AVE & ACDC

Project Number: CIPWW63030

Description

Assess condition and rehabilitate Lift Station #2 at 67th Avenue and the Arizona Canal Diversion Channel.

Justification

It is important to ensure the lift stations are in good operational conditions and meet safety requirements. Potential equipment failure would cause system overflows.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6030-Sewer	\$180,000	\$0					\$180,000
CONSTRUCT	6030-Sewer	\$2,520,000	\$95,000					\$2,615,000
INTRNL CHG	6030-Sewer	\$90,000	\$4,000					\$94,000
PUBLIC ART	6030-Sewer	\$25,000	\$1,000					\$26,000
Grand Total		\$2,815,000	\$100,000					\$2,915,000

FY 2022-2031 Capital Improvement Program

Wastewater

WASTEWATER CAPITAL EQUIPMENT

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
EQUIPMENT	6030-Sewer	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$2,500,000
Grand Total		\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$2,500,000

FY 2022-2031 Capital Improvement Program

Wastewater

WASTEWATER COLLECTION IMPROVEMENTS

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6030-Sewer	\$50,000	\$0	\$0	\$0	\$0		\$50,000
EQUIPMENT	6030-Sewer	\$500,000	\$300,000	\$300,000	\$300,000	\$300,000		\$1,700,000
Grand Total		\$550,000	\$300,000	\$300,000	\$300,000	\$300,000		\$1,750,000

FY 2022-2031 Capital Improvement Program

Water
Summary by Project

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPWA19018	WHITE MTN APACHE WATER RIGHTS	\$0	\$0	\$0	\$3,500,000	\$875,000	\$875,000	\$1,750,000	\$7,000,000
CIPWA19020	SCADA REPLACEMENT STUDY	\$0	\$200,000	\$500,000	\$800,000	\$0	\$0	\$0	\$1,500,000
CIPWA19021	STORAGE & RECOVERY WELLS REHAB	\$0	\$500,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000	\$4,100,000
CIPWA19022	WATER SUPPLY REDUNDANCY	\$100,000	\$2,620,000	\$2,625,000	\$4,582,000	\$4,915,000	\$3,140,000	\$14,130,000	\$32,112,000
CIPWA21022	OASIS WTP - 2021 IMPROVEMENTS	\$220,000	\$830,000	\$750,000	\$550,000	\$3,220,000	\$1,100,000	\$16,000,000	\$22,670,000
CIPWA21023	PYRAMID PEAK - 2022 IMPROVEMENTS	\$0	\$300,000	\$2,080,000	\$0	\$2,080,000	\$2,500,000	\$16,100,000	\$23,060,000
CIPWA21024	CHOLLA WTP - 2023 IMPROVEMENTS	\$0	\$0	\$780,000	\$3,280,000	\$2,500,000	\$4,000,000	\$19,600,000	\$30,160,000
CIPWA21025	WATER LINE - PACK 2 REHAB	\$0	\$645,000	\$2,100,000	\$1,050,000	\$0	\$0	\$0	\$3,795,000
CIPWA21031	ASSURED WATER SUPPLY OBLIGATION	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$300,000
CIPWA21032	67TH AVE TRANS LINE IMPROVEMENTS	\$50,000	\$1,057,000	\$0	\$0	\$0	\$0	\$0	\$1,107,000
CIPWA22070	WATER VALVE REPLACEMENT - ARP	\$0	\$436,000	\$908,000	\$547,000	\$0	\$0	\$0	\$1,891,000
CIPWA22071	WATER LINE 59TH - GLENN TO NORTHERN	\$0	\$0	\$694,000	\$1,750,000	\$0	\$0	\$0	\$2,444,000
CIPWA22072	WATER LINE - CAMELBACK 51ST TO 59TH	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000,000	\$5,000,000
CIPWA22074	DATA MANAGEMENT	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$200,000
CIPWA22075	WATER LINE EXTENSION	\$0	\$0	\$500,000	\$0	\$150,000	\$150,000	\$700,000	\$1,500,000
CIPWA22079	WATER LINE BETHANY HM 43RD TO 51ST	\$0	\$470,000	\$2,685,000	\$1,645,000	\$0	\$0	\$0	\$4,800,000
CIPWA60015	ASSET MANGEMENT PROGRAM	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000

FY 2022-2031 Capital Improvement Program

Water
Summary by Project

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPWA60017	INTEGRATED WATER MASTER PLAN	\$200,000	\$300,000	\$0	\$0	\$0	\$0	\$0	\$500,000
CIPWA60018	LABORATORY EQUIPMENT REPLACEMENT	\$0	\$200,000	\$180,000	\$100,000	\$0	\$0	\$0	\$480,000
CIPWA60019	VEHICLE REPLACEMENT	\$0	\$800,000	\$750,000	\$750,000	\$1,000,000	\$1,000,000	\$4,000,000	\$8,300,000
CIPWA61001	LARGE WATER VALVE REPLACEMENT PRGM	\$0	\$798,000	\$798,000	\$798,000	\$798,000	\$798,000	\$4,088,000	\$8,078,000
CIPWA61013	WATER LINE REHABILITATION PROGRAM	\$100,000	\$400,000	\$2,096,000	\$2,096,000	\$2,096,000	\$2,096,000	\$10,480,000	\$19,364,000
CIPWA61023	WATER SYSTEM SECURITY	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$350,000	\$1,100,000
CIPWA61024	CHOLLA WTP - 2014 IMPROVEMENTS	\$2,450,000	\$4,600,000	\$0	\$0	\$0	\$0	\$0	\$7,050,000
CIPWA61043	PYRAMID PEAK - 2017 IMPROVEMENTS	\$50,000	\$8,000,000	\$0	\$0	\$0	\$0	\$0	\$8,050,000
CIPWA61045	THUNDERBIRD RESERVOIR	\$0	\$0	\$300,000	\$775,000	\$1,700,000	\$0	\$0	\$2,775,000
CIPWA61047	METER VAULT REPLACEMENT PROGRAM	\$350,000	\$978,000	\$736,000	\$736,000	\$736,000	\$313,000	\$0	\$3,849,000
CIPWA61048	GROUNDWATER WELL REHAB PROGRAM	\$0	\$1,150,000	\$1,370,000	\$1,270,000	\$500,000	\$500,000	\$4,000,000	\$8,790,000
CIPWA61049	DISTRIBUTION SYSTEM IMPROV ZONE 283	\$0	\$210,000	\$1,260,000	\$1,050,000	\$0	\$0	\$0	\$2,520,000
CIPWA61051	ACCUE LONG-TERM WATER CREDITS	\$0	\$300,000	\$300,000	\$500,000	\$0	\$0	\$0	\$1,100,000
CIPWA61054	DISTRIBUTION SYSTEM IMPROV PROGRAM	\$400,000	\$600,000	\$500,000	\$500,000	\$500,000	\$500,000	\$0	\$3,000,000
CIPWA61055	OASIS WTP - 2017 IMPROVEMENTS	\$350,000	\$263,000	\$0	\$0	\$0	\$0	\$0	\$613,000
CIPWA61058	PYRAMID PEAK WTP EXPANSION	\$50,000	\$16,864,000	\$0	\$0	\$0	\$0	\$0	\$16,914,000
CIPWA61061	WATER CAPITAL EQUIPMENT REPLACEMENT	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$0	\$2,500,000

FY 2022-2031 Capital Improvement Program

Water
Summary by Project

Project Number	Project Title	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CIPWA61062	TRANSMISSION LINE & VALVE ASSESSMINT	\$0	\$325,000	\$0	\$0	\$0	\$0	\$0	\$325,000
Grand Total		\$4,320,000	\$44,096,000	\$22,962,000	\$27,329,000	\$22,120,000	\$18,022,000	\$98,198,000	\$237,047,000

FY 2022-2031 Capital Improvement Program

Water
Summary by Funding Source

Funding Source	CARRYOVER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
6020-Water	\$4,320,000	\$44,096,000	\$22,462,000	\$23,829,000	\$21,970,000	\$17,872,000	\$97,498,000	\$232,047,000
6065-2014-DIF Water	\$0	\$0	\$500,000	\$3,500,000	\$150,000	\$150,000	\$700,000	\$5,000,000
Grand Total	\$4,320,000	\$44,096,000	\$22,962,000	\$27,329,000	\$22,120,000	\$18,022,000	\$98,198,000	\$237,047,000

FY 2022-2031 Capital Improvement Program

Water

WHITE MTN APACHE WATER RIGHTS

Package Number: FY22-31CIP
Project Type: Water
Project Number: CIPWA19018

Project Number: CIPWA19018

Description

100-year water rights lease per the White Mountain Apache Tribe settlement (2.363 acre feet annually). Agreement is in the approval process. 50% payment due first year; balance over the next 4 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
NONCAPITAL	6020-Water			\$0	\$875,000	\$875,000	\$1,750,000	\$3,500,000
	6065-2014-DIF Water			\$3,500,000	\$0	\$0	\$0	\$3,500,000
Grand Total				\$3,500,000	\$875,000	\$875,000	\$1,750,000	\$7,000,000

FY 2022-2031 Capital Improvement Program

Water

SCADA REPLACEMENT STUDY

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
DESIGN	6020-Water	\$0	\$500,000	\$800,000				\$1,300,000
STUDY	6020-Water	\$200,000	\$0	\$0				\$200,000
Grand Total		\$200,000	\$500,000	\$800,000				\$1,500,000

FY 2022-2031 Capital Improvement Program

Water

STORAGE & RECOVERY WELLS REHAB

Package Number: FY22-31CIP
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 AWRP 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
EQUIPMENT	6020-Water	\$480,000	\$385,000	\$385,000	\$385,000	\$385,000	\$1,950,000	\$3,950,000
INTRNL CHG	6020-Water	\$20,000	\$15,000	\$15,000	\$15,000	\$15,000	\$70,000	\$150,000
Grand Total		\$500,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000	\$4,100,000

FY 2022-2031 Capital Improvement Program

Water

WATER SUPPLY REDUNDANCY

Project Number: CIPWA19022

Package Number
FY22-31CIP

Project Type
Water

Project Number
CIPWA19022

Description

Study, design and construct new direct water source city wide. First source is inter-connects potable water supply with adjacent cities. Second source is to drill new groundwater wells.

Justification

Provide water supply redundancy from multiple sources at times of restricted supply is critical. Wells provide direct supply during drought management, plant shut-down, or transmission failure.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6020-Water	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000
CONSTRUCT	6020-Water	\$2,000,000	\$2,300,000	\$3,900,000	\$4,300,000	\$2,800,000	\$11,500,000	\$26,800,000
DESIGN	6020-Water	\$500,000	\$200,000	\$500,000	\$400,000	\$200,000	\$2,000,000	\$3,800,000
INTRNL CHG	6020-Water	\$100,000	\$100,000	\$145,000	\$170,000	\$110,000	\$500,000	\$1,125,000
PUBLIC ART	6020-Water	\$20,000	\$25,000	\$37,000	\$45,000	\$30,000	\$130,000	\$287,000
Grand Total		\$2,720,000	\$2,625,000	\$4,582,000	\$4,915,000	\$3,140,000	\$14,130,000	\$32,112,000

FY 2022-2031 Capital Improvement Program

Water

Package Number
FY22-31CIP

Project Type
Water

Project Number
CIPWA21022

OASIS WTP - 2021 IMPROVEMENTS

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6020-Water	\$220,000	\$0	\$0	\$0	\$0	\$0	\$220,000
CONSTRUCT	6020-Water	\$792,000	\$0	\$0	\$2,475,000	\$925,000	\$16,000,000	\$20,192,000
DESIGN	6020-Water	\$0	\$750,000	\$500,000	\$500,000	\$0	\$0	\$1,750,000
INTRNL CHG	6020-Water	\$30,000	\$0	\$50,000	\$150,000	\$100,000	\$0	\$330,000
PUBLIC ART	6020-Water	\$8,000	\$0	\$0	\$95,000	\$75,000	\$0	\$178,000
Grand Total		\$1,050,000	\$750,000	\$550,000	\$3,220,000	\$1,100,000	\$16,000,000	\$22,670,000

FY 2022-2031 Capital Improvement Program

Water

PYRAMID PEAK - 2022 IMPROVEMENTS

Package Number: FY22-31CIP
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. City of Peoria pays for 23% of costs.

Justification

Pyramid is a critical water treatment plant for Glendale and Peoria. Rehabilitation reduces risk of equipment failure, loss of service to citizens, and implements new efficiencies.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	6020-Water	\$0	\$2,000,000		\$2,000,000	\$2,000,000	\$15,100,000	\$21,100,000
DESIGN	6020-Water	\$290,000	\$0		\$0	\$500,000	\$1,000,000	\$1,790,000
INTRNL CHG	6020-Water	\$10,000	\$80,000		\$80,000	\$0	\$0	\$170,000
Grand Total		\$300,000	\$2,080,000		\$2,080,000	\$2,500,000	\$16,100,000	\$23,060,000

FY 2022-2031 Capital Improvement Program

Water

CHOLLA WTP - 2023 IMPROVEMENTS

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	6020-Water		\$0	\$2,950,000	\$1,580,000	\$4,000,000	\$17,600,000	\$26,130,000
DESIGN	6020-Water		\$750,000	\$100,000	\$650,000	\$0	\$2,000,000	\$3,500,000
INTRNL CHG	6020-Water		\$30,000	\$180,000	\$230,000	\$0	\$0	\$440,000
PUBLIC ART	6020-Water		\$0	\$50,000	\$40,000	\$0	\$0	\$90,000
Grand Total			\$780,000	\$3,280,000	\$2,500,000	\$4,000,000	\$19,600,000	\$30,160,000

FY 2022-2031 Capital Improvement Program

Water

WATER LINE - PACK 2 REHAB

Package Number: FY22-31CIP
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 segments in 54th Avenue, Maryland, Northern and Lamar.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	6020-Water	\$500,000	\$2,000,000	\$1,000,000				\$3,500,000
DESIGN	6020-Water	\$120,000	\$0	\$0				\$120,000
INTRNL CHG	6020-Water	\$20,000	\$80,000	\$40,000				\$140,000
PUBLIC ART	6020-Water	\$5,000	\$20,000	\$10,000				\$35,000
Grand Total		\$645,000	\$2,100,000	\$1,050,000				\$3,795,000

FY 2022-2031 Capital Improvement Program

Water

ASSURED WATER SUPPLY OBLIGATION

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
NONCAPITAL	6020-Water	\$300,000						\$300,000
Grand Total		\$300,000						\$300,000

FY 2022-2031 Capital Improvement Program

Water

67TH AVE TRANS LINE IMPROVEMENTS

Package Number: FY22-31CIP
Project Type: Water
Project Number: CIPWA21032

Project Number: CIPWA21032

Description

Design and install access points to multiple manholes in 67th Ave transmission line from PPWTP to Deer Valley Road. Project includes emergency repair parts and fittings.

Justification

Need to assess the condition of large transmission line interior.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6020-Water	\$50,000						\$50,000
CONSTRUCT	6020-Water	\$700,000						\$700,000
EQUIPMENT	6020-Water	\$300,000						\$300,000
INTRNL CHG	6020-Water	\$50,000						\$50,000
PUBLIC ART	6020-Water	\$7,000						\$7,000
Grand Total		\$1,107,000						\$1,107,000

FY 2022-2031 Capital Improvement Program

Water

WATER VALVE REPLACEMENT - ARP

Package Number: FY22-31CIP
Project Type: Water
Project Number: CIPWA22070

Project Number: CIPWA22070

Description

Replace large water valves ahead of Arterial (streets) Reconstruction Program (ARP). Nine arterial segments are identified.

Justification

Street segments identified in Arterial Reconstruction Program due to low critical Pavement Condition Index (PCI) for replacement. Replace valves 9-12 months ahead of construction start.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	6020-Water	\$418,000	\$847,000	\$535,000				\$1,800,000
INTRNL CHG	6020-Water	\$14,000	\$49,000	\$10,000				\$73,000
PUBLIC ART	6020-Water	\$4,000	\$12,000	\$2,000				\$18,000
Grand Total		\$436,000	\$908,000	\$547,000				\$1,891,000

FY 2022-2031 Capital Improvement Program

Water

WATER LINE 59TH - GLENN TO NORTHERN

Package Number: FY22-31CIP
Project Type: Water
Project Number: CIPWA22071

Project Number: CIPWA22071

Description

Design and construct new water line and associated appurtenances. Includes 4,900'-water line, 48-valves, 16-service lines, and 5-fire hydrants in 59 Ave - Glenn to Northern Ave.

Justification

Street segments identified in Arterial Reconstruction Program due to low critical Pavement Condition Index (PCI) for replacement. Replace water line and valves 9-12 months ahead of construction start.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	6020-Water		\$420,000	\$1,670,000				\$2,090,000
DESIGN	6020-Water		\$250,000	\$0				\$250,000
INTRNL CHG	6020-Water		\$20,000	\$60,000				\$80,000
PUBLIC ART	6020-Water		\$4,000	\$20,000				\$24,000
Grand Total			\$694,000	\$1,750,000				\$2,444,000

FY 2022-2031 Capital Improvement Program

Water

WATER LINE - CAMELBACK 51ST TO 59TH

Package Number: FY22-31CIP
Project Type: Water
Project Number: CIPWA22072

Project Number: CIPWA22072

Description

Design and construct new water line and associated appurtenances in Camelback Road from 51st Ave to 58st Ave.

Justification

Street segments identified in Arterial Reconstruction Program due to low critical Pavement Condition Index (PCI) for replacement. Replace water line and valves 9-12 months ahead of construction start.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	6020-Water						\$4,500,000	\$4,500,000
DESIGN	6020-Water						\$500,000	\$500,000
Grand Total							\$5,000,000	\$5,000,000

FY 2022-2031 Capital Improvement Program

Water

DATA MANAGEMENT

Project Number: CIPWA22074

Description

Assess and implement new data management application to manage all department data base apps. Develop dash board bench-marks.

Justification

Department data bases are fragmented, out of date, and do not provide centralized management of results. New technology will "mine" all data bases and provide real-time results to manage treatment operations more effective and efficiently.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
EQUIPMENT	6020-Water	\$175,000						\$175,000
STUDY	6020-Water	\$25,000						\$25,000
Grand Total		\$200,000						\$200,000

Operating Costs

Category	O&M Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2026-2030	FY 2027-2031	Grand Total
CIP O&M			\$5,000	\$5,000	\$5,000	\$5,000		\$25,000	\$45,000
Grand Total			\$5,000	\$5,000	\$5,000	\$5,000		\$25,000	\$45,000

FY 2022-2031 Capital Improvement Program

Water

WATER LINE EXTENSION

Package Number: FY22-31CIP
Project Type: Water
Project Number: CIPWA22075

Project Number: CIPWA22075

Description

Water line extension and oversizing in the city to the east of 115th Avenue. Next project (FY23) is to extend Ballpark Blvd water line loop to Glendale Ave.

Justification

Provide funding for oversizing and extension of water line. Funding included in 2019 Infrastructure Improvement Plan (IIP).

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	6065-2014-DIF Water		\$400,000		\$150,000	\$150,000	\$700,000	\$1,400,000
DESIGN	6065-2014-DIF Water		\$100,000		\$0	\$0	\$0	\$100,000
Grand Total			\$500,000		\$150,000	\$150,000	\$700,000	\$1,500,000

FY 2022-2031 Capital Improvement Program

Water

WATER LINE BETHANY HM 43RD TO 51ST

Package Number: FY22-31CIP
Project Type: Water
Project Number: CIPWA22079

Project Number: CIPWA22079

Description

Design and construct new water line & associated appurtenances. Includes 6,100' water line, 81 valves, 38 service lines, 20-fire hydrants in Bethany Hm. Rd. 43rd to 300' west of 51st under Grand Ave.

Justification

Street segments identified in Arterial Reconstruction Program due to low critical Pavement Condition Index (PCI) for replacement. Replace water line and valves 9-12 months ahead of construction start.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	6020-Water	\$0	\$2,560,000	\$1,560,000				\$4,120,000
DESIGN	6020-Water	\$450,000	\$0	\$0				\$450,000
INTRNL CHG	6020-Water	\$20,000	\$100,000	\$70,000				\$190,000
PUBLIC ART	6020-Water	\$0	\$25,000	\$15,000				\$40,000
Grand Total		\$470,000	\$2,685,000	\$1,645,000				\$4,800,000

FY 2022-2031 Capital Improvement Program

Water

ASSET MANGEMENT PROGRAM

Project Number: CIPWA60015

Package Number
FY22-31CIP

Project Type
Water

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
EQUIPMENT	6020-Water	\$100,000						\$100,000
Grand Total		\$100,000						\$100,000

FY 2022-2031 Capital Improvement Program

Water

INTEGRATED WATER MASTER PLAN

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6020-Water	\$200,000						\$200,000
NONCAPITAL	6020-Water	\$300,000						\$300,000
Grand Total		\$500,000						\$500,000

FY 2022-2031 Capital Improvement Program

Water

LABORATORY EQUIPMENT REPLACEMENT

Package Number: FY22-31CIP
Project Type: Water
Project Number: CIPWA60018

Project Number: CIPWA60018

Description

Replace capital water quality 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
EQUIPMENT	6020-Water	\$200,000	\$180,000	\$100,000				\$480,000
Grand Total		\$200,000	\$180,000	\$100,000				\$480,000

FY 2022-2031 Capital Improvement Program

Water

VEHICLE REPLACEMENT

Package Number: FY22-31CIP
Project Type: Water
Project Number: CIPWA60019

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
VEHICLE	6020-Water	\$800,000	\$750,000	\$750,000	\$1,000,000	\$1,000,000	\$4,000,000	\$8,300,000
Grand Total		\$800,000	\$750,000	\$750,000	\$1,000,000	\$1,000,000	\$4,000,000	\$8,300,000

FY 2022-2031 Capital Improvement Program

Water

LARGE WATER VALVE REPLACEMENT PRGM

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	6020-Water	\$760,000	\$760,000	\$760,000	\$760,000	\$760,000	\$3,800,000	\$7,600,000
INTRNL CHG	6020-Water	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$250,000	\$400,000
PUBLIC ART	6020-Water	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$38,000	\$78,000
Grand Total		\$798,000	\$798,000	\$798,000	\$798,000	\$798,000	\$4,088,000	\$8,078,000

FY 2022-2031 Capital Improvement Program

Water

WATER LINE REHABILITATION PROGRAM

Package Number
FY22-31CIP

Project Type
Water

Project Number
CIPWA61013

Project Number: CIPWA61013

Description

Design and construct waterline replacement. Work is performed in phases based on condition assessments. As segments are scheduled, budget will be separated into single project from this placeholder.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6020-Water	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000
CONSTRUCT	6020-Water	\$0	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$9,000,000	\$17,000,000
DESIGN	6020-Water	\$400,000	\$0	\$0	\$0	\$0	\$1,000,000	\$1,400,000
INTRNL CHG	6020-Water	\$0	\$76,000	\$76,000	\$76,000	\$76,000	\$380,000	\$684,000
PUBLIC ART	6020-Water	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000	\$180,000
Grand Total		\$500,000	\$2,096,000	\$2,096,000	\$2,096,000	\$2,096,000	\$10,480,000	\$19,364,000

FY 2022-2031 Capital Improvement Program

Water

WATER SYSTEM SECURITY

Package Number: FY22-31CIP
Project Type: Water
Project Number: CIPWA61023

Project Number: CIPWA61023

Description

Replace video, communication, parameter equipment to 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
EQUIPMENT	6020-Water	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$350,000	\$1,100,000
Grand Total		\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$350,000	\$1,100,000

FY 2022-2031 Capital Improvement Program

Water

CHOLLA WTP - 2014 IMPROVEMENTS

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6020-Water	\$2,450,000						\$2,450,000
CONSTRUCT	6020-Water	\$3,559,645						\$3,559,645
DESIGN	6020-Water	\$561,366						\$561,366
EQUIPMENT	6020-Water	\$278,989						\$278,989
INTRNL CHG	6020-Water	\$160,000						\$160,000
PUBLIC ART	6020-Water	\$40,000						\$40,000
Grand Total		\$7,050,000						\$7,050,000

FY 2022-2031 Capital Improvement Program

Water

PYRAMID PEAK - 2017 IMPROVEMENTS

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6020-Water	\$50,000						\$50,000
CONSTRUCT	6020-Water	\$6,147,582						\$6,147,582
DESIGN	6020-Water	\$1,852,418						\$1,852,418
Grand Total		\$8,050,000						\$8,050,000

FY 2022-2031 Capital Improvement Program

Water

THUNDERBIRD RESERVOIR

Package Number: FY22-31CIP
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

12 million gallon reservoir installed in 1985. that plays an important role in meeting peak hourly water demand within the central portion of Glendale. Liner was replaced in 2017.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	6020-Water		\$0	\$500,000	\$1,675,000			\$2,175,000
DESIGN	6020-Water		\$290,000	\$200,000	\$0			\$490,000
INTRNL CHG	6020-Water		\$10,000	\$60,000	\$20,000			\$90,000
PUBLIC ART	6020-Water		\$0	\$15,000	\$5,000			\$20,000
Grand Total			\$300,000	\$775,000	\$1,700,000			\$2,775,000

FY 2022-2031 Capital Improvement Program

Water

Package Number
FY22-31CIP

Project Type
Water

Project Number
CIPWA61047

METER VAULT REPLACEMENT PROGRAM

Project Number: CIPWA61047

Description

Program to replace 204 large in-ground meter vaults. Work will be contracted in phases. Have completed 142 vaults.

Justification

There are 206 vaults city wide. The program includes evaluation of each vault as to repair or replace to meet safety standards. Cost varies with each vault upgrade.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6020-Water	\$350,000	\$0	\$0	\$0	\$0		\$350,000
CONSTRUCT	6020-Water	\$835,000	\$600,000	\$600,000	\$600,000	\$300,000		\$2,935,000
DESIGN	6020-Water	\$100,000	\$100,000	\$100,000	\$100,000	\$0		\$400,000
INTRNL CHG	6020-Water	\$40,000	\$30,000	\$30,000	\$30,000	\$10,000		\$140,000
PUBLIC ART	6020-Water	\$3,000	\$6,000	\$6,000	\$6,000	\$3,000		\$24,000
Grand Total		\$1,328,000	\$736,000	\$736,000	\$736,000	\$313,000		\$3,849,000

FY 2022-2031 Capital Improvement Program

Water

Package Number
FY22-31CIP

Project Type
Water

Project Number
CIPWA61048

GROUNDWATER WELL REHAB PROGRAM

Project Number: CIPWA61048

Description

Assess operating components and water quality at sixteen groundwater wells. Rehab and replace well components as scheduled.

Justification

Wells need rehabilitation every 5-10 years to maintain high production and water quality levels. Rehabilitation reduces risk of equipment failure, loss of service, and decrease in water quality.

Capital Costs

Category	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	6020-Water	\$500,000	\$600,000	\$1,000,000	\$500,000	\$500,000	\$4,000,000	\$7,100,000
DESIGN	6020-Water	\$50,000	\$100,000	\$200,000	\$0	\$0	\$0	\$350,000
EQUIPMENT	6020-Water	\$500,000	\$600,000	\$0	\$0	\$0	\$0	\$1,100,000
INTRNL CHG	6020-Water	\$50,000	\$50,000	\$50,000	\$0	\$0	\$0	\$150,000
PUBLIC ART	6020-Water	\$50,000	\$20,000	\$20,000	\$0	\$0	\$0	\$90,000
Grand Total		\$1,150,000	\$1,370,000	\$1,270,000	\$500,000	\$500,000	\$4,000,000	\$8,790,000

FY 2022-2031 Capital Improvement Program

Water

DISTRIBUTION SYSTEM IMPROV ZONE 2&3

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CONSTRUCT	6020-Water	\$200,000	\$1,200,000	\$1,000,000				\$2,400,000
INTRNL CHG	6020-Water	\$10,000	\$50,000	\$40,000				\$100,000
PUBLIC ART	6020-Water	\$0	\$10,000	\$10,000				\$20,000
Grand Total		\$210,000	\$1,260,000	\$1,050,000				\$2,520,000

FY 2022-2031 Capital Improvement Program

Water

ACCRUE LONG-TERM WATER CREDITS

Project Number: CIPWA61051

Package Number
FY22-31CIP

Project Type
Water

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
NONCAPITAL	6020-Water	\$300,000	\$300,000	\$500,000				\$1,100,000
Grand Total		\$300,000	\$300,000	\$500,000				\$1,100,000

FY 2022-2031 Capital Improvement Program

Water

Package Number
FY22-31CIP

Project Type
Water

Project Number
CIPWA61054

DISTRIBUTION SYSTEM IMPROV PROGRAM

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6020-Water	\$400,000	\$0	\$0	\$0	\$0		\$400,000
CONSTRUCT	6020-Water	\$575,000	\$480,000	\$480,000	\$480,000	\$480,000		\$2,495,000
INTRNL CHG	6020-Water	\$20,000	\$18,000	\$18,000	\$18,000	\$18,000		\$92,000
PUBLIC ART	6020-Water	\$5,000	\$2,000	\$2,000	\$2,000	\$2,000		\$13,000
Grand Total		\$1,000,000	\$500,000	\$500,000	\$500,000	\$500,000		\$3,000,000

FY 2022-2031 Capital Improvement Program

Water

OASIS WTP - 2017 IMPROVEMENTS

Package Number
FY22-31CIP

Project Type
Water

Project Number
CIPWA61055

Project Number: CIPWA61055

Description

Evaluate, design, and construct improvements 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6020-Water	\$350,000						\$350,000
CONSTRUCT	6020-Water	\$250,000						\$250,000
INTRNL CHG	6020-Water	\$10,000						\$10,000
PUBLIC ART	6020-Water	\$3,000						\$3,000
Grand Total		\$613,000						\$613,000

FY 2022-2031 Capital Improvement Program

Water

PYRAMID PEAK WTP EXPANSION

Package Number
FY22-31CIP

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
CARRYOVER	6020-Water	\$50,000						\$50,000
CONSTRUCT	6020-Water	\$14,275,444						\$14,275,444
DESIGN	6020-Water	\$2,438,556						\$2,438,556
INTRNL CHG	6020-Water	\$150,000						\$150,000
Grand Total		\$16,914,000						\$16,914,000

Operating Costs

Category	O&M Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2026-2030	FY 2027-2031	Grand Total
CIP O&M			\$420,200	\$513,700	\$599,900	\$690,500			\$2,224,300
Grand Total			\$420,200	\$513,700	\$599,900	\$690,500			\$2,224,300

FY 2022-2031 Capital Improvement Program

Water

WATER CAPITAL EQUIPMENT REPLACEMENT

Package Number: FY22-31CIP
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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
EQUIPMENT	6020-Water	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000		\$2,500,000
Grand Total		\$500,000	\$500,000	\$500,000	\$500,000	\$500,000		\$2,500,000

FY 2022-2031 Capital Improvement Program

Water

TRANSMISSION LINE & VALVE ASSESSMNT

Package Number: FY22-31CIP
Project Type: Water
Project Number: CIPWA61062

Project Number: CIPWA61062

Description

Assess condition of 48" and larger water transmission line and valves for future rehabilitation. The first assessment is for the 67th Ave line from the Pyramid Peak WTP.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	Grand Total
DESIGN	6020-Water	\$305,000						\$305,000
INTRNL CHG	6020-Water	\$20,000						\$20,000
Grand Total		\$325,000						\$325,000



SCHEDULES

Fiscal Year 2021-2022 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	93,397,356	543,550,535	30,028,470	(122,351,333)	(481,625,028)	-	-	(3,000,000)	(484,625,028)	60,000,000
1020-Vehicle Replacement	740,000	270,000	2,443,397	-	(3,183,397)	-	-	-	(3,183,397)	270,000
Sub-Total General Fund	94,137,356	543,820,535	32,471,867	(122,351,333)	(484,808,425)	-	-	(3,000,000)	(487,808,425)	60,270,000
Special Revenue Funds										
2100-Utility Bill Donation	160,938	150,000	-	-	(150,000)	-	-	-	(150,000)	160,938
2010-Home Grant	787,004	1,708,454	-	-	(1,801,534)	-	-	-	(1,801,534)	693,924
2020-Neighborhood Stabilization	750,687	298,816	-	-	(104,220)	-	-	-	(104,220)	945,283
2030-Neighborhood Stabilization Pgm3	69,613	227,300	-	-	(227,300)	-	-	-	(227,300)	69,613
2040-C.D.B.G.	335,548	4,177,834	-	-	(4,513,383)	-	-	-	(4,513,383)	-
2041-CDBG-CV1	-	1,165,874	-	-	(1,165,874)	-	-	-	(1,165,874)	-
2044-CDBG-CV3	-	2,044,841	-	-	(2,044,841)	-	-	-	(2,044,841)	-
2050-Highway User Revenue Fund	11,886,867	17,628,368	-	(5,422,265)	(12,149,658)	(3,400,000)	-	(1,000,000)	(16,549,658)	7,543,312
2060-Transportation Grants	2,940,149	2,700,000	-	-	(2,700,000)	-	-	(2,940,149)	(5,640,149)	-
2070-Transportation Sales Tax	56,480,697	33,283,942	-	(15,488,839)	(14,606,120)	(9,200,000)	-	(1,000,000)	(24,806,120)	49,469,679
2080-Police Special Revenue	2,560,741	19,356,335	-	(20,356,335)	-	-	-	-	-	1,560,741
2090-Fire Special Revenue	1,179,543	9,672,135	-	(9,672,135)	-	-	-	-	-	1,179,543
2110-Arts Commission	1,356,469	767,055	-	-	(419,011)	(1,245,125)	-	-	(1,664,136)	459,388
2120-Court Security Bonds	268,585	266,500	-	-	(535,085)	-	-	-	(535,085)	-
2130-Airport Special Revenue	-	920,545	147,047	-	(1,067,592)	-	-	-	(1,067,592)	-
2140-CAP Grant	9,927,968	2,086,616	64,299	-	(11,771,507)	-	-	-	(11,771,507)	307,376
2150-Emergency Shelter Grant	-	258,992	-	-	(258,992)	-	-	-	(258,992)	-
2151-Emergency Shelter Grant CV1	-	749,455	-	-	(749,455)	-	-	-	(749,455)	-
2152-Emergency Shelter Grant CV2	-	2,997,188	-	-	(2,997,188)	-	-	-	(2,997,188)	-
2160-Other Grants	839,790	83,290,766	-	-	(6,267,956)	(2,087,500)	-	(75,775,100)	(84,130,556)	-
2170-Rico Funds	1,332,978	1,015,000	-	-	(1,697,505)	-	-	-	(1,697,505)	650,473
2180-Park and Rec Designated	235,218	6,700	-	-	(62,583)	-	-	-	(62,583)	179,335
2190-Airport Capital Grant	3,968,884	1,600,000	-	-	-	(5,568,884)	-	-	(5,568,884)	-
2200-Training Facility Revenue	1,991,306	430,484	2,161,632	-	(2,421,065)	-	-	-	(2,421,065)	2,162,357
Sub-Total Special Revenue Fund	97,072,985	186,803,200	2,372,978	(50,939,574)	(67,710,869)	(21,501,509)	-	(80,715,249)	(169,927,628)	65,381,962
Debt Service Funds										
3010-General Obligation Debt Srv	123,935	21,216,248	-	-	-	-	(20,961,738)	-	(20,961,738)	378,445
3020-HURF Debt Service	43,456	-	-	-	-	-	-	-	-	43,456
3030-MPC Debt Service	4,530,279	-	14,500,556	-	-	-	(14,495,556)	-	(14,495,556)	4,535,279
3040-Transportation Debt Service	7,195,083	-	6,709,183	-	-	-	(6,709,183)	-	(6,709,183)	7,195,083
3050-Excise Tax Debt Service	-	-	20,673,221	-	-	-	(20,673,221)	-	(20,673,221)	-
3060-COPS's Debt Service	-	-	5,665,807	-	-	-	(5,665,807)	-	(5,665,807)	-
Sub-Total Debt Service Funds	11,892,753	21,216,248	47,848,767	-	-	-	(68,505,505)	-	(68,505,505)	12,152,263
Permanent Funds										
8010-Cemetery	6,120,694	26,000	-	-	-	-	-	(6,146,694)	(6,146,694)	-
Sub-Total Permanent Funds	6,120,694	26,000	-	-	-	-	-	(6,146,694)	(6,146,694)	-

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 Proj	15,143,703	-	74,594,513	-	-	(89,738,216)	-	-	(89,738,216)	-
4010-Street Construction 1999 Auth	8,199,379	17,344,218	-	-	-	(27,359,463)	-	-	(27,359,463)	(1,815,866)
4020-Hurf Capital Projects	-	-	5,422,265	-	-	(5,422,265)	-	-	(5,422,265)	-
4030-Transportation Capital Proj	-	-	8,779,656	-	-	(8,779,656)	-	-	(8,779,656)	-
4040-Public Safety Construction	1,878,907	5,865,841	-	-	-	(6,749,842)	-	(994,906)	(7,744,748)	-
4050-Parks Construction	639,437	6,213,358	-	-	-	(6,564,762)	-	(288,033)	(6,852,795)	-
4060-Government Facilit 1999 Auth	27,769	3,172,020	-	-	-	(3,172,020)	-	(27,769)	(3,199,789)	-
4070-Economic Development	1,007,567	-	-	-	-	-	-	(1,007,567)	(1,007,567)	-
4080-Cultural Facility	685,778	2,872,624	-	-	-	(3,172,624)	-	(385,778)	(3,558,402)	-
4090-Open Space/Trail Construction	426,044	1,000,000	-	-	-	(1,170,077)	-	(255,967)	(1,426,044)	-
4100-Library Construction	-	225,000	-	-	-	(225,000)	-	-	(225,000)	-
4110-Flood Control Construction	237,287	1,826,000	-	-	-	(2,101,000)	-	-	(2,101,000)	(37,713)
4165-2014-DIF Fire	3,110,592	31,106	-	-	-	-	-	(3,141,698)	(3,141,698)	-
4173-2019-DIF Fire	2,767,217	2,012,080	-	-	-	-	-	(4,779,297)	(4,779,297)	-
4191-2012-DIF Police Facilities	374,662	3,747	-	-	-	(375,883)	-	(2,526)	(378,409)	-
4215-2014-DIF Police	741,454	7,415	-	-	-	-	-	(748,869)	(748,869)	-
4223-2019-DIF Police	2,400,104	1,735,672	-	-	-	-	-	(4,135,776)	(4,135,776)	-
4283-2012-DIF Libraries	51,402	514	-	-	-	-	-	(51,916)	(51,916)	-
4284-2019-DIF Libraries	483,297	384,050	-	-	-	(25,000)	-	(842,347)	(867,347)	-
4325-2014-DIF Parks & Rec	1,485,822	14,858	-	-	-	(1,494,080)	-	(6,600)	(1,500,680)	-
4365-2012-DIF Parks & Rec	431,271	4,313	-	-	-	(92,124)	-	(343,460)	(435,584)	-
4383-2019-DIF Parks & Rec	2,600,642	2,073,758	-	-	-	-	-	(4,674,400)	(4,674,400)	-
4405-2012-DIF Streets	6,532	65	-	-	-	-	-	(6,597)	(6,597)	-
4410-2014-DIF Streets Zone 1 East	2,915,995	29,160	-	-	-	(1,440,806)	-	(1,504,349)	(2,945,155)	-
4420-2014-DIF Streets Zn 2 West 101	517,981	5,180	-	-	-	(311,400)	-	(211,761)	(523,161)	-
4430-2014-DIF Streets Zn 3 West 303	49,861	499	-	-	-	-	-	(50,360)	(50,360)	-
4431-2019-DIF-Streets	11,512,858	8,707,403	-	-	-	(427,100)	-	(19,793,161)	(20,220,261)	-
Sub-Total Capital Fund	57,695,561	53,528,880	88,796,434	-	-	(158,621,318)	-	(43,253,156)	(201,874,454)	(1,853,579)
Enterprise Funds										
6020+ Water and Sewer	61,929,854	142,596,750	25,299,510	(24,861,748)	(60,666,683)	(81,646,823)	(24,861,748)	(3,000,000)	(170,175,254)	34,789,113
6110+ Landfill	8,263,403	22,622,844	1,072,290	-	(10,382,964)	(15,982,857)	-	(500,000)	(26,865,821)	5,092,717
6120-Solid Waste	149,405	20,637,007	204,246	-	(17,928,212)	(2,776,665)	-	(200,000)	(20,904,877)	85,781
6130-Housing Public Activities	-	15,519,078	386,563	-	(15,100,998)	-	-	-	(15,100,998)	804,643
Sub-Total Enterprise Funds	70,342,662	201,375,679	26,962,609	(24,861,748)	(104,078,857)	(100,406,345)	(24,861,748)	(3,700,000)	(233,046,949)	40,772,253
Internal Service Funds										
7010-Risk Management Self Insurance	5,234,268	6,611,454	-	-	(6,611,452)	-	-	(1,000,000)	(7,611,452)	4,234,270
7020-Workers Comp Self Insurance	9,902,095	7,175,985	-	-	(7,175,985)	-	-	(1,000,000)	(8,175,985)	8,902,094
7030-Benefits Trust	12,253,877	32,874,015	-	-	(32,874,015)	-	-	-	(32,874,015)	12,253,877
7040-Fleet Services	-	10,483,338	-	-	(10,483,338)	-	-	-	(10,483,338)	-
7050-Technology	107	11,642,603	-	-	(11,642,710)	-	-	-	(11,642,710)	-
7060-Technology Projects	3,672,484	2,230,361	-	-	(5,902,845)	-	-	-	(5,902,845)	-
Sub-Total Internal Service Funds	31,062,831	71,017,755	-	-	(74,690,345)	-	-	(2,000,000)	(76,690,345)	25,390,241
TOTAL	368,324,842	1,077,788,298	198,152,656	(198,152,656)	(731,288,496)	(280,529,172)	(93,367,253)	(138,815,079)	(1,244,000,000)	202,113,140

FUND - DESCRIPTION	FY2020 ACTUAL	FY2021 BUDGET	FY2021 ESTIMATE	FY2022 BUDGET
General Fund				
1000-General Fund				
Bond Proceeds	\$ -	\$ -	\$ -	\$ 260,000,000
City Sales Tax	\$ 121,538,156	\$ 113,619,192	\$ 125,554,377	\$ 129,668,038
Grants	\$ 61,390	\$ -	\$ 1,352,499	\$ 32,426,627
State Shared Sales Tax	\$ 25,909,504	\$ 24,849,186	\$ 29,633,400	\$ 31,115,070
State Income Tax	\$ 32,419,399	\$ 36,412,190	\$ 32,929,656	\$ 30,064,776
Motor Vehicle In-Lieu	\$ 10,643,099	\$ 10,647,317	\$ 11,570,674	\$ 11,686,381
Staff & Adm Chargebacks	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000
Miscellaneous	\$ 12,589,617	\$ 13,949,416	\$ 48,867,412	\$ 7,734,124
Property Tax	\$ 5,710,217	\$ 5,936,773	\$ 5,936,773	\$ 6,088,457
Building Permits	\$ 2,772,321	\$ 1,878,841	\$ 3,465,401	\$ 3,465,401
Gas/Electric Franchise Fees	\$ 2,680,725	\$ 2,887,446	\$ 3,082,834	\$ 3,113,662
Arena Fees	\$ 548,469	\$ 1,908,494	\$ 998,467	\$ 1,996,934
Court Revenue	\$ 2,077,104	\$ 2,620,455	\$ 1,993,214	\$ 1,933,871
Plan Check Fees	\$ 2,175,744	\$ 1,434,672	\$ 1,872,877	\$ 1,891,606
Facility Rental Income	\$ 1,594,879	\$ 2,117,956	\$ 1,606,953	\$ 1,846,470
Cable Franchise Fees	\$ 1,395,911	\$ 1,406,159	\$ 1,395,911	\$ 1,409,870
Fire Department Other Fees	\$ 1,118,470	\$ 1,283,398	\$ 1,283,398	\$ 1,342,670
Recreation Revenue	\$ 925,126	\$ 1,694,168	\$ 904,197	\$ 1,207,881
Right-of-Way Permits	\$ 1,224,935	\$ 683,332	\$ 1,116,424	\$ 1,127,588
Bus./Prof. Licenses	\$ 1,042,202	\$ 941,223	\$ 902,202	\$ 911,224
Engineering Plan Check Revenue	\$ 594,333	\$ 450,383	\$ 712,464	\$ 726,713
Planning/Zoning	\$ 746,790	\$ 468,466	\$ 594,577	\$ 600,523
Lease Proceeds	\$ 588,725	\$ 556,137	\$ 556,137	\$ 556,137
Fire Dept CD Fees	\$ 476,284	\$ 432,372	\$ 508,392	\$ 513,476
City Property Rental	\$ 913,078	\$ 1,027,155	\$ 442,646	\$ 442,646
Interest	\$ 465,318	\$ 805,343	\$ 418,786	\$ 422,974
Cemetery Revenue	\$ 185,403	\$ 202,030	\$ 323,965	\$ 330,445
SRP In-Lieu	\$ 285,557	\$ 322,104	\$ 285,557	\$ 285,557
SRO Revenue	\$ 204,525	\$ 433,504	\$ 204,525	\$ 204,525
Liquor Licenses	\$ 182,740	\$ 193,036	\$ 182,740	\$ 184,567
Business Licenses	\$ 104,686	\$ 77,922	\$ 104,686	\$ 105,733
Traffic Engineering Plan Check	\$ 98,785	\$ 79,047	\$ 104,793	\$ 104,793
Equipment Rental	\$ 16,091	\$ 18,295	\$ 16,091	\$ 17,700
Library Fines/Fees	\$ 13,669	\$ 25,361	\$ 13,633	\$ 15,036
Sales Tax Licenses	\$ 8,970	\$ 923,570	\$ 8,970	\$ 9,060
Camelback Ranch Rev-Fire	\$ 48,284	\$ 93,015	\$ -	\$ -
Security Revenue	\$ 16,863	\$ 33,086	\$ -	\$ -
1000-General Fund Total	\$ 241,377,370	\$ 240,411,044	\$ 288,944,630	\$ 543,550,535
1020-Vehicle Replacement				
Miscellaneous	\$ 112,189	\$ 250,000	\$ 250,000	\$ 250,000
Interest	\$ 78,738	\$ 20,000	\$ 20,000	\$ 20,000
1020-Vehicle Replacement Total	\$ 190,927	\$ 270,000	\$ 270,000	\$ 270,000
General Fund Total	\$ 241,568,297	\$ 240,681,044	\$ 289,214,630	\$ 543,820,535

FUND - DESCRIPTION	FY2020 ACTUAL	FY2021 BUDGET	FY2021 ESTIMATE	FY2022 BUDGET
Special Revenue Funds				
2010-Home Grant				
Grants	\$ 182,905	\$ 1,708,454	\$ 1,708,454	\$ 1,708,454
Miscellaneous	\$ 53,867	\$ -	\$ -	\$ -
2010-Home Grant Total	\$ 236,771	\$ 1,708,454	\$ 1,708,454	\$ 1,708,454
2020-Neighborhood Stabilization				
Grants	\$ 36,225	\$ 233,816	\$ 233,816	\$ 233,816
Miscellaneous	\$ 184,797	\$ 65,000	\$ 65,000	\$ 65,000
2020-Neighborhood Stabilization Total	\$ 221,022	\$ 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	\$ 1,625,189	\$ 4,157,623	\$ 4,157,623	\$ 4,157,623
Miscellaneous	\$ 56,033	\$ 20,211	\$ 20,211	\$ 20,211
2040-CDBG Total	\$ 1,681,222	\$ 4,177,834	\$ 4,177,834	\$ 4,177,834
2041-CDBG-CV1				
Grants	\$ -	\$ -	\$ -	\$ 1,165,874
2041-CDBG-CV1 Total	\$ -	\$ -	\$ -	\$ 1,165,874
2044-CDBG-CV3				
Grants	\$ -	\$ -	\$ -	\$ 2,044,841
2044-CDBG-CV3 Total	\$ -	\$ -	\$ -	\$ 2,044,841
2050-Highway User Revenue Fund				
Highway User Revenues	\$ 16,564,321	\$ 15,939,537	\$ 15,894,411	\$ 16,789,073
Miscellaneous CD Fees	\$ 729,116	\$ 202,000	\$ 830,985	\$ 839,295
Miscellaneous	\$ 62,188	\$ -	\$ 149,296	\$ -
2050-Highway User Revenue Fund Total	\$ 17,355,625	\$ 16,141,537	\$ 16,874,692	\$ 17,628,368
2060-Transportation Grants				
Grants	\$ 2,293,379	\$ 2,700,000	\$ 2,700,000	\$ 2,700,000
2060-Transportation Grants Total	\$ 2,293,379	\$ 2,700,000	\$ 2,700,000	\$ 2,700,000
2070-Transportation Sales Tax				
City Sales Tax	\$ 30,989,355	\$ 28,952,525	\$ 30,723,354	\$ 31,560,136
Interest	\$ 1,064,051	\$ 160,000	\$ 881,861	\$ 847,210
Grants	\$ 1,172,409	\$ -	\$ -	\$ 784,444
Transit Revenue	\$ 92,152	\$ 124,000	\$ 124,000	\$ 92,152
Miscellaneous	\$ 701,612	\$ -	\$ 660,444	\$ -
2070-Transportation Sales Tax Total	\$ 34,019,579	\$ 29,236,525	\$ 32,389,659	\$ 33,283,942
2080-Police Special Revenue				
City Sales Tax	\$ 18,901,515	\$ 17,580,130	\$ 18,863,291	\$ 19,356,335
2080-Police Special Revenue Total	\$ 18,901,515	\$ 17,580,130	\$ 18,863,291	\$ 19,356,335
2090-Fire Special Revenue				
City Sales Tax	\$ 9,444,911	\$ 8,784,639	\$ 8,784,639	\$ 9,672,135
2090-Fire Special Revenue Total	\$ 9,444,911	\$ 8,784,639	\$ 8,784,639	\$ 9,672,135
2100-Utility Bill Donation				
Miscellaneous	\$ 97,472	\$ 165,000	\$ 165,000	\$ 149,000
Interest	\$ 1,792	\$ 400	\$ 400	\$ 1,000
2100-Utility Bill Donation Total	\$ 99,264	\$ 165,400	\$ 165,400	\$ 150,000

FUND - DESCRIPTION		FY2020 ACTUAL	FY2021 BUDGET	FY2021 ESTIMATE	FY2022 BUDGET
2110-Arts Commission					
Miscellaneous		\$ 391,078	\$ 518,235	\$ 518,235	\$ 767,055
Interest		\$ 24,600	\$ -	\$ -	\$ -
2110-Arts Commission	Total	\$ 415,678	\$ 518,235	\$ 518,235	\$ 767,055
2120-Court Security Bonds					
Court Revenue		\$ 251,218	\$ 416,700	\$ 416,700	\$ 246,400
Miscellaneous		\$ 22,817	\$ 30,000	\$ 30,000	\$ 17,000
Interest		\$ 7,467	\$ 1,190	\$ 1,190	\$ 3,100
2120-Court Security Bonds	Total	\$ 281,502	\$ 447,890	\$ 447,890	\$ 266,500
2130-Airport Special Revenue					
Airport Fees		\$ 602,559	\$ 555,831	\$ 555,831	\$ 651,101
Miscellaneous		\$ 20,920	\$ 269,444	\$ 269,444	\$ 269,444
2130-Airport Special Revenue	Total	\$ 623,479	\$ 825,275	\$ 825,275	\$ 920,545
2140-CAP Grant					
Grants		\$ 1,426,407	\$ 1,334,146	\$ 1,334,146	\$ 2,086,616
2140-CAP Grant	Total	\$ 1,426,407	\$ 1,334,146	\$ 1,334,146	\$ 2,086,616
2150-Emergency Shelter Grant					
Grants		\$ 178,458	\$ 258,992	\$ 258,992	\$ 258,992
2150-Emergency Shelter Grant	Total	\$ 178,458	\$ 258,992	\$ 258,992	\$ 258,992
2151-Emergency Shelter Grant CV1					
Grants		\$ -	\$ -	\$ -	\$ 749,455
2151-Emergency Shelter Grant CV1	Total	\$ -	\$ -	\$ -	\$ 749,455
2152-Emergency Shelter Grant CV2					
Grants		\$ -	\$ -	\$ -	\$ 2,997,188
2152-Emergency Shelter Grant CV2	Total	\$ -	\$ -	\$ -	\$ 2,997,188
2160-Other Grants					
Grants		\$ 2,440,026	\$ 16,642,928	\$ 16,642,928	\$ 82,882,881
Miscellaneous		\$ 306,050	\$ 407,885	\$ 407,885	\$ 407,885
Court Revenue		\$ 989	\$ -	\$ -	\$ -
Library Fines/Fees		\$ 1,668	\$ -	\$ -	\$ -
SRO Revenue		\$ 84,475	\$ -	\$ -	\$ -
2160-Other Grants	Total	\$ 2,833,207	\$ 17,050,813	\$ 17,050,813	\$ 83,290,766
2170-Rico Funds					
State Forfeitures		\$ 387,622	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Federal Forfeitures		\$ -	\$ 15,000	\$ 15,000	\$ 15,000
Interest		\$ 22,282	\$ -	\$ -	\$ -
Miscellaneous		\$ 4,549	\$ -	\$ -	\$ -
2170-Rico Funds	Total	\$ 414,454	\$ 1,015,000	\$ 1,015,000	\$ 1,015,000
2180-Park and Rec Designated					
Recreation Revenue		\$ 15,700	\$ 6,000	\$ 6,000	\$ 6,000
Interest		\$ 726	\$ 480	\$ 480	\$ 700
2180-Park and Rec Designated	Total	\$ 16,426	\$ 6,480	\$ 6,480	\$ 6,700
2190-Airport Capital Grant					
Grants		\$ 20,535	\$ 5,293,550	\$ 5,293,550	\$ 1,600,000
Interest		\$ 15	\$ -	\$ -	\$ -
2190-Airport Capital Grant	Total	\$ 20,551	\$ 5,293,550	\$ 5,293,550	\$ 1,600,000
2200-Training Facility Revenue					
Partner Revenue		\$ 704,291	\$ 393,736	\$ 393,736	\$ 430,484
2200-Training Facility Revenue	Total	\$ 704,291	\$ 393,736	\$ 393,736	\$ 430,484
Special Revenue Funds Total		\$ 91,167,741	\$ 108,164,753	\$ 113,334,203	\$ 186,803,200

FUND - DESCRIPTION	FY2020 ACTUAL	FY2021 BUDGET	FY2021 ESTIMATE	FY2022 BUDGET
Debt Service Funds				
3010-General Obligation Debt Serv				
Property Tax	\$ 19,926,172	\$ 20,690,008	\$ 20,690,008	\$ 21,216,248
Miscellaneous	\$ 246,504	\$ 236,914	\$ 236,914	\$ -
Interest	\$ 654	\$ -	\$ -	\$ -
3010-General Obligation Debt Serv Total	\$ 20,173,331	\$ 20,926,922	\$ 20,926,922	\$ 21,216,248
3030-MPC Debt Service				
Miscellaneous	\$ 2,207,372	\$ -	\$ -	\$ -
Interest	\$ 93,017	\$ -	\$ -	\$ -
3030-MPC Debt Service Total	\$ 2,300,390	\$ -	\$ -	\$ -
3040-Transportation Debt Service				
Interest	\$ 6,392	\$ -	\$ -	\$ -
3040-Transportation Debt Service Total	\$ 6,392	\$ -	\$ -	\$ -
3050-Excise Tax Debt Service				
Interest	\$ 74,813	\$ -	\$ -	\$ -
3050-Excise Tax Debt Service Total	\$ 74,814	\$ -	\$ -	\$ -
Debt Service Funds Total	\$ 22,554,926	\$ 20,926,922	\$ 20,926,922	\$ 21,216,248
Permanent Funds				
8010-Cemetery				
Interest	\$ 118,298	\$ 26,000	\$ 26,000	\$ 26,000
8010-Cemetery Total	\$ 118,298	\$ 26,000	\$ 26,000	\$ 26,000
Permanent Funds Total	\$ 118,298	\$ 26,000	\$ 26,000	\$ 26,000
Capital Project Funds				
1080-General Government Capital Prj				
Miscellaneous	\$ 7,192	\$ -	\$ -	\$ -
1080-General Government Capital Prj Total	\$ 7,192	\$ -	\$ -	\$ -
4010-Streets Construction				
Bond Proceeds	\$ -	\$ 10,450,900	\$ 10,450,900	\$ 17,344,218
4010-Streets Construction Total	\$ -	\$ 10,450,900	\$ 10,450,900	\$ 17,344,218
4030-Transportation Capital Proj				
Miscellaneous	\$ 635,122	\$ -	\$ -	\$ -
Grants	\$ 10,445,147	\$ -	\$ -	\$ -
4030-Transportation Capital Proj Total	\$ 11,080,269	\$ -	\$ -	\$ -
4040-Public Safety Construction				
Bond Proceeds	\$ -	\$ 8,568,000	\$ 8,568,000	\$ 5,865,841
4040-Public Safety Construction Total	\$ -	\$ 8,568,000	\$ 8,568,000	\$ 5,865,841
4050-Parks Construction				
Bond Proceeds	\$ -	\$ 1,808,032	\$ 1,808,032	\$ 6,213,358
4050-Parks Construction Total	\$ -	\$ 1,808,032	\$ 1,808,032	\$ 6,213,358
4060-Government Facilities				
Bond Proceeds	\$ -	\$ -	\$ -	\$ 3,172,020
4060-Government Facilities Total	\$ -	\$ -	\$ -	\$ 3,172,020
4080-Cultural Facility				
Bond Proceeds	\$ -	\$ 300,000	\$ 300,000	\$ 2,872,624
4080-Cultural Facility Total	\$ -	\$ 300,000	\$ 300,000	\$ 2,872,624

FUND - DESCRIPTION	FY2020 ACTUAL	FY2021 BUDGET	FY2021 ESTIMATE	FY2022 BUDGET
4090-Open Space/Trail Construction				
Bond Proceeds	\$ -	\$ 176,795	\$ 176,795	\$ 1,000,000
4090-Open Space/Trail Construction Total	\$ -	\$ 176,795	\$ 176,795	\$ 1,000,000
4100-Library Construction				
Bond Proceeds	\$ -	\$ -	\$ -	\$ 225,000
4100-Library Construction Total	\$ -	\$ -	\$ -	\$ 225,000
4110-Flood Control Construction				
Bond Proceeds	\$ -	\$ 1,964,270	\$ 1,964,270	\$ 1,826,000
4110-Flood Control Construction Total	\$ -	\$ 1,964,270	\$ 1,964,270	\$ 1,826,000
4230+-DIF Citywide Parks				
Interest	\$ 411	\$ -	\$ -	\$ -
4230+-DIF Citywide Parks Total	\$ 411	\$ -	\$ -	\$ -
4270+-DIF Libraries				
Development Impact Fees	\$ 57,689	\$ 40,767	\$ 40,767	\$ -
4270+-DIF Libraries Total	\$ 57,689	\$ 40,767	\$ 40,767	\$ -
4300+-DIF Parks				
Interest	\$ 4,017	\$ -	\$ -	\$ -
4300+-DIF Parks Total	\$ 4,017	\$ -	\$ -	\$ -
4173-2019-DIF Fire				
Development Impact Fees	\$ 553,809	\$ 484,359	\$ 484,359	\$ 1,984,408
Interest	\$ -	\$ -	\$ -	\$ 27,672
4173-2019-DIF Fire Total	\$ 553,809	\$ 484,359	\$ 484,359	\$ 2,012,080
4223-2019-DIF Police				
Development Impact Fees	\$ 487,631	\$ 417,608	\$ 417,608	\$ 1,711,671
Interest	\$ -	\$ -	\$ -	\$ 24,001
4223-2019-DIF Police Total	\$ 487,631	\$ 417,608	\$ 417,608	\$ 1,735,672
4283-2012-DIF Libraries				
Interest	\$ 945	\$ 1,172	\$ 1,172	\$ 514
4283-2012-DIF Libraries Total	\$ 945	\$ 1,172	\$ 1,172	\$ 514
4284-2019-DIF Libraries				
Development Impact Fees	\$ -	\$ -	\$ -	\$ 379,217
Interest	\$ -	\$ -	\$ -	\$ 4,833
4284-2019-DIF Libraries Total	\$ -	\$ -	\$ -	\$ 384,050
4383-2019-DIF Parks & Rec				
Development Impact Fees	\$ 282,842	\$ 199,840	\$ 199,840	\$ 2,047,752
Interest	\$ -	\$ -	\$ -	\$ 26,006
4383-2019-DIF Parks & Rec Total	\$ 282,842	\$ 199,840	\$ 199,840	\$ 2,073,758
4405-2012-DIF Streets				
Interest	\$ 2,190	\$ 12,118	\$ 12,118	\$ 65
4405-2012-DIF Streets Total	\$ 2,190	\$ 12,118	\$ 12,118	\$ 65
4020-Hurf Capital Projects				
Miscellaneous	\$ 90,638	\$ -	\$ -	\$ -
Interest	\$ 170	\$ -	\$ -	\$ -
4020-Hurf Capital Projects Total	\$ 90,809	\$ -	\$ -	\$ -
4165-2014-DIF Fire				
Interest	\$ 58,527	\$ 3,167	\$ 3,167	\$ 31,106
Development Impact Fees	\$ 343,668	\$ 249,587	\$ 249,587	\$ -
4165-2014-DIF Fire Total	\$ 402,195	\$ 252,754	\$ 252,754	\$ 31,106

FUND - DESCRIPTION	FY2020 ACTUAL	FY2021 BUDGET	FY2021 ESTIMATE	FY2022 BUDGET
4180-DIF Police				
Interest	\$ 124	\$ -	\$ -	\$ -
4180-DIF Police Total	\$ 124	\$ -	\$ -	\$ -
4191-2012-DIF Police Facilities				
Interest	\$ 5,871	\$ 2,083	\$ 2,083	\$ 3,747
4191-2012-DIF Police Facilities Total	\$ 5,871	\$ 2,083	\$ 2,083	\$ 3,747
4215-2014-DIF Police				
Interest	\$ 13,726	\$ 1,211	\$ 1,211	\$ 7,415
Development Impact Fees	\$ 70,385	\$ 90,800	\$ 90,800	\$ -
4215-2014-DIF Police Total	\$ 84,111	\$ 92,011	\$ 92,011	\$ 7,415
4365-2012-DIF Parks & Rec				
Interest	\$ 6,027	\$ 1,607	\$ 1,607	\$ 4,313
4365-2012-DIF Parks & Rec Total	\$ 6,027	\$ 1,607	\$ 1,607	\$ 4,313
4290-DIF Citywide Open Space				
Interest	\$ 5,224	\$ 2,546	\$ 2,546	\$ -
4290-DIF Citywide Open Space Total	\$ 5,224	\$ 2,546	\$ 2,546	\$ -
4325-2014-DIF Parks & Rec				
Interest	\$ 24,932	\$ 2,963	\$ 2,963	\$ 14,858
Development Impact Fees	\$ 159,517	\$ 167,500	\$ 167,500	\$ -
4325-2014-DIF Parks & Rec Total	\$ 184,449	\$ 170,463	\$ 170,463	\$ 14,858
4420-2014-DIF Streets Zn 2 West 101				
Interest	\$ 80,980	\$ 3,837	\$ 3,837	\$ 5,180
Development Impact Fees	\$ 454,658	\$ 561,054	\$ 561,054	\$ -
4420-2014-DIF Streets Zn 2 West 101 Total	\$ 535,638	\$ 564,891	\$ 564,891	\$ 5,180
4430-2014-DIF Streets Zn 3 West 303				
Interest	\$ 880	\$ -	\$ -	\$ 499
4430-2014-DIF Streets Zn 3 West 303 Total	\$ 880	\$ -	\$ -	\$ 499
4431-2019-DIF-Streets				
Development Impact Fees	\$ 1,961,631	\$ 1,403,577	\$ 1,403,577	\$ 8,592,274
Interest	\$ -	\$ -	\$ -	\$ 115,129
4431-2019-DIF-Streets Total	\$ 1,961,631	\$ 1,403,577	\$ 1,403,577	\$ 8,707,403
4440-DIF General Government				
Interest	\$ 2,617	\$ 818	\$ 818	\$ -
4440-DIF General Government Total	\$ 2,617	\$ 818	\$ 818	\$ -
4410-2014-DIF Streets Zone 1 East				
Interest	\$ 49,073	\$ 8,131	\$ 8,131	\$ 29,160
Development Impact Fees	\$ 211,052	\$ 235,000	\$ 235,000	\$ -
4410-2014-DIF Streets Zone 1 East Total	\$ 260,125	\$ 243,131	\$ 243,131	\$ 29,160
Capital Project Funds Total	\$ 16,016,695	\$ 27,157,742	\$ 27,157,742	\$ 53,528,880

FUND - DESCRIPTION	FY2020 ACTUAL	FY2021 BUDGET	FY2021 ESTIMATE	FY2022 BUDGET
Enterprise Funds				
6020+-Water and Sewer				
Water Revenues	\$ 52,470,391	\$ 52,689,086	\$ 54,044,503	\$ 55,501,500
Sewer Revenue	\$ 36,213,987	\$ 34,715,580	\$ 36,000,000	\$ 36,479,000
Bond Proceeds	\$ -	\$ 36,000,000	\$ 66,000,000	\$ 26,000,000
Intergovernmental Agreement	\$ 13,751,685	\$ 27,369,500	\$ 23,594,497	\$ 17,743,450
Miscellaneous	\$ 2,337,324	\$ 3,426,094	\$ 1,400,000	\$ 3,261,000
Water Development Impact Fees	\$ 1,684,967	\$ 1,100,000	\$ 1,300,000	\$ 1,410,000
Interest	\$ 1,114,029	\$ 1,173,000	\$ 1,173,000	\$ 1,159,800
Sewer Development Impact Fees	\$ 803,549	\$ 900,000	\$ 1,100,000	\$ 900,000
Staff & Adm Chargebacks	\$ 82,000	\$ 82,000	\$ 82,000	\$ 82,000
City Property Rental	\$ 38,628	\$ 226,000	\$ 50,000	\$ 50,000
Lease Proceeds	\$ -	\$ -	\$ -	\$ 10,000
6020+-Water and Sewer Total	\$ 108,496,560	\$ 157,681,260	\$ 184,744,000	\$ 142,596,750
6110-Landfill				
Bond Proceeds	\$ -	\$ 2,500,000	\$ 2,500,000	\$ 10,900,000
Tipping Fees	\$ 6,547,195	\$ 6,408,900	\$ 6,408,900	\$ 6,890,292
Internal Charges	\$ 3,311,557	\$ 3,443,121	\$ 3,443,121	\$ 3,569,484
Recycling Sales	\$ 516,741	\$ 735,564	\$ 735,564	\$ 650,000
Staff & Adm Chargebacks	\$ 431,000	\$ 444,027	\$ 444,027	\$ 455,128
Interest	\$ 139,435	\$ 24,900	\$ 24,900	\$ 137,940
Miscellaneous	\$ 33,330	\$ 402,062	\$ 402,062	\$ 20,000
6110-Landfill Total	\$ 10,979,258	\$ 13,958,574	\$ 13,958,574	\$ 22,622,844
6120-Solid Waste				
Residential Sanitation	\$ 14,723,425	\$ 14,739,384	\$ 14,835,877	\$ 15,607,953
Commercial Sanitation Frontload	\$ 3,147,616	\$ 3,510,367	\$ 3,510,367	\$ 3,685,885
Commercial Sanitation Rolloff	\$ 798,508	\$ 834,788	\$ 834,788	\$ 876,527
Internal Charges	\$ 197,905	\$ 209,167	\$ 209,167	\$ 213,350
Miscellaneous	\$ 87,160	\$ 164,217	\$ 164,217	\$ 164,218
Miscellaneous Bin Service	\$ 24,384	\$ 68,448	\$ 68,448	\$ 68,448
Interest	\$ 23,772	\$ 20,626	\$ 20,626	\$ 20,626
Outside City Commercial	\$ 42,725	\$ -	\$ -	\$ -
6120-Solid Waste Total	\$ 19,045,493	\$ 19,546,997	\$ 19,643,490	\$ 20,637,007
6130-Housing Public Activities				
Grants	\$ 1,856,954	\$ 15,519,078	\$ 15,519,078	\$ 15,519,078
6130-Housing Public Activities Total	\$ 1,856,954	\$ 15,519,078	\$ 15,519,078	\$ 15,519,078
Enterprise Funds Total	\$ 140,378,264	\$ 206,705,909	\$ 233,865,142	\$ 201,375,679

FUND - DESCRIPTION	FY2020 ACTUAL	FY2021 BUDGET	FY2021 ESTIMATE	FY2022 BUDGET
Internal Service Funds				
7010-Risk Management Self Insurance				
Internal Charges	\$ 4,270,623	\$ 4,504,968	\$ 4,504,968	\$ 6,491,454
Miscellaneous	\$ 161,800	\$ 100,000	\$ 100,000	\$ 100,000
Interest	\$ 132,385	\$ 20,000	\$ 20,000	\$ 20,000
7010-Risk Management Self Insurance Total	\$ 4,564,808	\$ 4,624,968	\$ 4,624,968	\$ 6,611,454
7020-Workers Comp Self Insurance				
Internal Charges	\$ 3,369,412	\$ 4,724,076	\$ 4,724,076	\$ 7,149,985
Interest	\$ 167,314	\$ 26,000	\$ 26,000	\$ 26,000
Miscellaneous	\$ 4,384	\$ -	\$ -	\$ -
7020-Workers Comp Self Insurance Total	\$ 3,541,110	\$ 4,750,076	\$ 4,750,076	\$ 7,175,985
7030-Benefits Trust				
City Contributions	\$ 19,790,712	\$ 22,694,870	\$ 22,694,870	\$ 23,110,593
Employee Contributions	\$ 7,096,425	\$ 7,198,896	\$ 7,198,896	\$ 7,198,896
Retiree Contributions	\$ 2,647,688	\$ 2,564,526	\$ 2,564,526	\$ 2,564,526
Internal Charges	\$ (1,638)	\$ -	\$ -	\$ -
Interest	\$ 190,533	\$ -	\$ -	\$ -
Right-of-Way Permits	\$ 25,864	\$ -	\$ -	\$ -
Miscellaneous	\$ 7,644	\$ -	\$ -	\$ -
7030-Benefits Trust Total	\$ 29,757,228	\$ 32,458,292	\$ 32,458,292	\$ 32,874,015
7040-Fleet Services				
Internal Charges	\$ 9,662,674	\$ 9,680,394	\$ 9,680,394	\$ 10,008,338
Miscellaneous	\$ 2,279	\$ 225,000	\$ 225,000	\$ 475,000
7040-Fleet Services Total	\$ 9,664,954	\$ 9,905,394	\$ 9,905,394	\$ 10,483,338
7050-Technology				
Internal Charges	\$ 9,053,989	\$ 9,712,881	\$ 9,712,881	\$ 11,642,603
Interest	\$ 60,532	\$ -	\$ -	\$ -
Miscellaneous	\$ 17,574	\$ -	\$ -	\$ -
7050-Technology Total	\$ 9,132,095	\$ 9,712,881	\$ 9,712,881	\$ 11,642,603
7060-Technology Projects				
Internal Charges	\$ 3,293,733	\$ 2,807,421	\$ 2,807,421	\$ 2,230,361
7060-Technology Projects Total	\$ 3,293,733	\$ 2,807,421	\$ 2,807,421	\$ 2,230,361
Internal Service Funds Total	\$ 59,953,929	\$ 64,259,033	\$ 64,259,033	\$ 71,017,755
Grand Total	\$ 571,758,150	\$ 667,921,403	\$ 748,783,672	\$ 1,077,788,298

FUND DESCRIPTION	FY2020 ACTUAL	FY2021 BUDGET	FY2021 ESTIMATE	FY2022 BUDGET
General Funds				
1000-General Fund				
Audit Department				
10001310 Audit Administration	\$ 230,890	\$ 427,713	\$ 338,281	\$ 411,478
Audit Department Total	\$ 230,890	\$ 427,713	\$ 338,281	\$ 411,478
Budget and Finance				
10001110 Budget&Finance Administration	\$ 567,819	\$ 645,263	\$ 675,263	\$ 1,000,814
10001111 Accounting Services	\$ 1,567,938	\$ 1,794,637	\$ 1,794,637	\$ 1,885,991
10001112 License/Collection	\$ 1,040,984	\$ 1,247,929	\$ 1,247,929	\$ 1,310,627
10001113 Procurement	\$ 540,219	\$ 568,482	\$ 568,482	\$ 590,468
10001114 Other Fees	\$ 274,571	\$ 430,899	\$ 430,899	\$ 430,899
10001115 Budget and Research	\$ 292,221	\$ 510,630	\$ 510,630	\$ 538,537
10001116 Grants Administration	\$ 146,434	\$ 149,751	\$ 149,751	\$ 151,846
10001119 Collections	\$ 3,845	\$ 48,500	\$ 48,500	\$ 339,421
Budget and Finance Total	\$ 4,434,032	\$ 5,396,091	\$ 5,426,091	\$ 6,248,603
City Attorney's Office				
10001210 Legal Services	\$ 3,409,202	\$ 3,965,560	\$ 3,965,560	\$ 4,074,942
City Attorney's Office Total	\$ 3,409,202	\$ 3,965,560	\$ 3,965,560	\$ 4,074,942
City Clerk				
10001410 City Clerk Administration	\$ 742,377	\$ 869,161	\$ 869,161	\$ 878,392
10001411 Elections	\$ 209,679	\$ 152,750	\$ 152,750	\$ 127,750
City Clerk Total	\$ 952,055	\$ 1,021,911	\$ 1,021,911	\$ 1,006,142
City Court				
10001510 Court Administration	\$ 5,015,819	\$ 5,456,357	\$ 5,456,357	\$ 5,735,076
City Court Total	\$ 5,015,819	\$ 5,456,357	\$ 5,456,357	\$ 5,735,076
City Manager's Office				
10001610 City Manager Administration	\$ 1,552,582	\$ 1,395,274	\$ 1,395,274	\$ 1,495,708
10001612 Code Compliance	\$ 39,040	\$ 1,865,503	\$ 1,865,503	\$ 2,310,818
City Manager's Office Total	\$ 1,591,622	\$ 3,260,777	\$ 3,260,777	\$ 3,806,526
Community Services				
10001710 Community Services Admin	\$ 436,766	\$ 441,911	\$ 441,911	\$ 508,589
10001711 Library	\$ 5,561,671	\$ 6,059,598	\$ 6,059,598	\$ 6,061,833
10001712 Community Engagement	\$ 132,083	\$ 166,300	\$ 166,300	\$ 168,677
10001715 CAP Local Match	\$ 15,331	\$ 9,669	\$ 9,669	\$ 230,139
10001716 Community Revitalization	\$ 247,317	\$ 281,710	\$ 281,710	\$ 264,734
Community Services Total	\$ 6,393,168	\$ 6,959,187	\$ 6,959,187	\$ 7,233,972
Development Services				
10001810 Planning	\$ 1,399,849	\$ 1,642,022	\$ 1,642,022	\$ 1,576,961
10001811 Building Safety	\$ 2,819,007	\$ 3,111,385	\$ 3,111,385	\$ 3,641,300
10001812 Code Compliance	\$ 1,784,960	\$ -	\$ -	\$ -
10005006 Mapping and Records	\$ 212,881	\$ 234,236	\$ 234,236	\$ 242,894
Development Services Total	\$ 6,216,697	\$ 4,987,642	\$ 4,987,642	\$ 5,461,156
Economic Development				
10001910 Economic Development	\$ 968,869	\$ 1,135,660	\$ 1,125,460	\$ 1,263,276
10005007 Business Development	\$ 330,358	\$ 277,027	\$ 287,227	\$ 316,256
Economic Development Total	\$ 1,299,226	\$ 1,412,687	\$ 1,412,687	\$ 1,579,532
Engineering				
10003014 Engineering Administration	\$ 864,042	\$ 232,373	\$ 231,762	\$ 334,909
10003016 CIP Administration	\$ (291,755)	\$ 63	\$ (8,631)	\$ 51,800
10003017 Land Development	\$ 42,971	\$ 455,213	\$ 456,898	\$ 466,423
10003018 Construction Inspection	\$ 970,625	\$ 779,147	\$ 767,178	\$ 932,201
10005061 BofA Building	\$ 460,837	\$ -	\$ -	\$ -
10005062 Promenade at Palmaire	\$ 160,226	\$ 112,000	\$ 124,500	\$ 140,000
10005304 Downtown Parking Garage	\$ 30,279	\$ 176,000	\$ 115,000	\$ 125,002
Engineering Total	\$ 2,237,225	\$ 1,754,796	\$ 1,686,707	\$ 2,050,335

FUND DESCRIPTION	FY2020 ACTUAL	FY2021 BUDGET	FY2021 ESTIMATE	FY2022 BUDGET
Field Operations				
10002810 Field Operations Admin	\$ 208,223	\$ 241,623	\$ 241,623	\$ 277,123
10002812 Facilities	\$ 4,607,717	\$ 4,907,215	\$ 4,852,798	\$ 5,436,440
10005060 Custodial Services	\$ 1,178,986	\$ 1,142,716	\$ 1,142,716	\$ 1,267,550
10002847 Cemetery	\$ 885	\$ 248,675	\$ 248,675	\$ 251,733
Field Operations Total	\$ 5,995,811	\$ 6,540,228	\$ 6,485,811	\$ 7,232,845
Fire Services				
10002010 Fire Administration	\$ 2,210,954	\$ 2,345,113	\$ 2,401,127	\$ 3,058,042
10002011 Fire Operations	\$ 37,527,698	\$ 38,520,082	\$ 38,523,200	\$ 34,860,849
10002012 Fire Special Operations	\$ 16,632	\$ 47,625	\$ 44,625	\$ 47,625
10002013 Fire Resource Management	\$ 3,709,462	\$ 3,933,858	\$ 3,920,341	\$ 4,467,083
10002014 Fire Training	\$ 33,632	\$ 49,219	\$ 49,219	\$ 49,854
10002015 Fire Medical Services & Health	\$ 253,066	\$ 376,563	\$ 480,279	\$ 450,763
10002016 Fire Emergency Management	\$ 578,453	\$ 675,991	\$ 634,991	\$ 625,896
10002017 Fire Marshal's Office	\$ 1,064,088	\$ 1,208,415	\$ 1,208,415	\$ 1,301,020
10002018 Fire Community Services	\$ 6,454	\$ 28,258	\$ 27,258	\$ 24,901
10002019 LA Services	\$ 1,097,851	\$ 1,198,811	\$ 1,198,811	\$ 993,588
10002020 Logistics Ops	\$ 87,636	\$ 17,272	\$ 9,754	\$ 7,544
10002021 Glendale Health Center	\$ 27,357	\$ 111	\$ 111	\$ -
10005009 Fire - Fiesta Bowl Event	\$ 14,028	\$ 64,723	\$ 64,723	\$ 54,489
10005010 Stadium - Fire Event Staffing	\$ 9,528	\$ 17,674	\$ 35,348	\$ 17,674
10005011 Arena - Fire Event Staffing	\$ 165,689	\$ 315,306	\$ 261,590	\$ 254,380
10005012 CBRanch - Fire Event Staffing	\$ 58,213	\$ 128,371	\$ 128,371	\$ 85,679
10005076 Fire-Crisis Response	\$ 8,758	\$ 10,000	\$ 10,000	\$ 10,000
10005077 Fire-Health & Safety	\$ 126,968	\$ 261,583	\$ 229,221	\$ 261,583
10005078 Fire-Turnout Program	\$ 191,223	\$ 527,856	\$ 607,856	\$ 713,900
Fire Services Total	\$ 47,187,691	\$ 49,726,831	\$ 49,835,239	\$ 47,284,869
Human Resources				
10002110 Human Resource Administration	\$ 711,726	\$ 2,144,849	\$ 2,144,849	\$ 2,282,994
10002112 Organizational Development	\$ 126,811	\$ 138,810	\$ 138,810	\$ 413,584
10005014 Employment Services	\$ 382,035	\$ 907	\$ 907	\$ -
10005015 Employee Relations	\$ 307,165	\$ 729	\$ 729	\$ -
10005016 Compensation	\$ 247,498	\$ 89	\$ 89	\$ -
10005017 Employee Programs	\$ 34,278	\$ 60,000	\$ 60,000	\$ 60,000
10005018 Benefits	\$ 422,107	\$ 2,004	\$ 2,004	\$ 1,003
Human Resources Total	\$ 2,231,619	\$ 2,347,387	\$ 2,347,387	\$ 2,757,582
Mayor & Council Office				
10001010 Mayor's Office	\$ 397,262	\$ 469,048	\$ 469,048	\$ 494,256
10001011 Council Office Administration	\$ 9,582	\$ 11,047	\$ 11,047	\$ 850,025
10001012 Cholla District	\$ 146,484	\$ 213,883	\$ 213,883	\$ 79,274
10001013 Barrel District	\$ 188,373	\$ 213,883	\$ 213,883	\$ 79,274
10001014 Sahuaro District	\$ 179,505	\$ 213,883	\$ 213,883	\$ 79,274
10001015 Cactus District	\$ 169,095	\$ 213,883	\$ 213,883	\$ 79,274
10001016 Yucca District	\$ 164,375	\$ 213,883	\$ 213,883	\$ 33,696
10001017 Ocotillo District	\$ 186,982	\$ 213,883	\$ 213,883	\$ 33,696
Mayor & Council Office Total	\$ 1,441,657	\$ 1,763,393	\$ 1,763,393	\$ 1,728,769
Non-Departmental				
10002310 Non-Departmental	\$ 12,150,018	\$ 10,317,040	\$ 10,317,040	\$ 10,962,634
10002313 COVID-19 TRACKING	\$ 639,659	\$ -	\$ 1,000,000	\$ -
10002315 COP's Bond Non-Departmental	\$ -	\$ -	\$ -	\$ 260,000,000
10005204 Fire CARES Grant	\$ (7,784,889)	\$ -	\$ -	\$ -
10005224 Police CARES Grant	\$ (12,295,967)	\$ -	\$ -	\$ -
Non-Departmental Total	\$ (7,291,179)	\$ 10,317,040	\$ 11,317,040	\$ 270,962,634
Organizational Performance				
10003410 Organizational Performance	\$ 7,239	\$ 464,729	\$ 388,921	\$ 478,678
Organizational Performance Total	\$ 7,239	\$ 464,729	\$ 388,921	\$ 478,678

FUND DESCRIPTION	FY2020 ACTUAL	FY2021 BUDGET	FY2021 ESTIMATE	FY2022 BUDGET
Police Services				
10002410 Police Administration	\$ 4,270,792	\$ 4,297,399	\$ 4,296,069	\$ 4,785,160
10002411 Training	\$ 4,074,042	\$ 4,086,934	\$ 4,095,739	\$ 4,067,661
10002414 Special Operations	\$ 9,241,240	\$ 9,163,981	\$ 9,161,610	\$ 8,507,270
10002416 Crime Investigations	\$ 14,276,356	\$ 14,995,629	\$ 15,016,408	\$ 13,552,774
10002417 Police Support Services	\$ 2,941,648	\$ 3,275,134	\$ 3,283,418	\$ 3,071,412
10002418 Detention	\$ 3,097,202	\$ 3,218,491	\$ 2,660,455	\$ 3,121,016
10002419 Communications	\$ 3,912,171	\$ 4,165,049	\$ 4,175,109	\$ 4,421,554
10002420 Towing Administration	\$ 87,970	\$ 92,185	\$ 92,185	\$ 136,492
10002421 Gateway Patrol Division	\$ 23,833,728	\$ 26,035,835	\$ 26,121,088	\$ 23,654,280
10002422 Foothills Patrol Division	\$ 22,604,876	\$ 23,179,052	\$ 23,363,989	\$ 21,432,754
10005020 Police Personnel Management	\$ 850,101	\$ 963,728	\$ 964,387	\$ 1,030,466
10005021 Fiscal Management	\$ 5,855,908	\$ 5,497,038	\$ 5,514,638	\$ 5,185,211
10005022 PD - Stadium Event Staffing	\$ 551,413	\$ 963,210	\$ 960,210	\$ 841,914
10005023 PD - Fiesta Bowl Event	\$ 51,385	\$ 76,110	\$ 77,110	\$ 62,948
10005024 PD - Arena Event Staffing	\$ 401,222	\$ 700,909	\$ 700,409	\$ 521,989
10005026 PD - CBRanch Event Staffing	\$ 3,262	\$ 34,275	\$ 34,275	\$ 28,136
Police Services Total	\$ 96,053,315	\$ 100,744,959	\$ 100,517,099	\$ 94,421,037
Public Affairs				
10002510 Public Affairs Administration	\$ 1,732,881	\$ 1,981,976	\$ 1,981,976	\$ 2,284,792
10002511 Cable Communications	\$ 719,053	\$ 622,220	\$ 622,220	\$ 383,334
Public Affairs Total	\$ 2,451,934	\$ 2,604,196	\$ 2,604,196	\$ 2,668,126
Public Facilit Recr&Spec Events				
10002610 Public Facil,Rec&Special Event	\$ 1,405,309	\$ 1,598,589	\$ 1,598,589	\$ 1,563,945
10002611 Parks Maintenance	\$ 6,368,606	\$ 6,480,227	\$ 6,429,727	\$ 7,087,600
10002613 Citywide Special Events	\$ -	\$ 1,207,352	\$ 1,207,352	\$ 1,094,165
10002615 Park Rangers	\$ 246,013	\$ 328,754	\$ 328,754	\$ 388,710
10002616 Foothills Recreation Center	\$ 1,099,922	\$ 1,393,163	\$ 1,393,163	\$ 1,553,188
10002617 Civic Center	\$ 413,303	\$ 646,912	\$ 646,912	\$ 658,999
10002618 Adult Center	\$ 423,119	\$ 459,085	\$ 459,085	\$ 455,155
10002619 Glendale Community Center	\$ -	\$ 4,048	\$ 4,048	\$ -
10005036 Youth and Teen	\$ 44,381	\$ 386,148	\$ 386,148	\$ 337,081
10005037 Aquatics-Rose Ln & Splash Pads	\$ 580,701	\$ 472,865	\$ 627,300	\$ 487,945
10005038 Audio/Visual/Support Services	\$ 108,528	\$ 146,102	\$ 146,102	\$ 141,101
10005040 SRPHA Sahuaro Ranch Hist	\$ 135,311	\$ 253,138	\$ 253,138	\$ 209,393
10005041 Sports and Health	\$ 218,955	\$ 325,728	\$ 325,728	\$ 352,187
10005042 Glitter Spectacular	\$ 117,525	\$ 95	\$ 95	\$ -
10005043 Downtown in December	\$ 18,024	\$ 94	\$ 94	\$ -
10005044 Glitter and Glow	\$ 83,014	\$ 79	\$ 79	\$ -
10005045 Chocolate Affaire	\$ 49,486	\$ 46	\$ 46	\$ -
10005046 Glitters Light	\$ 193,227	\$ -	\$ -	\$ -
10005047 Other Special Events	\$ 46,398	\$ -	\$ -	\$ -
10005048 City-Wide Special Events	\$ 392,208	\$ (705)	\$ (705)	\$ 1,917
10005049 Summer Band	\$ 4,217	\$ 5	\$ 5	\$ -
10005050 Special Events Permitting	\$ 4,952	\$ 935	\$ 935	\$ -
10005051 City Sales Tax - Bed Tax	\$ 434,648	\$ 511,843	\$ 511,843	\$ 548,288
10005052 Glendale CVB - Memberships	\$ 227	\$ 10,000	\$ 10,000	\$ 10,000
10005053 Tourism - Souvenir Program	\$ -	\$ 5,000	\$ 5,000	\$ 5,000
10005054 Bed Tax / Tourism	\$ 148,676	\$ 377,727	\$ 377,727	\$ 377,912
10005089 April Weekend Series	\$ 4,877	\$ -	\$ -	\$ -
10005301 Glen Lakes Golf Course	\$ 166,691	\$ -	\$ -	\$ -
10005302 PFR&SE Tohono O'odham Funding	\$ 19,924	\$ 106,120	\$ 106,120	\$ 108,242
10005303 PFR&SE Marketing	\$ 33,280	\$ 44,982	\$ 44,982	\$ 44,982
10005306 Heroes Splash Pad	\$ -	\$ 3,945	\$ 3,945	\$ 3,945
10005307 Tourism Grant Program	\$ -	\$ 100,000	\$ 100,000	\$ 100,000
Public Facilit Recr&Spec Events Total	\$ 12,761,522	\$ 14,862,276	\$ 14,966,211	\$ 15,529,756

FUND DESCRIPTION	FY2020 ACTUAL	FY2021 BUDGET	FY2021 ESTIMATE	FY2022 BUDGET
Transportation				
10002934 Cemetery	\$ 245,915	\$ -	\$ -	\$ -
10005055 Stadium - Transportation Ops	\$ 638,669	\$ 846,666	\$ 459,805	\$ 847,356
10005056 Transp - Fiesta Bowl Event	\$ 22,068	\$ 32,423	\$ 32,423	\$ 32,502
10005057 Arena - Transportation Ops.	\$ 37,521	\$ 42,837	\$ 42,837	\$ 42,541
10005058 Graffiti Removal	\$ 13,932	\$ 14,495	\$ 14,275	\$ 14,492
10005059 CBRanch - ROW Maintenance	\$ 10,489	\$ 16,080	\$ 16,080	\$ 16,080
Transportation Total	\$ 968,594	\$ 952,500	\$ 565,419	\$ 952,970
1000-General Fund Total	\$ 193,588,139	\$ 224,966,262	\$ 225,305,919	\$ 481,625,028
1020-Vehicle Replacement				
Field Operations				
10202842 Equipment Replacement	\$ 2,128,672	\$ 3,343,649	\$ 3,343,649	\$ 2,740,000
10205305 VRF Vehicles 1 time supplement	\$ -	\$ 65,000	\$ 65,000	\$ 443,397
Field Operations Total	\$ 2,128,672	\$ 3,408,649	\$ 3,408,649	\$ 3,183,397
1020-Vehicle Replacement Total	\$ 2,128,672	\$ 3,408,649	\$ 3,408,649	\$ 3,183,397
General Funds Total	\$ 195,716,812	\$ 228,374,911	\$ 228,714,568	\$ 484,808,425
Special Revenue Funds				
2010-Home Grant				
Community Services				
20104017 Grants-Community Service	\$ (31,888)	\$ 900,747	\$ 900,747	\$ 13,062
20105140 HOME Administration	\$ 18,613	\$ 27,707	\$ 27,707	\$ 82,392
20105141 HOME Replace Housing Program	\$ 25,026	\$ 375,000	\$ 375,000	\$ 217,000
20105142 HOME Affordable Housing	\$ 133,324	\$ -	\$ -	\$ 255,000
20105143 HOME Single Family Resid Rehab	\$ -	\$ 375,000	\$ 375,000	\$ -
20105144 HOME Tenant Based Rental Assis	\$ -	\$ -	\$ -	\$ 1,234,080
Community Services Total	\$ 145,075	\$ 1,678,454	\$ 1,678,454	\$ 1,801,534
2010-Home Grant Total	\$ 145,075	\$ 1,678,454	\$ 1,678,454	\$ 1,801,534
2020-Neighborhood Stabilization				
Community Services				
20204017 Neighborhood Stabilization	\$ 172	\$ 227,300	\$ 227,300	\$ 104,220
Community Services Total	\$ 172	\$ 227,300	\$ 227,300	\$ 104,220
2020-Neighborhood Stabilization Total	\$ 172	\$ 227,300	\$ 227,300	\$ 104,220
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	\$ 36,771	\$ 2,947,174	\$ 2,947,174	\$ 760,163
20405100 CDBG Administration	\$ 520,434	\$ 94,730	\$ 94,730	\$ 449,040
20405101 CDBG Single Family Resid Rehab	\$ 331,982	\$ 835,000	\$ 835,000	\$ 1,110,000
20405102 CDBG Lead Based Paint	\$ 12,194	\$ 40,000	\$ 40,000	\$ 17,200
20405103 CDBG Temporary Relocation	\$ 46,908	\$ 34,000	\$ 34,000	\$ 91,980
20405104 CDBG Rehab/Delivery	\$ 147,907	\$ 8,930	\$ 8,930	\$ 54,500
20405105 CDBG Demolition Low/Mod	\$ -	\$ 43,000	\$ 43,000	\$ 223,127
20405106 CDBG Demolition Slum Blight	\$ -	\$ 75,000	\$ 75,000	\$ -
20405107 CDBG Public Services	\$ 249,000	\$ -	\$ -	\$ 363,545
20405108 CDBG Housing Services-City Prj	\$ 18,012	\$ -	\$ -	\$ 242,363
20405109 CDBG Housing Services-External	\$ 319,425	\$ -	\$ -	\$ 427,782
20405110 CDBG Public Facilt/Infra-CtyPrj	\$ 5,831	\$ -	\$ -	\$ 621,683
20405111 CDBG Public Fclty/Infra-Extern	\$ 47	\$ -	\$ -	\$ -
20405112 CDBG Roof Replacement Program	\$ 29,481	\$ 100,000	\$ 100,000	\$ 152,000
Community Services Total	\$ 1,717,992	\$ 4,177,834	\$ 4,177,834	\$ 4,513,383
2040-CDBG Total	\$ 1,717,992	\$ 4,177,834	\$ 4,177,834	\$ 4,513,383

FUND DESCRIPTION	FY2020 ACTUAL	FY2021 BUDGET	FY2021 ESTIMATE	FY2022 BUDGET
2041-CDBG-CV1				
Community Services				
20415114 CDBG CV1 Projects	\$ -	\$ -	\$ -	\$ 1,165,874
Community Services Total	\$ -	\$ -	\$ -	\$ 1,165,874
2041-CDBG-CV1 Total	\$ -	\$ -	\$ -	\$ 1,165,874
2044-CDBG-CV3				
Community Services				
20445115 CDBG CV3 Admin	\$ -	\$ -	\$ -	\$ 250,000
20445116 CDBG CV3 Projects	\$ -	\$ -	\$ -	\$ 1,794,841
Community Services Total	\$ -	\$ -	\$ -	\$ 2,044,841
2044-CDBG-CV3 Total	\$ -	\$ -	\$ -	\$ 2,044,841
2050-Highway User Revenue Fund				
Engineering				
20503019 Pavement Management	\$ 741,633	\$ 3,730	\$ 3,730	\$ -
20503020 Street Lighting	\$ -	\$ -	\$ -	\$ -
Engineering Total	\$ 741,633	\$ 3,730	\$ 3,730	\$ -
Transportation				
20502919 Transportation Administration	\$ 110,089	\$ 110,242	\$ 110,029	\$ 130,478
20502920 Right of Way	\$ 4,849,396	\$ 5,589,364	\$ 5,488,084	\$ 5,076,862
20502921 Street Maintenance	\$ 1,637,718	\$ 1,783,952	\$ 1,782,452	\$ 2,137,933
20502923 Traffic Signals	\$ 1,220,445	\$ 1,303,655	\$ 1,324,359	\$ 1,326,783
20502924 Signs & Markings	\$ 698,538	\$ 760,898	\$ 760,368	\$ 802,169
20502925 Barricade Management	\$ 192,699	\$ 212,325	\$ 212,325	\$ 345,116
20505063 Traffic Studies	\$ -	\$ -	\$ -	\$ -
20505064 Traffic Design and Development	\$ 275,272	\$ 195,497	\$ 194,497	\$ 198,571
20505065 Graffiti Removal - ROW	\$ 163,922	\$ 166,248	\$ 167,168	\$ 176,580
20502935 Street Lighting	\$ 1,534,281	\$ 1,885,501	\$ 1,925,321	\$ 1,955,167
Transportation Total	\$ 10,682,360	\$ 12,007,683	\$ 11,964,604	\$ 12,149,658
2050-Highway User Revenue Fund Total	\$ 11,423,993	\$ 12,011,412	\$ 11,968,334	\$ 12,149,658
2060-Transportation Grants				
Transportation				
20604029 Grants-Transportation	\$ -	\$ 2,000,000	\$ 1,950,000	\$ 2,000,000
20605271 Transportation Transit Grants	\$ 1,875,074	\$ 700,000	\$ 700,000	\$ 700,000
20605273 Transportation Transit CARES	\$ 10,372	\$ -	\$ -	\$ -
Transportation Total	\$ 1,885,446	\$ 2,700,000	\$ 2,650,000	\$ 2,700,000
2060-Transportation Grants Total	\$ 1,885,446	\$ 2,700,000	\$ 2,650,000	\$ 2,700,000
2070-Transportation Sales Tax				
Engineering				
20705072 Street Light Managemnet	\$ 9,545	\$ -	\$ -	\$ -
Engineering Total	\$ 9,545	\$ -	\$ -	\$ -
Transportation				
20702926 Transportation Program Mgmt	\$ 2,181,146	\$ 2,359,608	\$ 2,351,867	\$ 2,273,442
20702927 Fixed Route	\$ 4,351,706	\$ 4,777,718	\$ 4,212,541	\$ 4,795,600
20702928 Dial-A-Ride	\$ 3,166,771	\$ 3,723,930	\$ 3,723,930	\$ 4,174,614
20702929 Transit Program Administration	\$ 485,794	\$ 516,500	\$ 516,500	\$ 536,685
20702930 Intelligent Transport Systems	\$ 750,721	\$ 798,670	\$ 802,087	\$ 827,423
20702931 Traffic Mitigation	\$ 443,173	\$ 534,403	\$ 533,868	\$ 545,868
20702937 COVID 19 Tracking Fund 2070	\$ 20,867	\$ -	\$ 100,000	\$ -
20705066 Transportation Education	\$ 139,098	\$ 214,394	\$ 214,394	\$ 219,963
20705067 Demand Management	\$ 16,306	\$ 28,505	\$ 28,505	\$ 28,505
20705069 CIP O&M	\$ 691,683	\$ 782,500	\$ 782,500	\$ 851,337
20705070 Traffic Signals	\$ 3,268	\$ 10,050	\$ 10,050	\$ 10,050
20705071 Signs & Markings	\$ 28,939	\$ 42,594	\$ 42,594	\$ 42,633
20705088 Street Light Management	\$ 299,855	\$ 300,000	\$ 300,000	\$ 300,000
Transportation Total	\$ 12,579,328	\$ 14,088,871	\$ 13,618,834	\$ 14,606,120
2070-Transportation Sales Tax Total	\$ 12,588,873	\$ 14,088,871	\$ 13,618,834	\$ 14,606,120


FUND DESCRIPTION	FY2020 ACTUAL	FY2021 BUDGET	FY2021 ESTIMATE	FY2022 BUDGET
2100-Utility Bill Donation				
Grant Non-Departmental				
21004023 Utility Bill Don-FrmtheHeart	\$ 96,395	\$ 200,000	\$ 200,000	\$ 150,000
Grant Non-Departmental Total	\$ 96,395	\$ 200,000	\$ 200,000	\$ 150,000
2100-Utility Bill Donation Total	\$ 96,395	\$ 200,000	\$ 200,000	\$ 150,000
2110-Arts Commission				
Community Services				
21101712 Arts Program	\$ 31	\$ -	\$ -	\$ -
Community Services Total	\$ 31	\$ -	\$ -	\$ -
Economic Development				
21101911 Arts Program	\$ 254,641	\$ 340,456	\$ 240,946	\$ 419,011
Economic Development Total	\$ 254,641	\$ 340,456	\$ 240,946	\$ 419,011
2110-Arts Commission Total	\$ 254,672	\$ 340,456	\$ 240,946	\$ 419,011
2120-Court Security Bonds				
City Court				
21205001 Court Security	\$ 378,164	\$ 424,065	\$ 424,065	\$ 433,516
21205002 Court Time Payments	\$ 23,496	\$ 45,390	\$ 45,390	\$ 42,634
21205003 Fill the Gap	\$ 17,017	\$ 58,154	\$ 58,154	\$ 58,936
City Court Total	\$ 418,676	\$ 527,610	\$ 527,610	\$ 535,085
2120-Court Security Bonds Total	\$ 418,676	\$ 527,610	\$ 527,610	\$ 535,085
2130-Airport Special Revenue				
Transportation				
21302933 Airport Operations	\$ 870,945	\$ 972,322	\$ 972,322	\$ 1,067,592
Transportation Total	\$ 870,945	\$ 972,322	\$ 972,322	\$ 1,067,592
2130-Airport Special Revenue Total	\$ 870,945	\$ 972,322	\$ 972,322	\$ 1,067,592
2140-CAP Grant				
Community Services				
21404017 CAP Grant	\$ -	\$ 68,611	\$ 68,611	\$ 8,772,054
21405261 Community Action Program DHHS	\$ 1,155,588	\$ 1,282,977	\$ 1,282,977	\$ 2,937,728
21405262 Community Action Program ACAA	\$ 65,813	\$ 46,857	\$ 46,857	\$ 61,726
21405263 Community Action Program ADOH	\$ 228,033	\$ -	\$ 230,000	\$ -
Community Services Total	\$ 1,449,433	\$ 1,398,445	\$ 1,628,445	\$ 11,771,507
2140-CAP Grant Total	\$ 1,449,433	\$ 1,398,445	\$ 1,628,445	\$ 11,771,507
2150-Emergency Shelter Grant				
Community Services				
21505130 ESG Administration	\$ 28,368	\$ 258,992	\$ 258,992	\$ 32,883
21505131 ESG Rapid Rehousing	\$ 89,234	\$ -	\$ -	\$ 84,000
21505132 ESG Outreach	\$ -	\$ -	\$ -	\$ 58,109
21505133 ESG Emergency Shelter Services	\$ 60,856	\$ -	\$ -	\$ 84,000
Community Services Total	\$ 178,458	\$ 258,992	\$ 258,992	\$ 258,992
2150-Emergency Shelter Grant Total	\$ 178,458	\$ 258,992	\$ 258,992	\$ 258,992
2151-Emergency Shelter Grant CV1				
Community Services				
21515134 ESG CV1 Admin	\$ -	\$ -	\$ -	\$ 74,945
21515135 ESG CV1 Projects	\$ -	\$ -	\$ -	\$ 674,510
Community Services Total	\$ -	\$ -	\$ -	\$ 749,455
2151-Emergency Shelter Grant CV1 Total	\$ -	\$ -	\$ -	\$ 749,455
2152-Emergency Shelter Grant CV2				
Community Services				
21525137 ESG CV2 Projects	\$ -	\$ -	\$ -	\$ 2,997,188
Community Services Total	\$ -	\$ -	\$ -	\$ 2,997,188
2152-Emergency Shelter Grant CV2 Total	\$ -	\$ -	\$ -	\$ 2,997,188

FUND DESCRIPTION	FY2020 ACTUAL	FY2021 BUDGET	FY2021 ESTIMATE	FY2022 BUDGET
2160-Other Grants				
City Attorney's Office				
21605253 City Attorney's Grants	\$ 7,020	\$ -	\$ 22,000	\$ -
City Attorney's Office Total	\$ 7,020	\$ -	\$ 22,000	\$ -
Community Services				
21604017 Grants-Community Service	\$ -	\$ 275,001	\$ 275,001	\$ 275,001
21605241 Library Grant Accounts	\$ 48,038	\$ -	\$ 61,240	\$ -
21605249 Library Donation Accounts	\$ 1,668	\$ -	\$ 10,000	\$ -
21605269 Community Action Prog Donation	\$ 323	\$ -	\$ 6,500	\$ -
21605248 Community Connections Donation	\$ -	\$ -	\$ 3,000	\$ -
21605268 Donations-Mun Util Bill Assist	\$ 45,143	\$ -	\$ -	\$ -
Community Services Total	\$ 95,171	\$ 275,001	\$ 355,741	\$ 275,001
Development Services				
21605258 Planning Donations	\$ 3,674	\$ -	\$ 16,500	\$ -
Development Services Total	\$ 3,674	\$ -	\$ 16,500	\$ -
Fire Services				
21604020 Grants-Fire Services	\$ -	\$ 3,028,831	\$ 2,985,831	\$ 3,689,087
21605201 Fire AZDOHS Grants	\$ 496,441	\$ -	\$ 186,700	\$ -
21605203 Fire AZ Forestry Grants	\$ 173,897	\$ -	\$ 175,000	\$ -
21605208 Fire Miscellaneous Grants	\$ 28,347	\$ -	\$ 26,500	\$ -
21605209 Fire Donation Accounts	\$ 2,605	\$ -	\$ 53,000	\$ -
Fire Services Total	\$ 701,290	\$ 3,028,831	\$ 3,427,031	\$ 3,689,087
Mayor & Council Office				
21605259 Other Department Donation Acct	\$ 4,975	\$ -	\$ 15,000	\$ -
21605252 Yucca District Calendars	\$ 11,662	\$ -	\$ -	\$ -
Mayor & Council Office Total	\$ 16,637	\$ -	\$ 15,000	\$ -
Non-Departmental				
21605204 Fire CARES Grant	\$ 7,784,889	\$ -	\$ -	\$ -
21605224 Police CARES Grant	\$ 12,295,967	\$ -	\$ -	\$ -
Non-Departmental Total	\$ 20,080,856	\$ -	\$ -	\$ -
Police Services				
21604024 Grants-Police Services	\$ -	\$ 2,000,000	\$ 1,684,337	\$ 2,000,000
21605211 Police AZDOHS Grants	\$ 174,516	\$ -	\$ 225,193	\$ -
21605212 Police AZDPS Grants	\$ 393,848	\$ 136,941	\$ 272,131	\$ 182,763
21605213 Police GOHS Grants	\$ 153,364	\$ -	\$ 142,582	\$ -
21605214 Police HIDTA Grants	\$ 187,716	\$ -	\$ 144,000	\$ -
21605215 Police USDOJ Grants	\$ 164,930	\$ 72,472	\$ 449,253	\$ -
21605216 Police USMS Grants	\$ 48,850	\$ -	\$ 45,000	\$ -
21605218 Police SRO Recovery Grants	\$ 84,475	\$ 99,822	\$ 99,822	\$ 88,974
21605219 Police Task Forces Grants	\$ 87,498	\$ -	\$ 15,333	\$ -
21605228 Police Miscellaneous Grants	\$ 89,639	\$ 94,422	\$ 376,222	\$ 7,131
21605229 Police Donation Accounts	\$ 8,405	\$ -	\$ 98,600	\$ -
Police Services Total	\$ 1,393,241	\$ 2,403,657	\$ 3,552,473	\$ 2,278,868
Public Facilit Recr&Spec Events				
21604026 Grants-Public Fclt, Rec&SE	\$ -	\$ 25,000	\$ 25,000	\$ 25,000
21605231 Parks & Rec Grant Accounts	\$ 989	\$ -	\$ 104,983	\$ -
21605239 Parks & Rec Donation Accounts	\$ 2,959	\$ -	\$ 85,500	\$ -
21605251 Other Departments Grant Accnts	\$ 211,931	\$ -	\$ 118,704	\$ -
Public Facilit Recr&Spec Events Total	\$ 215,879	\$ 25,000	\$ 334,187	\$ 25,000
Water Services				
21605257 Environ Resources Donations	\$ -	\$ -	\$ 8,000	\$ -
Water Services Total	\$ -	\$ -	\$ 8,000	\$ -
2160-Other Grants Total	\$ 22,513,769	\$ 5,732,489	\$ 7,730,932	\$ 6,267,956

FUND DESCRIPTION	FY2020 ACTUAL	FY2021 BUDGET	FY2021 ESTIMATE	FY2022 BUDGET
2170-Rico Funds				
Police Services				
21702423 Federal RICO	\$ 185,482	\$ 225,000	\$ 225,000	\$ 225,000
21702424 State RICO	\$ 381,123	\$ 1,518,272	\$ 1,518,272	\$ 1,472,505
Police Services Total	\$ 566,605	\$ 1,743,272	\$ 1,743,272	\$ 1,697,505
2170-Rico Funds Total	\$ 566,605	\$ 1,743,272	\$ 1,743,272	\$ 1,697,505
2180-Park and Rec Designated				
Public Faclit Recr&Spec Events				
21805029 Desert Valley Park	\$ -	\$ 6,000	\$ 6,000	\$ 6,000
21805030 Desert Mirage Park	\$ -	\$ 5,000	\$ 5,000	\$ 5,000
21805031 Desert Gardens Park	\$ -	\$ 8,000	\$ 8,000	\$ 8,000
21805032 Discovery Park	\$ -	\$ 4,000	\$ 4,000	\$ 4,000
21805033 Elsie McCarthy Pk. Maint	\$ 4,970	\$ 12,897	\$ 12,897	\$ 12,583
21805034 Paseo Racquet Center	\$ -	\$ 25,000	\$ 25,000	\$ 25,000
21805028 Dedicate a Tree	\$ 246	\$ 2,000	\$ 2,000	\$ 2,000
Public Faclit Recr&Spec Events Total	\$ 5,216	\$ 62,897	\$ 62,897	\$ 62,583
2180-Park and Rec Designated Total	\$ 5,216	\$ 62,897	\$ 62,897	\$ 62,583
2190-Airport Capital Grant				
Transportation				
21905281 Airport Grants	\$ 20,535	\$ -	\$ -	\$ -
Transportation Total	\$ 20,535	\$ -	\$ -	\$ -
2190-Airport Capital Grant Total	\$ 20,535	\$ -	\$ -	\$ -
2200-Training Facility Revenue				
Field Operations				
22002846 PS Training Ops - Fac. Mgmt	\$ 688,132	\$ 731,508	\$ 731,508	\$ 758,793
Field Operations Total	\$ 688,132	\$ 731,508	\$ 731,508	\$ 758,793
Fire Services				
22002023 PS Training Ops - Fire	\$ 996,169	\$ 948,434	\$ 948,434	\$ 1,230,806
Fire Services Total	\$ 996,169	\$ 948,434	\$ 948,434	\$ 1,230,806
Police Services				
22002413 PS Training Ops - Police	\$ 364,670	\$ 174,711	\$ 174,711	\$ 431,466
Police Services Total	\$ 364,670	\$ 174,711	\$ 174,711	\$ 431,466
2200-Training Facility Revenue Total	\$ 2,048,970	\$ 1,854,654	\$ 1,854,654	\$ 2,421,065
Special Revenue Funds Total	\$ 56,185,226	\$ 48,202,309	\$ 49,768,127	\$ 67,710,869

FUND DESCRIPTION	FY2020 ACTUAL	FY2021 BUDGET	FY2021 ESTIMATE	FY2022 BUDGET
Enterprise Funds				
6020+-Water & Sewer				
Budget and Finance				
60201117 Customer Service	\$ 3,071,474	\$ 3,458,711	\$ 3,458,711	\$ 3,343,599
Budget and Finance Total	\$ 3,071,474	\$ 3,458,711	\$ 3,458,711	\$ 3,343,599
Water Services				
60202710 Environmental Resources	\$ 631,405	\$ 831,807	\$ 831,807	\$ 666,619
60202711 Water Services Administration	\$ 7,885,362	\$ 7,774,689	\$ 7,774,689	\$ 7,646,093
60202713 Information Management	\$ 1,306,837	\$ 1,868,401	\$ 1,868,401	\$ 1,101,295
60202714 Public Service Representative	\$ 795,918	\$ 975,927	\$ 975,927	\$ 1,003,780
60202715 System Security	\$ 751,154	\$ 773,956	\$ 773,956	\$ 863,381
60202717 Water Conservation	\$ 383,445	\$ 512,059	\$ 512,059	\$ 541,987
60202718 Water Quality	\$ 1,257,747	\$ 1,486,427	\$ 1,486,427	\$ 1,522,174
60202719 Materials Control Warehouse	\$ 216,588	\$ 217,981	\$ 217,981	\$ 333,371
60202720 Customer Service - Field	\$ 1,220,303	\$ 1,332,430	\$ 1,332,430	\$ 1,394,716
60202722 Raw Water Usage	\$ 4,777,255	\$ 5,275,672	\$ 5,275,672	\$ 5,381,925
60202723 Central System Control	\$ 1,132,183	\$ 1,485,749	\$ 1,485,749	\$ 1,512,037
60202724 Pyramid Peak WTP	\$ 2,175,321	\$ 2,283,520	\$ 2,283,520	\$ 2,671,822
60202725 Cholla Treatment Plant	\$ 3,390,497	\$ 3,860,413	\$ 3,860,413	\$ 4,210,329
60202726 Central System Maintenance	\$ 2,075,894	\$ 2,489,221	\$ 2,489,221	\$ 3,362,649
60202727 Water Distribution	\$ 4,503,212	\$ 5,402,684	\$ 5,402,684	\$ 5,642,752
60202728 Meter Maintenance	\$ 138,402	\$ -	\$ -	\$ -
60202729 Oasis Surface WTP	\$ 2,611,102	\$ 3,156,120	\$ 3,156,120	\$ 3,292,735
60302731 Pretreatment Program	\$ 426,702	\$ 554,898	\$ 554,898	\$ 500,526
60302734 Storm Water	\$ 572,223	\$ 830,725	\$ 826,225	\$ 885,252
60302735 SROG - 91st Ave WWTP	\$ 3,360,439	\$ 3,707,425	\$ 3,707,425	\$ 3,711,083
60302737 Wastewater Collection	\$ 2,864,532	\$ 3,192,205	\$ 3,192,205	\$ 3,259,103
60302738 Arrowhead WRF	\$ 1,751,254	\$ 2,212,662	\$ 2,212,662	\$ 2,249,047
60302739 West Area WRF	\$ 3,520,898	\$ 3,823,574	\$ 3,823,574	\$ 3,932,629
60302740 Irrigation	\$ 199,965	\$ 280,673	\$ 280,673	\$ 285,006
60202712 Operating Administration	\$ 1,041,599	\$ 899,206	\$ 899,206	\$ 1,352,773
60202741 COVID 19 Tracking Fund 6020	\$ 14,862	\$ -	\$ 200,000	\$ -
Water Services Total	\$ 49,005,100	\$ 55,228,423	\$ 55,423,923	\$ 57,323,083
6020+-Water & Sewer Total	\$ 52,076,574	\$ 58,687,133	\$ 58,882,633	\$ 60,666,683
6110+-Landfill				
Budget and Finance				
61101120 Landfill Customer Service	\$ -	\$ 67,454	\$ 67,454	\$ 78,806
Budget and Finance Total	\$ -	\$ 67,454	\$ 67,454	\$ 78,806
Field Operations				
61102834 Landfill	\$ 4,047,880	\$ 4,420,373	\$ 4,420,373	\$ 4,750,541
61102835 Solid Waste Admin	\$ 1,271,875	\$ 1,453,779	\$ 1,453,779	\$ 1,602,096
61102836 Recycling	\$ 1,318,248	\$ 1,658,744	\$ 1,658,744	\$ 1,690,208
61102837 MRF Operations	\$ 2,073,735	\$ 2,066,326	\$ 2,031,256	\$ 2,093,921
61102849 COVID 19 Tracking Fund 6110	\$ 94,908	\$ -	\$ 100,000	\$ -
61105073 Gas Management System	\$ 153,670	\$ 167,392	\$ 140,292	\$ 167,392
Field Operations Total	\$ 8,960,316	\$ 9,766,613	\$ 9,804,443	\$ 10,304,158
6110+-Landfill Total	\$ 8,960,316	\$ 9,834,067	\$ 9,871,897	\$ 10,382,964
6120-Solid Waste				
Field Operations				
61202835 Solid Waste Admin	\$ 60,000	\$ -	\$ -	\$ -
61202838 Solid Waste Roll-off	\$ 823,143	\$ 795,269	\$ 795,269	\$ 798,036
61202839 Commercial Frontload	\$ 3,275,183	\$ 3,133,145	\$ 3,133,145	\$ 3,577,283
61202840 Curb Service	\$ 8,694,740	\$ 8,315,717	\$ 8,315,717	\$ 9,158,902
61202841 Residential-Loose Trash Collec	\$ 3,857,476	\$ 3,984,801	\$ 3,984,801	\$ 4,393,992
61202850 COVID 19 Tracking Fund 6120	\$ 29,056	\$ -	\$ 200,000	\$ -
Field Operations Total	\$ 16,739,597	\$ 16,228,933	\$ 16,428,933	\$ 17,928,212
6120-Solid Waste Total	\$ 16,739,597	\$ 16,228,933	\$ 16,428,933	\$ 17,928,212

FUND DESCRIPTION	FY2020 ACTUAL	FY2021 BUDGET	FY2021 ESTIMATE	FY2022 BUDGET
6130-Housing Public Activities				
Community Services				
61301713 Housing Public Activities	\$ 1,856,954	\$ 15,022,480	\$ 15,022,480	\$ 15,100,998
Community Services Total	\$ 1,856,954	\$ 15,022,480	\$ 15,022,480	\$ 15,100,998
6130-Housing Public Activities Total	\$ 1,856,954	\$ 15,022,480	\$ 15,022,480	\$ 15,100,998
Enterprise Funds Total	\$ 79,633,441	\$ 99,772,613	\$ 100,205,943	\$ 104,078,857
Internal Service Funds				
7010-Risk Management Self Insurance				
Human Resources				
70102113 Risk Management	\$ 3,920,455	\$ 4,624,968	\$ 4,624,968	\$ 6,611,452
Human Resources Total	\$ 3,920,455	\$ 4,624,968	\$ 4,624,968	\$ 6,611,452
7010-Risk Management Self Insurance Total	\$ 3,920,455	\$ 4,624,968	\$ 4,624,968	\$ 6,611,452
7020-Workers Comp Self Insurance				
Human Resources				
70202114 Workers' Compensation	\$ 3,412,579	\$ 4,750,076	\$ 4,750,076	\$ 6,360,703
70205098 Presumptive Cancer Care	\$ -	\$ -	\$ -	\$ 815,283
Human Resources Total	\$ 3,412,579	\$ 4,750,076	\$ 4,750,076	\$ 7,175,986
7020-Workers Comp Self Insurance Total	\$ 3,412,579	\$ 4,750,076	\$ 4,750,076	\$ 7,175,986
7030-Benefits Trust				
Human Resources				
70305019 Benefit Programs	\$ 27,623,713	\$ 32,458,292	\$ 32,458,292	\$ 32,874,015
Human Resources Total	\$ 27,623,713	\$ 32,458,292	\$ 32,458,292	\$ 32,874,015
7030-Benefits Trust Total	\$ 27,623,713	\$ 32,458,292	\$ 32,458,292	\$ 32,874,015
7040-Fleet Services				
Field Operations				
70402843 Fleet Management	\$ 4,689,160	\$ 4,752,384	\$ 4,752,384	\$ 5,061,181
70402844 Fuel Services	\$ 2,669,414	\$ 2,834,527	\$ 2,834,527	\$ 2,836,743
70402845 Parts Store Operations	\$ 2,329,166	\$ 2,093,483	\$ 92,070	\$ 2,110,414
70402848 Fleet Mgt-Ins Claim Repairs	\$ -	\$ 225,000	\$ -	\$ 475,000
Field Operations Total	\$ 9,687,739	\$ 9,905,394	\$ 7,678,981	\$ 10,483,338
7040-Fleet Services Total	\$ 9,687,739	\$ 9,905,394	\$ 7,678,981	\$ 10,483,338
7050-Technology				
Innovation and Technology				
70502210 Innovation & Tech Operations	\$ 6,090,589	\$ 7,314,207	\$ 7,571,457	\$ 9,154,053
70502211 Telephones	\$ 779,758	\$ 942,241	\$ 942,241	\$ 945,971
70502212 Innovation & Tech Maintenance	\$ 1,382,836	\$ 1,466,044	\$ 1,116,044	\$ 1,542,686
Innovation and Technology Total	\$ 8,253,184	\$ 9,722,492	\$ 9,629,742	\$ 11,642,710
7050-Technology Total	\$ 8,253,184	\$ 9,722,492	\$ 9,629,742	\$ 11,642,710
7060-Technology Projects				
Innovation and Technology				
70602213 Technology Projects	\$ 4,384,026	\$ 6,026,770	\$ 6,026,770	\$ 5,902,845
Innovation and Technology Total	\$ 4,384,026	\$ 6,026,770	\$ 6,026,770	\$ 5,902,845
7060-Technology Projects Total	\$ 4,384,026	\$ 6,026,770	\$ 6,026,770	\$ 5,902,845
Internal Service Funds Total	\$ 57,281,696	\$ 67,487,992	\$ 65,168,829	\$ 74,690,345
Grand Total	\$ 388,817,175	\$ 443,837,826	\$ 443,857,467	\$ 731,288,496

 Transfer To Transfers To	 Transfer From Transfer From	1000 - General	6020 Water/ Sewer	2050 - Highway User Gas Tax	2070 - Transporta- tion Sales Tax	2080 - Police Special Revenue	2090 - Fire Special Revenue	Total Transfers-In
1000 - General		-	-	-	-	20,356,335	9,672,135	30,028,470
1020 - Vehicle Replacement		2,443,397	-	-	-	-	-	2,443,397
1080 - Gen Gov Capital Projects		74,594,513	-	-	-	-	-	74,594,513
2130 - Airport Special Revenue		147,047	-	-	-	-	-	147,047
2140 - CAP Grant		64,299	-	-	-	-	-	64,299
2200 - Training Facility Revenue Fund		2,161,632	-	-	-	-	-	2,161,632
3030 - M.P.C. Debt Service		14,500,556	-	-	-	-	-	14,500,556
3050 - Excise Tax Deb Service		20,673,221	-	-	-	-	-	20,673,221
3060 - COP's Debt Service		5,665,807	-	-	-	-	-	5,665,807
3040 - Transportation Debt Service		-	-	-	6,709,183	-	-	6,709,183
4020 - Hurf Capital Projects		-	-	5,422,265	-	-	-	5,422,265
4030 - Transportation Capital Projects		-	-	-	8,779,656	-	-	8,779,656
6040 - Water/Sewer Debt Service		-	24,861,748	-	-	-	-	24,861,748
6020 - Water/Sewer		437,762	-	-	-	-	-	437,762
6110 - Landfill		1,072,290	-	-	-	-	-	1,072,290
6140 - Solid Waste		204,246	-	-	-	-	-	204,246
6130 - Public Housing Budget		386,563	-	-	-	-	-	386,563
Total Transfers Out		122,351,333	24,861,748	5,422,265	15,488,839	20,356,335	9,672,135	198,152,656

* Actual transfer amounts will vary based on actual revenues, expenses, grant opportunities, etc.

DESCRIPTION	BUDGET FY 2018	BUDGET FY 2019	BUDGET FY 2020	BUDGET FY 2021	PROJECTED FY 2022
Fiscal Year Budget Amount	\$672,000,000	\$689,000,000	\$736,000,000	\$747,000,000	\$1,244,000,000
Qualifiable Exclusions (estimated)	\$249,924,142	\$247,578,915	\$283,246,263	\$235,123,536	\$734,731,775
Total Estimated Expenditures	\$422,075,858	\$441,421,085	\$452,753,737	\$511,876,464	\$509,268,225
Expenditure Limitation	\$568,852,831	\$584,109,698	\$603,062,288	\$617,897,408	\$627,889,039
b1. Maximum Allowable Primary Property Tax Levy (ARS 42-17051)					
Primary Assessed Valuation	\$1,227,220,727	\$1,306,946,089	\$1,413,253,839	\$1,478,280,140	\$1,582,239,446
Maximum Allowable Primary Tax Levy	\$5,912,749	\$6,111,280	\$6,338,443	\$6,554,694	\$6,855,844
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	\$1,227,220,727	\$1,306,946,089	\$1,413,253,839	\$1,478,280,140	\$1,582,239,446
A. Secondary Property Tax Levy	\$19,807,342	\$20,070,771	\$20,408,799	\$20,690,008	\$21,216,248
B. Primary Property Tax Levy	\$5,684,486	\$5,759,711	\$5,856,524	\$5,936,773	\$6,088,457
Total Property Tax Levy Amount	\$25,491,828	\$25,830,482	\$26,265,323	\$26,626,781	\$27,304,705
b4. Property Taxes Collected (Estimated)					
A. Primary Property Tax	\$5,684,486	\$5,759,711	\$5,856,524	\$5,936,773	\$6,088,457
Prior Year's	\$39,323	\$46,234	\$48,833	\$51,207	\$54,757
B. Secondary Property Tax	\$19,807,342	\$20,070,771	\$20,408,799	\$20,690,008	\$21,216,248
Prior Year's	\$152,281	\$153,579	\$161,285	\$155,628	\$148,191
Total Current Year's Collections	\$25,491,828	\$25,830,482	\$26,265,323	\$26,626,781	\$27,304,705
Total Prior Year's Collections	\$191,604	\$199,813	\$210,118	\$206,835	\$202,948
Total Property Tax Levy Collected	\$25,683,432	\$26,030,295	\$26,475,441	\$26,833,616	\$27,507,653
City of Glendale Tax Rate					
A. Primary Property Tax Rate	\$0.4632	\$0.4407	\$0.4144	\$0.4016	\$0.3848
B. Secondary Property Tax Rate	\$1.6140	\$1.5357	\$1.4441	\$1.3996	\$1.3409
Total Property Tax Rate	\$2.0772	\$1.9764	\$1.8585	\$1.8012	\$1.7257

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	\$1,582,239,446
Bond Indebtedness Limitation	\$316,447,889
Debt Outstanding as of 07/01/21	\$97,965,000
Principal Payments FY22	\$16,645,000
Proposed Debt FY22	\$0
Estimated Debt outstanding FY22	\$81,320,000
Remaining limitation available	\$235,127,889
6% Bonds	
Secondary Property Value	\$1,582,239,446
Bond Indebtedness Limitation	\$94,934,367
Debt Outstanding as of 07/01/21	\$0
Principal Payments FY22	\$0
Proposed Debt FY22	\$0
Estimated Debt outstanding FY22	\$0
Remaining limitation available	\$94,934,367

Truth in Taxation Calculation

Previous year's primary levy	=	Tax Rate
Current net assessed valuation(AV)		
	\$5,936,773	=
	\$1,542,973,055	\$0.3848
Current AV-Existing Property		\$1,542,973,055
Prior year Levy		\$5,936,773
Prior Year Tax Rate		\$0.4016
Rate to Receive Prior Year Levy		\$0.3848
New property valuation		\$39,266,391
Growth in Levy-New Property		\$151,097
Increase-Exclusive of New Property		(\$580)

DEPT	FUND/ORG	POSITION TITLE	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Audit							
	10001310						
		ASSISTANT CITY AUDITOR	1	1			
		CITY AUDITOR	1	1			
		INTERNAL AUDIT PROGRAM MANAGER			1	1	1
	10001310 Total		2	2	1	1	1
Audit Total			2	2	1	1	1
Budget and Finance							
	10001110						
		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		4	3	3	4	4
	10001111						
		ACCOUNTANT	4	4	4	4	4
		ACCOUNTANT, SR.	4	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	3	3
		SUPERVISOR, PAYROLL	1	1	1	1	1
	10001111 Total		15	15	15	16	16
	10001112						
		LICENSING & TAXPAYER ANALYST	2	2	1	1	1
		LICENSING SPECIALIST	2	2	2	2	2
		MANAGER, TAX & LICENSE	1	1	1	1	1
		SUPERVISOR, TAX AND LICENSING	1	1	1	1	1
		SYSTEMS ANALYST, SR	1	1	1	1	1
		TAX AUDITOR	3	3	4	4	4
	10001112 Total		10	10	10	10	10
	10001113						
		ADMINISTRATOR, PROCUREMENT	1	1	1	1	1
		CONTRACT ANALYST	3	3	3	3	3
		MANAGEMENT ASSISTANT	1	1	1	1	1
	10001113 Total		5	5	5	5	5
	10001115						
		ADMINISTRATOR, BUDGET	1	1	1	1	1
		BUDGET AND FINANCE ANALYST	3	3	3	2	2
		BUDGET AND PERFORMANCE ANALYST				1	1
	10001115 Total		4	4	4	4	4
	10001116						
		GRANTS PROGRAM MANAGER	1	1	1	1	1
	10001116 Total		1	1	1	1	1
	10001119						
		COLLECTIONS REPRESENTATIVE					2
		SUPERVISOR, REVENUE RECOVERY					1
	10001119 Total						3
	60201117						
		ADMINISTRATIVE SUPPORT ASST	1	1	1	1	
		ADMINISTRATIVE SUPPORT SPEC	1	1	1		
		BUSINESS ANALYST					1
		COLLECTIONS REPRESENTATIVE	1	1	2	2	
		CUSTOMER SVC REPRESENTATIVE	14.5	14.5	13.5	14.5	14.5
		CUSTOMER SVC REPRESENTATIVE SR	3	3	3	4	4
		MANAGEMENT ANALYST	1	1	1	1	1
		MANAGEMENT ASSISTANT				1	1
		MANAGER, CUSTOMER SERVICE	1	1	1	1	1
		SUPERVISOR, CUSTOMER SERVICE	4	4	3	3	3
		SUPERVISOR, REVENUE RECOVERY			1	1	
	60201117 Total		26.5	26.5	26.5	28.5	25.5
	61101120						
		CUSTOMER SVC REPRESENTATIVE SR					1
	61101120 Total						1
Budget and Finance Total			65.5	64.5	64.5	68.5	69.5

DEPT	FUND/ORG	POSITION TITLE	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
City Attorney's Office							
	10001210						
		ADMINISTRATIVE SUPPORT ASST	1	1	1	1	
		ADMINISTRATIVE SUPPORT SPEC	5	5	5	5	6
		ASSISTANT CITY ATTORNEY	3	4	4	3	3
		ASSISTANT CITY PROSECUTOR	6	6	6	6	5
		ASSISTANT CITY PROSECUTOR, SR.	1	1	1	1	2
		ASST CITY PROSECUTOR				1	1
		CHIEF DEPUTY CITY ATTORNEY	1	1	1	1	1
		CITY ATTORNEY	1	1	1	1	1
		CITY PROSECUTOR	1	1	1	1	1
		CONTRACTS PROGRAM MANAGER			1	1	1
		DEPUTY CITY ATTORNEY	2	2	2	2	2
		LEGAL ASSISTANT	3	3	3	3	1
		LEGAL ASSISTANT, SR.	1	1	1		2
		MGMT ASST TO THE CITY ATTORNEY	1	1			
		VICTIM ASSISTANCE CASEWORKER	1	2	2	2	2
	10001210 Total		27	29	29	28	28
City Attorney's Office Total			27	29	29	28	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				
		ACCOUNTANT		1	1	1	1
		ACCOUNTANT, SR.	1	1	1	1	1
		ADMINISTRATIVE SUPPORT SPEC	1	1	1		
		ADMINISTRATOR, COURT	1	1	1	1	1
		CITY JUDGE	2	2	2	2	2
		COURT CLERK	23.5	23	23.5	23.5	23.5
		COURT CLERK, SR.	2	4	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	1
		MANAGEMENT ASSISTANT				1	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		42	43.5	44	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	0.75	0.5	0.5	0.5
	21205002 Total		1.75	0.75	0.5	0.5	0.5
City Court Total			45.75	46.25	46.5	46.5	46.5

DEPT	FUND/ORG	POSITION TITLE	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
City Manager's Office							
	10001610						
		ASSISTANT CITY MANAGER	1	2	2	2	2
		CHIEF DATA & ANALYTICS OFFICER			1		
		CITY MANAGER	1	1	1	1	1
		DEPUTY CITY MANAGER			1	1	1
		DEPUTY CITY MANAGER - PUBLIC SAFETY			1		
		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			
	10001610 Total		5	6	9	6	6
	10001612						
		ADMINISTRATIVE SUPPORT ASST				1	1
		ADMINISTRATIVE SUPPORT SPEC				1	1
		ADMINISTRATOR, CODE COMPLIANCE				2	2
		CODE COMPLIANCE OFFICIAL				1	1
		CODE INSPECTOR				9	8
		CODE INSPECTOR, SR.				3	4
	10001612 Total					17	17
City Manager's Office Total			5	6	9	23	23
Community Services							
	10001710						
		DIRECTOR, COMMUNITY SERVICES	1	1	1	1	1
		MANAGEMENT ANALYST		1	1	1	1
		MANAGEMENT ASSISTANT		1	1	1	1
	10001710 Total		1	3	3	3	3
	10001711						
		ADMINISTRATIVE LIBRARIAN	5	6	6	6	6
		ADMINISTRATIVE SUPPORT SPECIALIST				1	1
		ADMINISTRATOR, LIBRARY	1	1	1	1	1
		CHIEF LIBRARIAN	1	1	1	1	1
		LIBRARIAN	12	13.5	13.5	13.5	12.5
		LIBRARY ASSISTANT	3.5	3.5	3.5	3.5	3.5
		LIBRARY ASSISTANT, LEAD	4	4	4	3	2
		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	9	9	9	10.5
		SERVICE WORKER		0.5	0.5	0.5	0.5
		SERVICE WORKER (PARKS)			1	1	1
		SUPERVISOR, LIBRARY OPERATIONS	3	4	4	4	4
		VOLUNTEER COORDINATOR					1
	10001711 Total		43	50.5	51.5	51.5	52
	10001712						
		NEIGHBORHOOD SVCS PROG MGR	1	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				
		REVITALIZATION COORDINATOR	4	4	4	4	4
		SUPERVISOR, REVITALIZATION	1	1	1	1	1
	20404017 Total		8.75	8	8	8	8
	21101714						
		ARTS & CULTURE PROGRAM MANAGER	1	1			
	21101714 Total		1	1			
	21404017						
		ADMINISTRATIVE SUPPORT SPEC					1
		COMMUNITY SERVICES PROGRAM COORDINATOR					2
	21404017 Total						3
	21405261						
		ADMIN, COMMUNITY ACTION PRGM	1	1	1	1	1

DEPT	FUND/ORG	POSITION TITLE	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
		COMMUNITY SERVICES REP, SR.	1	1	1	1	1
		COMMUNITY SERVICES REP	2.5	2.5	3.5	3.5	3.5
		MANAGEMENT ASSISTANT	1	1	1	1	
		SUPERVISOR, ADMIN SUPPORT					1
	21405261	Total	5.5	5.5	6.5	6.5	6.5
	61301713						
		ACCOUNT SPECIALIST	1	1	1	1	1
		ACCOUNTANT	1	1	1	1	1
		ADMINISTRATIVE SUPPORT ASST				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	1	1	1	1
		COMMUNITY SERVICES REP, SR.	1	1	1	1	1
		COMMUNITY SERVICES PROGRAM COORDINATOR					1
		COMMUNITY SERVICES REP	7	7	6	6	6
		HOUSING PROGRAM INSPECTOR	1	1	1	1	1
		HOUSING PROGRAM MANAGER	1	1	1	1	1
		SERVICE WORKER (BLDG MAINT)	1	1	1	1	1
		SUPERVISOR, HOUSING	1	1	1	1	1
		FACILITY MAINTENANCE SUPERVISOR					1
		SUPV BUILDING MAINTENANCE	1	1	1	1	
		HOUSING GRANT FUNDED POSITION				1	
	61301713	Total	21	20	19	20	20
		Community Services Total	83.25	91	91	92	95.5
		Development Services					
	10001810						
		ADMINISTRATIVE SUPPORT ASST	1	1	1	1	
		ADMINISTRATIVE SUPPORT SPEC					1
		ADMINISTRATOR, PLANNING	1		1	1	
		DIRECTOR, DEVELOPMENT SERVICES				1	1
		DIRECTOR, PLANNING	1	1			
		MANAGEMENT ASSISTANT	1	1	1	1	
		GIS TECHNICIAN					1
		PLANNER	2	3	3	2	2
		PLANNER, SR.	2	2	3		
		PLANNING PROJECT MGR, SR				4	4
		PLANNING TECHNICIAN	1	1	1	1	
		SPECIAL PROJECTS EXEC OFFICER		1	1	1	1
		SUPERVISOR, ADMIN SUPPORT					1
		MANAGER, PLANNING					1
	10001810	Total	9	10	11	12	12
	10001811						
		ADMINISTRATIVE SUPPORT ASST					1
		ADMINISTRATIVE SUPPORT SPEC	1	1	1	1	
		ADMINISTRATOR, BUILDING SAFETY	2	2	2	2	1
		BUILDING INSPECTOR	2	2	2	2	5
		BUILDING INSPECTOR SPECIALIST	5	6	6	6	9
		BUILDING SAFETY OFFICIAL	1	1	1	1	1
		DEVELOPMENT PLANS TECH	2	2	2	2	2
		DEVELOPMENT SVCS REP	2	3	3	3	4
		MANAGEMENT ASSISTANT					1
		PLANS EXAMINER	1	2	2	2	3
		PLANS EXAMINER, SR.	1	1	1	1	
		PLANS REVIEWER					1
		STRUCTURAL PLANS EXAMINER	1	1	1	1	1
		SUPV, BUILDING INSPECTION	4	4	4	4	1
		SUPV, DEVELOPMENT SERVICES	1	1	1	1	1
	10001811	Total	23	26	26	26	31

DEPT	FUND/ORG	POSITION TITLE	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
	10001812						
		ADMINISTRATIVE SUPPORT ASST	1	1	1		
		ADMINISTRATIVE SUPPORT SPEC	1	1	1		
		ADMINISTRATOR, CODE COMPLIANCE	1	2	2		
		CODE COMPLIANCE OFFICIAL		1	1		
		CODE INSPECTOR	8.5	9	9		
		CODE INSPECTOR, SR.	2	3	3		
		DIRECTOR, DEVELOPMENT SERVICES	1	1	1		
		SUPERVISOR, CODE COMPLIANCE	2				
	10001812 Total		16.5	18	18		
	10005006						
		GIS COORDINATOR			1	1	1
		GIS TECHNICIAN	1	1	1	1	1
	10005006 Total		1	1	2	2	2
	Development Services Total		49.5	55	57	40	45
	Economic Development						
	10001910						
		ASST DIRECTOR, ECONOMIC DEV		1	1	1	1
		DIRECTOR, ECONOMIC DEVELOPMENT	1	1	1	1	1
		ECONOMIC DEV PROGRAM MGR	1	1	1	2	2
		ECONOMIC DEVELOPMENT OFFICER	2	1	1	1	1
		ECONOMIC DEVELOPMENT SPEC	1	1	2	2	2
		MANAGEMENT ASSISTANT	1	1	1	1	1
	10001910 Total		6	6	7	8	8
	21101911						
		ARTS & CULTURE PROGRAM MANAGER			1	1	1
		ARTS & CULTURE COORDINATOR					1
	21101911 Total				1	1	2
	Economic Development Total		6	6	8	9	10
	Engineering						
	10003014						
		ADMIN ENGR BUDGET & CIP				1	1
		ADMINISTRATIVE SUPPORT COORD				1	
		ADMINISTRATIVE SUPPORT SPEC	1	1	1		1
		CELL SITE PROGRAM COORDINATOR	1	1	1	1	1
		CIP PROJECT MANAGER	1	1	1		
		CITY ENGINEER	1	1	1		
		ENGINEERING PROJECT MGR	1	1	1		
		REAL ESTATE PROGRAM MANAGER	1	1	1		
		SUPERVISOR, ENGINEERING SUPPT	1	1	1	1	
		SUPERVISOR, ADMIN SUPPORT					1
		DIRECTOR, ENGINEERING SERVICES					1
	10003014 Total		7	7	7	4	5
	10003016						
		CIP/ENGINEERING PROJECT MGR					4
		CITY ENGINEER				1	1
		CIVIL ENGINEER, SR.	3	3	2	3	4
		ENGINEERING PROJECT MGR	3	3	3	4	
		PRINCIPAL ENGINEER	3	3	3	2	1
		PRINCIPAL ARCHITECT					1
		TRAFFIC ENGINEERING TECHNICIAN				1	1
	10003016 Total		9	9	8	11	12
	10003017						
		CIVIL ENGINEER, SR.	1	1	1		
		ENGINEERING PROJECT MGR				1	
		CIP/ENGINEERING PROJECT MGR					1
		PRINCIPAL ENGINEER				1	1
		REAL ESTATE PROGRAM MANAGER				1	1
		REAL PROPERTY SPECIALIST				1	1
	10003017 Total		1	1	1	4	4
	10003018						
		ADMINISTRATOR, CIVIL ENGINEER	1	1	1	1	1
		ENGINEERING INSPECTOR	5	6	6	8	8
		ENGINEERING INSPECTOR, SR.	2	2	2	4	4
	10003018 Total		8	9	9	13	13

DEPT	FUND/ORG	POSITION TITLE	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
	20503019						
		CIVIL ENGINEER, SR.	1	1	1		
		ENGINEERING INSPECTOR	2	2	2		
		ENGINEERING INSPECTOR, SR.	2	2	2		
		ENGINEERING PROJECT MGR	1	1	1		
		TRAFFIC ENGINEERING TECHNICIAN	1	1	1		
	20503019 Total		7	7	7		
	20503020						
		ADMINISTRATIVE SUPPORT SPEC			1		
		STREETLIGHT PROGRAM MANAGER	1	1	1		
	20503020 Total		1	1	2		
	Engineering Total		33	34	34	32	34
	Field Operations						
	10002810						
		DEPUTY DIRECTOR, PUBLIC WORKS	1				
		DIRECTOR, FIELD OPERATIONS		1	1	1	1
	10002810 Total		1	1	1	1	1
	10002812						
		CIP/ENGINEERING PROJECT MGR					1
		SUPERVISOR, FACILITIES MAINT	1	1	2	2	1
		TRADES WORKER	7	7	8	8	10
		TRADES WORKER, LEAD	2	2	2	2	2
		ADMINISTRATOR, FIELD OPS CIP					1
	10002812 Total		10	10	12	12	15
	10002847						
		CREWLEADER (PARKS)				1	1
	10002847 Total					1	1
	10005060						
		CONTRACT MONITOR				1	1
		CUSTODIAN	3	1	1	1	1
		CUSTODIAN, LEAD	2	2	2	1	1
		DEPUTY DIRECTOR, FIELD OPS					1
		PLANNER-SCHEDULER		1	1	1	1
		SUPERINTENDENT, FACILITIES MGT	1	1	1	1	
		SUPERVISOR, FACILITIES MAINT		1			
	10005060 Total		6	6	5	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	1
		BUSINESS ANALYST	1	1	1	1	1
		CASHIER	3	3	4	4	4
		CREWLEADER (LANDFILL)	1	1	1		
		EQUIPMENT MECHANIC SPEC, SR.	1	1	1	1	1
		FOREMAN, SOLID WASTE MANAGEMENT				1	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		18	18	19	19	19

DEPT	FUND/ORG	POSITION TITLE	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
	61102835						
		ACCOUNT SPECIALIST	4	4	4	4	3
		ADMIN, DEPT SUPPORT SVCS	1	1	1	1	1
		ADMINISTRATIVE SUPPORT COORD	1	1	1	1	1
		CIP ENGR PROJECT MANAGER					1
		CONTRACT MONITOR	1	1	1	1	1
		DEPUTY DIRECTOR, FIELD OPS				1	1
		DIRECTOR, PUBLIC WORKS	1				
		FINANCIAL ANALYST				1	1
		MANAGEMENT ANALYST		1	1		
		MANAGEMENT ASSISTANT					1
		PRINCIPAL ENGINEER	1	1	1		
		PUBLIC WORKS PROGRAM MANAGER	1	1	1	1	
		SAFETY PROGRAM MANAGER			0.5	0.5	0.5
		SUPT, SOLID WASTE MGMT	1	1	1	1	1
	61102835 Total		11	11	11.5	11.5	11.5
	61102836						
		FOREMAN, SOLID WASTE MANAGEMENT				1	1
		SOLID WASTE MGMT INSPECTOR	4	5	5	5	5
		SUPERVISOR, RECYCLING	1	1	1	1	1
		SWM INSPECTOR, LEAD	1	1	1		
	61102836 Total		6	7	7	7	7
	61102837						
		ACCOUNT SPECIALIST	1	1	1		
		CREWLEADER (SOL WST MGMT)	1	1	1	1	1
		CUSTOMER SERVICE REPRESENTATIVE, SENIOR				1	
		EQUIPMENT MECHANIC SPEC, SR.	1	1	1	1	1
		PRINCIPAL ENGINEER	1				
		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	7	7	7	6
	61202838						
		EQUIPMENT OPERATOR (SWM)	1	1	1	1	1
	61202838 Total		1	1	1	1	1
	61202839						
		CREWLEADER (SOL WST MGMT)	1	1	1		
		EQUIPMENT OPERATOR (SWM)	8	8	8	8	8
		FOREMAN, SOLID WASTE MANAGEMENT				1	1
		SERVICE WORKER, SR (SWM)	1	1	1	1	1
		SOLID WASTE SERVICES REP	1	1	1	1	1
	61202839 Total		11	11	11	11	11
	61202840						
		CREWLEADER (SOL WST MGMT)	2	2	2		
		EQUIPMENT MECHANIC SPEC	2	2	2	2	2
		EQUIPMENT OPERATOR (SWM)	30	29	29	30	31
		FOREMAN, SOLID WASTE MANAGEMENT				2	2
		SAFETY PROGRAM MANAGER			0.5	0.5	0.5
		SERVICE WORKER			1	1	
		SERVICE WORKER (SWM)	2	2	2	2	2
		SOLID WASTE ROUTING SPECIALIST	1	1	1	1	1
		SUPERVISOR, SOLID WASTE MGMT	1	1	1	1	1
	61202840 Total		38	37	38.5	39.5	39.5
	61202841						
		CREWLEADER (SOL WST MGMT)	1	1	1		
		EQUIPMENT OPERATOR (STREETS)	1	1	2	2	3
		EQUIPMENT OPERATOR (SWM)	16	19	19	18	18
		FOREMAN, SOLID WASTE MANAGEMENT				1	1
		SERVICE WORKER					1
		SOLID WASTE MGMT INSPECTOR	1	1	1	1	1
		SUPERVISOR, SOLID WASTE MGMT	1	1	1	1	1
	61202841 Total		20	23	24	23	25

DEPT	FUND/ORG	POSITION TITLE	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
	70402843						
		BUYER	1	1	1	1	1
		EQUIPMENT MECHANIC	3	3	3	3	3
		EQUIPMENT MECHANIC SPEC	14	15	15	14	13
		EQUIPMENT MECHANIC SPEC, SR.					1
		EQUIPMENT MECHANIC, SR.	6	5	5	5	5
		FLEET MAINTENANCE COORDINATOR	2	2	2	2	2
		FLEET TIRE SPECIALIST			1	1	1
		SERVICE WORKER	1	1	1	1	1
		SERVICE WRITER		1	1	1	1
		SUPERINTENDENT, EQUIPMENT MGT	1	1	1	1	1
		SUPERVISOR, FLEET	2	2	2	2	2
		SUPV, FLEET ANALYSIS & ACQUISITION					1
		SUPV, FLEET ACQUISITION & BILL	1	1	1	1	
		WELDER-FABRICATOR				1	1
	70402843 Total		31	32	33	33	33
	70402845						
		MANAGEMENT ASSISTANT	1	1	1	1	1
	70402845 Total		1	1	1	1	1
	Field Operations Total		164	167	173	174	178
	Fire Services						
	10002010						
		ACCOUNT SPECIALIST	2	2	2	2	2
		ADMINISTRATIVE SUPPORT SPEC	1	1	1	1	2
		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			
		FIRE PERSONNEL ANALYST	1	1	1	1	1
		MANAGEMENT ASSISTANT	2	2	2	2	2
	10002010 Total		17	17	16	16	17
	10002011						
		ADMIN, FIRE HUMAN SERVICES	1	1	1	1	1
		DEPUTY FIRE CHIEF (52 HRS)	4	4	4	4	4
		FIRE BATTALION CHIEF (52 HRS)	7	7	7	7	7
		FIRE CAPTAIN (52 HRS)	53	52	53	59	61
		FIRE ENGINEER (52 HRS)	49	49	49	49	51
		FIRE FIGHTER (52 HRS)	123	123	122	121	119
	10002011 Total		237	236	236	241	243
	10002013						
		ADMIN, FIRE PHYSICAL RESOURCES	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	3	3	3
	10002013 Total		6	6	7	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	3	3	3	3	2
		FIRE INSPECTOR, SR.	4	4	4	4	4
		FIRE MARSHAL	1	1	1	1	1
		PLANS EXAMINER	1	1	1	1	1
		PLANS EXAMINER, SR.					1
	10002017 Total		10	10	10	10	10

DEPT	FUND/ORG	POSITION TITLE	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
	10002019						
		ADMINISTRATIVE SUPPORT SPEC	1	1	1	1	
		FIRE CAPTAIN (40 HRS)	1	1			
		FIRE CAPTAIN (52 HRS)	2	2	3	3	2
		FIRE FIGHTER (52 HRS)	2	2	2	1	1
	10002019 Total		6	6	6	5	3
	10002020						
		FIRE ENGINEER (52 HRS)	1	1	1	1	
	10002020 Total		1	1	1	1	
	21605202						
		FIRE FIGHTER (52 HRS)					8
	21605202 Total						8
	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, FIRE ADMINISTRATION					1
		SUPERVISOR, ADMIN SUPPORT	1	1	1	1	
	22002023 Total		5	5	5	5	5
	Fire Services Total		285	284	284	288	296
	Human Resources						
	10002110						
		ADMINISTRATOR, HUMAN RESOURCES				2	2
		ASSISTANT DIRECTOR, HR				1	1
		BENEFITS & WELLNES ANALYST				1	1
		BUSINESS ANALYST	1	1	1	1	1
		DIRECTOR, HR & RISK MGMT	1	1	1	1	1
		HR ANALYST				1	1
		HR BUSINESS PARTNER			1	5	5
		HR PROGRAM MANAGER				1	1
		HR SPECIALIST				1	1
		HR TECHNICIAN				1	2
		HUMAN RESOURCES ASSISTANT				1	
		MANAGEMENT ASSISTANT	1	1	1		
		SUPERVISOR, ADMIN SUPPORT				1	1
	10002110 Total		3	3	4	17	17
	10002112						
		HR PROGRAM MANAGER	1	1	1	1	1
	10002112 Total		1	1	1	1	1
	10005014						
		ASSISTANT DIRECTOR, HR	1	1	1		
		HR BUSINESS PARTNER	2	2	2		
	10005014 Total		3	3	3		
	10005015						
		ADMINISTRATOR, HUMAN RESOURCES	1	1	1		
		HR BUSINESS PARTNER	1	1	1		
		HUMAN RESOURCES ASSISTANT	1	1	1		
	10005015 Total		3	3	3		
	10005016						
		HR PROGRAM MANAGER	1	1	1		
		HR SPECIALIST	1	1	1		
	10005016 Total		2	2	2		
	10005018						
		ADMINISTRATOR, HUMAN RESOURCES	1	1	1		
		BENEFITS & WELLNES ANALYST	1	1	1		
		HR BUSINESS PARTNER	1	1	1		
		HR TECHNICIAN	1	1	1		
	10005018 Total		4	4	4		
	70102113						
		RISK & SAFETY ANALYST	1	1	1	1	1
		RISK MANAGER	1	1	1	1	1
	70102113 Total		2	2	2	2	2

DEPT	FUND/ORG	POSITION TITLE	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
	70202114						
		HR ANALYST					1
		HR PROGRAM MANAGER	1	1	1	1	1
		HR TECHNICIAN	1				
		RISK MANAGEMENT ANALYST				1	
		RISK MANAGEMENT SPECIALIST		1	1	1	1
	70202114 Total		2	2	2	3	3
	Human Resources Total		20	20	21	23	23
	Innovation and Technology						
	70502210						
		ADMINISTRATOR, INFO TECHNOLOGY	3	3	2	2	2
		APPLICATIONS ANALYST	1	1	1	1	1
		CHIEF INFORMATION OFFICER	1	1	1	1	1
		DATA ANALYST		1	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	1	2	2	3
		MANAGEMENT ASSISTANT	1	1	1	1	1
		NETWORK ENGINEER	1	1	1	2	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	4	4	4
		SYSTEMS ADMINISTRATOR, SR	1	2	2	2	1
		SYSTEMS ANALYST	3	3	3	3	1
		SYSTEMS ANALYST, SR.	1				3
		GIS ADMINISTRATOR					1
		SUPERVISOR, INFO TECH					1
	70502210 Total		29	29	30	31	34
	70502211						
		TELECOMMUNICATIONS ANALYST	1	1	1	1	1
	70502211 Total		1	1	1	1	1
	Innovation and Technology Total		30	30	31	32	35
	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	3	3	4
	10001011						
		COUNCIL ASST	4	4	6		6
		COUNCIL MEMBER					5
		VICE MAYOR					1
		EXECUTIVE ASSISTANT	2	1			
	10001011 Total		6	5	6		12
	10001012						
		COUNCIL ASST					1
		COUNCIL MEMBER	1	1	1	1	
	10001012 Total		1	1	1	2	
	10001013						
		COUNCIL ASST					1
		COUNCIL MEMBER	1	1	1	1	
	10001013 Total		1	1	1	2	
	10001014						
		COUNCIL ASST					1
		COUNCIL MEMBER	1	1	1	1	
	10001014 Total		1	1	1	2	
	10001015						
		COUNCIL ASST					1
		COUNCIL MEMBER	1	1	1	1	
	10001015 Total		1	1	1	2	

DEPT	FUND/ORG	POSITION TITLE	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
	10001016						
		COUNCIL ASST				1	
		COUNCIL MEMBER	1	1	1	1	
	10001016 Total		1	1	1	2	
	10001017						
		COUNCIL ASST				1	
		COUNCIL MEMBER	1	1	1	1	
	10001017 Total		1	1	1	2	
	Mayor & Council Office Total		16	15	15	15	16
	Organizational Performance						
	10003410						
		BUSINESS INTELLIGENCE & ANALYTICS OFFICER				1	1
		DIRECTOR ORGANIZATIONAL PERFORMANCE				1	1
	10003410 Total					2	2
	Organizational Performance Total					2	2
	Police Services						
	10002410						
		ACCOUNT SPECIALIST			1	1	1
		ADMINISTRATIVE SUPPORT COORD	1	1	1	1	
		ASSISTANT POLICE CHIEF	2	2	2	2	2
		MANAGEMENT ANALYST	2	2	2	2	2
		MANAGEMENT ASSISTANT	3	3	3	3	3
		POLICE CHIEF	1	1	1	1	1
		POLICE COMMANDER					1
		POLICE LIEUTENANT	2	2	1	1	1
		POLICE OFFICER	4	4	4	4	4
		POLICE PLAN & RESEARCH ANALYST	2	2	2	2	1
		POLICE SERGEANT	5	5	6	6	6
		SUPERVISOR, ADMIN SUPPORT					1
		VOLUNTEER COORDINATOR	1	1		1	1
		PUB SAFETY MEDIA/COMM PRG MGR					1
	10002410 Total		23	23	23	24	25
	10002411						
		POLICE COMMANDER	1	1	1	1	1
		POLICE OFFICER	5	8	16	15	16
		POLICE PLAN & RESEARCH ANALYST					1
		POLICE SERGEANT	3	3	4	4	5
	10002411 Total		9	12	21	20	23
	10002414						
		POLICE COMMANDER	1	1	1	1	1
		POLICE COMMUNITY SVCS OFFICER	1	4	6	6	6
		POLICE LIEUTENANT	3	3	3	3	3
		POLICE OFFICER	30	28	30	29	30
		POLICE SERGEANT	9	8	8	8	7
		POLICE VOLUNTEER COORDINATOR			1		
		SECURITY OFFICER	5	5	5	5	5
		SUPERVISOR, SUPPORT SERVICES	2	2	2	2	2
	10002414 Total		51	51	56	54	54
	10002416						
		ADMINISTRATIVE SUPPORT SPEC	1	1	1	1	1
		FORENSICS SCIENTIST	5	6	6	6	6
		MANAGER, VICTIM ASSISTANCE				1	1
		POLICE CASE SUPPORT SPECIALIST	3	3	3	3	3
		POLICE COMMANDER	1	1	1	1	1
		POLICE LIEUTENANT	3	3	3	3	2
		POLICE OFFICER	61	57	58	59	60
		POLICE RECORDS TECHNICIAN		1			
		POLICE SERGEANT	10	9	9	9	8
		SUPERVISOR, FORENSICS	1	1	1	1	1
		SUPERVISOR, VICTIM ASSISTANCE	1	1	1		
		VICTIM ASSISTANCE CASEWORKER	3	3	3	3	3
	10002416 Total		89	86	86	87	86

DEPT	FUND/ORG	POSITION TITLE	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
	10002417						
		ADMIN, POLICE TECHNICAL SVCS	1	1	1	1	1
		BUSINESS ANALYST	1	1	2	2	1
		BUSINESS SYSTEMS ANALYST					1
		MANAGER, DETENTION & FLEET SVC					1
		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	
		POLICE COMMUNITY SVCS OFFICER	5	2			
		POLICE PROPERTY/EVID SPEC	4	4	4	4	4
		POLICE RECORDS TECHNICIAN	14.5	13.5	14.5	14.5	14.5
		SUPERVISOR, BUSINESS SYSTEMS					1
		SUPERVISOR, PROPERTY EVIDENCE	1	1	1	1	1
		SUPERVISOR, SUPPORT SERVICES	2	2	2	2	2
		SYSTEMS ANALYST	2	2	2	2	1
		SYSTEMS ANALYST, SR.					1
	10002417 Total		33.5	29.5	29.5	29.5	30.5
	10002418						
		MANAGER, DETENTION & FLEET SVC	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	18
	10002419						
		MANAGER, POLICE COMMUNICATIONS	1	1	1	1	1
		POLICE COMM SPECIALIST	30.5	30.5	32.5	32.5	35.5
		SUPV, POLICE COMMUNICATIONS	5	5	5	5	5
	10002419 Total		36.5	36.5	38.5	38.5	41.5
	10002420						
		ACCOUNT SPECIALIST	1	1	1	1	1
		POLICE SERGEANT					1
	10002420 Total		1	1	1	1	2
	10002421						
		ADMINISTRATIVE SUPPORT SPEC	1	1	1	1	1
		POLICE CASE SUPPORT SPECIALIST				1	1
		POLICE COMMANDER	1	1	1	1	1
		POLICE CRIME PREVENTION SPEC	2	2	2	2	2
		POLICE LIEUTENANT	6	5	5	5	4
		POLICE OFFICER	111	115	114	122	123
		POLICE SERGEANT	14	15	16	15	14
	10002421 Total		135	139	139	147	146
	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	3	4	5	5	7
		POLICE OFFICER	114	118	111	113	110
		POLICE SERGEANT	15	16	14	14	15
	10002422 Total		137	143	135	137	136
	10005020						
		MANAGER, POLICE PERSONNEL	1	1	1	1	
		MANAGER, POLICE ADMINISTRATIVE SERVICES					1
		POLICE OFFICER	2	2	2	2	3
		POLICE PERSONNEL SPECIALIST	1	1	1	1	1
		POLICE SERGEANT	1	1		1	1
	10005020 Total		5	5	4	5	6
	10005022						
		ACCOUNT SPECIALIST	1	1	1	1	1
		PUBLIC SAFETY EVENTS SCHEDULER	1	1			
	10005022 Total		2	2	1	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	2
	21605212 Total		1	1	1	1	2

DEPT	FUND/ORG	POSITION TITLE	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
	21605215						
		POLICE OFFICER	10	10	10		
	21605215 Total		10	10	10		
	21605218						
		POLICE OFFICER	7	4	1	1	1
	21605218 Total		7	4	1	1	1
	21605228						
		VICTIM ASSISTANCE CASEWORKER	1	1	1	1	
	21605228 Total		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	567	570	570	576
	Public Affairs						
	10002510						
		ADMIN, PUB INFO & COMM	1	1	1		
		ASSISTANT DIRECTOR, INTERGOV	1	1	1	1	1
		ASST DIR PUB INFO & COMM				1	1
		CREATIVE DESIGNER	1	1	1	1	1
		CREATIVE SERVICES PROGRAM MGR.	1	1	1	1	1
		DEPUTY CITY MANAGER				1	1
		DIGITAL COMMUNICATIONS PGM MGR			1	1	1
		DIGITAL CONTENT PRGM MANAGER	1	1	1	1	1
		DIRECTOR, PUBLIC AFFAIRS	1	1			
		INTERGOVERNMENTAL COORDINATOR	1	1	1	1	
		INTERGOVERNMENTAL PROGRAM MGR					1
		VIDEO EDITOR/PHOTOGRAPHER					1
		MEDIA PRODUCTION SPECIALIST					2.5
		MANAGEMENT ASSISTANT	2	2	2	2	2
		MKTNG & COMMUNICATION PROG MGR	2	2	2	2	2
	10002510 Total		11	11	11	12	15.5
	10002511						
		CHIEF BROADCAST ENGINEER	1	1	1	1	
		MEDIA PRODUCTION SPECIALIST	3.5	3.5	2.5	2.5	
	10002511 Total		4.5	4.5	3.5	3.5	
	Public Affairs Total		15.5	15.5	14.5	15.5	15.5
	Public Facilit Recr&Spec Events						
	10002610						
		ACCOUNT SPECIALIST	1	1	1	1	1
		ADMIN, RECREATION	1	1	1	1	1
		ADMINISTRATIVE SUPPORT ASST	2	3	3	2	2
		ADMINISTRATIVE SUPPORT COORD	1	2	2	2	2
		ADMINISTRATIVE SUPPORT SPEC	1	1	1	1	1
		ASST DIRECTOR, PF, REC & SP EV	1	1	1	1	1
		BUSINESS ANALYST				1	
		CIP/ENGINEERING PROJECT MGR					1
		DEPUTY DIRECTOR, PFRSE		1	1	1	1
		DIR, PUB FAC, REC & SP EVENTS		1	1	1	1
		MKTNG & COMMUNICATION PROG MGR	1	1	1		
		PUB FAC REC & SE PRGRM MGR	1	1	1	1	1
		RECREATION COORDINATOR		1	1		
		RECREATION COORDINATOR, SR.	1				
		RECREATION PROGRAMMER	1				
		SUPERINTENDENT, PARKS	1				
		SUPERVISOR, ADMIN SUPPORT	1	1	1		
		CIP PROGRAM MANAGER				1	
	10002610 Total		13	15	15	13	12

DEPT	FUND/ORG	POSITION TITLE	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
	10002611						
		ADMINISTRATIVE SUPPORT SPEC	1	1	1	1	1
		BUSINESS ANALYST					1
		CREWLEADER (PARKS)	1	1	1	1	1
		DEPUTY DIRECTOR, PFRSE	1				
		LANDSCAPE GARD/HORTICULTURIST	1	1	1	1	1
		PARK MANAGER	3	3	2	2	2
		PLAYGROUND EQUIP SVCS WORKER	2	2	2	2	2
		RECREATION COORDINATOR	1				
		SERVICE WORKER (PARKS)	9	9	7	7	7
		SERVICE WORKER, SR. (PARKS)	2	4	4	4	6
		SUPERINTENDENT, PARKS		1	1	1	1
		SUPERVISOR, PARKS			3	3	3
	10002611 Total		21	22	22	22	25
	10002613						
		ADMINISTRATOR, SPECIAL EVENTS				1	1
		RECREATION COORDINATOR				2	1
		SPECIAL EVENTS PROGRAM MANAGER				1	1
	10002613 Total					4	3
	10002615						
		PARK RANGER	1	1	1	1	1
		SUPERVISOR, PARK RANGERS	1	1	1	1	1
	10002615 Total		2	2	2	2	2
	10002616						
		ADMINISTRATIVE SUPPORT COORD	1				
		ADMINISTRATIVE SUPPORT ASST				1	1
		RECREATION COORDINATOR	2	1	1	2	3
		RECREATION COORDINATOR, SR.	1	1	1	1	1
		RECREATION PROGRAMMER			1	1	1
		SERVICE WORKER (PARKS)		1			
	10002616 Total		4	3	3	5	6
	10002617						
		ADMINISTRATOR, CIVIC CENTER	1	1	1	1	1
		CIVIC CENTER EVENT COORD	2	2	2	2	2
		OPERATIONS COORDINATOR			1	1	1
	10002617 Total		3	3	4	4	4
	10002618						
		ADMINISTRATIVE SUPPORT ASST	1				
		RECREATION COORDINATOR	1	1	1	1	1
		RECREATION COORDINATOR, SR.		1	1	1	1
		SERVICE WORKER (PARKS)		1	1	1	1
	10002618 Total		2	3	3	3	3
	10005036						
		RECREATION COORDINATOR	1	1		1	1
		RECREATION PROGRAMMER	1	1			
	10005036 Total		2	2		1	1
	10005037						
		RECREATION COORDINATOR	1	1	1	1	1
		SERVICE WORKER, SR. (PARKS)	2	2	2	2	2
	10005037 Total		3	3	3	3	3
	10005038						
		SERVICE WORKER (PARKS)	3	1			
		SPECIAL EVENTS PROD SPEC	1	1	1	1	1
	10005038 Total		4	2	1	1	1
	10005040						
		RECREATION COORDINATOR, SR.			1	1	1
	10005040 Total				1	1	1
	10005041						
		RECREATION COORDINATOR		1	1	1	1
	10005041 Total			1	1	1	1
	10005048						
		ADMINISTRATOR, SPECIAL EVENTS	1	1	1		
		DIR, PUBLIC FACILITIES & EVENT	1				
		RECREATION COORDINATOR		1	1		
		SPECIAL EVENTS COORDINATOR	1	1	1		
		SPECIAL EVENTS PROGRAM MANAGER	1	1	1		
	10005048 Total		4	4	4		
	10005051						

DEPT	FUND/ORG	POSITION TITLE	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
		ADMINISTRATIVE SUPPORT SPEC	0.5	0.5			
		ADMINISTRATOR, CONVENTION AND VISITORS BUREAU	1	1	1	1	1
		CVB REPRESENTATIVE	0.5	0.5	0.5	0.5	0.5
		DIGITAL CONTENT SPECIALIST			1	1	1
		NATIONAL SALES MANAGER	1	1	2	2	2
		TOURISM COORDINATOR	1	1			
	10005051	Total	4	4	4.5	4.5	4.5
	Public Facilit Recr&Spec Events Total		62	64	63.5	64.5	66.5
Transportation							
	10002934						
		CREWLEADER (PARKS)	1	1	1		
	10002934	Total	1	1	1		
	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)	4	4	4	4	4
		SERVICE WORKER, SR. (STREETS)	5	5	5	5	5
		SUPERVISOR, RIGHT OF WAY	1	1	1	1	1
	20502920	Total	12	12	12	12	12
	20502921						
		CREWLEADER (STREETS)	2	2	2	2	2
		PRINCIPAL ENGINEER			1	1	1
		SERVICE WORKER (STREETS)	2	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	8	8	9	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	1
	20502924	Total	5	5	5	5	5
	20502925						
		SUPERVISOR, TRAFFIC ENGR			1	1	1
		TRAFFIC ENGINEERING SPEC					1
	20502925	Total			1	1	2
	20502935						
		STREETLIGHT PROGRAM MANAGER					1
		TRAFFIC ENGINEERING TECHNICIAN					1
	20502935	Total					2
	20505063						
		CITY TRAFFIC ENGINEER	1	1			
		STREETLIGHT PROGRAM MANAGER				1	
		TRAFFIC ENGINEERING TECHNICIAN				1	
	20505063	Total	1	1		2	
	20505064						
		SUPERVISOR, TRAFFIC ENGR	1	1			
		TRAFFIC ENGINEERING SPEC, SR	1	1	1	1	1
		TRAFFIC ENGINEERING TECHNICIAN	1	1	1	1	1
	20505064	Total	3	3	2	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	1
		DEPUTY DIRECTOR, TRANSPORTATIO	1				
		DIRECTOR, TRANSPORTATION		1	1	1	1

DEPT	FUND/ORG	POSITION TITLE	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
		MANAGEMENT ASSISTANT	1	1	1	1	1
		PRINCIPAL ENGINEER	1	1			
		TRANSPORTATION ANALYST	1	1	1	1	1
		TRANSPORTATION PLANNER	2	2	2	2	2
	20702926 Total		8	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	1
	20702929 Total		4	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
	20705069	SERVICE WORKER (AIRPORT)					1
	20705069 Total						1
	21302933	ADMINISTRATOR, AIRPORT	1	1	1	1	1
		MANAGEMENT ASSISTANT	1	1	1	1	1
		SERVICE WORKER (AIRPORT)	3	3	3	2	2
		SUPERVISOR, AIRPORT OPERATIONS	1	1	1	1	1
		SUPERVISOR, AIRPORT OPERATIONS				1	1
	21302933 Total		6	6	6	6	6
	Transportation Total		96.25	96.25	96.25	97.25	99.25
	Water Services						
	60202710	CIVIL ENGINEER	1	1	1	1	
		ENVIRONMENTAL PROGRAM MGR	3	3	3	3	2
		ENVIRONMENTAL RESOURCES SPECIALIST					1
		PRINCIPAL ENGINEER	1	1	1	1	
		SAFETY PROGRAM MANAGER	1	1	1	1	
		WATER RESOURCES PRGM MANAGER					1
		WATER SVCS DATA COORDINATOR					1
	60202710 Total		6	6	6	6	5
	60202711	ADMIN, DEPT SUPPORT SVCS	1	1	1	1	1
		ADMIN, FINANCIAL PROGRAMS	1	1	1	1	1
		ADMINISTRATIVE SUPPORT ASST	1.75	2	2	1	1
		ADMINISTRATIVE SUPPORT COORD	1				
		ADMINISTRATIVE SUPPORT SPEC	1	1	1	1	2
		DEPUTY DIRECTOR, WATER SERVICE	4	4	4	4	4
		DIRECTOR, WATER SERVICES	1	1	1	1	1
		FINANCIAL ANALYST	1	1	1	1	1
		HR BUSINESS PARTNER	1	1			
		MANAGEMENT ANALYST	1	1	1	1	1
		MANAGEMENT ASSISTANT	1	2	2	2	2
		SUPERVISOR, MAT CONTROL WAREHOUSE					1
		SUPERVISOR, WATER SVCS ADMIN	1	1	1	1	
	60202711 Total		15.75	16	15	14	15

DEPT	FUND/ORG	POSITION TITLE	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
	60202712						
		CIVIL ENGINEER					1
		PRINCIPAL ENGINEER					1
		SAFETY PROGRAM MANAGER					1
		SUPT, WATER SVCS OPS/MAINT	5	5	5	5	5
		WATER SVCS PROCESS OPS MGR	1	1	1	1	1
	60202712 Total		6	6	6	6	9
	60202713						
		ADMINISTRATOR, INFO TECHNOLOGY	1	1	1	1	1
		APPLICATIONS ANALYST, SR.	1	1	1	1	1
		GIS COORDINATOR	1	1			
		NETWORK ENGINEER	1	1	1	1	1
		PC OPERATOR	2	2	2	2	
		SUPV, ENTERPRISE ASSET MGMT	1	1	1	1	
		SYSTEM ADMINISTRATOR	1	1	2	2	
		SYSTEMS ADMINISTRATOR, SR	1	1	1	1	1
		WATER SVCS DATA COORDINATOR	1	1	1	1	
	60202713 Total		10	10	10	10	4
	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	1
		SUPERVISOR, SUPPORT SERVICES	1	1	1	1	1
	60202715 Total		6	7	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	2	2	2	2	2
		LABORATORY TECHNICIAN, LEAD	1	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	1
	60202719 Total		1.75	2.75	2.75	2.75	2.75
	60202720						
		SUPERVISOR, WATER SERVICES	1	1	1	1	1
		WATER SERVICES REPRESENTATIVE	10	11	11	11	11
		WATER SVC REPRESENTATIVE, LEAD	2	2	2	2	2
	60202720 Total		13	14	14	14	14
	60202723						
		SUPERVISOR, WATER FACILITIES	1	1	1	1	1
		WATER CONTROL ROOM OPERATOR	6	6	5	5	5
		WATER CONTROL ROOM OPERATOR, LEAD			1	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	6	6	6	6	7
		WATER SERVICES PLANT OPERATOR					1
	60202724 Total		8	8	8	8	9
	60202725						
		SUPERVISOR, WATER FACILITIES	1	1	1	1	1
		WATER PLANT OPERATOR, LEAD	1	1	1	1	1
		WATER PLANT OPERATOR, SR	7	7	7	8	6
		WATER SERVICES PLANT OPERATOR	1	1	2		1
	60202725 Total		10	10	11	10	10

DEPT	FUND/ORG	POSITION TITLE	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
	60202726						
		BUSINESS ANALYST				1	1
		GIS ANALYST				1	
		GIS SPECIALIST					1
		GIS TECHNICIAN					1
		IND MAINT PLANNER SCHEDULER		1	1	1	1
		INDUSTRIAL MAINT ELECTRICIAN		1	1	2	1
		INDUSTRIAL MAINT MECHANIC	4	4	4	4	4
		INDUSTRIAL MAINTENANCE ELECTRICIAN					1
		INDUSTRIAL MAINTENANCE MECH SR	4	4	5	4	4
		INSTRUMENTATION TECHNICIAN	3	3	3	3	3
		INSTRUMENTATION TECHNICIAN, SR	5	4	3	3	3
		PC OPERATOR					2
		SUPERVISOR, WATER SERVICES	1	1	1	1	2
		SUPV, ENTERPRISE ASSET MGMT					1
		SYSTEM ADMINISTRATOR					2
	60202726 Total		17	18	18	20	27
	60202727						
		ADMINISTRATIVE SUPPORT ASST				1	
		BUILDING INSPECTOR SPECIALIST	1	1	1	1	1
		SUPERVISOR, WATER SERVICES	5	5	4	4	3
		WATER SVCS SYS TECH, LEAD	3	3	3	3	3
		WATER SVCS SYS TECH, SR	11	11	11	11	11
		WATER SVCS SYS TECHNICIAN	15	15	15	15	15
	60202727 Total		35	35	34	35	33
	60202729						
		SUPERVISOR, WATER FACILITIES	1	1	1	1	1
		TRADES WORKER	1	1			
		WATER PLANT OPERATOR, LEAD	1	1	1	1	1
		WATER PLANT OPERATOR, SR	5	5	5	5	6
		WATER SERVICES PLANT OPERATOR				1	
	60202729 Total		8	8	7	8	8
	60302731						
		ADMIN, PRETREATMENT PRGM	1	1	1	1	
		ENVIRONMENTAL COMPLIANCE OFFICER				1	1
		PRETREATMENT INSPECTOR	3	3	3	3	3
		PRETREATMENT INSPECTOR, SR.	1	1	1		
	60302731 Total		5	5	5	5	4
	60302734						
		SUPERVISOR, WATER SERVICES	1	1	2	1	1
		WATER SVCS CONTRACT COMPLIANCE INSPECTOR				1	1
		WATER SVCS SYS TECH, LEAD	1	1	1		1
		WATER SVCS SYS TECH, SR	1	1	1	1	
		WATER SVCS SYS TECHNICIAN	2	2	2	2	2
	60302734 Total		5	5	6	5	5
	60302737						
		SUPERVISOR, WATER SERVICES	1	1	1	1	1
		WATER SVCS SYS TECH, LEAD	2	2	2	2	2
		WATER SVCS SYS TECH, SR	4	4	4	3	4
		WATER SVCS SYS TECHNICIAN	8	8	8	8	7
	60302737 Total		15	15	15	14	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	7	7	7	7	7
	60302738 Total		9	9	9	10	9
	60302739						
		SUPERVISOR, WATER FACILITIES	1	1	1	1	1
		WATER RECLAM FAC OPER, LEAD	1	1	1	1	1
		WATER RECLAM FAC OPER, SR	8	8	8	8	8
		WATER SERVICES PLANT OPERATOR			1	2	1
	60302739 Total		10	10	11	12	11
	Water Services Total		208.5	212.75	212.75	214.75	214.75
	Grand Total		1785.25	1812.25	1828	1843	1881.5

Bond Description	Original Issue	Outstanding Principal 7/1/2021	FY21-22 Principal	FY21-22 Interest	FY21-22 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	37,720,000	1,975,000	2,315,472	5,000	4,295,472
MPC Bonds - Series 2012B*	39,620,000	37,405,000	3,320,000	1,870,250	5,000	5,195,250
MPC Bonds - Series 2012C*	183,405,000	108,245,000	-	4,912,250	5,000	4,917,250
MPC Tax Funded Debt Total	372,845,000	184,850,000	5,295,000	9,180,556	20,000	14,495,556
Excise Tax Funded Debt (Fund 3050)						
Existing						
Excise Tax Debt Bonds - Series 2015A*	114,130,000	82,700,000	6,240,000	4,135,000	5,000	10,380,000
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	29,145,000	1,655,000	1,209,200	-	2,864,200
Excise Tax Debt Bonds - Series 2017*	64,910,000	61,595,000	3,795,000	3,079,750	5,000	6,879,750
Excise Tax Funded Debt Total	226,570,000	187,140,000	11,690,000	8,968,221	15,000	20,673,221
COP's Funded Debt (Fund 3060)						
Existing						
Certificates of Participation - Series 2021 - Taxable	253,820,000	253,820,000	-	5,665,807	-	5,665,807
COP's Funded Debt Total	253,820,000	253,820,000	-	5,665,807	-	5,665,807
Property Tax Funded Debt (Fund 3010)						
Existing						
General Obligation Bonds - Series 2010	38,300,000	3,370,000	3,370,000	134,800	70,849	3,575,649
General Obligation Bond - Series 2015	39,490,000	7,335,000	7,335,000	366,750	73,051	7,774,801
General Obligation Bond - Series 2016A	16,705,000	16,705,000	-	548,625	30,902	579,527
General Obligation Bond - Series 2016B - Taxable	10,580,000	8,700,000	1,355,000	246,322	19,571	1,620,894
General Obligation Bond - Series 2017 (Refund 2009B)*	26,555,000	22,425,000	2,185,000	707,957	49,123	2,942,080
General Obligation Bond - Series 2018	15,240,000	11,020,000	465,000	551,000	28,192	1,044,192
General Obligation Bond - Series 2019	15,385,000	14,975,000	585,000	673,100	28,460	1,286,560
General Obligation Bond - Series 2021	13,435,000	13,435,000	1,350,000	763,183	24,853	2,138,036
Property Tax Funded Debt Total	175,690,000	97,965,000	16,645,000	3,991,738	325,000	20,961,738
Water & Sewer Revenue Funded Debt (Fund 6040)						
Existing						
Senior Lien W&S Bonds - Series 2012*	77,635,000	43,345,000	4,315,000	2,167,250	5,000	6,487,250
Senior Lien W&S Bonds - Series 2015*	121,245,000	81,635,000	12,770,000	3,188,375	5,000	15,963,375
Subordinate Lien W&S Bonds - Series 2020*	20,250,000	20,250,000	-	1,012,500	5,000	1,017,500
Subordinate Lien W&S Bonds - Series 2021A	23,565,000	23,565,000	50,000	1,338,623	5,000	1,393,623
Water & Sewer Revenue Funded Debt Total	242,695,000	168,795,000	17,135,000	7,706,748	20,000	24,861,748
Transp. Sales Tax Rev Funded Debt (Fund 3040)						
Existing						
Transp Sales Tax Obligations Bond - Series 2015*	55,340,000	51,440,000	4,095,000	2,400,150	5,000	6,500,150
Transp Sales Tax Obligations Bond - Series 2017*	19,330,000	7,215,000	15,000	189,033	5,000	209,033
Transportation Sales Tax Funded Debt Total	74,670,000	58,655,000	4,110,000	2,589,183	10,000	6,709,183
Total Debt Service Payments (All Funds)	\$ 1,346,290,000	\$ 951,225,000	\$ 54,875,000	38,102,253	\$ 390,000	\$ 93,367,253

* 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	\$ 329,855	\$ 826	\$ -	\$ 27,293	\$ 10,010
10001111 Accounting Services	\$ 28,706	\$ 3,575	\$ -	\$ 86,340	\$ -
10001112 License/Collection	\$ 9,861	\$ 1,726	\$ -	\$ 57,214	\$ 5,005
10001113 Procurement	\$ 4,759	\$ 1,032	\$ -	\$ 27,230	\$ 2,085
10001114 Other Fees	\$ -	\$ -	\$ -	\$ -	\$ -
10001115 Budget and Research	\$ 3,998	\$ 826	\$ -	\$ 21,233	\$ 1,251
10001116 Grants Administration	\$ 1,075	\$ 206	\$ -	\$ 5,446	\$ 417
10001119 Collections	\$ 1,758	\$ 619	\$ -	\$ 14,685	\$ -
Budget and Finance Total	\$ 380,012	\$ 8,809	\$ -	\$ 239,441	\$ 18,769
City Attorney's Office					
10001210 Legal Services	\$ 28,809	\$ 5,727	\$ -	\$ 202,874	\$ 13,764
City Attorney's Office Total	\$ 28,809	\$ 5,727	\$ -	\$ 202,874	\$ 13,764
Audit Department					
10001310 Audit Administration	\$ 2,012	\$ 94	\$ -	\$ 6,548	\$ 1,251
Audit Department Total	\$ 2,012	\$ 94	\$ -	\$ 6,548	\$ 1,251
City Clerk					
10001410 City Clerk Administration	\$ 9,771	\$ 1,445	\$ -	\$ 43,080	\$ 5,005
10001411 Elections	\$ -	\$ -	\$ -	\$ -	\$ -
City Clerk Total	\$ 9,771	\$ 1,445	\$ -	\$ 43,080	\$ 5,005
City Court					
10001510 Court Administration	\$ 42,940	\$ 13,027	\$ -	\$ 323,032	\$ 25,860
City Court Total	\$ 42,940	\$ 13,027	\$ -	\$ 323,032	\$ 25,860
City Manager's Office					
10001610 City Manager Administration	\$ 8,085	\$ 1,238	\$ -	\$ 34,328	\$ 12,930
10001612 Code Compliance	\$ 23,905	\$ 46,959	\$ -	\$ 97,539	\$ 8,759
City Manager's Office Total	\$ 31,990	\$ 48,197	\$ -	\$ 131,868	\$ 21,689
Community Services					
10001710 Community Services Admin	\$ 6,849	\$ 12,593	\$ -	\$ 42,592	\$ 15,015
10001711 Library	\$ 62,463	\$ 22,381	\$ -	\$ 376,414	\$ 51,720
10001712 Community Engagement	\$ 1,118	\$ 656	\$ -	\$ 6,548	\$ -
10001715 CAP Local Match	\$ -	\$ -	\$ -	\$ -	\$ -
10001716 Community Revitalization	\$ -	\$ 300	\$ -	\$ 18,605	\$ 4,588
Community Services Total	\$ 70,430	\$ 35,930	\$ -	\$ 444,159	\$ 71,323
Development Services					
10001810 Planning	\$ 11,927	\$ 2,477	\$ -	\$ 69,208	\$ 5,839
10001811 Building Safety	\$ 58,448	\$ 75,393	\$ -	\$ 219,478	\$ 10,427
10001812 Code Compliance	\$ -	\$ -	\$ -	\$ -	\$ -
10005006 Mapping and Records	\$ 1,930	\$ 413	\$ -	\$ 10,892	\$ -
Development Services Total	\$ 72,305	\$ 78,282	\$ -	\$ 299,578	\$ 16,267
Economic Development					
10001910 Economic Development	\$ 8,401	\$ 1,651	\$ -	\$ 46,322	\$ 3,754
10005007 Business Development	\$ -	\$ -	\$ -	\$ -	\$ -
Economic Development Total	\$ 8,401	\$ 1,651	\$ -	\$ 46,322	\$ 3,754
Engineering					
10003014 Engineering Administration	\$ 33,845	\$ 2,390	\$ -	\$ 45,411	\$ 12,096
10003016 CIP Administration	\$ 8,322	\$ 5,009	\$ -	\$ 56,292	\$ -
10003017 Land Development	\$ 3,830	\$ 826	\$ -	\$ 19,580	\$ -
10003018 Construction Inspection	\$ 26,675	\$ 105,692	\$ -	\$ 65,839	\$ -
10005061 BofA Building	\$ -	\$ -	\$ -	\$ -	\$ -
10005062 Promenade at Palmaire	\$ -	\$ -	\$ -	\$ -	\$ -
10005304 Downtown Parking Garage	\$ -	\$ -	\$ -	\$ -	\$ -
Engineering Total	\$ 72,672	\$ 113,917	\$ -	\$ 187,122	\$ 12,096

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
Field Operations					
10002810 Field Operations Admin	\$ 44,133	\$ 206	\$ -	\$ 5,446	\$ 5,839
10002812 Facilities	\$ 98,745	\$ 69,811	\$ -	\$ 89,402	\$ 10,010
10002847 Cemetery	\$ 3,135	\$ 4,866	\$ -	\$ 5,997	\$ 834
10005060 Custodial Services	\$ 11,914	\$ 24,859	\$ -	\$ 26,679	\$ -
Field Operations Total	\$ 157,926	\$ 99,742	\$ -	\$ 127,524	\$ 16,684
Fire Services					
10002010 Fire Administration	\$ 25,415	\$ 768,407	\$ -	\$ 83,215	\$ 33,368
10002011 Fire Operations	\$ 302,445	\$ 1,596,126	\$ -	\$ 1,218,855	\$ -
10002012 Fire Special Operations	\$ -	\$ -	\$ -	\$ -	\$ -
10002013 Fire Resource Management	\$ 171,896	\$ 25,928	\$ -	\$ 102,581	\$ 68,404
10002014 Fire Training	\$ -	\$ -	\$ -	\$ -	\$ -
10002015 Fire Medical Services & Health	\$ -	\$ -	\$ -	\$ -	\$ -
10002016 Fire Emergency Management	\$ 3,815	\$ 6,848	\$ -	\$ 32,315	\$ -
10002017 Fire Marshal's Office	\$ 9,822	\$ 40,187	\$ -	\$ 55,561	\$ -
10002018 Fire Community Services	\$ -	\$ -	\$ -	\$ -	\$ -
10002019 LA Services	\$ 15,035	\$ 25,741	\$ -	\$ 19,580	\$ -
10002020 Logistics Ops	\$ 26	\$ -	\$ -	\$ -	\$ -
10002021 Glendale Health Center	\$ -	\$ -	\$ -	\$ -	\$ -
10002023 PS Training Fac - Fire	\$ -	\$ -	\$ -	\$ -	\$ -
10002024 PS Training Fac-Fire	\$ -	\$ -	\$ -	\$ -	\$ -
10005008 FD - NCAA Final Four	\$ -	\$ -	\$ -	\$ -	\$ -
10005009 Fire - Fiesta Bowl Event	\$ 220	\$ -	\$ -	\$ -	\$ -
10005010 Stadium - Fire Event Staffing	\$ -	\$ -	\$ -	\$ -	\$ -
10005011 Arena - Fire Event Staffing	\$ 954	\$ -	\$ -	\$ -	\$ -
10005012 CBRanch - Fire Event Staffing	\$ 325	\$ -	\$ -	\$ -	\$ -
10005013 Fire - College FB Playoffs	\$ -	\$ -	\$ -	\$ -	\$ -
10005076 Fire-Crisis Response	\$ -	\$ -	\$ -	\$ -	\$ -
10005077 Fire-Health & Safety	\$ -	\$ -	\$ -	\$ -	\$ -
10005078 Fire-Turnout Program	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Services Total	\$ 529,953	\$ 2,463,237	\$ -	\$ 1,512,107	\$ 101,771
Human Resources					
10002110 Human Resource Administration	\$ 16,686	\$ 3,457	\$ -	\$ 102,376	\$ 12,513
10002112 Organizational Development	\$ 1,042	\$ 206	\$ -	\$ 4,895	\$ -
10005014 Employment Services	\$ -	\$ -	\$ -	\$ -	\$ -
10005015 Employee Relations	\$ -	\$ -	\$ -	\$ -	\$ -
10005016 Compensation	\$ -	\$ -	\$ -	\$ -	\$ -
10005017 Employee Programs	\$ -	\$ -	\$ -	\$ -	\$ -
10005018 Benefits	\$ 3	\$ -	\$ -	\$ -	\$ -
Human Resources Total	\$ 17,731	\$ 3,663	\$ -	\$ 107,271	\$ 12,513
Mayor & Council Office					
10001010 Mayor's Office	\$ 5,604	\$ 826	\$ -	\$ 25,089	\$ 1,668
10001011 Council Office Administration	\$ 11,107	\$ 2,477	\$ -	\$ 67,004	\$ 5,005
10001012 Cholla District	\$ -	\$ -	\$ -	\$ -	\$ -
10001013 Barrel District	\$ -	\$ -	\$ -	\$ -	\$ -
10001014 Sahuaro District	\$ -	\$ -	\$ -	\$ -	\$ -
10001015 Cactus District	\$ -	\$ -	\$ -	\$ -	\$ -
10001016 Yucca District	\$ -	\$ -	\$ -	\$ -	\$ -
10001017 Ocotillo District	\$ -	\$ -	\$ -	\$ -	\$ -
Mayor & Council Office Total	\$ 16,710	\$ 3,302	\$ -	\$ 92,093	\$ 6,674
Non-Departmental					
10002310 Non-Departmental	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Departmental Total	\$ -	\$ -	\$ -	\$ -	\$ -
Organizational Performance					
10003410 Organizational Performance	\$ 2,719	\$ 413	\$ -	\$ 9,790	\$ -
Organizational Performance Total	\$ 2,719	\$ 413	\$ -	\$ 9,790	\$ -

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
Police Services					
10002410 Police Administration	\$ 477,090	\$ 141,158	\$ -	\$ 122,926	\$ 38,373
10002411 Training	\$ 27,170	\$ 83,582	\$ -	\$ 112,585	\$ 3,337
10002412 PS Training Fac - Police	\$ -	\$ -	\$ -	\$ -	\$ -
10002414 Special Operations	\$ 176,189	\$ 159,336	\$ -	\$ 264,330	\$ 7,508
10002416 Crime Investigations	\$ 171,165	\$ 276,580	\$ -	\$ 441,101	\$ 34,202
10002417 Police Support Services	\$ 35,562	\$ 7,242	\$ -	\$ 152,847	\$ -
10002418 Detention	\$ 32,358	\$ 3,715	\$ -	\$ 88,110	\$ 5,839
10002419 Communications	\$ 46,379	\$ 10,188	\$ -	\$ 205,590	\$ 9,176
10002420 Towing Administration	\$ 1,467	\$ 3,996	\$ -	\$ 9,790	\$ 1,251
10002421 Gateway Patrol Division	\$ 1,575,755	\$ 538,977	\$ -	\$ 714,670	\$ 30,865
10002422 Foothills Patrol Division	\$ 529,369	\$ 501,079	\$ -	\$ 665,720	\$ 20,438
10005020 Police Personnel Management	\$ 8,428	\$ 15,572	\$ -	\$ 29,370	\$ -
10005021 Fiscal Management	\$ 8,833	\$ -	\$ 1,200,861	\$ 268,306	\$ 163,501
10005022 PD - Stadium Event Staffing	\$ 6,379	\$ 2,320	\$ -	\$ 4,895	\$ -
10005023 PD - Fiesta Bowl Event	\$ 258	\$ 112	\$ -	\$ -	\$ -
10005024 PD - Arena Event Staffing	\$ 2,651	\$ 206	\$ -	\$ 4,895	\$ 834
10005025 PD - College FB Playoffs	\$ -	\$ -	\$ -	\$ -	\$ -
10005026 PD - CBRanch Event Staffing	\$ 116	\$ 27	\$ -	\$ -	\$ -
10005027 PD - NCAA Final 4	\$ -	\$ -	\$ -	\$ -	\$ -
10005080 SWAT Medics	\$ -	\$ -	\$ -	\$ -	\$ -
Police Services Total	\$ 3,099,169	\$ 1,744,092	\$ 1,200,861	\$ 3,085,135	\$ 315,324
Public Affairs					
10002510 Public Affairs Administration	\$ 16,156	\$ 2,786	\$ -	\$ 73,245	\$ 7,508
10002511 Cable Communications	\$ 2,392	\$ 467	\$ -	\$ 211,984	\$ 11,262
Public Affairs Total	\$ 18,549	\$ 3,253	\$ -	\$ 285,229	\$ 18,769
Public Facilit Recr&Spec Events					
10002610 Public Facil,Rec&Special Event	\$ 20,710	\$ 2,511	\$ -	\$ 64,557	\$ 2,085
10002611 Parks Maintenance	\$ 148,927	\$ 106,725	\$ -	\$ 133,945	\$ 3,754
10002613 Citywide Special Events	\$ 5,758	\$ 2,137	\$ -	\$ 17,991	\$ 1,668
10002615 Park Rangers	\$ 8,737	\$ 11,611	\$ -	\$ 9,790	\$ -
10002616 Foothills Recreation Center	\$ 8,094	\$ 50,086	\$ -	\$ 45,898	\$ 11,262
10002617 Civic Center	\$ 5,185	\$ 8,424	\$ -	\$ 24,538	\$ 5,839
10002618 Adult Center	\$ 3,416	\$ 21,310	\$ -	\$ 31,213	\$ 11,262
10002619 Glendale Community Center	\$ -	\$ -	\$ -	\$ -	\$ -
10005035 City-Wide Aquatics	\$ -	\$ -	\$ -	\$ -	\$ -
10005036 Youth and Teen	\$ 1,575	\$ 8,425	\$ -	\$ 4,895	\$ -
10005037 Aquatics-Rose Ln & Splash Pads	\$ 3,260	\$ 19,060	\$ -	\$ 16,889	\$ -
10005038 Audio/Visual/Support Services	\$ 2,713	\$ 301	\$ -	\$ 24,729	\$ -
10005039 Sports	\$ -	\$ -	\$ -	\$ -	\$ -
10005040 SRPHA Sahuaro Ranch Hist	\$ 1,194	\$ 8,671	\$ -	\$ 36,895	\$ -
10005041 Sports and Health	\$ 1,651	\$ 9,697	\$ -	\$ 4,895	\$ -
10005042 Glitter Spectacular	\$ -	\$ -	\$ -	\$ -	\$ -
10005043 Downtown in December	\$ -	\$ -	\$ -	\$ -	\$ -
10005044 Glitter and Glow	\$ -	\$ -	\$ -	\$ -	\$ -
10005045 Chocolate Affaire	\$ -	\$ -	\$ -	\$ -	\$ -
10005046 Glitters Light	\$ -	\$ -	\$ -	\$ -	\$ -
10005047 Other Special Events	\$ -	\$ -	\$ -	\$ -	\$ -
10005048 City-Wide Special Events	\$ (3)	\$ -	\$ -	\$ -	\$ -
10005049 Summer Band	\$ -	\$ -	\$ -	\$ -	\$ -
10005050 Special Events Permitting	\$ -	\$ -	\$ -	\$ -	\$ -
10005051 City Sales Tax - Bed Tax	\$ 4,557	\$ 1,032	\$ -	\$ 28,332	\$ 2,920
10005052 Glendale CVB - Memberships	\$ -	\$ -	\$ -	\$ -	\$ -
10005053 Tourism - Souvenir Program	\$ -	\$ -	\$ -	\$ -	\$ -
10005054 Bed Tax / Tourism	\$ 1,282	\$ -	\$ -	\$ -	\$ -
10005301 Glen Lakes Golf Course	\$ -	\$ -	\$ -	\$ -	\$ -
10005302 PFR&SE Tohono O'odham Funding	\$ -	\$ -	\$ -	\$ -	\$ -
10005303 PFR&SE Marketing	\$ -	\$ -	\$ -	\$ -	\$ -
Public Facilit Recr&Spec Events Total	\$ 217,056	\$ 249,988	\$ -	\$ 444,566	\$ 38,790

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
Transportation					
10002934 Cemetery	\$ -	\$ -	\$ -	\$ -	\$ -
10005055 Stadium - Transportation Ops	\$ 2,877	\$ -	\$ -	\$ -	\$ -
10005056 Transp - Fiesta Bowl Event	\$ 110	\$ -	\$ -	\$ -	\$ -
10005057 Arena - Transportation Ops.	\$ 146	\$ -	\$ -	\$ -	\$ -
10005058 Graffiti Removal	\$ 49	\$ -	\$ -	\$ -	\$ -
10005059 CBRanch - ROW Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation Total	\$ 3,181	\$ -	\$ -	\$ -	\$ -
1000-General Fund Total	\$ 4,782,338	\$ 4,874,769	\$ 1,200,861	\$ 7,587,737	\$ 700,302
General Funds Total	\$ 4,782,338	\$ 4,874,769	\$ 1,200,861	\$ 7,587,737	\$ 700,302
Special Revenue Funds					
2040-CDBG					
Community Services					
20404017 CDBG	\$ 14,574	\$ 1,651	\$ -	\$ 39,160	\$ -
20405100 CDBG Administration	\$ -	\$ -	\$ 290,000	\$ -	\$ -
Community Services Total	\$ 14,574	\$ 1,651	\$ 290,000	\$ 39,160	\$ -
2040-CDBG Total	\$ 14,574	\$ 1,651	\$ 290,000	\$ 39,160	\$ -
2050-Highway User Revenue Fund					
Transportation					
20502919 Transportation Administration	\$ 9,207	\$ 206	\$ -	\$ 5,446	\$ 9,176
20502920 Right of Way	\$ 62,083	\$ 88,645	\$ -	\$ 63,698	\$ -
20502921 Street Maintenance	\$ 270,183	\$ 69,182	\$ -	\$ 50,666	\$ -
20502923 Traffic Signals	\$ 18,169	\$ 51,106	\$ -	\$ 31,574	\$ -
20502924 Signs & Markings	\$ 37,387	\$ 35,176	\$ -	\$ 27,230	\$ -
20502925 Barricade Management	\$ 1,870	\$ 10,482	\$ -	\$ 10,892	\$ -
20502935 Street Lighting	\$ 15,230	\$ 413	\$ -	\$ 11,443	\$ -
20505064 Traffic Design and Development	\$ 1,796	\$ 8,724	\$ -	\$ 10,892	\$ -
20505065 Graffiti Removal - ROW	\$ 5,160	\$ 17,035	\$ -	\$ 9,790	\$ -
Transportation Total	\$ 421,086	\$ 280,970	\$ -	\$ 221,631	\$ 9,176
2050-Highway User Revenue Fund Total	\$ 421,086	\$ 280,970	\$ -	\$ 221,631	\$ 9,176
2070-Transportation Sales Tax					
Transportation					
20702926 Transportation Program Mgmt	\$ 13,093	\$ 1,651	\$ -	\$ 45,220	\$ -
20702927 Fixed Route	\$ 34,723	\$ 1,490	\$ -	\$ -	\$ -
20702928 Dial-A-Ride	\$ 109,067	\$ 144,295	\$ -	\$ 176,225	\$ 10,427
20702929 Transit Program Administration	\$ 5,027	\$ 826	\$ -	\$ 21,784	\$ -
20702930 Intelligent Transport Systems	\$ 10,835	\$ 17,448	\$ -	\$ 24,538	\$ 2,085
20702931 Traffic Mitigation	\$ 2,948	\$ 1,087	\$ -	\$ 11,443	\$ -
20705066 Transportation Education	\$ 1,287	\$ 993	\$ -	\$ 5,997	\$ -
20705069 CIP O&M	\$ 586	\$ 6,248	\$ -	\$ 4,895	\$ -
Transportation Total	\$ 177,565	\$ 174,038	\$ -	\$ 290,102	\$ 12,513
2070-Transportation Sales Tax Total	\$ 177,565	\$ 174,038	\$ -	\$ 290,102	\$ 12,513
2110-Arts Commission					
Economic Development					
21101911 Arts Program	\$ 2,313	\$ 413	\$ -	\$ 9,790	\$ -
Economic Development Total	\$ 2,313	\$ 413	\$ -	\$ 9,790	\$ -
2110-Arts Commission Total	\$ 2,313	\$ 413	\$ -	\$ 9,790	\$ -
2120-Court Security Bonds					
City Court					
21205001 Court Security	\$ 2,566	\$ 5,089	\$ -	\$ 9,790	\$ 834
21205002 Court Time Payments	\$ 732	\$ 206	\$ -	\$ 4,895	\$ -
21205003 Fill the Gap	\$ 198	\$ 456	\$ -	\$ -	\$ -
City Court Total	\$ 3,496	\$ 5,751	\$ -	\$ 14,685	\$ 834
2120-Court Security Bonds Total	\$ 3,496	\$ 5,751	\$ -	\$ 14,685	\$ 834
2130-Airport Special Revenue					
Transportation					
21302933 Airport Operations	\$ 10,225	\$ 31,557	\$ -	\$ 33,227	\$ 2,920
Transportation Total	\$ 10,225	\$ 31,557	\$ -	\$ 33,227	\$ 2,920
2130-Airport Special Revenue Total	\$ 10,225	\$ 31,557	\$ -	\$ 33,227	\$ 2,920

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
2140-CAP Grant					
Community Services					
21404017 CAP Grant	\$ -	\$ -	\$ -	\$ -	\$ -
21405261 Community Action Program DHH	\$ 8,358	\$ 1,445	\$ -	\$ 34,265	\$ -
21405262 Community Action Program ACAA	\$ -	\$ -	\$ -	\$ -	\$ -
21405263 Community Action Program ADOH	\$ -	\$ -	\$ -	\$ -	\$ -
Community Services Total	\$ 8,358	\$ 1,445	\$ -	\$ 34,265	\$ -
2140-CAP Grant Total	\$ 8,358	\$ 1,445	\$ -	\$ 34,265	\$ -
2180-Park and Rec Designated					
Public Facilit Recr&Spec Events					
21805028 Parks Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -
21805029 Desert Valley Park	\$ -	\$ -	\$ -	\$ -	\$ -
21805030 Desert Mirage Park	\$ -	\$ -	\$ -	\$ -	\$ -
21805031 Desert Gardens Park	\$ -	\$ -	\$ -	\$ -	\$ -
21805032 Discovery Park	\$ -	\$ -	\$ -	\$ -	\$ -
21805033 Elsie McCarthy Pk. Maint	\$ -	\$ 117	\$ -	\$ -	\$ -
21805034 Paseo Racquet Center	\$ -	\$ -	\$ -	\$ -	\$ -
Public Facilit Recr&Spec Events Total	\$ -	\$ 117	\$ -	\$ -	\$ -
2180-Park and Rec Designated Total	\$ -	\$ 117	\$ -	\$ -	\$ -
2200-Training Facility Revenue					
Field Operations					
22002846 PS Training Ops - Fac. Mgmt	\$ 6,548	\$ 9,944	\$ -	\$ 10,892	\$ -
Field Operations Total	\$ 6,548	\$ 9,944	\$ -	\$ 10,892	\$ -
Fire Services					
22002023 PS Training Ops - Fire	\$ 10,001	\$ 19,925	\$ -	\$ 129,641	\$ 17,518
Fire Services Total	\$ 10,001	\$ 19,925	\$ -	\$ 129,641	\$ 17,518
Police Services					
22002413 PS Training Ops - Police	\$ 6,971	\$ 3,996	\$ -	\$ 9,790	\$ 11,679
Police Services Total	\$ 6,971	\$ 3,996	\$ -	\$ 9,790	\$ 11,679
2200-Training Facility Revenue Total	\$ 23,520	\$ 33,864	\$ -	\$ 150,322	\$ 29,197
Special Revenue Funds Total	\$ 661,137	\$ 529,805	\$ 290,000	\$ 793,182	\$ 54,639

Enterprise Funds

6020+-Water & Sewer					
Budget and Finance					
60201117 Customer Service	\$ 26,376	\$ 5,366	\$ -	\$ 147,104	\$ 24,609
Budget and Finance Total	\$ 26,376	\$ 5,366	\$ -	\$ 147,104	\$ 24,609
Water Services					
60202710 Environmental Resources	\$ 5,617	\$ 5,309	\$ -	\$ 26,128	\$ -
60202711 Water Services Administration	\$ 19,290	\$ 3,096	\$ -	\$ 74,527	\$ 30,865
60202712 Operating Administration	\$ 8,234	\$ 1,857	\$ -	\$ 45,708	\$ -
60202713 Information Management	\$ 7,923	\$ 2,017	\$ -	\$ 208,551	\$ -
60202714 Public Service Representative	\$ 14,350	\$ 31,388	\$ -	\$ 34,265	\$ -
60202715 System Security	\$ 6,311	\$ 1,341	\$ -	\$ 32,919	\$ -
60202717 Water Conservation	\$ 5,222	\$ 1,788	\$ -	\$ 18,542	\$ -
60202718 Water Quality	\$ 12,351	\$ 40,769	\$ -	\$ 53,845	\$ -
60202719 Materials Control Warehouse	\$ 4,055	\$ 568	\$ -	\$ 13,461	\$ -
60202720 Customer Service - Field	\$ 43,310	\$ 60,983	\$ -	\$ 66,082	\$ -
60202722 Raw Water Usage	\$ 17,925	\$ -	\$ -	\$ -	\$ -
60202723 Central System Control	\$ 8,958	\$ 31,388	\$ -	\$ 34,265	\$ -
60202724 Pyramid Peak WTP	\$ 12,713	\$ 40,356	\$ -	\$ 44,606	\$ 19,186
60202725 Cholla Treatment Plant	\$ 19,049	\$ 44,840	\$ -	\$ 48,950	\$ 12,096
60202726 Central System Maintenance	\$ 53,266	\$ 92,442	\$ -	\$ 130,941	\$ -
60202727 Water Distribution	\$ 160,512	\$ 147,338	\$ -	\$ 160,311	\$ 7,091
60202729 Oasis Surface WTP	\$ 15,261	\$ 35,872	\$ -	\$ 40,262	\$ -
60302731 Pretreatment Program	\$ 7,726	\$ 17,936	\$ -	\$ 19,580	\$ -
60302734 Storm Water	\$ 17,864	\$ 22,420	\$ -	\$ 25,026	\$ 417
60302735 SROG - 91st Ave WWTP	\$ 12,594	\$ -	\$ -	\$ -	\$ -
60302737 Wastewater Collection	\$ 43,284	\$ 62,776	\$ -	\$ 69,081	\$ 2,503

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FUND - DESCRIPTION	Insurance	Workers' Compensation	Technology Projects	Technology	Telephone
60302738 Arrowhead WRF	\$ 13,923	\$ 38,114	\$ -	\$ 42,158	\$ 7,091
60302739 West Area WRF	\$ 22,724	\$ 49,324	\$ -	\$ 54,947	\$ 15,850
60302740 Irrigation	\$ 5,006	\$ -	\$ -	\$ -	\$ -
Water Services Total	\$ 537,466	\$ 731,921	\$ -	\$ 1,244,156	\$ 95,098
6020+-Water & Sewer Total	\$ 563,842	\$ 737,286	\$ -	\$ 1,391,260	\$ 119,706
6110+-Landfill					
Budget and Finance					
61101120 Landfill Customer Service	\$ 815	\$ 206	\$ -	\$ 4,895	\$ -
Budget and Finance Total	\$ 815	\$ 206	\$ -	\$ 4,895	\$ -
Field Operations					
61102834 Landfill	\$ 83,326	\$ 77,505	\$ -	\$ 100,903	\$ 5,839
61102835 Solid Waste Admin	\$ 22,824	\$ 13,253	\$ -	\$ 64,006	\$ 9,176
61102836 Recycling	\$ 14,210	\$ 68,160	\$ -	\$ 41,427	\$ 2,920
61102837 MRF Operations	\$ 10,882	\$ 30,825	\$ -	\$ 31,574	\$ 1,668
Field Operations Total	\$ 131,242	\$ 189,743	\$ -	\$ 237,910	\$ 19,603
6110+-Landfill Total	\$ 132,057	\$ 189,950	\$ -	\$ 242,805	\$ 19,603
6120-Solid Waste					
Field Operations					
61202838 Solid Waste Roll-off	\$ 11,451	\$ 9,737	\$ -	\$ 4,895	\$ -
61202839 Commercial Frontload	\$ 72,897	\$ 107,109	\$ -	\$ 54,947	\$ -
61202840 Curb Service	\$ 124,256	\$ 354,255	\$ -	\$ 198,311	\$ -
61202841 Residential-Loose Trash Collec	\$ 72,347	\$ 239,771	\$ -	\$ 124,579	\$ -
Field Operations Total	\$ 280,951	\$ 710,872	\$ -	\$ 382,731	\$ -
6120-Solid Waste Total	\$ 280,951	\$ 710,872	\$ -	\$ 382,731	\$ -
6130-Housing Public Activities					
Community Services					
61301713 Housing Public Activities	\$ 65,613	\$ 23,221	\$ -	\$ 108,797	\$ 9,593
Community Services Total	\$ 65,613	\$ 23,221	\$ -	\$ 108,797	\$ 9,593
6130-Housing Public Activities Total	\$ 65,613	\$ 23,221	\$ -	\$ 108,797	\$ 9,593
Enterprise Funds Total	\$ 1,042,463	\$ 1,661,328	\$ -	\$ 2,125,593	\$ 148,903
Internal Service Funds					
7010-Risk Management Self Insurance					
Human Resources					
70102113 Risk Management	\$ 2,046	\$ 413	\$ -	\$ -	\$ -
Human Resources Total	\$ 2,046	\$ 413	\$ -	\$ -	\$ -
7010-Risk Management Self Insurance Total	\$ 2,046	\$ 413	\$ -	\$ -	\$ -
7020-Workers Comp Self Insurance					
Human Resources					
70202114 Workers' Compensation	\$ 2,762	\$ 619	\$ -	\$ -	\$ -
Human Resources Total	\$ 2,762	\$ 619	\$ -	\$ -	\$ -
7020-Workers Comp Self Insurance Total	\$ 2,762	\$ 619	\$ -	\$ -	\$ -
7040-Fleet Services					
Field Operations					
70402843 Fleet Management	\$ 45,322	\$ 101,724	\$ -	\$ 185,225	\$ 20,855
70402844 Fuel Services	\$ 9,627	\$ -	\$ -	\$ -	\$ -
70402845 Parts Store Operations	\$ 883	\$ 206	\$ -	\$ 4,895	\$ -
Field Operations Total	\$ 55,832	\$ 101,931	\$ -	\$ 190,120	\$ 20,855
7040-Fleet Services Total	\$ 55,832	\$ 101,931	\$ -	\$ 190,120	\$ 20,855
7050-Technology					
Innovation and Technology					
70502210 Innovation & Tech Operations	\$ 63,934	\$ 6,914	\$ 739,500	\$ -	\$ 21,272
70502211 Telephones	\$ 942	\$ 206	\$ -	\$ -	\$ -
70502212 Innovation & Tech Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -
Innovation and Technology Total	\$ 64,877	\$ 7,120	\$ 739,500	\$ -	\$ 21,272
7050-Technology Total	\$ 64,877	\$ 7,120	\$ 739,500	\$ -	\$ 21,272
Internal Service Funds Total	\$ 125,517	\$ 110,082	\$ 739,500	\$ 190,120	\$ 42,127
Grand Total	\$ 6,611,454	\$ 7,175,985	\$ 2,230,361	\$ 10,696,632	\$ 945,971

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City of Glendale
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal year 2022

Fiscal year	S c h	Funds										Total All Funds
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds				
2021	1	231,025,986	68,437,549	61,998,448	93,843,188	5,074,337	217,033,431	69,587,061			747,000,000	
2021	2	229,214,568	61,341,135	61,998,448	44,041,387	0	203,138,737	65,168,829			664,903,103	
2022	3	94,137,356	97,072,985	11,892,753	57,695,561	6,120,694	70,342,662	31,062,831			368,324,842	
2022	4	6,088,457									6,088,457	
2022	5			21,216,248							21,216,248	
2022	6	277,732,078	186,803,200	0	15,009,819	26,000	164,475,679	71,017,755			715,064,532	
2022	7	260,000,000	0	0	38,519,061	0	36,900,000	0			335,419,061	
2022	8	0	0	0	0	0	0	0			0	
2022	9	32,471,867	2,372,978	47,548,767	88,796,434	0	26,962,609	0			198,152,656	
2022	10	122,351,333	50,939,574	0	0	0	24,861,748	0			198,152,656	
2022												
2022	11										0	
2022	12	548,078,425	235,309,589	80,657,768	200,020,875	6,146,694	273,819,202	102,080,586			1,446,113,140	
2022	13	487,808,425	169,927,628	68,505,505	201,874,454	6,146,694	233,046,949	76,690,345			1,244,000,000	

Expenditure Limitation Comparison		2021	2022
1	Budgeted expenditures/expenses	\$ 747,000,000	\$ 1,244,000,000
2	Add/subtract: estimated net reconciling items		
3	Budgeted expenditures/expenses adjusted for reconciling items	747,000,000	1,244,000,000
4	Less: estimated exclusions	235,123,536	734,731,775
5	Amount subject to the expenditure limitation	\$ 511,876,464	\$ 509,268,225
6	EEC expenditure limitation	\$ 617,897,408	\$ 627,889,039

□ 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 2022**

	2021	2022
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 6,554,694	\$ 6,855,844
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)	\$	
3. Property tax levy amounts		
A. Primary property taxes	\$ 5,936,773	\$ 6,088,457
Property tax judgment		
B. Secondary property taxes	20,690,008	21,216,248
Property tax judgment		
C. Total property tax levy amounts	\$ 26,626,781	\$ 27,304,705
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ 4,701,608	
(2) Prior years' levies	45,528	
(3) Total primary property taxes	\$ 4,747,136	
B. Secondary property taxes		
(1) Current year's levy	\$ 16,356,906	
(2) Prior years' levies	137,269	
(3) Total secondary property taxes	\$ 16,494,175	
C. Total property taxes collected	\$ 21,241,312	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.4016	0.3848
Property tax judgment		
(2) Secondary property tax rate	1.3996	1.3409
Property tax judgment		
(3) Total city/town tax rate	1.8012	1.7257
B. Special assessment district tax rates		
Secondary property tax rates—As of the date the proposed budget was prepared, the city/town was operating _____ special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

**City of Glendale
Revenues Other than Property Taxes
Fiscal Year 2022**

Source of revenues	Estimated revenues 2021	Actual revenues* 2021	Estimated revenues 2022
General Fund			
Local taxes			
City Sales Tax	\$ 113,619,192	\$ 125,554,377	\$ 129,668,038
Licenses and permits			
Building Permits	1,878,841	3,465,401	3,465,401
Gas/Electric Franchise Fees	2,887,446	3,082,834	3,113,662
Cable Franchise Fees	1,406,159	1,395,911	1,409,870
Bus./Prof. Licenses	941,223	902,202	911,224
Fire Department Other Fees	812,894	812,894	867,461
Right-of-Way Permits	528,720	851,206	859,718
Planning/Zoning	468,466	594,577	600,523
Fire Dept CD Fees	432,372	508,392	513,476
Liquor Licenses	193,036	182,740	184,567
Business Licenses	77,922	104,686	105,733
Miscellaneous	85,918	85,918	56,443
Sales Tax Licenses	923,570	8,970	9,060
Engineering Plan Check Revenue	28,490	5,099	5,201
Plan Check Fees	75,675	-	-
Intergovernmental			
Grants	-	1,352,499	32,426,627
State Shared Sales Tax	24,849,186	29,633,400	31,115,070
State Income Tax	36,412,190	32,929,656	30,064,776
Motor Vehicle In-Lieu	10,647,317	11,570,674	11,686,381
Miscellaneous	123,204	1,500,000	1,408,706
Arena Fees	626,292	358,467	716,934
SRO Revenue	433,504	204,525	204,525
Recreation Revenue	125,891	85,227	102,272
Charges for services			
Staff & Adm Chargebacks	10,000,000	10,000,000	10,000,000
Plan Check Fees	1,358,997	1,872,877	1,891,606
Facility Rental Income	2,117,956	1,606,953	1,846,470
Arena Fees	1,282,202	640,000	1,280,000
Recreation Revenue	1,568,277	818,970	1,105,609
Engineering Plan Check Revenue	421,893	707,365	721,512
Miscellaneous	622,342	505,573	505,573
City Property Rental	329,764	442,646	442,646
Fire Department Other Fees	329,578	329,578	332,874
Right-of-Way Permits	154,612	265,218	267,870
Traffic Engineering Plan Check	79,047	104,793	104,793
Equipment Rental	18,295	16,091	17,700
Court Revenue	54,287	11,336	11,449
Camelback Ranch Rev-Fire	93,015	-	-
Security Revenue	33,086	-	-
Fines and forfeits			
Court Revenue	2,566,168	1,981,878	1,922,422
Miscellaneous	35,522	95,802	96,760
Library Fines/Fees	11,728	-	-
Interest on investments			
Interest	825,343	438,786	442,974

**City of Glendale
Revenues Other than Property Taxes
Fiscal Year 2022**

Source of revenues	Estimated revenues 2021	Actual revenues* 2021	Estimated revenues 2022
Contributions			
SRP In-Lieu	322,104	285,557	285,557
Miscellaneous			
Miscellaneous	13,332,430	46,930,119	5,916,643
Lease Proceeds	556,137	556,137	556,137
Cemetery Revenue	202,030	323,965	330,445
Fire Department Other Fees	140,926	140,926	142,335
Library Fines/Fees	13,633	13,633	15,036
City Property Rental	697,391	-	-
Total General Fund	\$ 234,744,271	\$ 283,277,857	\$ 277,732,078

* 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.

Special Revenue Funds

Public Facilities and Events Funds

Recreation Revenue	\$ 6,000	6,000	6,000
Interest	480	480	700
	\$ 6,480	\$ 6,480	\$ 6,700

Community Services Grants

Grants	\$ 7,920,332	7,920,332	15,630,159
Miscellaneous	85,211	85,211	85,211
	\$ 8,005,543	\$ 8,005,543	\$ 15,715,370

Other Grants

Grants	\$ 16,642,928	16,642,928	82,882,881
Miscellaneous	407,885	407,885	407,885
	\$ 17,050,813	\$ 17,050,813	\$ 83,290,766

Public Safety Funds

City Sales Tax	\$ 26,364,769	27,647,930	29,028,470
State Forfeitures	1,000,000	1,000,000	1,000,000
Federal Forfeitures	15,000	15,000	15,000
	\$ 27,379,769	\$ 28,662,930	\$ 30,043,470

Transportation/HURF Funds

City Sales Tax	\$ 28,952,525	30,723,354	31,560,136
Highway User Revenues	15,939,537	15,894,411	16,789,073
Grants	7,993,550	7,993,550	5,084,444
Interest	160,000	881,861	847,210
Miscellaneous CD Fees	202,000	830,985	839,295
Airport Fees	555,831	555,831	651,101
Miscellaneous	269,444	1,079,184	269,444
Transit Revenue	124,000	124,000	92,152
	\$ 54,196,887	\$ 58,083,176	\$ 56,132,855

Intergovernmental

Partner Revenue	\$ 393,736	393,736	430,484
	\$ 393,736	\$ 393,736	\$ 430,484

Fines and forfeits

Court Revenue	\$ 416,700	416,700	246,400
	\$ 416,700	\$ 416,700	\$ 246,400

**City of Glendale
Revenues Other than Property Taxes
Fiscal Year 2022**

Source of revenues	Estimated revenues 2021	Actual revenues* 2021	Estimated revenues 2022
Interest on investments			
Interest	\$ 1,590	\$ 1,590	\$ 4,100
	\$ 1,590	\$ 1,590	\$ 4,100
Miscellaneous			
Miscellaneous	\$ 713,235	\$ 713,235	\$ 933,055
	\$ 713,235	\$ 713,235	\$ 933,055
Total Special Revenue Funds	\$ 108,164,753	\$ 113,334,203	\$ 186,803,200
* 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.			
Debt Service Funds			
Miscellaneous	\$ 236,914	\$ 236,914	\$
	\$ 236,914	\$ 236,914	\$
Total Debt Service Funds	\$ 236,914	\$ 236,914	\$
Capital Projects Funds			
Development Impact Fee Funds			
Development Impact Fees	\$ 3,850,092	\$ 3,850,092	\$ 14,715,322
Interest	\$ 39,653	\$ 39,653	\$ 294,497
	\$ 3,889,745	\$ 3,889,745	\$ 15,009,819
Total Capital Projects Funds	\$ 3,889,745	\$ 3,889,745	\$ 15,009,819
* 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.			
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	\$ 52,689,086	\$ 54,044,503	\$ 55,501,500
Sewer Revenue	\$ 34,715,580	\$ 36,000,000	\$ 36,479,000
Intergovernmental Agreement	\$ 27,369,500	\$ 23,594,497	\$ 17,743,450
Miscellaneous	\$ 3,426,094	\$ 1,400,000	\$ 3,261,000
Water Development Impact Fees	\$ 1,100,000	\$ 1,300,000	\$ 1,410,000
Interest	\$ 1,173,000	\$ 1,173,000	\$ 1,159,800
Sewer Development Impact Fees	\$ 900,000	\$ 1,100,000	\$ 900,000
Staff & Adm Chargebacks	\$ 82,000	\$ 82,000	\$ 82,000
City Property Rental	\$ 226,000	\$ 50,000	\$ 50,000
Lease Proceeds	\$ -	\$ -	\$ 10,000
	\$ 121,681,260	\$ 118,744,000	\$ 116,596,750
Landfill			
Tipping Fees	\$ 6,408,900	\$ 6,408,900	\$ 6,890,292
Internal Charges	\$ 3,443,121	\$ 3,443,121	\$ 3,569,484
Recycling Sales	\$ 735,564	\$ 735,564	\$ 650,000
Staff & Adm Chargebacks	\$ 444,027	\$ 444,027	\$ 455,128
Interest	\$ 24,900	\$ 24,900	\$ 137,940
Miscellaneous	\$ 402,062	\$ 402,062	\$ 20,000
	\$ 11,458,574	\$ 11,458,574	\$ 11,722,844

**City of Glendale
Revenues Other than Property Taxes
Fiscal Year 2022**

Source of revenues	Estimated revenues 2021	Actual revenues* 2021	Estimated revenues 2022
Solid Waste			
Residential Sanitation	\$ 14,739,384	14,835,877	15,607,953
Commercial Sanitation Frontload	3,510,367	3,510,367	3,685,885
Commercial Sanitation Rolloff	834,788	834,788	876,527
Internal Charges	209,167	209,167	213,350
Miscellaneous	164,217	164,217	164,218
Miscellaneous Bin Service	68,448	68,448	68,448
Interest	20,626	20,626	20,626
	\$ 19,546,997	\$ 19,643,490	\$ 20,637,007
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	\$ 168,205,909	\$ 165,365,142	\$ 164,475,679
* 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.			
Internal Service Funds			
Risk Management Self Insurance			
Internal Charges	\$ 4,504,968	\$ 4,504,968	\$ 6,491,454
Miscellaneous	100,000	100,000	100,000
Interest	20,000	20,000	20,000
	\$ 4,624,968	\$ 4,624,968	\$ 6,611,454
Workers Comp. Self Insurance			
Internal Charges	\$ 4,724,076	\$ 4,724,076	\$ 7,149,985
Interest	26,000	26,000	26,000
	\$ 4,750,076	\$ 4,750,076	\$ 7,175,985
Benefits Trust Fund			
City Contributions	\$ 22,694,870	\$ 22,694,870	\$ 23,110,593
Employee Contributions	7,198,896	7,198,896	7,198,896
Retiree Contributions	2,564,526	2,564,526	2,564,526
	\$ 32,458,292	\$ 32,458,292	\$ 32,874,015
Fleet Services			
Internal Charges	\$ 9,680,394	\$ 9,680,394	\$ 10,008,338
Miscellaneous	225,000	225,000	475,000
	\$ 9,905,394	\$ 9,905,394	\$ 10,483,338
Technology			
Internal Charges	\$ 9,712,881	\$ 9,712,881	\$ 11,642,603
	\$ 9,712,881	\$ 9,712,881	\$ 11,642,603
Technology Projects			
Internal Charges	\$ 2,807,421	\$ 2,807,421	\$ 2,230,361
	\$ 2,807,421	\$ 2,807,421	\$ 2,230,361
Total Internal Service Funds	\$ 64,259,033	\$ 64,259,033	\$ 71,017,755
TOTAL ALL FUNDS	\$ 579,526,625	\$ 630,388,894	\$ 715,064,532

* 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 2022

Fund	Other financing 2022		Interfund transfers 2022	
	Sources	(Uses)	In	(Out)
GENERAL FUND				
1000-General Fund	\$ 260,000,000	\$	\$ 30,028,470	\$ 122,351,333
1020-Vehicle Replacement			2,443,397	
Total General Fund	\$ 260,000,000	\$	\$ 32,471,867	\$ 122,351,333
SPECIAL REVENUE FUNDS				
2050-Highway User Revenue Fund	\$	\$	\$	\$ 5,422,265
2070-Transportation Sales Tax				15,488,839
2080-Police Special Revenue				20,356,335
2090-Fire Special Revenue				9,672,135
2130-Airport Special Revenue			147,047	
2140-CAP Grant			64,299	
2200-Training Facility Revenue			2,161,632	
Total Special Revenue Funds	\$	\$	\$ 2,372,978	\$ 50,939,574
DEBT SERVICE FUNDS				
3030-MPC Debt Service	\$	\$	\$ 14,500,556	\$
3040-Transportation Debt Service			6,709,183	
3050-Excise Tax Debt Service			20,673,221	
3060-COP's Debt Service			5,665,807	
Total Debt Service Funds	\$	\$	\$ 47,548,767	\$
CAPITAL PROJECTS FUNDS				
1080-General Government Capital Prj	\$	\$	\$ 74,594,513	\$
4010-Streets Construction	17,344,218			
4020-Hurf Capital Projects			5,422,265	
4030-Transportation Capital Proj			8,779,656	
4040-Public Safety Construction	5,865,841			
4050-Parks Construction	6,213,358			
4060-Government Facilities	3,172,020			
4080-Cultural Facility	2,872,624			
4090-Open Space/Trail Construction	1,000,000			
4100-Library Construction	225,000			
4110-Flood Control Construction	1,826,000			
Total Capital Projects Funds	\$ 38,519,061	\$	\$ 88,796,434	\$
PERMANENT FUNDS				
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
6020+-Water and Sewer	\$ 26,000,000	\$	\$ 25,299,510	\$ 24,861,748
6110-Landfill	10,900,000		1,072,290	
6120-Solid Waste			204,246	
6130-Housing Public Activities			386,563	
Total Enterprise Funds	\$ 36,900,000	\$	\$ 26,962,609	\$ 24,861,748
INTERNAL SERVICE FUNDS				
Total Internal Service Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$ 335,419,061	\$	\$ 198,152,656	\$ 198,152,656

**City of Glendale
Expenditures/Expenses by Fund
Fiscal year 2022**

Fund/Department	Adopted Budgeted Expenditures/ Expenses 2021	Expenditure/ Expense adjustments approved 2021	Actual Expenditures/ Expenses* 2021	Budgeted Expenditures/ Expenses 2022
GENERAL FUND				
Audit	427,713	-	338,281	411,478
Budget and Finance	\$ 5,396,091	\$ -	\$ 5,426,091	\$ 6,248,603
City Attorney's Office	3,965,560	-	3,965,560	4,074,942
City Clerk	1,021,911	-	1,021,911	1,006,142
City Court	5,456,357	-	5,456,357	5,735,076
City Manager's Office	3,260,777	-	3,260,777	3,806,526
Community Services	6,959,187	-	6,959,187	7,233,972
Development Services	4,987,642	-	4,987,642	5,461,156
Economic Development	1,412,687	151,075	1,412,687	1,579,532
Engineering	1,754,796	-	1,686,707	2,050,335
Field Operations	9,948,877	-	9,894,460	10,416,242
Fire Services	49,726,831	0	49,835,239	47,284,869
Human Resources	2,347,387	-	2,347,387	2,757,582
Mayor & Council Office	1,763,393	(0)	1,763,393	1,728,769
Non-Departmental	10,317,040	1,000,000	11,317,040	270,962,634
Organizational Performance	464,729	-	388,921	478,678
Police Services	100,744,959	-	100,517,099	94,421,037
Public Affairs	2,604,196	-	2,604,196	2,668,126
Public Facilit Recr&Spec Events	14,862,276	-	14,966,211	15,529,756
Transportation	952,500	-	565,419	952,970
Contingency	2,000,000	(500,000)	500,000	3,000,000
Total General Fund	\$ 230,374,911	\$ 651,075	\$ 229,214,568	\$ 487,808,425
SPECIAL REVENUE FUNDS				
City Attorney's Office	\$ -	\$ 34,635	\$ 22,000	\$ -
City Court	527,610	-	527,610	535,085
Community Services	8,493,326	4,216,350	8,639,606	26,159,294
Development Services	-	16,500	16,500	-
Economic Development	1,585,581	-	240,946	1,664,136
Engineering	491,230	-	28,730	2,087,500
Field Operations	731,508	265,699	731,508	758,793
Fire Services	5,977,265	-	4,773,665	6,919,893
Mayor & Council Office	-	15,000	15,000	-
Non-Departmental	7,487,447	(6,615,388)	6,815,388	71,025,100
Police Services	6,821,641	-	6,883,069	6,907,840
Public Facilit Recr&Spec Events	247,206	199,895	497,067	237,583
Transportation	36,600,789	333,255	32,142,045	51,632,403
Water Services	-	8,000	8,000	-
Contingency	1,000,000	-	-	2,000,000
Total Special Revenue Funds	\$ 69,963,603	\$ (1,526,054)	\$ 61,341,135	\$ 169,927,628
DEBT SERVICE FUNDS				
Excise Tax Debt Service	\$ 20,306,771	\$ -	\$ 20,306,771	\$ 20,673,221
General Obligation Debt Serv	20,112,709	-	20,112,709	20,961,738
HURF Debt Service	-	-	-	-
MPC Debt Service	14,869,392	-	14,869,392	14,495,556
COP's Debt Service	-	-	-	5,665,807
Transportation Debt Service	6,709,576	-	6,709,576	6,709,183
Total Debt Service Funds	\$ 61,998,448	\$ -	\$ 61,998,448	\$ 68,505,505

**City of Glendale
Expenditures/Expenses by Fund
Fiscal year 2022**

Fund/Department	Adopted Budgeted Expenditures/ Expenses 2021	Expenditure/ Expense adjustments approved 2021	Actual Expenditures/ Expenses* 2021	Budgeted Expenditures/ Expenses 2022
CAPITAL PROJECT FUNDS				
Budget and Finance	\$ 150,000	\$ 1,441,797	\$ 838,462	\$ 68,599,655
Community Services	-	-	-	225,000
Engineering	1,751,377	-	98,300	3,198,067
Field Operations	12,717,104	10,162,932	13,692,338	27,223,177
Fire Services	73,056	(774)	72,282	1,354,000
Innovation and Technology	-	250,000	(336,000)	586,000
Mayor & Council Office	-	133,723	133,723	-
Police Services	93,626	-	93,626	2,013,484
Public Faclit Recr&Spec Events	3,583,604	2,900,000	(3,841,140)	12,999,827
Transportation	47,882,336	1,737,959	31,646,192	43,457,445
Contingency	12,610,052	(1,643,604)	1,643,604	42,217,800
Total Capital Projects Funds	\$ 78,861,156	\$ 14,982,032	\$ 44,041,387	\$ 201,874,454
PERMANENT FUNDS				
Contingency	\$ 5,074,337	\$ -	\$ -	\$ 6,146,694
Total Permanent Funds	\$ 5,074,337	\$ -	\$ -	\$ 6,146,694
ENTERPRISE FUNDS				
Budget and Finance	\$ 3,526,165	\$ -	\$ 3,526,165	\$ 3,422,405
Community Services	15,022,480	-	15,022,480	15,100,998
Debt Service	24,423,733	-	24,423,733	24,861,748
Field Operations	43,305,671	(4,230,710)	34,180,786	47,013,696
Water Services	142,162,437	(8,276,344)	124,385,574	138,948,103
Contingency	2,700,000	(1,600,000)	1,600,000	3,700,000
Total Enterprise Funds	\$ 231,140,485	\$ (14,107,054)	\$ 203,138,737	\$ 233,046,949
INTERNAL SERVICE FUNDS				
Field Operations	\$ 9,905,394	\$ -	\$ 7,678,981	\$ 10,483,338
Human Resources	41,833,336	-	41,833,336	46,661,452
Innovation and Technology	15,749,262	-	15,656,512	17,545,555
Contingency	2,099,069	-	-	2,000,000
Total Internal Service Funds	\$ 69,587,061	\$ -	\$ 65,168,829	\$ 76,690,345
TOTAL ALL FUNDS	\$ 747,000,000	\$ -	\$ 664,903,103	\$ 1,244,000,000

* 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 2022**

Department/Fund	Adopted Budgeted Expenditures/ Expenses 2021	Expenditure/ Expense adjustments approved 2021	Actual Expenditures/ Expenses* 2021	Budgeted Expenditures/ Expenses 2022
Audit				
1000-General Fund	\$ 427,713	\$ -	\$ 338,281	\$ 411,478
Audit Total	\$ 427,713	\$ -	\$ 338,281	\$ 411,478
Budget and Finance				
1000-General Fund	\$ 5,396,091	\$ -	\$ 5,426,091	\$ 6,248,603
1080-General Government Capital Prj	150,000	1,441,797	838,462	68,599,655
6020+-Water and Sewer	3,458,711	-	3,458,711	3,343,599
6110-Landfill	67,454	-	67,454	78,806
3010-General Obligation Debt Serv	20,112,709	-	20,112,709	20,961,738
3030-MPC Debt Service	14,869,392	-	14,869,392	14,495,556
3050-Excise Tax Debt Service	20,306,771	-	20,306,771	20,673,221
3060-COP's Debt Service	-	-	-	5,665,807
Budget and Finance Total	\$ 64,361,127	\$ 1,441,797	\$ 65,079,589	\$ 140,066,985
City Attorney				
1000-General Fund	\$ 3,965,560	\$ -	\$ 3,965,560	\$ 4,074,942
2160-Other Grants	-	34,635	22,000	-
City Attorney Total	\$ 3,965,560	\$ 34,635	\$ 3,987,560	\$ 4,074,942
City Clerk				
1000-General Fund	\$ 1,021,911	\$ -	\$ 1,021,911	\$ 1,006,142
City Clerk Total	\$ 1,021,911	\$ -	\$ 1,021,911	\$ 1,006,142
City Court				
1000-General Fund	\$ 5,456,357	\$ -	\$ 5,456,357	\$ 5,735,076
2120-Court Security Bonds	527,610	-	527,610	535,085
City Court Total	\$ 5,983,967	\$ -	\$ 5,983,967	\$ 6,270,162
City Manager				
1000-General Fund	\$ 3,260,777	\$ -	\$ 3,260,777	\$ 3,806,526
City Manager Total	\$ 3,260,777	\$ -	\$ 3,260,777	\$ 3,806,526
Community Services				
1000-General Fund	\$ 6,959,187	\$ -	\$ 6,959,187	\$ 7,233,972
2010-Home Grant	1,678,454	-	1,678,454	1,801,534
2020-Neighborhood Stabilization	227,300	-	227,300	104,220
2030-Neighborhood Stabilization Pgm3	227,300	-	227,300	227,300
2040-CDBG	4,177,834	-	4,177,834	4,513,383
2140-CAP Grant	1,398,445	639,943	1,628,445	11,771,507
2150-Emergency Shelter Grant	258,992	-	258,992	258,992
2160-Other Grants	525,001	-	441,281	525,001
4100-Library Construction	-	-	-	225,000
6130-Housing Public Activities	15,022,480	-	15,022,480	15,100,998
2041-CDBG-CV1	-	1,015,874	-	1,165,874
2044-CDBG-CV3	-	1,460,533	-	2,044,841
2151-Emergency Shelter Grant CV1	-	350,000	-	749,455
2152-Emergency Shelter Grant CV2	-	750,000	-	2,997,188
Community Services Total	\$ 30,474,993	\$ 4,216,350	\$ 30,621,273	\$ 48,719,265

**City of Glendale
Expenditures/Expenses by Department
Fiscal year 2022**

Department/Fund	Adopted Budgeted Expenditures/ Expenses 2021	Expenditure/ Expense adjustments approved 2021	Actual Expenditures/ Expenses* 2021	Budgeted Expenditures/ Expenses 2022
Development Services				
1000-General Fund	\$ 4,987,642	\$ -	\$ 4,987,642	\$ 5,461,156
2160-Other Grants	\$ -	\$ 16,500	\$ 16,500	\$ -
Development Services Total	\$ 4,987,642	\$ 16,500	\$ 5,004,142	\$ 5,461,156
Economic Development				
1000-General Fund	\$ 1,412,687	\$ 151,075	\$ 1,412,687	\$ 1,579,532
2110-Arts Commission	\$ 1,585,581	\$ -	\$ 240,946	\$ 1,664,136
Economic Development Total	\$ 2,998,268	\$ 151,075	\$ 1,653,633	\$ 3,243,667
Engineering				
1000-General Fund	\$ 1,754,796	\$ -	\$ 1,686,707	\$ 2,050,335
1080-General Government Capital Prj	70,000	-	50,500	89,500
2050-Highway User Revenue Fund	3,730	-	3,730	-
2160-Other Grants	487,500	-	25,000	2,087,500
4070-Economic Development	1,007,567	-	-	1,007,567
4110-Flood Control Construction	673,810	-	47,800	2,101,000
Engineering Total	\$ 3,997,403	\$ -	\$ 1,813,737	\$ 7,335,902
Field Operations				
1000-General Fund	\$ 6,540,228	\$ -	\$ 6,485,811	\$ 7,232,845
1020-Vehicle Replacement	3,408,649	-	3,408,649	3,183,397
1080-General Government Capital Prj	4,913,962	10,378,473	9,999,752	16,200,277
2160-Other Grants	-	265,699	-	-
2200-Training Facility Revenue	731,508	-	731,508	758,793
4030-Transportation Capital Proj	18,138	-	9,564	308,574
4040-Public Safety Construction	7,728,483	(196,483)	3,647,999	4,642,241
4060-Government Facilities	44,463	(19,059)	25,404	3,172,020
4080-Cultural Facility	-	-	-	2,872,624
6020+-Water and Sewer	7,169	-	-	21,804
6110-Landfill	20,842,782	(3,421,305)	13,089,239	26,287,015
6120-Solid Waste	22,455,721	(809,405)	21,091,547	20,704,877
7040-Fleet Services	9,905,394	-	7,678,981	10,483,338
4284-2019-DIF Libraries	-	-	-	25,000
4020-Hurf Capital Projects	12,059	-	9,619	2,440
Field Operations Total	\$ 76,608,556	\$ 6,197,920	\$ 66,178,074	\$ 95,895,245
Fire Services				
1000-General Fund	\$ 49,726,831	\$ 0	\$ 49,835,239	\$ 47,284,869
1080-General Government Capital Prj	-	-	-	884,000
2160-Other Grants	5,028,831	-	3,825,231	5,689,087
2200-Training Facility Revenue	948,434	-	948,434	1,230,806
4040-Public Safety Construction	73,056	(774)	72,282	470,000
Fire Services Total	\$ 55,777,152	\$ (774)	\$ 54,681,187	\$ 55,558,762

**City of Glendale
Expenditures/Expenses by Department
Fiscal year 2022**

Department/Fund	Adopted Budgeted Expenditures/ Expenses 2021	Expenditure/ Expense adjustments approved 2021	Actual Expenditures/ Expenses* 2021	Budgeted Expenditures/ Expenses 2022
HR & Risk Mgt				
1000-General Fund	\$ 2,347,387	\$ -	\$ 2,347,387	\$ 2,757,582
1080-General Government Capital Prj	-	-	-	-
7010-Risk Management Self Insurance	4,624,968	-	4,624,968	6,611,452
7020-Workers Comp Self Insurance	4,750,076	-	4,750,076	7,175,986
7030-Benefits Trust	32,458,292	-	32,458,292	32,874,015
HR & Risk Mgt Total	\$ 44,180,723	\$ -	\$ 44,180,723	\$ 49,419,034
Innovation & Technology				
1080-General Government Capital Prj	-	\$ 250,000	\$ (336,000)	\$ 586,000
7050-Technology	9,722,492	-	9,629,742	11,642,710
7060-Technology Projects	6,026,770	-	6,026,770	5,902,845
Innovation & Technology Total	\$ 15,749,262	\$ 250,000	\$ 15,320,512	\$ 18,131,555
Mayor & Council Office				
1000-General Fund	\$ 1,763,393	\$ (0)	\$ 1,763,393	\$ 1,728,769
1080-General Government Capital Prj	-	\$ 133,723	\$ 133,723	-
2160-Other Grants	-	15,000	15,000	-
Mayor & Council Office Total	\$ 1,763,393	\$ 148,723	\$ 1,912,116	\$ 1,728,769
Non-Departmental				
1000-General Fund	\$ 10,317,040	\$ 1,000,000	\$ 11,317,040	\$ 270,962,634
2100-Utility Bill Donation	200,000	-	200,000	150,000
2160-Other Grants	7,287,447	(6,615,388)	6,615,388	70,875,100
Non-Departmental Total	\$ 17,804,487	\$ (5,615,388)	\$ 18,132,428	\$ 341,987,734
Organizational Performance				
1000-General Fund	\$ 464,729	\$ -	\$ 388,921	\$ 478,678
Organizational Performance Total	\$ 464,729	\$ -	\$ 388,921	\$ 478,678
Police Services				
1000-General Fund	\$ 100,744,959	\$ -	\$ 100,517,099	\$ 94,421,037
1080-General Government Capital Prj	93,626	-	93,626	-
2160-Other Grants	4,903,657	-	4,965,085	4,778,868
2170-Rico Funds	1,743,272	-	1,743,272	1,697,505
2200-Training Facility Revenue	174,711	-	174,711	431,466
4040-Public Safety Construction	-	-	-	1,637,601
4191-2012-DIF Police Facilities	-	-	-	375,883
Police Services Total	\$ 107,660,226	\$ -	\$ 107,493,794	\$ 103,342,360

**City of Glendale
Expenditures/Expenses by Department
Fiscal year 2022**

Department/Fund	Adopted Budgeted Expenditures/ Expenses 2021	Expenditure/ Expense adjustments approved 2021	Actual Expenditures/ Expenses* 2021	Budgeted Expenditures/ Expenses 2022
Public Affairs				
1000-General Fund	\$ 2,604,196	\$ -	\$ 2,604,196	\$ 2,668,126
Public Affairs Total	\$ 2,604,196	\$ -	\$ 2,604,196	\$ 2,668,126
Public Facilities & Events				
1000-General Fund	\$ 14,862,276	\$ -	\$ 14,966,211	\$ 15,529,756
1080-General Government Capital Prj	-	2,900,000	(5,442,185)	3,378,784
2160-Other Grants	184,309	199,895	434,170	175,000
2180-Park and Rec Designated	62,897	-	62,897	62,583
4050-Parks Construction	1,628,950	-	1,277,546	6,564,762
4080-Cultural Facility	300,000	-	-	300,000
4090-Open Space/Trail Construction	176,795	-	6,718	1,170,077
4290-DIF Citywide Open Space	150,000	-	150,000	-
4325-2014-DIF Parks & Rec	1,183,466	-	152,988	1,494,080
4365-2012-DIF Parks & Rec	144,393	-	13,793	92,124
Public Facilities & Events Total	\$ 18,693,087	\$ 3,099,895	\$ 11,622,138	\$ 28,767,165
Water Services				
6020+-Water and Sewer	\$ 142,162,437	\$ (8,276,344)	\$ 124,385,574	\$ 138,948,103
6040-Water and Sewer Bond Debt Svc	24,423,733	-	24,423,733	24,861,748
2160-Other Grants	-	8,000	8,000	-
Water Services Total	\$ 166,586,169	\$ (8,268,344)	\$ 148,817,306	\$ 163,809,851
Transportation				
1000-General Fund	\$ 952,500	\$ -	\$ 565,419	\$ 952,970
1080-General Government Capital Prj	-	5,060,000	5,060,000	-
2050-Highway User Revenue Fund	12,007,683	-	11,764,604	15,549,658
2060-Transportation Grants	4,238,363	233,255	4,171,618	5,640,149
2070-Transportation Sales Tax	14,088,871	100,000	13,418,834	23,806,120
2130-Airport Special Revenue	972,322	-	972,322	1,067,592
2190-Airport Capital Grant	5,293,550	-	1,814,666	5,568,884
4010-Streets Construction	16,056,799	(2,172,212)	2,582,252	27,359,463
4020-Hurf Capital Projects	7,860,701	(702,896)	4,712,979	5,419,825
4030-Transportation Capital Proj	21,115,388	(446,933)	16,441,513	8,471,082
4060-Government Facilities	-	-	-	27,769
4410-2014-DIF Streets Zone 1 East	630,970	-	630,970	1,440,806
4420-2014-DIF Streets Zn 2 West 101	2,218,478	-	2,218,478	311,400
4431-2019-DIF-Streets	-	-	-	427,100
3040-Transportation Debt Service	6,709,576	-	6,709,576	6,709,183
Transportation Total	\$ 92,145,201	\$ 2,071,214	\$ 71,063,233	\$ 102,752,001

**City of Glendale
Expenditures/Expenses by Department
Fiscal year 2022**

Department/Fund	Adopted Budgeted Expenditures/ Expenses 2021	Expenditure/ Expense adjustments approved 2021	Actual Expenditures/ Expenses* 2021	Budgeted Expenditures/ Expenses 2022
Contingency				
1000-General Fund	\$ 2,000,000	(500,000)	500,000	3,000,000
2050-Highway User Revenue Fund	1,000,000	-	-	1,000,000
2070-Transportation Sales Tax	-	-	-	1,000,000
4040-Public Safety Construction	-	-	-	994,906
4050-Parks Construction	248,782	-	-	288,033
4080-Cultural Facility	358,378	-	-	385,778
4090-Open Space/Trail Construction	226,795	-	-	255,967
4165-2014-DIF Fire	3,336,459	-	-	3,141,698
4173-2019-DIF Fire	916,695	-	-	4,779,297
4191-2012-DIF Police Facilities	29,601	-	-	2,526
4215-2014-DIF Police	818,818	-	-	748,869
4223-2019-DIF Police	777,994	-	-	4,135,776
4270+-DIF Libraries	74,744	-	-	-
4283-2012-DIF Libraries	41,468	-	-	51,916
4284-2019-DIF Libraries	-	-	-	842,347
4290-DIF Citywide Open Space	17,971	-	-	-
4325-2014-DIF Parks & Rec	-	-	-	6,600
4365-2012-DIF Parks & Rec	136,685	-	-	343,460
4383-2019-DIF Parks & Rec	366,091	-	-	4,674,400
4405-2012-DIF Streets	12,118	-	-	6,597
4410-2014-DIF Streets Zone 1 East	2,185,368	(1,643,604)	1,643,604	1,504,349
4420-2014-DIF Streets Zn 2 West 101	422,208	-	-	211,761
4430-2014-DIF Streets Zn 3 West 303	44,757	-	-	50,360
4431-2019-DIF-Streets	2,502,805	-	-	19,793,161
4440-DIF General Government	92,313	-	-	-
6020+-Water and Sewer	2,000,000	(1,600,000)	1,600,000	3,000,000
6110-Landfill	500,000	-	-	500,000
6120-Solid Waste	200,000	-	-	200,000
7010-Risk Management Self Insurance	1,000,000	-	-	1,000,000
7020-Workers Comp Self Insurance	1,000,000	-	-	1,000,000
7060-Technology Projects	99,069	-	-	-
8010-Cemetery	5,074,337	-	-	6,146,694
Contingency Total	\$ 25,483,458	\$ (3,743,604)	\$ 3,743,604	\$ 59,064,494
TOTAL ALL DEPARTMENTS	\$ 747,000,000	\$	\$ 664,903,103	\$ 1,244,000,000

* 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 2022**

Fund	Full-Time Equivalent (FTE)		Employee Salaries and Hourly Costs		Retirement Costs		Healthcare Costs		Other Benefit Costs		Total Estimated Personnel Compensation	
	2022		2022		2022		2022		2022		2022	
GENERAL FUND												
1000-General Fund	1,283.00	\$	112,356,957	\$	278,049,155	\$	18,982,481	\$	9,651,054	\$	419,039,647	
Total General Fund	1,283.00	\$	112,356,957	\$	278,049,155	\$	18,982,481	\$	9,651,054	\$	419,039,647	
SPECIAL REVENUE FUNDS												
2010-Home Grant		\$		\$		\$		\$	32,019	\$	32,019	
2020-Neighborhood Stabilization									25,000		25,000	
2030-Neighborhood Stabilization Pgm:									25,000		25,000	
2040-CDBG	8.00		504,832		61,915		100,820		225,171		892,738	
2044-CDBG-CV3			250,000								250,000	
2050-Highway User Revenue Fund	41.00		2,901,096		351,480		538,206		208,972		3,999,755	
2070-Transportation Sales Tax	52.25		3,433,771		419,217		616,359		263,902		4,733,249	
2110-Arts Commission	2.00		150,190		21,022		20,249		14,034		205,495	
2120-Court Security Bonds	2.50		262,683		18,727		37,369		18,771		337,550	
2130-Airport Special Revenue	6.00		415,244		50,787		65,840		31,459		563,330	
2140-CAP Grant	9.50		1,056,435		70,244		148,705		43,292		1,318,676	
2150-Emergency Shelter Grant									17,183		17,183	
2151-Emergency Shelter Grant CV1			74,945						74,945		74,945	
2160-Other Grants	11.00		5,823,856		233,798		135,619		43,089		6,236,361	
2170-Rico Funds	1.00		55,909		6,832		14,826		4,277		81,844	
2180-Park and Rec Designated			5,200								5,200	
2200-Training Facility Revenue	10.00		821,532		279,891		158,153		47,289		1,306,865	
Total Special Revenue Funds	143.25	\$	15,755,693	\$	1,513,913	\$	1,836,146	\$	999,457	\$	20,105,210	
ENTERPRISE FUNDS												
6020+-Water and Sewer	240.25	\$	16,812,055	\$	2,017,535	\$	3,455,282	\$	1,322,484	\$	23,607,355	
6110-Landfill	44.50		2,939,422		355,346		552,110		227,264		4,074,142	
6120-Solid Waste	76.50		4,668,413		556,883		1,072,380		347,433		6,645,109	
6130-Housing Public Activities	20.00		1,354,662		163,834		328,262		101,535		1,948,293	
Total Enterprise Funds	381.25	\$	25,774,551	\$	3,093,598	\$	5,408,034	\$	1,998,716	\$	36,274,899	
INTERNAL SERVICE FUND												
7010-Risk Management Self Insuranc	2.00	\$	201,537	\$	24,737	\$	22,635	\$	16,267	\$	265,176	
7020-Workers Comp Self Insurance	3.00		215,869		26,437		45,224		17,030		304,561	
7040-Fleet Services	34.00		2,143,555		262,119		461,650		163,167		3,030,492	
7050-Technology	35.00		3,478,089		426,198		504,585		274,250		4,683,122	
Total Internal Service Fund	74.00	\$	6,039,050	\$	739,491	\$	1,034,094	\$	470,715	\$	8,283,350	
TOTAL ALL FUNDS	1,881.50	\$	159,926,251	\$	283,396,157	\$	27,260,756	\$	13,119,942	\$	483,703,105	

APPENDIX

Fiscal Year 2021-2022 Annual Budget Book



RESOLUTION NO. R21-59

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 2021-2022, 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, 2021, and ending June 30, 2022; 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 11, 2021, by Resolution No. R21-40; 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 2021-2022.

SECTION 2. That the Council will set the property tax levy on June 22, 2021.

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 8th day of June, 2021



Mayor Jerry P. Weiers

ATTEST:



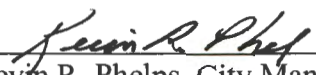
Julie K. Bower, City Clerk (SEAL)

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	1,081
Humana Healthcare	940
Honeywell Aerospace	830
Midwestern University	942
Topgolf	470
Conair Corporation	450
Lockheed Martin	350
Bechtel Corporation	339

Annexed Area in Sq. Miles

<u>Year</u>	<u>Total</u>
1910	1
1910-1969	15
1970-1979	39
1980-1989	50
1990-1999	55
2000-2010	59
2011-2020	65
2021	65.3

Population

1970	36,228
1980	97,172
1990 (Census)	148,134
*2000 (Census)	218,812
*2010 (Census)	226,721
*2021 (Estimate)	256,912

* All population numbers 1995 and after include the population of Luke AFB.

Elections

Number of votes cast:

Nov. 2020 General Elec. (5 Questions)	96,609
August 2020 Primary Elec. (3 Dist.)	39,369
Nov. 2019 Special Elec. (6 Dist.)	52,957
Aug. 2018 Primary Elec. (3 Dist.)	14,530

Percentage of registered voters voting in:

Nov 2020 General Elec. (5 Questions)	75.36%
August 2020 Primary Elec. (3 Districts)	32%
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 2022)

Full-Time & Part-Time, Permanent	1,881.5
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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
2020	5,718

Fire Protection (CY 2020)

Number of Stations	9
Number of Incidents (includes Automatic Aid):	
EMS	36,251
Fire	3,968
Miscellaneous	1,390
Special Operations	901
Total Calls	42,510
Fire FTE's (FY 2021)	288

Police Protection (CY 2020)

Number of Stations	3
Calls Processed*	377,244
Text to 911**	487
Vehicular Patrol Units***	138
Number of Reserves	8
*Includes incoming, outgoing and 911 calls	
**New service implemented 4/4/18	
***Marked by lights/sirens & uniformed officers	
Police FTE's (FY 2021)	570

Court Offenses Processed (FY 2020)

DUI	345
Other Criminal Traffic	983
Failure to Appear	338
Civil Traffic	10,001
Parking	1,257
Non-Traffic Misdemeanor	3,247
Protective Orders	1,421
Total Case Filings	17,592

Parks and Recreation (FY 2020)

Number of:

Conservation Park	1
Regional Parks	7
Neighborhood Parks	55
Community Parks	9
Sports Complexes	4
Total Park Acreage	2,188.5
Disc. Golf	2
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	488
Drinking Fountains	139
Barbeques	252
Picnic Tables	703
Miles of Trails	46
Linear Feet of Multiuse Walkways	92,892

Landfill & MRF (FY 2020)

Number of Customer Transactions	155,806
Tonnage Processed	
Residential	226,619
Commercial	154,059
Recycle	6,625
Tonnage Processed Total	387,303

Solid Waste (FY 2020)

Number of Residential Customers	54,961
Number of Commercial Customers	980

Transportation Services (FY 2020)

Number of:

Streetlights	20,500
Signalized Intersections	199
High-Intensity Activated Crosswalks	5
Total Bus Stops	595
Bus Stops w/ Shelters	187
Bus Stops w/ Benches Only	54
Total Glendale Transit Ridership	2,031,559
Dial-a-Ride Total/ADA	47,303/11,061
Glendale Urban Shuttle (GUS)	109,294
Taxi Program	5,366
Fixed Route	1,841,357
Avg. Monthly Aircraft Based at Airport	483

Miles of Streets Maintained:

Arterial	110
Residential	485
Collector	153
Alleys	20

Water Services (FY 2020)

Number of Customers	63,375
Miles of Distribution lines	994
Storage Capacity	67 MG
Treatment Plant Capacities	
Cholla WTP	30.0 MGD
Pyramid Peak WTP	37.0 MGD
Oasis WTP	22.5 MGD
Groundwater Wells	14.6 MGD
Total Capacity	104.1 MGD
Annual Consumption	13.40 BG
Average Daily Water Treated	36.61 MGD
Avg consumption per customer	211 KG

Wastewater Services (FY 2020)

Number of Customers	58,764
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	6.30 BG
Average Daily Water Treated	17.2 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	
ACFR	Annual Consolidated Financial Report
ADA	Americans with Disabilities Act
ADOT	Arizona Department of Transportation
AFB	Air Force Base
ARPA	American Rescue Plan Act
ARRA	American Recovery and Reinvestment Act
AMFP	Arizona Municipal Financing Program
A/V	Audio/Visual
AWRF	Arrowhead Water Reclamation Facility
AZ CARES	Arizona Coronavirus Aid, Relief, and Economic Security
AZSTA	Arizona Sports and Tourism Authority
B	
BofA	Bank of America
C	
CAP	Community Action Program
CD	Community Development
CDBG	Community Development Block Grant
CIP	Capital Improvement Plan
COPs	Certificates of Participation
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 beginning in February and concluding in April that citizens can attend, watch on KGLN cable channel 11 or borrow on videotape from Glendale's libraries.

Link to Agendas, Minutes and Videos of Council Workshops / Council Meetings:
<https://glendale.hosted.civiclive.com/cms/one.aspx?pagelid=15331862>

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.

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