



Glendale, Arizona Annual Budget Book

Fiscal Year 2018-2019

How We Make a Difference



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 & ingenuity.



LEARNING

We view learning as essential to improvement.

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





Fiscal Year 2018-2019 Annual Budget Book

Introduction

**CITY OF GLENDALE, ARIZONA
FISCAL YEAR 2018-2019
ANNUAL BUDGET**

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MISSION STATEMENT

WE IMPROVE THE LIVES OF THE PEOPLE WE SERVE EVERY DAY.



VISION STATEMENT

WE ARE THE COMMUNITY OF CHOICE FOR RESIDENTS, BUSINESSES, AND EMPLOYEES.

VALUE STATEMENTS

INTEGRITY

WE ARE GUIDED BY INTEGRITY IN ALL THAT WE DO.

Throughout our organization there is an unquestionable level of integrity, ethics, transparency, and honesty guiding our communications, interactions, and decision-making. We are fair, principled, accountable, and inclusive in all that we do. The example is set by City Council, City Management, and every staff member. We do this to create trust within the organization and throughout the community.

EXCELLENCE

WE ARE COMMITTED TO EXCELLENCE THROUGH OPERATIONAL AND FINANCIAL STEWARDSHIP.

Our approach to excellence begins with a positive attitude. We are committed to delivering high quality services to our diverse community at an affordable cost, with demonstrated value, in an expeditious manner. We design our services with our stakeholder's needs in mind. We provide opportunities to gather feedback on our services in an inclusive way and look for merit in every idea. We do this to ensure we are good stewards of taxpayer dollars, to create organizational and community pride in the services we provide, and to create added value for our community.

INNOVATIVE

WE ARE INNOVATIVE.

We are an organization that constantly examines how we can get better and welcomes creative ideas and new thinking. We value efficiency, technology, and agility and we have the courage to try new approaches. We do this to create a flexible organization that can respond quickly to change, to create value by providing more cost-effective services, and to provide a means for employee ownership in the services we provide.

COMMUNITY DRIVEN

WE ARE COMMUNITY DRIVEN.

All people who live, work, do business in, and visit Glendale are our priority. We value community engagement and we constantly seek feedback to assess the varying needs of our community. We welcome everyone and value the richness of skills, background, and experience that a diverse community provides. We do this to honor our heritage, to create openness, and to ensure we are equitably delivering the services that are most valued and needed in our community.

LEARNING ORGANIZATION

WE ARE A LEARNING ORGANIZATION.

We know that our ability to develop and deliver the highest quality services and to achieve operational excellence for our stakeholders is dependent upon having a highly trained and developed workforce and elected representation. We are committed to developing skills and cultivating leaders. We do this to ensure that we are constantly getting better in everything we do and to create lifelong learners.

GLENDALE CITY OFFICIALS



Jerry Weiers
Mayor



Lauren Tolmachoff
Vice Mayor/Councilmember
Cholla District



Bart Turner
Councilmember
Barrell District



Ian Hugh
Councilmember
Cactus District



Jamie Aldama
Councilmember
Ocotillo District

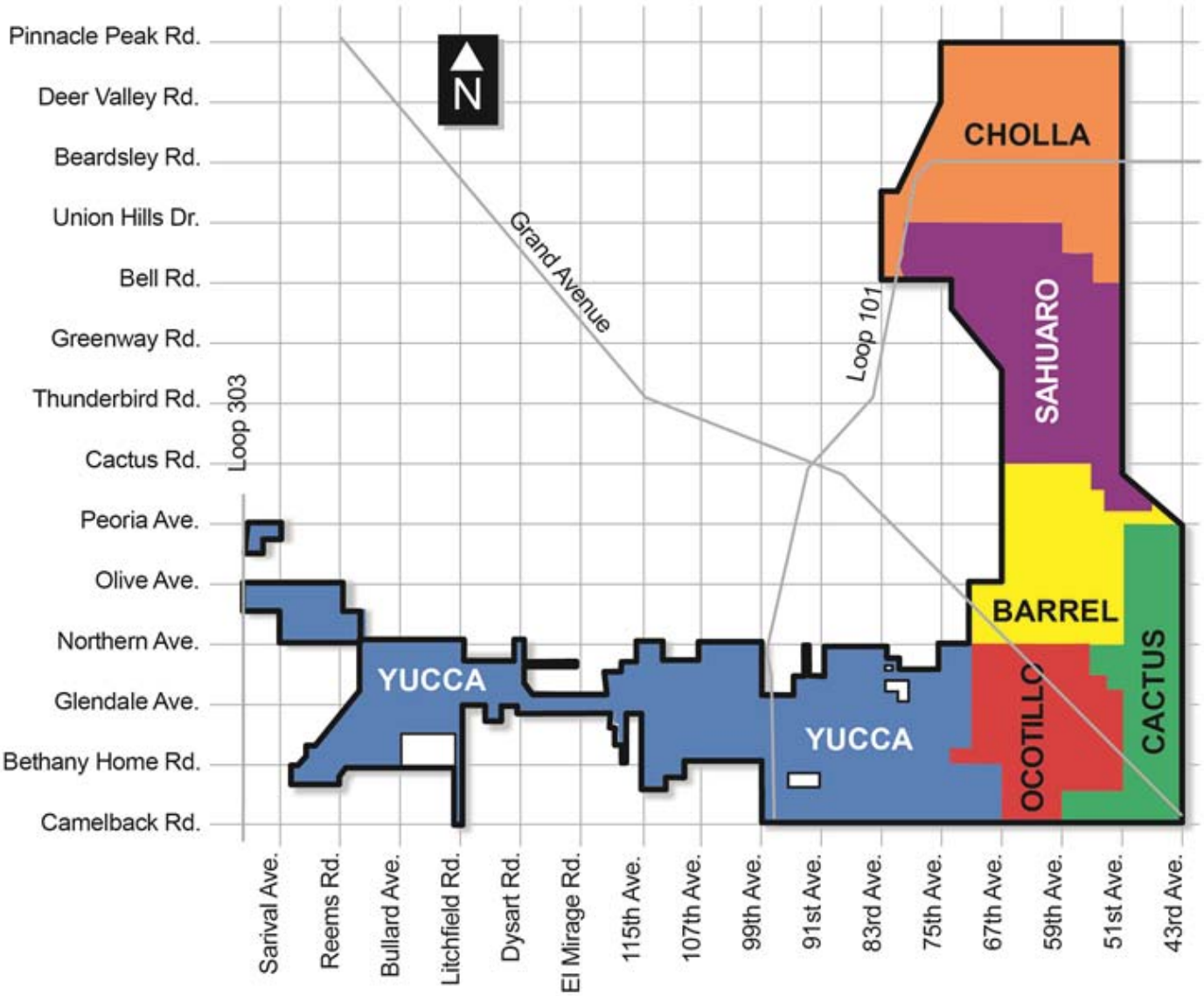


Ray Malnar
Councilmember
Sahuaro District



Joyce Clark
Councilmember
Yucca District

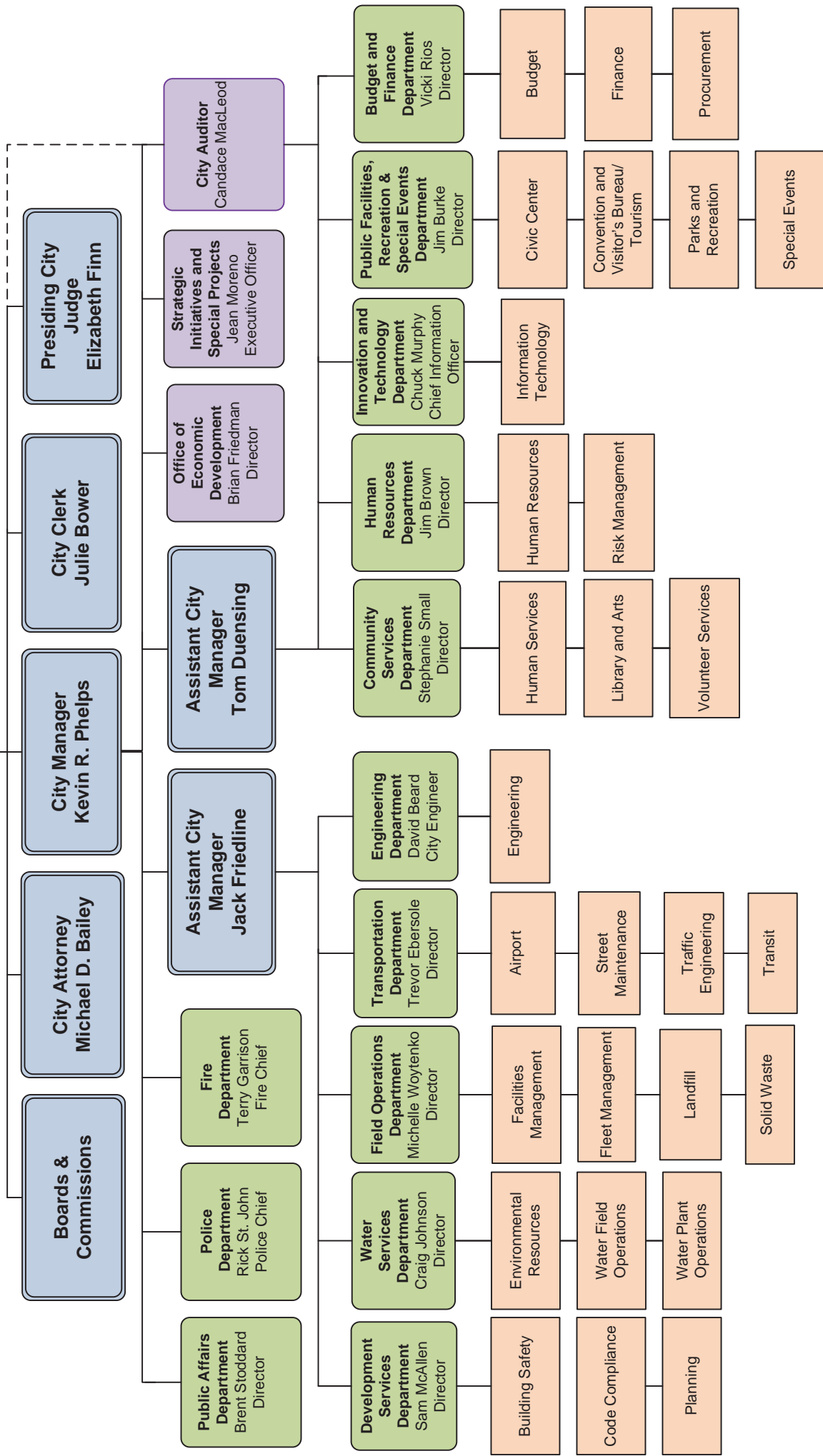
GLENDALE COUNCIL DISTRICT BOUNDARIES



CITIZENS OF GLENDALE

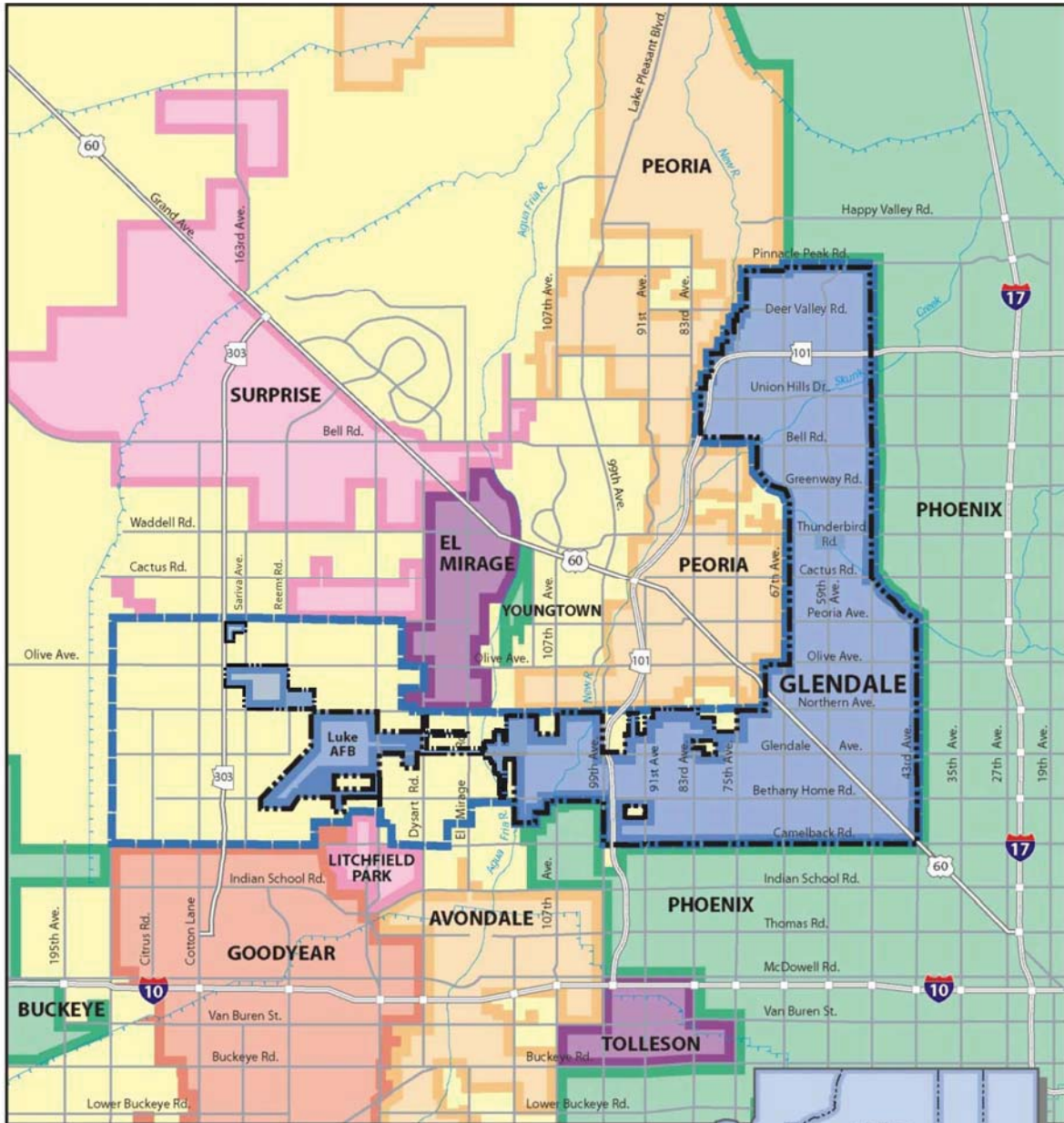
March 8, 2018

City Council

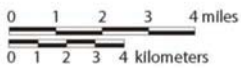


COMMUNITY INTEGRITY EXCELLENCE INNOVATION LEARNING
 We improve the lives of the people we serve every day.

MAP OF GLENDALE AND NEIGHBORING COMMUNITIES

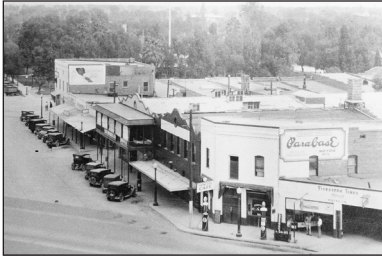


- City of Glendale
- Glendale 2025 Municipal Planning Area
- City of Glendale Municipal Boundary

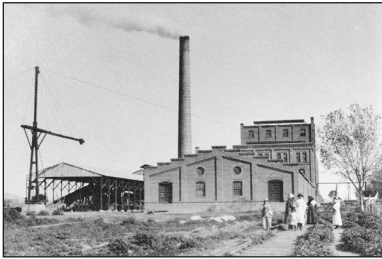


Glendale, Arizona
Community Profile
2018-2019 Annual Budget

History



58th & Grand Ave.



Beet Sugar Factory



Thunderbird Field

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

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

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

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

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

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

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



Glendale, Arizona
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Government/Organization

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



City Hall

City Services

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



Glendale Fire

The Glendale Police Department's objectives include crime prevention, crime control, community involvement and fair and equitable treatment for residents. The department has three police stations, 429 sworn officers and 138 civilian employees.



Glendale Police

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

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



Glendale Recycling

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



Glendale, Arizona
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Transportation



Loop 101/63rd Ave. Pedestrian-Bike Bridge

Major transportation corridors that connect Glendale to the entire metropolitan region include historic Grand Avenue, Loop 303 in the far west, the Loop 101 in the western and northern parts of the city, and the Northern Parkway, which is scheduled to be under construction in early 2019, connecting several West Valley cities.

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



Glendale Municipal Airport

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

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.



Glendale, Arizona
Community Profile
2018-2019 Annual Budget



Sports & Entertainment District



Special Events



Parks & Trails

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 for those looking for 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, and unique downtown boutiques.
- Award-winning special events, cultural and performing arts, galleries and concert venues
- Topgolf Glendale opening fall 2018
- More than 180 area golf courses
- Three libraries with a fourth under construction, 70 parks totaling more than 2,188 acres, two aquatics centers, six community centers, a racquet center, two municipal golf courses, four sports complexes, more than 44 miles of hiking and equestrian trails and more than 500 programs and classes offered yearly
- A short distance, 15 to 25 minutes, from other Valley of the Sun amenities including downtown Phoenix, Phoenix Sky Harbor International Airport, Phoenix International Raceway and high-end resorts and spas



Glendale, Arizona
Community Profile

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Tourism



Westgate Entertainment District



Gila River Arena



Renaissance Hotel & Spa

Tourism continues to be an integral part of bolstering 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 the University of Phoenix 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 and staff is pursuing opportunities for convention business also in that state. 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 Mall, University of Phoenix 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.

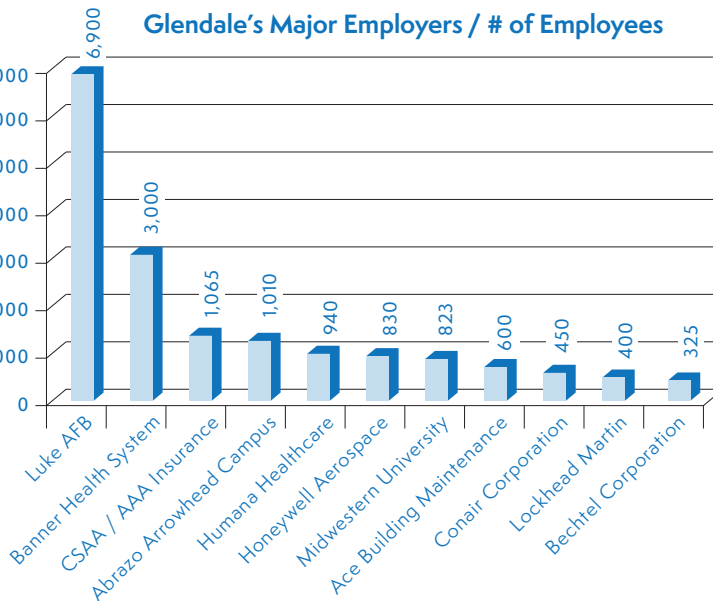
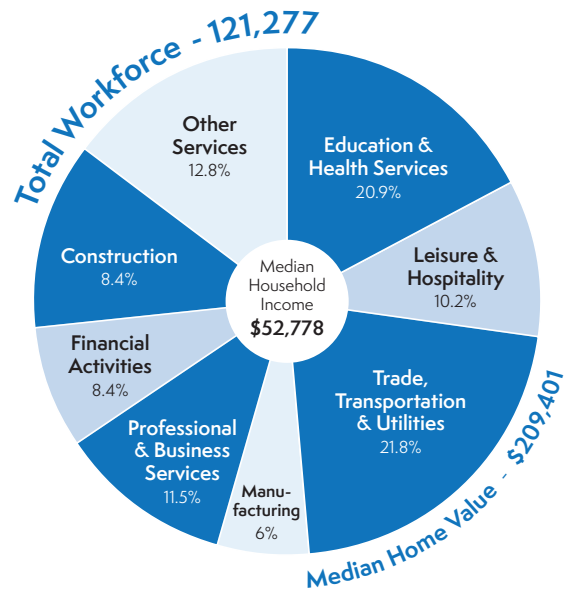
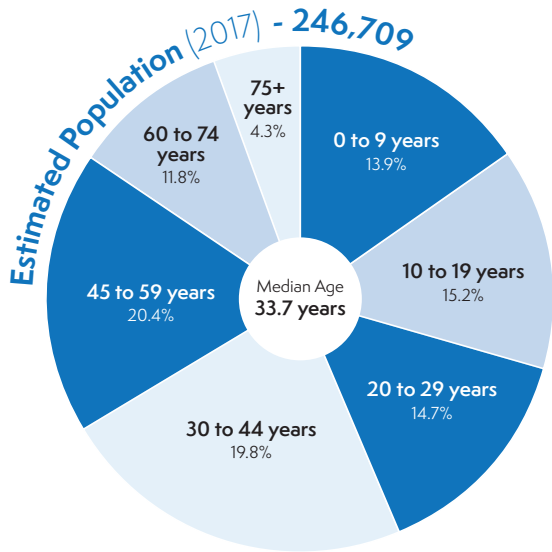


www.GlendaleAZ.com

Glendale, Arizona
Community Profile
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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.



Glendale, Arizona
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Arizona State University
at the West campus

Primary Education

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



Glendale Community College

Higher Education

- Arizona State University at the West campus
- DeVry University Westgate
- Glendale Community College, the area's largest community college
- Midwestern University
- Thunderbird School of Global Management at ASU



Thunderbird School of Global
Management at ASU

Other Quick Facts About Glendale

- High School Diploma or Higher
82.5%
- Persons Per Household
2.89
- 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

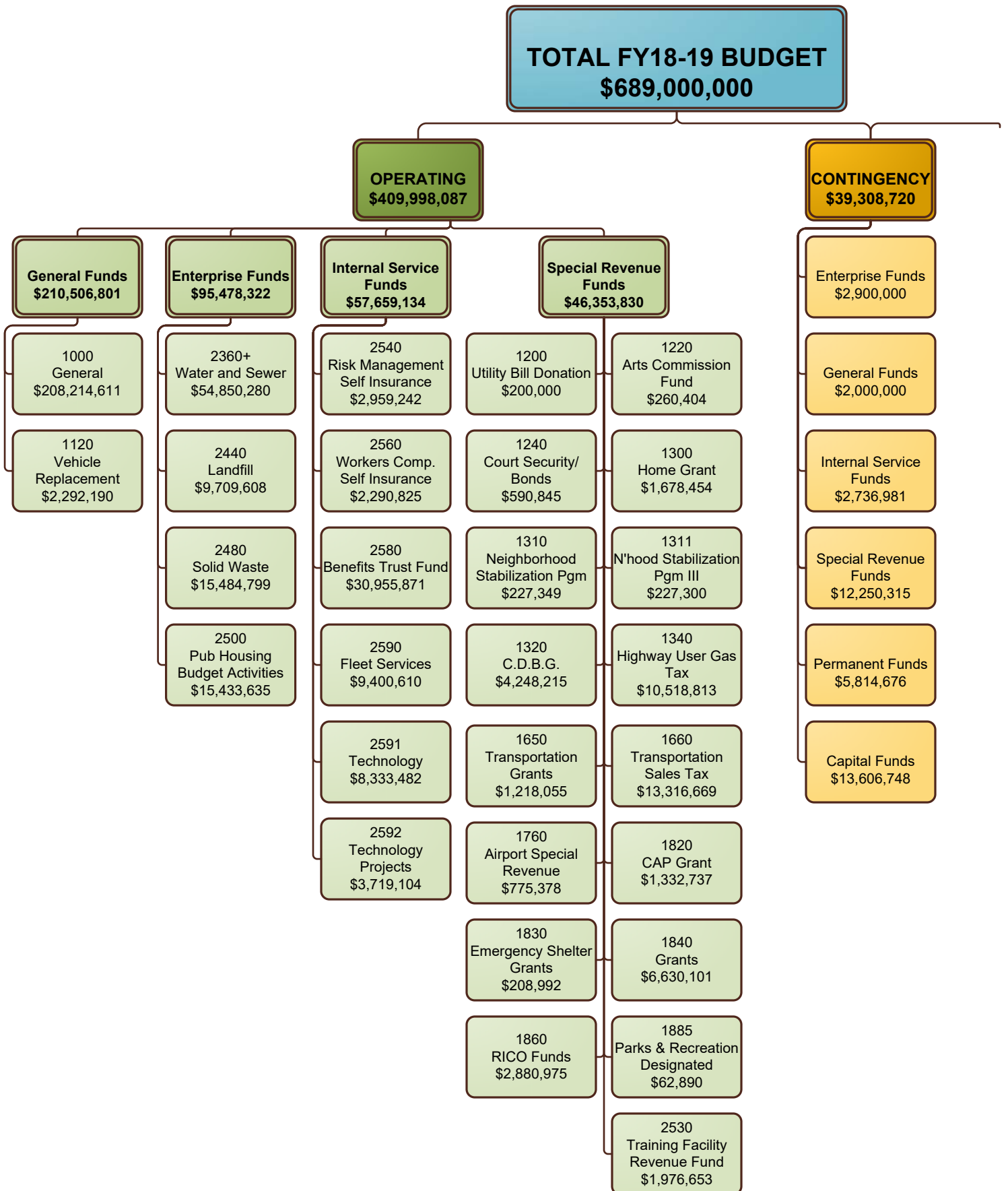
**City of Glendale
Arizona**

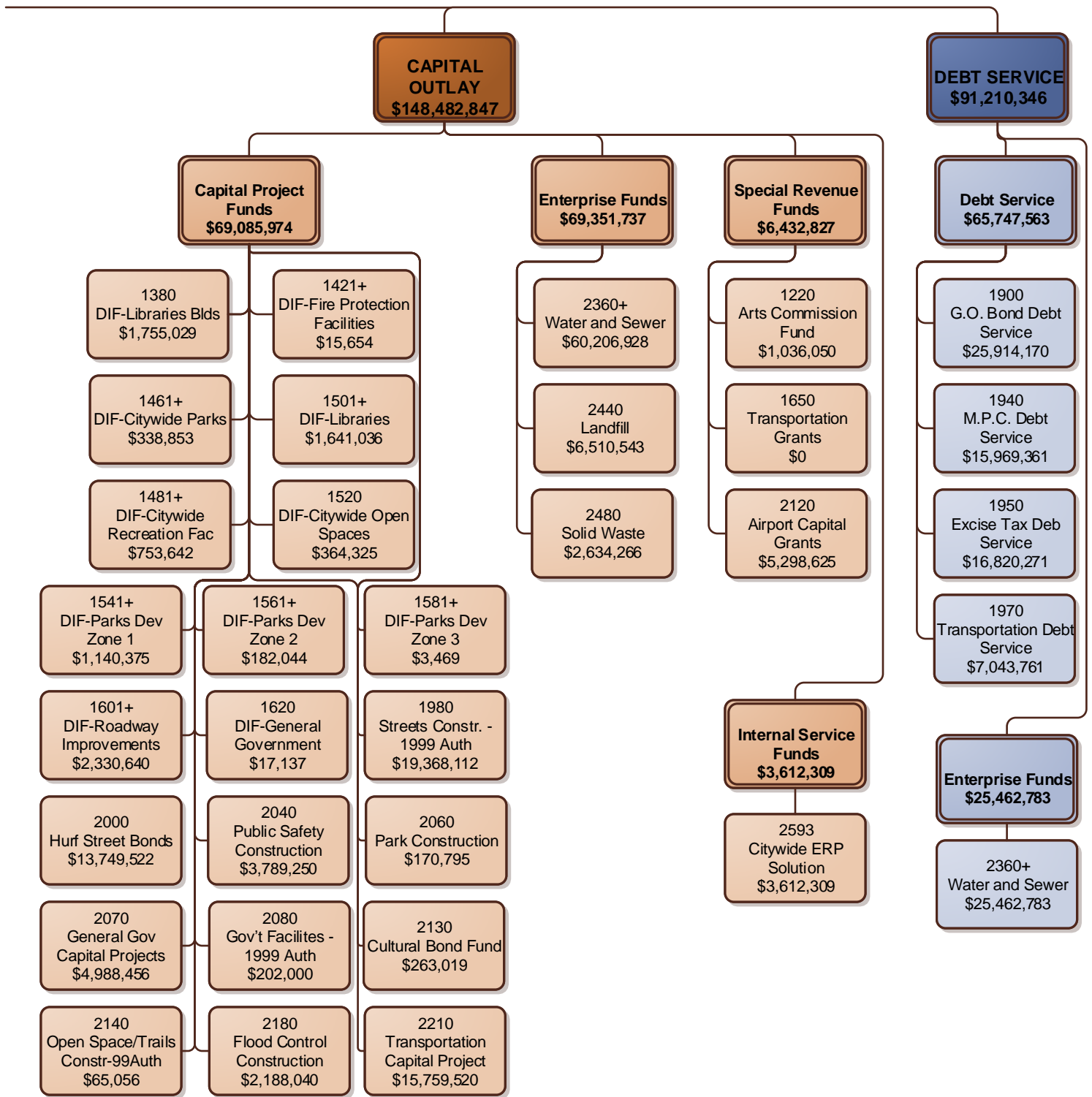
For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morill

Executive Director





HOW TO MAKE THE MOST OF THIS DOCUMENT

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

The document begins with 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 Forecast provides the long-range financial outlook for city operations with details on how the revenue and expenditure projections are established for major funds,
- The Financial Plan discusses short- and long-term strategies that comprise the city's approach to financial planning, and
- The Financial Policies that form the framework and guidelines for overall fiscal planning and management.

Budget Summaries

The budget summary offers an overview of the city's finances and examines the budget components, process and amendment policy. It also covers the financial and operational summaries for all major funds and provides historical trends for revenues, expenditures and staffing.

The debt service information has historically been included within the preceding CIP section in past budget books. The format allows the reader the opportunity to focus on either capital projects, or the financing rules, regulations, policies and procedures governing how CIP projects

are financed (debt service). It starts with an explanation of the various funding mechanisms available for financing projects (e.g. general obligation bonds, revenue bonds, development impact fees, etc.) and includes explanations of voter authorization, capacity limits, assessed valuation, property tax rates, debt coverage ratios, etc.

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 the those higher level components by reviewing a schedule dedicated to revenues, operating expenditures or debt service payments. The detail schedules summarize information by account categories, operational departments (i.e. public safety, utilities, sanitation, etc.) and bond issuances. This section also includes the official budget forms 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.

FY18-19 BUDGET CALENDAR

July 2017 – February 2018

Budget staff analyzed revenue and expenditure data to assess the budget and economic outlook for FY18-19. Discussions with the City Manager's Office and other executive management staff occurred during this time regarding numerous balancing options for the FY18-19 revenue, operating, and debt service budgets.

Preparation of FY18-19 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 2017 – February 2018

Capital Improvement Plan (CIP) budget preparation. This process involved input by departments; the review of project budgets and operating and maintenance budgets by engineering, budget and facilities management staff; the prioritization of projects based on City Council's strategic priorities and financial capacity; a discussion of various financing options by the CIP finance team; and preparation of the Preliminary FY 2019-2028 CIP document for City Council review.

December 2017

The FY18-19 operating budget kickoff meeting with department directors and staff to commence budget input was held on December 21, 2017. Input continued through January 2018.

January 2018

A Five – Year Financial Forecast of the General Fund and all major operating funds was presented to council January 9, 2018 at a council workshop. This discussion primarily focused on the General Fund and opportunities to strengthen the city's financial position. Department's base budgets submissions were due mid-January 2018. Review meetings with department and budget office staff to discuss base budget submissions in late January and continuing into February 2018.

February 2018

Review with City Council information on the upcoming FY18-19 Budget calendar, budget process and discussion on policy guidance and input. Staff presented information on long-term and short-term options, including items identified in the General Fund five-year forecast for consideration in the FY18-19 budget process. Council began discussion on G. O. Bond projects to be included in the 2019-2028 Capital Improvement Plan.

March 2018

Council discussion continues on G. O. Bond projects to be included in the 2019-2028 Capital Improvement Plan. Council discussion on upcoming financial strategies, and the city's Financial Policies. Key revenue projections are presented. The city's proposed Ten-year Capital Improvement Plan is also presented.

April 2018

City Council holds two all day and one half-day budget workshops for presentations of the Draft FY18-19 operating budget by department. An overview of the draft FY18-19 budget for the General Fund was presented and discussed in detail as this is the city's largest operating fund. The report also provided Council an opportunity to review the proposed cost of all city services provided by city departments based on the draft FY18-19 budget.

May 2018

Council holds a follow-up budget workshop on budget requests and items for policy consideration, as well as the 2019-2028 Capital Improvement Plan.

City Council adopted a resolution approving the FY18-19 tentative budget, directing publication of the tentative budget, giving notice of the June 12th date for the public hearing on the FY18-19 final budget and a separate public hearing on the FY18-19 property tax levy. Notice is also given of the June 26th date for the adoption of the FY18-19 property tax levy.

June 2018

City Council conducted a separate public hearing on the FY18-19 budget and convened a special meeting to adopt a resolution approving the FY18-19 budget. Final adoption of the FY18-19 Property Tax Levy is approved.

July 2018

Start of fiscal year 2018-2019.

FY18-19 BUDGET PROCESS

Overview

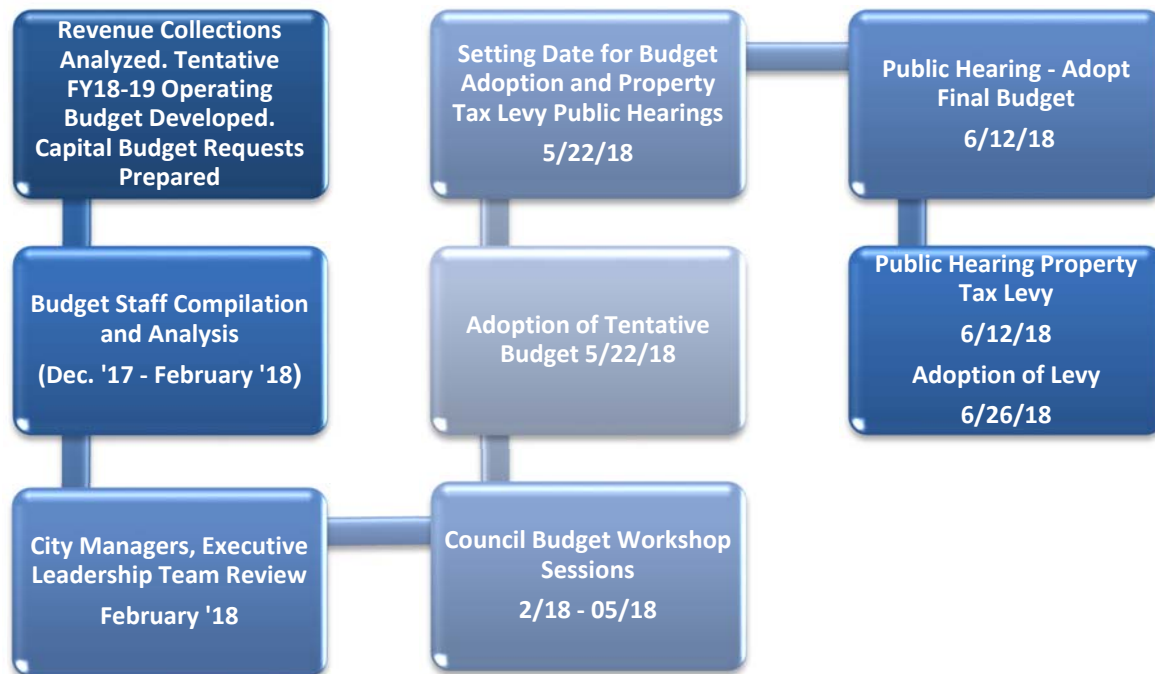
The FY18-19 operating and capital budgets are based on council's continuing key priorities and strategic goal themes;



Principal issues for the FY18-19 budget were the challenges of aging infrastructure, the level of General Fund contractual obligations, and unfunded mandates as a result of recent litigation of the Arizona Public Safety Retirement System. These are discussed in detail in the *City Manager's Message* in this document.

Over the course of several months various balancing options and fiscal strategies for both the FY18-19 operating budget and the FY 2018-2027 capital improvement plans were evaluated. A series of budget workshops were held from February to May 2018. A final balanced plan was established in May 2018 and resulted in the recommended budget.

At the conclusion of these budget workshops, the proposed budget was presented to Council for tentative adoption and then, three weeks later, for final adoption. The budget was transmitted to the general public in the form of public hearing notices. These notices included summary budget information as required by Arizona state law. After completing the public hearing for the final FY18-19 budget, the Council adopted the budget and thereby set the expenditure limitation for FY18-19. The chart on the following page illustrates the broad outline of the FY18-19 budget development process.



Budget Basis of Accounting

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

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

- a. Compensated absences liabilities that are expected to be liquidated with expendable available financial resources are accrued as earned by employees on a GAAP basis as opposed to being expended when paid on a budget basis.
- b. Principal payments on long-term debt within the enterprise funds are applied to the outstanding liability on a GAAP basis as opposed to being expended when paid on a budget basis.
- c. Capital outlays within the enterprise funds are recorded as assets on a GAAP basis and expended on a budget basis.

- d. Proceeds from sale of assets is not recognized as revenue on a GAAP basis.
- e. Inventory is expensed at the time it is used.
- f. Depreciation expense is not budgeted as an expense.
- g. Beginning fund balance is not recognized as a revenue on a GAAP basis.
- h. Indirect cost allocation of expenditures is not recorded as a GAAP expense and revenue.
- i. Compensated absences liabilities that are expected to be liquidated with expendable available financial resources are accrued as earned by employees on a GAAP basis as opposed to being expensed when paid on a budget basis.
- j. Principal payments on long-term debt within the enterprise funds are applied to the outstanding liability on a GAAP basis as opposed to being expensed when paid on a budget basis.
- k. Capital outlays within the enterprise funds are recorded as assets on a GAAP basis and expended on a budget basis.
- l. Inventory is expensed at the time it is used.
- m. Depreciation expense is not budgeted as an expense.

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

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

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

Accounting Changes:

In 2011, the Glendale City Council approved an increase to the city's tax rate on transient lodging, commonly referred to as the "bed tax," from 3.4% to 5%. As part of this action, all the proceeds from the increased tax rate are dedicated to tourism promotion initiatives that foster economic growth by developing the tourism industry in Glendale.

For FY15-16, a number of General Fund Sub-Funds were eliminated and either combined into the General Fund or reclassified to other fund types for accounting purposes. A further explanation of the funds and changes can be found within the Budget Summary Section.

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

2017 CITY OF GLENDALE, AZ

accomplishments



Glendale grew by
1,340 acres



3 companies expanded in Glendale and **6 new** businesses located here, resulting in **1,891 new jobs**



The Glendale Police Department responded to **170,229** calls for service
60,548 proactive police initiated calls

Police saw a **27% decrease** in fatal accidents



The Fire Department responded to **40,768 total incidents**

Crises responses totaled **1,257**

Glendale Regional Public Safety Training Center (GRPSTC) hosted nearly **69,000** student visits for training of police officers and firefighters

Engineering converted **18,212** HPS (High Pressure Sodium) streetlights to LED (Light Emitting Diode)



6,205 potholes were repaired and **11,706** miles of street were swept



138,000 tons of trash collected



350,600+ tons of refuse at the landfill processed

Recreation implemented **1** Spanish language hotline



The Glendale Municipal Airport reported **78,824** landings or takeoffs



135 trees and shrubs planted

18,842,000+ pounds of materials recycled



Glendale rated the **#1 "emerging destination"** in the country (as ranked by the international online vacation search engine, Trivago)

9,442 graffiti tags removed



6 billion gallons of wastewater reclaimed



Glendale Public Library celebrated the **30th anniversary** of the Library Card Sign-Up Month



560,000 library patron visits (all figures system-wide)



Through the Community Action Program, **1,163** Glendale households referred to emergency/ monthly food programs

16 billion gallons of water produced



1.8 billion gallons of water stored underground for future use



Neighborhood Services had **213** community engagement projects/events with **3,628** volunteers completing **9,917** hours of services totalling a value of **\$233,755**



22,470 total pounds of citrus was gleaned and donated to local food banks

City of Glendale had **84,440** GUS Bus riders and **71,912** Dial-A-Ride passengers



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

www.glendaleaz.com



Fiscal Year 2018-2019 Annual Budget Book

Budget Message

FY18-19 City Manager's Budget Message

To the Citizens of Glendale and the Mayor and Council:



I am pleased to provide you with the City of Glendale's final FY18-19 annual budget and ten-year Capital Improvement Plan. The FY18-19 budget request totals \$689 million, which is a 2.5% increase over the prior year's budget. The increase is mainly attributable to an increase in debt service payments and Public Safety Personnel Retirement contribution costs.

Overall, the goal of the FY18-19 budget is to continue to improve the city's financial position while maintaining a high quality of service delivery; improving public safety, encouraging development, maintaining neighborhoods and continuing progress toward the development of a strategic plan to ensure service delivery and resource allocation is aligned with City Council policy throughout the entire organization. Development of the budget centered around the following key priorities:

- Sustainability
 - Achieve a \$50 million unrestricted fund balance by year FY19-20
 - No projected general fund deficits over the 5-year planning forecast
 - Enterprise Fund budgets reflect approved rate adjustments
- Public Safety
 - Additional positions and programs
- Economic Development
 - Building capacity to meet increased demand
- Neighborhoods
 - Opening of Heroes Park Library
 - Code Compliance
- Strategic Planning
 - Innovation
 - Continued funding for initiatives to improve efficiency

Budget Approach

The city's financial policies were the guiding principles in developing the FY18-19 financial forecast and ultimately the recommended budget to the City Council. The overall goals underlying the city's financial policies include fiscal conservatism, flexibility, and adherence to the highest management practices.

Strategic Planning Initiatives

To perform effectively on a long-term basis and to be accountable to the residents of Glendale, the city is investing a significant amount of time in the development of organizational strategies

designed to drive progress towards achieving the city's mission of improving the lives of the people we serve every day; and, fulfilling the vision of being the community of choice for residents, businesses, and employees. Our approach to the development of the strategic plan is one that is rooted in the premise that organizational strategy must translate to every line of business and every service we provide; and, must involve everyone in the organization – elected officials, management, and front-line staff.

This fiscal year, the City Council approved a resolution accepting and adopting the City of Glendale Balanced Scorecard Strategy map (attached herein) as the city's organizational strategy intended to systematically coordinate and align resource and actions to achieve specific core objectives. Those objectives were developed within the framework established by the City Council and included involvement from a multi-disciplinary team of employees representing various career development stages, tenures, and operational functions. The strategy focuses efforts in key areas designed to drive change to improve the community experience. The objectives include addressing workforce culture, innovation and process improvement, communication, and resource/asset management.

To continue forward momentum, the next fiscal year will consist of scoping and executing specific city-wide initiatives designed to improve performance in each of the objectives. Some examples are employee recognition, improved communication strategies, process improvement and cycle time, performance management, and the development of master plans and service level agreements. We will also begin the process of data collection as it relates to performance management and begin work on the development of a performance dashboard that will track progress. Finally, departments will begin the process of developing their own scorecards that demonstrate how their work ties in to the organizational strategy.

Revenues

Total revenues for FY18-19 are projected at \$555 million. The General Fund revenues are the largest source at \$224.3 million. These revenues are primarily used for general government operations. Key General Fund revenues are sales taxes (\$111.2 million), primary property taxes (\$5.8 million), and State Shared Revenues (\$66.3 million). Staff continues to track the national, state, and local economies, and closely monitors economic trends and their potential impacts on the city.

Enterprise Funds revenues are the next largest revenue source at \$132.4 million. These revenues are mainly from user fees and charges for services such as water and sewer, solid waste and landfill. Recent rate increases are included in the FY18-19 budget. Staff will continue to monitor the finances of these enterprise funds to ensure adequate fund balances are maintained.

Operating Budget Highlights

The total FY18-19 Operating Budget request is \$410 million which is a 3% increase over the FY17-18 Operating Budget of \$399 million. A few of the highlights of the proposed budget include:

- No increase to the Primary Property Tax Levy
- Funding of the School Resource Officer Program
- Operating costs for the new Heroes Park Library
- Funding for Police technology enhancements
- Replacement of vehicles including a fire ladder tender truck
- Absorption of a Victim's Advocate position which was previously grant funded
- Dedicated Forensic Scientist to speed Glendale Police evidence processing
- Funding to ensure the Skunk Creek Wash complies with flood control standards
- Salary increases in accordance with current Memorandums of Understanding (MOUs) for represented employees and 2.5% across the board increases for all non-represented employees and appointed officials
- Absorption of increased benefit costs including medical, dental, and retirement

A net total of 27 new full-time equivalent positions (FTE's) have been requested in the FY18-19 budget to address key priorities:

General Fund Dept.	# of positions	General Fund Dept.	# of positions
City Attorney	2.0	Council Office	-1.0
City Court	0.5	Heroes Park Library	7.5
Community Services	2.0	Development Services	5.5
Community Srv Grants	-1.75	Fire Department	-1.0
Engineering	1.0	Police Department	3.0
Budget and Finance	-1.0	Public Facilities & Events	2.0
Total General Fund	18.75		

Enterprise Fund Dept.	# of positions	Enterprise Fund Dept	# of positions
Solid Waste	4.0	Water Services	4.25
Total Enterprise Funds	8.25		

The total FY18-19 General Fund operating budget request is \$208 million, and public safety remains a top priority. Police and Fire Departments represent the largest operating budgets within the General Fund, with expenditures totaling \$137.5 million, or 66%. The next largest share of General Fund expenses is Non-Departmental at \$12.9 million. The Non-Departmental budget includes appropriation for items which are not specific to a department or program. Examples include arena management fees, the third of five annual payments for the Stadium agreement, and various development agreement and sales tax rebate payments. Total General Fund appropriations also include \$2.0 million in contingency, which can be used for unforeseen expenditures or unexpected revenue shortfalls which may occur during the budget year.

Capital Improvement Program (CIP)

The city's investment in infrastructure and capital planning continues to enhance economic development and quality of life for our citizens. Significant streets and pavement maintenance

projects are a top priority for the City Council. The 2019-2028 Capital Improvement Plan (CIP) totals \$1.0 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 FY18-19 budget is adopted. The FY18-19 CIP totals \$150 million. Notable projects in the first year of the CIP include:

- Pavement Management of \$26.7 million (\$9.8 million in HURF funding, \$8.2 million in Transportation funding, and \$8.7 million in G. O. Bonds)
- Improvements at the Arrowhead Water Reclamation Facility of \$9.5 million
- Plant Improvements at the Cholla Water Treatment Plant of \$8.8 million
- Western Area Library of \$3.5 million
- Public Safety Equipment, including the Replacement of Airpacks (\$504K) and a Fire Ladder/Tender Truck (\$350K) for the Fire Department

Conclusion

Development of the FY18-19 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. While the city's financial condition has improved, the city will still face many challenges for the next several years.

For FY18-19, the city will be positioned to meet the service level requirements of our citizens and customers, while striving to provide more efficient and effective services using a strategic management framework. This is an exciting time for the Glendale community as the city rebounds financially, is viewed by the business community as a valued partner, continues to serve its citizens through quality amenities and service delivery, and matures from a leadership and organizational development perspective to be the community of choice for our residents, businesses, and employees.

I would like to offer my appreciation to the department staff and City Council for the countless hours of preparation and deliberation in the development of the proposed FY18-19 budget.

Sincerely,



Kevin R. Phelps
City Manager



Fiscal Year 2018-2019 Annual Budget Book

Financial Guidelines

FIVE-YEAR FINANCIAL FORECAST

Introduction

Glendale's annual and long range budgeting process is shaped and guided by the two key foundation documents contained within the Annual Budget. They are the City of Glendale's *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 provides a perspective on the financial condition of the City's General Fund and other appropriated funds as deemed necessary. For the FY18-19 budget process, five- year forecasts were prepared for the General Fund; the Highway User Revenue (HURF), Transportation Sales Tax, Police Sales Tax, and Fire Sales Tax Special Revenue Funds; and the Solid Waste, Landfill, and Water & Sewer Enterprise Funds. These forecasts are prepared at the beginning of the annual budget process and provide a long-range context for staff and the City Council to make budgetary decisions for the upcoming fiscal year.

The FY18-19 forecasts were utilized to examine the revenue and expenditure structures for the five- year period of FY18-19 through FY22-23. 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.

The FY18-19 budgets were formulated using these forecasts as a starting point. As such, the forecast provides the long-term context used as the foundation for budget development and serves to provide a prospective look at the future impacts of current year budget choices.

The City Forecast

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.

Forecasting is one of the most powerful tools available to help make informed decisions and guide budgetary decisions, based on the information currently available. By evaluating important trends and economic conditions and including them in financial forecasts, the City is

better able to gauge its ability to provide essential services over an extended period of time and make decisions affecting the long term financial stability of the City.

Long Range Forecasting Models

Forecasting models are refined each year before the city's annual budgeting process begins. Similar forecasts and rate setting models are used for the enterprise funds. These models are used to calculate the likely financial effects of changing internal and external conditions on the city's fund balances over a five-year period.

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 what are 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 whether or not, given assumptions about local financial policies and economic trends, the City will have sufficient resources to meet the requirements of ongoing, planned, or mandated programs. Forecasting provides an estimate of the financial flexibility of the City, as well as insight into tax, revenue, and service options the Council must address.

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

Expenditure growth is most closely linked to three major factors in the models: 1) growth in the components of personnel costs, 2) inflation in non-personnel costs (including general inflation, fuel and utility inflation) and 3) City financial policies related to new programs and/or the expansion of existing programs as well as including 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 and Fund Balance Requirement

Arizona state law and Glendale city 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 FY18-19 budget complies with the balanced budget requirement in all City funds.

City policy states that the minimum unrestricted (the total amount of the committed, assigned, and unassigned) fund balance in the General Fund shall total 25% of projected annual ongoing revenues. Inclusive in the 25% General Fund unrestricted fund balance; an assigned 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. Also, inclusive in the 25% General Fund unrestricted fund balance, an assigned Operating Reserve was established in FY14-15, for amounts over the General Fund Budget Stabilization Reserve, increasing incrementally each year until it reaches at least 15% of the General Fund operating revenues by FY19-20, which is the ensuing five fiscal years. Finally, the policy states that the City Manager may establish additional assigned fund balance reserves for certain anticipated obligations or other purposes.

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 a number of complex and often uncontrollable cost and revenue variables. These assumptions include, but are not limited to, the present and future condition of the economy, population growth rates and changes in federal, state and local policies that may affect municipal operations. In addition, the ongoing costs of prior commitments to provide services, and the ongoing costs for new capital facilities under construction, must be considered.

The quality and reliability of the long-range forecast are largely dependent upon the accuracy of the cost and revenue assumptions used in the forecast. This section and the following section provide explanations of the key assumptions employed in the current forecasting model, as well as the key issues that underlie the forecast.

Inflation Rates

Inflation has a major impact on all city revenues and expenditures. Salaries, supplies, equipment and contracted services are all subject to inflationary pressures. Therefore, the cumulative effects of general inflation are considered in the forecasting process.

Because good historical data is available, and the Western Region Consumer Price Index for Urban Users (CPI-U) is adjusted for regional influences, the forecast model relies on this source of inflation data. The CPI-U assesses consumer patterns by judging the cost of a theoretical “market basket” of goods using a specific base year and comparing it with future years. In terms of real purchasing power, \$110.5 in goods purchased in 1986 would cost approximately \$249.70 in 2018.

The following table shows the historical percentage increase in the CPI-U since 1987 as reported by the U. S. Department of Labor, Bureau of Labor Statistics.

CPI - Urban Users (Western Region)								
Year	Index	% Increase	Year	Index	% Increase	Year	Index	% Increase
1986	110.5	Baseline	1999	168.9	2.74%	2012	232.4	5.05%
1987	114.3	3.44%	2000	174.8	3.49%	2013	235.8	1.48%
1988	119.0	4.11%	2001	181.2	3.66%	2014	240.2	1.86%
1989	124.6	4.71%	2002	184.7	1.93%	2015	243.0	1.17%
1990	131.5	5.54%	2003	188.6	2.11%	2016	247.7	1.93%
1991	137.3	4.41%	2004	193.0	2.33%	2017	254.7	2.84%
1992	142.0	3.42%	2005	198.9	3.06%	*2018	261.4	2.63%
1993	146.2	2.96%	2006	205.7	3.42%	1986 - 2018 Avg		2.65%
1994	149.6	2.33%	2007	212.2	3.16%	2009 - 2018 Avg		1.77%
1995	153.5	2.61%	2008	219.6	3.51%	2014 - 2018 Avg		2.09%
1996	157.6	2.67%	2009	218.8	-0.38%	* 2018 = Jan to June Average		
1997	161.4	2.41%	2010	218.1	-0.35%			
1998	164.4	1.86%	2011	221.2	1.44%			

The annual inflation rate has averaged 2.65% since 1986. The ten-year period inflation rate averaged 1.77% and the five-year inflation rate averaged 2.09%. Inflationary assumptions used in the Five-Year Financial Forecasts for non-personnel costs averaged approximately 2.0%.

Population Changes

Arizona experienced rapid population growth over the past two decades. Glendale’s population was no exception as it almost doubled over 20 years, from 117,348 residents in 1984, to approximately 229,501 residents in 2004—a 96% increase. Population growth leveled off from

the high growth experienced in the 1990s and the early years of the current decade. The 2017 most current population figure is 245,895

The following table shows the historical and projected population growth and percentage increases for years 1984 through 2021, measured as of the beginning of the fiscal year.

City of Glendale Population at Start of Fiscal Year

Year	Population	% Increase	Year	Population	% Increase
1984	117,348	4.49%	2003	227,712	1.11%
a 1985	122,392	4.30%	2004	229,501	0.79%
1986	127,486	4.16%	2005	231,126	0.71%
1987	132,581	4.00%	e 2006	230,455	-0.29%
1988	137,675	3.84%	2007	230,643	0.08%
1989	142,769	3.70%	2008	230,658	0.01%
b 1990	148,134	3.76%	2009	229,241	-0.61%
1991	151,558	2.31%	2010	226,721	-1.10%
1992	155,916	2.88%	f 2011	227,416	0.31%
1993	161,688	3.70%	2012	229,008	0.70%
1994	168,874	4.44%	2013	232,035	1.32%
c 1995	182,615	8.14%	g 2014	234,632	1.12%
1996	186,500	2.13%	g 2015	240,126	1.00%
1997	191,612	2.74%	g 2016	242,527	1.00%
1998	196,820	2.72%	g 2017	245,895	1.00%
1999	208,095	5.73%	g 2018*	248,354	1.00%
d 2000	219,705	5.58%	2019*	250,838	1.00%
2001	223,748	1.84%	2020*	253,346	1.00%
2002	225,206	0.65%	2021*	255,879	1.00%

Notes:

a 1985 Special Census

b 1990 Census

c 1995 Special Census - includes Luke AFB

d 2000 Census

e 2005 Special Census (September 1)

f 2010 Census

g US Census Bureau - State & County Quick Facts

* Projected Population Figures

All population counts and estimates from 1995 forward include Luke AFB

Salaries and wages

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 FY18-19 five-year forecasted salary and benefit projections for non-represented employees assumed an average annual increase of 2% in order for staffing to remain competitive with other comparable cities.

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

Employee Benefits

Employee benefit costs consist mainly of health insurance, and other employer related payroll taxes and employer paid benefit cost. 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, the unknown impact of recent federal legislation, 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 average 5% annual increases 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. With the financial conditions of the retirement plans, especially the PSPRS plans, it is anticipated the contributions to the plans will increase through the forecast period. The rates, as a percentage of earnings, used in the forecast for FY18-19 through FY22-23 were estimated as follows.

	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23
Arizona State Retirement System	11.50%	11.51%	11.52%	11.53%	11.55%
Public Safety Retirement - Police	48.70%	48.75%	48.80%	48.85%	48.90%
Public Safety Retirement - Fire	45.83%	45.88%	45.92%	45.97%	46.01%
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 Public Works and the Finance and Technology Departments administer the vehicle and technology replacement programs, respectively.

Ongoing contributions to the technology fund are assumed throughout the five-year forecast period. Other measures that have been implemented regarding the replacement funds include the following:

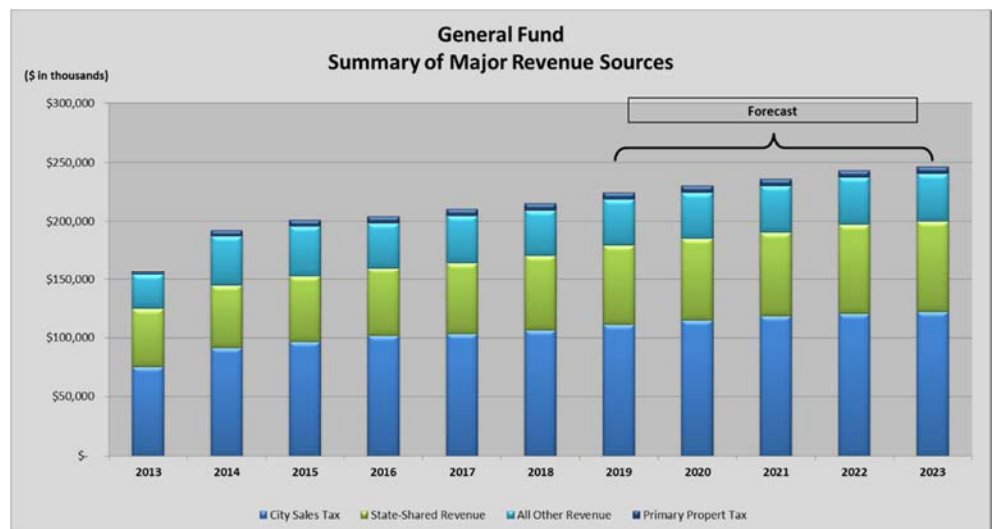
- Non-public safety equipment will have their useful lives extended where appropriate until full contribution levels can be built back into the budget.
- A city-wide motor pool was developed that required departments with vehicles that had low mileage or utilization to be returned for city-wide use on a first come, first served, sign-in and sign-out basis.
- The technology replacement fund will only replace computers and/or monitors when they break or malfunction. Computers and monitors are no longer replaced automatically.

Debt Service Obligations

The forecast includes no additional debt financed projects will be supported by the General Fund. The current Municipal Property Corporation (MPC) debt service supported the previously financed regional public safety training facility, infrastructure improvements for the Zanjero development, and the new convention center/media center/parking garage facilities at the Westgate development. The total General Fund financed debt service ranges from \$31.9 million to \$35.2 million throughout the five-year forecast period.

GF Revenue Forecast

From a historical perspective, a significant economic recession began to impact sales tax and other City revenues beginning in FY2008-2009. National conditions deteriorated rapidly during the summer and fall of 2008 and continued into 2009 as the credit markets

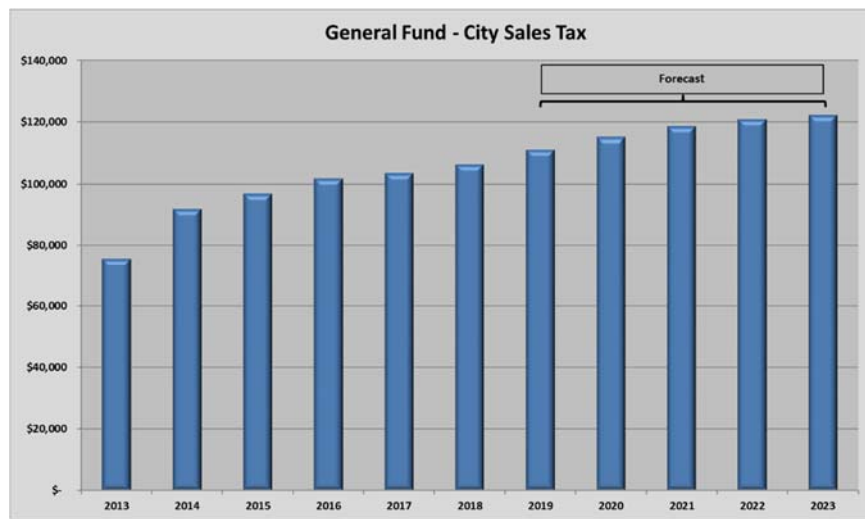


froze for consumers and businesses resulting in a decline in business investment and consumer spending and growth in unemployment. Although the economy started showing signs of recovery in 2012, economists predicted slow recovery for the foreseeable future. In efforts to maintain service levels and address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

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

City Sales Tax

City sales tax revenue is highly elastic and varies directly with the economic conditions. During times of economic expansion, tax revenues increase, primarily due to higher levels of consumer spending. During an economic downturn, the opposite is true and tax revenue levels decline. City sales tax receipts comprise approximately 50% of the city’s General Fund revenue through FY22-23.

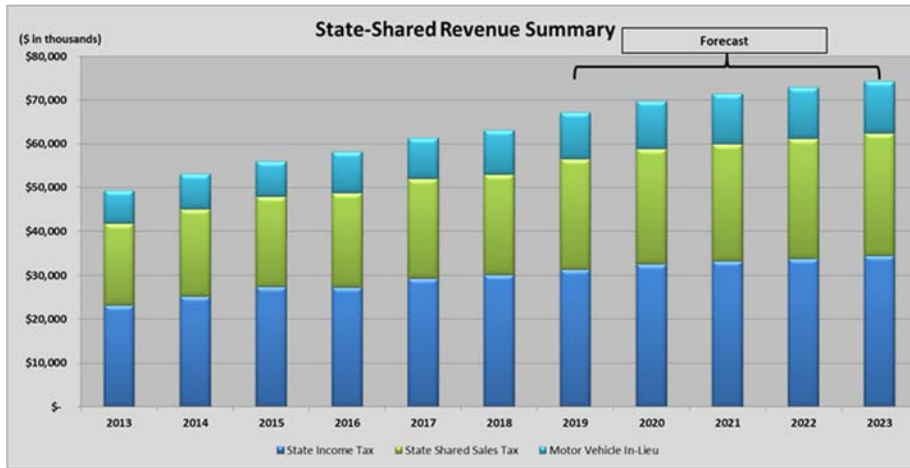


Taxable sales estimates assume growth of 4.5% in FY18-19 and average approximately 2.4%

thereafter. This expectation is based on the continued expansion of Glendale’s sports, entertainment, and office and retail destination area, continued attraction of diverse job growth industries to the city, and modest but sustainable economic recovery.

State-Shared Revenue

Cities and towns in Arizona are beneficiaries of a state-shared revenue program that distributes state sales, income, and vehicle license taxes (commonly referred to as “State Shared Revenues”). This category represents 30%, or \$67.1 million of estimated operating revenue in FY18-19.

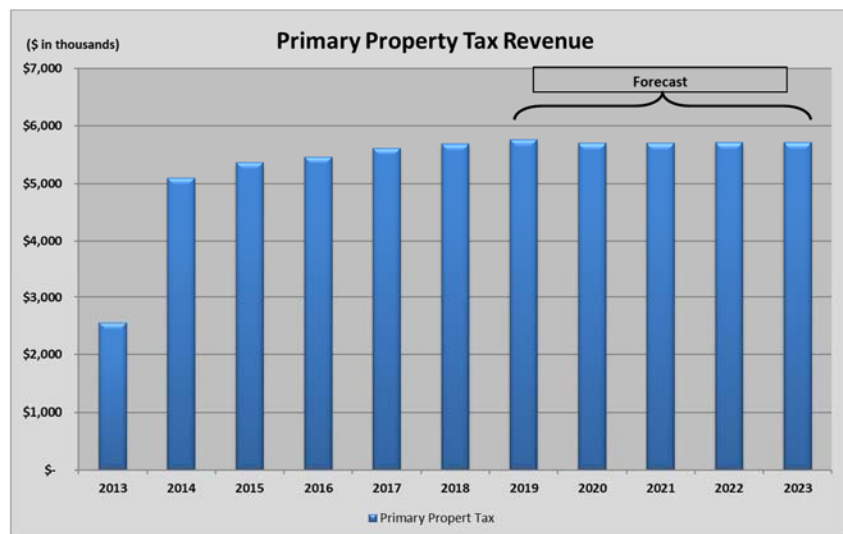


The forecast assumes an overall percentage of State-Shared revenue averaging 30% of total General Fund revenues through FY22-23. The forecast for each State-Shared revenue source is developed separately and compared to the state’s forecast for

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. It is impossible to predict the actions of future legislatures, and therefore, the forecast assumes there will be no changes in future state shared revenue formulae. The average annual growth rate for State-Shared Revenue is projected to be between 2% and 4% during the five-year forecast period.

Property Tax

Arizona’s property tax levy consists of two tiers. The primary property tax levy has state-mandated maximum limits, but it can be used by a city for any lawful purpose. The primary property tax revenue is included in the City’s General Fund. The secondary property tax is an unlimited levy but it can be used only to pay the principal, interest and redemption charges on bonded indebtedness or other lawful long-term obligations that are issued or incurred for a specific capital purpose.



Primary property tax is a relatively small revenue source for the General Fund as it is only 2.5% of the total General Fund revenue, or approximately \$5.7 million forecasted for FY18-19. The city’s property tax revenue projection is based on the state-mandated levy limits and increases are estimated at 2% per year. The City’s financial policies indicate the primary property tax levy will be evaluated each year to determine where it should be set.

The sharp increase in primary property tax revenue in FY13-14 is the direct result of raising the primary property tax to the maximum state allowable limit which the city had deferred for several years. As a result, the increase in FY13-14 equal to a 121% increase in the levy as described in the previous paragraph.

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, barricade fees, 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, City Attorney and Facilities Management Division of the Public Works Departments, provide services to the city's water/sewer, 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, which are called general staff and administrative service charges.

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 in equal amounts (i. e. 1/12) each month. The total general staff and administrative service charges for FY18-19 were forecasted at \$10 million or about 73% of the other revenue category which is projected to total \$13.6 million in FY18-19. The other revenue category is forecasted to grow by approximately 1% each year through the remainder of the forecast period.

GENERAL FUND REVENUES & EXPENDITURES

The final step in completing the *Five-Year Forecast* is the comparison of the net effects of the projected revenues and expenses on General Fund balances. The Five-Year Financial Forecast demonstrated that the estimated annual ongoing operating revenues were sufficient to cover ongoing expenditures in four of the five years with the forecast period. The ongoing operating expenditures assumed continuation of all major services, continuation of current obligations, moderate revenue growth, controlling operating costs, and achieving savings from an M. P. C. Tax Bond refunding. The forecast also assumed absorbing significant costs increases in employee benefits such as health care and mandatory retirement contributions. The detailed General Fund Five-Year Financial Forecast, as presented on January 9, 2018 follows:

General Fund - Five-Year Financial Forecast
FY18-19 Through FY22-23 with FY17-18 Comparative Data

	FY17-18		Forecast				
	Budget	Revised	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23
Operating Revenue							
<i>Local Taxes</i>							
City Sales Tax	106,417,818	106,417,818	111,206,620	115,098,852	118,551,818	120,922,854	122,132,083
Sales Tax Reduction	-	-	-	-	-	-	-
Primary Property Tax	5,684,486	5,684,486	5,690,170	5,695,860	5,701,556	5,707,258	5,712,965
Total Local Taxes	112,102,304	112,102,304	116,896,790	120,794,712	124,253,374	126,630,112	127,845,048
<i>Intergovernmental</i>							
State Shared Revenue	63,143,183	63,143,183	67,127,731	69,812,841	71,429,333	72,857,920	74,315,079
AZSTA Reimbursement for CBR	-	-	-	-	-	3,000,000	3,000,000
Other Intergovernmental	1,456,560	1,456,560	1,485,691	1,515,405	1,545,713	1,576,627	1,608,160
Total Intergovernmental	64,599,743	64,599,743	68,613,422	71,328,246	72,975,046	77,434,547	78,923,239
<i>Fees, Licenses, Permits, & Arena Fees</i>							
Fees, Licenses, & Permits	21,399,720	21,399,720	21,717,314	22,010,906	22,309,002	22,611,673	22,918,989
Arena Fees	2,721,676	2,721,676	2,748,893	2,776,382	2,804,146	2,832,187	2,860,509
Total Fees, Licenses & Permits	24,121,396	24,121,396	24,466,207	24,787,288	25,113,148	25,443,860	25,779,498
<i>Other & Miscellaneous</i>							
Other Revenues	3,154,753	3,154,753	3,183,517	3,212,569	3,241,912	3,271,548	3,301,480
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	442,117	442,117	446,538	451,003	455,513	460,068	464,669
Total Other & Miscellaneous	13,596,870	13,596,870	13,630,055	13,663,572	13,697,425	13,731,616	13,766,149
Total Operating Revenue	214,420,313	214,420,313	223,606,474	230,573,818	236,038,993	243,240,135	246,313,934
Expenditures & Other Financing Sources/Uses							
<i>Expenditures</i>							
Wages and Salaries	(96,194,608)	(96,194,608)	(99,997,831)	(103,164,354)	(105,426,220)	(107,565,030)	(107,869,266)
Overtime	(4,395,722)	(4,395,722)	(4,395,722)	(4,395,722)	(4,395,722)	(4,395,722)	(4,395,722)
Benefits	(49,819,769)	(49,819,769)	(51,152,265)	(53,923,526)	(56,811,400)	(59,820,361)	(62,955,047)
Supplies and Contracts	(24,541,626)	(24,541,626)	(22,773,626)	(22,773,626)	(23,261,399)	(23,758,926)	(24,266,405)
Utilities	(4,575,080)	(4,575,080)	(4,575,080)	(4,666,582)	(4,759,913)	(4,855,111)	(4,952,214)
Vehicle Maintenance & Fuel	(2,842,809)	(2,842,809)	(2,842,809)	(2,899,665)	(2,957,658)	(3,016,812)	(3,077,148)
Risk Mgt., Workers' Comp. & Tech Premium	(9,319,182)	(9,319,182)	(9,399,978)	(9,587,978)	(9,779,737)	(9,975,332)	(10,174,838)
Technology Projects	(354,764)	(354,764)	(955,770)	(1,298,805)	(1,318,302)	(1,338,190)	(1,377,911)
Arena Management Fee	(5,600,000)	(5,600,000)	(5,600,000)	(5,600,000)	(5,600,000)	(5,600,000)	(5,600,000)
Mobile Data Computers for PD	-	-	(455,338)	(410,461)	(279,860)	(279,860)	(356,380)
Fire Trucks (ladder)	-	-	-	-	(2,000,000)	-	-
Library at Heroes Park	-	-	(505,000)	(1,010,000)	(1,030,200)	(1,050,804)	(1,071,820)
Stadium Settlement Agreement	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(2,800,000)	-	-
Other supplementals	-	-	(902,904)	(610,962)	(619,181)	(627,565)	(636,116)
Total Expenditures	(200,643,560)	(200,643,560)	(206,556,323)	(213,341,680)	(221,039,593)	(222,283,714)	(226,732,867)
<i>Other Financing Sources/Uses</i>							
<i>Transfers In</i>							
Special Revenue - PSST Police	17,919,485	17,919,485	18,668,712	19,277,667	19,547,897	19,518,855	19,108,044
Special Revenue - PSST Fire	8,483,783	8,483,783	8,861,053	9,167,690	9,439,721	9,626,515	9,621,780
Total Transfers In	26,403,268	26,403,268	27,529,765	28,445,357	28,987,618	29,145,370	28,729,824
<i>Transfers Out</i>							
Special Revenue - Vehicle Replacement	(3,608,735)	(3,608,735)	(2,000,000)	(2,000,000)	(2,000,000)	(3,000,000)	(3,000,000)
Special Revenue - Transportation	-	-	(900,000)	(900,000)	(900,000)	(900,000)	(900,000)
Special Revenue - Other	(597,909)	(597,909)	(597,909)	(597,909)	(597,909)	(597,909)	(597,909)
Training Fac Rev Fund	(1,455,926)	(1,455,926)	(1,499,604)	(1,544,592)	(1,590,930)	(1,638,658)	(1,687,817)
Maint. of Effort Enterprise Funds	(1,223,113)	(1,223,113)	(1,242,226)	(1,315,174)	(1,376,569)	(1,863,879)	(2,271,066)
General Governmental CIP	(4,347,148)	(4,347,148)	(4,136,351)	(4,260,326)	(3,173,504)	(3,173,504)	(3,173,504)
Debt Service - MPC & Excise Tax	(26,220,756)	(26,220,756)	(31,989,631)	(33,090,634)	(34,376,163)	(35,173,777)	(35,176,356)
Total Transfers Out	(37,453,587)	(37,453,587)	(42,365,721)	(43,708,635)	(44,015,075)	(46,347,726)	(46,806,652)
Total Expenditures & Other Financing Sources/Uses	(211,693,879)	(211,693,879)	(221,392,278)	(228,604,959)	(236,067,050)	(239,486,070)	(244,809,695)
Total Surplus/(Deficit) Before Contingency	2,726,434	2,726,434	2,214,196	1,968,859	(28,057)	3,754,065	1,504,239
<i>Contingency</i>	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(4,000,000)	(4,000,000)
Total Surplus/(Deficit) After Contingency	726,434	726,434	214,196	(31,141)	(2,028,057)	(245,935)	(2,495,761)
Beginning Fund Balance - With Contingency	42,659,000	42,659,000	43,385,434	43,599,630	43,568,489	41,540,433	41,294,498
Ending Fund Balance - With Contingency	43,385,434	43,385,434	43,599,630	43,568,489	41,540,433	41,294,498	38,798,736

Other Major Funds

Five-year forecasts for the other major funds were also presented to the Council on January 9, 2018 and used as a basis to set the FY18-19 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 & Sewer 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)

The anticipated rate of revenue growth is estimated at approximately 1% annually. Revenue estimates are provided by the League of Arizona Cities and Towns each March. Substantial expenditures forecasted over the next five years include major street improvements totaling \$28.6 million. Financing opportunities for these capital improvement projects would include HURF revenue bonds or pay-as-you go cash financing. The forecast incorporated a five-year maintenance plan. The fund is considered healthy; however, care must be taken to ensure financial stability of the fund.

Highway User Revenue Funds - Five-Year Financial Forecast
FY18-19 Through FY22-23 with FY17-18 Comparative Date

	FY17-18		Forecast				
	Budget	Rev Est	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23
Revenue & Other Financing Sources							
<i>HURF Revenue</i>	15,608,779	16,332,181	15,759,575	15,917,171	16,076,343	16,237,106	16,399,477
<i>Ins. Reimb</i>	8,000	8,000	8,080	8,161	8,243	8,325	8,408
<i>Other Revenue</i>	-	500,000	-	-	-	-	-
Total Revenue & Other Financing Sources	15,616,779	16,840,181	15,767,655	15,925,332	16,084,586	16,245,431	16,407,885
Expenditures & Other Financing Uses							
<i>Wages and Salaries</i>	(2,770,770)	(2,770,770)	(3,027,698)	(3,088,252)	(3,150,017)	(3,213,017)	(3,277,278)
<i>Overtime</i>	(66,600)	(66,600)	(72,640)	(74,093)	(75,575)	(77,086)	(78,628)
<i>Benefits</i>	(1,052,931)	(1,052,931)	(1,108,488)	(1,130,658)	(1,153,271)	(1,176,336)	(1,199,863)
<i>Supplies and Contracts</i>	(2,692,574)	(2,692,574)	(2,612,713)	(2,664,967)	(2,718,267)	(2,772,632)	(2,828,085)
<i>Utilities</i>	(2,922,850)	(2,922,850)	(2,455,121)	(2,504,223)	(2,554,308)	(2,605,394)	(2,657,502)
<i>Savings from LED Conversion</i>	-	-	-	500,000	500,000	500,000	500,000
<i>Vehicle Maintenance & Fuel</i>	(306,340)	(306,340)	(321,040)	(327,461)	(334,010)	(340,690)	(347,504)
<i>Op Capital</i>	(183,100)	(183,100)	-	-	-	-	-
<i>Technology, Risk Mgt., Workers' Comp.</i>	(602,243)	(602,243)	(921,113)	(939,535)	(958,326)	(977,492)	(997,042)
<i>Capital Outlay</i>	(17,534,795)	(8,384,162)	(13,749,522)	(3,995,373)	(3,626,523)	(3,626,523)	(3,626,523)
Total Expenditures & Other Financing Uses	(28,132,203)	(18,981,570)	(24,268,335)	(14,224,562)	(14,070,296)	(14,289,172)	(14,512,424)
Total Income (Loss)	(12,515,424)	(2,141,389)	(8,500,680)	1,700,770	2,014,290	1,956,259	1,895,461
<i>Contingency</i>	(720,000)	(300,000)	(720,000)	(500,000)	(500,000)	(500,000)	(500,000)
Total Income/(Loss) w/ Contingency	(13,235,424)	(2,441,389)	(9,220,680)	1,200,770	1,514,290	1,456,259	1,395,461
Beginning Fund Balance - With Contingency	18,087,522	18,087,522	15,646,133	6,425,453	7,626,223	9,140,513	10,596,772
Ending Fund Balance - With Contingency	4,852,098	15,646,133	6,425,453	7,626,223	9,140,513	10,596,772	11,992,233
FB Policy 15% of Op Revenue			\$ 2,363,936	\$ 2,387,576	\$ 2,411,451	\$ 2,435,566	\$ 2,459,922

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 2.8% annually). Capital projects for the five-year period total \$26.7 million. Transit operations remain stable over the forecast period and do not include service level reductions. Debt service obligations of approximately \$7 million annually have been incorporated into the five-year forecast as well as nominal inflation for operational expenses.



Transportation Sales Tax Fund - Five-Year Financial Forecast
FY18-19 Through FY22-23 with FY17-18 Comparative Date

	FY17-18		Forecast				
	Budget	Rev Est	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23
Revenue & Other Financing Sources							
City Sales Tax	25,930,311	25,930,311	27,097,175	28,045,576	28,886,943	29,464,682	29,759,329
Transit Revenue	124,000	124,000	124,000	124,000	124,000	124,000	124,000
Interest	140,000	140,000	200,000	160,000	140,000	140,000	140,000
Transfers In	-	-	-	-	-	-	-
Total Revenue & Other Financing Sources	26,194,311	26,194,311	27,421,175	28,329,576	29,150,943	29,728,682	30,023,329
Expenditures & Other Financing Uses							
Wages and Salaries	(3,169,178)	(3,169,178)	(3,161,028)	(3,224,249)	(3,288,734)	(3,354,508)	(3,421,598)
Overtime	(48,000)	(48,000)	(53,040)	(54,101)	(55,183)	(56,286)	(57,412)
Benefits	(1,017,675)	(1,017,675)	(1,196,602)	(1,220,534)	(1,244,945)	(1,269,844)	(1,295,240)
Supplies and Contracts	(6,906,793)	(6,906,793)	(6,442,787)	(6,571,643)	(6,703,076)	(6,837,137)	(6,973,880)
Utilities	(339,360)	(339,360)	(308,420)	(314,588)	(320,880)	(327,298)	(333,844)
Vehicle Maintenance & Fuel	(514,062)	(514,062)	(508,000)	(518,160)	(528,523)	(539,094)	(549,876)
Technology, Risk Mgt., Workers' Comp.	(1,927,627)	(1,927,627)	(1,646,792)	(1,679,728)	(1,713,322)	(1,747,589)	(1,782,541)
Capital Outlay	(16,231,020)	(11,419,792)	(13,721,207)	(3,483,811)	(3,290,732)	(3,315,621)	(2,960,933)
Debt Service - Principal	(7,151,500)	(7,151,500)	(7,150,000)	(7,148,400)	(6,815,600)	(6,815,600)	(6,709,040)
Total Expenditures & Other Financing Uses	(37,305,215)	(32,493,987)	(34,187,876)	(24,215,213)	(23,960,994)	(24,262,977)	(24,084,364)
Total Income (Loss)	(11,110,904)	(6,299,676)	(6,766,701)	4,114,363	5,189,949	5,465,705	5,938,965
Contingency	(2,100,000)	(2,100,000)	(2,100,000)	(2,100,000)	(2,100,000)	(2,100,000)	(2,100,000)
Total Income/(Loss) w/ Contingency	(13,210,904)	(8,399,676)	(8,866,701)	2,014,363	3,089,949	3,365,705	3,838,965
Beginning Fund Balance - With Contingency	42,113,396	42,113,396	33,713,720	24,847,019	26,861,382	29,951,330	33,317,036
Ending Fund Balance - With Contingency	28,902,492	33,713,720	24,847,019	26,861,382	29,951,330	33,317,036	37,156,001

FB Policy 10% of Op Revenue

\$ 2,742,118 \$ 2,832,958 \$ 2,915,094 \$ 2,972,868 \$ 3,002,333

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 new 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 and Fire Special Revenue Funds assumes sales tax revenue growth at the same pace as the General Fund sales tax over the five-year forecast period as well as nominal inflation of the cost of expenditures and maintenance of current contractual obligations.

PSST - Police Sales Tax Fund - Five-Year Financial Forecast
FY18-19 Through FY22-23 with FY17-18 Comparative Date

	FY17-18		Forecast				
	Budget	Rev Est	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23
Revenue & Other Financing Sources							
<i>City Sales Tax</i>	16,649,485	16,649,485	17,398,712	18,007,667	18,547,897	18,918,855	19,108,044
Total Revenue & Other Financing Sources	<u>16,649,485</u>	<u>16,649,485</u>	<u>17,398,712</u>	<u>18,007,667</u>	<u>18,547,897</u>	<u>18,918,855</u>	<u>19,108,044</u>
Expenditures & Other Financing Uses							
<i>Transfers Out</i>	(17,919,485)	(17,919,485)	(18,668,712)	(19,277,667)	(19,547,897)	(19,518,855)	(19,108,044)
Total Expenditures & Other Financing Uses	<u>(17,919,485)</u>	<u>(17,919,485)</u>	<u>(18,668,712)</u>	<u>(19,277,667)</u>	<u>(19,547,897)</u>	<u>(19,518,855)</u>	<u>(19,108,044)</u>
Total Income (Loss)	<u>(1,270,000)</u>	<u>(1,270,000)</u>	<u>(1,270,000)</u>	<u>(1,270,000)</u>	<u>(1,000,000)</u>	<u>(600,000)</u>	<u>-</u>
Contingency	-	-	-	-	-	-	-
Total Income/(Loss) w/ Contingency	<u>(1,270,000)</u>	<u>(1,270,000)</u>	<u>(1,270,000)</u>	<u>(1,270,000)</u>	<u>(1,000,000)</u>	<u>(600,000)</u>	<u>-</u>
Beginning Fund Balance - With Contingency	6,347,001	6,347,001	5,077,001	3,807,001	2,537,001	1,537,001	937,001
Ending Fund Balance - With Contingency	5,077,001	5,077,001	3,807,001	2,537,001	1,537,001	937,001	937,001

FB Policy 5% of Op Revenue

\$ 869,936 \$ 900,383 \$ 927,395 \$ 945,943 \$ 955,402

PSST - Fire Sales Tax Fund - Five-Year Financial Forecast
FY18-19 Through FY22-23 with FY17-18 Comparative Date

	FY17-18		Forecast				
	Budget	Rev Est	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23
Revenue & Other Financing Sources							
<i>City Sales Tax</i>	8,383,783	8,383,783	8,761,053	9,067,690	9,339,721	9,526,515	9,621,780
Total Revenue & Other Financing Sources	8,383,783	8,383,783	8,761,053	9,067,690	9,339,721	9,526,515	9,621,780
Expenditures & Other Financing Uses							
<i>Transfers Out</i>	(8,483,783)	(8,483,783)	(8,861,053)	(9,167,690)	(9,439,721)	(9,626,515)	(9,621,780)
Total Expenditures & Other Financing Uses	(8,483,783)	(8,483,783)	(8,861,053)	(9,167,690)	(9,439,721)	(9,626,515)	(9,621,780)
Total Income (Loss)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	-
Contingency	-	-	-	-	-	-	-
Total Income/(Loss) w/ Contingency	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	-
Beginning Fund Balance - With Contingency	944,141	944,141	844,141	744,141	644,141	544,141	444,141
Ending Fund Balance - With Contingency	844,141	844,141	744,141	644,141	544,141	444,141	444,141
FB Policy 5% of Op Revenue			\$ 438,053	\$ 453,385	\$ 466,986	\$ 476,326	\$ 481,089



Solid Waste Enterprise Fund

This fund supports refuse collection and disposal services to homes and businesses in the city. Recent Council approved rate adjustments provide for a stable financial condition over the five-year forecast period. It is important to note that, depending on the timing of capital outlay projects and actual fund performance will determine the necessity of 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
FY18-19 Through FY22-23 with FY17-18 Comparative Date

	FY17-18		Forecast				
	Budget	Rev Est	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23
Revenue & Other Financing Sources							
<i>Commercial Sanitation Revenue</i>	2,831,085	3,066,759	3,143,428	3,159,145	3,174,941	3,190,815	3,206,770
<i>Commercial Sanitation Rolloff</i>	804,000	690,505	697,410	700,897	704,401	707,923	711,463
<i>Outside City Commercial</i>	-	60,317	60,317	60,619	60,922	61,227	61,533
<i>Residential Sanitation</i>	11,380,760	12,124,149	13,672,754	14,629,847	14,702,996	14,776,511	14,850,394
<i>Miscellaneous Bin Service</i>	101,003	71,041	71,041	71,396	71,753	72,112	72,472
<i>Internal Charges</i>	115,000	174,852	179,224	179,224	179,224	179,224	179,224
<i>Interest</i>	7,035	3,000	3,015	3,030	3,045	3,060	3,075
<i>Other Revenue</i>	101,000	120,719	120,719	120,719	120,719	120,719	120,719
<i>Transfers In</i>	128,528	128,528	130,824	141,146	150,237	226,886	231,334
Total Revenue & Other Financing Sources	15,468,411	16,439,870	18,078,732	19,066,023	19,168,238	19,338,478	19,436,984
Expenses & Other Financing Uses			(14,811,891)	(15,135,002)	(15,687,374)	(16,068,832)	(17,076,907)
<i>Wages and Salaries</i>	(3,324,049)	(3,324,049)	(3,651,693)	(3,742,986)	(3,836,561)	(3,932,475)	(4,030,787)
<i>Overtime</i>	(302,432)	(302,432)	(280,752)	(287,771)	(294,965)	(302,339)	(309,898)
<i>Benefits</i>	(1,420,358)	(1,420,358)	(1,623,118)	(1,663,646)	(1,705,187)	(1,747,766)	(1,791,411)
<i>Supplies and Contracts</i>	(922,573)	(922,573)	(913,300)	(936,132)	(959,535)	(983,524)	(1,008,112)
<i>Utilities/Landfill</i>	(2,635,570)	(2,635,570)	(2,877,703)	(2,910,235)	(3,112,138)	(3,146,586)	(3,266,680)
<i>Vehicle Maintenance & Fuel</i>	(2,901,652)	(2,901,652)	(3,025,086)	(3,079,777)	(3,201,672)	(3,314,393)	(3,393,169)
<i>Technology, Risk Mgt., Workers' Comp.</i>	(2,731,597)	(2,731,597)	(2,440,239)	(2,514,455)	(2,577,316)	(2,641,749)	(3,276,851)
<i>Capital Outlay</i>	(589,581)	(1,691,280)	(1,973,664)	(2,402,271)	(3,185,247)	(2,185,305)	(203,000)
Total Expenses & Other Financing Uses	(14,827,812)	(15,929,511)	(16,785,555)	(17,537,273)	(18,872,621)	(18,254,137)	(17,279,907)
Total Income (Loss)	640,599	510,359	1,293,177	1,528,750	295,617	1,084,341	2,157,077
Contingency	(400,000)	(400,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Total Income/(Loss) w/ Contingency	240,599	110,359	1,093,177	1,328,750	95,617	884,341	1,957,077
Beginning Fund Balance - With Contingency	1,872,792	1,872,792	1,983,151	3,076,328	4,405,078	4,500,695	5,385,036
Ending Fund Balance - With Contingency	2,113,391	1,983,151	3,076,328	4,405,078	4,500,695	5,385,036	7,342,113

FB Policy 10% of Op Revenue

\$	1,788,759	\$	1,886,426	\$	1,895,708	\$	1,905,036	\$	1,914,412
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Landfill Enterprise Fund

This fund includes 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 no assumed rate increases. Although there are no planned fee adjustments, it is important to note that depending on the timing of capital outlay projects and fund performance, future rate adjustments may be necessary.

A recent permit modification provides an additional four years of waste disposal in the south cell and will allow the landfill to stage construction activities for the north cell over the next

seven years. This allowed the Landfill enterprise to defer a number of capital projects and reduced the five-year CIP total to \$22.5 million. It is anticipated that the capital improvement projects will remain pay-as-you-go until FY21-22 when a bond sale may be necessary. Staff will continue to monitor the performance of the fund for future financing options.

Landfill Fund - Five-Year Financial Forecast
FY18-19 Through FY22-23 with FY17-18 Comparative Date

	FY17-18		Forecast				
	Budget	Rev Est	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23
Revenue & Other Financing Sources							
<i>Recycling Sales</i>	1,581,155	1,581,155	1,596,967	1,612,937	1,629,066	1,645,357	1,661,811
<i>Tipping Fees</i>	5,382,440	5,572,440	5,978,164	6,037,946	6,098,325	6,159,308	6,220,901
<i>Staff & Adm Chargebacks</i>	431,000	431,000	431,000	431,000	431,000	431,000	431,000
<i>Internal Charges</i>	2,728,500	2,728,500	2,755,785	2,783,343	2,811,176	2,839,288	2,867,681
<i>Interest</i>	45,450	45,450	45,905	46,364	46,828	47,296	47,769
<i>Other Revenue</i>	215,000	215,000	215,000	215,000	215,000	215,000	215,000
<i>Transfers In</i>	674,772	674,772	686,826	741,014	788,743	1,191,154	1,214,506
<i>Bond Proceeds</i>	-	-	-	-	6,000,000	9,000,000	-
Total Revenue & Other Financing Sources	11,058,317	11,248,317	11,709,647	11,867,604	18,020,138	21,528,403	12,658,668
Expenses & Other Financing Uses							
<i>Wages and Salaries</i>	(2,546,385)	(2,546,385)	(2,404,860)	(2,452,957)	(2,502,016)	(2,552,056)	(2,603,097)
<i>Overtime</i>	(84,157)	(84,157)	(85,840)	(87,557)	(89,308)	(91,094)	(92,916)
<i>Benefits</i>	(930,202)	(930,202)	(948,806)	(967,782)	(987,138)	(1,006,881)	(1,027,018)
<i>Supplies and Contracts</i>	(4,359,701)	(3,759,701)	(3,551,255)	(3,251,255)	(3,319,531)	(3,389,241)	(3,460,415)
<i>Utilities</i>	(360,820)	(360,820)	(368,036)	(375,397)	(382,905)	(390,563)	(398,374)
<i>Vehicle Maintenance & Fuel</i>	(491,867)	(491,867)	(501,704)	(511,738)	(521,973)	(532,413)	(543,061)
<i>Technology, Risk Mgt., Workers' Comp.</i>	(1,380,696)	(1,380,696)	(1,581,133)	(1,612,756)	(1,645,011)	(1,677,911)	(1,711,469)
<i>Capital Outlay</i>	(7,087,454)	(4,744,924)	(3,826,100)	(4,436,968)	(6,233,992)	(4,823,449)	(3,279,184)
<i>Transfers Out(SimpliCity)</i>	(214,915)	-	-	-	-	-	-
<i>Debt Service - Principal</i>	-	-	-	-	-	(163,107)	(417,554)
<i>Debt Service - Interest & Fiscal Agent Fees</i>	-	-	-	-	-	(360,000)	(890,214)
Total Expenses & Other Financing Uses	(17,456,197)	(14,298,752)	(13,267,734)	(13,696,410)	(15,681,874)	(14,986,715)	(14,423,304)
Total Income (Loss)	(6,397,880)	(3,050,435)	(1,558,087)	(1,828,805)	2,338,264	6,541,687	(1,764,636)
Contingency	(700,000)	-	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
Total Income/(Loss) w/ Contingency	(7,097,880)	(3,050,435)	(2,058,087)	(2,328,805)	1,838,264	6,041,687	(2,264,636)
Beginning Fund Balance - With Contingency	7,654,005	7,665,695	4,615,260	2,557,173	228,367	2,066,632	8,108,319
Ending Fund Balance - With Contingency	556,125	4,615,260	2,557,173	228,367	2,066,632	8,108,319	5,843,682
FB Policy 15% of Op Revenue			\$ 1,653,423	\$ 1,668,989	\$ 1,684,709	\$ 1,700,587	\$ 1,716,624

Water & Sewer Enterprise Funds

These funds support the delivery of water and sewer 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. 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. Over the five-year forecast period, additional financial measures will need to be taken to meet the financial obligations of the water and sewer utility.

The forecast incorporates all estimated operational costs, with nominal inflation. The expense category includes all costs related to personnel services, contractual and commodities. Also included are the current debt service obligations, averaging \$24.6 million per year plus additional anticipated bond financing to support the capital plan starting in FY19-20. Capital Outlay included in the plan totals \$194 million for the next five years. Staff will continue to monitor and update the financial plan for potential changes in capital projects, bond funding or potential rate adjustments.



Water & Sewer Funds - Five-Year Financial Forecast
FY18-19 Through FY22-23 with FY17-18 Comparative Date

	FY17-18		Forecast				
	Budget	Rev Est	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23
Revenue & Other Financing Sources							
Water Revenue	44,661,750	47,309,356	50,584,553	50,837,476	51,091,663	51,347,121	51,603,857
Sewer Revenue	31,518,875	33,227,631	35,204,410	35,380,432	35,557,334	35,735,121	35,913,797
Development Permits/Fees/Impact	1,820,000	900,000	900,000	900,000	900,000	900,000	900,000
Staff & Adm Chargebacks	82,000	82,000	82,000	82,000	82,000	82,000	82,000
Interest	253,500	253,500	68,000	68,340	68,682	69,025	69,370
Rental Income	71,000	71,000	55,000	55,000	55,000	55,000	55,000
Miscellaneous	4,948,274	5,649,994	1,100,912	1,106,417	1,102,771	1,103,231	1,103,664
Bond Proceeds	-	-	-	26,000,000	18,000,000	-	-
Reimb. outside sources (IGA)	-	2,624,329	11,325,376	29,211,467	14,398,840	940,000	-
Transfers In M.O.E.	419,813	419,813	424,576	433,014	437,589	445,839	825,226
Total Revenue & Other Financing Sources	83,775,212	90,537,623	99,744,827	144,074,146	121,693,879	90,677,337	90,552,914
Expenses & Other Financing Uses							
Wages and Salaries	(14,314,703)	(13,968,072)	(14,680,480)	(14,974,090)	(15,273,571)	(15,579,043)	(15,890,624)
Overtime	(526,482)	(375,720)	(854,226)	(867,082)	(880,132)	(893,378)	(906,823)
Benefits	(5,367,535)	(5,215,553)	(5,639,292)	(5,752,078)	(5,867,119)	(5,984,462)	(6,104,151)
Supplies and Contracts	(20,569,736)	(18,559,903)	(19,356,852)	(19,990,985)	(20,646,805)	(21,325,079)	(22,026,605)
Utilities	(4,159,000)	(4,322,339)	(4,501,644)	(4,642,464)	(4,787,734)	(7,937,595)	(5,092,194)
Vehicle Maintenance & Fuel	(737,400)	(926,480)	(963,909)	(993,019)	(1,023,008)	(1,053,903)	(1,085,731)
Technology, Risk Mgt., Workers' Comp.	(7,637,661)	(7,637,661)	(6,546,342)	(6,677,269)	(6,810,814)	(6,947,031)	(7,085,971)
Technology Projects (transfer out)	(1,179,814)	(1,179,814)	-	-	-	-	-
Capital Outlay	(53,073,072)	(35,975,509)	(43,615,608)	(47,349,740)	(33,154,000)	(9,435,000)	(23,700,000)
Pyramid Peak- Peoria Reimb.(IGA)	(2,382,590)	(2,382,590)	(11,325,376)	(29,211,467)	(14,398,840)	(940,000)	-
Debt Service	(22,660,233)	(22,660,233)	(25,467,783)	(25,100,483)	(24,428,733)	(24,009,483)	(24,408,733)
Debt Service on New Bonds	-	-	-	-	(1,998,780)	(3,382,550)	(3,382,550)
Total Expenses & Other Financing Uses	(132,608,226)	(113,203,874)	(132,951,512)	(155,558,676)	(129,269,537)	(97,487,523)	(109,683,382)
Total Income (Loss)	(48,833,014)	(22,666,251)	(33,206,685)	(11,484,531)	(7,575,658)	(6,810,187)	(19,130,468)
Contingency	(12,000,000)	(2,400,000)	(2,200,000)	(2,200,000)	(2,000,000)	(2,000,000)	(2,000,000)
Total Income/(Loss) w/ Contingency	(60,833,014)	(25,066,251)	(35,406,685)	(13,684,531)	(9,575,658)	(8,810,187)	(21,130,468)
Beginning Fund Balance - With Contingency	93,104,247	93,104,247	68,037,996	32,631,311	18,946,780	9,371,122	560,936
Ending Fund Balance - With Contingency	32,271,233	68,037,996	32,631,311	18,946,780	9,371,122	560,936	(20,569,532)
FB Policy 50% of Op Expenses			\$ 26,271,373	\$ 26,948,493	\$ 27,644,592	\$ 29,860,245	\$ 29,096,049

Conclusion

Long-range forecasting and modeling are powerful management and decision-making tools. A key objective in long-range forecasting is to estimate the long-term impacts of past and present decisions.

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 FY18-19 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 FY18-19 budget adoption process.

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

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

Fiscal Planning and Budgeting

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



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

1. Revenue and expenditure forecasts will be prepared annually and will include a Five-Year Forecast for each major operating fund (General Fund, Enterprise Funds, and certain Special Revenue Funds). These Five-Year Forecasts will be prepared at the beginning of the operating budget process and 1) provide a long-term view of current year budget decisions affecting the City and 2) provide an estimate of the fund balance and sensitivity to revenue and expenditures changes over the forecast period.

- a. The budget will be balanced, by fund, when all projected ongoing revenue sources exceed all ongoing expenses proposed for the current fiscal year and for the upcoming fiscal year. Use of the unassigned fund balance will occur only as authorized by Council and to address one-time costs, not ongoing costs or planned utilization of fund balance.
 - b. Revenues will not be dedicated for specific purposes unless approved by Council or required by law. All non-restricted revenues will be deposited in the General Fund and appropriated through the annual budget process.
2. To ensure ongoing General Fund stability, the primary property tax levy will be evaluated each year to determine where it should be set.
3. Any proposed new service or program initiative will be developed to reflect current Council policy directives and shall be considered in the context of balancing ongoing anticipated revenues against ongoing anticipated expenses. Proposals will follow all related Council Financial Policies.
4. To ensure compliance with existing policy, all grant programs and any programs supplemented by outside funding will include a sunset provision consistent with the projected end of funding. Personnel paid with these funds will be considered temporary with no certainty of continued employment beyond the life of the funding unless otherwise approved by Council. Equipment and technology purchases with these kinds of funds are subject to the policies for the replacement funds.
5. The City Manager's recommended budget presented to Council will contain, at a minimum, the following elements:
- a. Revenue projections by major category, by fund;
 - b. Expenditure projections by program levels and major expenditure category, by fund, including support provided to or received from other funds;
 - c. Debt service principal and interest amounts;
 - d. Proposed inter-fund transfers;
 - e. Projected fund balance by fund;
 - f. Proposed personnel staffing levels;
 - g. Detailed schedule of capital projects;
 - h. Any additional information, data, or analysis requested by Council.
6. The operating budget will be based on the principle that current ongoing operating expenditures, including debt service and support for other funds, will be funded with current ongoing revenues. The enterprise funds (water/sewer, solid waste and landfill) and the transportation sales tax fund will pay the indirect cost charges for services provided by other funds. Additional funds may be added upon Council approval.

7. The budget will not use one-time (non-recurring) sources to fund continuing (recurring) expenditures.
8. Addition of personnel will be requested only to meet existing program initiatives and policy directives after service needs have been thoroughly examined and only if increased net ongoing revenue is substantiated.
9. The Budget and Finance Department and Human Resources Department will work together to manage position control. The number of full-time and regular part-time employees on the payroll will not exceed the total number of full-time equivalent positions that Council authorizes and adopts with the annual budget.
10. Benefits and compensation will be administered in accordance with Council policy direction.
 - a. Total compensation will be evaluated periodically for competitiveness.
 - b. A cost containment strategy means total costs for health insurance premiums will be shared between the employer, employees and retirees. Total premiums will be evaluated on an annual basis to ensure they are reasonable, competitive and expected to address anticipated claims plus the maintenance of an adequate reserve for the Employee Benefits Fund. Funding will be based on an annual actuarial report and its 75% confidence funding level recommendation.
 - c. A policy will be developed regarding the continuation of retiree health insurance after the completion of a comprehensive evaluation of the impact of GASB 67 and the presentation of results to Council.
11. Ideas for improving the efficiency and effectiveness of the city's programs and the productivity of its employees will be considered during the budget process.
12. Carryover of unspent appropriation from one fiscal year to the next is not automatic. The Budget and Finance Department staff will evaluate carryover requests and make recommendations to the City Manager. Recommended requests will be included in the City Manager's budget presented to Council.
13. Salary savings will be retained to the greatest extent possible to build fund balance. Salary savings may be used for expenses upon the City Manager or their designee's, approval if within the same fund/department. Salary savings may be used for expenses between funds/departments upon Council approval within the last three months of the fiscal year.
14. Total fund appropriation changes must be approved by the Council. These changes must also comply with the city's Alternative Expenditure Limitation in accordance with Article IX, Section 20, Constitution of Arizona and A.R.S. § 41-563 where final budget adoption sets the maximum allowable appropriation for the upcoming fiscal year.

15. The replacement of General Fund capital equipment and related support for technology, vehicles and telephonic equipment [except cell phones] will be accomplished through the use of a “rental rate structure” that is revised annually as part of the annual budget process.

- a. Any equipment purchased with grant funding will be considered for ongoing replacement and ongoing replacement premium funding only if specifically authorized by the City Manager and noted in the budget submittal.
- b. The ongoing replacement costs for new technology and new vehicle purchases will be incorporated into the upcoming fiscal year’s rental rate structure regardless of whether they are initially purchased through a lease or pay-as-you-go funding.
- c. Replacements will be based on equipment lifecycle analyses by the Public Works Department for City vehicles, or the Budget and Finance Department for technology and telephonic systems.

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

Cash and Budget Appropriation Transfers

1. Purpose & Restrictions

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

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

For non-departmental operations, it may be necessary to transfer certain unanticipated amounts during the course of a fiscal year for unforeseen expenditures. These contingency appropriation transfers are not specific to any particular department and are established each fiscal year to cover unforeseen operation expenses, revenue shortages, or capital project acceleration as approved by Council. These funds can only be directed by Council during the fiscal year. Similar to contingency, the Council approves appropriations for Miscellaneous Grants which are not specific to any particular department and are established to cover

unanticipated grants received during the fiscal year. The policy covering these types of transfers is covered in the Contingency & Miscellaneous Grant Appropriation Transfers section below.

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

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

2. Policy

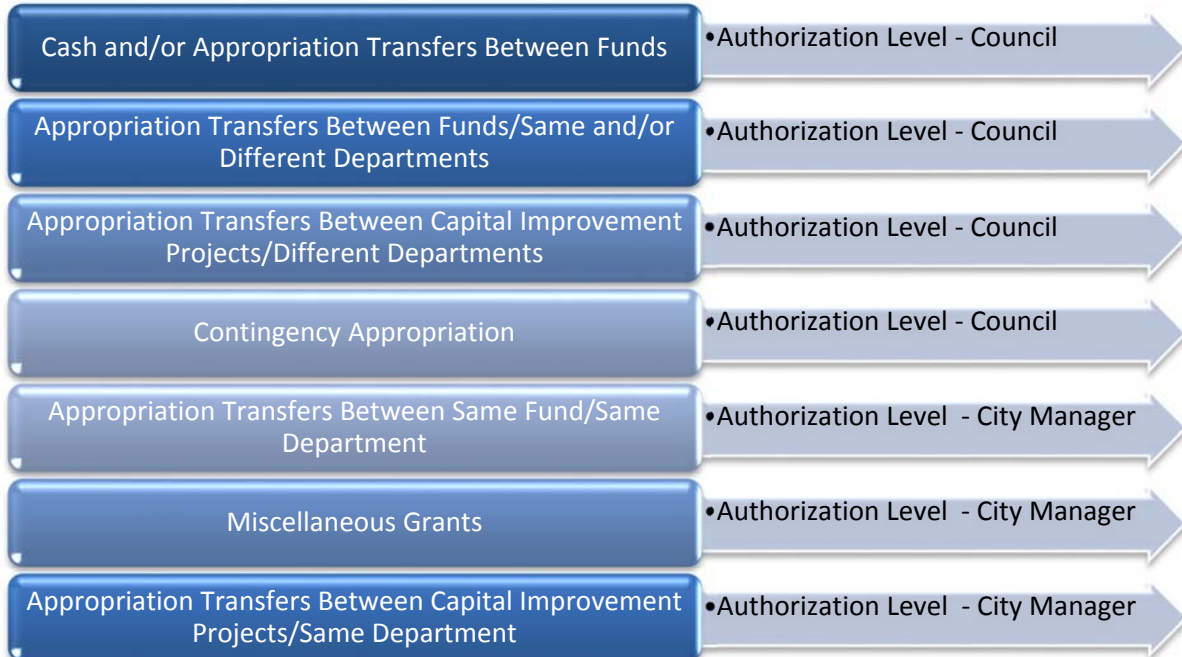
Based on the purpose and restrictions surrounding cash and budget transfers, the following policy sets forth the restrictions surrounding cash and budgetary appropriation transfers.

- a. Cash Transfers - Cash transfers between funds can only be authorized by Council in the last three months of the fiscal year.
- b. Cash & Appropriation Transfers Between Funds - Cash and associated budget appropriation transfers between funds can only be authorized by Council in the last three months of the fiscal year.
- c. Appropriation Transfers
 - i. Between Funds- Budget appropriation transfers between funds can only be authorized by Council approval in the last three months of the fiscal year.
 - ii. Between Departments- Budget appropriation transfers between departments can only be authorized by Council approval in the last three months of the fiscal year.
 - iii. Within the Same Fund, Within the Same Department- Budget appropriation transfers within the same fund and within the same department can be authorized by City Manager approval throughout the fiscal year.
 - iv. Between Capital/Improvement Projects
 - (1) Between Departments - Capital improvement project budget appropriation transfers for projects managed between departments can be only authorized by Council approval in the last three months of the fiscal year.
 - (2) Within Departments - Capital improvement project budget appropriation transfers within the same department, and the same fund, can be authorized by City Manager approval throughout the fiscal year.

- d. Restricted Fund Transfers - Cash and/or appropriation transfers into, and out of, restricted funds can only be authorized by Council approval. Only transfers within the intent of the restricted funds will be approved by Council. For restricted fund transfers, the Council shall be provided with
 - i. justification that such transfers are consistent with restricted fund purposes,
 - ii. assurance that the transfer has been legally reviewed by the City Attorney, and
 - iii. assurance that the transfer meets the restrictions set out in this transfer policy.

- e. Contingency & Miscellaneous Grant Appropriation Transfers- These types of transfers are not specific to any particular department:
 - i. Contingency- Contingency budget appropriation transfers can be authorized by Council throughout the fiscal year.
 - ii. Miscellaneous Grants- Miscellaneous Grant appropriation transfers can be authorized by the City Manager throughout the fiscal year.

- f. Approval of Expenditures in Excess of Budget Appropriations - There may be emergency situations where a transfer is required before it is possible to obtain formal Council approval. In such cases, the Budget and Finance Department will advise the City Manager of the emergency condition and request approval. Upon approval, the Budget and Finance Department will seek Council ratification at the first possible Council meeting.



EXPENDITURE CONTROL

Management will ensure compliance with the City Council adopted budget.

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

CAPITAL ASSET AND DEBT MANAGEMENT

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

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



1. A 10-year Capital Improvement Plan (CIP) will be updated annually as part of the budget process. It will include projected life cycle costing. Only the first year of the plan will be appropriated. The remainder will be projections to be addressed in subsequent years.

a. Life cycle costing is a method of calculating the total cost of a physical asset throughout its life. It is concerned with all costs of ownership and takes into account all of the costs incurred by an asset from its acquisition to its disposal, including design, installation, operating, and maintenance costs.

2. The 10-year CIP will address capital needs in the following order:

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

3. All projects will be evaluated annually by a multi-departmental team regarding

- a. accuracy of the projected costs;
- b. consistency with the General Plan and Council policy goals;
- c. long-range master plans;
- d. ability to finance initial capital costs;
- e. ability to finance life cycle costs;
- f. ability to cover the associated additional ongoing operating costs.

4. All projects funded with general obligation bonds will be undertaken only with voter approval as required through a bond election.

a. General Obligation debt is supported by secondary property tax revenues. The secondary property tax revenues assessed are based upon the ability to finance the City's debt service obligations and the rate is dependent upon the revenue requirements and the assessed valuation of taxable property. At a minimum, the general obligation debt service fund balance will be at least 10% of the next fiscal year's property tax supported debt service.

5. Non-voter approved debt supported by General Fund revenues such as Municipal Property Corporation (MPC) bonds, excise tax bonds, and lease obligations will be used only when a dedicated ongoing revenue source is identified to pay the associated debt service obligations. This type of debt service will not exceed 10% of the 5-year average of the General Fund's operating revenue available to support the debt service obligations.

a. For FY18-19, debt service is 14.6% of the General Fund operating revenue as defined above.

6. For non-voter approved debt, the following considerations will be made prior to the pledging of projected revenues for the ongoing payment of associated ongoing debt service obligations:

- a. The project requires ongoing revenue not available from other sources.
- b. Matching monies are available that may be lost if not applied for in a timely manner.
- c. Catastrophic conditions.

7. Short-term borrowing or lease/purchase contracts should be considered for financing major operating capital equipment only when:

- a. The repayment term does not exceed the expected useful life of the equipment to be purchased;
- b. An ongoing revenue source is identified to pay the annual debt service; and
- c. The Budget and Finance Director, along with the city's financial advisors, determine that this is in the city's best financial interest.

8. These policies are in addition to the policies incorporated in the Debt Management Plan.

FUND RESERVES AND STRUCTURE

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

1. The minimum fund balance in the General Fund, which is defined as the unassigned amount, shall total 25% of the total annual ongoing revenues.

- a. Inclusive in the 25% General Fund unassigned fund balance, a Budget Stabilization Reserve will be maintained at 10% of the General Fund operating revenues to be used in the event of unexpected revenue shortfalls if needed, and to be adjusted at year end.
- b. Inclusive in the 25% General Fund unassigned fund balance, an Operating Reserve (established in FY14-15) for amounts over the General Fund Budget Stabilization Reserve and which will increase incrementally each year until it reaches at least 15% of the General Fund operating revenues by FY19-20, 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.





Fiscal Year 2018-2019 Annual Budget Book

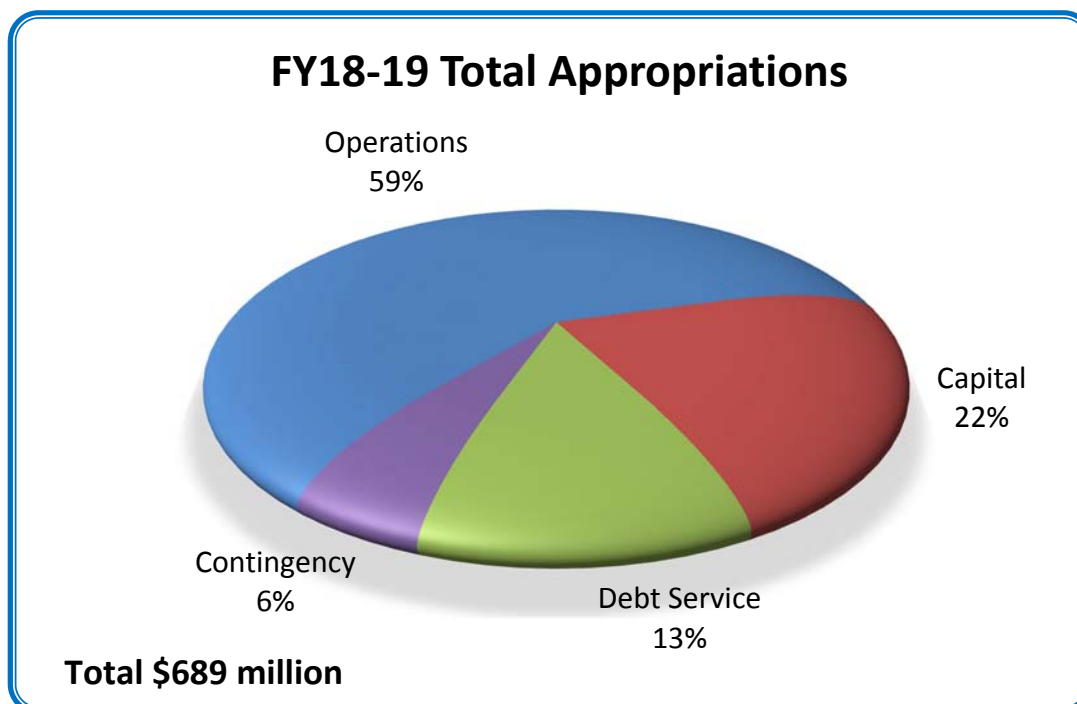
Budget Summaries

BUDGET SUMMARY

The annual budget for the City of Glendale is divided into four major components that include all appropriations for the city and are explained below. The total budget, including all four components, is \$689 million for Fiscal Year 2018-2019 (FY18-19). This represents a 2.5% increase over the prior year total budget of \$672 million. Significant budget changes include; increased operating expenses (2.75%), additional debt service requirements (18.4%), and a decrease in overall Capital spending (2%). The details of these pertinent changes in budget appropriation are discussed in the following section.

- The *operating budget* finances the day-to-day provision of city services and totals \$410 million.
- The *capital improvement budget* funds the construction of city facilities, such as police/fire stations, libraries, roads, public amenities and other infrastructure throughout the city. This year the capital improvement budget totals \$148.5 million.
- The *debt service budget* is used to repay money borrowed by the city, primarily for capital improvements, and totals to \$91.2 million.
- The final component of the budget is the *contingency appropriation* at \$39.3 million. This appropriation is made up of fund reserves and is available to cover emergency expenses, revenue shortages or capital project acceleration which may arise during the fiscal year.

As the pie chart below illustrates, the operating (59%) and capital (22%) appropriations are the largest components of the FY18-19 budget and account for 81% of the total appropriations. Both are discussed on the following pages.



The following chart outlines the financial plan for FY18-19. The city’s total sources are estimated at \$689 million and total uses are projected at \$820.5 million (including inter-fund transfers). A summary of the city’s major revenues and expenditures, including other financing sources and uses, provides an overview of the total resources budgeted by the organization. This summary is located in the *Schedules* section of this book and is titled *Schedule One*.

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

Financial Plan Summary

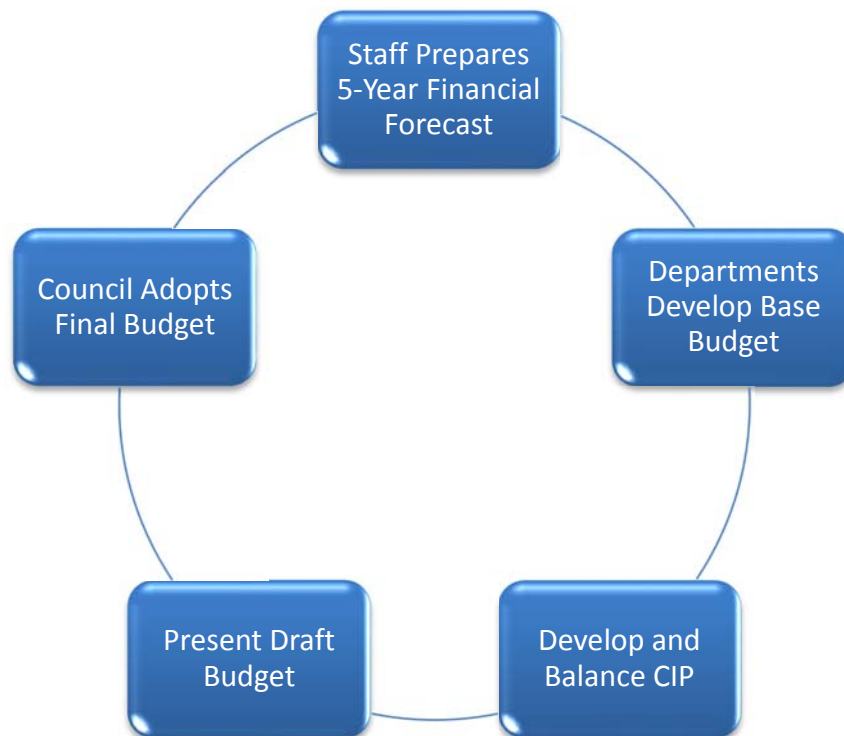
Fund Type	Estimated Balance 7/1/2018	Total Sources	Total Uses	Estimated Balance 6/30/2019
General	44.9	254.1	254.0	45.0
Special Revenue	61.4	105.8	129.2	38.0
Debt Service	8.3	59.7	65.7	2.3
Capital Projects	31.3	51.4	82.7	0
Enterprise	79.9	162.2	219.0	23.1
Internal Svcs/Other*	25.4	55.9	69.8	11.4
Total	251.2	689.1	820.5	119.9
*Other includes Permanent Funds				

Operating Budget

The development of Glendale’s FY18-19 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 FY18-19 budget was sought at the public hearing on June 12, 2018.

In January 2018, staff presented the city’s *Five-Year Financial Forecast*. The forecast allows various budget scenarios to be tested for their effect on the city’s financial condition on a long-range basis. At the same time, the city’s CIP Management Team began the process of updating the *Ten-Year Capital Improvement Plan*.

Budget Process

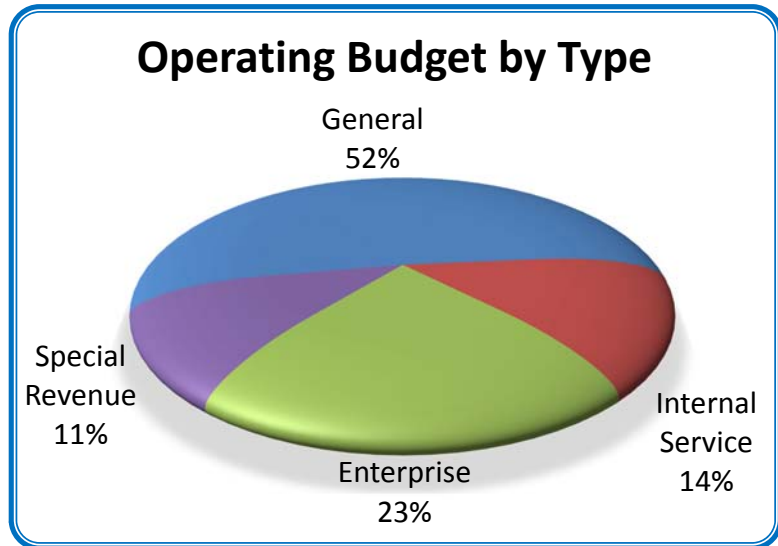


In December 2017, the Budget and Finance Department kicked off the budget process for FY18-19. This meeting provided an assessment of current economic trends, the revenue outlook for the upcoming fiscal year and the city manager’s direction for the development of a balanced budget.

The principal issues addressed in the FY18-19 budget were fiscal sustainability and maintaining adequate fund balances/reserves. This meant a hold-the-line approach was taken with the department operating budgets. Overall, the goal of the FY18-19 budget was to continue to improve the city’s financial position while maintaining a high quality of service delivery; improving public safety, encouraging development, maintaining neighborhoods, investing in infrastructure; and, continuing progress toward the development of a strategic plan to ensure service delivery and resource allocation is aligned throughout the entire organization with City Council policy.

Following multiple years of recession, this is the fourth consecutive year that a budget surplus was projected. This meant that ongoing revenues were sufficient (and projected forward) to cover ongoing expenditures. With the General Fund forecast being cautiously optimistic, a series of budget supplements and financial options were presented to the Council for consideration. After numerous budget workshops, a balanced and fiscally conservative budget was drafted and presented to the Council.

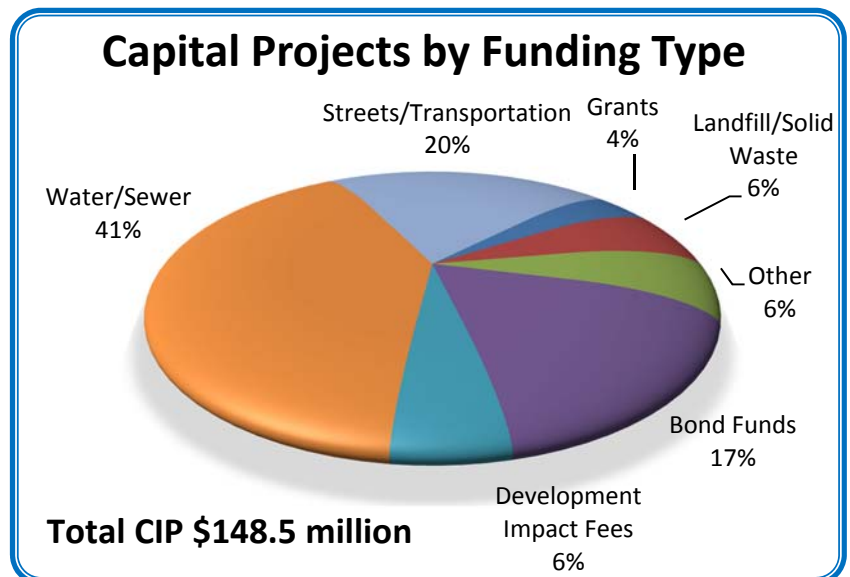
The Council reviewed the city manager’s proposed balanced budget at the workshop sessions beginning in February, and concluding in June 2018, where pertinent issues surrounding the upcoming fiscal year operating, capital and debt service budgets were discussed. The draft budget, as revised by Council, became the tentative FY18-19 budget. It was published and made available for further public review prior to the public hearing and formal adoption of the final budget on June 12, 2018. See the *Budget Calendar* for more details about the timing of various steps in the budget development and adoption process.



Capital Improvement Plan Budget

The city annually updates the *Ten-Year Capital Improvement Plan (CIP)*. The total plan for FY 2019-2028 totals \$1.0 Billion. The first year of the plan is the only year appropriated by Council. For FY18-19, \$148.5 million in capital investments is planned. This includes \$63.7 million in prior year unspent carryover funds. A summary of funding by type is illustrated in the graph below. The remaining nine years are for planning purposes and funding is not guaranteed to occur in the year planned. The final decision to fund a project is made by the Council. Projects include renovations to city buildings, street improvements including pavement preservation, police/fire department communications enhancements and upgrades to water treatment and wastewater collection facilities.

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



city can absorb the operating impacts once the facility opens.

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

Amending the Budget

Once the Council adopts the annual budget, total expenditures cannot exceed the final appropriation of \$689 million for FY18-19. However, with Council's formal approval, the city can adjust the total appropriations within the funds provided that the budget does not exceed final appropriation for the fiscal year. This means that if one fund's total appropriation is increased, appropriations from another fund or funds must be reduced by an equal amount. Council could also choose to amend the budget to a figure lower than the final appropriation for the fiscal year.



Throughout the course of the fiscal year, amendments to the budget are necessary to address new issues, increased prices, changes in scope of existing projects, and unforeseen issues affecting City operations. All budget transfers follow the City's budget transfer policy.

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 1120): 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. In prior years, the departments would pay annually into the fund based on the amount of equipment in its inventory, the expected life span of the equipment in use and any residual value of the equipment. Equipment will be purchased according to the established replacement schedule and fund balance will be utilized to make such purchases. The city will review this fund annually to determine adequate funding for future years.

Special Revenue Fund Group

Arts Commission (Fund 1220): 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 1240): The Court Fund revenue is derived from two primary sources: a security surcharge paid by persons convicted of traffic or misdemeanor offenses in City Court; and time payment fees charged to persons who choose to pay their fines in installments. The security surcharge revenue must be used for security services and facility improvements at the City Court. The time payment fee revenue may be used for activities or costs associated with collecting fines. These revenues and any associated expenditures are tracked in this fund.

HURF/Streets (Fund 1340): This fund is used to track Highway User Revenue Fund (HURF) monies that the State of Arizona distributes to cities, towns and counties. This revenue source is commonly referred to as the gasoline tax although there are several additional transportation-related fees that comprise this revenue, including a portion of vehicle license taxes. Overall, much of this revenue source is based on the volume of fuel sold rather than the price of fuel.

There is a state constitutional restriction on the use of HURF revenues; they must be used solely for street and highway purposes such as maintenance, repair, reconstruction and roadside

development. In Glendale, the fund supports street repair and maintenance, traffic signs and signals, street lighting and other street-related activities.

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

Typically, the city will issue revenue bonds to fund transportation capital projects and deposit the bond proceeds into the Transportation Construction Fund. Debt service payments are then funded with the revenues collected in the Transportation 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 (Fund 1700) and Fire Special Revenue (Fund 1720): In 1994, Glendale voters passed a citizens' initiative that increased the local sales tax by 0.1% to add police and fire personnel and related equipment. In September 2007, Glendale voters passed a separate initiative that increased the local sales tax by another 0.4%, bringing the total public safety tax rate to 0.5%, effective November 1, 2007. Both taxes specified that two-thirds of the revenue would go to police operations and one-third to fire operations.

Starting in FY14-15 all expenses related to "enhanced" public safety services, as defined through the previous ballot initiatives, will be 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 will provide direct reimbursement for the enhanced levels of service costs. This new methodology was developed as a result of an internal audit.

Public Safety Training Center (Fund 2530): All revenues and expenditures associated with the Glendale Regional Public Safety Training Center are tracked in this fund. The facility was built with capital contributions from the City of Glendale (74.8%), Maricopa County Community College District (8.2%), City of Surprise (6.6%), City of Peoria (6.5%), City of Avondale (3.9%) and the federal government. The training center provides fire and police departments with the tools

required to train new firefighters and conduct continuing education and training for fire and police personnel. Facility management operating costs are shared proportionately with the police and fire partners based upon the initial capital contribution. In addition, direct operating costs incurred at the facility by the Glendale Police and Fire Departments are shared with the partners of those respective disciplines/departments.

Airport Operating (Fund 1760): This fund was established to track the operating revenues and expenses of the Glendale Municipal Airport. The long-range goal for the airport is to become a self-sustaining operation, at which time the Airport Fund will become an enterprise fund. The airport has already attracted more commercial business traffic with the development of Westgate, the Gila River Arena, University of Phoenix Stadium and Camelback Ranch (spring training baseball facility). The Airport Fund is projected to receive a General Fund transfer of \$147,047 to augment projected revenue collections of \$628,331 in FY18-19.

Grant Funds: The city created a number of individual funds to track grants received from various federal, state and county sources. Individual funds allow the city to comply with the specific financial and reporting requirements of each grantor agency. Separate funds are used to track revenues received from the federal government and any associated expenditures with the HOME Grant (Fund 1300), Neighborhood Stabilization Program (Fund 1310), Neighborhood Stabilization Program III (Fund 1311), Community Development Block Grant (Fund 1320) and Emergency Shelter Grant (Fund 1830).

The Community Action Program (Fund 1820) tracks grant funds received from Maricopa County. A Transportation Grant (Fund 1650) fund is used to track grant activity for projects covered by the Glendale Onboard transportation program and a fund titled Airport Capital Grants (Fund 2120) is used for any grant related project involving the city airport.

Most other grants are tracked through the Other State and Local Grants Fund (Fund 1840). These grant funds come in on a reimbursement basis, so these funds typically do not carry a fund balance from year to year unless a specified grant award is expended over multiple fiscal years.

RICO (Fund 1860): Federal anti-racketeering laws permit law enforcement agencies to seize and sell property and proceeds acquired by individuals as a result of their involvement in certain types of criminal activities such as the sale of illegal drugs. The city's RICO Fund tracks the revenue generated from such seizures as governed by the Racketeer Influenced and Corrupt Organizations Act. Expenditures backed by this revenue source must be made for purposes that improve public safety or crime prevention programs and cannot be used to supplant existing funding for law enforcement purposes. The Police Department manages all expenditures from this fund in accordance with federal requirements.

Parks & Recreation Designated (Fund 1885): The Parks, Recreation and Library Services Department has agreements with several local school districts to cover the maintenance of city pools located on school property and jointly owned city/school district parks. The school

districts and the city make payments into the fund to cover major maintenance and restoration costs. The fund balance is projected to decrease from \$193,872 to \$137,462 in FY18-19 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 that show the principal and interest payments by year are included in the *Schedules* section.

General Obligation (G.O.) Bond Debt (Fund 1900): G.O. bonds require voter authorization and are backed by the taxing authority of the City. These bonds finance projects that 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 is found in the *Capital Improvement Plan* section of this document. Secondary property tax revenue is recorded directly into this fund and used to pay G.O. bond debt.

The FY 2018 secondary property tax rate will decrease from \$1.6140 to \$1.5357. 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 1940): The MPC is a non-profit corporation organized under the laws of the State of Arizona to assist the City in the acquisition and financing of municipal projects and facilities. MPC bonds require 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 1950): 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 the recent 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.

Street (Fund 1920) and Transportation Revenue Bond Debt (Fund 1970): Highway User Revenue Fund (HURF) or "Street" bonds were used for street projects that are backed by a pledge of the HURF monies the city receives from the state. Street capital projects financed with HURF monies require voter authorization. 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 Revenue Bond Debt Fund is used for the payment of debt service on revenue bonds used to finance projects that are backed by the designated city sales tax for transportation. This type of revenue bond does not require voter authorization.

Capital 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 2280): The purpose of this fund is to provide future monies sufficient to pay all or a portion of the operational and maintenance expenses of the Glendale Memorial Park Cemetery when operations no longer produce revenue. All revenues from sales of lots, headstones, domes, appurtenances and services provided through the operation of the cemetery are deposited to the city's General Fund.

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 FY18-19. Interest income of \$26,000 will increase the projected FY18-19 ending fund balance to \$5.8 million of which the entire amount is appropriated as contingency and can only be used pursuant to the perpetual care fund ordinance.

Enterprise Fund Group

Water/Sewer (Funds 2360, 2380, 2400 & 2420): The Water/Sewer Enterprise Fund supports the provision of water and sewer service to Glendale residents and businesses. It is completely self-supported through water sales, sewer user fees and other related user fees. The fund receives no tax revenue and pays an annual contribution to the General Fund for administrative support services such as personnel, finance and legal services that General Fund departments provide. If the General Fund departments did not provide these services, the enterprise fund would have to contract with outside vendors to receive the services.

All revenues and expenditures associated solely with providing water services to citizens and businesses in Glendale are captured in Fund 2400 (Water). All activity associated solely with providing wastewater services is recorded in Fund 2420 (Sewer). Fund 2380 (Water & Sewer bond Debt Service) is used to track activity related to revenue bond financings covering capital improvement projects. Fund 2360 (Water/Sewer) is used to capture any expenditures that are incurred on behalf of both water and sewer operations. For example, administration costs associated with providing oversight to both operations, as well as the expenses associated with the customer service division of the Finance and Technology Department, which handles the billing accounts for both water and sewer operations, are recorded in Fund 2360.

The Water/Sewer Enterprise fund balance is expected to decrease from \$70.5 million to \$18.8 million in FY18-19 due to significant planned capital expenditures totaling \$60.2 million. Examples of FY18-19 capital projects include groundwater treatment plant improvements, water reclamation facility improvements, as well as planned line replacements and extensions. A revenue budget of \$90.6 million offsets the operating and debt service expenditures. The annual operating budget includes estimated expenses for salaries, electricity, chemical treatments, supplies, and equipment totaling \$54.9 million.

Landfill (Fund 2440): 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 city's successful recycling program has helped to extend the life of the landfill and contribute to our community's effort to improve the environment.

The Landfill fund balance is expected to decrease from about \$6.9 million to about \$1.9 million in FY18-19, primarily due to anticipated large capital expenditures. The FY18-19 operating budget totals \$9.7 million and planned capital expenditures related to a landfill soil excavation, scale-house/road relocation project, gas system modifications and heavy equipment purchases total \$6.5 million. The FY18-19 projected revenues total \$11 million.

Solid Waste (Fund 2480): This fund supports refuse collection and disposal services to homes and businesses in the city. It is supported through monthly charges paid by 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 \$2.5 million to \$1.9 million in FY18-19, due to planned capital expenditures totaling \$2.6 million. Projected revenues of \$17.9 million are offset by operating expenditures totaling \$15.5 million.

Community Housing Services (Fund 2500): The Housing Fund supports Glendale's public housing program that is part of the Community Services Department. The fund has a \$15.4 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. FY18-19 projected revenues total \$15.5 million, and the scheduled General Fund transfer is \$386,563.

Internal Service Fund Group

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

The Risk Management Fund is projected to end FY18-19 with approximately a \$4.8 million dollar fund balance. The Workers' Compensation Fund ending fund balance is projected to be approximately \$6.6 million in FY18-19. 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 2580): 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 the year, employer and employee contributions for medical, dental and vision insurance are deposited into this fund. Income to the fund comes from premiums charged to each city department based upon employee coverage elections made each year during open enrollment (employer portion). The fund also receives contributions from employees, both current and

retired. Premium payments to insurance carriers and related claims expenses are made directly from the fund. The ending fund balance and any contingency appropriation serves as a reserve to cover incurred but not reported claims, as well as a stabilizer against rising health care costs.

Fleet Services (Fund 1040): 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.

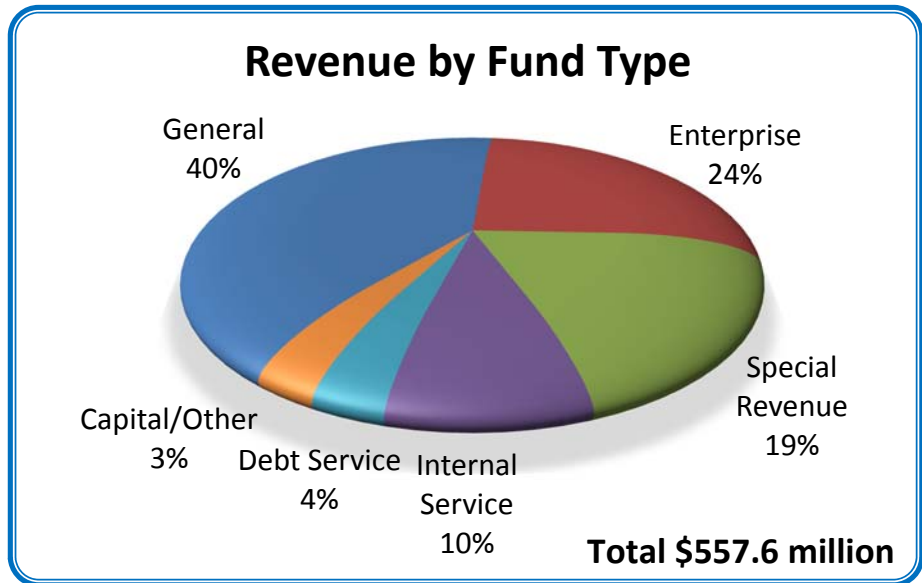
Technology and Technology Projects (Fund 2591 and 2592): The Technology and Technology Project Funds are used to track income and expenses of the internal services provided to city departments for telephone services, information technology services, and support. The Technology Fund specifically supports 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 FY18-19 from all sources are estimated at \$557.6 million, of which \$224.2 million or 40% goes into the General Fund (GF) group. Other revenues include Enterprise Funds 24% or \$135 million, mainly generated through user fees. Special Revenue Fund sources at 19% or \$104 million are restricted for the special purpose of each fund's

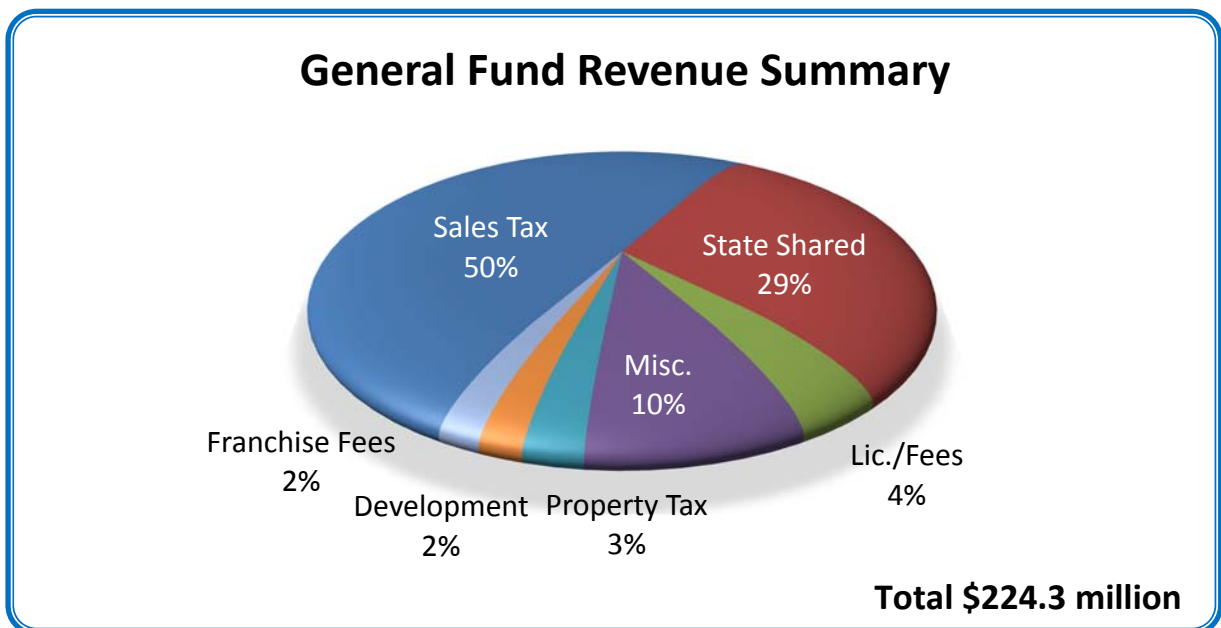
activity. The largest of this type is from the Transportation Sales Tax Fund at \$27.4 million. A number of Federal and State grants are also included in this revenue type.



General Fund Group

General Fund (Fund 1000)

The city expects to collect \$224.3 million in total General Fund (GF) revenue in FY18-19. Sales tax represents the largest category at \$111.2 million. In June 2012, the City Council approved an



increase of 7/10^{ths} of one cent in the city's sales tax across all categories (such as retails, restaurants and bars), except for residential rental as the state law restricts increases to residential rental sales taxes. The 7/10^{ths} of one cent increase does not apply to single item purchases over \$5,000, such as automobiles.

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

For FY18-19, total general fund revenue is expected to grow in line with the economic forecast from local and state experts. The main growth is expected in the following areas (also see detail explanation under specific revenue category):

- City sales tax – For FY18-19, this revenue is expected to grow by 4.3% from the FY17-18 estimate. The growth can be attributed to the economic development activities which are expected to generate additional construction sales tax revenue.
- State income tax – this revenue is projected to grow by 9% for FY18-19 based on the improved collections in FY16-17 (there is a 2-year lag between the state's collection of income tax revenue and its distribution to the cities).

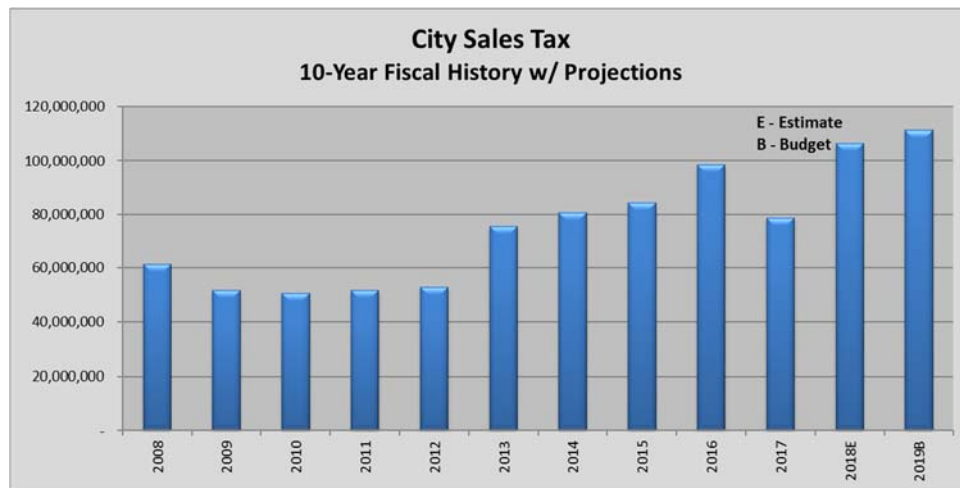


The two major sources of revenue for the General Fund continue to be city sales taxes and state-shared revenues. They have comprised between two-thirds and three-fourths of the GF revenue since FY01-02. For FY18-19, city sales tax, state sales tax, state income tax and motor

vehicle in-lieu revenues are expected to comprise 79% of all GF revenue, or \$177.5 million of the \$224.3 million.

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.

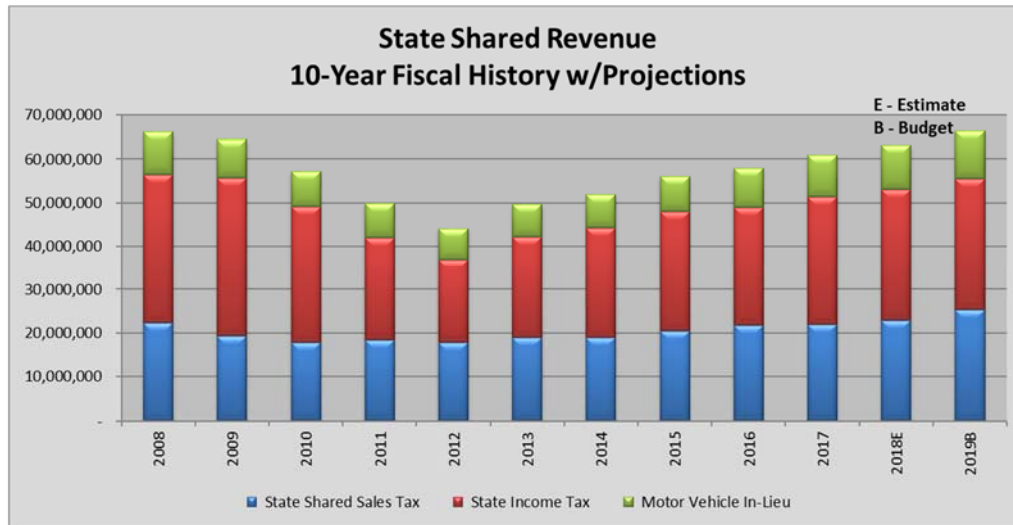


City Sales Tax

This revenue represents 50% of General Fund revenue and is the fund's largest source. The GF portion of the city sales tax pays for general government operations. It also is the one significant revenue source over which the Council has authority, unlike the state sales tax, state income tax, gas tax or vehicle license fees. For FY18-19, the revenue budget is \$111.2 million, which is a 4.5% increase over the FY17-18 budget.

State-Shared Revenues

State-shared revenues include state income tax, state sales tax and motor vehicle in-lieu tax. These three revenue sources are shared with all cities and towns throughout the state. The average annual growth rate for the city’s share of state-shared revenue was 6% between FY01-02 and FY07-08. However, starting in FY08-09, a decline started and resulted in four consecutive years of reductions. State shared revenue is expected to grow to \$66.3 million by the end of FY18-19, 4.8% more than the FY17-18 estimate of \$63.1 million, as explained below.



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

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

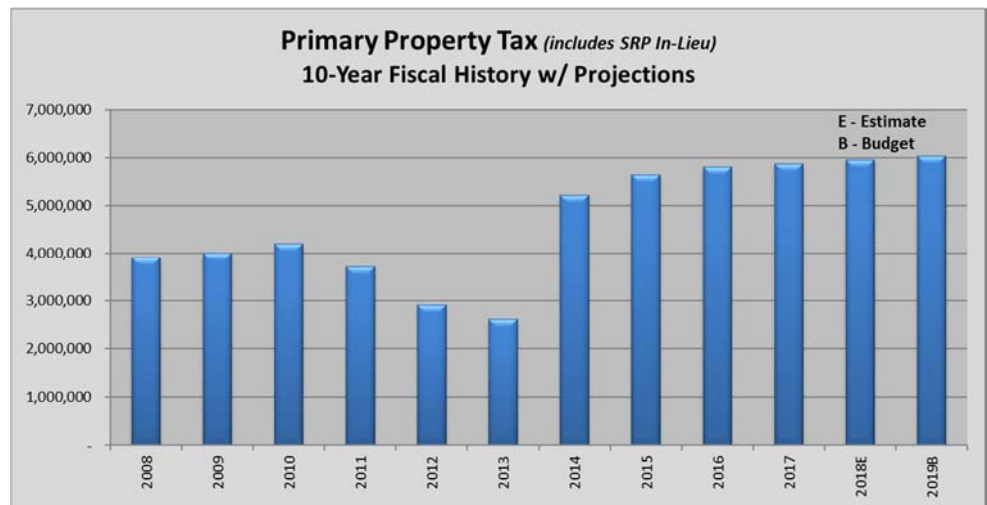
The most significant component of state-shared revenue is income tax and it is primarily driven by personal income rather than business income as personal income tax receipts comprise about two-thirds of all Arizona income tax receipts. Income tax revenue distribution to the cities lags by two years. This means the state income tax distribution for FY18-19 will reflect the income tax the state collected in FY16-17. The state’s 2017 income tax receipts were slightly higher than the 2016 receipts. As a result, Glendale’s share of state income tax revenue is expected to increase by \$47,665 from \$30.14 million in FY17-18 to \$30.19 million in FY18-19.

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 FY18-19 is \$25.3 million. The FY18-19 motor vehicle in-lieu tax projection is \$10.8 million, which is the highest amount during the past ten-year period.

Primary Property Tax

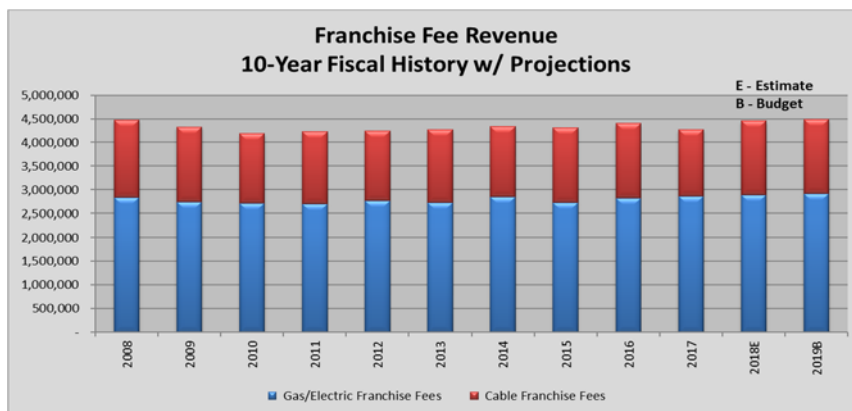
Arizona’s property tax system consists of two tiers. The primary property tax levy has state-mandated maximum limits, and a city can adopt a rate anywhere between \$0.00 and the rate that yields the maximum limit under state law. Primary property tax revenue can be used by a city for any purpose. The primary property tax revenue is included in the GF operating budget. For FY18-19, the primary property tax rate will not increase. As a result, the increase in primary property taxes received from FY17-18 to FY18-19, or \$75,225, is attributed to new properties only.

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 \$278,315 for FY18-19.



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 FY18-19 projection of \$4.5 million is essentially flat compared to FY17-18. In fact, collections have been at this level since FY09-10 due to

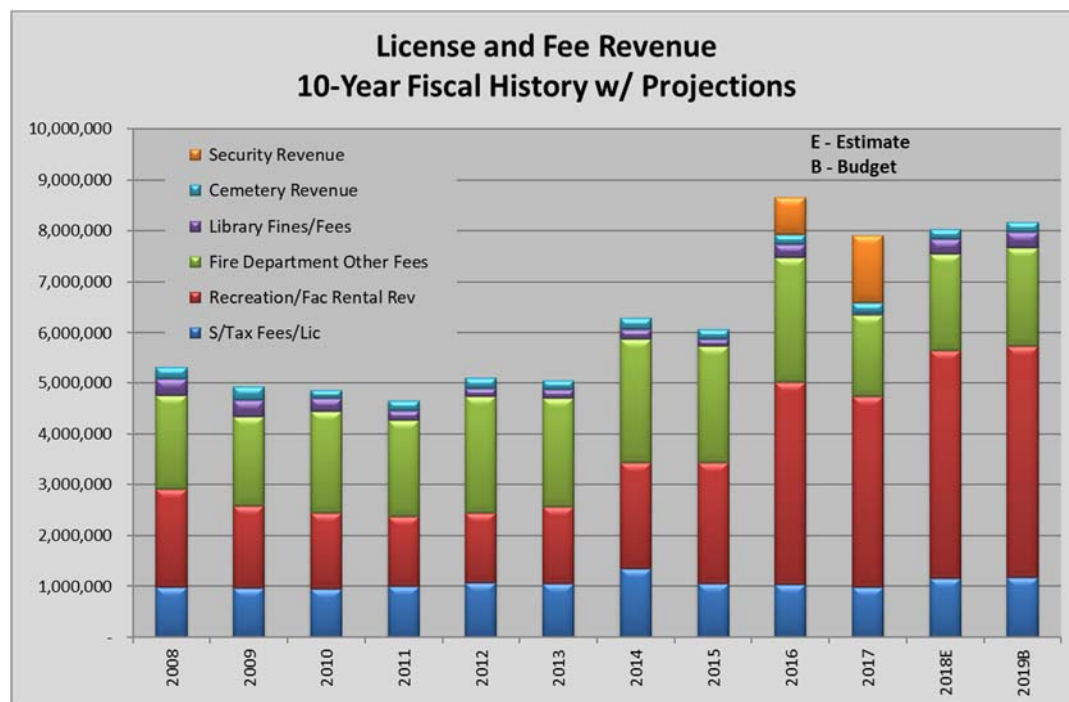
minimal customer growth and competition from alternate service providers.

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 FY18-19 is \$4.5 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 \$8 million in FY18-19.



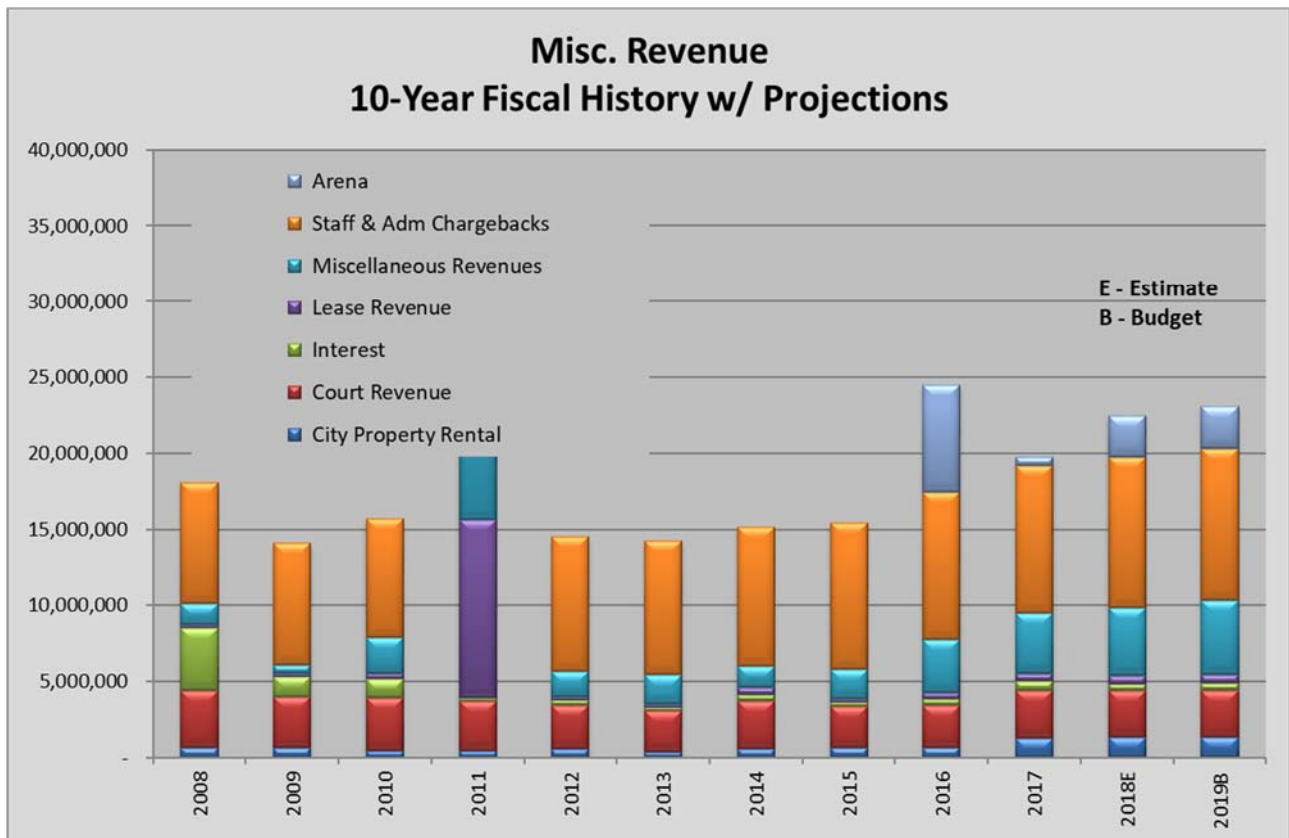
Miscellaneous Revenues

This revenue category includes staff and administrative chargebacks, miscellaneous revenues (E-billboard rental income, police department impound administrative fee, police department false alarm fee, application fee for pawn shop/resale store, etc.), lease revenue (capital lease and wireless cell site rental), interest revenue, court revenue and city property rental (Bank of America and Promenade buildings). The main revenue source for this category is staff and administration chargebacks of \$10 million, followed by court revenue estimated at \$3.1 million. For FY18-19 this category includes Arena fees which are estimated at \$2.7 million.

The Glendale City Court collects fines for parking and traffic violations, and civil and misdemeanor criminal cases. Traffic fines represent the largest portion of court revenues. The

revenue generated from fines is subject to statutory changes made by the Arizona state legislature and can be affected by changes in traffic enforcement practices.

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

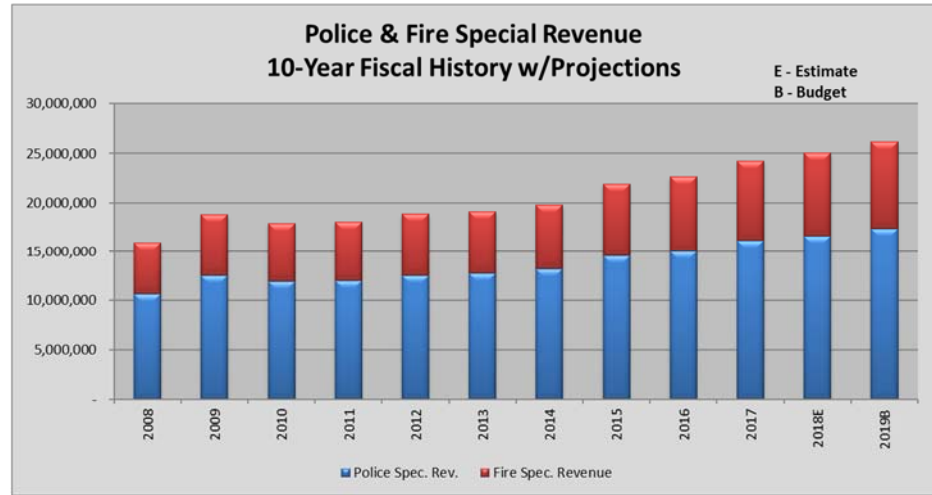


Special Revenue Fund Group

Police and Fire Sales Tax (Funds 1700 & 1720)

The source of revenue for these funds is the 0.5% 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 1700) and Fire (Fund 1720) 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



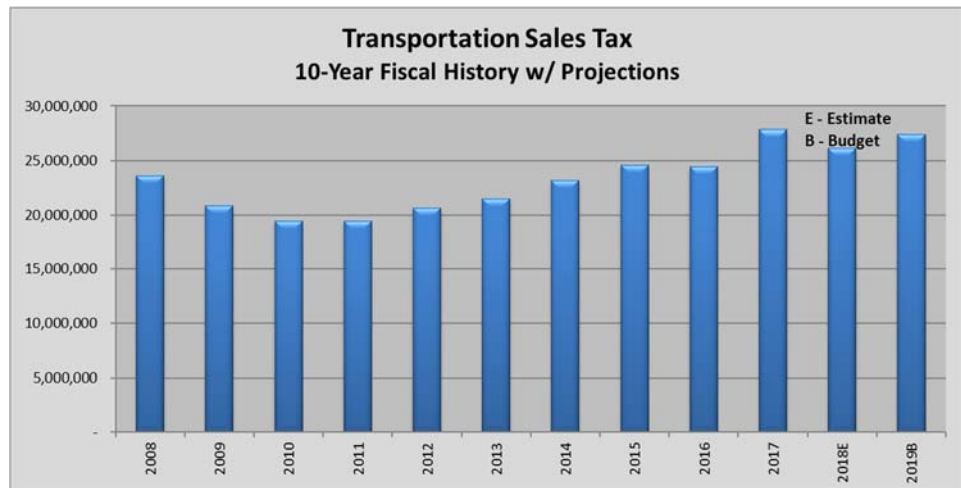
although may vary slightly due to the exclusion of the rate on food for home consumption.

The FY18-19 revenue projection is \$17.4 million for Police and \$8.8 million for Fire. Recent changes to the accounting methodology for these two special revenue funds, now tracks 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 taken into account each year to come up with a new cost of service and allowable sales tax use.

Transportation Sales Tax (Fund 1660)

The primary source of revenue for this fund is the 0.5% sales tax levied within the city boundaries, which include all special districts (Arena/Westgate, Stadium and Zanjero). The revenue is deposited in the

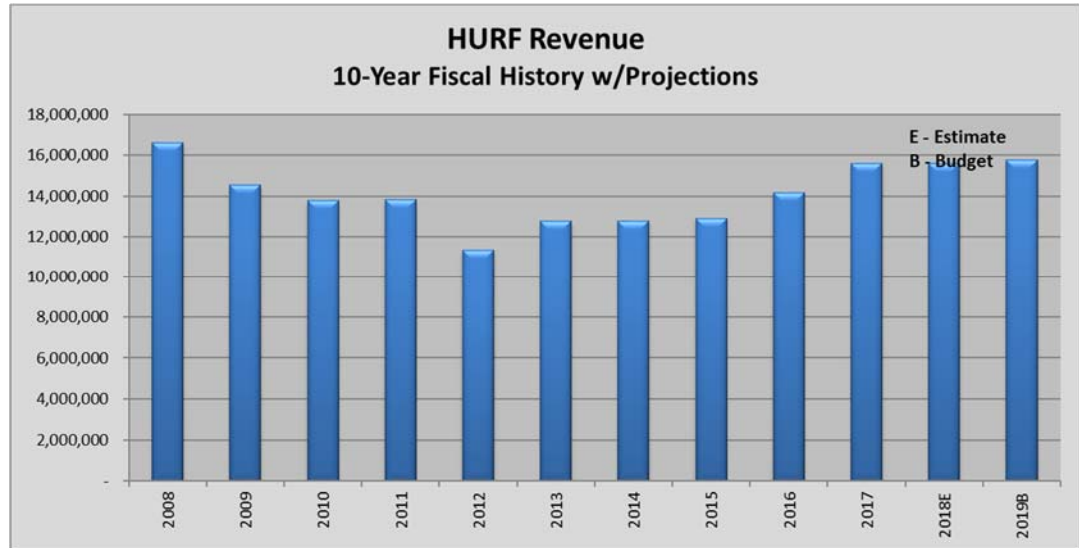
Transportation Sales Tax Fund (Fund 1660). Proposition 402 was approved by Glendale voters on November 6, 2001. This proposition called for a designated sales tax rate of .05% to pay for the



costs of creating and implementing a comprehensive transportation plan to improve traffic flow, relieve traffic congestion, increase transportation choices, reduce air pollution, promote economic vitality and provide for regional transit connections. It is expected to generate an estimated \$27.1 million in FY18-19 compared to the \$25.9 million estimated for FY17-18. Other sources of FY18-19 revenue within the Transportation Sales Tax Fund include \$124,000 in transit revenues and \$200,000 in interest revenue. In total, transportation sales tax fund revenues are projected to be \$27.4 million in FY18-19.

Highway User Revenue Fund (HURF) (Fund 1340):

The source of this fund's revenue is the state's Highway User Revenue Fund (HURF). HURF is commonly called the gasoline tax although there are several additional



transportation-related fees that comprise this revenue source, including a portion of vehicle license taxes. Overall, much of this revenue source is based on the volume of fuel sold rather than the price of fuel.

The state distributes the revenue based on a complex distribution formula that spreads a portion of the money across the state solely on the basis of population while the remaining money flows to those areas with the highest gasoline and other fuel sales. This revenue must be accounted for separately and used only for eligible street and highway purposes.

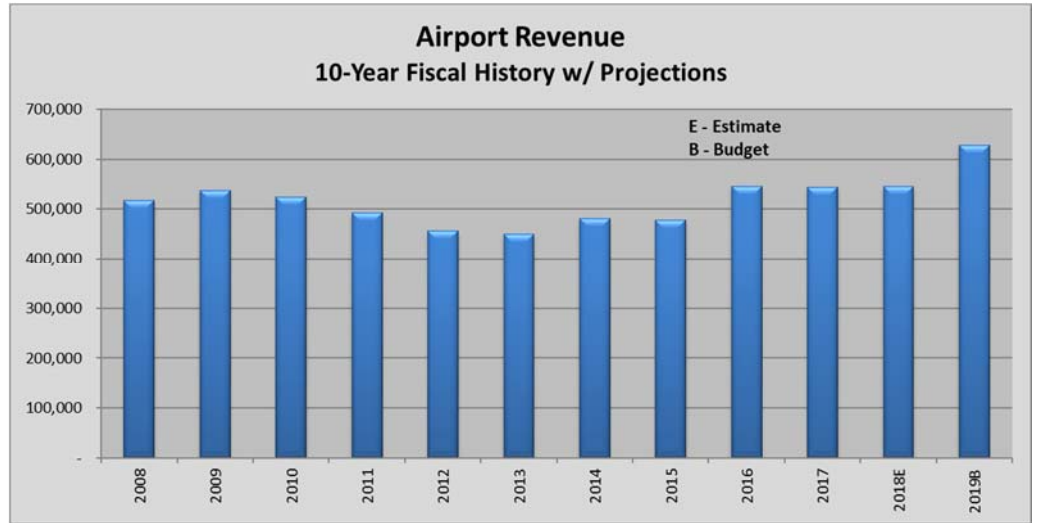
HURF collections are affected by the general health of the economy, as well as the vigor of specific industries such as tourism and trucking. The Arizona state legislature has made formula modifications from time to time that have affected Glendale's share of HURF dollars. Formula modifications that reduced the distribution of revenue to cities and towns occurred during the recession. These modifications, along with the decline in the volume of fuel sales, explain the steady reduction of HURF revenues distributed to Glendale for FY07-08 through FY11-12. With an improvement in the economy, HURF collections in FY18-19 are expected to be \$15.7 million, which is a slight increase over the FY17-18 projection of \$15.6 million.

Airport (Fund 1760):

Airport revenues consist of user fees, lease proceeds, commercial activities and other fees, and are projected to generate \$628,331 FY18-19.

This fund is supplemented with \$147,047 from the General Fund to support the cost of

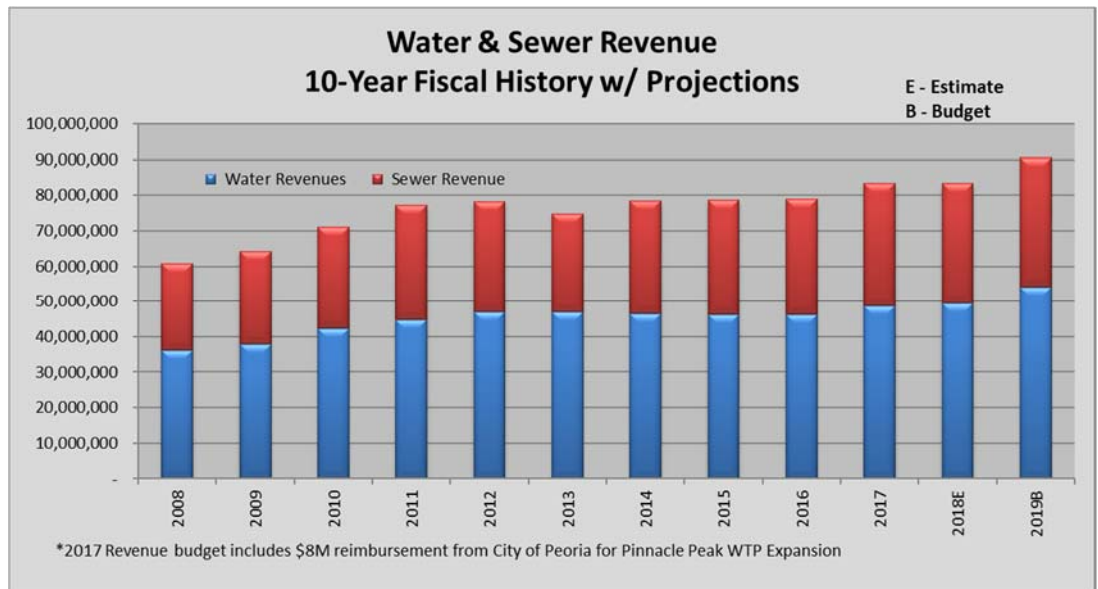
airport operations. Airport user fee revenue comes from activities such as transient tie down fees and tenant fees. The strategic goal for airport is to become a self – sustaining operation. Glendale is aggressively pursuing additional airport facility users with an ultimate goal of airport self-sufficiency. Sporting events as well as concerts that are being held at Gila River Arena and University of Phoenix Stadium continue to attract corporate jet customers and are expected to provide additional business opportunities for the airport.



Enterprise Fund Group

Water/Sewer (Funds 2360, 2400 & 2420)

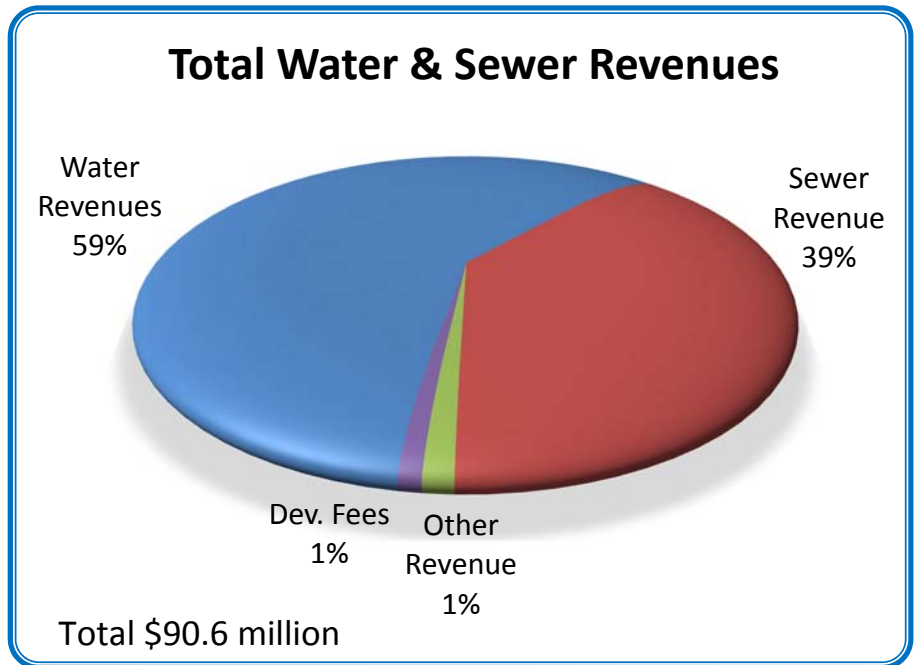
Water and Sewer User Fees, budgeted at \$88.7 million represent nearly 96% of all utility fees for FY18-19. The majority of this revenue is derived from user fees for delivery of water and wastewater services.



Total Water and Sewer revenues are budget at \$90.6 million and include

other sources such as; Development Impact Fees (DIF), projected at \$900 thousand and other miscellaneous revenues totaling \$1.2 million.

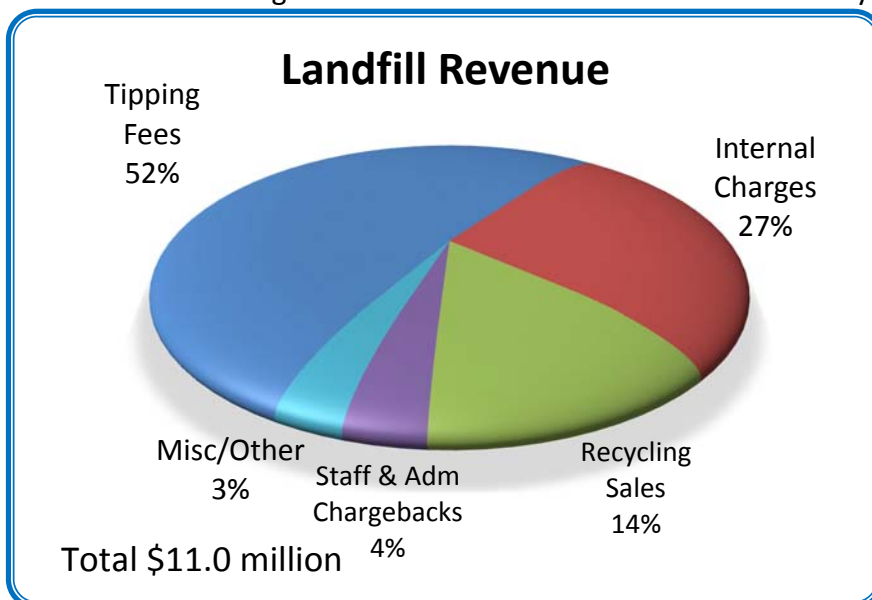
Staff prepares water and sewer revenue projection by applying several factors such as historical trend data, statistical analyses, economic and legal consideration as well consulting with independent consulting firm. In FY16-17 the city hired and independent consultant to conduct a Utility Rate Study. A Utility Advisory Committee, comprised of citizens was established to help the city throughout the rate study process. The rate increase was approved and went into effect in January 2018.



Landfill (Fund 2440)

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

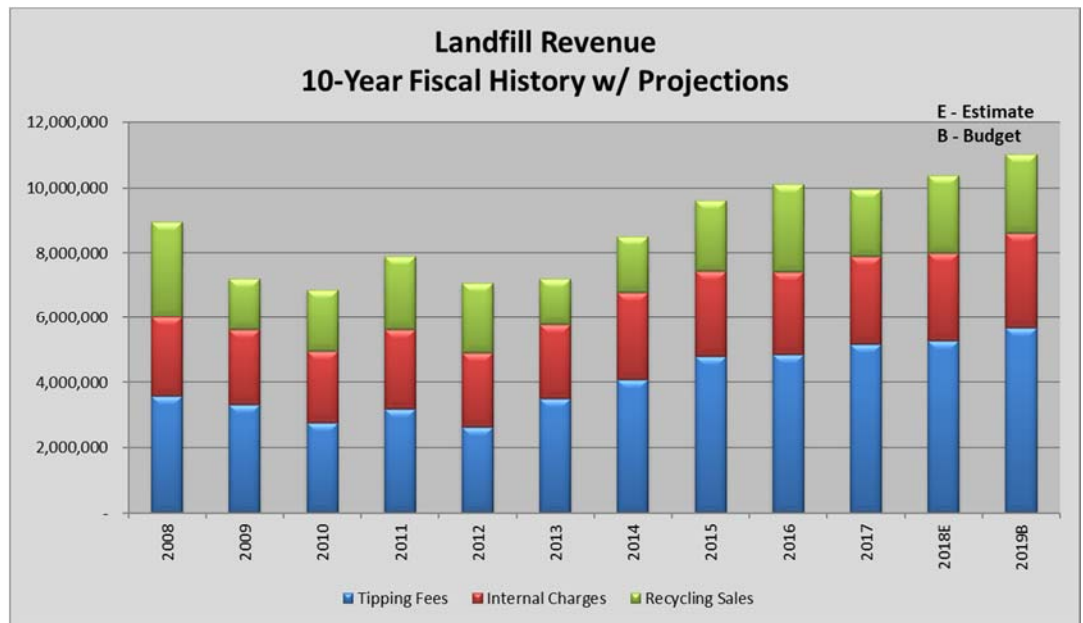
Various rates are charged to the landfill customers based on activity and location of the



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 \$8.6 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 FY18-19.

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 FY18-19, the recycling sales



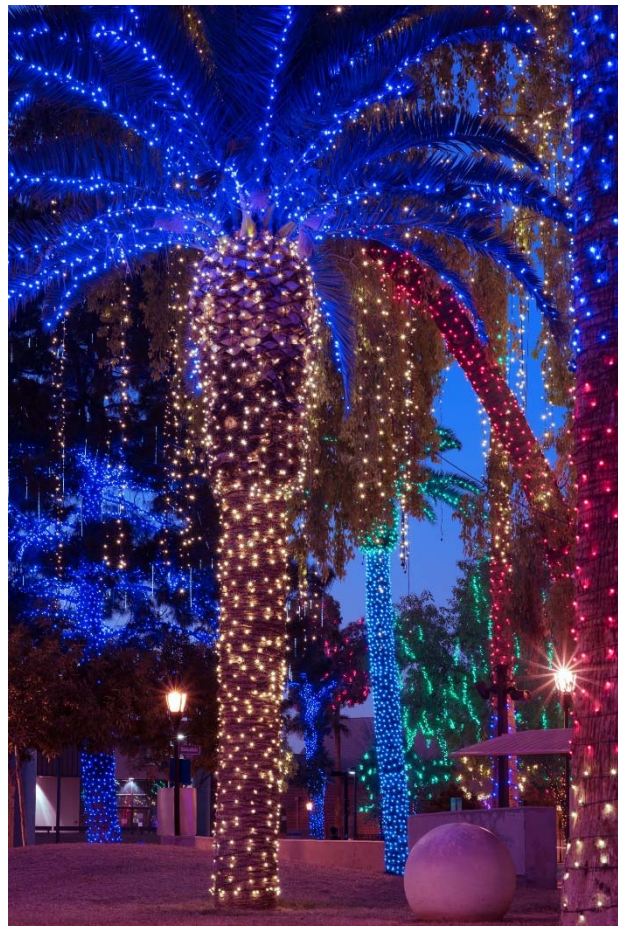
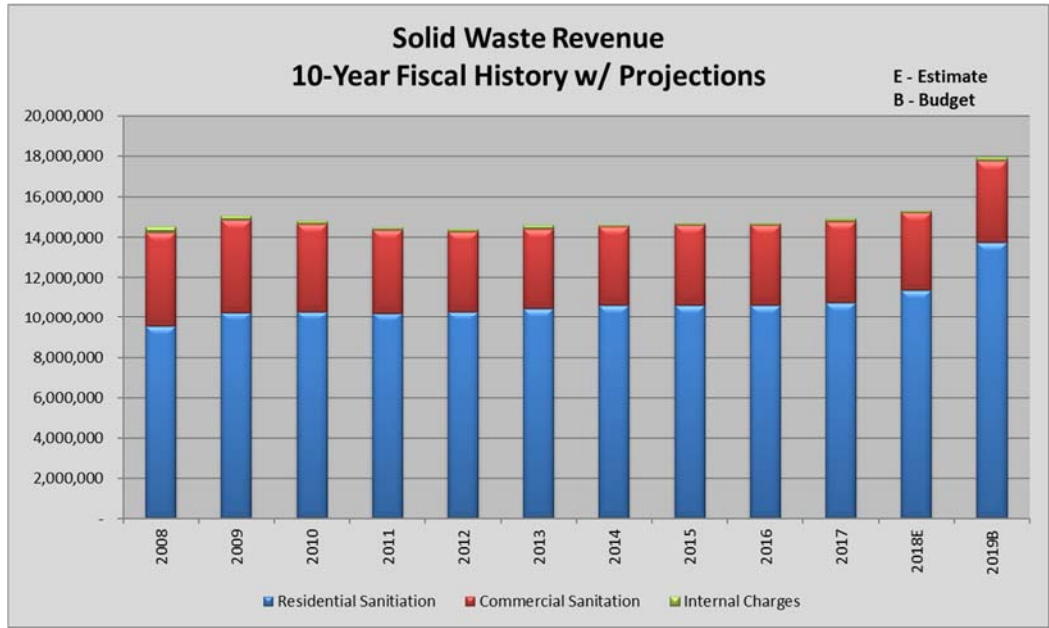
program is projected to bring in \$1.6 million. Additional miscellaneous revenue comes from interest earnings, impact fees, chargebacks and other fees, accounting for \$809,950. Total projected revenues for FY18-19 are \$11.0 million.

Solid Waste (Fund 2480)

The city annually reviews the five-year financial plan for the Solid Waste Enterprise Fund. This annual evaluation takes into account operating and capital costs, equipment replacement, rate structures and service demands. Budget decisions are largely based on this long-range plan as well as other factors such as historical trend data, statistical analyses, economic and legal 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 the FY16-17 the city underwent a comprehensive rate analysis for the 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 FY18-19 total revenue of \$17.9 million comes primarily from two sources: residential collection fees are projected at \$13.7 million, and commercial collection fees, projected at \$4.0 million. The residential and commercial collection programs account for 99% of the solid waste revenues.



EXPENDITURES

Operating Budget

The FY18-19 operating budget totals \$410 million, which is a 2.7% increase over the FY17-18 budget of \$399 million. The budget continues to focus on the Mayor and Council key priorities and reflects economic conditions that continue to challenge local government. This graph shows five years of historical operating budgets. The FY18-19 operating budget includes increases for all salary and personnel related increases, as well as one-time costs for technology and equipment.

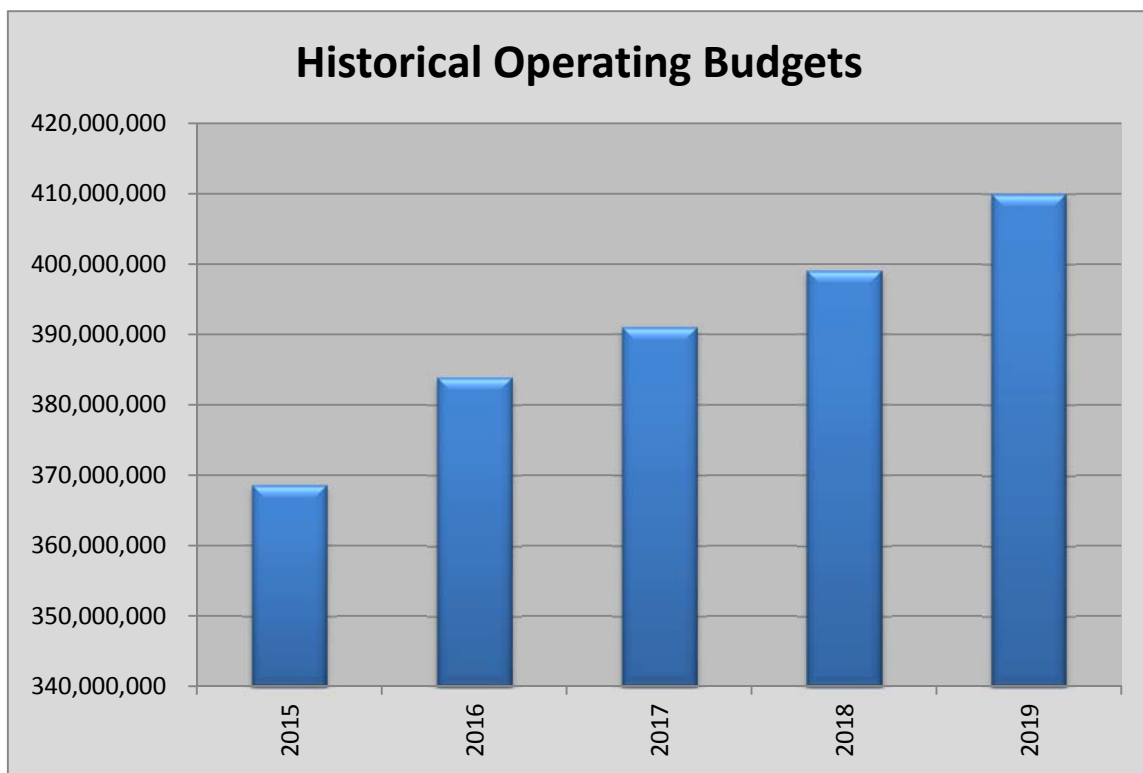


Table 1, on the following page, shows the year over year changes in the operating budgets for some of the City's largest operating funds within the general, special revenue, capital, enterprise and internal service fund groups. It also calculates the percentage change for the fund from the FY18-19 operating base budget. The operating summary that follows Table 1 describes each of these main fund groupings and provides explanations for material changes year-over-year.

Table 1
Comparison of Operating Budgets

Fund Name	FY 2018	FY 2019	% Change
General (1000)	200,643,560	208,214,611	3.8%
Vehicle Replacement (1120)	3,608,735	2,292,190	-36.5%
Sub-Total General Fund Group	204,252,295	210,506,801	3.1%
Transportation Sales Tax (1660)	13,922,695	13,316,669	-4.4%
Highway User Gas Tax (1340)	10,597,408	10,518,813	-0.7%
Other Federal & State Grants (1840)	7,528,537	6,630,101	-11.9%
RICO Funds (1860)	2,258,922	2,880,975	27.5%
C.D.B.G. (1320)	4,215,127	4,248,215	0.8%
Home Grant (1300)	1,678,454	1,678,454	0.0%
N'hood Stabilization Pgm III (1311)	227,300	227,300	0.0%
Neighborhood Stabilization Pgm (1310)	227,368	227,349	0.0%
All Other Funds	6,201,001	6,625,954	6.9%
Sub-Total Special Rev Fund Group	46,856,812	46,353,830	-1.1%
Water/Sewer (2360/2400/2420)	53,312,517	54,850,280	2.9%
Landfill (2440)	10,153,828	9,709,608	-4.4%
Community Housing Services (2500)	15,905,641	15,433,635	-3.0%
Solid Waste (2480)	14,238,231	15,484,799	8.8%
Sub-Total Enterprise Fund Group	93,610,217	95,478,322	2.0%
Benefits Trust Fund (2580)	28,963,184	30,955,871	6.9%
Risk Management Self Insurance (2540)	2,967,948	2,959,242	-0.3%
Workers Comp. Self Insurance (2560)	2,279,542	2,290,825	0.5%
Fleet Services (2590)	9,239,326	9,400,610	1.7%
Technology (2591/2592/2593)	10,851,589	12,052,586	11.1%
Sub-Total Internal Svc Fund Group	54,301,589	57,659,134	6.2%
Grand Total: Operating Budget	\$399,020,913	\$409,998,087	2.8%

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 recreation, street maintenance, and water, sewer, landfill and solid waste services. While most operating costs are accounted for in the general fund group, some costs are funded by special revenue funds, such as the state's Highway User Revenues Fund for street and traffic maintenance and the dedicated Transportation Sales Tax fund, for transportation related programs and projects. Enterprise funds account for water, sewer, landfill and solid waste services, and the internal services group includes employer related benefit and equipment and technology funds. The General Fund has the largest operating budget, totaling

\$208.2 million for FY18-19. This is an increase of 3.8% over the FY17-18 General Fund amount of \$200.6 million. This increase is due to salary and benefit increases, as well as increases to the city's contribution to the Public Safety Personnel Retirement System (PSPRS). A total of 18.75 positions were added in General Fund departments, as well as some previously grant funded public safety positions (School Resources Officers) being moved from Fund 1840 to the General Fund.

The next group is the special revenue fund group with a decrease of 1.1% in budgeted expenditures for FY18-19. Significant changes within the individual funds include the Other Federal and State Grants operating budget decrease of \$898K, or 11.9%, and RICO Funds operating budget increase of \$622K, or 27.5%. Budget appropriation to accommodate grant opportunities that may arise during the course of the fiscal year, or those that have already been awarded to the city is also included within the special revenue fund group. These grant funds include Neighborhood Stabilization Program III, Community Action Grant and the Emergency Shelter Grant and Transportation Grants that are included in Table 2. It is important to note that the city only pursues grant opportunities that are in line with council goals and objectives and that make strong financial business sense. Grant appropriation cannot be spent unless the city applies for and actually receives the corresponding grant monies.



The enterprise fund group did not see any material changes year-over-year in terms of total operating budget dollars. The total 2.0% increase in budget for the Enterprise Fund Group can be mainly attributable to Solid Waste operations. The Internal Service Fund Group budget increase is attributable to additional contributions required to maintain adequate financial reserves in the Benefits Trust Fund and funding for the city Information Technology projects. 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 2018	FY 2019	% Change
Police Services	94,127,820	98,347,265	4.5%
Water Services	50,233,368	51,705,344	2.9%
Fire Services	47,465,448	49,003,168	3.2%
Field Operations	42,822,024	42,723,975	-0.2%
HR & Risk Mgt	36,084,298	38,127,934	5.7%
Community Services	29,874,048	30,239,614	1.2%
Transportation	23,338,873	23,670,015	1.4%
Non-Departmental	15,285,275	13,142,682	-14.0%
Pub Fac, Rec & Evt	13,012,111	13,896,605	6.8%
Innovation & Technology	10,851,589	12,052,586	11.1%
Budget and Finance	7,938,539	8,015,003	1.0%
Engineering	6,228,822	5,445,769	-12.6%
Development Services	5,388,471	6,292,825	16.8%
City Court	5,321,346	5,532,066	4.0%
City Attorney	3,392,597	3,750,234	10.5%
Public Affairs	2,250,448	2,398,963	6.6%
Economic Development	1,125,563	1,150,444	2.2%
Council Office	1,094,931	1,071,191	-2.2%
City Manager	895,059	976,774	9.1%
Grants	750,000	750,000	0.0%
City Clerk	730,752	844,982	15.6%
Mayor's Office	423,101	464,475	9.8%
City Auditor	386,430	396,173	2.5%
Total Operating Budget	399,020,913	409,998,087	2.8%

The largest operating budget is the **Police Services** Department, which accounts for \$98.3 million or 24% of the total operating budget. This department provides police services and related support services such as 911 dispatch, short-term detention and records management, and community education. The Police Department is accredited through the independent Commission on Accreditation for Law Enforcement.

The next largest department in terms of funding is **Water Services** at \$51.7 million, which makes up 13% of the total operating budget. This department is responsible for the enterprise funds that cover treating and distributing potable water that meets all federal and state standards, collecting and treating wastewater in compliance with all regulatory requirements, implementing odor and pest infestation control measures and all meter reading. Environmental Services provides water conservation programs including the treatment of wastewater for

water reclamation purposes, water quality testing services for the city's drinking water and reclaimed water, and long-term water resource planning.

Fire Services accounts for \$49.0 million or 12% of the total operating budget. This department provides fire protection, emergency medical services and natural disaster planning. It also provides core life safety services involving fire suppression, property preservation, basic and advanced life support (paramedics), hazardous and technical response teams, fire code enforcement, fire investigation and child safety car seat installation.



Field Operations at \$42.7 million, which makes up 10% of the total operating budget. Among the many services that this department provides are the following:

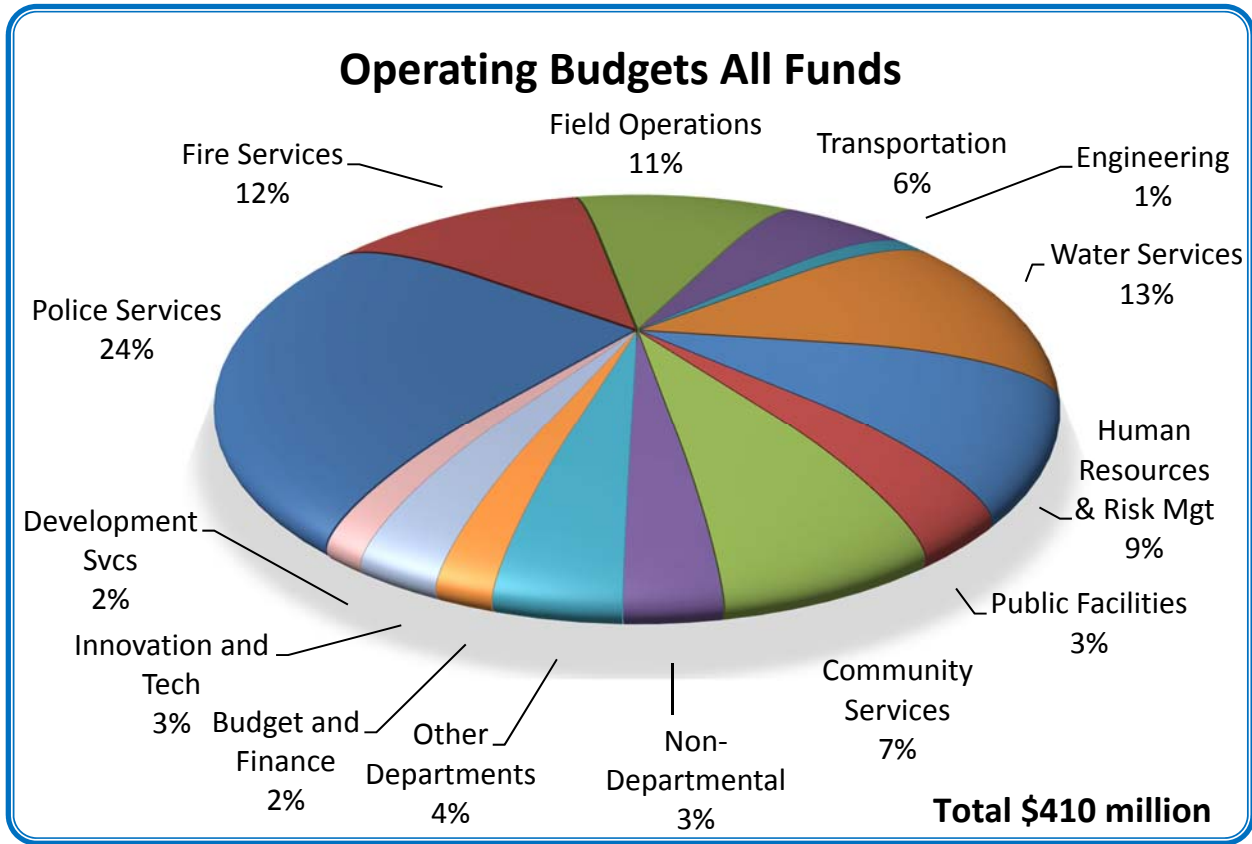
- The enterprise funds encompassing solid waste collection, disposal services-including landfill and processing of recyclable products
- Building maintenance services for city facilities
- Fuel and equipment management services, including administration of the vehicle replacement fund
- Custodial services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

Human Resources & Risk Management totals \$38.1 million or 9% of the total operating budget. The department provides proactive customer service and consultation in the areas of total compensation, organizational development, employee relations and staffing. This department also administers the self-insured employee health benefits, risk management and workers' compensation programs.

The **Community Services Department** provides the Library and social services to the citizenry. This department accounts for \$30.2 million or 7% of the total operating budget. The library serves Glendale citizens by providing books, programming, audio-visual materials and electronic resources that inform, educate and entertain residents. Human service programs provide direct city services that maintain the quality of life and build stronger neighborhoods for all residents. Some of the services provided include:

- Addressing the housing needs of over 4,400 Glendale residents by operating three public housing complexes and a Section 8 voucher program;
- Providing affordable housing, housing rehabilitation assistance and emergency home repair for eligible Glendale residents; and

- Administration of the federal Community Development Block Grant (CDBG), the Community Action Program (CAP) and other related federal programs.



The Miscellaneous Grants budget increase is for anticipated additional grant opportunities that may arise during the fiscal year. The Non-Department budget includes various city-wide expenditures that are not specific to one department or activity.

The remaining departments in the "Other" category include: Public Affairs, Economic Development, City Court, City Attorney, Mayor and Council, City Manager, City Clerk, Miscellaneous Grants, and Internal Audit. These departments make up the remaining \$17.3 million or 4% of the total operating budget.

Staffing and Personnel

As with any service organization, personnel costs are a significant part of the total operating budget of the city. In fact, 52% or \$214.7 million of the \$410 million FY18-19 operating budget is attributable to wages, salaries and benefits, as shown in Table 3. Approximately 75% of the General Fund \$210.5 million operating budget is allocated to salaries and related benefits costs.

Table 3
Salaries and Benefit Related Costs by Fund

Fund	Wages & Salaries	Retirement Costs	Healthcare Costs	Other Benefit Costs	Total Estimated Personnel Compensation
General Fund	103,462,298	31,251,990	14,919,412	7,640,894	157,274,594
Special Revenue	15,226,454	1,543,774	1,698,462	150,606	18,619,296
Enterprise	24,825,752	2,611,088	4,349,583	403,782	32,190,205
Other	5,279,994	563,991	712,271	10,068	6,566,324
Total	\$148,794,498	\$35,970,843	\$21,679,728	\$8,205,350	\$214,650,419

Table 4 on the following page provides a comparison of staffing levels in recent years for all funds which accounts for all changes in authorized staffing city-wide. For FY18-19 a total of 27 Full-Time Equivalent (FTE) positions were added. The bar chart to the below shows the FY18-19 ratio of 7.35 FTEs per 1,000 in population is less than the 9.6 FTEs per 1,000 in FY08-09. Schedule 7, found in the *Schedules* section of this document, provides detail on the city's authorized staffing by position.

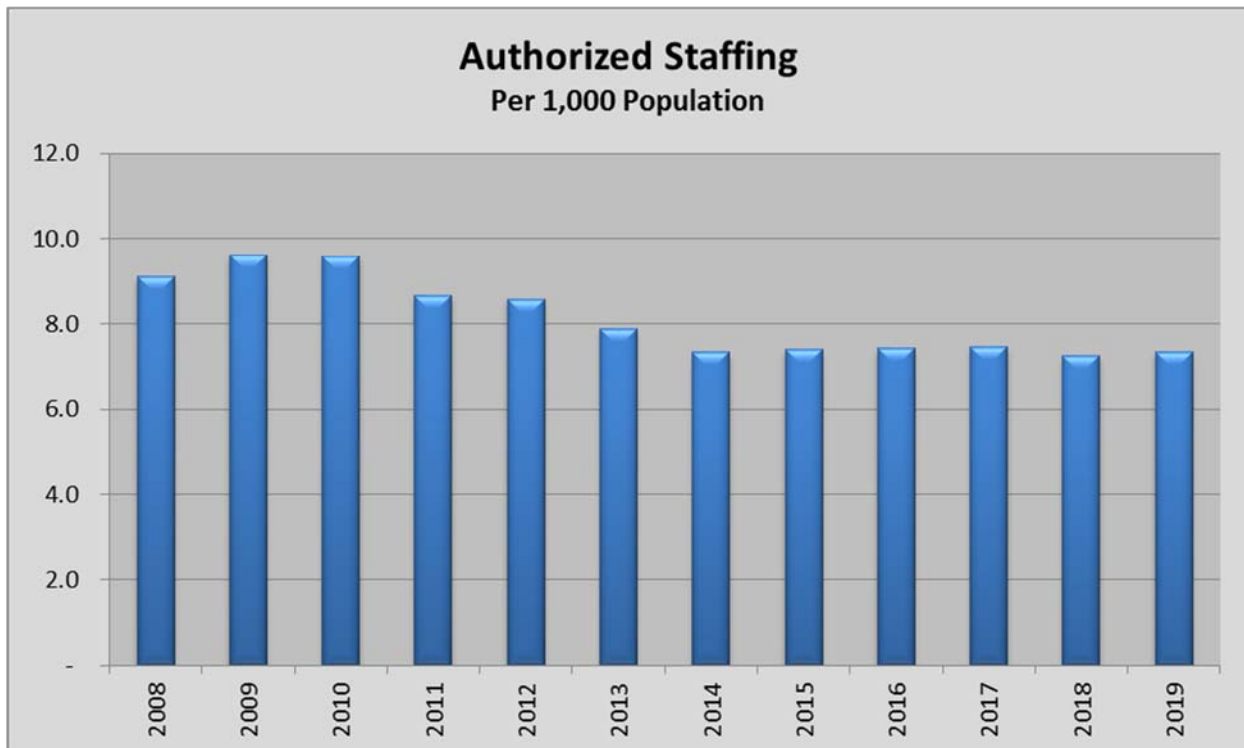


Table 4
Staffing Levels by Fund
(Full-Time Equivalents)

Fund	2014-15	2015-16	2016-17	2017-18	2018-19
General-1000	1,158.95	1,143.75	1,168.75	1,199.00	1,224.50
Water and Sewer-2360/2400/2420	234.25	235.00	235.00	235.00	239.25
Police Special Revenue-1700	0.00	0.00	0.00	0.00	0.00
Sanitation-2480	71.00	70.00	70.00	70.00	72.00
Fire Special Revenue-1720	0.00	0.00	0.00	0.00	0.00
Transportation Sales Tax-1660	50.25	50.25	51.25	51.25	51.25
Landfill-2440	42.00	44.00	44.00	43.00	43.00
Highway User Gas Tax-1340	40.00	42.00	44.00	46.00	46.00
General Services-1040	31.00	0.00	0.00	0.00	0.00
Pub Housing Budget Activities-2500	24.00	24.00	24.00	21.00	20.00
Public Safety Training Center-2530	9.00	9.00	9.00	9.00	9.00
C.D.B.G.-1320	8.75	8.75	8.75	8.75	8.00
CAP Grant-1820	5.50	5.50	5.50	5.50	5.50
Parks & Recreation Self Sust-1880	5.00	5.00	0.00	0.00	0.00
Airport Special Revenue-1760	6.00	6.00	6.00	6.00	6.00
Civic Center-1740	3.00	0.00	0.00	0.00	0.00
Risk Management Self Ins.-2540	0.00	2.00	2.00	2.00	2.00
Court Security/Bonds-1240	2.00	2.00	3.75	3.75	0.00
City Sales Tax-Bed Tax-1750	2.50	0.00	0.00	0.00	2.75
Grants-1840	27.00	34.00	34.00	19.00	16.00
Stadium Event Operations-1281	2.00	0.00	0.00	0.00	0.00
Arena Event Operations-1282	1.00	0.00	0.00	0.00	0.00
Telephone Services-1100	1.00	0.00	0.00	0.00	0.00
Arts Commission Fund-1220	1.00	1.00	1.00	1.00	1.00
PC Replacement-1140	1.00	0.00	0.00	0.00	0.00
RICO Funds-1860	0.50	1.00	1.00	1.00	1.00
Workman's Compensation-2560	0.00	1.00	1.00	2.00	2.00
Technology-2591	0.00	27.00	30.00	30.00	30.00
Fleet Services-2590	0.00	31.00	32.00	32.00	33.00
Total	1,726.70	1,742.25	1,771.00	1,785.25	1,812.25

Fund Summary

Table 5 below outlines the impact of budget decisions on the City's financial position highlighting the estimated fund balances for all fund types for FY18-19. Beginning balances for

all funds are estimated at \$251 million and the ending fund balances are estimated at \$119.9 million. As outlined in the financial forecast, planned use of fund balance drawdowns will to fund significant capital projects and one-time expenditures. Significant changes to fund balance are discussed in the specific fund sections below.

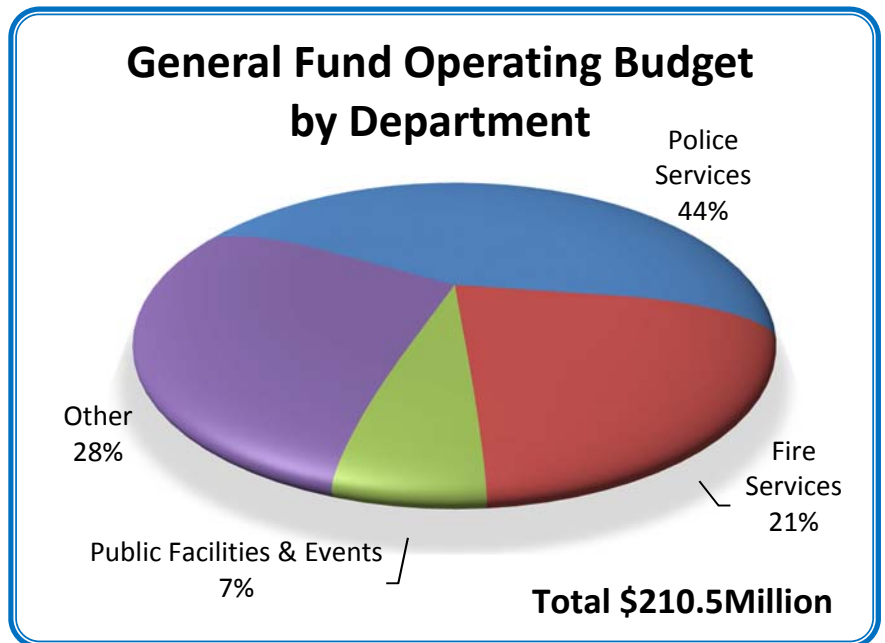
**Table 5
Fund Summary**

Fund	Est. Beg. Fund		Adj. Financial				Est. Ending Fund Balance
	Balance	Revenue	Expenditures	Resources	Transfers In	Transfers Out	
General Funds	44,890,381	224,542,311	212,506,801	56,925,891	29,529,765	(41,465,722)	44,989,934
Special Revenue	61,377,431	104,134,383	65,036,972	100,474,842	1,710,950	(64,188,807)	37,996,985
Debt Service	8,343,176	20,571,292	65,747,563	(36,833,095)	39,139,632	0	2,306,537
Permanent Funds	5,788,676	26,000	5,814,676	0	0	0	0
Capital Projects	31,309,317	18,447,088	82,692,722	(32,936,317)	32,936,317	0	0
Enterprise	79,949,141	135,079,041	193,192,842	21,835,340	27,096,572	(25,814,072)	23,117,840
Internal Service	19,576,522	54,824,971	64,008,424	10,393,069	1,055,365	0	11,448,434
Total	\$ 251,234,644	\$ 557,625,086	\$ 689,000,000	\$ 119,859,730	\$ 131,468,601	\$ (131,468,601)	\$ 119,859,730

General Fund (Fund 1000) Operating Expenditures

The total General Fund operating budget for FY18-19 is \$210.5 million (including Vehicle Replacement Fund). This budget accounts for the majority of day-to-day city operations including public safety, development and building services, parks & recreation services, and general administration of the city.

Police Services, at 44% or \$92.5 million, is the largest component of the General Fund budget. It is followed by Fire Services at approximately 21% or \$45.0 million. Public Facilities and Events represent 7% or \$13.8 million. These departments represent 72% of the General Fund operating budget. The remaining 28% is represented by all other departments detailed below.



The Other category includes City Attorney, Human Resources, Mayor and Council, City Manager, Non-Departmental, Economic Development, Field Operations, Engineering, Transportation, City Clerk, Development Services, Public Affairs, Community Services, Budget and Finance, and City Auditor Departments. The accompanying graph displays the General Fund budget by department as a percentage of the whole.

Table 6 compares the FY17-18 General Fund operating budgets by department to FY18-19.

Dept Name	FY 2018 Budget	FY 2019 Budget	% Change
Police Services	88,114,762	92,526,966	5.0%
Fire Services	43,413,023	45,015,802	3.7%
Non-Departmental	15,085,275	12,942,682	-14.2%
Pub Fac, Rec & Evt	12,918,234	13,808,715	6.9%
Field Operations	8,669,001	7,498,894	-13.5%
Community Services	5,564,336	6,347,528	14.1%
Development Services	5,388,471	6,292,825	16.8%
Budget and Finance	4,859,390	4,870,067	0.2%
City Court	4,712,532	4,941,221	4.9%
City Attorney	3,392,597	3,750,234	10.5%
Public Affairs	2,250,448	2,398,963	6.6%
Engineering	2,228,271	2,160,537	-3.0%
HR & Risk Mgt	1,873,624	1,921,996	2.6%
Mayor & Council	1,518,032	1,535,666	1.2%
Transportation	1,126,495	1,126,332	0.0%
Economic Development	1,125,563	1,150,444	2.2%
City Manager	895,059	976,774	9.1%
City Clerk	730,752	844,982	15.6%
City Auditor	386,430	396,173	2.5%
Total	\$204,252,295	\$210,506,801	3.1%

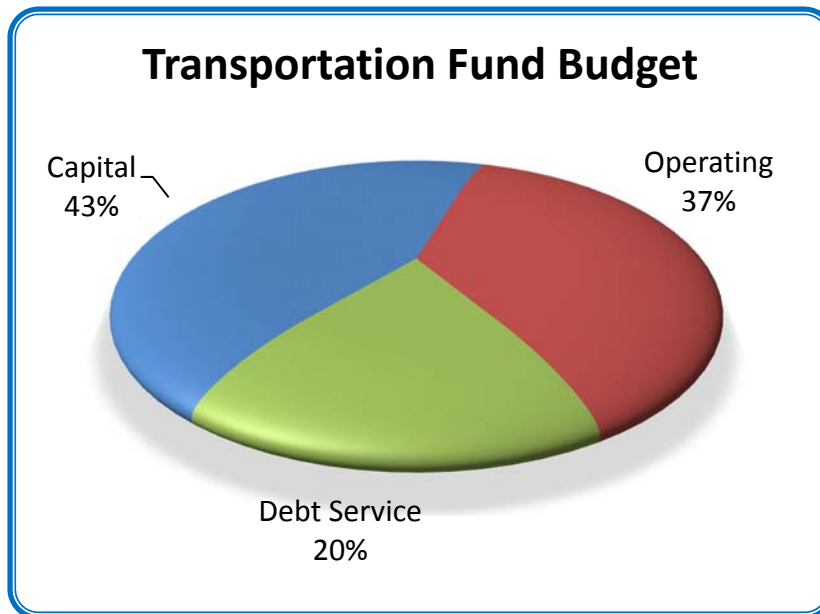
General Fund Transfers to Other Funds

The General Fund supports a number of other funds within the city and these transfers compete with normal operating budget needs for General Fund operating resources. The amount of support can vary from year to year based on projected revenues and expenditures for the supported funds, as well as debt service requirements. A transfer out amount of \$41.5 million is projected in FY18-19. Included within the transfer is \$15.2 million to the Municipal Property Corporation debt service fund and another \$16.8 million to the Excise Tax Debt

Service Fund which are both to cover principal and interest payments related to several capital projects such as the Glendale Media Center and Expo Hall, Convention Center and Parking Garage in the west area, infrastructure for the Zanjero development, the Gila River Arena, a portion of the Glendale Regional Public Safety Training Center and the Camelback Ranch spring training ballpark. Other transfers help to offset operations of the Airport (\$147,047), and CAP and Housing Grant Funds (\$64,299).

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

Transportation Fund Expenditures



The Transportation Fund includes operating, capital and debt service expenses related to providing a range of transportation services in accordance with the ballot initiative that Glendale voters approved in a 2001 election. Total FY18-19 expenses are budgeted at \$13.3 million for operations. This includes services for transit such as dial-a-ride and fixed route bus lines. \$15.8 million is planned for Capital Improvements

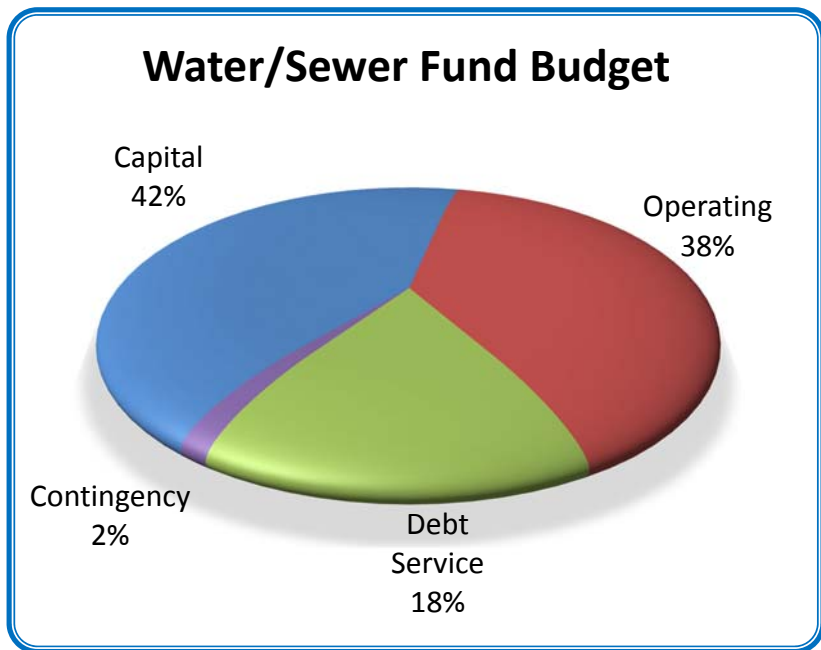
Airport Fund Expenditures

The Airport Fund operating budget is \$775,378. It is funded by airport revenues of \$628,331 with the remaining \$147,047 covered through a transfer from the General Fund. Much of these appropriations fund daily operations at the airport, including fulfilling FAA safety regulations.

Continuing efforts to develop more revenue sources, coupled with prudent cost control measures, have brought the airport much closer to self-sufficiency when comparing revenue and expenditures. Once runway and facility improvements are completed, and the economy fully recovers, staff believes the Glendale Airport will attract more corporate jet customers. When these improvements are coupled with uses from professional football, hockey and baseball spring training, as well as other major national events occurring in Glendale, the city's airport is expected to be a fully self-sustaining transportation hub for the West Valley.

Water/Sewer Fund Expenditures

In Arizona's desert environment, water treatment and delivery is one of the most essential services the city provides. Glendale is fortunate to have reliable, long-term sources of water from the Salt River Project, the Central Arizona Project (Colorado River water) and groundwater. Although water from these sources is becoming more expensive to obtain and treat, Glendale water rates are reasonable when compared to both local and national standards.



The operating budget for this fund is \$54.9 million for FY18-19. Customer and Environmental Services are budgeted at \$3.8 million and service both water and wastewater customers. \$12.1 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 \$21.7 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.

Significant capital projects are planned for FY18-19 and they account for the \$60.2 million in capital expenditures. Debt service is budgeted at \$25.5 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 is budgeted at \$2.2 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

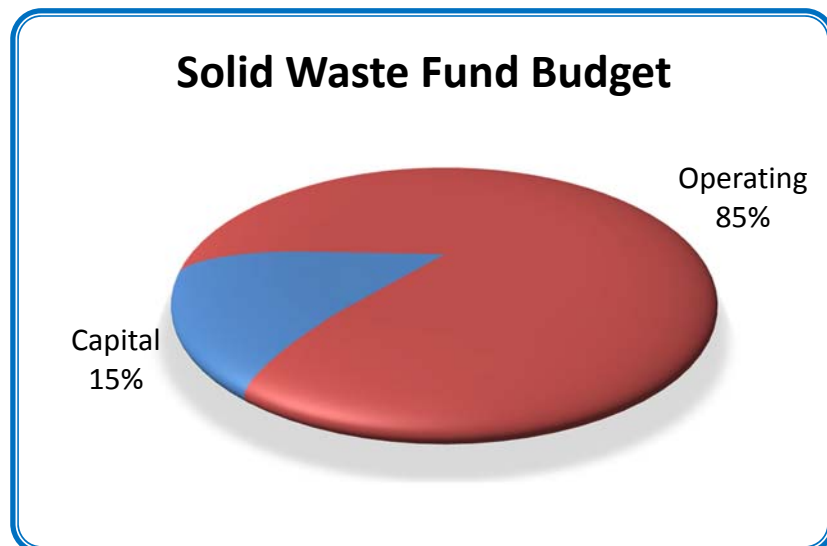
The total FY18-19 operating budget for the Landfill Fund is \$9.7 million. Landfill operations total \$4.4 million, the materials recovery facility accounts for \$2.1 million and other recycling is \$1.6 million, which combined accounts for nearly 84% of the operating budget. The remaining \$1.6 million is for solid waste administration and landfill gas management.



The FY18-19 capital budget totals \$6.5 million, and includes funding for modifications to the landfill gas system, soil excavation and the phased construction of the north cell, and some equipment replacement. The fund also has a \$500,000 contingency appropriation to be used at City Council discretion for emergencies. The recycling program has been in operation for just over a decade and includes the recycling education and inspection programs and the full cost of the materials recycling processing facility. Recycling accomplishes a number of objectives such as improving the environment by extending the life of reusable resources, extending the useful life of Glendale's landfill, and generating revenue from the sale of reusable materials.

Solid Waste Fund Expenditures

The total operating budget for FY18-19 is \$15.5 million, up \$1.3M from FY17-18. Residential curb service includes trash, recycling and loose trash collection and accounts for \$11.6 million or 75% of the operating budget. The commercial front-load and roll-off divisions account for another \$3.9 million.



The FY18-19 capital budget includes \$2.6M, mainly for the purchase of replacement equipment. There is no Solid Waste Fund debt service budget as all capital items have been financed with cash or an operating lease rather than long-term bond debt.

Benefits Trust Fund Expenditures

The Benefits Trust Fund is used to track city and employee health care contribution payments and to pay health insurance policy premiums and claims for employees and retirees. This fund currently administers the medical, dental, life insurance and vision plans and coverage for both premiums and claims related expenses. The fund has an operating budget of \$30 million for FY18-19.

Capital Improvement Plan Expenditures

The total capital budget for FY18-19 is \$148.5 million. Of this, \$63.7 million is carryover funding from the prior year. The annual budget appropriation for FY18-19 represents the first year of funding of the ten year Capital Improvement Plan (CIP). Transportation and Street projects total \$51.2 million, representing 34% of the Capital Improvement budget. Water and Sewer projects total \$60.2 million and account for 41% of the CIP budget. For more details, please refer to the *Capital Improvement Plan* section of this document.

The carryover funding of \$63.7 million represents projects that have been budgeted in prior years, but not yet completed. New project funding for the FY18-19 CIP totals \$84.8 million. The majority of the CIP is pay-as-you-go, and funded with fund balance or current revenues. Significant projects include major street overlay and reconstruction, improvements to both water treatment and water reclamation facilities, the design and construction of the Western Area Library, and the purchase of replacement equipment and apparatus for public safety.



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.

GO Bond Ratings	<ul style="list-style-type: none"> • Fitch AAA • Moody's A1 • Standard & Poor's A+
Senior Lien Excise Tax Revenue Bonds	<ul style="list-style-type: none"> • Moody's A1 • Standard & Poor's AA+
Subordinate Lien Excise Tax Revenue Bonds	<ul style="list-style-type: none"> • Moody's A1 • Standard & Poor's AA
Water and Sewer Revenue Obligations	<ul style="list-style-type: none"> • Moody's A1 • Standard & Poor's AA
Transportation Excise Tax Revenue Bonds	<ul style="list-style-type: none"> • Moody's A2 • Standard & Poor's AA

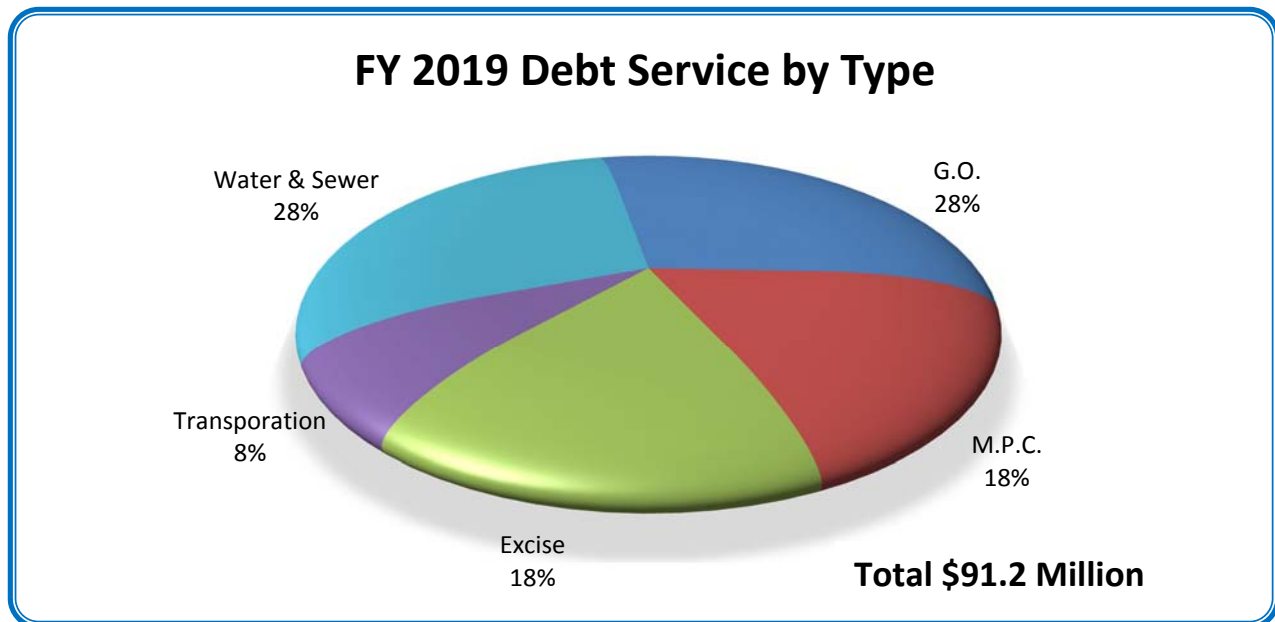
Analysis of the city's debt position is essential as planned future capital projects could result in the need for additional capital financing. Decisions regarding the use of debt will be based in part on the long-term needs of the city, the limitations mentioned above and discussed in more detail in 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 a stable credit ratings. During the previous fiscal year the city's bond ratings increased across the board.

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 that the City will receive the best possible terms/conditions on transactions
- To utilize debt structures which match the useful lives of the projects being financed or fall within accepted maturity guidelines
- To utilize revenue-based bond issues, where feasible, e.g. water and sewer and street and highway user bonds
- To utilize excise tax secured bond issues when appropriate
- To 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 FY18-19 totals \$91.2 million. The largest type of debt service is General Obligation (G.O.) Bond debt that is serviced through the secondary property tax levies. The amount of G.O. debt for FY18-19 is \$25.9 million or 28% of total debt service. The second largest type of debt service is Water and Sewer Bonds totaling \$25.5 million or 28% of total debt service. Other debt includes Municipal Property Corporation Debt (MPC) debt service totaling \$16.0 million, Excise Tax Debt Service totaling \$16.8 million, and Transportation Debt Service totaling \$7.0 million. The MPC and Excise Tax debt is serviced directly from General Fund revenues. Table 1 on the next page represents the 5-Year Debt Payment Schedule.

Table 1
5-Year Debt Payment Schedule

Bond Description	Payments** FY18-19	Payments** FY19-20	Payments** FY20-21	Payments** FY21-22	Payments** FY22-23	Final Payment Date
MPC Tax Funded Debt (Fund 1940)						
Existing						
MPC Bonds - Series 2003B - Taxable	82,584	82,584	82,584	82,584	82,584	2033
MPC Bonds - Series 2008A	-	-	-	-	-	2018
MPC Bonds - Series 2008B - Taxable	4,291,034	4,290,460	4,293,808	4,290,472	4,300,452	2033
MPC Bonds - Series 2012A*	2,439,550	1,104,750	1,359,750	-	-	2021
MPC Bonds - Series 2012B*	1,981,000	1,981,000	4,196,000	5,190,250	3,854,250	2033
MPC Bonds - Series 2012C*	4,912,250	4,912,250	4,912,250	4,912,250	4,912,250	2038
MPC Bonds - Series 2012D* - Taxable	2,237,943	4,578,750	-	-	-	2020
MPC Tax Funded Debt Total	15,944,361	16,949,794	14,844,392	14,475,556	13,149,536	
Excise Tax Funded Debt (Fund 1950)						
Existing						
Excise Tax Debt Bonds - Series 2015A*	10,150,750	10,246,500	10,319,500	10,375,000	11,768,000	2033
Excise Tax Debt Bonds - Series 2015B*	544,271	544,271	544,271	544,271	544,271	2033
Excise Tax Debt Bonds - Series 2016*	2,864,750	2,864,300	2,867,500	2,864,200	2,859,550	2033
Refund Excise Tax Debt Bonds - Series 2017*	3,245,500	3,245,500	6,560,500	6,874,750	6,815,000	2032
Excise Tax Funded Debt Total	16,805,271	16,900,571	20,291,771	20,658,221	21,986,821	
Property Tax Funded Debt (Fund 1900)						
Existing						
General Obligation Bonds - Series 2009B	3,559,400	-	-	-	-	2019
General Obligation Bonds - Series 2010*	5,007,800	4,442,800	3,505,300	3,504,800	-	2022
General Obligation Bond - Series 2015*	9,493,750	10,052,150	10,990,350	7,701,750	-	2022
General Obligation Bond - Series 2016A*	548,625	548,625	548,625	548,625	548,625	2036
General Obligation Bond - Series 2016B*	592,438	621,839	629,606	1,601,322	1,604,128	2027
General Obligation Bond - Series 2017 (Refund 200)	838,341	2,853,341	2,889,728	2,892,957	2,898,977	2030
General Obligation Bond - Series 2018	5,168,267	551,000	551,000	1,016,000	1,017,750	2037
General Obligation Bond - Series 2019B	500,000	970,000	970,000	1,570,000	1,735,000	2038
Property Tax Funded Debt Total	25,708,621	20,039,755	20,084,609	18,835,455	7,804,479	
Water & Sewer Revenue Funded Debt (Fund 2380)						
Existing						
Subordinate Lien W&S Rev Bonds - Series 2010	1,638,858	1,638,858	1,638,858	1,638,858	1,638,858	2030
Senior Lien W&S Bonds - Series 2012*	7,851,800	7,481,000	6,813,500	6,482,250	7,686,500	2028
Senior Lien W&S Bonds - Series 2015*	15,957,125	15,960,625	15,956,375	15,958,375	15,964,875	2028
Water & Sewer Revenue Funded Debt Total	25,447,783	25,080,483	24,408,733	24,079,483	25,290,233	
Transp. Sales Tax Rev Funded Debt (Fund 1970)						
Existing						
Transp Sales Tax Obligations Bond - Series 2015*	2,595,150	2,595,150	6,495,150	6,495,150	6,490,400	2031
Transp Sales Tax Obligations Bond - Series 2017*	4,438,611	4,437,894	204,426	204,033	203,640	2032
Transportation Sales Tax Funded Debt Total	7,033,761	7,033,044	6,699,576	6,699,183	6,694,040	
Total Debt Service Payments (All Funds)	\$ 90,939,796	\$ 86,003,646	\$ 86,329,080	\$ 84,747,897	\$ 74,925,108	

* Refunding

** Does not include fees (\$270,549)

SECONDARY PROPERTY TAX FUNDED DEBT

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

Voter Authorization

Under Arizona State law, cities can obtain long-term financing through the use of G.O. bonds only with the approval of voters. On November 2, 1999, the City Council placed on the ballot a variety of proposed capital improvements recommended by the Citizen Bond Election Committee resulting in voters approving \$411.5 million of bonds requested. In 2006, City Council established an Ad-Hoc Citizens Bond Election Committee to consider whether additional authorization was needed to support the Council approved FY 2007-16 ten year CIP. On May 15, 2007, voters approved \$218 million of the \$270 million bond request recommended by the 2006 Ad-Hoc Citizen Bond Election Committee.

Remaining G.O. Bond Voter Authorization July 1, 2018	
Public Safety	•\$103,015,721
Landfill	•\$15,540,000
Library	•\$17,096,000
Streets/Parking ^{1,2}	•\$34,434,358
Cultural/Historical ¹	•\$13,721,000
Transit ¹	•\$6,750,000
Econ. Development	•\$22,047,000
Govt. Facilities ¹	•\$24,000,000
Open Space/Trails	•\$50,525,000
Parks	•\$14,637,000
Flood Control	•\$10,032,000
Water and Sewer	•\$10,000,000

¹ Bonds can be issued as G. O. Bonds, Revenue Bonds or both.
² Streets/Parking voter authorization can be used for Street Revenue Bonds that are repaid with HURF.

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. Voter Authorization is sufficient for the first five years of the CIP plan. However, according to the current CIP plan, a bond election will be needed before bonds can

be sold to complete the list of projects in the last five years of the plan for the Parks and Flood Control G.O. funds.

General Obligation Debt Limitations and Assessed Valuation

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

G.O. projects in the 20% category are:

Water, sewer, storm sewers (flood control facilities) and artificial light when controlled by the municipality;
Open space preserves, parks, playgrounds and recreational facilities;
Public safety, law enforcement, fire and emergency services facilities; and
Streets and transportation facilities.

G.O. projects in the 6% category are:

Economic development,
Historic preservation and cultural facilities,
General government facilities, and
Libraries.

Table 2 reflects the city’s G.O. bond debt limitation as of July 1, 2018:

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	\$78,417	20% Limitation ^{1,2}	\$261,389
Less Direct Bonded Debt to be Outstanding	<u>\$0</u>	Less Direct Bonded Debt to be Outstanding	<u>\$100,715</u>
Unused 6% Borrowing Capacity	<u>\$78,417</u>	Unused 20% Borrowing Capacity	<u>\$160,674</u>

¹ Based on 2019 limited assessed value of \$1,306,946,089

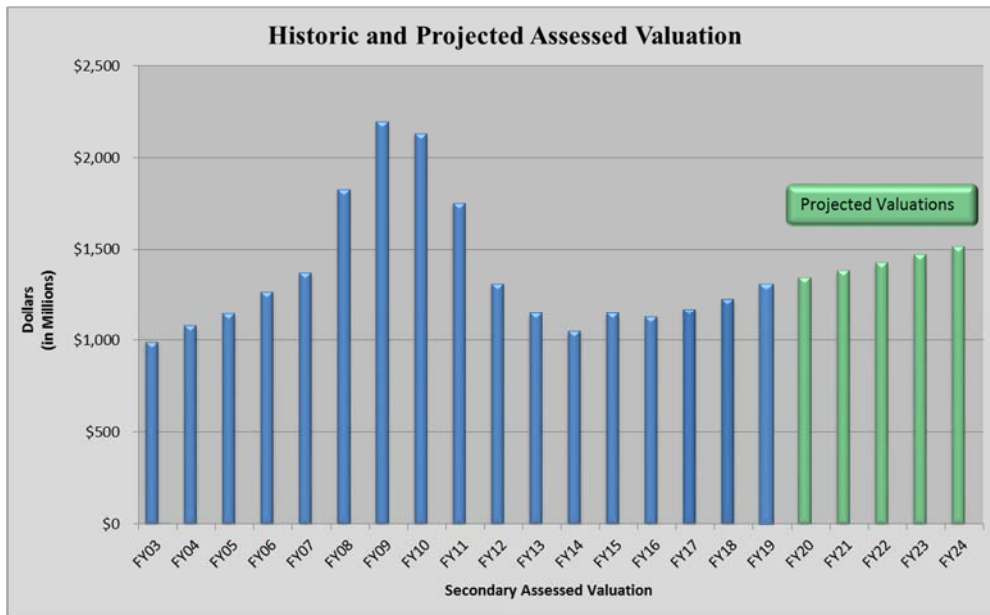
² Public safety, streets, parking and transportation facilities debt prior to Prop. 104 is included in the 20% category

Series 2018 G.O. bond sale in the amount of \$15,2 million was approved by City Council and issued. It is anticipated that the City will issue more bonds to pay for capital improvements within the next two years. Those bond sale amounts are still undetermined and will be known once the project scopes and their costs are established. Table 3 below shows the remaining capacity in the 6% and 20% G.O. Bond categories. The City currently has no outstanding debt in the 6% category.

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

Fiscal Year	Projected Limited Property Value	Limitation (A)		Outstanding Debt ¹ (B)		Projected Remaining Capacity (A-B)	
		6%	20%	6%	20%	6%	20%
2019	\$1,306,946	\$78,417	\$261,389	\$0	\$119,625	\$78,417	\$141,764
2020	\$1,346,154	\$80,769	\$269,231	\$0	\$99,750	\$80,769	\$169,481
2021	\$1,386,539	\$83,192	\$277,308	\$0	\$84,505	\$83,192	\$192,803
2022	\$1,428,135	\$85,688	\$285,627	\$0	\$68,590	\$85,688	\$217,037
2023	\$1,470,979	\$88,259	\$294,196	\$0	\$53,880	\$88,259	\$240,316

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



The chart provides a graphical view of historical assessed valuation changes between FY03-04 and FY18-19 as well as future valuations, projected to grow 3% per year for FY19-20 through FY23-24.

Secondary Property Tax Rate

For the FY18-19 budget, the total property rate was decreased to \$1.9764 from the prior year rate of \$2.0772. The FY18-19 city's primary property tax rate is \$.44072 per \$100 of assessed

valuation and the secondary property tax rate is \$1.5357 per \$100 of assessed valuation. The Council voted to not increase the secondary property tax rate in FY18-19, 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, FY18-19 is the third 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 of secondary property total levy, from \$19,807,342 to \$20,070,771, is based the approximate value of new construction.

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

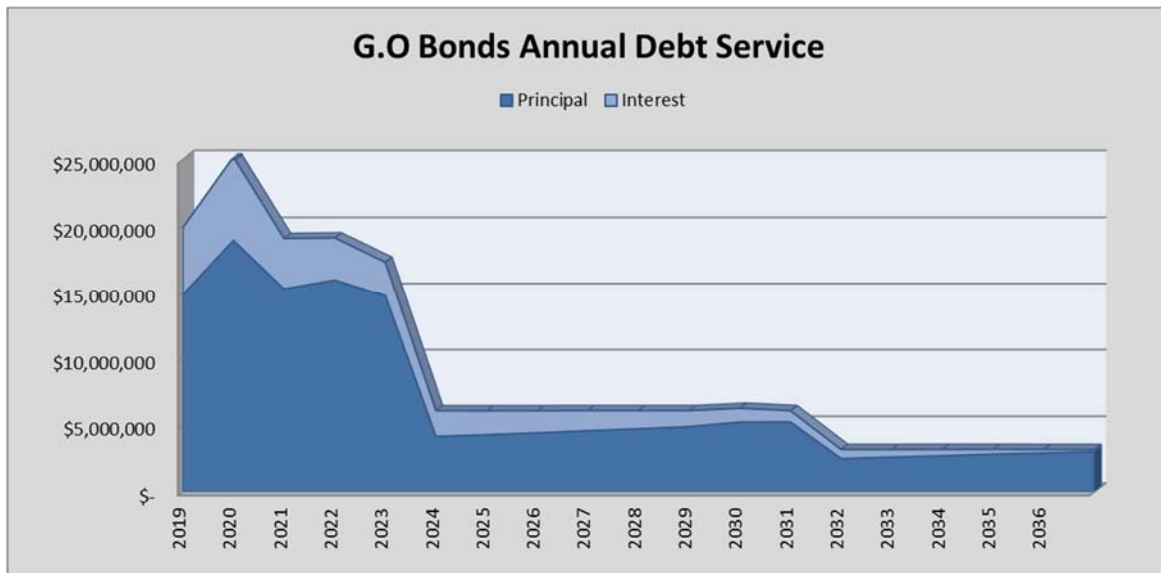


Table 4 summarizes annual debt service requirements for existing bonds outstanding.

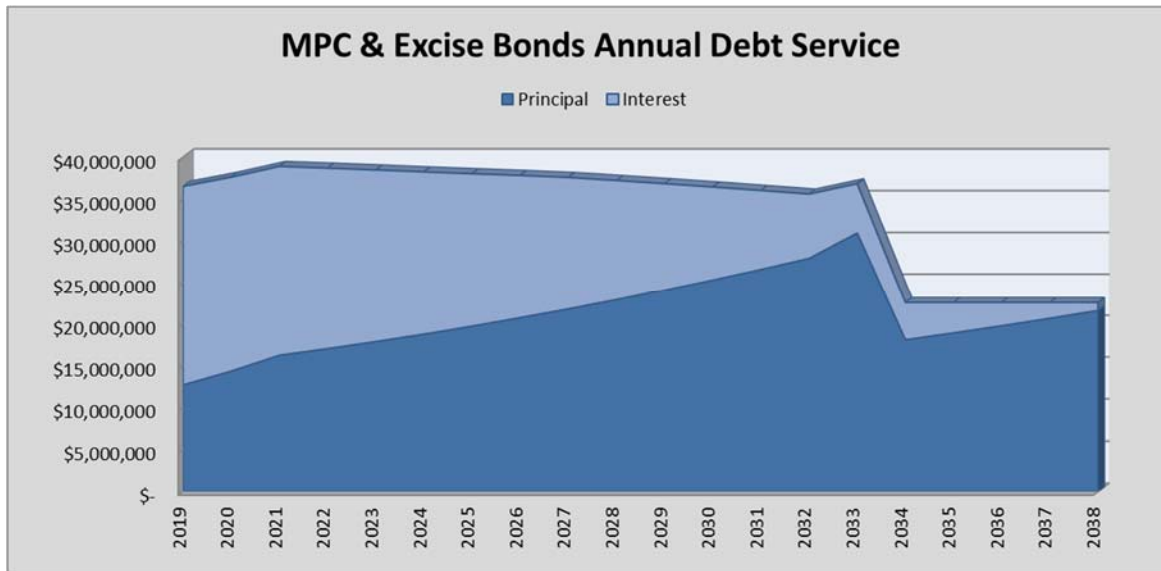
- the Build America Bond (BAB) subsidy related to the G.O. bonds sold in 2010;

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

Fiscal Year	Primary Assessed Valuation	Estimated Secondary Property Tax Rate	Estimated Secondary Property Tax Rev.	Build America Bond Subsidy	Total Resources	Total Debt Service
2019	\$1,306,946	\$1.5357	\$20,071	\$498	\$20,569	\$19,832
2020	\$1,346,154	\$1.5349	\$20,662	\$468	\$21,130	\$19,833
2021	\$1,386,539	\$1.4902	\$20,662	\$438	\$21,100	\$19,833
2022	\$1,428,135	\$1.4468	\$20,662	\$405	\$21,068	\$19,833
2023	\$1,470,979	\$1.4047	\$20,663	\$371	\$21,034	\$19,833

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. While the city currently is not in compliance with the 10% guideline as explained above, the policy is a very important goal for the city to attain and will be evaluated for compliance annually. 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 seven MPC issuances, five of which are senior lien obligations and two subordinate MPC bonds. Excise Tax Bonds were issued on June 1, 2016 to refund Series 2003 AMFP Series 16 - Arena.

In addition to the City's financial policies on Debt management, the bond covenants restrict the amount of additional bonds that may be issued based on the ratio of unrestricted excise tax revenue to maximum annual debt service on excise tax bonds. The city's bond covenant for senior lien excise tax debt is unrestricted excise tax revenue of at least three times the maximum annual debt service. The covenant is revenues of two times the maximum annual debt service on combined senior and subordinate liens.



Unrestricted excise tax is defined as all excise, transaction privilege, franchise and income taxes that the City collects or may collect in the future, and which are allocated or apportioned to the City by the State. Exceptions are any excise, transaction privilege, franchise and income taxes that Arizona law restricts for other purposes such as the motor vehicle fuel tax, or taxes that have been approved at an election within the City and are restricted to certain uses such as the City's existing public safety tax and transportation sales tax. This means General Fund revenues normally allocated for operating budget purposes must be allocated for excise tax debt service. Currently, and in past fiscal years, the General Fund operating budget contribution, backed by unrestricted excise taxes, is reflected as a transfer from the General Fund to the excise tax debt service fund in Schedule 4. For FY18-19, the General Fund transfer to the excise tax debt service fund is budgeted at \$31.9 million. While the table below indicates the city has potential excise tax bond capacity given coverage ratios in excess of the minimum required, additional issuances of excise tax bonds that increase outstanding debt service would further strain the overall General Fund operating budget.

Table 5
Excise Tax Debt Service

Fiscal Year	Unrestricted Excise Tax (A) 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))
2019	171,146,078	21,881,440	10,908,193	32,789,633	7.82	5.22
2020	178,414,865	19,841,634	13,249,000	33,090,634	8.99	5.39
2021	183,073,282	21,745,913	12,630,250	34,376,163	8.42	5.33
2022	186,673,584	22,231,527	12,942,250	35,173,777	8.40	5.31
2023	189,136,367	22,234,106	12,942,250	35,176,356	8.51	5.38

¹ Current year is budgeted, future years are from the 5-year forecast

Inter-Fund Transfer

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

Table 6

Maintenance of Effort Transfers

Fiscal Year	2360 Water/Sewer	2440 Landfill	2480 Sanitation	Total
2016	225,000	315,000	60,000	600,000
2017	229,388	658,308	125,392	1,013,088
2018	419,813	674,772	128,528	1,223,113
2019	424,576	686,826	130,824	1,242,226

Projects Fund is necessary to fund related capital outlay. As requested by council, the FY18-19 budget also includes maintenance of effort transfers of \$1,242,226 from the General Fund to the Enterprise Funds to support their operations. Table 6 shows the four years of maintenance of effort transfers. Inter-Fund Transfers for the FY18-19 budget total \$131.5 million.

Table 7

Excise Tax Debt Service to Ongoing Revenue

Fiscal Year	Ongoing GF Revenue (A)	MPC & Excise Tax Debt Service	Debt Service to Revenue (B/A)
2019	224,272,311	32,789,632	14.6%
2020	230,573,818	33,090,634	14.4%
2021	236,038,993	34,376,163	14.6%
2022	243,240,135	35,173,777	14.5%
2023	246,313,934	35,176,356	14.3%

Table 7 shows the debt service on excise tax funded debt obligations for FY18-19 through FY22-23 compared to ongoing general fund revenue. As previously stated Glendale does not currently comply with the 10% guideline set forth in the Capital Asset and Debt Management financial policy.

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 FY18-19, 19.2% collected of sales taxes, state shared taxes, and franchise fees is used to pay debt.

Fiscal Year	Unrestricted Excise Tax (A)	MPC & Excise Tax Debt Service	Debt Service to Revenue (B/A)
2019	171,146,078	32,789,632	19.2%
2020	178,414,865	33,090,634	18.5%
2021	183,073,282	34,376,163	18.8%
2022	186,673,584	35,173,777	18.8%
2023	189,136,367	35,176,356	18.6%

WATER & SEWER REVENUE FUNDED DEBT

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

Currently there is \$10 million remaining in water/sewer voter authorization that can be utilized for new water/sewer revenue or G.O. bonds.

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

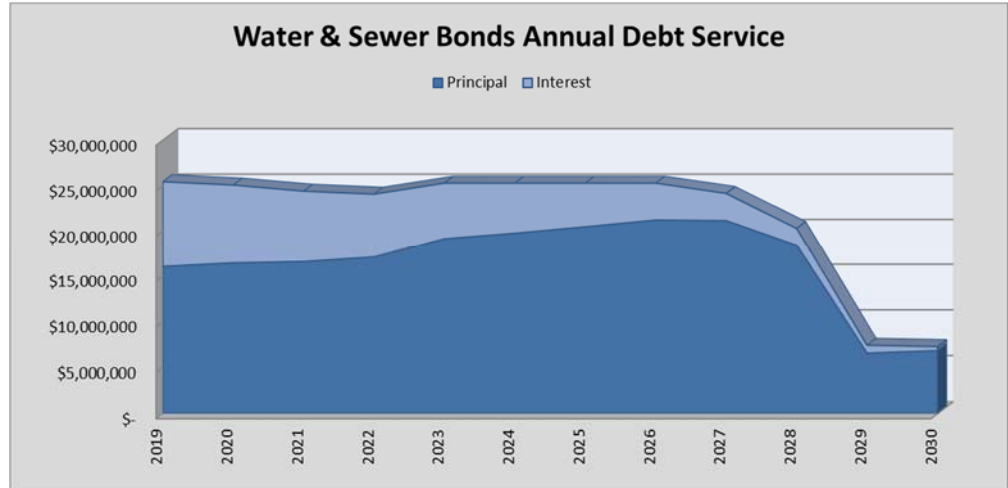


Table 9 includes water and sewer operating revenue, operating and maintenance expenses, existing

debt service and the resulting coverage ratio of operating net revenue to debt service. Due to the recent deferral of non-essential growth related projects, prepayment and/or restructuring of water and sewer debt, and optimization processing efforts that have resulted in cost savings, a 1.40 coverage ratio is projected for FY18-19. 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 in 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
2019	90,589,234	54,850,280	35,738,954	25,462,783	1.40
2020	88,862,679	53,896,987	34,965,692	25,100,483	1.39
2021	89,295,039	55,289,183	34,005,856	26,427,513	1.29
2022	89,737,337	59,720,491	30,016,846	27,392,033	1.10
2023	90,552,914	58,192,099	32,360,815	27,791,283	1.16

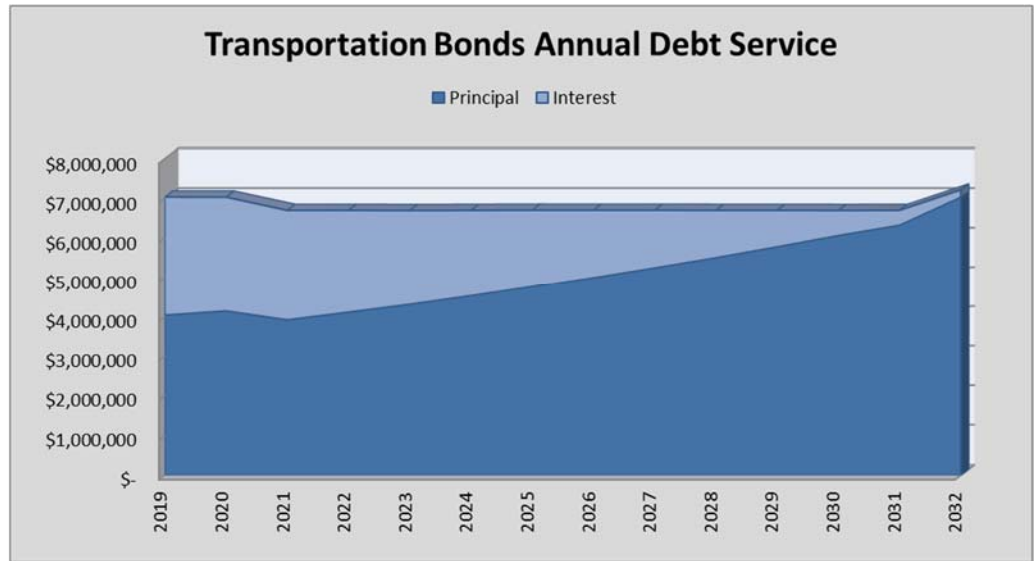
In FY17-18 the Citizen’s Utilities Committee recommended a rate increase for both water and sewer services. Overall, this rate recommendation is the result of:

- The planned future debt issuances for capital improvements to the systems
- The expansions of services where growth demands dictate
- Continuation of critical repair, maintenance and replacement of existing capital assets such as underground pipes
- Continuation of capital projects that ensure compliance with applicable federal, state and county regulations
- Ongoing improvements in operational efficiencies to minimize cost increases related to fuel, equipment and electricity.

TRANSPORTATION SALES TAX FUNDED DEBT

Transportation Sales Tax Revenue Obligations

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	Existing Debt Service	Total Debt Service	Annual Coverage
2019	\$27,421,175	\$7,043,761	\$7,043,761	3.89
2020	\$28,329,576	\$7,148,400	\$7,148,400	3.96
2021	\$29,150,943	\$6,815,600	\$6,815,600	4.28
2022	\$29,728,682	\$6,815,600	\$6,815,600	4.36
2023	\$30,023,329	\$6,709,040	\$6,709,040	4.48

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

Please see the *Glendale Onboard Annual Report* for more information. For a summary of all FY18-19 debt service obligations please see *Schedule 8: Long Term Debt Service*.





Fiscal Year 2018-2019 Annual Budget Book

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Performance Report

Mayor's Office
\$464,475 4 FTEs

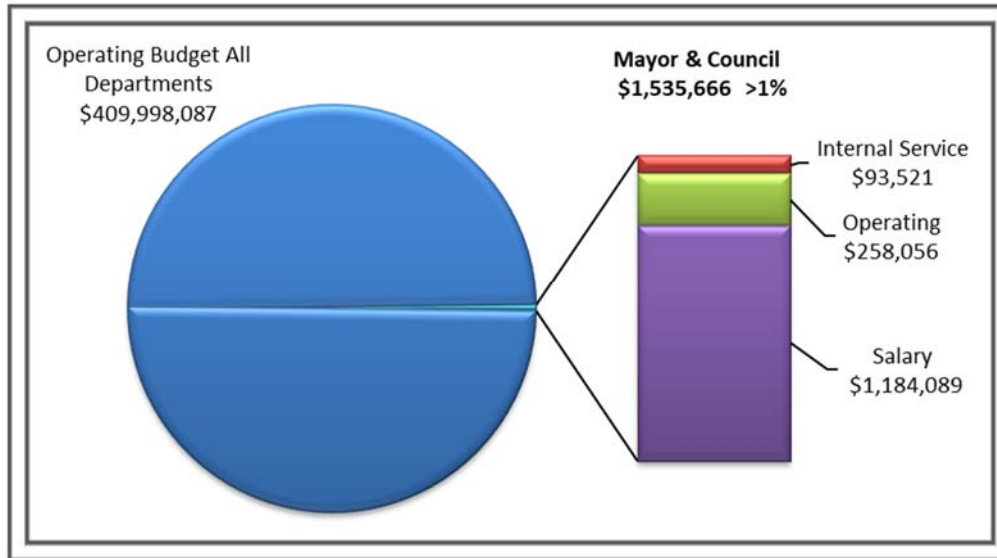
Council Office
\$1,071,191 11 FTEs

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 \$410 million. The departmental operating budget is comprised of three categories:

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

MISSION STATEMENT

WE IMPROVE THE LIVES OF THE PEOPLE WE SERVE EVERY DAY.

VISION STATEMENT

WE ARE THE COMMUNITY OF CHOICE FOR RESIDENTS, BUSINESSES, AND EMPLOYEES.

VALUE STATEMENTS

INTEGRITY

WE ARE GUIDED BY INTEGRITY IN ALL THAT WE DO.

Throughout our organization there is an unquestionable level of integrity, ethics, transparency, and honesty guiding our communications, interactions, and decision-making. We are fair, principled, accountable, and inclusive in all that we do. The example is set by City Council, City Management, and every staff member. We do this to create trust within the organization and throughout the community.

EXCELLENCE

WE ARE COMMITTED TO EXCELLENCE THROUGH OPERATIONAL AND FINANCIAL STEWARDSHIP.

Our approach to excellence begins with a positive attitude. We are committed to delivering high quality services to our diverse community at an affordable cost, with demonstrated value, in an expeditious manner. We design our services with our stakeholder's needs in mind. We provide opportunities to gather feedback on our services in an inclusive way and look for merit in every idea. We do this to ensure we are good stewards of taxpayer dollars, to create organizational and community pride in the services we provide, and to create added value for our community.

INNOVATIVE

WE ARE INNOVATIVE.

We are an organization that constantly examines how we can get better and welcomes creative ideas and new thinking. We value efficiency, technology, and agility and we have the courage to try new approaches. We do this to create a flexible organization that can respond quickly to change, to create value by providing more cost-effective services, and to provide a means for employee ownership in the services we provide.

COMMUNITY DRIVEN

WE ARE COMMUNITY DRIVEN.

All people who live, work, do business in, and visit Glendale are our priority. We value community engagement and we constantly seek feedback to assess the varying needs of our community. We welcome everyone and value the richness of skills, background, and experience that a diverse community provides. We do this to honor our heritage, to create openness, and to ensure we are equitably delivering the services that are most valued and needed in our community.

LEARNING ORGANIZATION

WE ARE A LEARNING ORGANIZATION.

We know that our ability to develop and deliver the highest quality services and to achieve operational excellence for our stakeholders is dependent upon having a highly trained and developed workforce and elected representation. We are committed to developing skills and cultivating leaders. We do this to ensure that we are constantly getting better in everything we do and to create lifelong learners.



**MAYOR AND CITY COUNCIL
MAYOR ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-10010) Office of the Mayor	\$330,893	\$423,101	\$423,101	\$464,475	10%
Total - Mayor	\$330,893	\$423,101	\$423,101	\$464,475	10%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Wages/Salaries/Benefits	\$323,072	\$358,422	\$358,422	\$389,547	9%
Supplies and Contracts	\$34,210	\$39,673	\$39,673	\$44,673	13%
Internal Premiums	\$16,304	\$20,976	\$20,976	\$20,398	-3%
Internal Service Charges	\$3,288	\$3,130	\$3,130	\$8,957	186%
Wages/Salaries/Benefits	(\$46,373)	\$0		\$0	NA
Supplies and Contracts	\$392	\$900	\$900	\$900	0%
Total - Mayor	\$330,893	\$423,101	\$423,101	\$464,475	10%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-10010) Office of the Mayor	4	4	4	4	0%
Total -Mayor	4	4	4	4	0%

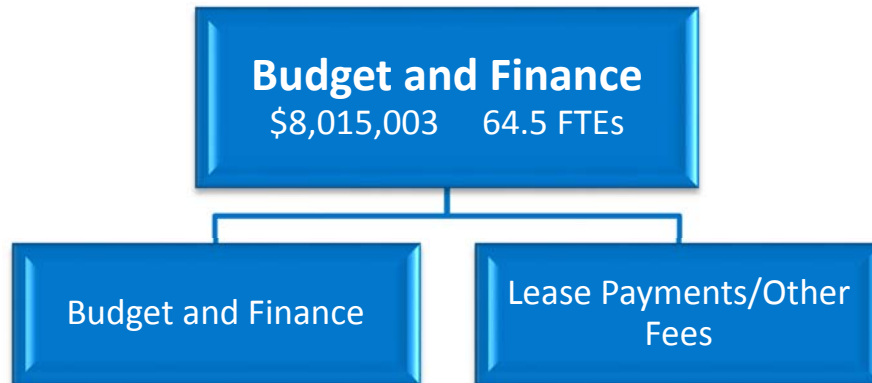
**MAYOR AND CITY COUNCIL
COUNCIL OFFICE ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-10110) Council Office	\$392,463	\$539,653	\$539,653	\$432,277	-20%
(1000-10120) Cholla District	\$77,703	\$92,413	\$92,413	\$104,848	13%
(1000-10130) Barrel District	\$82,188	\$88,293	\$88,293	\$101,139	15%
(1000-10140) Sahuaro District	\$88,923	\$97,055	\$97,055	\$111,885	15%
(1000-10150) Cactus District	\$88,588	\$92,413	\$92,413	\$110,187	19%
(1000-10160) Yucca District	\$72,829	\$92,463	\$92,463	\$104,848	13%
(1000-10170) Ocotillo District	\$80,222	\$92,641	\$92,641	\$106,007	14%
Total - Council Office	\$882,916	\$1,094,931	\$1,094,931	\$1,071,191	-2%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Wages/Salaries/Benefits	\$674,934	\$820,551	\$820,551	\$794,542	-3%
Supplies and Contracts	\$158,617	\$212,183	\$212,183	\$212,183	0%
Internal Premiums	\$41,343	\$54,840	\$54,840	\$57,432	5%
Internal Service Charges	\$8,022	\$7,357	\$7,357	\$7,034	-4%
Total - Council Office	\$882,916	\$1,094,931	\$1,094,931	\$1,071,191	-2%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-10110) Council Office	5	6	6	5	-17%
(1000-10120) Cholla District	1	1	1	1	0%
(1000-10130) Barrel District	1	1	1	1	0%
(1000-10140) Sahuaro District	1	1	1	1	0%
(1000-10150) Cactus District	1	1	1	1	0%
(1000-10160) Yucca District	1	1	1	1	0%
(1000-10170) Ocotillo District	1	1	1	1	0%
Total -Council Office	11	12	12	11	-8%

Performance Report



Mission Statement

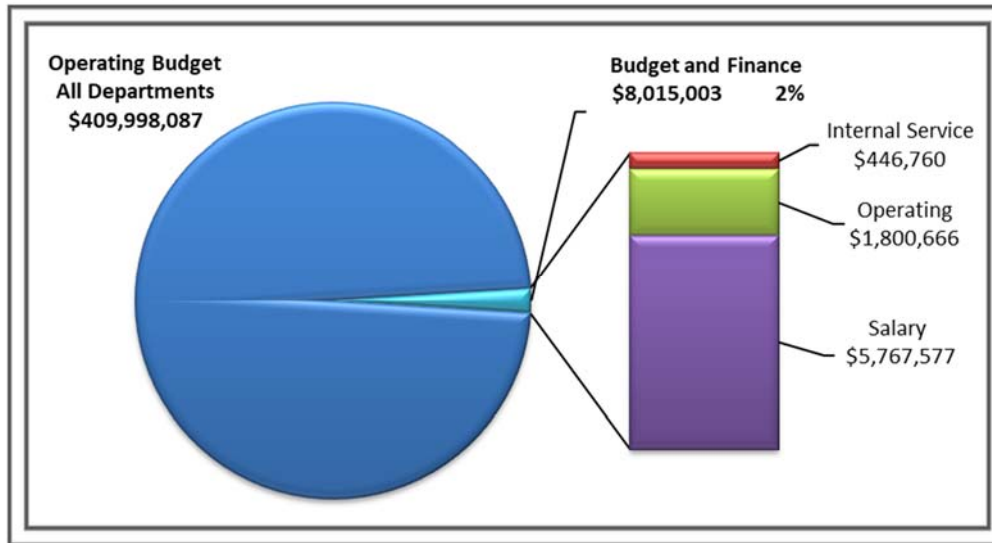
The Budget and Finance Department provides financial management services with integrity and accountability while improving service levels, managing costs, and leveraging information across City departments.

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 \$410 million. The departmental operating budget is comprised of three categories:

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

Accomplishments, Enhancements, and Efficiencies

- Received a AAA rating from Fitch Ratings for the City's General Obligation Bond Debt
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting
- Received the GFOA Distinguished Budget Presentation Award
- Started project SimpliCity, the city's new ERP system implementation
- Completed the migration of the customer service call center to the Shoretel System
- Refinanced bonds and achieved \$1.6 million in net present value savings
- Issued new General Obligation Bonds in the amount of \$17,500,000
- Implemented new banking services

Goal, Objectives, and Performance Measures

Department Goal	Prudent fiscal stewardship.			
Council Priority	Fiscal Sustainability			
Performance Objective	Employ strong fiscal management practices that encourage sustainable fiscal decision-making.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Bond ratings for general obligation bonds: - Standard & Poor's - Moody's Investor Services - Fitch Ratings	A+ A2 N/A	A+ A1 N/A	A+ A1 AAA	AA Aa1 AAA
Bond ratings for Water and Sewer revenue bonds: - Standard & Poor's - Moody's Investor Services	AA A1	AA A1	AA A1	AA+ Aa1
Annualized amortized cost basis return on portfolio (net of fees)	.63%	1.3%	2.0%	2.5%
Number of grants received through Grants Administration	15	19	25	25
Compliance with Council adopted Financial Policies (# complied with/# of policies)	5/7*	5/7*	6/7	7/7

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

Department Goal	Prudent fiscal stewardship.			
Council Priority	Fiscal Sustainability, Transparency			
Performance Objective	Provide accurate and timely financial analysis, forecasting, and reporting.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Maintain a +/- 5% variance in general fund revenue forecasts from the final actual revenue to the adopted budget.	+1%	+5%	±5%	±5%
% of month-end reports completed within 10 business days	50%	75%	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

Department Goal	Improve service levels			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	Perform customer service and procurement activities effectively, accurately and timely.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
% of vendor invoices paid within 30 days of invoice date	74%	75%	85%	90%
% of employees receiving electronic W-2's	34%	50%	80%	100%
Number of vendor protests upheld	0	0	0	0
Number of RFP's and IFB's issued	41	40	55	50
% of contract renewals completed on-time	90%	95%	97%	98%
% of sole source/special procurements processed within 10 days	71%	70%	90%	95%
% of call center calls answered within 1 minute	66%	63%	80%	100%
% of call center calls abandoned	4%	5%	5%	<=2.5%
Number of sales tax audits/reviews completed	135	110	110	120

BUDGET AND FINANCE
BUDGET AND FINANCE ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-11310) Finance Administration	\$702,111	\$692,220	\$636,903	\$533,826	-23%
(1000-11320) Accounting Services	\$995,445	\$1,407,043	\$1,462,360	\$1,548,109	10%
(1000-11340) License/Collection	\$1,153,275	\$1,247,738	\$1,225,134	\$1,286,594	3%
(1000-11360) Materials Management	\$460,760	\$508,376	\$508,376	\$505,631	-1%
(1000-11610) Budget & Research	\$290,255	\$434,718	\$432,918	\$521,980	20%
(1000-11620) Grants Administration	\$137,561	\$238,396	\$238,396	\$143,028	-40%
(2360-17020) Customer Service Office	\$2,798,110	\$3,079,149	\$3,079,149	\$3,144,936	2%
Total - Budget and Finance	\$6,537,517	\$7,607,640	\$7,583,236	\$7,684,104	1%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Wages/Salaries/Benefits	\$4,893,929	\$5,684,946	\$5,684,946	\$5,777,577	2%
Supplies and Contracts	\$1,367,359	\$1,478,647	\$1,454,243	\$1,478,647	0%
Internal Premiums	\$337,655	\$412,557	\$412,557	\$396,981	-4%
Internal Service Charges	\$49,022	\$50,870	\$50,870	\$50,279	-1%
Wages/Salaries/Benefits	(\$110,949)	(\$20,000)	(\$20,000)	(\$20,000)	0%
Supplies and Contracts	\$501	\$620	\$620	\$620	0%
Total - Budget and Finance	\$6,537,517	\$7,607,640	\$7,583,236	\$7,684,104	1%

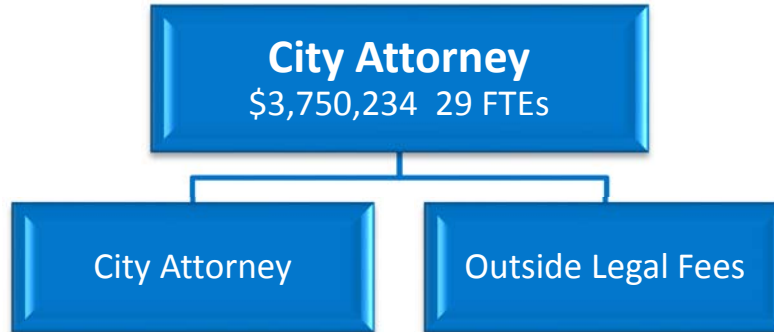
FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-11310) Finance Administration	5	4	4	3	-25%
(1000-11320) Accounting Services	13	15	15	15	0%
(1000-11340) License/Collection	10	10	10	10	0%
(1000-11360) Materials Management	5	5	5	5	0%
(1000-11610) Budget & Research	2	4	4	4	0%
(1000-11620) Grants Administration	1	1	1	1	0%
(2360-17020) Customer Service Office	29.5	26.5	26.5	26.5	0%
Total -Budget and Finance	65.5	65.5	65.5	64.5	-2%

**BUDGET AND FINANCE
LEASE PMTS/OTHERFEES ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-11390) Merchant Fees	\$232,683	\$257,546	\$257,546	\$257,546	0%
(1000-89800) 1000 Advisor Fees	\$69,828	\$73,353	\$73,353	\$73,353	0%
Total - Lease Pmts/OtherFees	\$302,511	\$330,899	\$330,899	\$330,899	0%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Supplies and Contracts	\$302,511	\$330,899	\$330,899	\$330,899	0%
Total - Lease Pmts/OtherFees	\$302,511	\$330,899	\$330,899	\$330,899	0%

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.

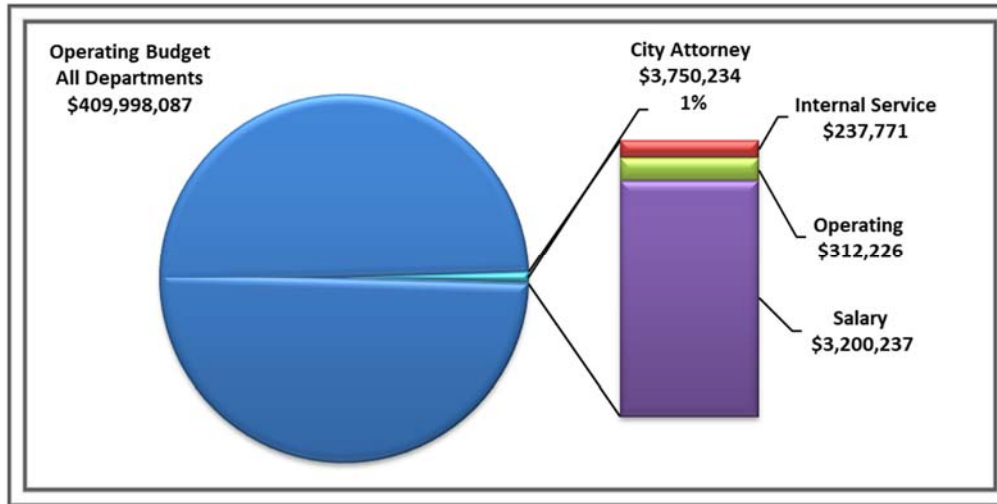
To serve the people of Arizona by prosecuting violations of Glendale City Code and misdemeanor violations of state law in an ethical manner in order to assure that justice is done.

Department Description




The City Attorney is appointed by the City Council and acts as legal adviser to the city, its officials, departments, as well as boards and commissions on matters that affect the conduct of city business. The City Attorney’s Office represents the city in all legal proceedings and directs the legal services provided by outside counsel. The office also prepares resolutions, ordinances and related legal documents for City Council consideration in order to implement adopted city policy; 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 \$410 million. The departmental operating budget is comprised of three categories:

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

Accomplishments, Enhancements, and Efficiencies

- The Prosecutor's Office received a \$7,064 grant from the AZ Attorney General's Office of Victim Services, Victim Rights Program to assist in operating costs for victim rights notices. However, this grant will cease December 2018.
- The Prosecutor's Office continues to use law student interns as well as paralegal students.

Goals, Objectives, and Performance Measures

Department Goal	Provide high-quality, professional and timely legal services to the Mayor, City Council and city staff.			
Council Priority	Transparency			
Performance Objective	One community committed to public safety.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target/Projected
% of the meetings/hearings attended (as needed or requested)	100%	100%	100%	100%

Department Goal	Work to ensure the consistent and ethical application of criminal justice.			
Council Priority	Transparency			
Performance Objective	Ensure the consistent and ethical application of criminal justice			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target/Projected
Number of cases adjudicated	5866	6200	9016	

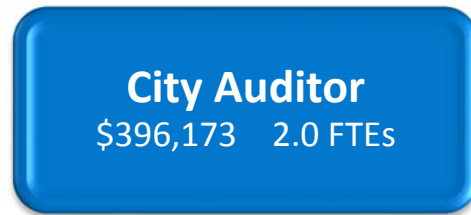
**CITY ATTORNEY
CITY ATTORNEY ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-10610) City Attorney	\$2,933,815	\$3,192,597	\$3,192,597	\$3,550,234	11%
(1000-10615) Outside Legal Fees	\$136,181	\$200,000	\$200,000	\$200,000	0%
Total - City Attorney	\$3,069,996	\$3,392,597	\$3,392,597	\$3,750,234	11%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Wages/Salaries/Benefits	\$2,630,347	\$2,930,009	\$2,930,009	\$3,200,237	9%
Supplies and Contracts	\$264,414	\$295,291	\$295,291	\$295,291	0%
Internal Premiums	\$136,084	\$130,554	\$130,554	\$218,833	68%
Internal Service Charges	\$21,599	\$19,808	\$19,808	\$18,938	-4%
Operating Capital	\$17,526	\$16,835	\$16,835	\$16,835	0%
Supplies and Contracts	\$26	\$100	\$100	\$100	0%
Total - City Attorney	\$3,069,996	\$3,392,597	\$3,392,597	\$3,750,234	11%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-10610) City Attorney	26	27	27	29	7%
Total -City Attorney	26	27	27	29	7%

Performance Report



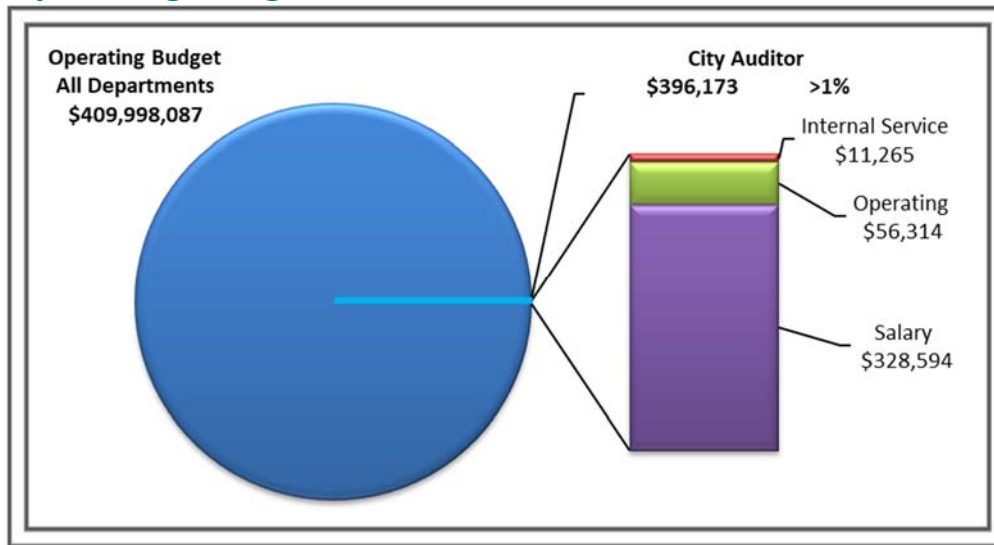
Mission Statement

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

Department Description

The City Auditor’s Office conducts internal audits of departments, programs and contracts citywide and reports the results to management, City Council and the public.

Operating Budget



The total City Operating Budget is \$410 million. The departmental operating budget is comprised of three categories:

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

Accomplishments, Enhancements, and Efficiencies

- Completed 18 audit reports and 90% of the annual audit plan
- Provided over 100 recommendations to management to strengthen internal controls, enhance accountability, increase efficiencies and safeguard city assets
- Identified over \$750,000 in funds due to or from the city
- Maintained the city’s Ethics Hotline for employees to report potential fraud, waste or abuse

Goals, Objectives, and Performance Measures

Department Goal	Allocate audit resources to the areas that pose the greatest risk to the city.			
Council Priority	Fiscal Sustainability			
Performance Objective	Develop a risk-based audit plan that strengthens internal controls and reduces organizational risk.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Number of Audits Completed	17	17	18	18
% Audit Recommendations Accepted by Management	98%	98%	98%	98%
% Annual Audit Plan Completed	85%	85%	90%	90%

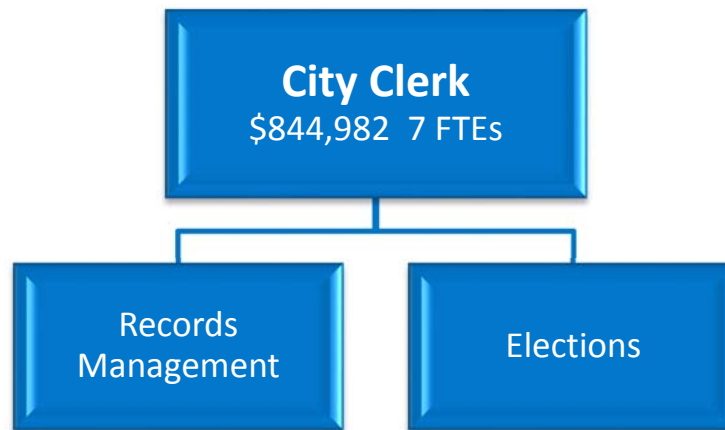
**CITY AUDITOR
CITY AUDITOR ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-10710) City Auditor	\$363,665	\$386,430	\$386,430	\$396,173	3%
Total - City Auditor	\$363,665	\$386,430	\$386,430	\$396,173	3%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Wages/Salaries/Benefits	\$309,108	\$318,406	\$318,406	\$328,594	3%
Supplies and Contracts	\$42,474	\$56,314	\$56,314	\$56,314	0%
Internal Premiums	\$10,232	\$10,012	\$10,012	\$9,642	-4%
Internal Service Charges	\$1,851	\$1,698	\$1,698	\$1,623	-4%
Total - City Auditor	\$363,665	\$386,430	\$386,430	\$396,173	3%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-10710) City Auditor	2	2	2	2	0%
Total -City Auditor	2	2	2	2	0%

Performance Report



Mission Statement

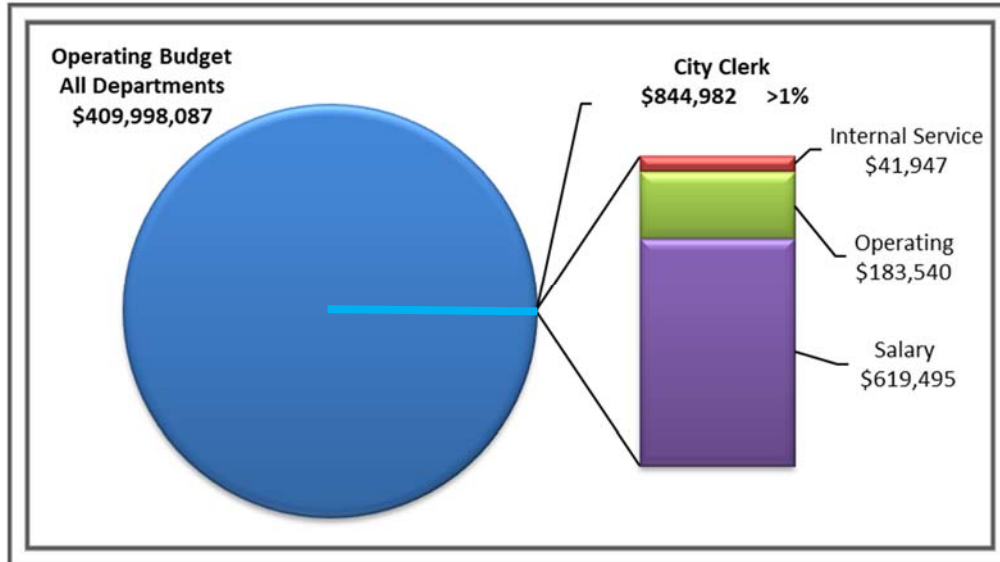
To fairly and impartially provide exceptional customer service and information to the citizens, customers and employees of the City of Glendale.

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:

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

Operating Budget



The total City Operating Budget is \$410 million. The departmental operating budget is comprised of three categories:

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

Accomplishments, Enhancements, and Efficiencies

- Implemented a new agenda management system that provides:
 - Greater functionality
 - Standardized board and commission agendas and minutes
 - Reduced costs
 - Ease of use and maintenance
 - Improved customer service and support
- Implementing a new citywide content management system to provide:
 - Improved document search capabilities and document retrieval
 - Increased efficiency through the automation of manual processes
 - Improved transparency through an online web portal for use by the public to search and retrieve public documents
 - Workflow capabilities

- Management of boards and commissions has moved from the Council Office to the City Clerk’s Office. The following changes were implemented:
 - Consolidation of term expirations – allows for more efficient annual recruitments and appointments
 - Audio recording of all board and commission meetings - recordings are posted online, increasing transparency for the public
 - Improved coordination of board and commission training – provides training to members on a regular basis

Goals, Objectives, and Performance Measures

Department Goal	Provide timely notice and access to official meetings of the Glendale City Council			
Council Priority	Transparency			
Performance Objective	All City Council regularly scheduled voting meeting and workshop agendas and packets posted online 6 days prior to the meeting (Statutory requirement is 24 hours prior to meeting)			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Agendas/Packets posted 6 days prior to regular meetings	43/100%	47/98%	59/100%	52/100%

Department Goal	Provide citizens with timely access to city records			
Council Priority	Transparency			
Performance Objective	Initiate all public record requests within 24 hours of receipt and post all campaign finance reports within 24 hours of receipt			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Public record requests/% Compliance	1,120/100%	1,200/100%	1,400/100%	1,450/100%
Percent of Campaign Finance Reports posted within 24 hours	100%	100%	100%	100%

Department Goal	Provide electronic documents to the public via the City's website			
Council Priority	Transparency			
Performance Objective	Prioritize indexing and scanning of high demand record series			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Pages scanned	254,907	193,500	212,755	300,000
Percent increased/decreased	+58%	-24%	+10%	

**CITY CLERK
CITY CLERK ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-10210) City Clerk	\$738,315	\$728,752	\$728,752	\$717,232	-2%
(1000-10240) Elections	\$104,850	\$2,000	\$2,000	\$127,750	6288%
Total - City Clerk	\$843,165	\$730,752	\$730,752	\$844,982	16%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Wages/Salaries/Benefits	\$657,485	\$630,627	\$630,627	\$619,495	-2%
Supplies and Contracts	\$153,462	\$56,815	\$56,815	\$183,465	223%
Internal Premiums	\$24,744	\$35,878	\$35,878	\$34,913	-3%
Internal Service Charges	\$7,405	\$7,357	\$7,357	\$7,034	-4%
Supplies and Contracts	\$69	\$75	\$75	\$75	0%
Total - City Clerk	\$843,165	\$730,752	\$730,752	\$844,982	16%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-10210) City Clerk	7	7	7	7	0%
Total -City Clerk	7	7	7	7	0%

Performance Report



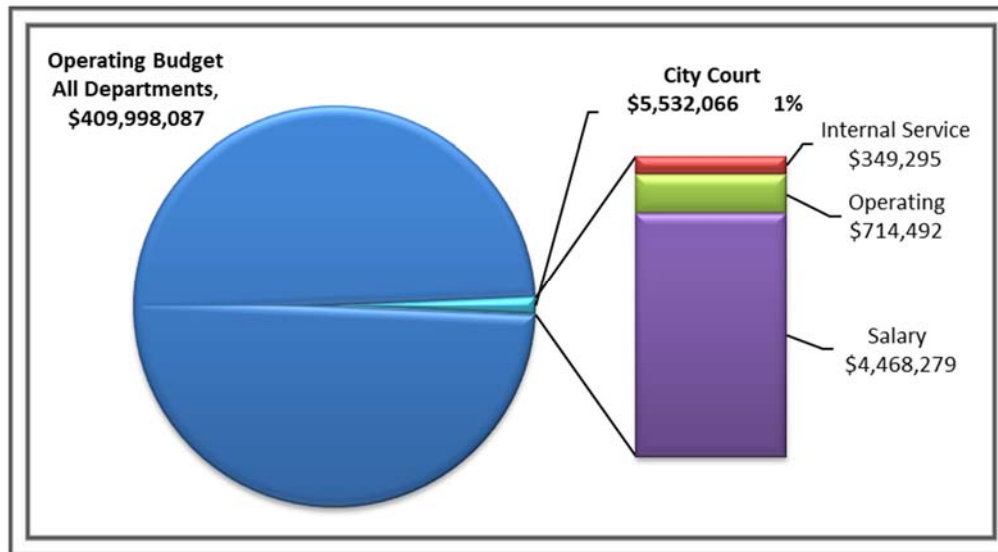
Mission Statement

To provide a forum for prompt, fair and just resolution of cases in a professional, efficient and courteous manner.

Department Description

Glendale City Court adjudicates criminal misdemeanors, city code violations, traffic violations, and certain juvenile offenses committed in the city of Glendale. In cases of domestic violence and harassment, the Court issues protective orders. The Court has the authority to issue search warrants for misdemeanors and felonies. Glendale City Court collaborates with numerous internal and external justice and community agencies to develop and implement programs to reduce recidivism and promote safe communities. Approximately 100,000 customers enter the Court each year to conduct business.

Operating Budget



The total City Operating Budget is \$410 million. The departmental operating budget is comprised of three categories:

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

Accomplishments, Enhancements, and Efficiencies

- FY 18 Supplement allowed Mental Health Court to go from bi-weekly to weekly calendars accommodating increased Mental Health filings with the addition of one-half time Public Defender. These funds also allowed the Court to preside over its own Rule 11 competency hearings rather than Superior Court. Cases were resolved at Glendale City Court in an average of 41 days vs 105 at Superior Court. This resulted in savings in Police prison maintenance costs, and reduced travel time for the Prosecutors, Public Defenders and Detention.
- FY 18 Supplement for server replacement expanded the storage capacity. It brought the Court into full compliance with current Supreme Court and City of Glendale I.T. security standards.
- Created and installed a touchscreen customer check-in system that notifies staff, Prosecutors and Public Defenders of the customer's arrival. This system replaced a paper system by directing customers to the appropriate destination point throughout the courthouse providing enhanced customer service.
- Court I.T. developed and installed a digital court workflow white board to display the assignment of Clerks, Judges and Public Defenders. This replaced a handwritten dry erase board. The information can be accessed through the secure network. Electronic changes are completed more quickly and can be accessed immediately as opposed to the handwritten board.

- The Court and Glendale Police Department partnered to institute the first phase of a completely electronic warrant system. The application extracts each warrant issued or quashed by the Court in ten-minute intervals and transmits the data to a queue in the Police Department Records section. Police Records reviews the warrant and only needs to enter four data fields as opposed to all data fields before accepting the warrant. The system electronically creates all new warrants and quashed warrants significantly reducing data entry for the Police Department.
- The Court converted to a new case management system, AJACS, in August. Our Court continues to partner with the Supreme Court on several pilot projects to enhance functionality for our Court as well as courts across the state using the new application.
- Coordinated all judicial, MVD and legal services for military veterans participating in Glendale’s 2017 “Stand Up for Veterans” community outreach event.
- Presiding Judge Elizabeth Finn and Mental Health Court Program Coordinator Kathy Williams were awarded the first Judicial Officer Mental Health Court Criminal Justice Collaboration Award from David’s Hope for outstanding service in a criminal justice collaboration.

Goals, Objectives, and Performance Measures

Department Goal	Maintain professional development opportunities for all court staff and judges.			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	Comply with Arizona Supreme Court Administrative Orders 2014-135 and 2012-60 and Arizona Code of Judicial Administration 1-302 regarding Education and Training.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Each full time judicial officer and Court employee to complete at least 16 credit hours of judicial education each year.	100% compliance	100% compliance	100% compliance	100% compliance
Each Court employee to complete ethics training and a core curriculum educational component annually.	100% compliance	100% compliance	100% compliance	100% compliance
Each Court judge to attend the annual Supreme Court judicial education training conference.	100% compliance	100% compliance	100% compliance	100% compliance

Department Goal	Adjudicate all criminal cases in a timely manner.			
Council Priority	Transparency			
Performance Objective	Comply with Arizona Supreme Court Phase I misdemeanor DUI case processing time standards. Comply with Phase III non-DUI misdemeanor case processing time standards beginning July 1, 2016.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
85% of DUI cases resolved within 120 days	65%	70%	N/A	85%
93% of DUI cases resolved within 180 days	85%	86%	N/A	93%
98% of non-DUI criminal misdemeanors resolved within 180 days	N/A	92%	N/A	98%

Department Goal	Adjudicate all civil cases in a timely manner.			
Council Priority	Transparency			
Performance Objective	Comply with Arizona Supreme Court Phase II case processing time standards on all civil traffic cases (excluding parking) beginning July 1, 2015. Comply with Arizona Supreme Court provisional case processing time standards on all protective orders beginning in FY2018.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
80% of civil traffic cases resolved within 60 days	90%	93%	N/A	80%
95% of civil traffic cases resolved within 90 days	97%	98%	N/A	95%
99% of ex-parte protective order hearings held within 24 hours	N/A	N/A	N/A	99%
90% of contested protective order hearings held within 10 days	N/A	N/A	N/A	90%
98% of contested protective order hearings held within 30 days	N/A	N/A	N/A	98%

- ❖ **N/A** - With the conversion to the new case management system the Supreme Court is developing and validating their time standard reports.

Department Goal	Maintain the processing efficiency on Rule 11 cases.			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	Maintain or improve processing time to resolve competency Rule 11 cases.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Number of processing days from filing to disposition	105	52	41	41

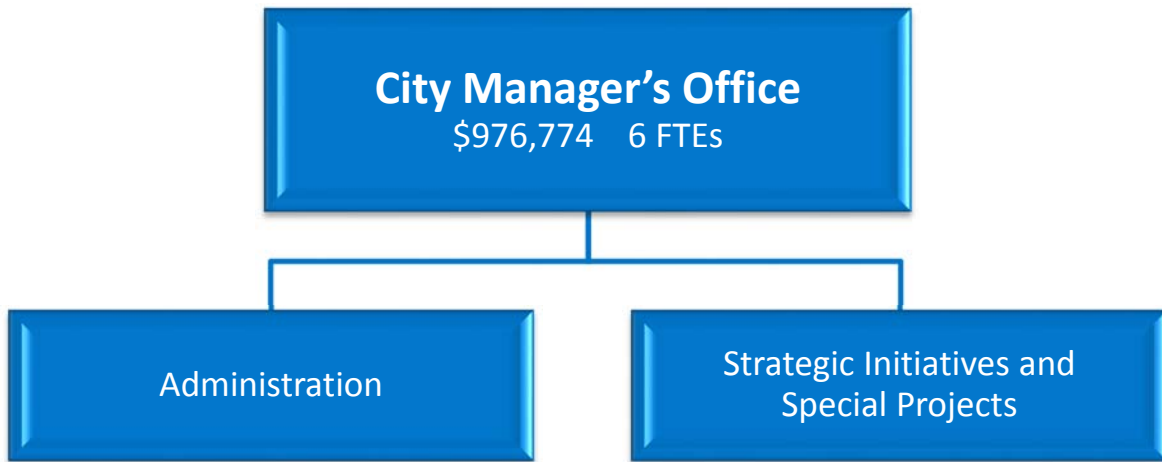
**CITY COURT
CITY COURT ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-10410) City Court	\$4,432,380	\$4,712,532	\$4,704,022	\$4,941,221	5%
(1240-10510) Court Security	\$338,638	\$443,247	\$427,817	\$451,361	2%
(1240-10520) Court Time Payments	\$92,022	\$108,319	\$108,419	\$82,220	-24%
(1240-10530) Fill the Gap	\$23,937	\$57,248	\$23,252	\$57,264	0%
Total - City Court	\$4,886,977	\$5,321,346	\$5,263,510	\$5,532,066	4%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Wages/Salaries/Benefits	\$3,987,087	\$4,288,870	\$4,288,870	\$4,468,279	4%
Supplies and Contracts	\$605,252	\$701,213	\$629,377	\$701,213	0%
Internal Premiums	\$241,678	\$286,291	\$286,291	\$316,289	10%
Internal Service Charges	\$52,960	\$44,972	\$43,972	\$46,285	3%
Operating Capital	\$0	\$0	\$15,000	\$0	NA
Total - City Court	\$4,886,977	\$5,321,346	\$5,263,510	\$5,532,066	4%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-10410) City Court	41.75	42	42	43.5	4%
(1240-10510) Court Security	2	2	2	2	0%
(1240-10520) Court Time Payments	1.75	1.75	1.75	0.75	-57%
Total -City Court	45.5	45.75	45.75	46.25	1%

Performance Report



Mission Statement

To create organizational strategies for success.

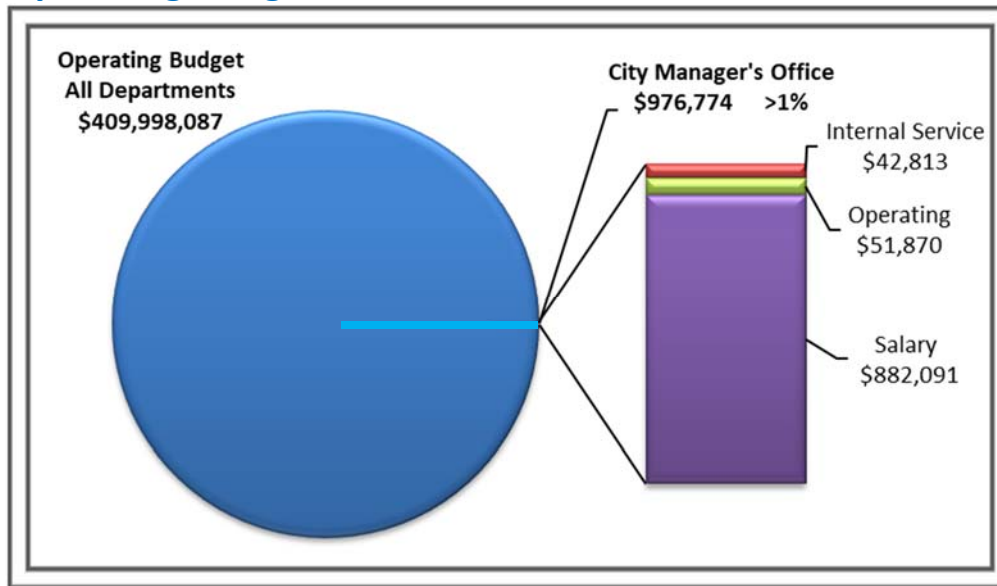
Vision Statement

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

Department Description

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

Operating Budget



The total City Operating Budget is \$410 million. The departmental operating budget is comprised of three categories:

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

Accomplishments, Enhancements, and Efficiencies

- Negotiated an amended and restated Mixed Use Development Agreement with Westgate to continue our strong relationship with this important stakeholder.
- Organized and prepared the first-ever council adopted organizational strategy map.
- Launched Bloomberg Philanthropies' What Works Cities initiative aimed at helping cities enhance the use of data and analytic evidence in the areas of Open Data and Results Driven Contracting.
- Nearly 1,100 employees participated in the Citywide Workforce Culture Survey
- Held our first all-staff meeting at the Gila River Arena with over 800 employees in attendance.
- Launched the SimpliCity implementation process and facilitated a citywide employee engagement campaign.
- Received AAA Bond Rating from Fitch Ratings
- Facilitated and negotiated agreements to help locate TopGolf and BMW in Glendale.

Goals, Objectives, and Performance Measures

Department Goal	Leadership			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	To equip the organization with the knowledge, skills, abilities, and resources to achieve successful outcomes that fulfill the City Council's mission and vision for the organization.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Process Improvement				
# Employees Trained	0	0	70	100
# Process Improvement Projects Completed			1	2
Leadership Development Activities				
Book Club Events/Participants	0	6/175	3/200	4/200
Alliance for Innovation Events/Participants	0	4/101	5/100	5/100

Department Goal	Vision			
Council Priority	Fiscal Sustainability, Economic Development			
Performance Objective	To establish strategic direction for the organization that ensures alignment amongst all departments and services with the needs of the community.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Balanced Scorecard				
# Employees Trained	0	60	100	100
# Scorecards Implemented		1	0	5

Department Goal	Pursue quality economic development and ensure long-term financial stability, while safeguarding current economic investments.			
Council Priority	Fiscal Sustainability; Economic Development			
Performance Objective	Expand the tax base and job market in the community			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
New businesses recruited or existing companies expanding	14	12	10	10
Jobs generated by new or expanding companies	1136	2081	1000	1000

Department Goal	Accountability			
Council Priority	Transparency, Fiscal Sustainability			
Performance Objective	Establish systems and tools that assess and report on organizational performance, identify target areas for improvement, and publicly report results to the citizens of Glendale.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
# Surveys conducted and integrated into the strategic planning efforts	0	0	3	3
Publicly Posted Data sets	0	0	0	3
Produce a balanced budget that complies with the city's adopted financial polices * The budget will be balanced, by fund, when all projected ongoing revenue sources do not exceed all ongoing expenses proposed for the current FY and for the upcoming FY. Use of the unassigned fund balance will occur only as authorized by Council and to address one-time costs, not ongoing costs or planned utilization of fund balance.	Yes	Yes	Yes	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

**CITY MANAGER
CITY MANAGER ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-10310) City Manager	\$874,931	\$895,059	\$895,059	\$976,774	9%
Total - City Manager	\$874,931	\$895,059	\$895,059	\$976,774	9%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Wages/Salaries/Benefits	\$759,967	\$796,435	\$796,435	\$882,091	11%
Supplies and Contracts	\$68,664	\$51,840	\$51,840	\$51,840	0%
Internal Premiums	\$41,284	\$42,226	\$42,226	\$38,484	-9%
Internal Service Charges	\$4,936	\$4,528	\$4,528	\$4,329	-4%
Supplies and Contracts	\$80	\$30	\$30	\$30	0%
Total - City Manager	\$874,931	\$895,059	\$895,059	\$976,774	9%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-10310) City Manager	5	5	5	6	20%
Total -City Manager	5	5	5	6	20%

Performance Report



Mission Statement

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

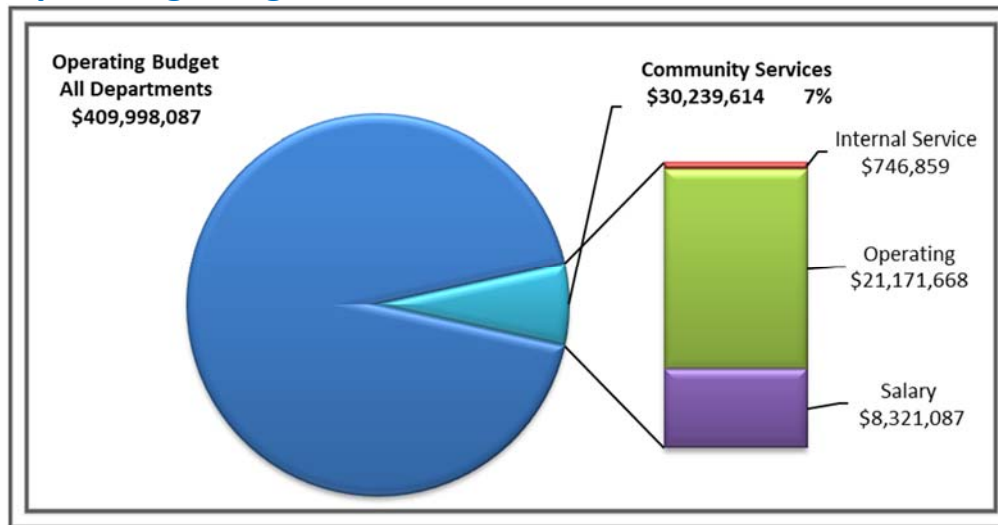
Department Description

The **Library and Arts Division** serves the needs of Glendale citizens by providing life-long learning opportunities, books, audio/visual materials and electronic resources that inform, educate and entertain residents. It also administers the City's Public Art and Performing Arts Partnership Program.




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

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

Operating Budget



The total City Operating Budget is \$410 million. The departmental operating budget is comprised of three categories:

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

Accomplishments, Enhancements, and Efficiencies

- Provided services and programs to approximately 550,000 patrons at Library facilities
- Community Engagement partnered with 3,628 individuals for 9,917.5 hours of volunteer service valued at \$233,755.
- The Library partnered with 444 individuals for 13,559 hours of volunteer service valued at \$313,781.
- Community Action Program provided \$633,201 in grant funds for emergency services (eviction prevention; utility assistance; homeless services) to assist residents that meet poverty level guidelines. 21.5% (52,867) of Glendale's population live in poverty.
- The Housing Division received Housing and Urban Development "High Performer" rating for the Section 8 Housing Choice Voucher and Conventional Public Housing programs.

Goals, Objectives, and Performance Measures

Department Goal	Provide excellent customer service to all patrons of the Community Services Department.			
Council Priority	Create, Innovative, Efficient Systems			
Performance Objective	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.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Number of activities/projects for the Neighborhood Services Community Volunteer program.	136	200	200	200
Number of electronic library materials (e-books, e-music, e-movies) check out per resident	.7	.8	.8	.9
Number of physical library materials (books, DVD's, CD's) checked out per resident	6.1	5.9	5.6	6.0
Number of people attending public art programs	20,326	16,000	15,810	17,500
Number of households receiving housing assistance from housing rehabilitation and new home ownership grants.	212	239	217	220
Number of households served through Community Action Program (state/federal funds)	2,048	2,357	2,000	2,000
Number of households provided Energy Conservation educational materials to reduce monthly utility bills which promotes self-sufficiency	863	1018	1201	1201
Number of households assisted through the Section 8 Housing Choice Voucher and Public Housing Programs.	1,518	1,209	1,209	1209

Department Goal	Maximize Community Partnerships			
Council Priority	Fiscal Sustainability			
Performance Objective	Key department managers will continue to recruit new partnerships and/or sustain existing partnerships to maximize programs and services for Glendale residents			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Number of community volunteer hours leveraged by the department.	22,278	21,500	22,400	22,500
Number of partners providing arts programming to Glendale residents	13	17	21	27
Number of partners providing library programming to Glendale residents	8	17	39	42
Number of CAP agency partners providing social services to low-to-moderate income residents	64	67	77	77
Leverage of funding for CDBG Public Service Programs to amplify value for our residents.	-	1:26	1:32	1:32

**COMMUNITY SERVICES
COMMUNITY SERVICES ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-14420) CAP Local Match	\$16,220	\$19,461	\$19,461	\$17,382	-11%
(1000-14510) Comm. Services Admin.	\$225,810	\$212,952	\$212,952	\$395,859	86%
(1000-15010) Community Revitalization	\$291,778	\$274,048	\$274,048	\$291,556	6%
(1000-15011) Community Engagement	\$192,227	\$143,923	\$143,923	\$145,445	1%
(1000-15220) Library	\$4,619,593	\$4,913,952	\$4,913,952	\$5,497,286	12%
(1220-15310) Arts Program	\$213,987	\$247,911	\$287,161	\$260,404	5%
(1300-30001) HOME Program	(\$31,888)	\$887,685	\$887,685	\$887,685	0%
(1300-30002) Single Family Rehabilitation	\$37,015	\$375,000	\$375,000	\$375,000	0%
(1300-30004) Rehab Delivery	\$20,150	\$27,707	\$27,707	\$27,707	0%
(1300-30005) Rehabilitation Delivery	\$5,952	\$13,062	\$13,062	\$13,062	0%
(1300-30008) Replacement Housing Prog/NR	\$71,543	\$375,000	\$375,000	\$375,000	0%
(1300-30009) Habitat for Humanity	\$217,839	\$0	\$0	\$0	NA
(1310-30900) NSP Programs	\$7,262	\$227,368	\$227,368	\$227,349	0%
(1311-30910) NSP III	\$0	\$227,300	\$227,300	\$227,300	0%
(1311-30913) Demolition	\$20,947	\$0	\$0	\$0	NA
(1320-31001) CDBG Programs	\$35,213	\$2,984,897	\$2,984,897	\$3,017,985	1%
(1320-31002) Voluntary Demo - L/M	\$8,188	\$43,000	\$43,000	\$43,000	0%
(1320-31003) Voluntary Demo - S/B	\$50,146	\$75,000	\$75,000	\$75,000	0%
(1320-31004) Lead-Based Paint Haz Reduction	\$14,519	\$40,000	\$40,000	\$40,000	0%
(1320-31006) Temporary Relocation	\$38,652	\$34,000	\$34,000	\$34,000	0%
(1320-31014) Comm Legal Services-legal assi	\$12,529	\$0	\$0	\$0	NA
(1320-31017) Single Family Residential	\$319,141	\$785,000	\$785,000	\$785,000	0%
(1320-31018) Exterior Improvement Program	\$21,175	\$50,000	\$50,000	\$50,000	0%
(1320-31019) Rehabilitation Staff	\$145,492	\$500	\$500	\$500	0%
(1320-31020) Rehabilitation Delivery	\$12,784	\$8,000	\$8,000	\$8,000	0%
(1320-31022) Roof Repair Program	\$68,633	\$100,000	\$100,000	\$100,000	0%
(1320-31028) General Administration	\$325,190	\$94,730	\$94,730	\$94,730	0%
(1320-31030) PS-Com Legal Svcs-Fair Housin	\$12,803	\$0	\$0	\$0	NA
(1320-31039) PS YWCA Senior Congregate Meal	\$47,397	\$0	\$0	\$0	NA
(1320-31050) PS-SaintVincentDePaul-OLPH-KFT	\$62,643	\$0	\$0	\$0	NA
(1320-31054) Boy's & Girl's Club-Metro Phx	\$10,440	\$0	\$0	\$0	NA
(1320-31065) PI-Community Housing upgrades	\$133,016	\$0	\$0	\$0	NA
(1320-31073) PI-Pk & Rec Improv-Aquatics Ct	\$22,647	\$0	\$0	\$0	NA
(1320-31079) PS-CAP-Evict Prevnt/Rent Assis	\$61,438	\$0	\$0	\$0	NA
(1320-31081) HS-Code Svc-NBRDH Preservation	\$70,486	\$0	\$0	\$0	NA
(1320-31087) PS- Back to School Clothing Dr	\$10,440	\$0	\$0	\$0	NA
(1320-31096) PF-COG Parks & Rec-ADA Improv	\$210,415	\$0	\$0	\$0	NA
(1320-31098) Habitat-Emergency Home Repair	\$511,523	\$0	\$0	\$0	NA
(1320-31101) PF-CASS-Emerg Shelter Improv	\$23,870	\$0	\$0	\$0	NA
(1320-31102) PI-Field Operations-St Recon	\$167,989	\$0	\$0	\$0	NA
(1320-31107) PI-Econ Deve-Visual Improv Prg	\$57,311	\$0	\$0	\$0	NA
(1320-31108) PS-YWCA Home Delivered Meals	\$52,202	\$0	\$0	\$0	NA
(1320-31110) PF-Valley Life-Grp Home Renov	\$68,415	\$0	\$0	\$0	NA
(1320-31112) PI-COG-Parks & Rec-Sonorita	\$22	\$0	\$0	\$0	NA
(1320-31114) PF-CASS-Vista Colina	\$109	\$0	\$0	\$0	NA
(1320-31120) PF-Heart For City-Comm Garden	\$2,716	\$0	\$0	\$0	NA
(1320-31121) PI-COG-Pk & Rec-Velma Teague	\$8,992	\$0	\$0	\$0	NA

**COMMUNITY SERVICES
COMMUNITY SERVICES ROLLUP**

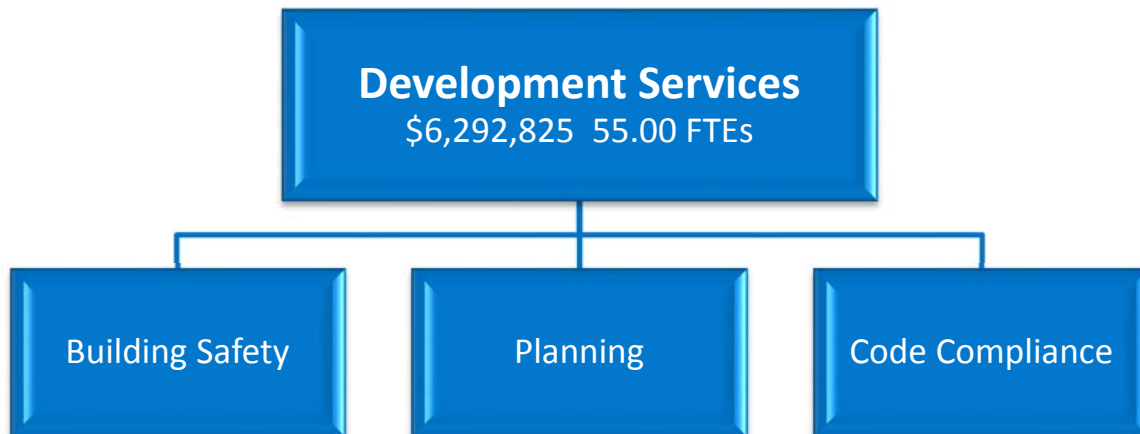
(1320-31122) PF-Glendale Womens Club Projec	\$37,433	\$0	\$0	\$0	NA
(1320-31123) PF-Hope For Hunger-Renovat Prt	\$407	\$0	\$0	\$0	NA
(1320-31125) PS AASK Aid to Adoption	\$8,782	\$0	\$0	\$0	NA
(1320-31126) PI Boys & Girls Club-Renovatio	\$611	\$0	\$0	\$0	NA
(1820-32040) Community Action Program (CAP)	\$0	\$68,611	\$68,611	\$68,611	0%
(1820-32050) Case Mgmt-LIHEAP Voucher	\$471,725	\$586,458	\$586,458	\$569,864	-3%
(1820-32055) Case Mgmt-TANF Voucher	\$59,953	\$60,000	\$60,000	\$50,000	-17%
(1820-32056) Case Mgmt Admin	\$301,275	\$404,013	\$404,013	\$380,181	-6%
(1820-32057) Case Mgmt-NHN Voucher	\$1,440	\$1,462	\$1,462	\$1,468	0%
(1820-32060) Community Svcs Block Grant-Adm	\$207,308	\$161,517	\$161,517	\$215,756	34%
(1820-32069) ACAA SWG Energy SHARE Progra	\$6,497	\$7,147	\$7,147	\$5,146	-28%
(1820-32070) ACAA HEAF Program	\$3,270	\$3,597	\$3,597	\$3,597	0%
(1820-32071) ACAA SW Gas Assistance	\$5,107	\$6,500	\$6,500	\$6,500	0%
(1820-32072) ACAA URRD Program	\$8,316	\$8,999	\$8,999	\$9,999	11%
(1820-32073) ACAA SRP Assistance	\$22,171	\$10,616	\$10,616	\$10,616	0%
(1820-32074) ACAA APS Assistance	\$4,545	\$4,999	\$4,999	\$10,999	120%
(1830-31900) ESG General Administration	\$6,095	\$208,992	\$208,992	\$208,992	0%
(1830-31904) PREHAB Faith House-ESG	\$47,691	\$0	\$0	\$0	NA
(1830-31905) ESG Emergency Solution Grant	\$25,581	\$0	\$0	\$0	NA
(1830-31909) CAP Rapid Re-Housing	\$1,951	\$0	\$0	\$0	NA
(1830-31913) A New Leaf 14/15	\$30,989	\$0	\$0	\$0	NA
(1830-31914) CASS Rapid Re-Housing 14/15	\$29,930	\$0	\$0	\$0	NA
(1830-31915) Streetlight USA 14/15	\$10,232	\$0	\$0	\$0	NA
(1840-36001) State Grant In Aid 2005	\$7,555	\$0	\$0	\$0	NA
(1840-36006) Grant Approp - Library	\$0	\$275,000	\$275,000	\$275,000	0%
(1840-36046) Library Donations	\$310	\$0	\$0	\$0	NA
(1840-36048) Library Teen Program Donations	\$2,624	\$0	\$0	\$0	NA
(1840-36052) LSTA Go Mobile@ Your Library	\$6,821	\$0	\$0	\$0	NA
(1840-36053) LSTA Tell Your Story	\$5,914	\$0	\$0	\$0	NA
(1840-36054) LSTA Express Yourself Grant	\$19,369	\$0	\$0	\$0	NA
(2500-17910) Community Housing	\$1,634,014	\$15,905,641	\$15,905,641	\$15,433,635	-3%
Total - Community Services	\$11,462,887	\$29,874,048	\$29,913,298	\$30,239,614	1%

**COMMUNITY SERVICES
COMMUNITY SERVICES ROLLUP**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Wages/Salaries/Benefits	\$7,013,722	\$7,567,499	\$7,567,499	\$8,321,087	10%
Supplies and Contracts	\$4,082,356	\$21,358,323	\$21,397,573	\$20,943,938	-2%
Internal Premiums	\$473,446	\$600,483	\$600,483	\$640,836	7%
Internal Service Charges	\$114,280	\$123,385	\$123,385	\$114,078	-8%
Operating Capital	\$292,124	\$211,333	\$211,333	\$211,150	0%
Wages/Salaries/Benefits	(\$524,280)	\$0		\$0	NA
Supplies and Contracts	\$11,239	\$13,025	\$13,025	\$8,525	-35%
Total - Community Services	\$11,462,887	\$29,874,048	\$29,913,298	\$30,239,614	1%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM		FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-14510) Comm. Services Admin.	7	1	1	3	200%
(1000-15010) Community Revitalization	2	2	2	2	0%
(1000-15011) Community Engagement		1	1	1	0%
(1000-15220) Library	43	43	43	50.5	17%
(1220-15310) Arts Program	1	1	1	1	0%
(1320-31001) CDBG Programs	8.75	8.75	8.75	8	-9%
(1820-32056) Case Mgmt Admin	4.5	4.5	4.5	4	-11%
(1820-32060) Community Svcs Block Grant-Adm	1	1	1	1.5	50%
(2500-17910) Community Housing	24	21	21	20	-5%
Total -Community Services	91.25	83.25	83.25	91	9%

Performance Report



Mission Statement

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

Development Services Divisions and Functions

Building Safety

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

Code Compliance

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

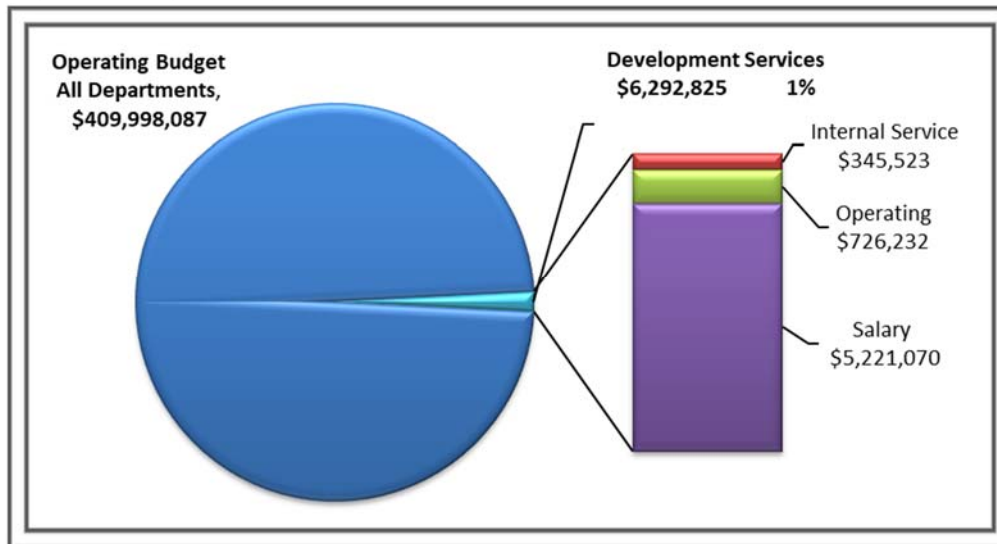
Planning

The Planning Division provides a multitude of services related to Long Range Planning and Current Planning. We administer the General Plan and Zoning Ordinance regarding new development projects and redevelopment projects. Planning provides assistance to the community in development and the permit review process; carries out plans in strategic locations and provides professional information to decision makers and the public to support

quality growth and focused development for the community. We also serve as the Historic Preservation Office for the city.

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

Operating Budget



The total City Operating Budget is \$410 million. The departmental operating budget is comprised of three categories:

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

Accomplishments, Enhancements, and Efficiencies

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

- Planning – Approved over 3,050 residential units for future construction.
- Planning – Reviewed over 3,200,000 square feet of new commercial and industrial development.
- Planning – Processed an annexation of over 1,300 acres of land into Glendale.
- Development Services reviewed plans for Westgate District Shops ,TopGolf, ASPERA, Arrowhead Hospital addition, Westgate Luxury Apartments, Credit Union West, Dutch Bros., Aloft Hotel, Arrowhead BMW, Zanjero Apartments and Westgate Village Independent Senior Living.

Goals, Objectives, and Performance Measures

Department Goal	Maintain compliance with City Codes that relate to nuisances, property maintenance, rental housing and Zoning Ordinance requirements.			
Council Priority	Economic Development; Creative, Innovative, Efficient Systems			
Performance Objective	Address and resolve code compliance violations in an effective and efficient manner.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Code Compliance cases opened	7,162	6,910	9,000	10,000
Code compliance cases resolved	7,066	6,643	9,500	10,000
Number Code Compliance inspections performed	19,815	19,530	30,000	35,000
Initial response time (work days) to inspect a reported Code Compliance violation	2	2	2	2
Code Compliance cases addressed through voluntary compliance or with no violation	97%	97%	97%	97%

Department Goal	Maintain compliance with City Codes that relate to nuisances, property maintenance, rental housing and Zoning Ordinance requirements.			
Council Priority	Economic Development; Creative, Innovative, Efficient Systems			
Performance Objective	Improve the level of Code Compliance cases generated proactively.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
% of Code Compliance cases opened proactively	31%	43%	50%	50%

Department Goal	Provide customer service at the highest level possible.			
Council Priority	Economic Development; Creative, Innovative, Efficient Systems			
Performance Objective	Provide complete and timely review using our newly published time frames to speed projects to completion in an inclusive and open process			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimated	FY2019 Target
Number of service requests filed	258	264	326	330
Number of filed cases	256	268	278	330
Planning customers/visits assisted at the Development Services Center counter	2,230	1,230	1,500	1,700

Department Goal	Conduct timely building permit inspections with at least 99% being performed within one day from when they are called in and requested.			
Council Priority	Economic Development; Creative, Innovative, Efficient Systems			
Performance Objective	Provide thorough and timely inspections to support citywide development and the development community.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Number building permits issued	6,498	6,867	7,000	7,000
Number of building inspections completed	24,463	25,532	26,000	26,000
% of building inspections completed within one (1) day of inspection request	99%	99%	99%	99%

Department Goal	Complete 95% of all plan review submittals within two review cycles.			
Council Priority	Economic Development; Creative, Innovative, Efficient Systems			
Performance Objective	Provide thorough and expedient review of construction plans to support citywide development by working closely with the development community.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Number building permits issued	6,498	6,867	7,000	7,000
Number of plan reviews completed	4,563	4,822	4,900	5,200
Number of plan reviews completed electronically	507	340	600	900
% of submitted plans approved at first review	62%	67%	65%	65%
% of submitted plans approved at second review	33%	28%	30%	30%
% of submitted plans requiring 3 or more reviews	5%	5%	5%	5%

**DEVELOPMENT SERVICES
BUILDING SAFETY ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-15610) Building Safety	\$2,507,873	\$2,619,334	\$2,619,334	\$3,031,653	16%
Total - Building Safety	\$2,507,873	\$2,619,334	\$2,619,334	\$3,031,653	16%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Wages/Salaries/Benefits	\$2,161,587	\$2,237,501	\$2,237,501	\$2,543,747	14%
Supplies and Contracts	\$119,073	\$148,420	\$148,420	\$214,482	45%
Internal Premiums	\$156,260	\$181,898	\$181,898	\$184,108	1%
Internal Service Charges	\$27,276	\$31,515	\$31,515	\$32,666	4%
Operating Capital	\$26,450	\$8,000	\$8,000	\$44,650	458%
Supplies and Contracts	\$17,227	\$12,000	\$12,000	\$12,000	0%
Total - Building Safety	\$2,507,873	\$2,619,334	\$2,619,334	\$3,031,653	16%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-15610) Building Safety	23	23	23	26	13%
Total -Building Safety	23	23	23	26	13%

**DEVELOPMENT SERVICES
PLANNING ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-13770) Mapping and Records	\$100,175	\$105,391	\$104,941	\$106,734	1%
(1000-15910) Planning Administration	\$971,756	\$1,009,691	\$1,129,691	\$1,323,541	31%
Total - Planning	\$1,071,931	\$1,115,082	\$1,234,632	\$1,430,275	28%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Wages/Salaries/Benefits	\$931,449	\$1,011,639	\$1,011,639	\$1,103,880	9%
Supplies and Contracts	\$98,914	\$42,570	\$162,120	\$267,970	529%
Internal Premiums	\$36,205	\$55,945	\$55,945	\$54,096	-3%
Internal Service Charges	\$4,936	\$4,528	\$4,528	\$4,329	-4%
Supplies and Contracts	\$427	\$400	\$400	\$0	-100%
Total - Planning	\$1,071,931	\$1,115,082	\$1,234,632	\$1,430,275	28%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-13770) Mapping and Records	1	1	1	1	0%
(1000-15910) Planning Administration	9	9	9	10	11%
Total -Planning	10	10	10	11	10%

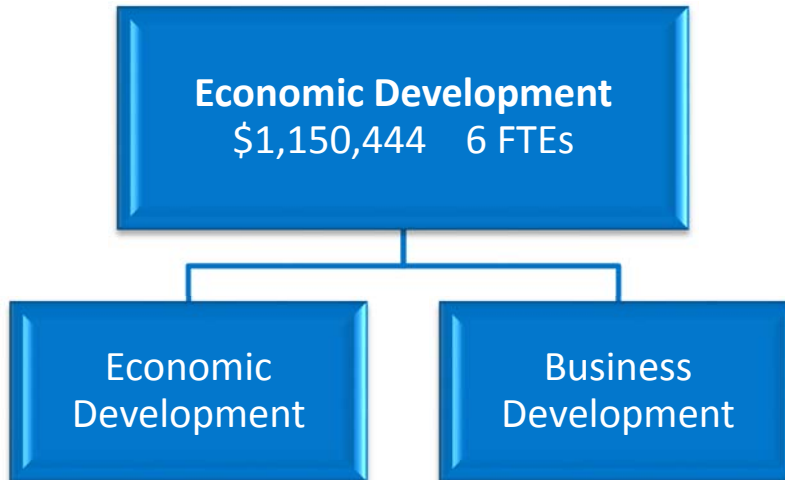
**DEVELOPMENT SERVICES
CODE COMPLIANCE ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-14410) Code Compliance	\$1,413,554	\$1,654,055	\$1,639,625	\$1,830,897	11%
Total - Code Compliance	\$1,413,554	\$1,654,055	\$1,639,625	\$1,830,897	11%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Wages/Salaries/Benefits	\$1,220,004	\$1,472,006	\$1,442,006	\$1,573,443	7%
Supplies and Contracts	\$74,689	\$59,830	\$76,000	\$66,994	12%
Internal Premiums	\$59,533	\$75,032	\$75,032	\$81,888	9%
Internal Service Charges	\$26,802	\$31,187	\$30,587	\$30,198	-3%
Operating Capital				\$56,000	
Supplies and Contracts	\$32,526	\$16,000	\$16,000	\$22,374	40%
Total - Code Compliance	\$1,413,554	\$1,654,055	\$1,639,625	\$1,830,897	11%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-14410) Code Compliance	14	16.5	16.5	18	9%
Total -Code Compliance	14	16.5	16.5	18	9%

Performance Report



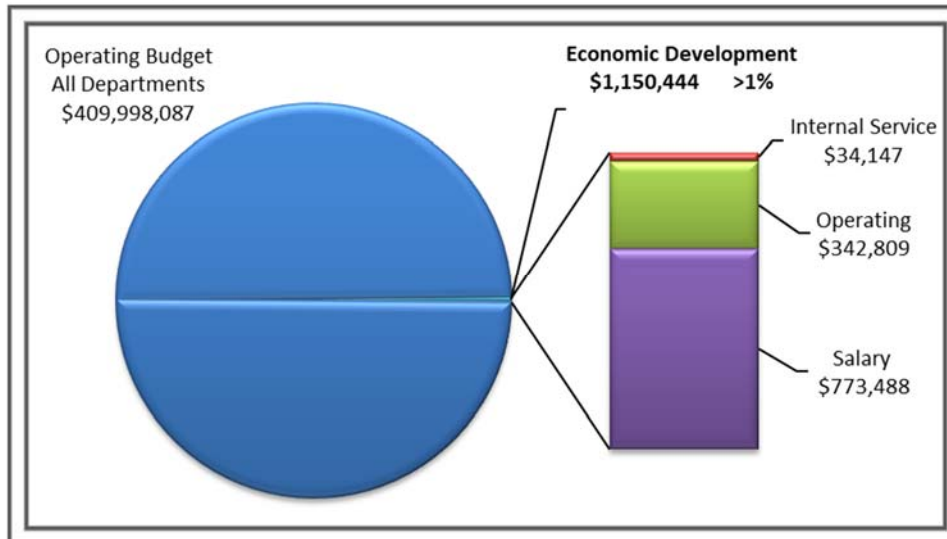
Mission Statement

To facilitate the creation of high quality jobs, develop financially sound projects, assist entrepreneurs and small Glendale businesses, and enhance property utilization to its highest and best use in order to increase the city's tax base in support of quality of life amenities for the entire community.




Department Description

The Office of Economic Development is responsible for forging strong relationships with the business and development community as well as local, regional, and state economic development agencies for the purpose of collaborating on a variety of initiatives in support of our four core pillars: Business Attraction, Business Retention & Expansion, Redevelopment, and Business Assistance. Creating a business-friendly climate requires coordinating internally with affected stakeholder groups and externally with the city's business and community partners. The purpose in doing so is to facilitate the creation of high quality jobs, to ensure the highest and best use of existing commercial properties, and to maximize the development of new projects to create complementary uses and new revenue streams. This office is critical for the city's overall economic growth which in turn supports revenue generation that provides for the delivery of citizen services.

Operating Budget



The total City Operating Budget is \$410 million. The departmental operating budget is comprised of three categories:

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

Accomplishments, Enhancements, and Efficiencies

- IKEA has selected the Glendale's Sports and Entertainment District as the home of their newest 353,000 square foot mega store, which will begin construction in 2018 creating 500 construction jobs as well as 300 permanent jobs.
- BMW broke ground on a \$35 million full service dealership, bringing 150-200 new jobs to Glendale with wages averaging \$65,000 per year plus bonuses and benefits.
- Topgolf has begun construction of their newest flagship 65,000-square foot venue, which will create 500 new jobs and is expected to attract 450,000 visitors in the heart of Glendale's Sports and Entertainment District.
- Aloft Hotel is constructing a new 100 room hotel in Westgate. The four-story building located at the corner of 93rd Ave and Glendale Ave will feature an upgraded version of the hotel including robot butlers.
- Fairchild Freight a North American transportation and logistics company, has located their new corporate headquarters at the Glendale Corporate Center, bringing 50 new jobs to the City and absorbing 16,000 square feet of class A office space.
- Glendale's unemployment rate decreased from 4.9% in January 2017 to 4.7% in January 2018; and year over year 3,455 people joined the labor force in Glendale and 3,547 more Glendale residents were employed.
- Conducted numerous business outreach activities through trade shows, sales missions, presentations and business retention visits to inform about the benefits of Glendale.

- Began holding Economic Development office hours at the IDEA Center, located at the main branch library. This collaboration with the library has provide a broader reach into the community, allowing the economic development office to better support entrepreneurs and small buisness owners, as well as mentor services for aspiring buisness owners.
- In partnership with the Glendale Library participated in the Annual Biz 2 Biz Expo to promote economic development opportunities, the Glendale IDEA Center, and entrepreneurship programming being offered to the business community. The event attracted hundreds of attendees and businesses from across the entire West Valley to showcase their products and services. The event was held at the Glendale Civic Center which sponsored the event, providing significant exposure to the venue and Downtown Glendale.
- Oversaw first year of the council approved contract with the Glendale Chamber of Commerce for Downtown Manager Services to provide targeted support to the downtown business community as part of our downtown redevelopment efforts. First-year accomplishments have included established monthly Merchant meetings; formation of downtown subcommittees focused on beautification, marketing and events; and improved communication with the downtown business community.

Goals, Objectives, and Performance Measures

Department Goal	Business Attraction & Retention/Expansion: Increase the number of businesses and jobs in our community to ensure long-term financial stability.			
Council Priority	Fiscal Sustainability; Economic Development			
Performance Objective	Leverage industry resources to increase Glendale’s visibility in the local, state, and national markets and promote Glendale through recruitment initiatives.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
New Businesses & Expansions	14	13	10	10
Jobs Generated	1,136	2,091	1,000	1,000
GPEC Project Responses	48	47	40	40
Participation in Recruitment Initiatives	5	5	6	8

Department Goal	Redevelopment: Support on-going city-wide efforts to create redevelopment opportunities in the Glendale Centerline area.			
Council Priority	Fiscal Sustainability, Economic Development, Centerline			
Performance Objective	Engage the local business community to promote revitalization and repurpose underutilized properties.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
CDBG Grant Award (to the department)	\$0	\$52,202	\$51,791.00	\$40,000
Visual Improvement Program: # of Projects Grant Awards	5 \$42,141	4 \$55,262	2 \$46,000	3 \$90,000

Department Goal	Business Assistance and Retention & Expansion: Keep businesses growing and thriving in our community.			
Council Priority	Fiscal Sustainability; Economic Development			
Performance Objective	Improve visibility and outreach, link businesses to resources, and support business assistance events (job/procurement fairs, seminars, etc.)			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Targeted Outreach Contacts	199	270	1,200	1000
Business Assistance Events	6	16	10	10

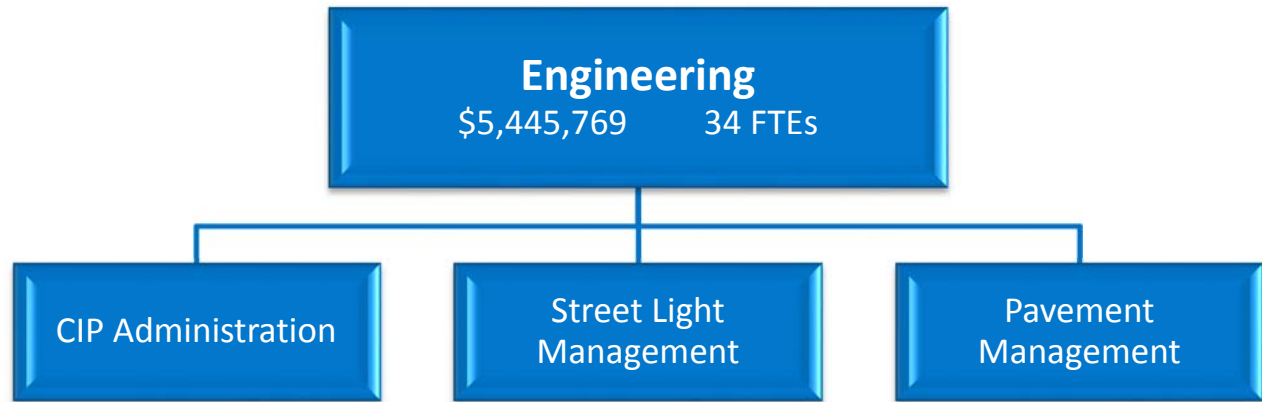
**ECONOMIC DEVELOPMENT
ECONOMIC DEVELOPMENT ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-16010) Economic Development	\$774,987	\$861,036	\$861,036	\$873,417	1%
(1000-16025) Business Development	\$136,699	\$264,527	\$264,527	\$277,027	5%
Total - Economic Development	\$911,686	\$1,125,563	\$1,125,563	\$1,150,444	2%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Wages/Salaries/Benefits	\$691,586	\$760,575	\$760,575	\$773,488	2%
Supplies and Contracts	\$190,746	\$330,209	\$330,209	\$342,809	4%
Internal Premiums	\$23,625	\$29,585	\$29,585	\$28,736	-3%
Internal Service Charges	\$5,554	\$5,094	\$5,094	\$5,411	6%
Supplies and Contracts	\$175	\$100	\$100	\$0	-100%
Total - Economic Development	\$911,686	\$1,125,563	\$1,125,563	\$1,150,444	2%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-16010) Economic Development	6	6	6	6	0%
Total -Economic Development	6	6	6	6	0%

Performance Report



Mission Statement

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

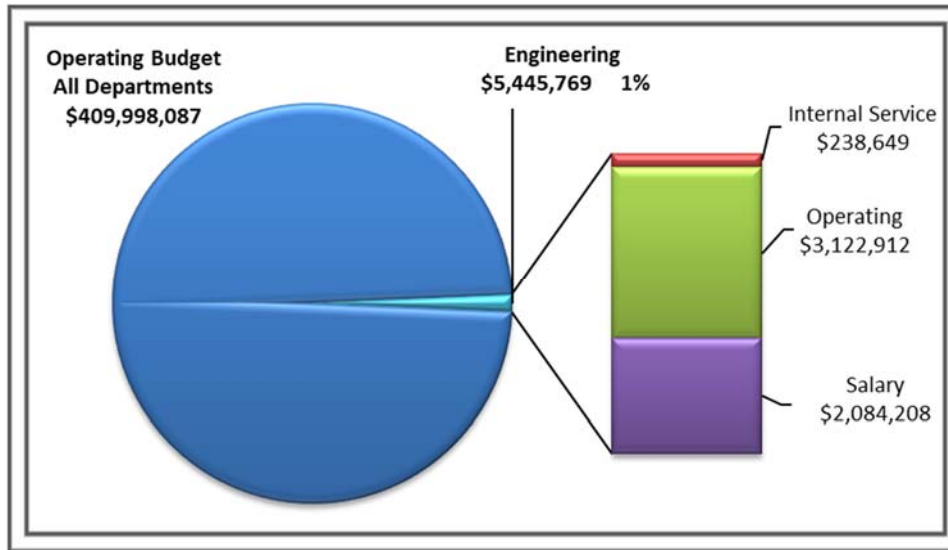
Department Description

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




The Engineering department includes six (6) primary functions:

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

Operating Budget



The total City Operating Budget is \$410 million. The departmental operating budget is comprised of three categories:

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

Accomplishments, Enhancements, and Efficiencies

Engineering

- Engineering provides project management services to a total of 159 Capital Improvement Projects with an estimated total project value of \$297.6 million (47 projects projected to be complete by end of FY 2017-18).
- Engineering staff is managing the design and construction of the PS Parking Improvements (now known as the Black Lot). The new parking lot contains 4,017 spaces and is located at the southeast corner of 95th and Bethany Home Road. The project has an aggressive schedule and is scheduled to be complete by August 1, 2018. Total estimated construction cost \$8.9M.
- Engineering staff is managing the design and construction of the 95th Ave between Bethany Home Road and Georgia Avenue. This portion of 95th Avenue will connect Bethany Home Road and Camelback Road and provide ingress/egress to the new 4000+ space Black Lot and future IKEA development. The project has an aggressive schedule and is scheduled to be complete by August 1, 2018. Total estimated construction cost \$3.8M.
- Engineering staff in coordination with the Cardinals football organization is managing the design and construction of the Public Infrastructure Improvements (PII) project. The PII project includes a pedestrian tunnel under Bethany Home Road and two pedestrian bridges over the SRP Canal and Bethany Home Outfall Channel. The tunnel and two bridges will

provide pedestrian access from the new Black Lot to the events at the University of Phoenix stadium. The project is located along Bethany Home Road east of 95th Avenue. The project has an aggressive schedule and is scheduled to be complete by August 1, 2018. Total estimated construction cost \$3.1M.

- The Engineering Department staff manages the construction of the Pavement Management Program consisting of contracts for three different pavement treatments:
 - Mill & Overlay – The Mill & Overlay Project was awarded with an expenditure authorization of \$7.7M/term and an option for the contract to be renewed 4 times for a potential total project cost of \$38.5M. We are currently in the second term of the contract. It is anticipated that the second term of the Mill & Overlay will be completed in the Spring of 2018 and renewed for a third term.
 - Slurry Seal – The slurry Seal Project was awarded with an expenditure authorization of \$2.38M/term and an option for the contract to be renewed 4 times for a potential total project cost of \$11.9M. We are currently in the first term of the contract. It is anticipated that the first term of the Slurry Seal project will be complete in the Summer of 2018 and renewed for a second term
 - Crack Seal – The Crack Seal Project was awarded with an expenditure authorization of \$1.2M/term and an option for the contract to be renewed 4 times for a potential total project cost of \$6.0M. We are currently in the first term of the project. It is anticipated that the first term of the Crack Seal project will be complete in the Summer of 2018 and renewed for a second term.
- Engineering Department staff managed the Light Emitting Diode (LED) conversion of approximately 18,500 streetlights. The conversion of the streetlights from High Pressure Sodium (HPS) to LED started in September 2017 and is expected to be complete in the Spring of 2018. The LED conversion was completed in the Arizona Public Service (APS) area first and resulted in an Energy Savings Rebate of \$431,795. The LED conversion in the Salt River Project service area is nearing completion. The LED conversion is expected to yield an energy and maintenance savings of \$600,000-\$700,000 annually. The total project cost of the LED conversion is project to be \$4.5M. Including the Energy Saving Rebate and reduced energy and maintenance costs, the project is anticipated to pay for itself in 5-7 years.
- Engineering Department Land Development staff performed plan review services for city and private development projects, and review/approval of Minor Land Divisions/Lot Splits for projects that generated a 23.6% year over year, 54.5% increase over the last two years in permitting fees.
- Engineering Department Staff recently completed the Community Rating System (CRS) 5-yr cycle verification. The City is a CRS-7 which provides a 15% discount on all flood insurance policies for properties in the city.
- Engineering Department staff manages the Bank of America building. The Bank of America building is 97% occupied with revenue generated tenants. The building has been near full occupancy for over two years and generates in excess of \$1.0M in revenue annually.

Goals, Objectives, and Performance Measures

Department Goal	Deliver a capital improvement program that provides accurate information, optimizes available resources, and provides needed projects for our community.			
Council Priority	Fiscal Sustainability; Transparency; Creative, Innovative, Efficient Systems			
Performance Objective	Design, procure and manage Engineering and Construction Consultant Services to all city departments for Capital and Operating projects.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
% of projected cash flow expended in the fiscal year	N/A	66%	85%	90%

Department Goal	Implement the 5-yr Pavement Management Plan (\$45M) to address the complete street network through Mill & Overlay, Slurry Seal, and other surface applications			
Council Priority	Creative, Innovative, Efficient Systems; Public Safety			
Performance Objective	Manage the City's Pavement Management Plan through in-house design, construction administration, and inspection services expending \$10.7M per year.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Mill & Overlay	\$7.6M	\$7.5M	\$7.5M	\$7.5M
Slurry Seal	\$1.4M	\$2.3M	\$2.0M	\$2.0M
Crack Seal	N/A	\$0.9M	\$1.2M	\$1.2M
Total	\$9.0M	\$10.7M	\$10.7M	\$10.7M

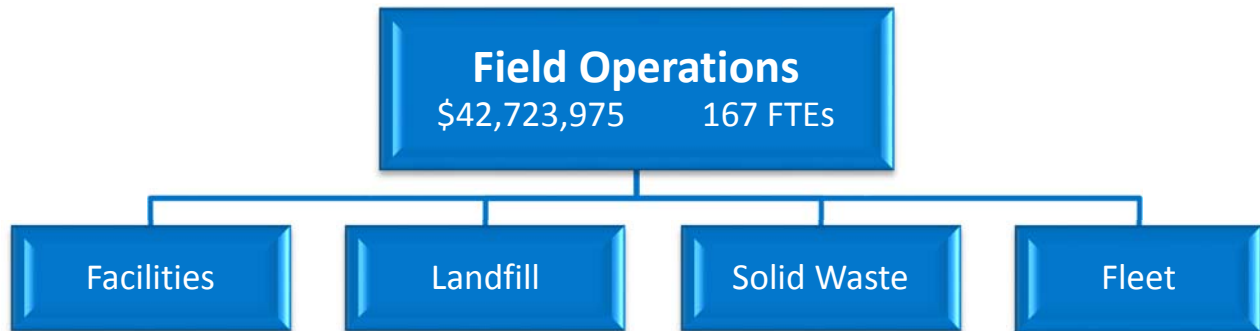
**ENGINEERING
ENGINEERING ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-13710) BofA Bank Building	\$440,802	\$528,863	\$467,570	\$528,863	0%
(1000-13715) Promenade at Palmaire	\$102,003	\$60,312	\$161,935	\$60,312	0%
(1000-13720) Engineering Administration	\$506,320	\$799,633	\$799,633	\$815,515	2%
(1000-13730) CIP Administration	(\$281,298)	(\$102,589)	(\$102,589)	(\$287,850)	181%
(1000-13780) Land Development Division	\$100,459	\$132,946	\$132,946	\$134,980	2%
(1000-13790) Construction Inspection	\$709,681	\$809,106	\$809,106	\$908,717	12%
(1340-16920) Street Light Management	\$2,322,623	\$2,658,784	\$2,578,078	\$2,143,047	-19%
(1340-16925) Pavement Management	\$541,898	\$841,767	\$841,767	\$812,185	-4%
(1660-16311) GO Street Light Mgmt	\$427,447	\$500,000	\$500,000	\$330,000	-34%
Total - Engineering	\$4,869,935	\$6,228,822	\$6,188,446	\$5,445,769	-13%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Wages/Salaries/Benefits	\$2,273,222	\$3,442,542	\$3,442,542	\$3,650,570	6%
Supplies and Contracts	\$3,215,885	\$3,713,455	\$3,673,079	\$3,025,955	-19%
Internal Premiums	\$134,358	\$178,348	\$178,348	\$223,499	25%
Internal Service Charges	\$24,441	\$30,130	\$30,130	\$41,407	37%
Operating Capital	\$12,643	\$72,000	\$72,000	\$35,000	-51%
Wages/Salaries/Benefits	(\$815,909)	(\$1,242,853)	(\$1,242,853)	(\$1,566,362)	26%
Supplies and Contracts	\$25,295	\$35,200	\$35,200	\$35,700	1%
Total - Engineering	\$4,869,935	\$6,228,822	\$6,188,446	\$5,445,769	-13%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-13720) Engineering Administration	6	7	7	7	0%
(1000-13730) CIP Administration	3	9	9	9	0%
(1000-13780) Land Development Division	1	1	1	1	0%
(1000-13790) Construction Inspection	8	8	8	9	13%
(1340-16920) Street Light Management	1	1	1	1	0%
(1340-16925) Pavement Management	5	7	7	7	0%
Total -Engineering	24	33	33	34	3%

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.

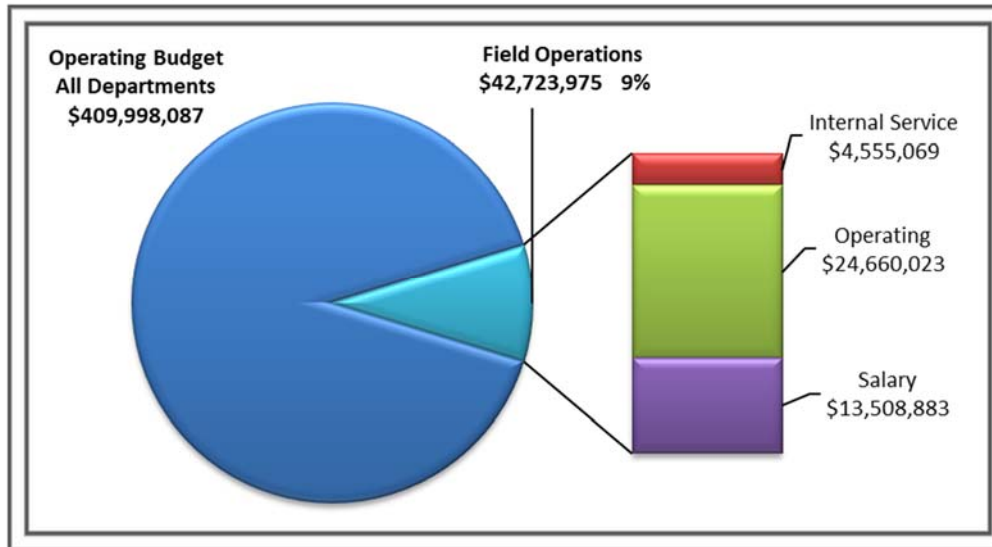
In addition, Field Operations Administrative Services provides for the development of agreements and council reports, budget coordination and monitoring, operational efficiency and innovative business solution programs, strategic and long range planning, accounts payable and personnel support services.

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

- Solid waste collection, including residential and commercial refuse, recycling, household hazardous waste, bulk trash, and street sweeping.
- Solid waste disposal, recycle material sorting and marketing, including the Glendale Municipal Landfill and Materials Recovery Facility (MRF) operations.
- Solid waste education, providing information on solid waste and recycling programs at community and group events, as well as through inspection services and public outreach.
- Customer service, assisting residential and commercial customers with their service needs, from new account set-up to container replacement and billing services.

- Fleet Management for the maintenance and repair of approximately 1,300 city vehicles and other associated equipment, fuel management and procurement, and the purchase of new vehicles per the vehicle replacement schedule, as funded.
- Facilities management for the oversight, planning, management, maintenance and cleaning of over 2.5 million square feet of facility space (150 city buildings and 80 city parks), as well as managing the city's facilities reserve fund that provides funding for facility upgrades, reconstruction and replacement.

Operating Budget



The total City Operating Budget is \$410 million. The departmental operating budget is comprised of three categories:

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

Accomplishments, Enhancements, and Efficiencies

- Solid Waste Collection serviced 54,153 residential and 1,030 commercial accounts. The division recently developed its efficiency and performance operating procedures to enhance service to residents.
- The City of Glendale Field Operations Department continues its partnership with Luke Air Force Base (LAFB) for solid waste services. Annually, approximately 2,200 tons of refuse and 500 tons of recycling are collected generating \$298,000. New services this year include Luke Days.

- The Glendale Municipal Landfill and Materials Recycling Facility (MRF) serve approximately 55,000 Glendale households and many surrounding communities. The landfill receives 351,000 tons of refuse and the MRF processes approximately 15,500 tons of recyclables annually. The landfill has Intergovernmental Agreements (IGA's) in place with multiple cities, which include Avondale, Phoenix, and Peoria.
- Facilities Management completed over 1,000 preventive and 2,500 corrective maintenance work orders, and managed \$1.6 million dollars in capital repairs to city buildings and facilities to extend the useful life of city's assets. Some examples of CIP projects completed include: Main Library roof coating, Fire Station 152 renewal, and Foothills Regional Activity Center cooling tower renewal.
- Fleet Management maintains and services the current city fleet of 1,274 vehicles and equipment. This fiscal year-to-date, staff have prepared 122 new vehicles for service, processed 112 vehicles for auction, performed 18,237 repairs, and completed 3,410 preventative maintenance services. In total, Vehicle Technicians clocked 21,263 labor hours as the city fleet drove 4,619,740 miles during the course of providing service to the community.
- The fire pumper fleet has been upgraded to enhance reliability with the average age of our frontline pumpers reduced from 8.5 years to 1.3 years by replacing 6 of the 7 frontline pumpers between the last year and the upcoming year. This allows the overall fleet to be reduced from 17 to 14 and allows the Fire Department a reduction in their fleet maintenance costs. The 3 pumpers last year were part of the overall 92 new vehicles acquired last fiscal year.

Goals, Objectives, and Performance Measures

Department Goal	Collect and dispose of all Solid Waste as scheduled			
Council Priority	Fiscal Sustainability; Innovative, Efficient Systems			
Performance Objective	Provide excellent service to all customers by effectively and efficiently managing solid waste collected; reduce missed collections; and increase efficient disposal and processing services.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Target
Residential containers missed pickup – reduce by 5%	not measured	725	903	725
Increase compaction of garbage at Landfill by 1% - Measured in pounds per cubic yard compaction	1,650	1,825	1,860	1,878
Decrease residuals at Material Recovery Facility by 1%	34%	33%	31%	30%

Department Goal	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.			
Council Priority	Fiscal Sustainability; Transparency; Public Safety; Creative, Innovative, Efficient Systems.			
Performance Objective	Maintain a consistent level of achieving/surpassing key performance indicator targets to reach a maximum efficiency with available resources.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Fleet Vehicle and Equipment Preventative Maintenance (PM) Compliance	74%	76%	77%	Changing Reporting Parameters
Fleet Direct Labor Rate	63%	71.3%	80%	82%
Fleet Downtime Rate	4.61%	4.2%	<5%	<5%

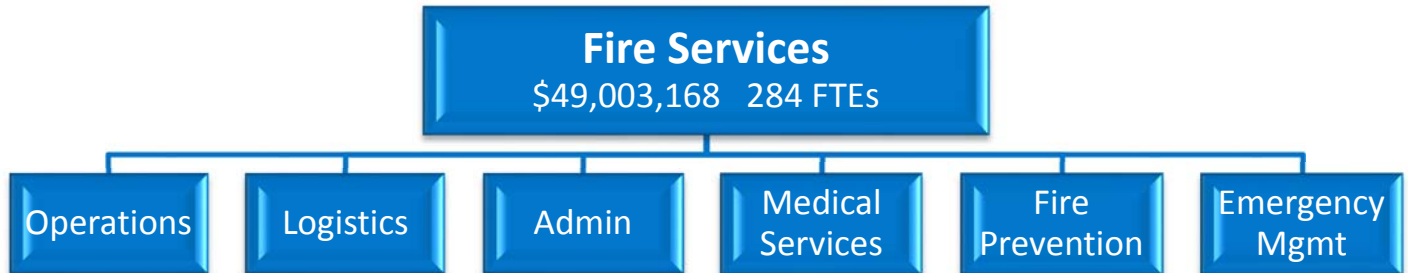
FIELD OPERATIONS
FIELD OPERATIONS ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-13410) Field Operations Admin.	\$179,750	\$188,978	\$188,978	\$92,335	-51%
(1000-13450) Facilities Management	\$4,328,786	\$3,941,855	\$4,607,142	\$3,933,193	0%
(1000-13460) Custodial Services	\$847,989	\$929,433	\$1,093,335	\$1,181,176	27%
(1120-13610) Equipment Replacement	\$4,641,002	\$3,608,735	\$3,608,735	\$2,292,190	-36%
(2440-17710) Landfill	\$5,710,869	\$4,738,929	\$4,689,706	\$4,422,694	-7%
(2440-17720) Gas Management System	\$96,026	\$166,945	\$163,545	\$167,392	0%
(2440-17730) Solid Waste Admin	\$1,637,634	\$1,495,544	\$1,513,281	\$1,407,661	-6%
(2440-17740) Recycling	\$1,179,021	\$1,148,473	\$1,251,363	\$1,595,417	39%
(2440-17750) MRF Operations	\$1,780,276	\$2,603,937	\$2,038,185	\$2,116,444	-19%
(2480-17810) Solid Waste Roll-off	\$750,932	\$756,273	\$771,076	\$745,245	-1%
(2480-17820) Sanitation Frontload	\$3,025,642	\$2,852,333	\$3,196,872	\$3,157,996	11%
(2480-17830) Curb Service	\$7,412,267	\$7,454,989	\$7,717,555	\$7,950,683	7%
(2480-17840) Residential-Loose Trash Collec	\$3,177,069	\$3,174,636	\$3,286,822	\$3,630,875	14%
(2530-13480) PS Training Ops - Fac. Mgmt.	\$524,519	\$521,638	\$894,209	\$630,064	21%
(2590-18300) Fleet Management	\$4,025,206	\$4,326,288	\$4,516,328	\$4,489,856	4%
(2590-18301) Fuel Services	\$2,396,255	\$2,826,149	\$2,601,833	\$2,822,218	0%
(2590-18302) Parts Store Operations	\$1,924,039	\$2,086,889	\$2,122,478	\$2,088,536	0%
Total - Field Operations	\$43,637,282	\$42,822,024	\$44,261,443	\$42,723,975	0%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Wages/Salaries/Benefits	\$12,299,610	\$12,728,751	\$12,728,751	\$13,508,883	6%
Supplies and Contracts	\$15,919,201	\$15,843,744	\$16,643,295	\$15,268,539	-4%
Internal Premiums	\$1,148,609	\$1,156,680	\$1,156,680	\$1,159,839	0%
Internal Service Charges	\$7,102,149	\$7,402,457	\$7,377,923	\$7,671,068	4%
Operating Capital	\$4,683,635	\$3,618,735	\$3,618,735	\$2,337,190	-35%
Supplies and Contracts	\$2,484,078	\$2,071,657	\$2,736,059	\$2,778,456	34%
Total - Field Operations	\$43,637,282	\$42,822,024	\$44,261,443	\$42,723,975	0%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-13410) Field Operations Admin.	1	1	1	1	0%
(1000-13450) Facilities Management	10	10	10	10	0%
(1000-13460) Custodial Services	6	6	6	6	0%
(2440-17710) Landfill	17	18	18	18	0%
(2440-17730) Solid Waste Admin	13	11	11	11	0%
(2440-17740) Recycling	6	6	6	7	17%
(2440-17750) MRF Operations	8	8	8	7	-13%
(2480-17810) Solid Waste Roll-off	1	1	1	1	0%
(2480-17820) Sanitation Frontload	12	11	11	11	0%
(2480-17830) Curb Service	37	38	38	37	-3%
(2480-17840) Residential-Loose Trash Collec	20	20	20	23	15%
(2530-13480) PS Training Ops - Fac. Mgmt.	2	2	2	2	0%
(2590-18300) Fleet Management	31	31	31	32	3%
(2590-18302) Parts Store Operations	1	1	1	1	0%
Total -Field Operations	165	164	164	167	2%

Performance Report



Mission Statement

Fast - Caring - Innovative - Professional

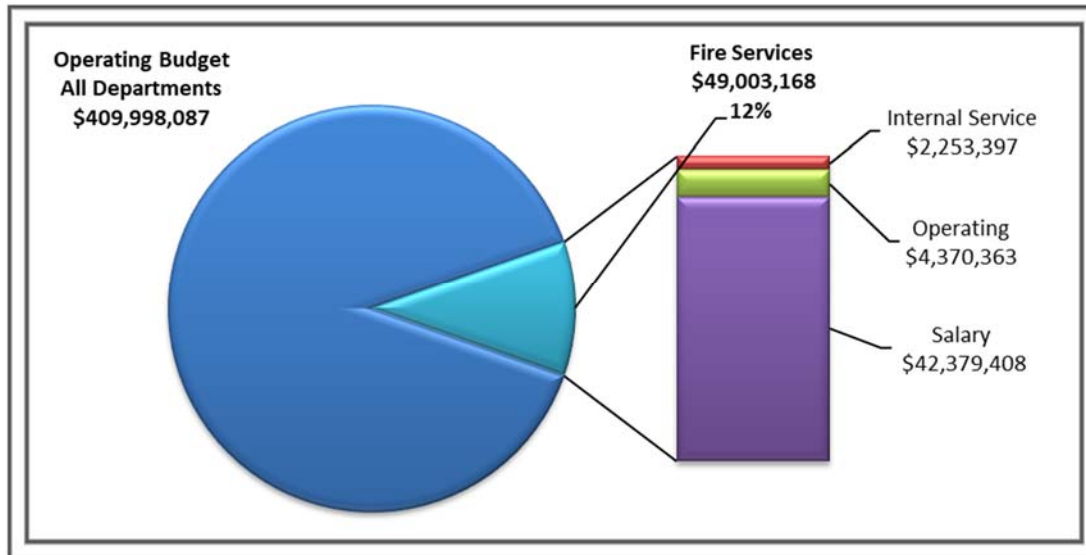
Department Description

The Glendale Fire Department provides Fire, Rescue, and Emergency Medical Services to the citizens of Glendale. Within the scope of our work are five core interactive services including:

- Fire Prevention & Education (Public Education, Inspections, Investigations, Code Adoption)
- Fire Suppression (Firefighting)
- Emergency Medical Services (Advanced Life Support and Basic Life Support)
- Special Operations (Hazardous Materials and Technical Rescue)
- Crisis Response (Social Services)

The Glendale Fire Department utilizes the Automatic Aid System, intergovernmental agreements with surrounding agencies, public/private partnerships, and our highly skilled and dedicated staff to guarantee high quality services to those in our community.

Operating Budget



The total City Operating Budget is \$410 million. The departmental operating budget is comprised of three categories:

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

Accomplishments, Enhancements, and Efficiencies

- Two, part-time Low Acuity (LA) units responded 2,541 times. Each LA unit was in service 40 hours per week responding to lower level of severity incidents during peak demand times. LA151 covered the downtown area, responding out of Fire Station 151 (located at 52nd Ave. and Glendale). LA157 covered mid-town, responding out of Fire Station 157 (located at 59th Ave. and Mountain View Rd.).
- A Crisis Intervention Specialist with a background in complex case management was hired, enhancing services to Crisis Response (CR) customers. The CR program supervised 16 college interns from ASU, NAU, USC, Boston University, and Our Lady of the Lake. Crisis volunteers contributed 11,675 hours of service at a value of \$281,846.
- Public Education was provided to a total of 22,846 participants at 687 classes and events, including 2,703 people trained to provide life-saving CCC-CPR.
- AZ Burn Foundation's newly released Milo and Moxie Smart Safety Rangers Storytime Curriculum was introduced at four Glendale elementary schools.
- Glendale's Emergency Services Coordinator became a Certified Emergency Manager[®] through the International Association of Emergency Managers, one of only 38 in Arizona.

- Emergency Management procured a new HAM Radio unit. The department’s Emergency Management Analyst completed required education to qualify as a General Class HAM Radio Operator.
- Three Support Services volunteers gave 1,550 hours of service to outfit six new fire department vehicles (3 fire engines, 1 CR van, 1 West Deputy truck, 1 Low Acuity truck), at zero cost to the city.
- The specification and purchase of 150 SCBA’s was completed 18% under budget.
- The purchase and implementation of 37 new heart monitor/defibrillators as recommended by the Citygate Report.
- The department was recognized as a Premier EMS Agency by Arizona Department of Health Services.
- GRPSTC generated \$49,311 in non-partner revenue from classroom and prop rentals. Nearly 69,000 student visited the facility for police officer and firefighter training, and chief officers from around the State of Arizona attended a two-day National Fire Academy class hosted at the training center.

Goals, Objectives, and Performance Measures

Department Goal	Provide fast, effective emergency response to our community through proper support and deployment of staffing, apparatus and equipment.			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	Provide citizens with effective and efficient all hazards response and ensure long-term sustainment of quality services.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Estimate
Response time at the 90 th percentile of emergency calls. (Turnout and Travel) Code 3.	6:28	6:27	6:25	6:25
Glendale fire suppression calls	1,174	1,159	1,200	1,200
Glendale ALS and BLS calls	27,867	27,849	29,000	29,000
Glendale other call types	2,745	2,249	2,300	2,300
Automatic Aid Received	4,386	4,056	4,100	4,100
Automatic Aid Given	6,630	7,059	7,100	7,100
Maintain quality Insurance Services Office (ISO) rating of 3 or better	2	2	2	2

Department Goal	Improve our internal and external customer service through continuous assessment, progressive management and quality personnel practices.			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	Ensure department personnel receive sufficient annual training to maintain compliance with State and National standards.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Average number of training hours per Firefighter	216	216	216	216
Firefighters certified at State Firefighter I and Firefighter II levels of proficiency	100%	100%	100%	100%
Training compliance; National Fire Protection Association standards	100%	100%	100%	100%

Department Goal	Prevent and reduce the loss of lives and property within our community through fair and consistent fire code management.			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	Prevent fires through comprehensive plans review and inspections; Investigate structure fire cause and origin to identify potential prevention measures			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Number of inspections completed	4,216	4,200	4,200	4,620
Number of new construction inspections	915	950	950	1,045
Number of plans reviewed	1,955	1,900	1,900	1,995
% of plans review turn-around compliance	96%	95%	95%	97%
Structure Fire Investigations	97	85	85	85
Cause Determination %	65%	70%	70%	70%

Department Goal	Reduce the loss of life and property within our community through pro-active public education programs.			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	Promote safety awareness in the community through proactive life safety and fire prevention education programs.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Number of life safety classes and events held annually	543	500	525	550
Customer contacts	17,963	16,000	16,500	16,750

**FIRE SERVICES
FIRE DEPARTMENT ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-12410) Fire Administration	\$1,973,913	\$2,480,609	\$2,480,609	\$2,647,657	7%
(1000-12421) Fire Special Operations	\$42,008	\$47,625	\$47,625	\$47,625	0%
(1000-12422) Fire Operations	\$31,353,920	\$33,837,753	\$33,837,753	\$34,855,306	3%
(1000-12433) Fire Resource Management	\$4,073,084	\$3,815,952	\$3,866,891	\$3,848,850	1%
(1000-12434) Fire Training	\$25,640	\$25,500	\$25,500	\$25,500	0%
(1000-12436) Fire Medical Services & Health	\$300,087	\$256,563	\$256,563	\$256,563	0%
(1000-12438) Fire-Emergency Mgmt	\$511,743	\$605,694	\$605,694	\$617,166	2%
(1000-12441) Fire Marshal's Office	\$919,272	\$1,042,189	\$1,042,189	\$1,083,807	4%
(1000-12444) Fire Community Services	\$19,001	\$22,250	\$22,250	\$22,250	0%
(1000-12491) LA Services	\$647,957	\$795,878	\$795,878	\$1,126,480	42%
(1000-12493) FD - NCAA Final 4	\$93,581	\$0	\$0	\$0	NA
(1000-12494) Fire - Fiesta Bowl Event	\$22,855	\$62,788	\$62,788	\$62,748	0%
(1000-12495) Stadium - Fire Event Staffing	\$424,282	\$0	\$0	\$0	NA
(1000-12496) Arena - Fire Event Staffing	\$221,021	\$149,874	\$149,874	\$149,799	0%
(1000-12497) CBRanch - Fire Event Staffing	\$89,164	\$60,030	\$60,030	\$59,999	0%
(1000-12499) Glendale Health Center	\$27,019	\$46,180	\$46,180	\$58,053	26%
(1840-34001) Grant Approp - Fire Dept	\$0	\$3,028,831	\$3,028,831	\$3,028,831	0%
(1840-34008) Crisis Response - Donations	\$4,282	\$0	\$0	\$0	NA
(1840-34033) Fire Dept Cadet Pgm-Donations	\$1,451	\$0	\$0	\$0	NA
(1840-34072) AHIMT-Wildland Special Ops	\$1,028,493	\$0	\$0	\$0	NA
(1840-34079) Fire Comm. Services Donations	\$76	\$0	\$0	\$0	NA
(1840-34088) 2013 Safer Grant	\$203,294	\$76,922	\$0	\$0	-100%
(1840-34096) 2015 UADSI GFD RRT	\$18,403	\$0	\$0	\$0	NA
(1840-34097) 2015 UADSI GFD EOC	\$43,566	\$0	\$0	\$0	NA
(1840-34100) 2016 UASI GFD RRT	\$83,458	\$0	\$0	\$0	NA
(2530-12590) PS Training Ops - Fire	\$725,251	\$946,672	\$946,672	\$958,535	1%
Total - Fire Department	\$42,852,821	\$47,301,310	\$47,275,327	\$48,849,169	3%

FIRE SERVICES
AIR MED & LOGISTICS OPS ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-12492) Air-Med & Logistics Ops (HALO)	\$889,359	\$164,138	\$164,138	\$153,999	-6%
Total - Air Med & Logistics Ops	\$889,359	\$164,138	\$164,138	\$153,999	-6%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Wages/Salaries/Benefits	\$583,381	\$142,354	\$142,354	\$147,471	4%
Supplies and Contracts	\$282,369				
Internal Premiums	\$21,728	\$21,784	\$21,784	\$6,528	-70%
Internal Service Charges	\$282				
Supplies and Contracts	\$1,599				
Total - Air Med & Logistics Ops	\$889,359	\$164,138	\$164,138	\$153,999	-6%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-12492) Air-Med & Logistics Ops (HALO)	3	1	1	1	0%
Total -Air Med & Logistics Ops	3	1	1	1	0%

FIRE SERVICES
GRPS TRAINING CENTER - FIRE ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-12521) PS Training Ctr - Fire	\$578,744	\$0	\$0	\$0	NA
Total - GRPS Training Center - Fire	\$578,744	\$0		\$0	0%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Supplies and Contracts	\$578,744	\$0		\$0	NA
Total - GRPS Training Center - Fire	\$578,744	\$0		\$0	0%

Performance Report



Mission Statement

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

Department Description

The Glendale Human Resources and Risk Management Department provides proactive, innovative and quality customer service and consultation in the areas of total compensation, organizational development, employee relations, staffing, and risk management/safety.

Programs and Functions

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

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

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

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

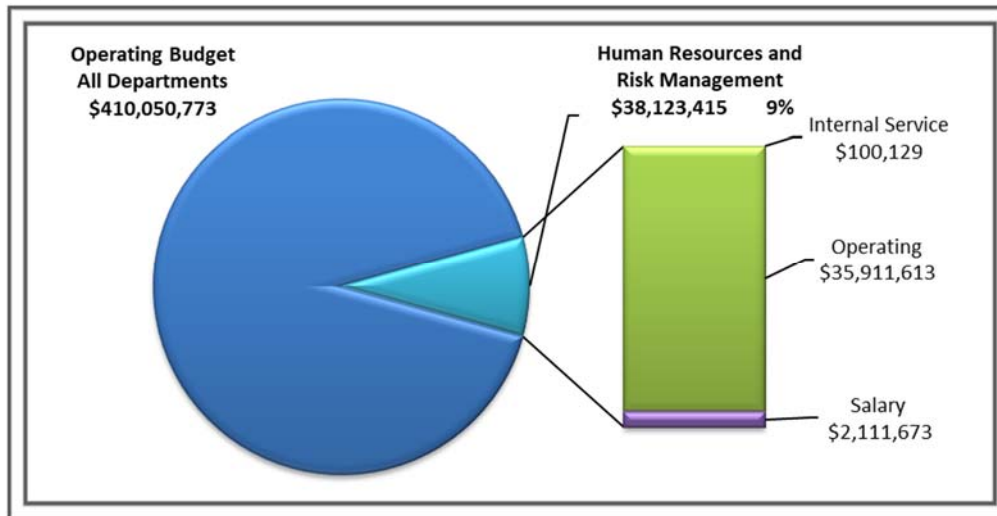
- Conducting job studies and reclassifications as necessary in order to ensure duties and responsibilities meet the service needs of the departments

- Conducting market studies to ensure pay structure is competitive with the City's benchmark cities
- Working with City management as a resource during the union negotiation processes
- Ensuring compliance with all applicable federal and state laws such as the Fair Labor Standards Act, the Equal Pay Act and Proposition 206

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

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

Operating Budget



The total City Operating Budget is \$410 million. The departmental operating budget is comprised of three categories:

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

Accomplishments, Enhancements, and Efficiencies

- Enhanced organizational culture and reinforced values through conducting Anti-Harassment Training for over 1,700 employees.
- Launched a city-wide wellness program called the "Good Life Wellness Program". As part of this program the City was awarded the Healthy Arizona Worksite Silver Award. Also, successfully organized the City's first annual Wellness Fair for employees which provided them with valuable resources for living and maintaining a healthy lifestyle.

- Our Employee Relations division operates to enhance employee and department productivity and to reduce liability to the City by ensuring fair and consistent application of Human Resources Policies and Procedures. In the past year, staff addressed more than 200 personnel issues, conducted investigations, made recommendations and offered resolutions to management and employees in order to create a positive work environment. Of the 200 personnel issues addressed, 8 were from employees filing claims with the Equal Employment Opportunity Commission against the organization. To date, 5 of those claims were returned with no findings against the City, the other 3 are still pending an investigation.
- A total of 509 classes were completed by City employee's through Risk Management's on-line training portal. The top 10 courses were driver safety training, lockout/tagout, pre & post trip inspections, hand & power tools safety, personal protective equipment, workplace violence prevention, forklift safety, GHS Compliance (Safety Data Sheets), Bloodborne Pathogens and Decision Driving

Goals, Objectives, and Performance Measures

Department Goal	Foster and influence a climate of mutual respect and inclusiveness that is open, creative and people centered.			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	<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. 			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Number of organizational diversity events held	3	7	7	8
Number of diversity training opportunities held	7	32	34	36
Number of employees attending diversity training/events	400	1152	1200	1250
Increase diversity ratio of new hires	*See below	*See below	Employee demographics reflect the Glendale Community	Employee demographics reflect the Glendale Community
Increase our diversity ratio to better reflect the Glendale community	*See below	*See below	Same as above	Same as above

***New Hires FY15/16 Actual** – White 60.4%, Black/AA 9.3%, Hispanic/Latino 25.8%, Asian 1.1%, American Indian 1.1%, Native Hawaiian and Other Pacific Islander .6%, Not Specified 1.7%

****New Hires FY16/17 Estimate** – White 56.8%, Black/AA 7.7%, Hispanic/Latino 29.7%, Asian 1.9%, American Indian 0%, Native Hawaiian and Other Pacific Islander 0%, 2 or More Races .6%, Not Specified 3.2%

***Community and Employee Ratios FY15/16 Actual** – White 51.7% Community (69.0%EE), Black/AA 5.0% Community (5.0%EE), Hispanic/Latino 34.9% Community (23.0%EE), Asian 5.1% Community (2.0%EE), American Indian 0.4% Community (1.0%EE), Native Hawaiian and Other Pacific Islander 0.1% Community (0%EE)

****Community and Employee Ratios FY16/17 Estimate** – White 51.7% Community (65.0%EE), Black/AA 5.0% Community (5.1%EE), Hispanic/Latino 34.9% Community (22.7%EE), Asian 5.1% Community (2.4%EE), American Indian 0.4% Community (0.9%EE), Native Hawaiian and Other Pacific Islander 0.1% Community (.05%EE), 2 or More Races (.05%EE), Not Specified (3.7%EE)

Department Goal	Maintain a fiscally sustainable employee benefits program that provides high quality healthcare which promotes and enhances the well-being of employees.			
Council Priority	Fiscal Sustainability			
Performance Objective	<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. 			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Cost increases remain at or below the medical trend	7-1-15 At medical trend	7-1-16 2% above medical trend	7-1-17 0.16% above medical trend	7-1-18 1% below medical trend
Increase enrollment in the wellness program	476 participants -4.1% decrease over prior year	565 participants 21% increase over prior year	744 participants 24% increase over prior year	818 10% increase in participation
Reduction of overall health insurance costs	n/a	n/a	n/a	1%

Department Goal	Provide and maintain a low risk, safe environment for City of Glendale employees and its citizens.			
Council Priority	Fiscal Sustainability			
Performance Objective	<ol style="list-style-type: none"> 1. 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. 2. Manage property and liability claims to minimize costs. 3. Promote employee safety awareness programs. 			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Reduce legal fees through utilization of in-house counsel and settling claims	Cost of legal fees \$522,159 10% reduction	Cost of legal fees \$217,205 6% reduction	Cost of legal fees \$445,097	Cost of legal fees \$350,000
*Experience Modification Rate for Worker's Compensation Claims at 1.0 or less	As of 12/31/15 .86	As of 12/31/16 .85	As of 12/31/17 .85	.85
Maintain total operating cost of risk at < 2%	1%	1%	1%	1%

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

Department Goal	Implement and maintain a competitive non-represented compensation structure, policy, practices and philosophy in order to attract, motivate and retain highly skilled employees.			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	<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. 			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Reduce turnover for non-represented employees	9.1%	5.7%	5.7%	5.0%
Salary ranges are within +/- 5% of the average midpoint for comparative organizations	n/a	At +/-5% 7/1/16	At +/-5% 7-1-18	Remain at +/-5%

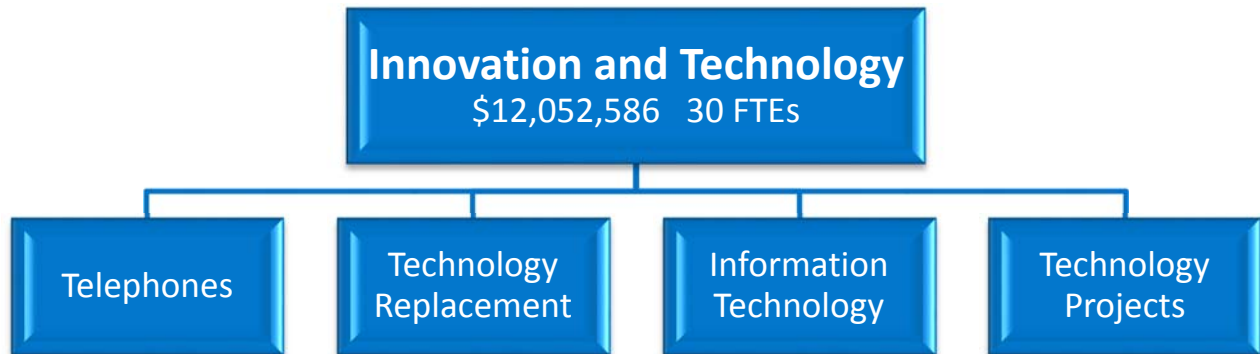
**HR & RISK MGT
HUMAN RESOURCES ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-11020) Benefits	\$418,168	\$434,792	\$434,792	\$424,946	-2%
(1000-11030) Human Resources Administration	\$411,856	\$416,095	\$416,095	\$450,813	8%
(1000-11040) Employment Services	\$356,165	\$360,122	\$360,122	\$365,484	1%
(1000-11050) Employee Relations	\$289,788	\$293,273	\$293,273	\$305,188	4%
(1000-11060) Compensation	\$177,747	\$183,279	\$183,279	\$187,191	2%
(1000-11070) Organizational Development	\$113,896	\$126,063	\$126,063	\$128,374	2%
(1000-11080) Employee Programs	\$52,266	\$60,000	\$60,000	\$60,000	0%
(2540-18010) Risk Mgmt Trust Fund	\$2,573,787	\$2,967,948	\$2,967,948	\$2,959,242	0%
(2560-18110) Worker's Compensation	\$1,884,792	\$2,279,542	\$2,279,542	\$2,290,825	0%
(2580-18210) Benefit Programs	\$27,379,959	\$28,963,184	\$28,784,962	\$30,955,871	7%
Total - Human Resources	\$33,658,424	\$36,084,298	\$35,906,076	\$38,127,934	6%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Wages/Salaries/Benefits	\$1,937,310	\$2,061,116	\$2,061,116	\$2,116,192	3%
Supplies and Contracts	\$31,633,372	\$33,917,326	\$33,739,104	\$35,911,513	6%
Internal Premiums	\$69,178	\$91,041	\$91,041	\$84,979	-7%
Internal Service Charges	\$18,513	\$14,715	\$14,715	\$15,150	3%
Supplies and Contracts	\$51	\$100	\$100	\$100	0%
Total - Human Resources	\$33,658,424	\$36,084,298	\$35,906,076	\$38,127,934	6%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-11020) Benefits	5	4	4	4	0%
(1000-11030) Human Resources Administration	3	3	3	3	0%
(1000-11040) Employment Services	3	3	3	3	0%
(1000-11050) Employee Relations	3	3	3	3	0%
(1000-11060) Compensation	2	2	2	2	0%
(1000-11070) Organizational Development	1	1	1	1	0%
(2540-18010) Risk Mgmt Trust Fund	2	2	2	2	0%
(2560-18110) Worker's Compensation	1	2	2	2	0%
Total -Human Resources	20	20	20	20	0%

Performance Report



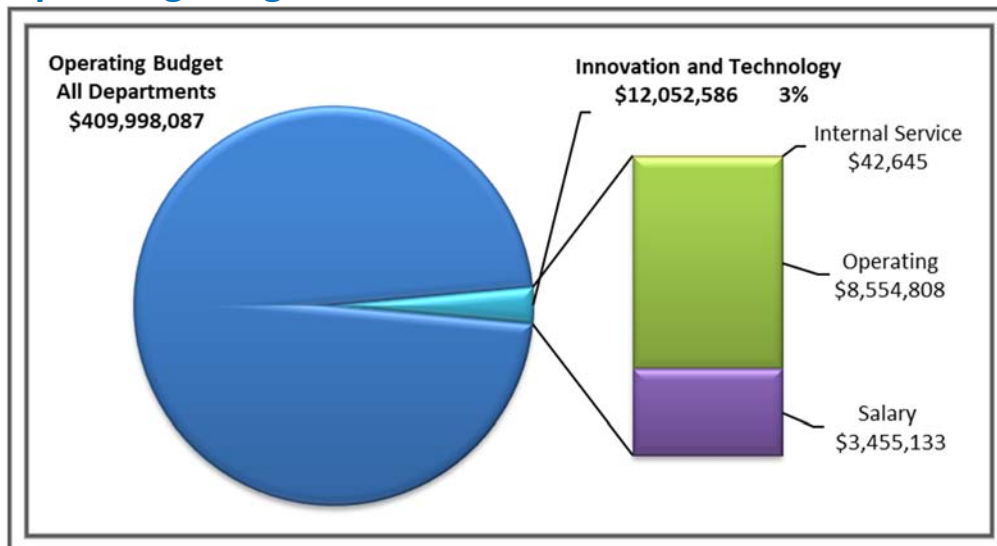
Mission Statement

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




Department Description

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

Operating Budget



The total City Operating Budget is \$410 million. The departmental operating budget is comprised of three categories:

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

Accomplishments, Enhancements, and Efficiencies

- Achieved PCI compliance to the SAQ D level.
- Implemented AgendaQuick, and Utility Billing system upgrades for process automation.
- Implemented Tableau business intelligence, established Tableau user training.

Goals, Objectives, and Performance Measures

Department Goal	Improve service levels			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	Provide effective and efficient information technology support by ensuring technologies are highly available, recoverable, and the integrity of data is maintained.			
Performance Measures	FY2017 Actual	FY2018 Estimate	FY2018 Actual	FY2019 Target
% City external website uptime	99.88%	99.99%	99.85%	99.9%
Service Level Agreement (SLA) Compliance (New Metric)	*	90%	91.94%	95%
First Call Resolution (FCR)	*	85%	99.21%	99.5%
Customer Satisfaction Rating	*	80%	92.03%	95%
Number of Computers Replaced per Year(New)	*	*	New	350

**INNOVATION & TECH
INNOVATION & TECHNOLOGY ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(2591-18400) Telephones	\$1,083,540	\$1,154,089	\$1,154,089	\$1,155,634	0%
(2591-18401) Technology Replacement	\$1,333,245	\$1,463,344	\$1,463,344	\$1,463,344	0%
(2591-18402) Information Technology	\$4,811,344	\$5,705,839	\$5,705,839	\$5,714,504	0%
(2592-18500) Technology Projects	\$917,177	\$2,528,317	\$2,528,317	\$3,719,104	47%
Total - Innovation & Technology	\$8,145,306	\$10,851,589	\$10,851,589	\$12,052,586	11%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Wages/Salaries/Benefits	\$2,861,210	\$3,440,433	\$3,440,433	\$3,455,133	0%
Supplies and Contracts	\$4,682,695	\$6,622,921	\$6,622,921	\$7,813,708	18%
Internal Premiums	\$16,970	\$28,459	\$28,459	\$23,166	-19%
Internal Service Charges	\$21,139	\$19,776	\$19,776	\$20,579	4%
Operating Capital	\$561,997	\$738,000	\$738,000	\$738,000	0%
Supplies and Contracts	\$1,295	\$2,000	\$2,000	\$2,000	0%
Total - Innovation & Technology	\$8,145,306	\$10,851,589	\$10,851,589	\$12,052,586	11%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(2591-18400) Telephones	1	1	1	1	0%
(2591-18402) Information Technology	29	29	29	29	0%
Total -Innovation & Technology	30	30	30	30	0%

**MISCELLANEOUS GRANTS
GRANTS ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1840-32105) Victim's Rights-Cty Atty	\$10,100	\$0	\$0	\$0	NA
(1840-32108) Prop. 302	\$190,610	\$0	\$0	\$0	NA
(1840-32109) Nina Mason Pulliam Grant	\$6,087	\$0	\$0	\$0	NA
(1840-32111) Donations - Glendale Univ.	\$718	\$0	\$0	\$0	NA
(1840-32115) MYAC Fundraising	\$1,489	\$0	\$0	\$0	NA
(1840-32118) Miscellaneous Grants	\$0	\$750,000	\$750,000	\$750,000	0%
(1840-32132) Historic Plaques	\$199	\$0	\$0	\$0	NA
(1840-32133) Community Connections Donation	\$1,400	\$0	\$0	\$0	NA
(1840-32149) Centennial HP Bus Tour Donat	\$1,223	\$0	\$0	\$0	NA
(1840-32156) STOP Violence Prosecutors Off	\$91,131	\$0	\$0	\$0	NA
(1840-32158) CAP Donations	\$466	\$0	\$0	\$0	NA
(1840-32159) MAG CMAQ Street Sweeper Grant	\$241,038	\$0	\$0	\$0	NA
(1840-32161) '17 MAG CMAQ St. Sweeper Grant	\$0	\$0	\$253,396	\$0	NA
Total - Grants	\$544,461	\$750,000	\$1,003,396	\$750,000	0%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Wages/Salaries/Benefits	\$88,595	\$750,000	\$750,000	\$750,000	0%
Supplies and Contracts	\$214,236				
Internal Premiums	\$592	\$0		\$0	NA
Operating Capital	\$241,038		\$253,396		
Total - Grants	\$544,461	\$750,000	\$1,003,396	\$750,000	0%

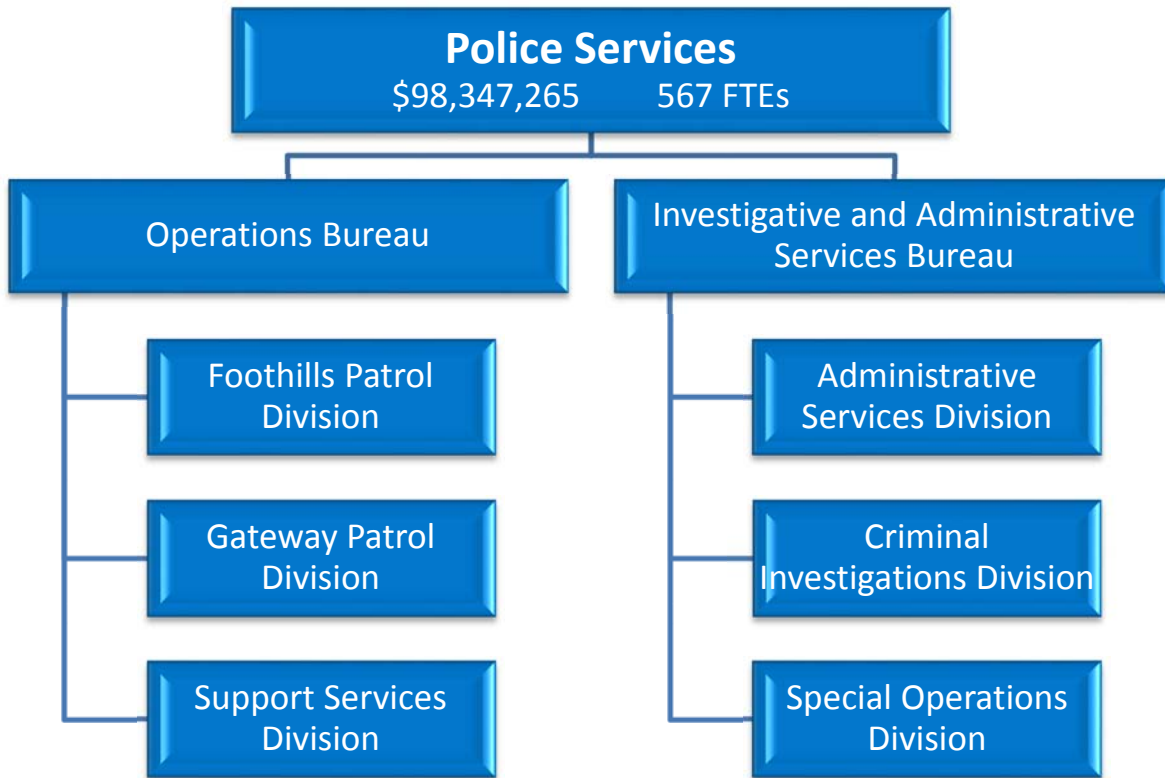
FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1840-36505) Glendale Habitat Garden Educ	\$5,021	\$0	\$0	\$0	NA
Total - Grants	\$5,021				

**NON-DEPARTMENTAL
NON-DEPARTMENTAL ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-11801) Fund 1000 Non-Dept	\$21,277,165	\$15,085,275	\$15,085,275	\$12,942,682	-14%
(1200-36502) From the Heart	\$132,700	\$200,000	\$200,000	\$200,000	0%
Total - Non-Departmental	\$21,409,865	\$15,285,275	\$15,285,275	\$13,142,682	-14%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Wages/Salaries/Benefits	\$192,349	\$215,000	\$215,000	\$215,000	0%
Supplies and Contracts	\$17,382,207	\$14,715,511	\$14,715,511	\$12,827,682	-13%
Internal Premiums	\$1,427,225	\$354,764	\$354,764	\$100,000	-72%
Operating Capital	\$2,408,084	\$0			NA
Total - Non-Departmental	\$21,409,865	\$15,285,275	\$15,285,275	\$13,142,682	-14%

Performance Report



Mission Statement

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

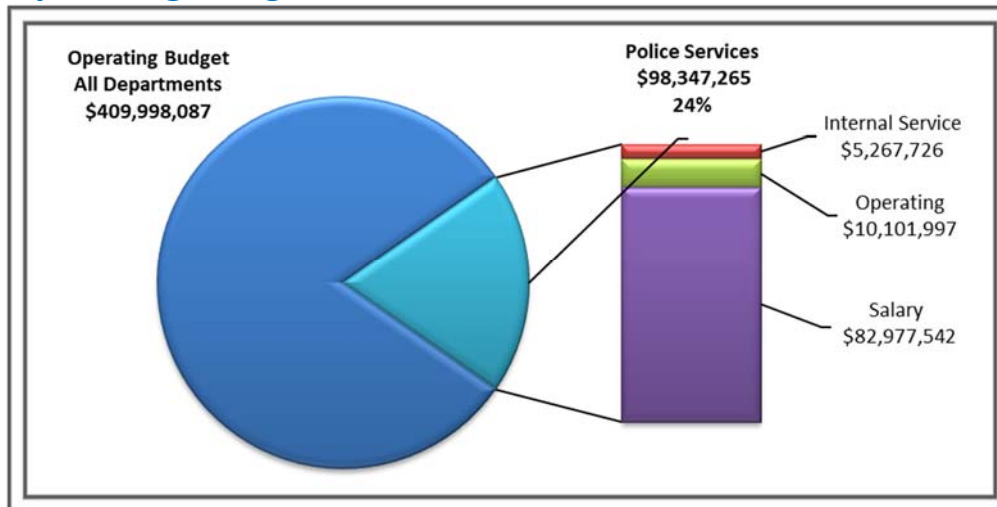
Department Description

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 \$410 million. The departmental operating budget is comprised of three categories:

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

Accomplishments, Enhancements, and Efficiencies

- Implementing/Developing new technologies – Completing the Records management implementation, full deployment of body worn cameras to officers in enforcement roles, replacement of in car cameras and implementation of intelligence lead policing.
- Implemented a Community Services Officer squad that takes non-emergency calls for service such as accidents and crime scene processing to free patrol officers to handle in progress calls.
- Following 21st Century Policing directives to include initiating open data such as response to resistance within our Public Safety Crime Viewer.
- Intelligence Led Policing Center functional and active
- New contractual relationships with All Animal Rescue and Transport, and AZ Humane Society to handle stray and neglected/abuse related calls for service.

Goals, Objectives, and Performance Measures

Department Goal	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			
Council Priority	Public Safety; Fiscal Sustainability			
Performance Objective	Timely response to calls for service, increased proactive patrol, and judicious enforcement to promote traffic safety			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Calls for Service	184,690	187,063	197,914	207,559
% responses meet desired standard time:				
Priority 1 Calls	77%	76.3%	75.6%	80%
Priority 2 Calls	55.1%	55.2%	55.3%	80%
Traffic collisions with Injuries*	1,527	1,376	1,395	1,376
DUI Arrests	685	750	825	866
Officer initiated call volume (25% not coded)	69,270	82,327	95,384	100,153
Traffic Stops	30,197	35,821	41,445	43,157
Communications				
% calls answered in 10 secs. (est.)	83.42%	84%	86%	88%
% calls dispatched in 60 secs.	Prt. 1: 77.2% Prt 2.: 72.8%	Prt. 1: 77.5% Prt 2.: 73%	Prt. 1: 77.7% Prt 2.: 73.2%	Prt. 1: 79% Prt. 2: 74%

*Data based on CY data from ADOT

Department Goal	Reduce Violent and Property Crime			
Council Priority	Public Safety; Fiscal Sustainability			
Performance Objective	Decrease the level of crime, while increasing satisfaction of police services			
Performance Measures*	CY2016 Actual	CY2017 Actual	CY2018 Estimate	CY2019 Target
UCR Part I - % change:				
Violent Crimes % change		+1.3%	+13.9%	+10.6%
Property Crimes % change		-11.7%	-5.8%	-7.3%
UCR Part 1 Crimes	14,009	12,522	12,040	11,415
Violent Crime	1,204	1,220	1,390	1,538
Property Crime	12,805	11,302	10,650	9,877
% of UCR Part I Crimes Cleared	18%	19%	19%	21%
Violent Crimes	30%	30%	31%	33%
Property Crimes	18%	16%	16%	17%
Cleared by Arrest or Submitted to Prosecutor	20.0%	21%	21%	22%
Violent Crimes [# /total]	[390/1,204]	[466/1,220]	[528/1,390]	[584/1,538]
Property Crimes [# /total]	[2464/12,805]	[2228/11,302]	[2024/10650]	[1975/9,877]
	19%	19%	19%	20%

*based on CY data from Records

Department Goal	Enhance safety and security in the City by providing preparing and maintaining high quality services to the community			
Council Priority	Public Safety; Fiscal Sustainability			
Performance Objective	Maintain a high quality work force through application and maintenance of professional standards for service			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Revised policies	33	25	25	25
Training:				
E-Learning sessions	35	20	20	20
AOT Session conducted	21	21	21	21
Professional Development Expenditure	\$100,000	\$100,000	\$100,000	\$100,000
Total Investigations Completed	108	100	100	N/A
Internal Complaints Sustained	54 of 108	43 of 85	40 of 82	
Accidents Sustained	24 of 46	24 of 39	24 of 39	
Response to Resistance	1 of 20	1 of 32	1 of 27	
Investigations Sustained	5 of 10	24 of 32	24 of 32	
External Complaints Sustained				

POLICE SERVICES
POLICE DEPARTMENT ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-12120) Police Administration	\$3,299,233	\$3,759,106	\$3,759,106	\$4,015,177	7%
(1000-12121) PD - Stadium Event Staffing	\$1,630,051	\$784,140	\$784,140	\$784,065	0%
(1000-12122) PD - Fiesta Bowl Event	\$162,939	\$70,868	\$70,868	\$70,274	-1%
(1000-12123) PD - Arena Event Staffing	\$491,164	\$577,417	\$577,417	\$579,113	0%
(1000-12125) PD - CBRanch Event Staffing	\$9,098	\$32,549	\$32,549	\$32,535	0%
(1000-12126) PD - NCAA Final 4	\$254,017	\$0	\$0	\$0	NA
(1000-12130) Gateway Patrol	\$19,843,448	\$20,541,540	\$20,541,540	\$21,186,544	3%
(1000-12135) Training	\$2,326,444	\$2,300,567	\$2,300,567	\$3,837,676	67%
(1000-12150) Crime Investigations	\$13,928,236	\$14,895,269	\$14,895,269	\$14,943,037	0%
(1000-12160) Police Personnel Management	\$947,586	\$802,347	\$802,347	\$927,102	16%
(1000-12170) Foothills Patrol Bureau	\$19,306,360	\$21,189,825	\$21,189,825	\$22,341,917	5%
(1000-12180) Police Support Services	\$3,364,283	\$3,573,115	\$3,573,115	\$3,381,415	-5%
(1000-12210) PD - Fiscal Management	\$2,679,497	\$3,524,573	\$3,524,573	\$4,615,392	31%
(1000-12215) PD - Tow Administration	\$70,232	\$74,140	\$74,140	\$77,496	5%
(1000-12220) PD - Detention	\$3,282,450	\$3,343,278	\$3,343,278	\$3,029,042	-9%
(1000-12230) PD - Communications	\$3,809,571	\$3,698,359	\$3,698,359	\$3,704,879	0%
(1000-12233) PD - Special Operations	\$8,539,990	\$8,947,669	\$8,947,669	\$9,001,302	1%
(1840-33002) Victim Rights - PD	\$79,972	\$76,086	\$76,086	\$76,879	1%
(1840-33006) Police K-9 Donation	\$3,012	\$0	\$0	\$0	NA
(1840-33010) PD DEA Grant - Overtime	\$34,481	\$0	\$0	\$0	NA
(1840-33014) CAT Donations	\$6,773	\$0	\$0	\$0	NA
(1840-33018) VOCA	\$164,745	\$110,048	\$110,048	\$111,638	1%
(1840-33021) Grant Approp - Police Dept	\$0	\$2,000,000	\$2,000,000	\$2,000,000	0%
(1840-33032) Joint Terrorism Task Force-OT	\$27,488	\$0	\$0	\$0	NA
(1840-33041) DPS VTTF	\$3,421	\$0	\$0	\$0	NA
(1840-33047) Advocacy Donations	\$1,205	\$0	\$0	\$0	NA
(1840-33105) DEA OCDETF Overtime	\$39,876	\$0	\$0	\$0	NA
(1840-33135) ICAC Task Force	\$4,995	\$0	\$0	\$0	NA
(1840-33166) ATF Task Force OT	\$1,374	\$0	\$0	\$0	NA
(1840-33167) USMS Violent Offend Task Force	\$10,000	\$0	\$0	\$0	NA
(1840-33169) USS Electronic Crime Task Forc	\$813	\$0	\$0	\$0	NA
(1840-33181) HIDTA	\$5,373	\$0	\$0	\$0	NA
(1840-33211) Police Awards Ceremony Donate	\$16,066	\$0	\$0	\$0	NA
(1840-33213) 2013 COPS Hiring Program	\$343,460	\$407,041	\$407,041	\$269,739	-34%
(1840-33228) School Resource Officer IGAs	\$607,469	\$779,609	\$779,609	\$93,014	-88%
(1840-33229) Police Teen Academy Donations	\$563	\$0	\$0	\$0	NA
(1840-33231) W. Valley Drug Enforcement TF	\$64,316	\$0	\$0	\$0	NA
(1840-33233) FY2015 JAG	\$1,507	\$0	\$0	\$0	NA
(1840-33234) 2015 SHSGP Tact Neg Vehicle	\$184,959	\$0	\$0	\$0	NA
(1840-33235) 2015 UASI GPD RRT	\$19,216	\$0	\$0	\$0	NA
(1840-33236) 2015 UASI GPD TLO Sustainment	\$1,268	\$0	\$0	\$0	NA
(1840-33237) 2016 GOHS DUL/OT	\$13,630	\$0	\$0	\$0	NA
(1840-33238) 2016 GOHS STEP OT	\$4,589	\$0	\$0	\$0	NA
(1840-33239) 2016 GOHS Occup. Protection OT	\$15,534	\$0	\$0	\$0	NA
(1840-33240) Body Worn Camera Project	\$430,409	\$0	\$0	\$0	NA
(1840-33241) Voca Victims Assist Crisis Int	\$75,271	\$0	\$0	\$0	NA
(1840-33242) State Farm It Can Wait	\$12,538	\$0	\$0	\$0	NA

POLICE SERVICES
POLICE DEPARTMENT ROLLUP

(1840-33243) 2016 DUIAC Know Your Limit	\$32,934	\$0	\$0	\$0	NA
(1840-33244) 2014 UASI Realloc GPD Grant	\$486	\$0	\$0	\$0	NA
(1840-33246) 100 Club Safety Enhancement	\$7,970	\$0	\$0	\$0	NA
(1840-33247) 2017 GOHS DUI/Impaired Driving	\$11,944	\$0	\$0	\$0	NA
(1840-33248) 2017 GOHS STEP OT & Equipment	\$10,770	\$0	\$0	\$0	NA
(1840-33249) 2017 GOHS Occupant Protection	\$14,006	\$0	\$0	\$0	NA
(1840-33250) 2017 GOHS Accident Inv. Trng.	\$7,702	\$0	\$0	\$0	NA
(1840-33251) 2017 GOHS Accident Inv. Equipt	\$27,176	\$0	\$0	\$0	NA
(1840-33253) 2017 GOHS DUI Enf Mat & Eqt	\$2,092	\$0	\$0	\$0	NA
(1840-33254) 2016 UASI Glendale PD RRT	\$38,852	\$0	\$0	\$0	NA
(1840-33255) 2016 UASI PD TLO	\$3,220	\$0	\$0	\$0	NA
(1840-33256) 2015 UASI Reall. Prot X-Ray	\$18,937	\$0	\$0	\$0	NA
(1840-33257) 2017 DUIAC	\$30,029	\$0	\$0	\$0	NA
(1840-33258) PetSmart Charities Field Grant	\$395	\$0	\$0	\$0	NA
(1840-33259) Police Misc Grants	\$550	\$0	\$0	\$0	NA
(1840-33260) Hickey Family Foundation Grant	\$0	\$0	\$10,000	\$0	NA
(1860-32020) Federal RICO	\$9,692	\$225,000	\$225,000	\$225,000	0%
(1860-32030) State RICO	\$551,285	\$2,033,922	\$2,033,922	\$2,655,975	31%
(2530-12390) PS Training Ops - Police	\$319,913	\$381,352	\$381,352	\$388,054	2%
Total - Police Department	\$87,206,875	\$94,127,820	\$94,137,820	\$98,347,265	4%

POLICE SERVICES
POLICE DEPARTMENT ROLLUP

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Wages/Salaries/Benefits	\$76,507,828	\$81,293,071	\$81,293,071	\$84,177,088	4%
Supplies and Contracts	\$5,135,540	\$7,561,772	\$7,571,772	\$8,210,462	9%
Internal Premiums	\$3,672,414	\$4,253,090	\$4,253,090	\$4,990,151	17%
Internal Service Charges	\$1,059,176	\$904,339	\$904,339	\$907,428	0%
Operating Capital	\$982,391	\$427,712	\$427,712	\$427,712	0%
Wages/Salaries/Benefits	(\$1,190,362)	(\$1,146,134)	(\$1,146,134)	(\$1,199,546)	5%
Supplies and Contracts	\$1,039,888	\$833,970	\$833,970	\$833,970	0%
Total - Police Department	\$87,206,875	\$94,127,820	\$94,137,820	\$98,347,265	4%

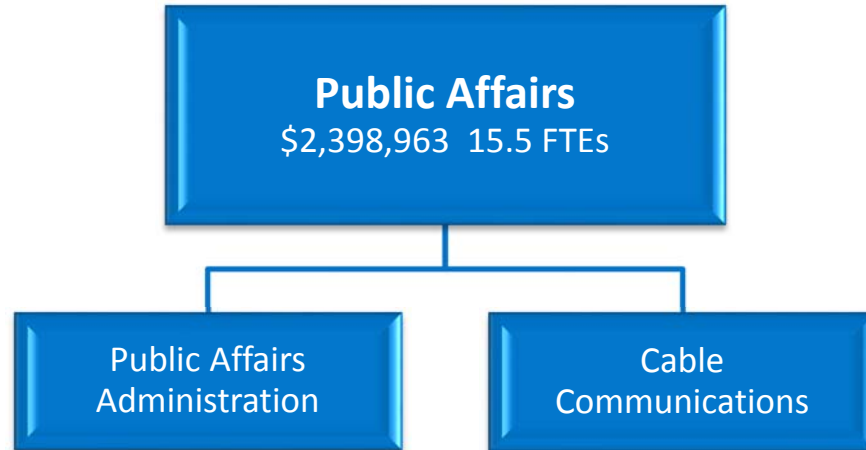
FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-12120) Police Administration	19	23	23	23	0%
(1000-12121) PD - Stadium Event Staffing	2	2	2	2	0%
(1000-12123) PD - Arena Event Staffing	1	1	1	1	0%
(1000-12130) Gateway Patrol	129	135	135	139	3%
(1000-12135) Training	17	9	9	12	33%
(1000-12150) Crime Investigations	96	89	89	86	-3%
(1000-12160) Police Personnel Management	5	5	5	5	0%
(1000-12170) Foothills Patrol Bureau	131	137	137	143	4%
(1000-12180) Police Support Services	34.5	33.5	33.5	29.5	-12%
(1000-12215) PD - Tow Administration	1	1	1	1	0%
(1000-12220) PD - Detention	19	19	19	19	0%
(1000-12230) PD - Communications	36.5	36.5	36.5	36.5	0%
(1000-12233) PD - Special Operations	51	51	51	51	0%
(1840-33002) Victim Rights - PD	1	1	1	1	0%
(1840-33018) VOCA	1	1	1	1	0%
(1840-33213) 2013 COPS Hiring Program	10	10	10	10	0%
(1840-33228) School Resource Officer IGAs	7	7	7	4	-43%
(1860-32030) State RICO	1	1	1	1	0%
(2530-12390) PS Training Ops - Police	2	2	2	2	0%
Total -Police Department	564	564	564	567	1%

POLICE SERVICES
GRPS TRAINING CENTER - POLICE ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-12232) PS Training Ctr - Police	\$578,744	\$0	\$0	\$0	NA
Total - GRPS Training Center - Police	\$578,744	\$0		\$0	0%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Supplies and Contracts	\$578,744	\$0		\$0	NA
Total - GRPS Training Center - Police	\$578,744	\$0		\$0	#Div/0!

Performance Report



Mission Statement

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

Department Description

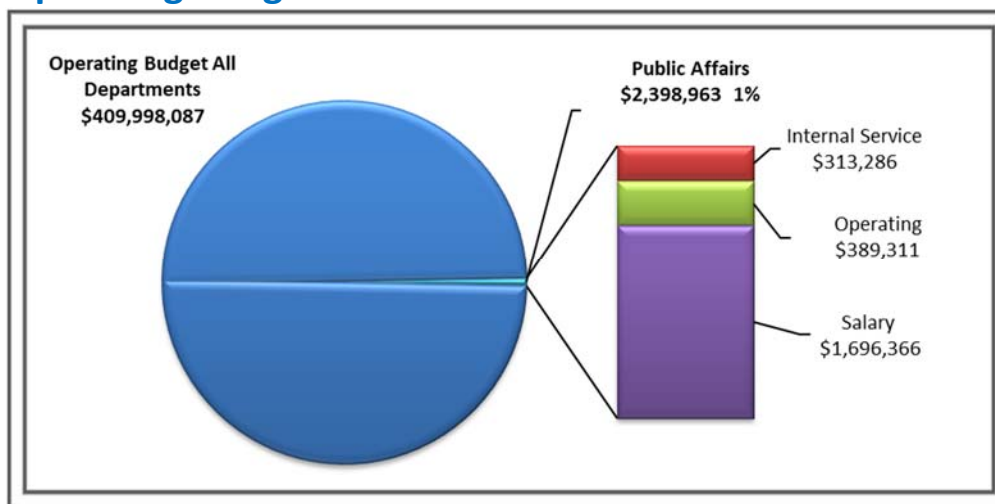
The Public Affairs Administration Division coordinates the legislative and external activities and programs of the city of Glendale. We carry out the state and federal legislative agenda adopted by the City Council. We research and review state and federal legislation impacting the city. We protect the city's interests in various stakeholder processes and work to resolve City issues with external partners. We develop reports and policy recommendations to City Management and City Council. We staff the Mayor and Council on the various federal, state and regional policy committees they hold positions on including, the Maricopa Association of Governments (MAG), the Regional Public Transit Authority (RPTA), Metro Light Rail, the Arizona Municipal Water Users Association (AMWUA), the Arizona League of Cities and Towns, the National League of Cities (NLC), Westmarc and others. We also supervise the Council Office staff.

We develop and implement the comprehensive and strategically planned public information program for the city. We manage public information outreach and marketing programs for city departments. We originate, plan, and compose news items, newspaper articles placement, stories, bulletins, speeches, reports, letters, and radio and television scripts. We communicate with and responds to inquiries from city employees, media, business, stakeholders and the public regarding city activities. We coordinate the interaction of members of the news media, department, city staff, and public in presenting information. We coordinate with city




departments to plan and develop education programs and materials for use of employees, the public and a variety of audiences. Attend neighborhood meetings, community events and assists in communication of city and departmental information and programs. In addition, we maintain the city website and digital/social media accounts. As well as providing the creative design services for city departments.

The Cable Communications division includes Glendale 11 & the Media Center. This division serves as the city's government television channel and provider of all online video content for the city's web and social media sites, video content (YouTube, Facebook Live etc) and online views. The media center is also available for rent by outside agencies.

Operating Budget



The total City Operating Budget is \$410 million. The departmental operating budget is comprised of three categories:

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

Accomplishments, Enhancements, and Efficiencies

- The Department of Pubilc Affaris has been newly formed. The restructuring of the department provides for increased communications and coordination for all communications inside and outside the city.
- Increased customer service to all city departments.
- Strategic messaging centered on the vision and strategic goals of the City Council.
- Stakeholders from business, government and community partners will have a single point of contact for information from the City.

Goals, Objectives, and Performance Measures

Department Goal	Legislative awareness and impact			
Council Priority	Fiscal Sustainability; Economic Development			
Performance Objective	Successfully advocate the city's position on issues at the Arizona Legislature, United States Congress, and other governmental bodies.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Total number of bills posted	1361	1180	1283	1200
Number of bills tracked that have a direct impact to City and have received staff input	395	526	468	400
Number of new laws being enacted	374	342	350	300

Department Goal	Increase and improve communications and transparency with residents, stakeholders, community partners, businesses and visitors			
Council Priority	Transparency; Creative, Innovative, Efficient Systems			
Performance Objective	Increase outreach and provide city news and information about the city's programs, services, and amenities. Implement new web content management system to better serve our digital audience and increase visitors to city websites.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Social Media presence. (growth in page "likes," engagement and reach - the number of people who see our posts on all digital channels)	n/a	467,748	340,716	400,000
Number of Facebook Live or social media broadcasts of city events.	n/a	n/a	38	75
Number of website visits	n/a	5,702,768	4,400,000	5,000,000

Department Goal	Keep residents and the Council informed of legislative issues affecting the city or neighborhoods			
Council Priority	Transparency; Fiscal Sustainability			
Performance Objective	Keep the public and the Council informed of the city's legislative agenda and bills being considered by the Legislature that would have a direct impact on the city or neighborhoods.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Number of Legislative Link subscribers	87	85	90	100
Number of legislative reports posted to the website	6	17	15	15
Episodes of "Your Legislative Link" show produced and aired	N/A	N/A	10	10

Department Goal	Develop an enhanced presence on regional and national committees			
Council Priority	Fiscal Sustainability; Creative, Innovative, Efficient Systems			
Performance Objective	Work with local and regional partners and agencies to ensure that our projects are funded and completed in the appropriate times, successfully keep Glendale's projects funded and moving forward.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Total number of regional and national committees on which Glendale elected officials are serving	N/A	18	21	21

PUBLIC AFFAIRS
PUBLIC AFFAIRS ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-10890) Convention/Media/Parking	\$201	\$0	\$0	\$0	NA
(1000-10910) Public Affairs Admin	\$1,380,778	\$1,357,653	\$1,357,653	\$1,484,429	9%
(1000-10920) Cable Communications	\$838,691	\$892,795	\$892,795	\$914,534	2%
Total - Public Affairs	\$2,219,670	\$2,250,448	\$2,250,448	\$2,398,963	7%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Wages/Salaries/Benefits	\$1,602,592	\$1,598,595	\$1,598,595	\$1,696,366	6%
Supplies and Contracts	\$312,864	\$313,185	\$313,185	\$385,685	23%
Internal Premiums	\$263,997	\$310,140	\$310,140	\$291,643	-6%
Internal Service Charges	\$36,964	\$26,926	\$26,926	\$23,667	-12%
Supplies and Contracts	\$3,253	\$1,602	\$1,602	\$1,602	0%
Total - Public Affairs	\$2,219,670	\$2,250,448	\$2,250,448	\$2,398,963	7%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-10910) Public Affairs Admin	11	11	11	11	0%
(1000-10920) Cable Communications	4.5	4.5	4.5	4.5	0%
Total -Public Affairs	15.5	15.5	15.5	15.5	0%

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

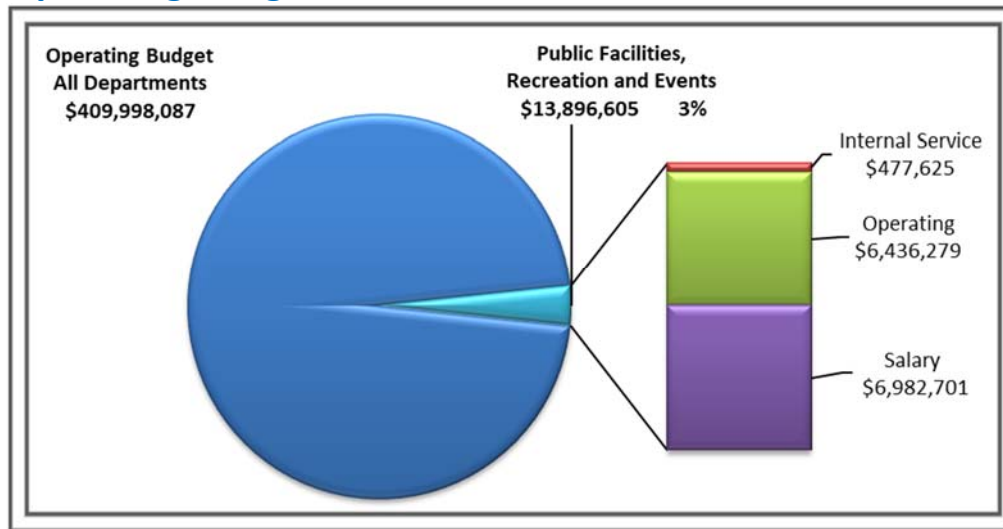
The Parks and Recreation Division offers opportunities to enhance the social, physical, mental and economic health of our community through a variety of diverse programs. The Division maintains, protects and manages all public parks, open spaces, trails, aquatic and recreational programs located throughout the community.

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

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

Public Facilities provides community venues for a variety of uses including rental, drop-in and regularly scheduled classes, events and activities for residents and visitors. Public facility venues are free or priced to maximize community benefit while providing residents a range of facility use options. Examples would include the downtown Glendale Civic Center, basketball, tennis, and skate courts; the Historic Sahuaro Ranch; the Foothills Recreation and Aquatics Center; the Glendale Adult Center; and five neighborhood community centers.

Operating Budget



The total City Operating Budget is \$410 million. The departmental operating budget is comprised of three categories:

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

Accomplishments, Enhancements, and Efficiencies

Parks and Recreation

- Staff engaged a contractor to refinish the gym floor at the Foothills Recreation and Aquatic Center. The refinishing project provided the opportunity to reconfigure the floor to accommodate more pickleball and volleyball courts. This strategy allowed staff to increase pickleball and volleyball use by seven (7) hours per week.
- Staff partnered with the Los Angeles Dodgers and staff from Camelback Ranch to participate in the "KIDS 4 DODGERS BASEBALL PROGRAM". On Saturday, March 3, the Dodgers hosted youth from six Glendale community and recreation centers, including R.O.O.T.S., Wheels in Motion, Desert Mirage GRASP, Martin Art Center - STEAM Shop, Heart for the City and Partners in Action, for the spring training game against the Diamondbacks and a post-game baseball skills clinic led by Dodger prospects.
- Expanded youth and adult sports programming by adding youth basketball, adult volleyball and basketball leagues. The program was initiated due to citizen requests. The additional programs added nearly 100 participants in the youth activities and approximately 100 in the adult programs.
- Park Rangers implemented a new Park Ranger Community Outreach Dog Program. "Ranger", a chocolate lab, serves as a community outreach tool to enhance the Parks

and Recreation programs and is used to help calm citizens in distress. He visits schools, recreation centers and public facilities.

- Parks planted 38 new citrus trees at the Historic Sahuaro Ranch area in the fall.
- Renovated the landscaping at Community Center North to develop a sustainable rain garden feature.

Special Events

- Implemented six free, festival events that brought an estimated 350,000 visitors and residents to the Historic Downtown Centerline focused on a Glendale First initiative.
- Coordinated and implemented the Glendale Folk and Heritage Festival, the Antique Tractor Show, Touch-A-Truck at Westgate, the Glendale Summer Band Concert Series, and the Movies by Moonlight Series at various parks throughout Glendale.
- Won three different awards for “best” categories from the Arizona Talent in Event Concepts (AzTEC) organization.

Glendale Convention & Visitors Bureau

- Hotel occupancy decreased slightly by 0.8%. However, the “average daily rate” increased by 1.9% over the previous year. The demand for hotel rooms increased by 7.2% which generated gross hotel room sales of \$48,177,054. This is an increase of 9.2% over the year prior.
- The CVB implemented a new Facebook advertising campaign that targeted 86,000 travelers to Arizona per day. The Facebook page allows users to interact with staff by posting comments and questions. The travelers reached totaled 959,718.

Public Facilities

- The Civic Center placed first in “Ranking Arizona – Best of Arizona Businesses” for Meeting/Conventions Centers for the seventh consecutive year (beating out private-sector businesses such as the Four Seasons Resort Scottsdale, Omni Scottsdale Resort & Spa at Montelucia, Loews Ventana Canyon, Sanctuary Camelback Mountain and Royal Palms Resort).
- The Civic Center hosted Major League Baseball Spring Training Media Day (for the first time in the West Valley) in February 2018.

Goals, Objectives, and Performance Measures

Department Goal	Provide excellent customer service to all patrons of the Public Facilities, Recreation and Events Department.			
Council Priority	Create innovative, efficient systems			
Performance Objective	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.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Number of community programs/events/services funded through partnerships and/or outside revenue sources	8	8	10	10
Number of community volunteer hours leveraged by the department	34,659	13,820*	12,216	12,216
Cost per acre of park maintenance	\$2,316	\$2,516	\$2,646	\$2,642
Silver Sneaker Visits at Recreation Facilities	46,904	59,715	62,520	64,000
Number of Recreational Outreach Events	9	45	48	50

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

Department Goal	Streamline and create a customer friendly Special Event permit process and add community-based programming to existing festivals/events.			
Council Priority	Signature Event; Economic Development			
Performance Objective	Connect residents to their community; bring in more visitors from across the valley and state to enhance the overall economic impact and positive image of Glendale.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Increase in festival attendance annually by 5%	310,000	350,000	367,500	385,875
Increase social media responses/interactions annually by 10%	40,628	154,212	160,000	176,000
Increase sponsorship revenue for festivals annually by 10%	\$77,150	\$86,200	\$95,000	\$104,500
Estimated economic impact of special events	\$4.15 mil.	\$4.5 mil.	\$4.75 mil.	\$4.85 mil.

Department Goal	Enhance Glendale Marketing and Promotion. Increase visitation to the area; increase conference, travel and trade bookings; foster a positive image; and increase economic impact.			
Council Priority	Fiscal Sustainability; Economic Development; Continuous Business Policy Improvements			
Performance Objective	Enhance marketing strategies with increased advertising placements and enhancements to monthly shopping promotions.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Increase in Gross Hotel Room Sales (CY)	\$42,883,323	\$44,107,268	\$48,177,054	\$52,609,342
Increase in Hotel Occupancy (CY)	3.7%	2.3%	-0.8%	1.2%
Increase in digital advertising impressions*	121,022	8,336,000	14,536,000	17,069,625

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

Department Goal	Provide excellent customer service to all patrons of the Public Facilities and Events Department.			
Council Priority	Create innovative, efficient systems			
Performance Objective	Engage other departments and agencies to foster and develop relationships that promote safe, updated and inclusive facilities while providing highly diverse programs and events.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Number of ramada reservation hours made for public use	6,981	6,359	7,500	7,875
Number of ballfield reservation hours	22,068	27,828*	22,000**	23,000
Community Center program hours available to the community	7,722	7,722	11,674	11,674
Number of people who attended Glendale Adult Center events and programs	151,354	151,890	144,857	148,000
Number of people who attended Foothills Recreation and Aquatic Center events and programs	373,907	363,221	192,337	195,000
Number of people who attend Civic Center events and programs	50,292	51,525	56,700	58,400

*Includes all hours of use including those for maintenance.

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

PUB FAC, REC & EVT
PUBLIC FAC, REC & EVENTS ROLLUP

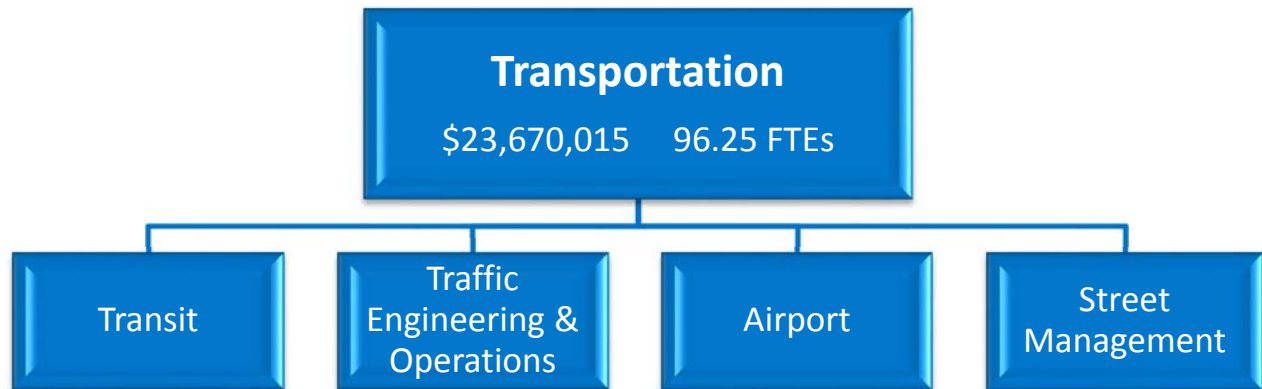
FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-13040) Parks Maintenance	\$5,198,626	\$5,476,379	\$5,652,679	\$6,166,606	13%
(1000-14100) City Sales Tax - Bed Tax	\$272,445	\$407,602	\$407,602	\$444,097	9%
(1000-14102) Glendale CVB - Memberships	\$4,400	\$30,000	\$30,000	\$30,000	0%
(1000-14103) Tourism - Souvenir Program	\$1,190	\$5,000	\$5,000	\$5,000	0%
(1000-14104) Glitter Spectacular	\$112,154	\$124,891	\$124,891	\$124,904	0%
(1000-14105) December Weekends	\$126,975	\$89,294	\$172,357	\$97,337	9%
(1000-14106) Glitter and Glow	\$94,854	\$95,772	\$95,772	\$95,783	0%
(1000-14107) Chocolate Affaire	\$102,811	\$102,688	\$102,688	\$102,695	0%
(1000-14108) Glitters Light	\$163,378	\$154,182	\$211,000	\$154,182	0%
(1000-14109) Other Special Events	\$97,906	\$92,415	\$92,415	\$109,835	19%
(1000-14110) City-Wide Special Events	\$315,831	\$514,784	\$514,784	\$397,219	-23%
(1000-14111) Summer Band	\$9,078	\$8,435	\$8,435	\$8,435	0%
(1000-14112) Special Events Permitting	\$30,760	\$71,402	\$71,402	\$71,518	0%
(1000-14130) Glendale CVB - Bed Tax	\$507,383	\$457,993	\$457,993	\$357,451	-22%
(1000-14610) Parks & Recreation Admin.	\$818,987	\$672,218	\$672,218	\$916,101	36%
(1000-14630) Recreation Admin & Events	\$683,848	\$707,432	\$707,432	\$730,059	3%
(1000-14640) Adult Center	\$310,493	\$306,032	\$306,032	\$412,708	35%
(1000-14650) Youth and Teen	\$214,644	\$191,472	\$191,472	\$199,602	4%
(1000-14670) Sports and Health	\$171,733	\$209,161	\$209,161	\$309,268	48%
(1000-14680) Aquatics Rose Lane & Splash Pa	\$412,818	\$425,147	\$425,147	\$419,818	-1%
(1000-14690) Audio/Visual/Support Services	\$295,996	\$312,981	\$312,981	\$182,674	-42%
(1000-14710) Park Rangers	\$207,403	\$287,514	\$287,514	\$295,484	3%
(1000-14720) Foothills Recreation Center	\$1,456,721	\$1,466,350	\$1,466,350	\$1,367,741	-7%
(1000-14725) Civic Center	\$613,287	\$629,015	\$629,015	\$730,016	16%
(1000-14760) Historic Sahuaro Ranch	\$81,757	\$80,075	\$80,075	\$80,182	0%
(1840-35004) Grant Approp - Parks & Rec	\$0	\$25,000	\$25,000	\$25,000	0%
(1840-35015) Parks & Rec Donations	\$5,642	\$0	\$0	\$0	NA
(1840-35021) P&R Youth Scholarship Donation	\$251	\$0	\$0	\$0	NA
(1840-35023) Glendale Adult Ctr Donation	\$4,984	\$0	\$0	\$0	NA
(1840-35027) Shooting Range Grant	\$6,258	\$0	\$0	\$0	NA
(1840-35028) Swim Scholarship Donations	\$1,586	\$0	\$0	\$0	NA
(1885-13170) Dedicate A Tree	\$103	\$2,000	\$2,000	\$2,000	0%
(1885-13180) Desert Valley Park	\$0	\$6,000	\$6,000	\$6,000	0%
(1885-13210) Desert Mirage Park	\$0	\$5,000	\$5,000	\$5,000	0%
(1885-13220) Desert Gardens Park	\$0	\$8,000	\$8,000	\$8,000	0%
(1885-13230) Discovery Park	\$0	\$4,000	\$4,000	\$4,000	0%
(1885-13235) Elsie McCarthy Pk. Maint	\$7,259	\$18,877	\$18,877	\$12,890	-32%
(1885-13237) Paseo Racquet Center	\$10,581	\$25,000	\$25,000	\$25,000	0%
Total - Public Fac, Rec & Events	\$12,342,142	\$13,012,111	\$13,328,292	\$13,896,605	7%

**PUB FAC, REC & EVT
PUBLIC FAC, REC & EVENTS ROLLUP**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Wages/Salaries/Benefits	\$6,449,646	\$6,606,843	\$6,606,843	\$6,982,701	6%
Supplies and Contracts	\$5,198,611	\$5,624,101	\$5,940,282	\$6,123,758	9%
Internal Premiums	\$342,635	\$410,148	\$410,148	\$410,531	0%
Internal Service Charges	\$113,900	\$167,519	\$167,519	\$172,915	3%
Operating Capital	\$12,262				
Supplies and Contracts	\$225,088	\$203,500	\$203,500	\$206,700	2%
Total - Public Fac, Rec & Events	\$12,342,142	\$13,012,111	\$13,328,292	\$13,896,605	7%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-13040) Parks Maintenance	21	21	21	22	5%
(1000-14100) City Sales Tax - Bed Tax	2.5	4	4	4	0%
(1000-14110) City-Wide Special Events	4	4	4	4	0%
(1000-14610) Parks & Recreation Admin.		6	6	7	17%
(1000-14630) Recreation Admin & Events	7	7	7	8	14%
(1000-14640) Adult Center	2	2	2	3	50%
(1000-14650) Youth and Teen	2	2	2	2	0%
(1000-14670) Sports and Health				1	
(1000-14680) Aquatics Rose Lane & Splash Pa	3	3	3	3	0%
(1000-14690) Audio/Visual/Support Services	4	4	4	2	-50%
(1000-14710) Park Rangers	2	2	2	2	0%
(1000-14720) Foothills Recreation Center	4	4	4	3	-25%
(1000-14725) Civic Center	3	3	3	3	0%
(1000-15015) Neighborhood Services	1				
Total -Public Fac, Rec & Events	55.5	62	62	64	3%

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

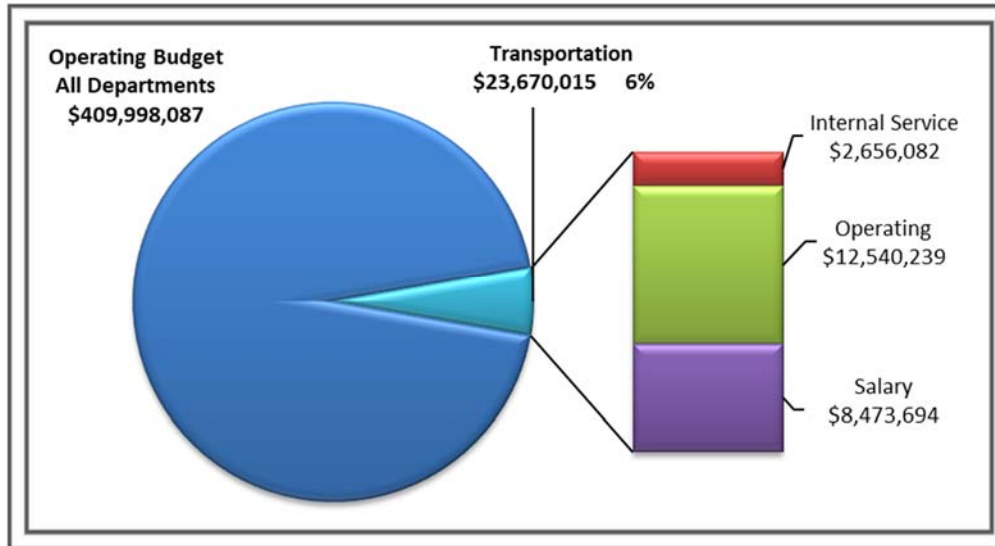
The Transportation Department plans, designs, constructs, manages and maintains programs and projects for all modes of travel including aviation, streets and highways, pedestrians, bicycles and transit services.

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 such projects as Northern Parkway and Loop 303.
- 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.
- Design and planning for city capital improvements to the transportation system for pedestrians, bicycles and vehicles.
- Operation and management of the Glendale Municipal Airport.
- Street management, including pothole patching, concrete repair, street striping, traffic sign maintenance, rights-of-way (ROW) landscaping (both developed and undeveloped),

graffiti removal, operation of the Glendale Memorial Park Cemetery, and oversight of the city's Pavement Management Program funded at \$77.5 million over the next five years.

Operating Budget



The total City Operating Budget is \$410 million. The departmental operating budget is comprised of three categories:

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- Salary = salary and related costs

Accomplishments, Enhancements, and Efficiencies

Transportation

- Effective October 2017, Bus Route 83 was extended through Glendale to connect 83rd Avenue from Camelback Road to Northern Avenue. City of Peoria is responsible for the Northern Avenue to Bell Road connection.
- Transportation Systems Management staff provided special event traffic control for 10 preseason and regular season AZ Cardinals games, the Fiesta Bowl, Arizona Coyotes games, Luke Days at Luke Air Force Base and other Mega Events. Staff also provided traffic control for the Downtown Special Events and the Christmas Parade.
- The City recently purchased 2 parcels totaling 99 acres in the vicinity of the Sports and Entertainment District. Black Lot (51 acres), located on the south side of Bethany Home Road between 91st and 95th Avenues, was developed as a surface parking lot containing 4,000 spaces. Construction will be complete in time for the 2018 football season. This

parking lot is intended to enable the City to meet the event parking requirements at the Sports and Entertainment District, as well as providing additional parking to the general public visiting the Westgate area.

- Improvements to the north/south downtown alley connecting Glendale Avenue and Glenn Drive, between 57th Avenue and 57th Drive, were completed in February 2018. The improvements made the alley more pedestrian friendly and provided storm water facilities.
- The 55th Avenue widening project between Cactus Road and Riviera Drive is scheduled to be completed in April 2018.
- Over 9,400 graffiti tags were removed throughout the city this year. Staff also repaired 6,205 potholes, 144,485 square feet of asphalt and 22,639 square feet of concrete repairs.
- Street Maintenance staff removed and repaved the Glendale Municipal Airport parking lot and re-graded the Camelback Ranch Ball Park parking lots including reapplication of the dust control cover.
- At the Glendale Municipal Airport, a total of 75,005 operations (landings and takeoffs) occurred, and 332 aircraft were based.
- Flashing yellow arrows were installed at three additional intersections in 2017, bringing the total to nine completed intersections.
- Safety improvements for the 59th Avenue and Olive Avenue intersection have been completed, capacity improvements are scheduled to be completed Fall 2018.
- Installation of the HAWK at 65th Avenue and Bethany Home Road was completed in December 2017.
- 151 lane miles of arterial and collector roadways were restriped and 1,112 total signs were serviced.
- Over 650 traffic signal issues were responded to.

Goals, Objectives, and Performance Measures

Department Goal	Implement the 5-yr Pavement Management Plan (\$45M) to address the complete street network through Mill & Overlay, Slurry Seal , and other surface applications			
Council Priority	Creative, Innovative, Efficient Systems; Public Safety			
Performance Objective	Manage the City’s Pavement Management Plan through in-house design, construction administration, and inspection services expending \$10.7M per year.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Reconstructions	n/a	n/a	n/a	\$4.0M
Rehabilitation (Mill & Overlay)	\$7.6M	\$7.5M	\$7.5M	\$4.5M
Preservation (Slurry Seal, Crack Seal, etc.)	\$1.4M	\$3.2M	\$3.2M	\$7.5M
Total	\$9.0M	\$10.7M	\$10.7M	\$16.0M

Department Goal	Plan for Glendale’s transportation future.			
Council Priority	Fiscal Sustainability; Transparency; Public Safety; Innovative, Efficient Systems; Economic Development			
Performance Objective	Develop a system-wide holistic transportation master plan and advance regional and local priorities identified, while encouraging economic development opportunities.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Development of Transportation Plan Update	n/a	50%	70%	100%
Finalize Airport Layout Plan Update	n/a	95%	100%	n/a

Department Goal	Ensure the safe, efficient transport of people and goods within and through the City of Glendale by providing effective systems to manage traffic.			
Council Priority	Public Safety; Fiscal Sustainability; Signature Events			
Performance Objective	Complete improvement projects on schedule and on budget by leveraging federal funding.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
% signalized intersections connected to the central signal system (204 total signalized intersections, including four HAWK pedestrian crosswalks)	81%	84%	86%	88%
% traffic signal cabinet PM program	45%	50%	60%	75%
Flashing Yellow Arrow Study – Number of intersections studied – 45 locations	5	45	n/a	n/a
Flashing Yellow Arrow Installation Program – Number of intersections updated – 45 locations	2	6	9	20

Department Goal	Provide quality alternative transportation options for Glendale citizens and visitors.			
Council Priority	Fiscal Sustainability; Innovative; Efficient Systems; Signature Events; Economic Development			
Performance Objective	Encourage more Glendale residents to take advantage of alternative modes of transportation.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Number of paratransit (Dial-a-Ride) passengers transported per hour of service	2.65	2.77	2.80	2.90
Number of passengers served on Glendale's transit system (Dial-a-Ride, GUS, Valley Metro)	2,618,584	2,486,883	2,450,000	2,500,000
Bus shelter refurbishment (150 total Shelters) benches and cans (52 locations)	14%	15%	2%	8%
Number of riders in Glendale Family Bike Ride	546	672	750	800

Department Goal	Provide street maintenance and maintain rights of way (ROW) landscaping in a manner that is aesthetically pleasing and safe for visitors, residents and businesses.			
Council Priority	Creative, Innovative, Efficient Systems; Public Safety			
Performance Objective	Manage the city's pavement infrastructure through ongoing maintenance, asphalt treatment and repair of paved streets, alleys, concrete sidewalks and walkways, and provide graffiti removal and weed abatement for developed and undeveloped ROW in the city.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
% Respond to Requests for Services (RFS), email, online hotline, and other call-ins within 24 hours	90%	95%	98%	100%
Oversight of Pavement Management Program	No data*	50 miles	53 miles	80 miles

**TRANSPORTATION
TRANSPORTATION ROLLUP**

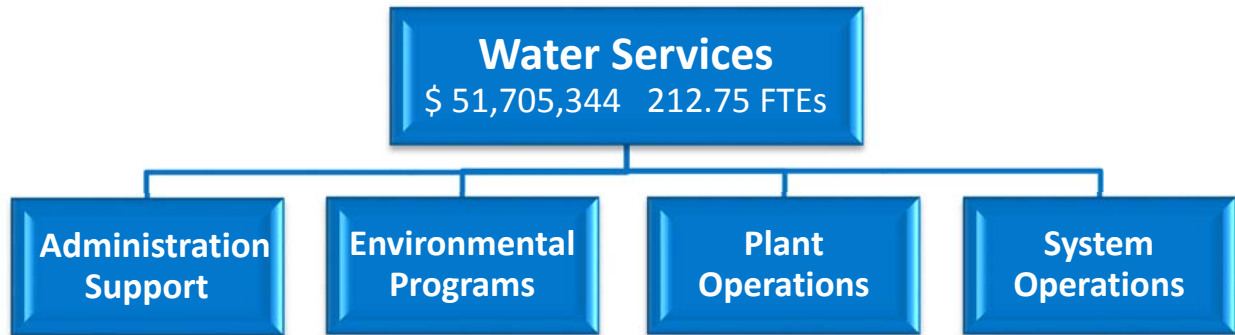
FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-11890) Stadium - Transportation Ops.	\$718,019	\$756,828	\$715,378	\$756,224	0%
(1000-11891) Transp - Fiesta Bowl Event	\$72,905	\$65,319	\$65,319	\$65,083	0%
(1000-11892) Arena - Transportation Ops.	\$10,943	\$50,980	\$14,825	\$51,035	0%
(1000-13420) Cemetery	\$228,357	\$220,184	\$229,384	\$220,816	0%
(1000-13440) Graffiti Removal	\$13,899	\$17,104	\$16,851	\$17,094	0%
(1000-13556) CBRanch - ROW Maintenance	\$7,148	\$16,080	\$16,080	\$16,080	0%
(1340-16710) Right-of-Way Maintenance	\$2,959,290	\$2,793,586	\$2,873,361	\$3,280,494	17%
(1340-16720) Street Maintenance	\$1,659,133	\$1,612,828	\$1,634,458	\$1,573,207	-2%
(1340-16731) Graffiti Removal - ROW	\$152,520	\$167,849	\$160,251	\$172,444	3%
(1340-16810) Traffic Signals	\$1,165,607	\$1,229,060	\$1,228,958	\$1,259,162	2%
(1340-16820) Signs & Markings	\$579,452	\$711,068	\$696,049	\$694,231	-2%
(1340-16910) Transportation Administration	\$74,525	\$121,306	\$119,450	\$115,766	-5%
(1340-16940) Traffic Studies	\$220,606	\$166,425	\$166,425	\$167,240	0%
(1340-16950) Traffic Design and Development	\$293,053	\$294,735	\$285,015	\$301,037	2%
(1650-37200) Grant Approp - Transportation	\$0	\$1,000,000	\$1,000,000	\$552,821	-45%
(1650-37202) New Freedom - GUS 3	\$12,641	\$0	\$0	\$0	NA
(1650-37208) Arizona Lottery Fund	\$665,234	\$0	\$665,234	\$665,234	NA
(1650-37212) FTA AZ-95-X027	\$206,823	\$0	\$0	\$0	NA
(1650-37213) FTA AZ-90-X136	\$260,739	\$0	\$0	\$0	NA
(1650-37214) FTA AZ-16-X005	\$43,588	\$0	\$0	\$0	NA
(1660-16510) Transportation Program Mgmt	\$2,235,079	\$2,661,807	\$2,564,737	\$2,294,575	-14%
(1660-16520) Transportation Education	\$139,605	\$203,315	\$200,905	\$203,230	0%
(1660-16525) Transit Management	\$373,168	\$463,256	\$463,476	\$482,336	4%
(1660-16530) Dial-A-Ride	\$2,735,243	\$2,922,822	\$2,902,895	\$2,940,879	1%
(1660-16540) Fixed Route	\$3,935,214	\$4,908,199	\$5,019,331	\$4,913,079	0%
(1660-16550) Demand Management	\$13,745	\$40,300	\$22,500	\$28,505	-29%
(1660-16570) Intelligent Transportation Sys	\$593,143	\$659,855	\$656,884	\$681,219	3%
(1660-16580) Traffic Mitigation	\$347,675	\$530,934	\$523,934	\$527,756	-1%
(1660-16590) Transportation CIP O&M	\$745,463	\$913,344	\$813,000	\$813,000	-11%
(1660-16610) GO Traffic Signals	(\$1,413)	\$10,050	\$6,050	\$10,050	0%
(1660-16620) GO Signs & Marking	\$14,573	\$53,813	\$32,000	\$42,040	-22%
(1660-16640) Rail Transit	\$50,796	\$55,000	\$50,000	\$50,000	-9%
(1760-16410) Airport Operations	\$757,343	\$692,826	\$717,055	\$775,378	12%
Total - Transportation	\$21,284,116	\$23,338,873	\$23,859,805	\$23,670,015	1%

**TRANSPORTATION
TRANSPORTATION ROLLUP**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Wages/Salaries/Benefits	\$7,429,515	\$8,086,273	\$8,080,273	\$8,606,369	6%
Supplies and Contracts	\$10,068,760	\$10,913,840	\$11,480,740	\$11,148,198	2%
Internal Premiums	\$999,685	\$1,095,469	\$1,095,469	\$1,035,739	-5%
Internal Service Charges	\$1,714,857	\$1,851,726	\$1,764,942	\$1,970,443	6%
Operating Capital	\$503,342	\$1,061,100	\$1,061,100	\$552,821	-48%
Wages/Salaries/Benefits	\$0	(\$132,675)	(\$132,675)	(\$132,675)	0%
Supplies and Contracts	\$567,957	\$463,140	\$509,956	\$489,120	6%
Total - Transportation	\$21,284,116	\$23,338,873	\$23,859,805	\$23,670,015	1%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(1000-13420) Cemetery	1	1	1	1	0%
(1340-16710) Right-of-Way Maintenance	14	12	12	12	0%
(1340-16720) Street Maintenance	6	8	8	8	0%
(1340-16731) Graffiti Removal - ROW	2	2	2	2	0%
(1340-16810) Traffic Signals	6	6	6	6	0%
(1340-16820) Signs & Markings	4	5	5	5	0%
(1340-16910) Transportation Administration	1	1	1	1	0%
(1340-16940) Traffic Studies	2	1	1	1	0%
(1340-16950) Traffic Design and Development	3	3	3	3	0%
(1660-16510) Transportation Program Mgmt	9	8	8	8	0%
(1660-16520) Transportation Education	1	1	1	1	0%
(1660-16525) Transit Management	3	4	4	4	0%
(1660-16530) Dial-A-Ride	32.25	32.25	32.25	32.25	0%
(1660-16570) Intelligent Transportation Sys	4	4	4	4	0%
(1660-16580) Traffic Mitigation	2	2	2	2	0%
(1760-16410) Airport Operations	6	6	6	6	0%
Total -Transportation	96.25	96.25	96.25	96.25	0%

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.

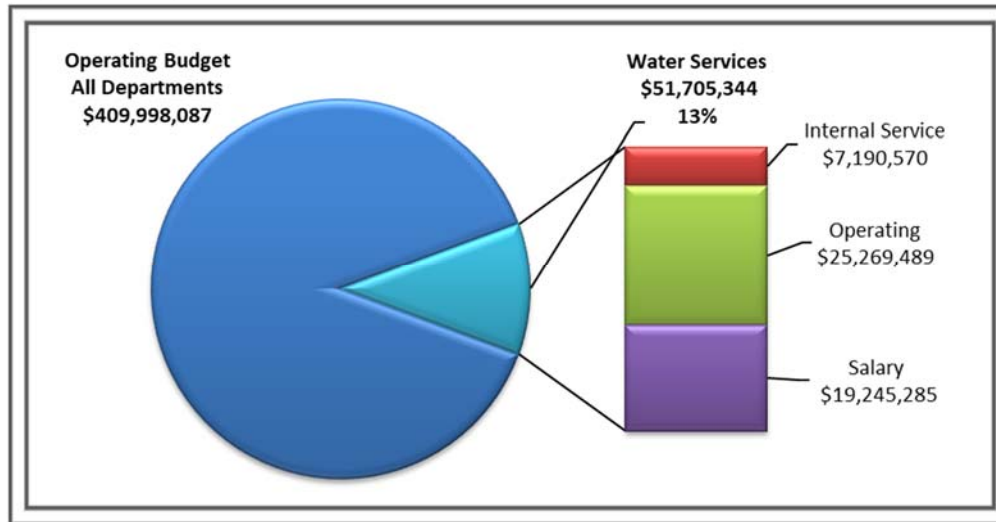
Department Description

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 57,000 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; an extensive network of water distribution service mains, boosters, and valves; and a wastewater collection system of pipelines and lift stations; and a storm water collection and transport system.




In addition to water and wastewater services, the Department administrates the department and citywide Environmental Programs, and the Material Control Warehouse (MCW). The Environmental Programs include: water resources and sustainability, water quality testing, wastewater pre-treatment, storm water quality management, hazardous material management and air quality monitoring. The MWC 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 \$410 million. The departmental operating budget is comprised of three categories:

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

Accomplishments, Enhancements, and Efficiencies

Administration Support

- Water Services was awarded the prestigious National Honor for Sustainable Water Management Excellence from the Association of Metropolitan Water Agencies (AMWA) for our proactive water management strategy focusing on policy, planning, conservation, and technology
- A comprehensive rate study was conducted, several financial plan options were presented to City Council, the Citizens Utilities Advisory Commission and the public for review and input. The first rate adjustment in eight years was approved by the Council for effective dates of January 2018 and 2019

Environmental Programs

- Converted the 100th acre of grass to xeriscape landscape through the Single-Family Landscape Rebate Program
- Implemented the new Laboratory Information Management System, Promium – Element
- Water Quality Laboratory completed the Federal mandate for Phase II/V monitoring of finished water from the three WTPs and eight drinking water wells

Plant Operations

- Implemented process changes to increase the lifecycle of Granular Activated Carbon (GAC) and reduced the regulated parameter TTHM's by more than 50% at the Oasis Water Treatment Plant resulting in a reduction in the primary oxidant by 800,000 gallons per year
- Installed automated surface wash system to saturate accumulated surface scum in the sedimentation basins at the Pyramid Peak Water Treatment Plant thus eliminating the need to manually remove hundreds of pounds of surface sludge
- Central System Maintenance staff replaced nearly 40 obsolete and inefficient Variable Frequency Drives and 15 obsolete Programmable Logic Controllers, while completing almost 6,400 Preventative Maintenance work orders
- Replaced the chemical odor control system with a biological odor control system at the West Area Water Reclamation Facility that will reduce chemical usage by 180,000 gallons per year while improving equipment efficiency and reliability
- Awarded a check for \$23,820 from the Arizona Public Service Peak Solution program for reducing electricity use during high demand periods

System Operations

- Achieved savings of over \$200,000 by using distribution staff to replace a 36-inch valve at the Cholla Water Treatment Plant
- Rehabilitated two high production groundwater wells to increase reliability

Goals, Objectives, and Performance Measures

Department Goal	Sustain today's resources for future availability			
Council Priority	Fiscal Sustainability, Efficient Systems, Creative			
Performance Objective	Recharge 2,000 acre feet of Central Arizona Project and all available effluent. Reduce consumption per capita. Convert grass landscape to xeriscape landscape. Educate users about conservation and sustainability programs.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
CAP water recharged (acre foot)	2,780	2,800	3,852	2,000
Effluent recharged (acre foot)	7,344	7,135	7,000	7,000
Gallons per capita per day usage	157	156	155	154
Square footage of converted landscape	126,587	147,926	105,000	110,000
# of students in Youth Education Program	3,135	2,811	2,700	3,000
# of participants in Green-Living Classes	724	761	705	750

Department Goal	Assure treatment results meet all government environmental and health regulations			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	Submit all federal, state, and local regulatory reports by required dates. Perform 100% of pretreatment inspections. Inspect 100% of industrial and commercial facilities for storm water compliance. Perform laboratory tests.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
% of all water, wastewater and storm water regulatory reports submitted on time	100%	100%	100%	100%
% of pretreatment inspections performed	100%	100%	100%	100%
% of industrial and commercial facilities inspected for storm water compliance	100%	100%	100%	100%
# of water/wastewater samples analyzed by Water Quality Laboratory (WQL)	13,326	13,291	14,753	14,000
# of analytical results reviewed by WQL	25,044	26,451	30,272	26,000

Department Goal	Provide customers 24/7 water and wastewater services efficiently and economically			
Council Priority	Fiscal Sustainability; Creative, Innovative, Efficient Systems			
Performance Objective	Deliver water to meet demand. Maintain O&M cost.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Amount of water delivered in billion gallons	13.86	13.67	13.70	13.80
Water O&M cost per 1,000 gallons	\$.74	\$.84	\$.92	\$.92
Amount of sewage treated in billion gallons	6.23	6.29	6.30	6.32
Wastewater O&M cost per 1,000 gallons	\$1.28	\$1.25	\$1.45	\$1.43

Department Goal	Operate water distribution and wastewater collection systems efficiently and economically			
Council Priority	Fiscal Sustainability, Efficient Systems			
Performance Objective	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.			
Performance Measures	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Target
Distribution O&M cost per 1,000 gallons	\$.45	\$.51	\$.54	\$.54
# of miles of replace/rehab water lines	na	2.4	1.5	1.5
# of valves exercised	9,300	17,875	18,000	18,000
# of fire hydrants flushed	6,400	11,044	13,000	13,000
Collection O&M cost per 1,000 gallons	\$.53	\$.59	\$.60	\$.62
# of miles of replace/rehab wastewater lines	na	0.7	0.8	1.0
% of 235 miles of sewer line cleaned	99%	117%	105%	100%
# of Sanitary Sewer Overflow per 100 miles	0.13	0.57	0.29	<1.00

**WATER SERVICES
WATER SERVICES ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(2360-17010) Environmental Resources	\$688,926	\$747,456	\$747,456	\$873,419	17%
(2360-17110) Water Services Administration	\$7,720,547	\$8,123,409	\$8,105,409	\$8,148,744	0%
(2360-17115) Operating Administration	\$647,168	\$784,607	\$788,107	\$840,222	7%
(2360-17120) Information Management	\$1,378,009	\$1,555,809	\$1,569,809	\$1,669,559	7%
(2360-17130) Public Service Representatives	\$993,201	\$931,967	\$911,967	\$911,792	-2%
(2360-17140) System Security	\$559,985	\$578,044	\$572,544	\$621,302	7%
(2360-17150) Property Management	\$49,806	\$56,164	\$56,164	\$101	-100%
(2360-17160) Arrowhead WRF	\$1,850,001	\$2,232,604	\$2,179,604	\$2,155,306	-3%
(2360-17170) West Area WRF	\$2,900,709	\$3,360,465	\$3,270,465	\$3,322,429	-1%
(2360-17180) Materials Control Warehouse	\$207,619	\$202,834	\$198,834	\$210,742	4%
(2360-17420) Water Quality	\$1,314,805	\$1,431,681	\$1,429,681	\$1,431,080	0%
(2400-17210) Customer Service - Field	\$1,013,920	\$1,108,851	\$1,103,851	\$1,168,550	5%
(2400-17220) Irrigation	\$299,482	\$230,613	\$260,613	\$295,533	28%
(2400-17230) Raw Water Usage	\$4,045,488	\$4,200,392	\$4,330,392	\$4,864,536	16%
(2400-17240) Central System Control	\$1,339,065	\$1,464,583	\$1,398,583	\$1,411,358	-4%
(2400-17250) Pyramid Peak WTP	\$2,057,087	\$2,088,679	\$2,189,679	\$2,239,929	7%
(2400-17260) Cholla Treatment Plant	\$3,017,233	\$3,130,388	\$3,169,388	\$3,246,932	4%
(2400-17280) Central System Maintenance	\$1,646,014	\$1,800,572	\$1,791,572	\$1,896,497	5%
(2400-17290) Water Distribution	\$3,529,648	\$4,658,836	\$4,544,836	\$5,078,571	9%
(2400-17300) Meter Maintenance	\$997,500	\$136,106	\$136,106	\$2,164	-98%
(2400-17310) Oasis Surface WTP	\$2,324,975	\$2,787,354	\$2,936,354	\$2,975,586	7%
(2400-17320) Oasis Groundwater WTP	\$41,527	\$332,897	\$332,897	\$597	-100%
(2400-17410) Water Conservation	\$435,753	\$477,792	\$447,792	\$499,012	4%
(2400-17510) Cross Connection Control	\$163,947	\$175,051	\$175,051	\$0	-100%
(2420-17610) Pretreatment Program	\$458,102	\$517,610	\$517,610	\$530,999	3%
(2420-17620) SROG - 91st Ave WWTP	\$3,141,913	\$3,551,787	\$3,551,787	\$3,723,373	5%
(2420-17625) 99th Avenue Interceptor	\$59,325	\$75,248	\$75,248	\$135	-100%
(2420-17630) Wastewater Collection	\$2,740,017	\$2,783,201	\$2,971,201	\$2,894,843	4%
(2420-17699) Storm Water	\$626,581	\$708,368	\$709,368	\$692,033	-2%
Total - Water Services	\$46,248,353	\$50,233,368	\$50,472,368	\$51,705,344	3%

**WATER SERVICES
WATER SERVICES ROLLUP**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
Wages/Salaries/Benefits	\$16,942,097	\$18,353,400	\$18,353,400	\$19,245,285	5%
Supplies and Contracts	\$21,145,395	\$23,394,716	\$23,677,216	\$24,310,489	4%
Internal Premiums	\$1,248,074	\$1,446,721	\$1,446,721	\$1,382,023	-4%
Internal Service Charges	\$6,123,556	\$6,371,831	\$6,365,831	\$6,174,547	-3%
Operating Capital	\$225,825	\$159,000	\$176,000	\$60,000	-62%
Supplies and Contracts	\$563,406	\$507,700	\$453,200	\$533,000	5%
Total - Water Services	\$46,248,353	\$50,233,368	\$50,472,368	\$51,705,344	3%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Budget	Percent Over FY 2018 Budget
(2360-17010) Environmental Resources	5	6	6	6	0%
(2360-17110) Water Services Administration	14	15.75	15.75	16	2%
(2360-17115) Operating Administration	1	6	6	6	0%
(2360-17120) Information Management	8	10	10	10	0%
(2360-17130) Public Service Representatives	7	7	7	7	0%
(2360-17140) System Security	7	6	6	7	17%
(2360-17160) Arrowhead WRF	8	9	9	9	0%
(2360-17170) West Area WRF	13	10	10	10	0%
(2360-17180) Materials Control Warehouse	1.75	1.75	1.75	2.75	57%
(2360-17420) Water Quality	11	11	11	11	0%
(2400-17210) Customer Service - Field	14	13	13	14	8%
(2400-17240) Central System Control	7	7	7	7	0%
(2400-17250) Pyramid Peak WTP	9	8	8	8	0%
(2400-17260) Cholla Treatment Plant	7	10	10	10	0%
(2400-17280) Central System Maintenance	16	17	17	18	6%
(2400-17290) Water Distribution	27	33	33	35	6%
(2400-17300) Meter Maintenance	8	2	2	0	-100%
(2400-17310) Oasis Surface WTP	11	8	8	8	0%
(2400-17410) Water Conservation	3	3	3	3	0%
(2400-17510) Cross Connection Control	0.75				
(2420-17610) Pretreatment Program	5	5	5	5	0%
(2420-17630) Wastewater Collection	17	15	15	15	0%
(2420-17699) Storm Water	5	5	5	5	0%
Total -Water Services	205.5	208.5	208.5	212.75	2%



Fiscal Year 2018-2019 Annual Budget Book

Capital Improvement Plan

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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 infrastructure needs. The CIP outlines project costs, funding sources and estimated future operating costs associated with each capital improvement. The plan is designed to ensure that capital improvements will be made when and where they are needed, and that the city will have the funds to pay for and maintain them.

Capital improvement projects are non-routine capital expenditures that generally cost more than \$50,000 and result in the purchase of equipment, acquisition of land, design and construction of new assets, or the renovation, rehabilitation or expansion of existing capital assets. Capital projects usually have an expected useful life of at least five years.

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

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



Glendale, like many cities in the Phoenix metropolitan area, faces a special set of complex problems because much of the city is built out except for scattered areas requiring infill development and the far western edge of the city, which is not built out. These cities need to build new roads, add necessary services such as water, sewer, trash services and provide public

amenities such as parks and expand public safety services to accommodate new residential and non-residential development. They also must simultaneously maintain, replace, rehabilitate and/or upgrade existing capital assets such as roads, parks, City buildings and underground pipes for the water and sewer system.

Paying for Capital Improvements

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

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

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

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

Guidelines and Policies Used in Developing the CIP

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

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

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

Additional considerations include the following:

- Does a project qualify as a capital project, i.e., cost more than \$50,000 and have an expected useful life of at least five years?
- Does a project satisfactorily address all federal, state and city legal and financial requirements?
- Does a project support the city's favorable investment ratings and financial integrity?
- Does a project support the city's goal of ensuring all geographic areas of the city have comparable quality in the types of services that are defined in the Public Facilities section of the General Plan?
- Does a project prevent the deterioration of the city's existing infrastructure?
- Does a project respond to and, if possible, anticipate future growth in the city?
- Does a project encourage and sustain quality economic development?
- Can a project be financed through growth in the tax base or development fees, when possible, if constructed in response to residential or commercial development?
- Is a project responsive to the needs of residents and businesses within the constraints of reasonable taxes and fees?
- Does a project leverage funds provided by other units of government (e.g., Maricopa County Flood Control District, Arizona Department of Transportation, etc.) where appropriate?
- Are the projects part of an overall and updated Master Plan for the particular infrastructure?

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

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

Glendale's Annual CIP Development Process

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

Once projects are selected for inclusion in the capital plan, decisions must be made about which projects should be recommended for inclusion in the first five years of the plan. Determining how and when to schedule projects is a complicated process. It must take into account City Council's strategic goals as well as all of the variables that affect the city's ability to generate the funds to pay for these projects without jeopardizing its ability to provide routine, ongoing services and one-time or emergency services when needed.

The financial projections used to develop the CIP are based on staff's best prediction of construction and design costs, and other relevant variables. These financial projections are jointly developed by the Budget and Finance Department and the respective departments submitting the CIP projects in conjunction with the City Manager's Office. They are updated annually to reflect changes in the economic environment.

Although only the first year of the plan is appropriated, the first five years of the plan are financially balanced. This means the first five years of the plan

- Comply with the state's constitutional debt limits;
- Comply with the available unissued voter authorization for municipal bonds or maybe classified as high priority from City Council but not enough current available bond authorization;
- Balance the use of incoming revenue streams with the use of fund balance, while maintaining a fund balance in compliance with bond covenants and policies regarding debt management and;
- Identify the source of revenue to finance various projects.

Financial and legal constraints make it impossible for the city to fund every project on its priority list. For example, it is not possible for the city to fund concurrently several large-scale projects that have significant operating budget impacts. Also, revenues used to pay the debt service are not limitless. Therefore, implementation timetables are established to stagger projects over time based on Council's strategic goals and the estimated financial resources expected for the future.

A critical element of financing capital projects is the ability to manage within available resources, including the overall debt incurred for past projects and any new debt for future projects. Limited staff resources to undertake new capital projects also must be considered.

Capital projects often require significant time to manage effectively, and project managers in the departments typically manage several capital projects concurrently.

The city also must coordinate the timing of many of its capital projects with federal, state, county, other municipal governments and non-City utilities. For example, a street improvement project will be planned with any other infrastructure “underneath the street” that may undergo moving or replacement in order to minimize the amount of new street surface that may be cut or disturbed. Also, flood control capital improvements are coordinated with the Maricopa County Flood Control District to maximize matching funds that the district makes available for eligible projects.

The availability of unanticipated financing, such as federal or state transportation grants may cause the city to accelerate a particular project. In addition, a scheduled project may be delayed in order to take advantage of an unusual one-time opportunity such as the receipt of non-governmental grant monies.

The City Council reviews the recommended CIP during the spring budget workshops. Council also considers citizen requests and considers the recommendations of staff before making the final decision about which projects should be included in which years of the CIP.

CIP Project Prioritization Process

The role of a project prioritization process is to objectively rank the order of projects based upon a defined set of criteria where the criteria reflect values of the organization. At Council direction, city staff developed and implemented a new CIP project prioritization process. This year, this was implemented 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 FY 21-22. The current FY19-28 CIP program reflects the G.O. Bond projects that have made the highest priority out of all G.O. Bond projects submitted for the FY19-28 CIP program. Some projects may not have available bond authorization but nonetheless have been deemed as a high priority by City Council based on the aforementioned priority ranking criteria.

Citizen Involvement in the CIP Process

The CIP is an important financial, planning and public communication tool. It gives residents and businesses a clear and concrete view of the city's long-term direction for capital improvements and a better understanding of the city’s ongoing needs for stable revenue sources to fund large or multi-year capital projects.

Input into the annual CIP updating process is obtained from citizens who serve on many different city boards and commissions, as well from individual citizens through the public hearing and comment process. City boards and commissions are comprised of residents and business owners and their meetings are open to the public. A few examples include the Parks and Recreation Advisory Committee, the Library Advisory Board, the Arts Commission, and the Citizens Utilities Advisory Commission. The public also can provide comments to the Mayor and Council through public meetings of the Council, Council District meetings and through other interactions with them. It is through these public input venues that residents and businesses have alerted Council and staff about infrastructure development and renovation needs,

important quality-of-life enhancements, and environmental and historic preservation issues that should be addressed in the capital plan.

Types of CIP Projects and Funding Sources

The ten-year CIP is developed with identified funding sources for each CIP project. For example, a street project might be funded through one or more of the following financing sources: Highway User Revenue Fund (HURF) bonds, general obligation (G.O.) bonds, federal or state grants, development impact fees (DIFs), Glendale's dedicated transportation sales tax or Glendale's general fund excise taxes. In many cases, a large or multi-year project will be financed using a mix of these funding sources.

General Obligation (G.O.) Bond Funded Projects

The City uses G.O. Bonds to fund facility, infrastructure and equipment capital improvements for capital programs such as Transportation, Parks and Recreation, Cultural Facilities, Flood Control, Government Facilities, Libraries, Public Safety, and City Court. G.O. bonds are backed by "the full faith and credit" of the city and the debt service (principal and interest) on the bonds is repaid from secondary property taxes levied each fiscal year during the budget process. Arizona State law mandates the separation of city property taxes into two components, the primary tax levy and the secondary tax levy. A municipality's secondary property tax revenue can be used only to pay the principal, interest and redemption charges on bonded indebtedness or other lawful long-term obligations that are issued or incurred for a specific capital purpose. In contrast, primary property tax revenue may be used for any lawful purpose. Ongoing maintenance and operating costs are generally paid out of the General Fund.

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

Development Impact Fee Funded Projects

Impact fees are one-time charges to developers that are used to offset a city's capital costs resulting from new development. Developers pay Development Impact Fees (DIF) when they construct new residential and commercial developments. These fees are designed to cover a city's increased costs for providing new or expanded infrastructure in the following categories: streets, parks, libraries, police, fire, and water/sewer.

Planning and zoning information, such as anticipated population growth and expected density of residential and commercial development, is the foundation for impact fee revenue

estimates. Given this information, the city then estimates the amount of impact fee revenue available to pay for growth-related capital projects.

In a growing economic condition, a number of DIF funded projects would more likely be included in the capital plan to supplement the growth-related portion of projects funded with other resources such as G.O. bonds. DIF revenue alone rarely is sufficient to fund 100% of the cost of growth-related projects. Therefore, given these circumstances, the current capital plan reflects very little spending of impact fees.

Enterprise and Other Projects

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

Landfill Revenue Funded Projects: Landfill user fee revenues fund environmental improvements required by federal and state law as well as improvements related to constructing, extending, improving and repairing the Glendale Municipal Landfill. Landfill equipment is also included in the landfill capital fund. Users of the Glendale Municipal Landfill include private haulers, other cities that are under contract with the city's landfill and the city's residential and commercial solid waste operations.

Solid Waste Revenue Funded Projects: Unlike Water/Sewer and Landfill, the capital plan for Solid waste is not usually funded with revenue bonds. Instead solid waste projects are funded with user revenues and cash balances. However, inter-funds loans and capital leases have been used as a funding option in the past.

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

Everyone who shops in Glendale pays the half-cent sales tax that became effective January 1, 2002. The revenues are dedicated to funding the implementation of the *Glendale Onboard! (GO Transportation Plan)*. The sales tax has no termination date. The transportation capital and operating budgets are balanced yearly. Transportation projects can either be funded with Transportation Revenue Obligations or cash financed. The principal and interest on revenue obligations will be covered with future transportation sales tax revenue.

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



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

In the past, the Arizona Legislature has altered (1) the type and/or rate of taxes, fees and charges to be deposited into the Arizona Highway Revenue Fund and (2) the allocation of such monies among the Arizona Department of Transportation, Arizona cities and counties and other purposes. The Arizona Legislature reduced the amount of funds allocated to cities in FY 2009 through FY 2012. Future legislative alterations to HURF revenue sources and/or the HURF distribution formula may occur.

Municipal Property Corporation Bond Funded Projects: A city may form a Municipal Property Corporation (MPC) to finance a large capital project. An MPC is a non-profit organization over which the city exercises oversight authority, including the appointment of its governing board. This mechanism allows the city to finance a needed capital improvement and then purchase the improvement from the corporation over a period of years.

In order for the MPC to market the bonds, a city will typically pledge unrestricted excise taxes. Unrestricted excise taxes are generally all excise, transaction privilege, franchise and income taxes within the city's General Fund. This means MPC debt service is paid with General Fund operating dollars.

The city has formed and entered into agreements to sell MPC bonds to fund several construction projects, including the following:

- Glendale Municipal Office Complex (debt is retired),
- Gila River Arena,

- Glendale Media Center and Expo Hall, Convention Center and Parking Garage adjacent to the Westgate development in west Glendale,
- a portion of the Glendale Regional Public Safety Training Facility and infrastructure for the Zanjero development, and
- the Camelback Ranch development

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

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

Most federal and state grant programs, with the exception of some public housing programs, require the applicant to contribute to the cost of the project. The required contribution, referred to as local match, can vary from 5% to 75%. Federal Transportation Administration grants for public transit improvements and Federal Aviation Administration grants for airport projects are examples of capital improvement grants for which local matching requirements will come from the city's operating budget and/or the city's transportation sales tax.

Many federal and state grant programs specifically prohibit the applicant from using other government grants as match, and require that the match be cash rather than donated services. Therefore, matching funds usually come from General Fund department operating budgets, G.O. bonds or development impact fees.

There is always a possibility that some of the grant-funded projects will be delayed or not completed if government grants fail to materialize. CIP projects adversely affected by changes in the availability of grants may be postponed until the needed grant funds are acquired, the project is modified to reduce costs, or the project is funded using alternative means.

Pay-As-You-Go (PAYGO) - Capital and Operating Budget Projects: Some capital improvements are paid for on a cash basis and are either included in the capital budget and/or as part of the departments operating budgets on a pay-as-you-go basis. PAYGO is used in order to avoid the interest costs that may be incurred when using other financing instruments. The city's operating budget also



provides for the maintenance of capital assets and expenses associated with the depreciation of city facilities and equipment.

Lease Financing Projects: Lease financing provides long-term financing for the purchase of equipment or other capital improvements and does not affect the city's G.O. bond capacity or require voter approval. In a lease transaction, the asset being financed can include new capital needs, assets under existing lease agreements or, in some cases, equipment purchased in the past for which the government or municipal unit would prefer to be reimbursed and paid over time. Title to the asset is transferred to the city at the end of the lease term.

Local Improvement District Bond Projects: Local improvement districts (LIDs) are legally designated geographic areas in which a majority of the affected property owners agree to pay for one or more capital improvements through a supplemental assessment. This financing approach ties the repayment of debt to those property owners who most directly benefit from the improvements financed.

Impact of the CIP on the Operating Budget

Glendale's operating budget is directly affected by the CIP. Almost every new capital improvement, especially new building facilities, entails additional ongoing expenses for routine operation, repair and maintenance upon completion that must be incorporated into the operating budget. Some CIP projects may include additional staff in order to physically maintain the additional inventory of new buildings. Also, some new capital facilities may require the addition of new positions from the requesting department in order to operate the new building (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. Older facilities usually involve higher maintenance and repair costs as well. PAYGO capital projects, grant-matching funds and lease/purchase capital expenses also come directly from the operating budget.

For G.O. Bond funded capital projects, operating costs are now empirically evaluated and is part of project prioritization matrix scoring criteria. Non-G.O. Bond projects, are still carefully considered in deciding which projects move forward in the CIP because it is not possible for the city to fund concurrently several large-scale projects that have significant operating budget impacts. Also, realistic timelines and cashflows of projects have to be considered based on throughput of available manpower and forecasted revenue streams.

Many improvements make a positive contribution to the fiscal well-being of the City. Capital projects such as redevelopment of under-performing or under-used areas of the city, and the infrastructure expansion needed to support new development, promote the economic development and growth that can lead to the generation of additional operating revenues. These new revenue sources provide the funding needed to maintain, improve and expand the city's infrastructure.

Fund # - Name	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
BOND CONSTRUCTION FUNDS							
1980 - Street/Parking Bonds	14,142,662	5,225,450	5,225,450	5,225,450	0	0	0
2140 - Open Space/Trails	50,000	15,056	0	176,795	0	0	11,629,200
2060 - Parks	49,067	121,728	0	0	17,615,686	13,180,049	24,238,664
2160 - Library	0	0	0	0	0	1,059,078	4,914,116
2040 - Public Safety	0	3,789,250	0	0	1,270,000	21,798,490	90,955,230
2080 - Government Facilities	0	202,000	2,670,624	0	5,672,224	9,067,480	28,635,970
2130 - Cultural Facility	178,469	84,550	0	0	0	0	0
2180 - Flood Control	1,863,810	324,230	324,230	324,230	14,352,430	0	5,672,745
Sub-Total	\$16,284,008	\$9,762,264	\$8,220,304	\$5,726,475	\$38,910,340	\$45,105,097	\$166,045,925
DIF FUNDS							
1601 - Roadway Improvements	1,646,087	684,553	791,650	1,500,000	0	0	34,553
1520 - Citywide Open Space	318,100	46,225	150,000	0	0	0	0
1461 - Citywide Parks	332,453	6,400	0	0	0	0	0
1481 - Citywide Rec Facility	527,252	226,390	0	0	0	0	3,469
1541 - Park Dev Zone 1	552,278	588,097	0	0	0	0	3,469
1561 - Park Dev Zone 2	165,438	16,606	0	0	0	0	3,469
1581 - Park Dev Zone 3	0	3,469	0	0	0	0	3,469
1380 - Library Buildings	1,755,029	0	0	0	0	0	0
1501 - Libraries	1,488,444	152,592	0	0	0	0	17,563
1441 - Police Dept Facilities	0	0	0	0	0	0	0
1421 - Fire Protection Facilities	0	15,654	0	0	0	0	15,654
1620 - General Government	0	17,137	0	0	0	0	0
Sub-Total	\$6,785,081	\$1,757,123	\$941,650	\$1,500,000	\$0	\$0	\$81,646
ENTERPRISE/OTHER FUNDS							
2360 - Water & Sewer	3,692,000	15,495,000	10,262,000	9,234,000	1,050,000	7,466,000	10,300,000
2400 - Water	9,876,000	23,516,928	71,082,721	31,293,556	5,949,814	4,425,000	80,098,225
2420 - Sewer	1,750,000	5,877,000	5,177,000	5,390,000	2,423,250	1,934,000	27,800,000
2210 - Transportation Construction	4,811,228	10,948,292	3,483,811	3,290,732	4,815,621	4,460,933	63,626,508
2000 - HURF/Street Bonds	9,150,633	4,598,889	3,995,373	3,626,523	3,626,523	3,710,175	28,454,306
1650 - Transportation Grants	0	0	0	0	0	0	0
2480 - Sanitation	582,390	2,051,876	2,685,867	3,269,542	4,019,915	3,931,000	13,605,394
2440 - Landfill	1,389,630	5,120,913	4,905,407	6,927,287	5,398,449	10,923,177	19,038,991
2120 - Airport Capital Grants	4,298,625	1,000,000	1,000,000	0	0	0	5,005,056
1840 - Other Federal & State Grants	15,000	83,152	0	0	0	0	0
1000 - General Fund	0	0	0	0	0	0	0
2070 - General Gov Cap	1,748,685	3,239,771	3,523,504	3,523,504	4,573,504	4,573,504	96,793,390
2593 - City-Wide ERP Solution	2,479,472	1,132,837	0	0	0	0	0
1220 - Arts Commission	836,050	200,000	142,943	0	0	0	0
Sub-Total	\$40,629,713	\$73,264,658	\$106,258,626	\$66,555,144	\$31,857,076	\$41,423,789	\$344,721,870
Grand Total	\$63,698,802	\$84,784,045	\$115,420,580	\$73,781,619	\$70,767,416	\$86,528,886	\$510,849,441
Total FY 2019 Funding		\$148,482,847					

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

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	Carrvoer	New Funding					
Existing Assets							
<i>Improvement of Existing Assets</i>							
68103 Street Scallop	1,040,717	0	0	0	0	0	0
<i>Replacement of Existing Assets</i>							
68122 Capital Bridge Repair Program	213,000	0	0	0	0	0	0
68128 95th Avenue Extension (1980)	2,757,891	0	0	0	0	0	0
Sub-Total - Existing Assets	4,011,608	0	0	0	0	0	0
New Assets							
<i>0</i>							
68125 *Street Reconstruction Program	3,462,876	5,225,450	5,225,450	5,225,450	0	0	0
68129 *Westgate Area Signage	350,000	0	0	0	0	0	0
68130 *Parking Lot P2-BHR and 95th	6,318,178	0	0	0	0	0	0
Sub-Total - New Assets	10,131,054	5,225,450	5,225,450	5,225,450	0	0	0
Total Project Expenses:	\$14,142,662	\$5,225,450	\$5,225,450	\$5,225,450	\$0	\$0	\$0
Total FY 2019 Funding:	\$19,368,112						

PROJECT DETAIL: 1980-Street/Parking Bonds **Category: 20%**

Project: 68103 - Street Scallop (I) **Funding Source:** General Obligation Bonds

Project Description: The Scallop Street Program is used to complete street improvements to reduce traffic accidents, enhance traffic flow, provide safety to adjacent pedestrian traffic and to mitigate property flooding. Projects are selected based on need and available funding from a scallop street inventory maintained by the Engineering Department. Improvements may include pavement widening, curb and gutter, sidewalk, and ADA enhancements.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Design	\$24,533	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$1,004,184	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$9,000	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,040,717	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: O and M costs are not expected for this project.

Project: 68122 - Capital Bridge Repair Program (R) **Funding Source:** General Obligation Bonds

Project Description: This program is needed to maintain city bridges to meet Federal Highway Administration (FHWA) standards. There are 43 bridges that are inspected by Arizona Department of Transportation (ADOT) semi-annually. Under the National Bridge Inspection Program, administered by ADOT, the city is required to maintain its bridges to a satisfactory standard.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Construction	\$213,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$213,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is required.

PROJECT DETAIL: 1980-Street/Parking Bonds

Category: 20%

Project: 68125* - Street Reconstruction Program (N)

Funding Source:

General Obligation Bonds

Project Description:

Project provides for reconstruction of arterial and collector streets as identified in the Pavement Management Plan.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$0	\$5,000,000	\$5,000,000	\$5,000,000	\$0	\$0	\$0
Construction	\$3,237,426	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$75,450	\$75,450	\$75,450	\$0	\$0	\$0
Engineering Charges	\$75,450	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$50,000	\$50,000	\$50,000	\$0	\$0	\$0
Arts	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$100,000	\$100,000	\$100,000	\$0	\$0	\$0
Miscellaneous/Other	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$3,462,876	\$5,225,450	\$5,225,450	\$5,225,450	\$0	\$0	\$0

Operating Description:

Project: 68130* - Parking Lot P2-BHR and 95th (N)

Funding Source:

General Obligation Bonds

Project Description:

Design and construction for a surface parking lot located south of Bethany Home Road between 91st and 95th avenues.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$5,967,678	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$80,500	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$70,000	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$6,318,178	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

Electricity for 400 lights, pavement maintenance and striping every 5 years, and landscaping and Irrigation.

FUND SUMMARY: 2140-Open Space/Trails Construction **Category: 20%**

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	Carrlover	New Funding					
Existing Assets							
<i>Improvement of Existing Assets</i>							
70006 *T-bird Park Master Plan 2140	0	15,056	0	0	0	0	0
70007 *Open Space/Trails Master Plan	50,000	0	0	0	0	0	0
70008 *Thunderbird Park Imprvmnt 2140	0	0	0	176,795	0	0	0
<i>Replacement of Existing Assets</i>							
T1939 Thunderbird Conserv. Park Imps.	0	0	0	0	0	0	11,629,200
Sub-Total - Existing Assets	50,000	15,056	0	176,795	0	0	11,629,200
Total Project Expenses:	\$50,000	\$15,056	\$0	\$176,795	\$0	\$0	\$11,629,200
Total FY 2019 Funding:	\$65,056						

PROJECT DETAIL: 2140-Open Space/Trails Construction **Category: 20%**

Project: 70006* - T-bird Park Master Plan 2140 (I) **Funding Source:** General Obligation Bonds

Project Description: This project will update and revise the existing Thunderbird Conservation Park master plan. This is partial funding of this request, the balance is being requested in Fund 1520 DIF - Citywide Open Spaces in the amount of \$34,944.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Design	\$0	\$15,056	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$15,056	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 70007* - Open Space/Trails Master Plan (I) **Funding Source:** General Obligation Bonds

Project Description: This project request is to revised and update the existing Open Space and Trails Master Plan completed in 2005. Since the approval of the current master plan, the development and use of trails and open space has increased and staff continue to receive requests for additional/expanded amenities.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Miscellaneous/Other	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

PROJECT DETAIL: 2140-Open Space/Trails Construction **Category: 20%**

Project: 70008* - Thunderbird Park Imprvmnt 2140 (I) **Funding Source:** General Obligation Bonds

Project Description: This project will include construction/renovation of Thunderbird Conservation Park trails, restrooms, ramadas, shade structures and amenities as defined in the master plan update.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$0	\$0	\$0	\$154,000	\$0	\$0	\$0
Engineering Charges	\$0	\$0	\$0	\$12,000	\$0	\$0	\$0
Arts	\$0	\$0	\$0	\$1,540	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$9,255	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$176,795	\$0	\$0	\$0

Operating Description:

Project: T1939 - Thunderbird Conserv. Park Imps. (R) **Funding Source:** General Obligation Bonds

Project 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. This project meets important elements of the master plan including Care of Infrastructure, maintain and improve what we have and most important facilities to improve.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,497,700
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$8,810,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$264,300
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$88,100
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$969,100
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$11,629,200

Operating Description:

FUND SUMMARY: 2060-Parks Construction **Category: 20%**

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	Carrvoer	New Funding					
Existing Assets							
<i>Improvement of Existing Assets</i>							
70546 *Sahuaro Ranch Park Master Plan	49,067	0	0	0	0	0	0
<i>Replacement of Existing Assets</i>							
70547 Western Area Library 2060	0	121,728	0	0	0	0	0
T1919 Park Play Structures	0	0	0	0	798,750	798,750	1,597,500
T1920 Heroes Regional Park Lake	0	0	0	0	4,435,637	0	0
T1921 Park Ground and Irrigation	0	0	0	0	1,060,716	1,060,716	0
T1922 Park Lighting	0	0	0	0	820,583	820,583	1,641,164
T1923 Park Infrastructure Imps.	0	0	0	0	10,500,000	10,500,000	21,000,000
<i>Sub-Total - Existing Assets</i>	<i>49,067</i>	<i>121,728</i>	<i>0</i>	<i>0</i>	<i>17,615,686</i>	<i>13,180,049</i>	<i>24,238,664</i>
Total Project Expenses:	\$49,067	\$121,728	\$0	\$0	\$17,615,686	\$13,180,049	\$24,238,664
Total FY 2019 Funding:		\$170,795					

PROJECT DETAIL: 2060-Parks Construction **Category: 20%**

Project: 70546* - Sahuaro Ranch Park Master Plan (I) **Funding Source:** General Obligation Bonds

Project Description: This project will include developing a master plan for the 17 acre, historic area of Sahuaro Ranch Park which includes 13 original buildings, a rose garden, barnyard and historic orchards. The historic area has been a cultural asset that celebrates the city's historic beginnings. Listed on the National Registry of Historic Places and known as the "Showplace of the Valley," the Sahuaro Ranch Historic Area offers activities, exhibits and guided tours—keeping the history of early settlement in the Valley alive.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Miscellaneous/Other	\$49,067	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$49,067	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 70547 - Western Area Library 2060 (R) **Funding Source:** General Obligation Bonds

Project Description: In October 2014 and after review by the Library Advisory Board and staff, Council provided direction to develop conceptual designs for the possible location of a Western Area Branch Library at either Heroes Regional Park or on the third/fourth floors of the Glendale Media Center. Regardless of its location, the facility would be 7500- 8000 square feet in size and would result in library services provided to this geographic area of Glendale.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Construction	\$0	\$121,728	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$121,728	\$0	\$0	\$0	\$0	\$0

Operating Description:

PROJECT DETAIL: 2060-Parks Construction

Category: 20%

Project: T1919 - Park Play Structures (R)

Funding Source:

General Obligation Bonds

Project Description:

This request is for the replacement of aging play structures that have exceeded manufacturer lifespan, including one community level park and 6 neighborhood parks, one in each Council district. The oldest locations include Bonsall Park South in the Ocotillo District, Lions Park in the Ocotillo District, Delicias Park in the Cactus District, Pasadena Park in the Yucca District, Acoma Park in the Sahuaro District, Sahuaro Ranch Park (the unshaded playground) in the Barrel District and Carmel Park in the Cholla District.

This project follows key elements of the master plan including the core service of Care of Infrastructure, to maintain and improve what we have and to maintain, enhance park facilities to promote healthy lifestyles and safety and the 4th most important to improve.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$0	\$0	\$0	\$0	\$798,750	\$798,750	\$1,597,500
TOTAL	\$0	\$0	\$0	\$0	\$798,750	\$798,750	\$1,597,500

Operating Description:

Project: T1920 - Heroes Regional Park Lake (R)

Funding Source:

General Obligation Bonds

Project Description:

This request is for construction of an urban lake at Heroes Regional Park. The current concept is for the park to have a lake, approximately 7 acres in size, that would be supplied by a "running stream". The source of the water would be a Salt River Project irrigation gate located in the northeast portion of the park (it would be "re-energized" as a part of the development). The total waster surface area of the lake and running stream would be approximately 7.65 acres. The lake would be part of the Arizona Game and Fish Urban Fishing Program and stocked with fish throughout the year – much like the one at Bonsall Park South and in Pioneer Community Park located in Peoria, approximately two miles north. Additionally, it would also serve as the ultimate outfall basin and would be designed to retain all 100-year, two-hour overflows from other land basins located within the park.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$0	\$0	\$0	\$0	\$4,435,637	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$4,435,637	\$0	\$0

Operating Description:

Operating Costs	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Utilities	\$0	\$0	\$0	\$0	\$0	\$80,000

Project: T1921 - Park Ground and Irrigation (R)

Funding Source:

General Obligation Bonds

Project Description:

Replacement of aging turf irrigation that has exceeded manufacturer lifespan in the oldest neighborhood parks in each of the six Council Districts and at the oldest community level park. These locations include Bonsall Park in the Ocotillo District for the community level park and the following oldest neighborhood parks in each Council District; Lions Park in the Ocotillo District, New World Park in the Cactus District, Acoma Park in the Sahuaro District, Mondo in the Barrel District, Bicentennial Park in the Yucca District and Hillcrest in the Cholla District. This project follows several of the most important elements of the master plan including the core service of Care of Infrastructure, to maintain and improve what we have and one of the top public survey items to get the most attention (43%) to maintain parks.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$0	\$0	\$0	\$0	\$1,060,716	\$1,060,716	\$0
TOTAL	\$0	\$0	\$0	\$0	\$1,060,716	\$1,060,716	\$0

Operating Description:

PROJECT DETAIL: 2060-Parks Construction

Category: 20%

Project: T1922 - Park Lighting (R)

Funding Source:

General Obligation Bonds

Project Description:

Replacement of aging park and sport court lighting that has exceeded manufacturer lifespan in two community level parks and the oldest neighborhood parks in each Council district. The locations are as follows: Bonsall, Lions and O'Neil Parks in the Ocotillo District; New World and Mission Parks in the Cactus District; Mondo, Sahuaro Ranch, Sunnyside, Memmigen and Butler Parks in the Barrel District; Acoma and Chaparral in the Sahuaro District; Bicentennial and Discovery Parks in the Yucca District; and Hillcrest and Utopia Parks in the Cholla District.

This project follows key elements of the master plan including the core service of Care of Infrastructure, to maintain and improve what we have and to maintain, enhance park facilities to promote healthy lifestyles and safety and most important to improve.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Construction	\$0	\$0	\$0	\$0	\$820,583	\$820,583	\$1,641,164
TOTAL	\$0	\$0	\$0	\$0	\$820,583	\$820,583	\$1,641,164

Operating Description:

Project: T1923 - Park Infrastructure Imps. (R)

Funding Source:

General Obligation Bonds

Project Description:

This request is for replacement of aging park infrastructure in the oldest neighborhood parks in each of the six Council Districts and at the oldest community level park. These locations include Bonsall Park in the Ocotillo District for the community level park and the following oldest neighborhood parks in each Council District; Lions Park in the Ocotillo District, New World Park in the Cactus District, Acoma Park in the Sahuaro District, Mondo in the Barrel District, Bicentennial Park in the Yucca District and Hillcrest in the Cholla District.

This project meets important elements of the master plan including the core service of Care of Infrastructure, to maintain and improve what we have and the most important facilities to improve: restrooms, neighborhood parks, walking trails, picnic areas/ramadas.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Construction	\$0	\$0	\$0	\$0	\$10,500,000	\$10,500,000	\$21,000,000
TOTAL	\$0	\$0	\$0	\$0	\$10,500,000	\$10,500,000	\$21,000,000

Operating Description:

FUND SUMMARY: 2160-Library Construction

Category: 6%

	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	Carrvoer	New Funding				
Existing Assets						
<i>Replacement of Existing Assets</i>						
T1940 Velma Teague Library Renovate	0	0	0	0	294,603	1,366,952
T1941 Main Library Renovate	0	0	0	0	764,475	3,547,164
<i>Sub-Total - Existing Assets</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1,059,078</i>	<i>4,914,116</i>
Total Project Expenses:	\$0	\$0	\$0	\$0	\$1,059,078	\$4,914,116
Total FY 2019 Funding:		\$0				

PROJECT DETAIL: 2160-Library Construction

Category: 6%

Project: T1940 - Velma Teague Library Renovate (R) **Funding Source:** General Obligation Bonds

Project Description: Modernize the Velma Teague Branch Library to meet the expectations of the community. This project is necessary to make the needed renovations in technology, equipment and asset improvements to prolong the life the Velma Teague Branch that was built in 1971, improve library service levels and would allow for new library users. With these implemented improvements, this would increase customer usage of our oldest facility, thereby, increasing revenue from fees.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Design	\$0	\$0	\$0	\$0	\$0	\$235,682	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,110,400
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$58,921	\$0
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$11,785
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$68,006
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$176,761
TOTAL	\$0	\$0	\$0	\$0	\$0	\$294,603	\$1,366,952

Operating Description:

Project: T1941 - Main Library Renovate (R) **Funding Source:** General Obligation Bonds

Project Description: Modernize the Main Library to meet the expectations of the community. This project is necessary to make the needed renovations in technology, equipment and asset improvements to prolong the life of our biggest and most heavily-used facility that was built in 1987, improve library service levels and would allow for new library users. With these implemented improvements, this would increase customer usage of our largest facility, thereby, increasing revenue from fees.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Design	\$0	\$0	\$0	\$0	\$0	\$611,580	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,678,900
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$152,895	\$0
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$30,579
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$379,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$458,685
TOTAL	\$0	\$0	\$0	\$0	\$0	\$764,475	\$3,547,164

Operating Description:

FUND SUMMARY: 2040-Public Safety Construction **Category: 20%**

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
75037 *Regional Wireless Cooperative	0	2,351,250	0	0	0	0	0
<i>Replacement of Existing Assets</i>							
75024 800MHz Comm Equip	0	0	0	0	0	0	1,380,643
75039 Remodel Fire Station #152	0	1,438,000	0	0	0	0	0
T1924 City Prosecutor Remodel	0	0	0	0	300,000	2,700,000	0
T1925 Repl./Rem. Fire Sta. #155	0	0	0	0	0	0	5,190,000
T1926 Repl./Rem. Fire Sta. #153	0	0	0	0	470,000	4,720,000	0
T1927 Main Public Sfty Bldg. Remodel	0	0	0	0	0	878,490	17,025,136
T1928 Foothills Police Sta. Remodel	0	0	0	0	0	100,000	3,615,748
T1929 Gateway Police Sta. Remodel	0	0	0	0	0	100,000	4,926,328
T1930 Renovate Fire Sta. #156	0	0	0	0	0	0	2,625,000
T1931 Renovate Fire Sta. #154	0	0	0	0	0	200,000	2,425,000
T1932 Renovate Fire Sta. #157	0	0	0	0	0	0	2,825,000
T1933 Police Station-West Area	0	0	0	0	0	0	2,006,000
T1934 New Police Evidence Storage	0	0	0	0	100,000	9,500,000	0
T1935 City Court Remodel	0	0	0	0	400,000	3,600,000	0
Sub-Total - Existing Assets	0	3,789,250	0	0	1,270,000	21,798,490	42,018,855
New Assets							
0							
75020 City Court Building	0	0	0	0	0	0	36,380,000
T5536 Fire Station - Western Area	0	0	0	0	0	0	12,556,375
Sub-Total - New Assets	0	0	0	0	0	0	48,936,375
Total Project Expenses:	\$0	\$3,789,250	\$0	\$0	\$1,270,000	\$21,798,490	\$90,955,230
Total FY 2019 Funding:		\$3,789,250					

PROJECT DETAIL: 2040-Public Safety Construction **Category: 20%**

Project: 75037* - Regional Wireless Cooperative (I) **Funding Source:** General Obligation Bonds

Project Description: This project helps fund the city's share of membership in the Regional Wireless Cooperative (RWC) digital communications system (two way radio). Fees associated with this membership cover the operational and maintenance costs on a per radio basis as well as special assessment fees. Membership in the RWC provides enhances service, redundancy and increased coverage for all city departments. Most importantly, interoperability not only within city departments but also valley wide partners, is greatly increased. The city's "Gold Elite" consoles will require replacement upon the upgrade to IP-based radio communications as will portable and mobile radios used in the field which have reached their recommended end of life. In addition, this includes upgrades to our radio hardware due to known and anticipated upgrades and mandates which will make our current radio system obsolete.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
IT/Phone/Security	\$0	\$2,351,250	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$2,351,250	\$0	\$0	\$0	\$0	\$0

Operating Description:

PROJECT DETAIL: 2040-Public Safety Construction **Category: 20%**

Project: 75024 - 800MHz Comm Equip (R) **Funding Source:** General Obligation Bonds

Project Description: Replacement and/or upgrade of existing radios for the Regional Wireless Cooperative to assure the department continues to meet Federal Communications Commission requirements for Public Safety radio transmissions as mandated and/or to replace radios that have met or exceeded their life expectancy and require technology upgrades. The life expectancy for radios is 8 to 10 years.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,380,643
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,380,643

Operating Description: O and M includes network fees annually at \$94.59 per month, per radio for 196 radios, as identified by the RWC for FY2018/2019. The department will submit a supplemental in the future for the additional O and M. Annual ongoing O and M before inflationary increases: \$222,476.

Operating Costs	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$224,476

Project: 75039 - Remodel Fire Station #152 (R) **Funding Source:** General Obligation Bonds

Project Description: Fire Station 152, located at 69th Avenue and Bethany Home Road, was constructed in 1979. The 12,622 square foot facility is functionally obsolete to meet desired service levels and has several life-safety concerns including cracking floors in the restrooms, overcrowded electrical/data and utility rooms, sewer backups, and asbestos in the flooring. Renovation includes removing all walls, fixtures, appliances, electrical and plumbing, with a complete rebuild of all offices, work areas, and living quarters. The apparatus bays will not be affected during the renovations to ensure regular service delivery. Staff would be relocated to temporary quarters on site during the renovations to minimize the impact on operations.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$0	\$1,438,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$1,438,000	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: T1924 - City Prosecutor Remodel (R) **Funding Source:** General Obligation Bonds

Project Description: Currently the City Prosecutor is located in poor condition portable trailers on 57th Avenue across the street from City Court. A sustainable space/building needs to be developed and constructed for the City Prosecutor.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$300,000	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$2,700,000	\$0
TOTAL	\$0	\$0	\$0	\$0	\$300,000	\$2,700,000	\$0

Operating Description:

PROJECT DETAIL: 2040-Public Safety Construction **Category: 20%**

Project: T1925 - Repl./Rem. Fire Sta. #155 (R) **Funding Source:** General Obligation Bonds

Project Description: Fire Station #155 is currently 8,278 sq.ft. and was built in 1988. Because of the age of the station, a complete renovation of the interior and replacement of all FFE will be required. In addition, the apparatus bays will require upgrades to the ventilation and exhaust system, apparatus bay doors will need to be replaced with bi-fold doors, the electrical, HVAC, and plumbing systems will all need upgrades to comply with current building codes, ADA, and federal standards.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$470,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$4,720,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$5,190,000

Operating Description:

Project: T1926 - Repl./Rem. Fire Sta. #153 (R) **Funding Source:** General Obligation Bonds

Project Description: Fire Station #153 is currently 8,281 sq.ft. and was built 1974. Because of the age of the station, a complete renovation of the interior and replacement of all FFE will be required. In addition, the apparatus bays will require upgrades to the ventilation and exhaust system, apparatus bay doors will need to be replaced with bi-fold doors, the electrical, HVAC, and plumbing systems will all need upgrades to comply with current building codes, ADA, and federal standards

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$470,000	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$4,050,800	\$0
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$80,000	\$0
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$139,200	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$450,000	\$0
TOTAL	\$0	\$0	\$0	\$0	\$470,000	\$4,720,000	\$0

Operating Description:

Project: T1927 - Main Public Sfty Bldg. Remodel (R) **Funding Source:** General Obligation Bonds

Project Description: A public safety buildings master plan (\$100,000) will be conducted in FY 2019 to identify long term public safety building needs. The main public safety building exceeded it's useful life and requires significant infrastructure/functionality modernization to meet the business needs of the police department. As the master plan is completed the budget numbers will be updated. Design-FY2023 while new Courts building is completed

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$878,490	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$17,025,136
TOTAL	\$0	\$0	\$0	\$0	\$0	\$878,490	\$17,025,136

Operating Description:

PROJECT DETAIL: 2040-Public Safety Construction **Category: 20%**

Project: T1928 - Foothills Police Sta. Remodel (R) **Funding Source:** General Obligation Bonds

Project Description: The Foothills Police Substation is currently 16,000 sf. Foothills PD- design 2025, construct 2026. This project will follow the replacement of Fire Station 155. This project is to modernize infrastructure and improve functionality and security of the Foothills substation. The Police Department is currently beyond capacity for work space as well as parking needs. Land acquisition costs if needed are not included in these estimates. As the master plan is completed the budget numbers will be updated

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$3,615,748
TOTAL	\$0	\$0	\$0	\$0	\$0	\$100,000	\$3,615,748

Operating Description:

Project: T1929 - Gateway Police Sta. Remodel (R) **Funding Source:** General Obligation Bonds

Project Description: A public safety buildings master plan (\$100,000) will be conducted in FY 2019 to identify long term public safety building needs. This project is to modernize infrastructure and improve functionality and security of the Gateway substation. The site will be expanded in FY 2020 (\$390,000) to allow for more parking. The City owns the property to the east of the site. Design FY2024, construct FY 2025. As the master plan is completed the budget numbers will be updated.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$4,926,328
TOTAL	\$0	\$0	\$0	\$0	\$0	\$100,000	\$4,926,328

Operating Description:

Project: T1930 - Renovate Fire Sta. #156 (R) **Funding Source:** General Obligation Bonds

Project Description: Fire Station #156 is currently 6,738 sq.ft. and was built in 1995. Because of the age of the station, a complete renovation of the interior and replacement of all FFE will be required. In addition, the apparatus bays will require upgrades to the ventilation and exhaust system, apparatus bay doors will need to be replaced with bi-fold doors, the electrical, HVAC, and plumbing systems will all need upgrades to comply with current building codes, ADA, and federal standards

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,425,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,625,000

Operating Description:

PROJECT DETAIL: 2040-Public Safety Construction **Category: 20%**

Project: T1931 - Renovate Fire Sta. #154 (R) **Funding Source:** General Obligation Bonds

Project Description: Fire Station #154 is 9,470 sq.ft. and was built in 1982. This station has the highest call volume in the city and will require an additional response unit in the future. Because of the age of the station, a complete renovation of the interior and replacement of all FFE will be required. In addition, the apparatus bays will require upgrades to the ventilation and exhaust system, apparatus bay doors will need to be replaced with bi-fold doors, the electrical, HVAC, and plumbing systems will all need upgrades to comply with current building codes, ADA, and federal standards.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$200,000	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,425,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$200,000	\$2,425,000

Operating Description:

Project: T1932 - Renovate Fire Sta. #157 (R) **Funding Source:** General Obligation Bonds

Project Description: Fire Station #157 is currently 16,000 sq.ft. and was built in 1997. This station is a partnership with Glendale Community College. The college owns the land, and the city provides the building. This station is also the central training location for all EMS training, as it is the closest training facility to all 9 fire stations. Because the station is a multi-company station and a training location, as well as housing the City of Glendale Traffic Center, the facility uses and traffic are high. Wear and tear on all components of the station are beyond projections for the facility. Complete retrofit of all FFE will be required as well as replacement of HVAC, plumbing, and electrical systems. These upgrades will allow the station to comply with current building codes, ADA standards, and federal guidelines for station construction

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,625,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,825,000

Operating Description:

Project: T1933 - Police Station-West Area (R) **Funding Source:** General Obligation Bonds

Project Description: This project supports a police sub-station in conjunction with the existing proposed western area fire station. Initially a 4,000 square foot addition is recommended, master planned for future expansion. Additional land acquisition costs over and above those for the western area fire station are not included in these estimates. Operating impact is for maintenance, repair, and utilities only and does not include personnel or equipment costs

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$148,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,858,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,006,000

Operating Description:

PROJECT DETAIL: 2040-Public Safety Construction **Category: 20%**

Project: T1934 - New Police Evidence Storage (R) **Funding Source:** General Obligation Bonds

Project Description: Property/Evidence – 30,000 sq/ft warehouse style facility with shelving systems for storage and carved out enclosed spaces for drug and weapons storage needs. The facility will also have a walk-in cooler and a walk-in freezer for biological evidence storage. It is highly desirable to co-locate with the future Crime Lab. This is to facilitate the chain of custody of evidence as it is being processed. Office space for eight (8) employees, with an area for bathroom and breakroom amenities.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Design	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$9,500,000	\$0
TOTAL	\$0	\$0	\$0	\$0	\$100,000	\$9,500,000	\$0

Operating Description:

<u>Operating Costs</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Utilities	\$0	\$0	\$0	\$0	\$0	\$210,000

Project: T1935 - City Court Remodel (R) **Funding Source:** General Obligation Bonds

Project Description: The existing structure was built to ground level in 2009 and stopped. Numerous changes in codes and court security standards have occurred since then requiring a review and update of the building plans. Originally planned at 90,000 SF, a programming study will determine the appropriate size. This includes investigation for the existing structural steel for the building which was purchased as part of the original construction and mothballed in the basement garage for future use. Conceptual construction costs assume 75,000SF building.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Design	\$0	\$0	\$0	\$0	\$400,000	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$3,600,000	\$0
TOTAL	\$0	\$0	\$0	\$0	\$400,000	\$3,600,000	\$0

Operating Description:

PROJECT DETAIL: 2040-Public Safety Construction **Category: 20%**

Project: 75020 - City Court Building (N) **Funding Source:** General Obligation Bonds

Project Description: The existing structure was built to ground level in 2009 and stopped. Numerous changes in codes and court security standards have occurred since then requiring a review and update of the building plans. Originally planned at 90,000 SF, the FY2022 programming study will determine the appropriate size. FY 2023 includes funding for investigation of the existing structural steel for the building which was purchased as part of the original construction and mothballed in the basement garage for future use. Conceptual construction costs assume 75,000SF building.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,650,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$31,000,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$320,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$310,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$3,100,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$36,380,000

Operating Description: O and M would be needed starting in FY 2022 and includes a Building Maintenance Worker, two Custodians, a Day Porter and three Detention Officers. Other items include, utilities and electricity, security, building and elevator maintenance, parking lot sweeping and custodial supplies. There are \$213,800 in one-time expenses in FY 2021 including one-time purchases of vehicles and other essential supplies. The O and M related to opening the new facility does not include current grant-funded and one-time funded staff and operational costs. These costs total \$577,269. O and M costs for additional court positions will also be needed starting in the year the building is occupied. A supplemental budget request will be submitted once the project is near completion.

Operating Costs	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Staffing	\$0	\$0	\$0	\$0	\$0	\$1,453,002
Utilities	\$0	\$0	\$0	\$0	\$0	\$184,533
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$250,966
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$47,056
Insurance	\$0	\$0	\$0	\$0	\$0	\$51,671
Electrical	\$0	\$0	\$0	\$0	\$0	\$1,107,210
PC/Vehicle Replacement	\$0	\$0	\$0	\$0	\$0	\$18,684
Landscape	\$0	\$0	\$0	\$0	\$0	\$27,426
Water	\$0	\$0	\$0	\$0	\$0	\$38,579
Refuse	\$0	\$0	\$0	\$0	\$0	\$22,492

PROJECT DETAIL: 2040-Public Safety Construction **Category: 20%**

Project: T5536 - Fire Station - Western Area (N) **Funding Source:** General Obligation Bonds

Project Description: Design and construction of a 15,000 sq ft, four bay fire station, with firefighter quarters for 18 personnel, furniture, fixtures, equipment, office space and storage. Equipment includes one engine. This facility will respond to the surrounding areas between Northern Avenue and Camelback Road and 83rd to 115th Avenues. This fire station would house a fire pumper 24/7 initially, with further expansion of ladders and medic units as growth demands.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$2,395,800
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,407,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$5,226,000
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$156,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$52,260
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,601,040
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$1,625,775
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$12,556,375

Operating Description: Additional O and M would be needed starting in March of 2021. Staffing includes the salary and benefits for 12 Firefighters, 3 Captains, 3 Engineers and .5 FTE Building Maintenance Worker. Also includes promotions, training, medic pay, station supplies, station and equipment maintenance, telephone charges, grounds maintenance, insurance and one-time cost in the amount of \$486,895 to recruit, test, hire and to send 18 firefighters to the training academy and six to medic school. Utilities, building maintenance, supplies and custodial services for 15,000 sq ft of space. PC replacement contributions for 3 computers and 1 color printer replacement = \$2,182. Landscaping estimated at \$0.22 per sq ft for 15,000 sq ft. Water estimated at \$0.195 per sq ft. Refuse estimated at \$342.26 x 12 months. A supplemental budget request will be submitted once the project is near completion.

Operating Costs	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Staffing	\$0	\$0	\$0	\$0	\$0	\$3,844,622
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$703,502
Utilities	\$0	\$0	\$0	\$0	\$0	\$146,398
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$434,875
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$57,327
Insurance	\$0	\$0	\$0	\$0	\$0	\$36,165
Electrical	\$0	\$0	\$0	\$0	\$0	\$72,695
PC/Vehicle Replacement	\$0	\$0	\$0	\$0	\$0	\$62,820
Landscape	\$0	\$0	\$0	\$0	\$0	\$9,501
Water	\$0	\$0	\$0	\$0	\$0	\$8,421
Refuse	\$0	\$0	\$0	\$0	\$0	\$11,824

FUND SUMMARY: 2080-Government Facilities Construction **Category: 6%**

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	<u>Carrlover</u>	<u>New Funding</u>					
Existing Assets							
<i>Replacement of Existing Assets</i>							
77516 Amphitheater Renovations	0	202,000	2,670,624	0	0	0	0
T1915 Underground Storage Tank Repl.	0	0	0	0	850,000	850,000	850,000
T1916 City Hall Bldg. Remodel	0	0	0	0	322,224	3,717,480	10,835,970
T1917 Field Ops. Campus Renovation	0	0	0	0	4,500,000	4,500,000	0
T1918 Community Svrs. Resource Cntr	0	0	0	0	0	0	16,950,000
Sub-Total - Existing Assets	0	202,000	2,670,624	0	5,672,224	9,067,480	28,635,970
Total Project Expenses:	\$0	\$202,000	\$2,670,624	\$0	\$5,672,224	\$9,067,480	\$28,635,970
Total FY 2019 Funding:		\$202,000					

PROJECT DETAIL: 2080-Government Facilities Construction **Category: 6%**

Project: 77516 - Amphitheater Renovations (R) **Funding Source:** General Obligation Bonds

Project Description: Renovations of the E Lowell Rogers Amphitheater at City Hall. A study performed in FY2018 identified deficiencies and recommended solutions such as: spatial quality, seating, shading, stage improvements, support areas, circulation and accessibility, concessions, storage and audio-visual system improvements. Design is slated for FY 19. Construction in FY2020 is in G.O. Bonds and is to include renovation of the basement of the council chambers. O&M does not include personnel or maintenance of AV equipment.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Design	\$0	\$202,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$2,670,624	\$0	\$0	\$0	\$0
TOTAL	\$0	\$202,000	\$2,670,624	\$0	\$0	\$0	\$0

Operating Description:

Project: T1915 - Underground Storage Tank Repl. (R) **Funding Source:** General Obligation Bonds

Project Description: This project is for the replacement of aging underground fuel storage tanks located at three City fuel sites: Field Operations Complex; Fire Station 153; and Fire Station 155. The vaulted underground storage tanks (USTs) at the Field Operations Complex are over 26 years-old, in need of significant repairs, and are approaching their 30-year life. New Arizona Department of Environmental Quality regulations beginning in October 2018 will require hydrostatic tank testing for UST's.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Design	\$0	\$0	\$0	\$0	\$50,000	\$50,000	\$50,000
Construction	\$0	\$0	\$0	\$0	\$700,000	\$700,000	\$700,000
Contingency	\$0	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000
TOTAL	\$0	\$0	\$0	\$0	\$850,000	\$850,000	\$850,000

Operating Description:

PROJECT DETAIL: 2080-Government Facilities Constructi **Category: 6%**

Project: T1916 - City Hall Bldg. Remodel (R) **Funding Source:** General Obligation Bonds

Project Description: This project is to renew city hall by restoring the infrastructure, rebuilding the interior floor by floor, replacing aged infrastructure, and implementing the findings of the City Hall Space Needs study including incorporating a customer service space in a "one stop shop" concept. Design in FY 2021, and each other year represents one floor of demolition and construction.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$287,700	\$287,700	\$575,400
Construction	\$0	\$0	\$0	\$0	\$0	\$2,877,000	\$8,631,000
Engineering Charges	\$0	\$0	\$0	\$0	\$5,754	\$86,310	\$258,930
Equipment	\$0	\$0	\$0	\$0	\$0	\$150,000	\$450,000
Contingency	\$0	\$0	\$0	\$0	\$28,770	\$316,470	\$920,640
TOTAL	\$0	\$0	\$0	\$0	\$322,224	\$3,717,480	\$10,835,970

Operating Description:

Project: T1917 - Field Ops. Campus Renovation (R) **Funding Source:** General Obligation Bonds

Project Description: The Field Operations Campus has outlived its useful life and must be replaced. Many of the structures in place are in poor condition and no longer serve the business needs of the City of Glendale. The project will be split into multiple phases to allow continued operations. Field Ops., Water, Transportation, and Solid Waste will reside on the campus. An updated master plan will be created in FY 2019. This portion is funded with G.O. Bonds

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$0	\$0	\$0	\$0	\$4,500,000	\$4,500,000	\$0
TOTAL	\$0	\$0	\$0	\$0	\$4,500,000	\$4,500,000	\$0

Operating Description:

Operating Costs	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Utilities	\$0	\$0	\$0	\$0	\$0	\$400,000

Project: T1918 - Community Svcs. Resource Cntr (R) **Funding Source:** General Obligation Bonds

Project Description: The Community Services Department does not have a central office location that can house all five divisions that make up the Department. With divisions located in five different offices, it is extremely difficult for our customers to access the services they need in a timely manner. This is a major concern with time sensitive activities. There is a need for a human services HUB within the City of Glendale. Residents within addresses within zip code 85301 have the greatest need for the division services. Many collaborative opportunities exist for workforce development with new businesses, educational and life-enrichment classes for customers. With the Center's dual use capacity, it can become the human services hub for Glendale. Additional opportunities also exist to address transportation needs and accessibility challenges for residents. Possible capital funding and operational revenue opportunities exist with partnering agencies.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,700,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$16,950,000

Operating Description:

FUND SUMMARY: 2130-Cultural Facility Construction

Category: 6%

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	<u>Carrover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
84309 *Sahuaro Ranch Park Improvments	178,469	84,550	0	0	0	0	0
<i>Sub-Total - Existing Assets</i>	<i>178,469</i>	<i>84,550</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Total Project Expenses:	\$178,469	\$84,550	\$0	\$0	\$0	\$0	\$0
Total FY 2019 Funding:	\$263,019						

PROJECT DETAIL: 2130-Cultural Facility Construction

Category: 6%

Project: 84309* - Sahuaro Ranch Park Improvments (I)

Funding Source:

General Obligation Bonds

Project Description:

This project will include the renovation and stabilization of the historic area of Sahuaro Ranch Park over a three year period. The historic area includes 13 original buildings, a rose garden, barnyard and historic orchards and has been a cultural asset that celebrates the city's historic beginnings. Listed on the National Register of Historical Places and known as the "Showplace of the Valley," the Sahuaro Ranch Historic Area offers activities, exhibits and guided tours—keeping the history of early settlement in the Valley alive.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Construction	\$152,799	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$75,000	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$4,950	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$11,506	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$750	\$0	\$0	\$0	\$0	\$0
Arts	\$1,744	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$3,850	\$0	\$0	\$0	\$0	\$0
Contingency	\$12,420	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$178,469	\$84,550	\$0	\$0	\$0	\$0	\$0

Operating Description:

FUND SUMMARY: 2180-Flood Control Construction **Category: 20%**

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	Carrvoer	New Funding					
Existing Assets							
<i>Improvement of Existing Assets</i>							
79004 Local Drainage Problems	1,863,810	324,230	324,230	324,230	0	0	629,400
Sub-Total - Existing Assets	1,863,810	324,230	324,230	324,230	0	0	629,400
New Assets							
0							
79014 59th Ave & Thunderbird Rd SD	0	0	0	0	0	0	1,963,345
T2910 Bethany Home SD, 58th to 79th	0	0	0	0	11,147,430	0	0
T7901 83rd Ave BethanyHm to Camelbac	0	0	0	0	0	0	3,080,000
T7902 Camelback Rd. 51st to 58th	0	0	0	0	3,205,000	0	0
Sub-Total - New Assets	0	0	0	0	14,352,430	0	5,043,345
Total Project Expenses:	\$1,863,810	\$324,230	\$324,230	\$324,230	\$14,352,430	\$0	\$5,672,745
Total FY 2019 Funding:		\$2,188,040					

PROJECT DETAIL: 2180-Flood Control Construction **Category: 20%**

Project: 79004 - Local Drainage Problems (I) **Funding Source:** General Obligation Bonds

Project Description: Construct localized storm drain improvements to mitigate drainage and/or flooding problems. This is an ongoing program that typically addresses drainage problems in older neighborhoods, residential areas and extends existing storm drain systems.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Construction	\$0	\$300,000	\$300,000	\$300,000	\$0	\$0	\$600,000
Construction	\$1,795,010	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$43,000	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$14,700	\$14,700	\$14,700	\$0	\$0	\$29,400
Arts	\$25,800	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$9,530	\$9,530	\$9,530	\$0	\$0	\$0
TOTAL	\$1,863,810	\$324,230	\$324,230	\$324,230	\$0	\$0	\$629,400

Operating Description: Storm drain pipe requires little or no maintenance and in most cases will reduce existing maintenance because storm water does not pond in the street or other public facility.

PROJECT DETAIL: 2180-Flood Control Construction **Category: 20%**

Project: 79014 - 59th Ave & Thunderbird Rd SD (N) **Funding Source:** General Obligation Bonds

Project Description: Project will construct a storm drain in 59th Avenue between the Thunderbird Road intersection and the Arizona Canal Drainage Channel.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$24,000
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$58,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,700,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$48,345
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$17,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$116,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,963,345

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

Project: T2910 - Bethany Home SD, 58th to 79th (N) **Funding Source:** General Obligation Bonds

Project Description: Design and construction of storm drain pipe, inlets catch basins and other appurtenances in Bethany Home Road from 79th Avenue to 58th Avenue. The design and construction costs of storm drain are to be shared with Maricopa County Flood Control District (50%). Total estimated project cost is \$21.7M. The funds in this account only reflect the City's portion. An IGA has been approved in 2001 by the County Flood Control District and City of Glendale

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$0	\$0	\$0	\$0	\$11,147,430	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$11,147,430	\$0	\$0

Operating Description: Storm drain pipe requires little or no maintenance and in most cases will reduce existing maintenance because storm water does not pond in the street or other public facility.

Project: T7901 - 83rd Ave BethanyHm to Camelbac (N) **Funding Source:** General Obligation Bonds

Project Description: Installation of storm drain in 83rd from Bethany Home Rd. to Camelback Rd. as identified in the Stormwater Management Plan

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,080,000

Operating Description:

PROJECT DETAIL: 2180-Flood Control Construction **Category: 20%**

Project: T7902 - Camelback Rd. 51st to 58th (N) **Funding Source:** General Obligation Bonds

Project Description: Installation of storm drain Camelback Rd. from 51st to 58th Ave. Identified in the Stormwater Management Plan

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$0	\$0	\$0	\$0	\$3,205,000	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$3,205,000	\$0	\$0

Operating Description:

FUND SUMMARY: 1600-DIF-Roadway Improvements **Category: DIF**

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	Carrvoer	New Funding					
Existing Assets							
<i>Improvement of Existing Assets</i>							
67814 59th & Olive Ave (1600)	15,000	0	0	0	0	0	0
67820 *59th & Olive Ave (1601)	840,389	0	0	0	0	0	0
67880 *59th & Olive Ave (1602)	110,011	0	0	0	0	0	0
<i>Replacement of Existing Assets</i>							
67809 DIF Update (1600)	0	34,553	0	0	0	0	34,553
67821 95th Avenue Extension (1601)	680,687	0	0	0	0	0	0
67930 Bethany Hm 83rd -91st (1603)	0	650,000	791,650	1,500,000	0	0	0
Sub-Total - Existing Assets	1,646,087	684,553	791,650	1,500,000	0	0	34,553
Total Project Expenses:	\$1,646,087	\$684,553	\$791,650	\$1,500,000	\$0	\$0	\$34,553
Total FY 2019 Funding:		\$2,330,640					

PROJECT DETAIL: 1600-DIF-Roadway Improvements **Category: DIF**

Project: 67814 - 59th & Olive Ave (1600) (I) **Funding Source:** Development Impact Fees

Project Description: This project includes constructing improvements at the 59th and Olive avenues intersection. Improvements at the intersection include installation of turn lanes and bus bays.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Miscellaneous/Other	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: This project is to add capacity to the existing intersection. No additional O and M is anticipated based on current information.

Project: 67820* - 59th & Olive Ave (1601) (I) **Funding Source:** Development Impact Fees

Project Description: This project includes constructing improvements at the 59th and Olive avenues intersection. Intersection include installation of turn lanes and bus bays.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Construction	\$794,114	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$39,600	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$6,675	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$840,389	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: This project is to add capacity to the existing intersection. No additional O and M is anticipated based on current information.

PROJECT DETAIL: 1600-DIF-Roadway Improvements **Category: DIF**

Project: 67880* - 59th & Olive Ave (1602) (I) **Funding Source:** Development Impact Fees

Project Description: This project includes relocation of utilities, purchase right-of-way and construct improvements at the 59th and Olive avenues intersection. Improvements at the intersection include installation of turn lanes and bus bays.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$110,011	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$110,011	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: This project is to add capacity to the existing intersection. No additional O and M is anticipated based on current information.

Project: 67809 - DIF Update (1600) (R) **Funding Source:** Development Impact Fees

Project Description: Development impact fee studies are required to be updated a minimum of every five years. The current fees have been effective since July 1, 2014. DIF legislation allows for fees collected to fund the DIF studies and updates. This is the roadway improvements

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Miscellaneous/Other	\$0	\$34,553	\$0	\$0	\$0	\$0	\$34,553
TOTAL	\$0	\$34,553	\$0	\$0	\$0	\$0	\$34,553

Operating Description:

Project: 67930 - Bethany Hm 83rd -91st (1603) (R) **Funding Source:** Development Impact Fees

Project Description: ROW Acquisition, design and construction of Bethany Home North of Center Line. (Stone Haven development agreement).

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Land	\$0	\$650,000	\$641,650	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$1,500,000	\$0	\$0	\$0
TOTAL	\$0	\$650,000	\$791,650	\$1,500,000	\$0	\$0	\$0

Operating Description:

FUND SUMMARY: 1520-DIF-Citywide Open Space **Category: DIF**

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
70453 Discovery Park	178,943	0	0	0	0	0	0
70454 Pasadena Park	139,157	0	0	0	0	0	0
70455 *Thunderbird Park Imprvmts 1520	0	0	150,000	0	0	0	0
70456 *T-Bird Park Mstr Plan 1520	0	34,944	0	0	0	0	0
<i>Replacement of Existing Assets</i>							
70459 Western Area Library 1520	0	11,281	0	0	0	0	0
Sub-Total - Existing Assets	318,100	46,225	150,000	0	0	0	0
Total Project Expenses:	\$318,100	\$46,225	\$150,000	\$0	\$0	\$0	\$0
Total FY 2019 Funding:	\$364,325						

PROJECT DETAIL: 1520-DIF-Citywide Open Space **Category: DIF**

Project: 70453 - Discovery Park (I) **Funding Source:** Development Impact Fees

Project Description: This project will create new amenities and infrastructure related to Discovery Park. Improvements will include additional trails in the park and trail connections to the adjacent neighborhoods. Other improvements may include picnic ramadas, shaded rest areas, drinking fountains, enhanced open play areas, playground or exercise equipment, and other trail amenities and site improvements that address growth within the city.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Construction	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$12,000	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$1,500	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$15,443	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$178,943	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed at this time.

Project: 70454 - Pasadena Park (I) **Funding Source:** Development Impact Fees

Project Description: This project will create new amenities and infrastructure related to Pasadena Park. The project is proposed to include a multi-use loop path connection to adjacent sidewalks in the park and to make connections to the adjacent neighborhoods, as well as site improvements that address growth within this area of the city.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Construction	\$139,157	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$139,157	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed at this time.

PROJECT DETAIL: 1520-DIF-Citywide Open Space

Category: DIF

Project: 70455* - Thunderbird Park Imprvmts 1520 (I)

Funding Source: Development Impact Fees

Project Description:

Thunderbird Conservation Park continues to be one of the more popular facilities within the City of Glendale park system. With over 1,100 acres of undisturbed desert habitat, the ongoing maintenance of the existing eight main trails and the development of additional trails to meet the increasing demand is critical to maintaining the natural desert habitat.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$0	\$0	\$121,700	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$0	\$12,000	\$0	\$0	\$0	\$0
Arts	\$0	\$0	\$1,217	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$15,083	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0

Operating Description:

Project: 70456* - T-Bird Park Mstr Plan 1520 (I)

Funding Source: Development Impact Fees

Project Description:

This project will update and revise the existing Thunderbird Conservation Park master plan. This is partial funding of this project, the balance is being requested in Fund 2140 Open Space and Trails in the amount of \$15,056.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Miscellaneous/Other	\$0	\$34,944	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$34,944	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 70459 - Western Area Library 1520 (R)

Funding Source: Development Impact Fees

Project Description:

In October 2014 and after review by the Library Advisory Board and staff, Council provided direction to develop conceptual designs for the possible location of a Western Area Branch Library at either Heroes Regional Park or on the third/fourth floors of the Glendale Media Center. Regardless of its location, the facility would be 7500- 8000 square feet in size and would result in library services provided to this geographic area of Glendale.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$0	\$11,281	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$11,281	\$0	\$0	\$0	\$0	\$0

Operating Description:

FUND SUMMARY: 1460-DIF-Citywide Parks **Category: DIF**

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
72505 * Oranewood Vista 1460	226,536	0	0	0	0	0	0
73475 Citywide Park Improv (1461)	105,917	0	0	0	0	0	0
<i>Replacement of Existing Assets</i>							
72506 Western Area Library 1460	0	4,360	0	0	0	0	0
73476 Western Area Library 1461	0	2,040	0	0	0	0	0
Sub-Total - Existing Assets	332,453	6,400	0	0	0	0	0
Total Project Expenses:	\$332,453	\$6,400	\$0	\$0	\$0	\$0	\$0
Total FY 2019 Funding:	\$338,853						

PROJECT DETAIL: 1460-DIF-Citywide Parks **Category: DIF**

Project: 73475 - Citywide Park Improv (1461) (I) **Funding Source:** Development Impact Fees

Project Description:

The project would include the construction of additional basketball courts at Heroes Regional Park, Rose Lane and O'Neil community parks to accommodate increased use and population growth. Additionally, we need to add to existing play structures to accommodate the age category 6 months to two years. Current playground events are designed for children ages 2 - 5 and 5 - 12. Recent ASTM and CPSC standards have indicated a need to provide play events for the younger age group. This project meets the 2011 Parks and Recreation Master Plan's primary action plan goals of "Develop and improve shade structures and amenities in parks" and "Revitalize conditions of neighborhood parks".

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Equipment	\$105,917	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$105,917	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 72506 - Western Area Library 1460 (R) **Funding Source:** Development Impact Fees

Project Description:

In October 2014 and after review by the Library Advisory Board and staff, Council provided direction to develop conceptual designs for the possible location of a Western Area Branch Library at either Heroes Regional Park or on the third/fourth floors of the Glendale Media Center. Regardless of its location, the facility would be 7500- 8000 square feet in size and would result in library services provided to this geographic area of Glendale.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Construction	\$0	\$4,360	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$4,360	\$0	\$0	\$0	\$0	\$0

Operating Description:

PROJECT DETAIL: 1460-DIF-Citywide Parks **Category: DIF**

Project: 73476 - Western Area Library 1461 (R) **Funding Source:** Development Impact Fees

Project Description: In October 2014 and after review by the Library Advisory Board and staff, Council provided direction to develop conceptual designs for the possible location of a Western Area Branch Library at either Heroes Regional Park or on the third/fourth floors of the Glendale Media Center. Regardless of its location, the facility would be 7500- 8000 square feet in size and would result in library services provided to this geographic area of Glendale.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$0	\$2,040	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$2,040	\$0	\$0	\$0	\$0	\$0

Operating Description:

FUND SUMMARY: 1480-DIF-Citywide Rec Facility **Category: DIF**

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
72806 *Grand Canal Linear Prk Staging	3,856	0	0	0	0	0	0
72808 *Thunderbird Park Imprvmt 1480	0	83,083	0	0	0	0	0
72810 *Parks Master Plan Update	5,433	0	0	0	0	0	0
72811 *FRAC Enhancements	6,094	0	0	0	0	0	0
72812 *Heroes Regional Park	511,869	0	0	0	0	0	0
<i>Replacement of Existing Assets</i>							
72801 DIF Update (1480)	0	3,469	0	0	0	0	3,469
72816 Western Area Library 1480	0	139,838	0	0	0	0	0
Sub-Total - Existing Assets	527,252	226,390	0	0	0	0	3,469
Total Project Expenses:	\$527,252	\$226,390	\$0	\$0	\$0	\$0	\$3,469
Total FY 2019 Funding:	\$753,642						

PROJECT DETAIL: 1480-DIF-Citywide Rec Facility **Category: DIF**

Project: 72806* - Grand Canal Linear Prk Staging (I) **Funding Source:** Development Impact Fees

Project Description: This project request is for the expansion of the Grand Canal Linear Park Equestrian Staging Facility located south of Bethany Home Road on 79th Avenue to accommodate additional demand for equestrian parking, trail use, and larger horse trailers. The recent completion of an additional segment of the New River trail and future plans to develop the segment of the Grand Canal will complete the connection of the two trails. This project complies with the 2011 Parks and Recreation Master Plan primary action plan recommended major areas of focus according to the priorities and interests of the community to "Improve existing and develop new trails, greenways and complete the Trails Master Plan".

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Construction	\$3,706	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$150	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$3,856	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 72808* - Thunderbird Park Imprvmt 1480 (I) **Funding Source:** Development Impact Fees

Project Description: This project will provide funding for the development, construction and installation of park amenities and improvements. These amenities/improvements are in response to the growth in park visitors and users. This project complies with the City Council 2011 approved Parks and Recreation Master Plan secondary action plan recommended major areas of focus according to the priorities and interests of the community to "Enhance and improve Thunderbird Conservation Park".

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Construction	\$0	\$83,083	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$83,083	\$0	\$0	\$0	\$0	\$0

Operating Description:

PROJECT DETAIL: 1480-DIF-Citywide Rec Facility

Category: DIF

Project: 72810* - Parks Master Plan Update (I)

Funding Source:

Development Impact Fees

Project Description:

With its inception in July 2014, the Community Services Department became a very diverse department that provide programs and services as well as operates and manages facilities throughout the city. The various work groups that make up the department have or have had previously approved master and strategic plans to help guide their operations, facility management/maintenance and program/service delivery. This project will incorporate existing division or work group master /strategic plans to help create a new department wide plan that will provide recommendations and outcomes based on the new department organizational and financial and structure.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Miscellaneous/Other	\$5,433	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$5,433	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 72811* - FRAC Enhancements (I)

Funding Source:

Development Impact Fees

Project Description:

This project will include several facility improvements at the Foothills Recreation and Aquatics Center to address increased programming volume and demand in center use including additional security cameras, the addition of full size lockers to the active area, the installation of a multi-purpose floor in the Coyote Room and the modification of the existing gym floor to accommodate programming expansion.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Miscellaneous/Other	\$6,094	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$6,094	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 72812* - Heroes Regional Park (I)

Funding Source:

Development Impact Fees

Project Description:

This project request is for the completion of the half street improvements along the east side of 83rd Avenue at Heroes Regional Park. When the existing phases of the park were completed, the additional half street improvements for the east side of 83rd Avenue north of Bethany Home Road were part of the additional project items that were not completed due to budget and financing issues. Staff received direction from the City Council to move forward with this project at the 1/5/16 Workshop session. This project complies with the 2011 Parks and Recreation Master Plan primary action plan recommended major areas of focus according to the priorities and interests of the community to "Complete the Western Area Regional Park".

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$434,857	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$32,142	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$4,870	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$511,869	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

PROJECT DETAIL: 1480-DIF-Citywide Rec Facility **Category: DIF**

Project: 72801 - DIF Update (1480) (R) **Funding Source:** Development Impact Fees

Project Description: Development impact fee studies are required to be updated a minimum of every five years. The current fees have been effective since July 1, 2014. DIF legislation allows for fees collected to fund the DIF studies and updates. This is the citywide recreation

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Miscellaneous/Other	\$0	\$3,469	\$0	\$0	\$0	\$0	\$3,469
TOTAL	\$0	\$3,469	\$0	\$0	\$0	\$0	\$3,469

Operating Description:

Project: 72816 - Western Area Library 1480 (R) **Funding Source:** Development Impact Fees

Project Description: In October 2014 and after review by the Library Advisory Board and staff, Council provided direction to develop conceptual designs for the possible location of a Western Area Branch Library at either Heroes Regional Park or on the third/fourth floors of the Glendale Media Center. Regardless of its location, the facility would be 7500- 8000 square feet in size and would result in library services provided to this geographic area of Glendale.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Construction	\$0	\$139,838	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$139,838	\$0	\$0	\$0	\$0	\$0

Operating Description:

FUND SUMMARY: 1540-DIF-Park Dev Zone 1 **Category: DIF**

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	Carrvoer	New Funding					
Existing Assets							
<i>Improvement of Existing Assets</i>							
73105 Oranewood Vista 1540	124,085	0	0	0	0	0	0
73525 *Picnic Ramada Expansion 1541	52,303	0	0	0	0	0	0
73575 *Picnic Ramada Expansion 1542	177,578	0	0	0	0	0	0
73576 Bike Park Foothills Park 1542	140,000	0	0	0	0	0	0
73625 *New River Trail Zn 2 W 1543	58,312	0	0	0	0	0	0
73626 * Parks Master Plan Update 1543	0	230,000	0	0	0	0	0
<i>Replacement of Existing Assets</i>							
73102 DIF Update (1540)	0	3,469	0	0	0	0	3,469
73627 Western Area Library 1543	0	354,628	0	0	0	0	0
Sub-Total - Existing Assets	552,278	588,097	0	0	0	0	3,469
Total Project Expenses:	\$552,278	\$588,097	\$0	\$0	\$0	\$0	\$3,469
Total FY 2019 Funding:		\$1,140,375					

PROJECT DETAIL: 1540-DIF-Park Dev Zone 1 **Category: DIF**

Project: 73105 - Oranewood Vista 1540 (I) **Funding Source:** Development Impact Fees

Project Description: This phase will involve developing a two-acre portion of the remaining undeveloped 10-acre joint-use neighborhood park. The improvements will include a concrete pathway, ramada, and landscape. The school and the joint-use park were constructed to address the growth in the area and the increasing student enrollment in the neighboring schools in the Glendale Elementary School District. The service area for this joint-use park is without a neighborhood ramada and concrete walkways. The ramada, concrete pathway, and surrounding ground stabilization are the highest priorities. This project has additional funding in fund 1460 in the amount of \$225,987.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Design	\$5,500	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$106,520	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$11,000	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$1,065	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$124,085	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed for this project. Ramada cleaning would simply be incorporated into the park maintenance routine.

PROJECT DETAIL: 1540-DIF-Park Dev Zone 1

Category: DIF

Project: 73525* - Picnic Ramada Expansion 1541 (I)

Funding Source:

Development Impact Fees

Project Description:

The Parks, Recreation and Neighborhood Division's picnic ramadas can be used for both drop-in use as well as rentals. Ramada rentals generate approximately \$140,000 each year and staff have identified several parks that do not currently have picnic ramadas and other parks that are experiencing additional demand for ramada rentals. Parks such as Chapparal, Hillcrest, Oasis and Utopia are just a few parks in this development zone that have a high demand for ramada use.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$8,000	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$400	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$3,903	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$52,303	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 73575* - Picnic Ramada Expansion 1542 (I)

Funding Source:

Development Impact Fees

Project Description:

The Parks, Recreation and Neighborhood Division's picnic ramadas can be used for both drop-in use as well as rentals. Ramada rentals generate approximately \$140,000 each year and staff have identified several parks that do not currently have picnic ramadas and other parks that are experiencing additional demand for ramada rentals. Parks such as Heritage, Lions, Dos Lagos, Mondo, Sunset do not have ramadas, but have increased activity and demand to warrant the addition.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$12,000	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$1,500	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$14,078	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$177,578	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 73625* - New River Trail Zn 2 W 1543 (I)

Funding Source:

Development Impact Fees

Project Description:

The New River Trail system is an important link to a region-wide multi-use trail system that meanders throughout Glendale and Maricopa County. During the past several years of budget and funding reductions, the Parks, Recreation and Neighborhood Services staff have leveraged limited funding with other internal (City of Glendale Transportation Department) and external partners (Maricopa County Flood Control District) to continue the development and enhancement of alternate transportation options for Glendale residents. These options are part of a larger regional network of multi-modal trails which connect to other communities and recreational amenities.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$45,000	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$8,000	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$450	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$4,862	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$58,312	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

No new additional O & M will be required

PROJECT DETAIL: 1540-DIF-Park Dev Zone 1

Category: DIF

Project: 73626* - Parks Master Plan Update 1543 (I)

Funding Source:

Development Impact Fees

Project Description:

With its inception in July 2014, the Community Services Department became a very diverse department that provide programs and services as well as operates and manages facilities throughout the city. The various work groups that make up the department have or have had previously approved master and strategic plans to help guide their operations, facility management/maintenance and program/service delivery. This project will incorporate existing division or work group master /strategic plans to help create a new department wide plan that will provide recommendations and outcomes based on the new department organizational and financial and structure.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Miscellaneous/Other	\$0	\$230,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$230,000	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 73102 - DIF Update (1540) (R)

Funding Source:

Development Impact Fees

Project Description:

Development impact fee studies are required to be updated a minimum of every five years. The current fees have been effective since July 1, 2014. DIF legislation allows for fees collected to fund the DIF studies and updates. This is the neighborhood parks zone 1 portion of the DIF study and updates.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Miscellaneous/Other	\$0	\$3,469	\$0	\$0	\$0	\$0	\$3,469
TOTAL	\$0	\$3,469	\$0	\$0	\$0	\$0	\$3,469

Operating Description:

Project: 73627 - Western Area Library 1543 (R)

Funding Source:

Development Impact Fees

Project Description:

In October 2014 and after review by the Library Advisory Board and staff, Council provided direction to develop conceptual designs for the possible location of a Western Area Branch Library at either Heroes Regional Park or on the third/fourth floors of the Glendale Media Center. Regardless of its location, the facility would be 7500- 8000 square feet in size and would result in library services provided to this geographic area of Glendale.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$0	\$354,628	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$354,628	\$0	\$0	\$0	\$0	\$0

Operating Description:

FUND SUMMARY: 1560-DIF-Park Dev Zone 2 **Category: DIF**

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	Carrvoer	New Funding					
Existing Assets							
<i>Improvement of Existing Assets</i>							
73404 Paseo Linear Park Additions	165,438	0	0	0	0	0	0
<i>Replacement of Existing Assets</i>							
73403 DIF Update (1560)	0	3,469	0	0	0	0	3,469
73451 Western Area Library 1561	0	13,137	0	0	0	0	0
Sub-Total - Existing Assets	165,438	16,606	0	0	0	0	3,469
Total Project Expenses:	\$165,438	\$16,606	\$0	\$0	\$0	\$0	\$3,469
Total FY 2019 Funding:		\$182,044					

PROJECT DETAIL: 1560-DIF-Park Dev Zone 2 **Category: DIF**

Project: 73404 - Paseo Linear Park Additions (I) **Funding Source:** Development Impact Fees

Project Description: Additional amenities consist of accommodating community growth by expanding the multi-use path, adding pathway pullout nodes to relieve congestion and add additional active recreation play elements.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Construction	\$137,000	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$12,000	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$1,370	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$15,068	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$165,438	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed for these projects.

Project: 73403 - DIF Update (1560) (R) **Funding Source:** Development Impact Fees

Project Description: Development impact fee studies are required to be updated a minimum of every five years. The current fees have been effective since July 1, 2014. DIF legislation allows for fees collected to fund the DIF studies and updates. This is the neighborhood parks zone 2 portion of the DIF study and updates.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Miscellaneous/Other	\$0	\$3,469	\$0	\$0	\$0	\$0	\$3,469
TOTAL	\$0	\$3,469	\$0	\$0	\$0	\$0	\$3,469

Operating Description:

PROJECT DETAIL: 1560-DIF-Park Dev Zone 2 **Category: DIF**

Project: 73451 - Western Area Library 1561 (R) **Funding Source:** Development Impact Fees

Project Description: In October 2014 and after review by the Library Advisory Board and staff, Council provided direction to develop conceptual designs for the possible location of a Western Area Branch Library at either Heroes Regional Park or on the third/fourth floors of the Glendale Media Center. Regardless of its location, the facility would be 7500- 8000 square feet in size and would result in library services provided to this geographic area of Glendale.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$0	\$13,137	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$13,137	\$0	\$0	\$0	\$0	\$0

Operating Description:

FUND SUMMARY: 1580-DIF-Park Dev Zone 3 **Category: DIF**

	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>				
New Assets						
0						
73702 DIF Update (1580)	0	3,469	0	0	0	3,469
<i>Sub-Total - New Assets</i>	0	3,469	0	0	0	3,469
Total Project Expenses:	\$0	\$3,469	\$0	\$0	\$0	\$3,469
Total FY 2019 Funding:		\$3,469				

PROJECT DETAIL: 1580-DIF-Park Dev Zone 3 **Category: DIF**

Project: 73702 - DIF Update (1580) (N) **Funding Source:** Development Impact Fees

Project Description: Development impact fee studies are required to be updated a minimum of every five years. The current fees have been effective since July 1, 2014. DIF legislation allows for fees collected to fund the DIF studies and updates. This is the neighborhood parks zone 3 portion of the DIF study and updates.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Miscellaneous/Other	\$0	\$3,469	\$0	\$0	\$0	\$0	\$3,469
TOTAL	\$0	\$3,469	\$0	\$0	\$0	\$0	\$3,469

Operating Description:

FUND SUMMARY: 1380-DIF-Library Buildings **Category: DIF**

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>					
New Assets							
0							
74252 *Western Area Library 1380	1,755,029	0	0	0	0	0	0
<i>Sub-Total - New Assets</i>	<i>1,755,029</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Total Project Expenses:	\$1,755,029	\$0	\$0	\$0	\$0	\$0	\$0
Total FY 2019 Funding:	\$1,755,029						

PROJECT DETAIL: 1380-DIF-Library Buildings **Category: DIF**

Project: 74252* - Western Area Library 1380 (N) **Funding Source:** Development Impact Fees

Project Description: In October 2014 and after review by the Library Advisory Board and staff, Council provided direction to develop conceptual designs for the possible location of a Western Area Branch Library at either Heroes Regional Park or on the third/fourth floors of the Glendale Media Center. Regardless of its location, the facility would be 7500- 8000 square feet in size and would result in library services provided to this geographic area of Glendale.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Construction	\$1,380,000	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$49,680	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$13,800	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$311,549	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,755,029	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: O&M is included in project Western Area Library 1500.

FUND SUMMARY: 1500-DIF-Libraries **Category: DIF**

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	Carrvoer	New Funding					
Existing Assets							
<i>Replacement of Existing Assets</i>							
74752 DIF Update (1500)	0	17,563	0	0	0	0	17,563
Sub-Total - Existing Assets	0	17,563	0	0	0	0	17,563
New Assets							
0							
74751 Library Books - Pop. Growth	294,051	135,029	0	0	0	0	0
74755 *Western Area Library 1500	1,194,393	0	0	0	0	0	0
Sub-Total - New Assets	1,488,444	135,029	0	0	0	0	0
Total Project Expenses:	\$1,488,444	\$152,592	\$0	\$0	\$0	\$0	\$17,563
Total FY 2019 Funding:	\$1,641,036						

PROJECT DETAIL: 1500-DIF-Libraries **Category: DIF**

Project: 74752 - DIF Update (1500) (R) **Funding Source:** Development Impact Fees

Project Description: Development impact fee studies are required to be updated a minimum of every five years. The current fees have been effective since July 1, 2014. DIF legislation allows for fees collected to fund the DIF studies and updates. This is the library portion of the DIF updates.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Miscellaneous/Other	\$0	\$17,563	\$0	\$0	\$0	\$0	\$17,563
TOTAL	\$0	\$17,563	\$0	\$0	\$0	\$0	\$17,563

Operating Description:

Project: 74751 - Library Books - Pop. Growth (N) **Funding Source:** Development Impact Fees

Project Description: This project requests the use of collected DIF to continue the phased-in approach of increasing the number of library material at the three Glendale libraries using remaining DIF balance previously collected during the high-growth phase of Glendale.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Miscellaneous/Other	\$294,051	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$135,029	\$0	\$0	\$0	\$0	\$0
TOTAL	\$294,051	\$135,029	\$0	\$0	\$0	\$0	\$0

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

PROJECT DETAIL: 1500-DIF-Libraries

Category: DIF

Project: 74755* - Western Area Library 1500 (N)

Funding Source: Development Impact Fees

Project Description:

In October 2014 and after review by the Library Advisory Board and staff, Council provided direction to develop conceptual designs for the possible location of a Western Area Branch Library at either Heroes Regional Park or on the third/fourth floors of the Glendale Media Center. Regardless of its location, the facility would be 7500- 8000 square feet in size and would result in library services provided to this geographic area of Glendale.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Construction	\$1,141,354	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$43,000	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$10,039	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,194,393	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

It is estimated O&M for this project is \$600,000 which includes 8.5 FTE's for a 40 hour per week operation. The ongoing O&M impact will be recalculated as a part of the final analysis of this potential project.

FUND SUMMARY: 1420-DIF-Fire Protection Facilities **Category: DIF**

	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>				
Existing Assets						
<i>Replacement of Existing Assets</i>						
77001 DIF Update (1420)	0	15,654	0	0	0	15,654
<i>Sub-Total - Existing Assets</i>	<i>0</i>	<i>15,654</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>15,654</i>
Total Project Expenses:	\$0	\$15,654	\$0	\$0	\$0	\$15,654
Total FY 2019 Funding:	\$15,654					

PROJECT DETAIL: 1420-DIF-Fire Protection Facilities **Category: DIF**

Project: 77001 - DIF Update (1420) (R) **Funding Source:** Development Impact Fees

Project Description: Development impact fee studies are required to be updated a minimum of every five years. The current fees have been effective since July 1, 2014. DIF legislation allows for fees collected to fund the DIF studies and updates. This is the fire facilities portion of the DIF study and updates.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Miscellaneous/Other	\$0	\$15,654	\$0	\$0	\$0	\$0	\$15,654
TOTAL	\$0	\$15,654	\$0	\$0	\$0	\$0	\$15,654

Operating Description:

FUND SUMMARY: 1620-DIF-General Government **Category: DIF**

	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>				
Existing Assets						
<i>Replacement of Existing Assets</i>						
77755 Western Area Library 1620	0	17,137	0	0	0	0
<i>Sub-Total - Existing Assets</i>	0	17,137	0	0	0	0
Total Project Expenses:	\$0	\$17,137	\$0	\$0	\$0	\$0
Total FY 2019 Funding:	\$17,137					

PROJECT DETAIL: 1620-DIF-General Government **Category: DIF**

Project: 77755 - Western Area Library 1620 (R) **Funding Source:** Development Impact Fees

Project Description: In October 2014 and after review by the Library Advisory Board and staff, Council provided direction to develop conceptual designs for the possible location of a Western Area Branch Library at either Heroes Regional Park or on the third/fourth floors of the Glendale Media Center. Regardless of its location, the facility would be 7500- 8000 square feet in size and would result in library services provided to this geographic area of Glendale.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Construction	\$0	\$17,137	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$17,137	\$0	\$0	\$0	\$0	\$0

Operating Description:

FUND SUMMARY: 2360-Water & Sewer **Category: Revenue**

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
60007 Arrwhd Wtr Reclam Fac Imps	400,000	9,125,000	3,662,000	0	0	0	0
60016 West Area WRF Improvements	3,187,000	1,600,000	4,000,000	8,084,000	0	5,716,000	6,300,000
<i>Replacement of Existing Assets</i>							
60014 SCADA Study & Replacement	0	0	0	400,000	450,000	750,000	0
60019 Vehicle Replacement	0	1,150,000	600,000	750,000	600,000	1,000,000	4,000,000
Sub-Total - Existing Assets	3,587,000	11,875,000	8,262,000	9,234,000	1,050,000	7,466,000	10,300,000
New Assets							
0							
60015 Asset Mangement Program	0	1,500,000	1,500,000	0	0	0	0
60017 Integrated Water Master Plan	0	2,000,000	500,000	0	0	0	0
60018 *Laboratory Equipment	105,000	120,000	0	0	0	0	0
Sub-Total - New Assets	105,000	3,620,000	2,000,000	0	0	0	0
Total Project Expenses:	\$3,692,000	\$15,495,000	\$10,262,000	\$9,234,000	\$1,050,000	\$7,466,000	\$10,300,000
Total FY 2019 Funding:	\$19,187,000						

PROJECT DETAIL: 2360-Water & Sewer **Category: Revenue**

Project: 60007 - Arrwhd Wtr Reclam Fac Imps (I) **Funding Source:** Water & Sewer Revenues

Project Description: Design and construct retrofit and/or replacement of filters, headworks, odor control system, clarifier systems, fiber optic, other civil, mechanical, electrical, and instrumentation/control improvements.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Design	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$8,700,000	\$3,322,000	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$125,000	\$100,000	\$0	\$0	\$0	\$0
Arts	\$0	\$0	\$240,000	\$0	\$0	\$0	\$0
TOTAL	\$0	\$9,125,000	\$3,662,000	\$0	\$0	\$0	\$0

Operating Description:

PROJECT DETAIL: 2360-Water & Sewer **Category: Revenue**

Project: 60016 - West Area WRF Improvements (I) **Funding Source:** Water & Sewer Revenues

Project Description: Study, design and construct improvements to process areas, fine screens, ultraviolet (UV) system, and other processes at the West Area WRF and the raw sewage pump station (RSPS).

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$1,500,000	\$0	\$0	\$0	\$0	\$0
Design	\$283,419	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$3,800,000	\$7,500,000	\$0	\$5,000,000	\$5,000,000
Construction	\$2,518,581	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$100,000	\$100,000	\$100,000	\$0	\$100,000	\$100,000
Engineering Charges	\$77,000	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$0	\$38,000	\$75,000	\$0	\$50,000	\$50,000
Arts	\$28,000	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$280,000	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$62,000	\$409,000	\$0	\$566,000	\$1,150,000
TOTAL	\$3,187,000	\$1,600,000	\$4,000,000	\$8,084,000	\$0	\$5,716,000	\$6,300,000

Operating Description:

Project: 60014 - SCADA Study & Replacement (R) **Funding Source:** Water & Sewer Revenues

Project Description: Study alternative information and communication systems to develop a plan for improvements and upgrade to new technologies to increase functionality of the Supervisory Control and Data Acquisition (SCADA) system. The system gathers process data for monitoring and controlling the treatment processes.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Equipment	\$0	\$0	\$0	\$400,000	\$450,000	\$750,000	\$0
TOTAL	\$0	\$0	\$0	\$400,000	\$450,000	\$750,000	\$0

Operating Description:

Project: 60019 - Vehicle Replacement (R) **Funding Source:** Water & Sewer Revenues

Project Description: Replacement and addition of vehicles, pick-ups, heavy trucks, and excavation equipment.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Equipment	\$0	\$1,150,000	\$600,000	\$750,000	\$600,000	\$1,000,000	\$4,000,000
TOTAL	\$0	\$1,150,000	\$600,000	\$750,000	\$600,000	\$1,000,000	\$4,000,000

Operating Description:

PROJECT DETAIL: 2360-Water & Sewer **Category: Revenue**

Project: 60015 - Asset Mangement Program (N) **Funding Source:** Water & Sewer Revenues

Project Description: Evaluate and implement a replacement asset management system for the Hansen system.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Miscellaneous/Other	\$0	\$1,500,000	\$1,500,000	\$0	\$0	\$0	\$0
TOTAL	\$0	\$1,500,000	\$1,500,000	\$0	\$0	\$0	\$0

Operating Description:

Operating Costs	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Staffing	\$50,000	\$110,000	\$110,000	\$110,000	\$110,000	\$550,000

Project: 60017 - Integrated Water Master Plan (N) **Funding Source:** Water & Sewer Revenues

Project Description: Update the Master Plan for the water, sewer, reclaimed water, and stormwater systems.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Miscellaneous/Other	\$0	\$2,000,000	\$500,000	\$0	\$0	\$0	\$0
TOTAL	\$0	\$2,000,000	\$500,000	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed at this time.

Project: 60018* - Laboratory Equipment (N) **Funding Source:** Water & Sewer Revenues

Project Description: Replace aging ion chromatograph and deionized water system.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Equipment	\$28,531	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$120,000	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$76,469	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$105,000	\$120,000	\$0	\$0	\$0	\$0	\$0

Operating Description:

FUND SUMMARY: 2400-Water **Category: Revenue**

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	Carrvoer	New Funding					
Existing Assets							
<i>Improvement of Existing Assets</i>							
61023	Water System Security	0	150,000	150,000	150,000	150,000	350,000
61024	Cholla Water Plant Process Imp	1,800,000	7,000,000	11,000,000	5,997,440	0	8,600,000
61043	Pyramid Peak WTP Process Imp.	2,350,000	4,500,000	12,600,000	3,000,000	0	6,100,000
61045	Thunderbird Reservoir Misc. Im	0	500,000	0	920,000	0	1,250,000
61047	Citywide Meter Vault Imp	1,100,000	500,000	400,000	350,000	0	1,100,000
61049	Zone 3 Water Supply Imp.	300,000	250,000	0	1,620,000	623,250	0
61054	Distrib Sys Imprv - Citywide	360,000	500,000	500,000	500,000	0	0
61055	Oasis WTP Improvements	0	866,928	1,146,072	0	0	7,500,000
61062	*67th Ave Water line improv	0	400,000	500,000	600,000	100,000	400,000
<i>Replacement of Existing Assets</i>							
61001	Fire Hydrant Replacement	550,000	700,000	529,142	0	0	0
61013	Water Line Replacement	600,000	2,000,000	1,500,000	1,500,000	1,501,564	0
61048	City Wide Well Rehab	750,000	1,000,000	857,507	659,856	0	400,000
61060	Water Supply Redundancy	0	0	0	500,000	0	500,000
61061	Water Capital Equipment	0	1,000,000	1,000,000	1,000,000	0	0
T1946	Field Ops. Campus Renovation	0	0	0	0	1,500,000	1,500,000
Sub-Total - Existing Assets		7,810,000	19,366,928	30,182,721	16,797,296	3,874,814	2,150,000
New Assets							
0							
61019	Storage and Recovery Well	0	0	0	700,000	700,000	4,000,000
61027	Water Line Extension	800,000	950,000	0	0	0	0
61038	Loop 101 Water Treatment Plant	0	0	0	0	0	43,023,225
61051	Accural of Long-term Water Sto	0	500,000	500,000	500,000	500,000	2,500,000
61052	Recharge Storage Assessment	266,000	200,000	900,000	921,260	0	0
61056	White Mtn Apache Water Rights	0	0	3,500,000	875,000	875,000	875,000
61058	*Pyramid Peak WTP 15MGD Exp.	1,000,000	2,500,000	36,000,000	11,500,000	0	0
Sub-Total - New Assets		2,066,000	4,150,000	40,900,000	14,496,260	2,075,000	50,398,225
Total Project Expenses:		\$9,876,000	\$23,516,928	\$71,082,721	\$31,293,556	\$5,949,814	\$4,425,000
Total FY 2019 Funding:		\$33,392,928					

PROJECT DETAIL: 2400-Water **Category: Revenue**

Project: 61023 - Water System Security (I) **Funding Source:** Water & Sewer Revenues

Project Description: Installation of equipment citywide to further enhance security of the city's water supply, treatment plants, and distribution system.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Equipment	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$350,000
TOTAL	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$350,000

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

PROJECT DETAIL: 2400-Water **Category: Revenue**

Project: 61024 - Cholla Water Plant Process Imp (I) **Funding Source:** Water & Sewer Revenues

Project Description: Improve and rehabilitate all process areas and key component systems throughout the treatment plant, administration building, reservoir, and at the booster station.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$1,000,000	\$500,000	\$500,000	\$0	\$0	\$1,000,000
Construction	\$1,300,000	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$5,500,000	\$10,000,000	\$5,000,000	\$0	\$0	\$7,000,000
Engineering Charges	\$0	\$150,000	\$150,000	\$150,000	\$0	\$0	\$200,000
Engineering Charges	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$55,000	\$100,000	\$50,000	\$0	\$0	\$70,000
Contingency	\$0	\$295,000	\$250,000	\$297,440	\$0	\$0	\$330,000
TOTAL	\$1,800,000	\$7,000,000	\$11,000,000	\$5,997,440	\$0	\$0	\$8,600,000

Operating Description:

Project: 61043 - Pyramid Peak WTP Process Imp. (I) **Funding Source:** Water & Sewer Revenues

Project Description: Design and construct retrofit and/or replacement of process and treatment systems, civil, mechanical, electrical, instrumentation/control, HVAC, and structural improvements at Pyramid Peak WTP. Add on-site sodium hypo-chloride generation system in second 5-year period. City of Glendale will fund 77% and City of Peoria will fund 23% of the improvements.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$210,000	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$1,250,000	\$250,000	\$0	\$0	\$0	\$1,000,000
Construction	\$2,140,000	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$3,150,000	\$12,250,000	\$2,900,000	\$0	\$0	\$5,000,000
Engineering Charges	\$0	\$100,000	\$100,000	\$100,000	\$0	\$0	\$100,000
TOTAL	\$2,350,000	\$4,500,000	\$12,600,000	\$3,000,000	\$0	\$0	\$6,100,000

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

Project: 61045 - Thunderbird Reservoir Misc. Im (I) **Funding Source:** Water & Sewer Revenues

Project Description: Study, design, construct replacement and improvements to mixing, chlorination, civil, mechanical, roof structural and electrical at the reservoir.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$45,000	\$0	\$0	\$0	\$0	\$77,000
Construction	\$0	\$385,000	\$0	\$850,000	\$0	\$0	\$1,025,000
Engineering Charges	\$0	\$27,650	\$0	\$61,000	\$0	\$0	\$40,000
Arts	\$0	\$3,850	\$0	\$9,000	\$0	\$0	\$10,000
Contingency	\$0	\$38,500	\$0	\$0	\$0	\$0	\$98,000
TOTAL	\$0	\$500,000	\$0	\$920,000	\$0	\$0	\$1,250,000

Operating Description:

PROJECT DETAIL: 2400-Water **Category: Revenue**

Project: 61047 - Citywide Meter Vault Imp (I) **Funding Source:** Water & Sewer Revenues

Project Description: Design and construct replacement of large meter vault access in phases.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Construction	\$1,100,000	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$200,000	\$350,000	\$300,000	\$0	\$0	\$700,000
Engineering Charges	\$0	\$23,000	\$23,000	\$20,000	\$0	\$0	\$20,000
Arts	\$0	\$2,000	\$3,500	\$3,000	\$0	\$0	\$7,000
Contingency	\$0	\$75,000	\$23,500	\$27,000	\$0	\$0	\$173,000
TOTAL	\$1,100,000	\$500,000	\$400,000	\$350,000	\$0	\$0	\$1,100,000

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

Project: 61049 - Zone 3 Water Supply Imp. (I) **Funding Source:** Water & Sewer Revenues

Project Description: Improvements of water supply and distribution system within Zone 2 and Zone 3 for water supply redundancy.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$250,000	\$0	\$200,000	\$50,000	\$0	\$0
Construction	\$0	\$0	\$0	\$1,000,000	\$500,000	\$0	\$0
Construction	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$0	\$0	\$290,000	\$15,000	\$0	\$0
Engineering Charges	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$0	\$0	\$100,000	\$5,000	\$0	\$0
Contingency	\$0	\$0	\$0	\$30,000	\$53,250	\$0	\$0
TOTAL	\$300,000	\$250,000	\$0	\$1,620,000	\$623,250	\$0	\$0

Operating Description: No additional O and M is needed at this time.

Project: 61054 - Distrib Sys Imprv - Citywide (I) **Funding Source:** Water & Sewer Revenues

Project Description: Replace and rehabilitate pressure reduction valves, water instrumentation, flow meters, and transmission mains connections. Develop a citywide water modeling plan for the water distribution system.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$0	\$425,000	\$425,000	\$425,000	\$0	\$0	\$0
Construction	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$28,250	\$28,250	\$28,250	\$0	\$0	\$0
Engineering Charges	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$4,250	\$4,250	\$4,250	\$0	\$0	\$0
Contingency	\$0	\$42,500	\$42,500	\$42,500	\$0	\$0	\$0
TOTAL	\$360,000	\$500,000	\$500,000	\$500,000	\$0	\$0	\$0

Operating Description:

PROJECT DETAIL: 2400-Water **Category: Revenue**

Project: 61055 - Oasis WTP Improvements (I) **Funding Source:** Water & Sewer Revenues

Project Description: Study both the surface and groundwater treatment plants' condition. Design and construct efficiency and operation upgrades. Replace filter underdrain infrastructure and make improvements to booster pump station. Replace brine ponds in FY2022-23.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$50,000	\$0	\$0	\$0	\$0	\$1,200,000
Construction	\$0	\$700,000	\$1,008,000	\$0	\$0	\$0	\$6,000,000
Engineering Charges	\$0	\$25,000	\$25,000	\$0	\$0	\$0	\$75,000
Arts	\$0	\$7,000	\$10,000	\$0	\$0	\$0	\$60,000
Miscellaneous/Other	\$0	\$84,928	\$103,072	\$0	\$0	\$0	\$165,000
TOTAL	\$0	\$866,928	\$1,146,072	\$0	\$0	\$0	\$7,500,000

Operating Description:

Project: 61062* - 67th Ave Water line improv (I) **Funding Source:** Water & Sewer Revenues

Project Description: Assess and rehabilitate water lines and connections south of Jomax along 67th Avenue.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$350,000	\$50,000	\$0	\$100,000	\$0	\$50,000
Construction	\$0	\$0	\$400,000	\$550,000	\$0	\$75,000	\$300,000
Engineering Charges	\$0	\$0	\$15,000	\$15,000	\$0	\$0	\$10,000
Arts	\$0	\$0	\$4,000	\$3,000	\$0	\$0	\$3,000
Contingency	\$0	\$50,000	\$31,000	\$32,000	\$0	\$25,000	\$37,000
TOTAL	\$0	\$400,000	\$500,000	\$600,000	\$100,000	\$100,000	\$400,000

Operating Description:

Project: 61001 - Fire Hydrant Replacement (R) **Funding Source:** Water & Sewer Revenues

Project Description: Design and construct replacement fire hydrant valves and associated water lines in two phases.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0
Construction	\$550,000	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$600,000	\$500,000	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$10,000	\$10,000	\$0	\$0	\$0	\$0
Arts	\$0	\$6,000	\$5,000	\$0	\$0	\$0	\$0
Contingency	\$0	\$34,000	\$14,142	\$0	\$0	\$0	\$0
TOTAL	\$550,000	\$700,000	\$529,142	\$0	\$0	\$0	\$0

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

PROJECT DETAIL: 2400-Water **Category: Revenue**

Project: 61013 - Water Line Replacement (R) **Funding Source:** Water & Sewer Revenues

Project Description: Design and construct replacement of aged waterlines in phases.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$130,650	\$90,000	\$275,000	\$25,000	\$0	\$0
Construction	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$1,650,000	\$1,237,500	\$1,170,000	\$1,440,000	\$0	\$0
Engineering Charges	\$0	\$37,850	\$36,625	\$30,000	\$10,000	\$0	\$0
Arts	\$0	\$16,500	\$12,375	\$9,000	\$15,000	\$0	\$0
Contingency	\$0	\$165,000	\$123,500	\$16,000	\$11,564	\$0	\$0
TOTAL	\$600,000	\$2,000,000	\$1,500,000	\$1,500,000	\$1,501,564	\$0	\$0

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

Project: 61048 - City Wide Well Rehab (R) **Funding Source:** Water & Sewer Revenues

Project Description: Study for location, pressure, and inter-connect for well replacement and/or rehabilitation.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$300,000	\$100,000	\$80,000	\$0	\$150,000	\$150,000
Design	\$173,551	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$434,645	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$600,000	\$650,000	\$500,000	\$0	\$200,000	\$700,000
Engineering Charges	\$0	\$30,000	\$30,000	\$10,000	\$0	\$0	\$0
Engineering Charges	\$57,354	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$22,650	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$6,000	\$6,500	\$5,000	\$0	\$0	\$0
Contingency	\$0	\$64,000	\$71,007	\$64,856	\$0	\$50,000	\$50,000
Contingency	\$61,800	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$750,000	\$1,000,000	\$857,507	\$659,856	\$0	\$400,000	\$900,000

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

Project: 61060 - Water Supply Redundancy (R) **Funding Source:** Water & Sewer Revenues

Project Description: Study, design and construct new groundwater supply wells and distribution system infrastructure to create supply redundancy.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$500,000	\$0	\$0	\$39,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$385,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$47,000
TOTAL	\$0	\$0	\$0	\$500,000	\$0	\$0	\$500,000

Operating Description:

PROJECT DETAIL: 2400-Water **Category: Revenue**

Project: 61061 - Water Capital Equipment (R) **Funding Source:** Water & Sewer Revenues

Project Description: Replacement of capital equipment at water facilities.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$80,000	\$80,000	\$80,000	\$0	\$0	\$0
Construction	\$0	\$380,000	\$380,000	\$380,000	\$0	\$0	\$0
Engineering Charges	\$0	\$32,000	\$32,000	\$32,000	\$0	\$0	\$0
Arts	\$0	\$8,000	\$8,000	\$8,000	\$0	\$0	\$0
Equipment	\$0	\$500,000	\$500,000	\$500,000	\$0	\$0	\$0
TOTAL	\$0	\$1,000,000	\$1,000,000	\$1,000,000	\$0	\$0	\$0

Operating Description:

Project: T1946 - Field Ops. Campus Renovation (R) **Funding Source:** Water & Sewer Revenues

Project Description: The Field Operations Campus has outlived its useful life and must be replaced. Many of the structures in place are in poor condition and no longer serve the business needs of the City of Glendale. The project will be split into multiple phases to allow continued operations. Field Ops., Water, Transportation, and Solid Waste will reside on the campus. An updated master plan will be created in FY 2019. This portion is funded by the Water Department

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$0	\$0	\$0	\$0	\$1,500,000	\$1,500,000	\$3,000,000
TOTAL	\$0	\$0	\$0	\$0	\$1,500,000	\$1,500,000	\$3,000,000

Operating Description:

Project: 61019 - Storage and Recovery Well (N) **Funding Source:** Water & Sewer Revenues

Project Description: Design and construct replacement of groundwater recharge wells with recharge and recovery wells at the Arrowhead Water Reclamation Facility.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$132,400	\$100,000	\$100,000	\$100,000
Construction	\$0	\$0	\$0	\$200,000	\$500,000	\$750,000	\$3,500,000
Engineering Charges	\$0	\$0	\$0	\$66,600	\$29,000	\$30,000	\$40,000
Arts	\$0	\$0	\$0	\$20,000	\$5,000	\$7,500	\$35,000
Contingency	\$0	\$0	\$0	\$281,000	\$66,000	\$12,500	\$325,000
TOTAL	\$0	\$0	\$0	\$700,000	\$700,000	\$900,000	\$4,000,000

Operating Description:

Operating Costs	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$250,000
Utilities	\$0	\$0	\$0	\$0	\$0	\$100,000
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$100,000

PROJECT DETAIL: 2400-Water **Category: Revenue**

Project: 61027 - Water Line Extension (N) **Funding Source:** Water & Sewer Revenues

Project Description: Water line extensions are installed where needed to extend the city's water transmission and distribution systems to meet projected demand from future development. Projects funded from this account typically involve city participation in pipeline over sizing and other distribution piping extensions as needed to accommodate projected growth.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Design	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0
Construction	\$650,000	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$700,000	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$7,000	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$78,000	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$800,000	\$950,000	\$0	\$0	\$0	\$0	\$0

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

Project: 61038 - Loop 101 Water Treatment Plant (N) **Funding Source:** Water & Sewer Revenues

Project Description: New groundwater treatment plant to supply the west of Loop 101 area of the city.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$148,225
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$4,025,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$43,023,225

Operating Description: A supplemental will be submitted once the project is completed.

Project: 61051 - Accrual of Long-term Water Sto (N) **Funding Source:** Water & Sewer Revenues

Project Description: Utilize Groundwater Saving Facility and Central Arizona Project agreements to accrue long-term water storage credits. Purchase of recharge water for accrual of long-term water storage credits. The goal is to accrue 25,000 acre feet by 2025.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Miscellaneous/Other	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
TOTAL	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000

Operating Description: Storage fees - \$20,000 annually

<u>Operating Costs</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Water	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000

PROJECT DETAIL: 2400-Water **Category: Revenue**

Project: 61052 - Recharge Storage Assessment (N) **Funding Source:** Water & Sewer Revenues

Project Description: Study, design and construct new recharge facility to add capacity to the facilities supplied by the West Area WRF.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$200,000	\$200,000	\$100,000	\$0	\$0	\$0
Design	\$216,000	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$600,000	\$750,000	\$0	\$0	\$0
Engineering Charges	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$0	\$17,000	\$23,000	\$0	\$0	\$0
Arts	\$0	\$0	\$3,000	\$7,500	\$0	\$0	\$0
Contingency	\$0	\$0	\$80,000	\$40,760	\$0	\$0	\$0
TOTAL	\$266,000	\$200,000	\$900,000	\$921,260	\$0	\$0	\$0

Operating Description: Add \$25,000 annually for maintenance

Operating Costs	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Water	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000

Project: 61056 - White Mtn Apache Water Rights (N) **Funding Source:** Water & Sewer Revenues

Project Description: Acquire and develop renewable water supplies to increase the city's designation of assured water supply. Council approved on February 24, 2009, the White Mountain Apache Tribe (WMAT) Water Rights Settlement Agreement. On February 12, 2013, Council approved the Amended and Restated WMAT Water Quantification Agreement. These actions will result in settlement costs to receive up to 2,363 acre-feet of Central Arizona Project (CAP) water per year through a 100-year lease with WMAT and the U.S. Bureau of Reclamation.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Miscellaneous/Other	\$0	\$0	\$3,500,000	\$875,000	\$875,000	\$875,000	\$875,000
TOTAL	\$0	\$0	\$3,500,000	\$875,000	\$875,000	\$875,000	\$875,000

Operating Description:

Project: 61058* - Pyramid Peak WTP 15MGD Exp. (N) **Funding Source:** Water & Sewer Revenues

Project Description: Expand plant treatment capacity to 15 Million Gallons per Day to meet city of Peoria future demand. City of Peoria will fund 100% of all design, construction, and administration costs. Expansion to coincide with other plant improvements. The construction and cash flow period to continue over the next three years..

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$2,000,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$460,000	\$35,600,000	\$11,400,000	\$0	\$0	\$0
Engineering Charges	\$0	\$40,000	\$400,000	\$100,000	\$0	\$0	\$0
TOTAL	\$1,000,000	\$2,500,000	\$36,000,000	\$11,500,000	\$0	\$0	\$0

Operating Description: To study additional O&M cost. Peoria to fund 44% of O&M.

Operating Costs	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Water	\$0	\$0	\$50,000	\$100,000	\$100,000	\$500,000

FUND SUMMARY: 2420-Sewer **Category: Revenue**

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	Carrvoer	New Funding					
Existing Assets							
<i>Improvement of Existing Assets</i>							
63006 Arrowhead Sewer Lines	250,000	250,000	500,000	1,000,000	392,286	450,000	3,000,000
63010 91st Ave. Construction	0	1,827,000	1,077,000	890,000	500,000	234,000	0
63030 Lift Station Recond. Program	450,000	500,000	700,000	500,000	0	0	2,000,000
<i>Replacement of Existing Assets</i>							
63003 99th Ave Interceptor Line	500,000	100,000	0	0	0	0	0
63016 Sewer Line Replacement	550,000	1,100,000	1,000,000	1,000,000	600,000	1,000,000	5,000,000
63024 Citywide Manhole Rehab	0	500,000	500,000	500,000	930,964	250,000	3,000,000
63026 Arrowhead Sewer Lines-phase 2	0	0	0	0	0	0	5,650,000
63027 Arrowhead Sewer Lines-phase 3	0	0	0	0	0	0	5,650,000
63031 Wastewater Capital Equipment	0	500,000	500,000	500,000	0	0	0
63032 Wastewater Collect-Imprv	0	500,000	500,000	0	0	0	0
Sub-Total - Existing Assets	1,750,000	5,277,000	4,777,000	4,390,000	2,423,250	1,934,000	24,300,000
New Assets							
0							
63017 Sewer Line Extension	0	600,000	400,000	1,000,000	0	0	0
T3611 Glendale Ave 93rd-99th Ave	0	0	0	0	0	0	3,500,000
Sub-Total - New Assets	0	600,000	400,000	1,000,000	0	0	3,500,000
Total Project Expenses:	\$1,750,000	\$5,877,000	\$5,177,000	\$5,390,000	\$2,423,250	\$1,934,000	\$27,800,000
Total FY 2019 Funding:	\$7,627,000						

PROJECT DETAIL: 2420-Sewer **Category: Revenue**

Project: 63006 - Arrowhead Sewer Lines (I) **Funding Source:** Water & Sewer Revenues

Project Description: Design and construct rehabilitation of the sewer line along Union Hills Road in phases. Phase 1 is in Union Hills Road from 79th Ave under loop 101 to ARWRF.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$250,000	\$100,000	\$100,000	\$0	\$300,000	\$300,000
Design	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$300,000	\$800,000	\$300,000	\$0	\$2,500,000
Engineering Charges	\$0	\$0	\$30,000	\$30,000	\$10,000	\$0	\$30,000
Arts	\$0	\$0	\$3,000	\$8,000	\$3,000	\$0	\$25,000
Contingency	\$0	\$0	\$67,000	\$62,000	\$79,286	\$150,000	\$145,000
TOTAL	\$250,000	\$250,000	\$500,000	\$1,000,000	\$392,286	\$450,000	\$3,000,000

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

PROJECT DETAIL: 2420-Sewer **Category: Revenue**

Project: 63010 - 91st Ave. Construction (I) **Funding Source:** Water & Sewer Revenues

Project Description: Glendale's share of the cost for rehabilitation and improvement projects at the 91st Ave WWTP.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Miscellaneous/Other	\$0	\$1,827,000	\$1,077,000	\$890,000	\$500,000	\$234,000	\$0
TOTAL	\$0	\$1,827,000	\$1,077,000	\$890,000	\$500,000	\$234,000	\$0

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

Project: 63030 - Lift Station Recond. Program (I) **Funding Source:** Water & Sewer Revenues

Project Description: Study, design and construct rehabilitation of city-wide lift stations, manholes, and related force mains.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$41,500	\$75,000	\$41,500	\$0	\$0	\$400,000
Construction	\$0	\$400,000	\$500,000	\$400,000	\$0	\$0	\$1,300,000
Engineering Charges	\$0	\$14,500	\$20,000	\$14,500	\$0	\$0	\$32,241
Arts	\$0	\$4,000	\$5,000	\$4,000	\$0	\$0	\$13,000
Contingency	\$0	\$40,000	\$100,000	\$40,000	\$0	\$0	\$254,759
Miscellaneous/Other	\$370,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$450,000	\$500,000	\$700,000	\$500,000	\$0	\$0	\$2,000,000

Operating Description: No additional O and M is needed at this time.

Project: 63003 - 99th Ave Interceptor Line (R) **Funding Source:** Water & Sewer Revenues

Project Description: Rehabilitate portions of the interceptor and related manholes as determined by the Sewer Condition Assessment Study conducted by Project Engineering Consultants. The 99th Avenue interceptor line is the final collector to deliver influent to the 91st Avenue Wastewater Treatment Plant. Glendale owns 70% equity in the line. Additionally, sampling station GL02 will be rehabilitated.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Miscellaneous/Other	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$500,000	\$100,000	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed.

PROJECT DETAIL: 2420-Sewer **Category: Revenue**

Project: 63016 - Sewer Line Replacement (R) **Funding Source:** Water & Sewer Revenues

Project Description: Design and construct rehabilitation and/or replacement of sewer lines city-wide in phases.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$280,000	\$280,000	\$100,000	\$280,000	\$700,000
Construction	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$950,000	\$600,000	\$600,000	\$400,000	\$600,000	\$4,000,000
Engineering Charges	\$0	\$45,500	\$32,000	\$32,000	\$20,000	\$32,000	\$30,000
Arts	\$0	\$9,500	\$8,000	\$8,000	\$4,500	\$8,000	\$40,000
Contingency	\$0	\$95,000	\$80,000	\$80,000	\$75,500	\$80,000	\$230,000
TOTAL	\$550,000	\$1,100,000	\$1,000,000	\$1,000,000	\$600,000	\$1,000,000	\$5,000,000

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

Project: 63024 - Citywide Manhole Rehab (R) **Funding Source:** Water & Sewer Revenues

Project Description: Design and construct rehabilitation of sewer manholes throughout the city.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$41,500	\$41,500	\$41,500	\$50,000	\$50,000	\$375,000
Construction	\$0	\$400,000	\$400,000	\$400,000	\$600,000	\$175,000	\$2,500,000
Engineering Charges	\$0	\$14,500	\$14,500	\$14,500	\$20,000	\$10,300	\$50,000
Arts	\$0	\$4,000	\$4,000	\$4,000	\$6,000	\$1,700	\$25,000
Contingency	\$0	\$40,000	\$40,000	\$40,000	\$254,964	\$13,000	\$50,000
TOTAL	\$0	\$500,000	\$500,000	\$500,000	\$930,964	\$250,000	\$3,000,000

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

Project: 63026 - Arrowhead Sewer Lines-phase 2 (R) **Funding Source:** Water & Sewer Revenues

Project Description: Design and construct rehabilitation of sewer line along Union Hills Road in phases. Phase 2 is in Union Hills Road from 67th Ave to 79th Ave.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$5,650,000

Operating Description:

PROJECT DETAIL: 2420-Sewer **Category: Revenue**

Project: 63027 - Arrowhead Sewer Lines-phase 3 (R) **Funding Source:** Water & Sewer Revenues

Project Description: Replace or rehabilitate various sewer collection lines in the Arrowhead Ranch area to improve sewer flow conditions and reduce sewer odors as identified in a report by Damon Williams and Associates. Phase 3 - in 67th Avenue from Union Hills to Utopia.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$5,650,000

Operating Description:

Project: 63031 - Wastewater Capital Equipment (R) **Funding Source:** Water & Sewer Revenues

Project Description: Replacement of capital equipment at wastewater facilities.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Equipment	\$0	\$500,000	\$500,000	\$500,000	\$0	\$0	\$0
TOTAL	\$0	\$500,000	\$500,000	\$500,000	\$0	\$0	\$0

Operating Description:

Project: 63032 - Wastewater Collect-Imprv (R) **Funding Source:** Water & Sewer Revenues

Project Description: Study, design and construct improvements to wastewater collection system.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$190,000	\$0	\$0	\$0	\$0
Construction	\$0	\$200,000	\$200,000	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$20,500	\$40,500	\$0	\$0	\$0	\$0
Arts	\$0	\$4,500	\$2,000	\$0	\$0	\$0	\$0
Equipment	\$0	\$275,000	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$67,500	\$0	\$0	\$0	\$0
TOTAL	\$0	\$500,000	\$500,000	\$0	\$0	\$0	\$0

Operating Description:

PROJECT DETAIL: 2420-Sewer **Category: Revenue**

Project: 63017 - Sewer Line Extension (N) **Funding Source:** Water & Sewer Revenues

Project Description: Design and construct sewer line extensions and new lift stations. Includes 95th Avenue to the west; and sewer connections in this area served by septic systems.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$138,000	\$0	\$82,500	\$0	\$0	\$0
Construction	\$0	\$400,000	\$350,000	\$800,000	\$0	\$0	\$0
Engineering Charges	\$0	\$18,000	\$11,500	\$29,500	\$0	\$0	\$0
Arts	\$0	\$4,000	\$3,500	\$8,000	\$0	\$0	\$0
Contingency	\$0	\$40,000	\$35,000	\$80,000	\$0	\$0	\$0
TOTAL	\$0	\$600,000	\$400,000	\$1,000,000	\$0	\$0	\$0

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

Project: T3611 - Glendale Ave 93rd-99th Ave (N) **Funding Source:** Water & Sewer Revenues

Project Description: Design and construct a parallel relief sewer line on Glendale Avenue from 93rd to 99th Avenue as growth occurs in the area.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,400,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$55,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$24,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$420,500
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000

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

FUND SUMMARY: 2210-Transportation Construction **Category: Transportation**

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	Carrvoer	New Funding					
Existing Assets							
<i>Improvement of Existing Assets</i>							
65005 ITS Upgrades	427,771	560,104	0	0	0	0	0
65006 Bus Pullouts	0	327,175	335,223	343,369	351,611	0	1,880,024
65016 Northern Parkway	1,217,523	666,247	666,247	666,247	666,247	666,247	4,224,971
65022 Transp. Prog. Engr. Consultant	0	310,000	276,642	281,116	287,863	294,686	1,540,969
65023 *59th Avenue Improvements	0	0	0	0	0	0	22,289,979
65042 *51st Ave & Bell Rd	0	0	0	0	0	0	1,440,153
65069 Glendale Transportation Plan	337,965	0	0	0	0	0	877,572
65078 Airport Matching Funds	191,528	100,000	50,000	0	0	0	160,000
65088 Downtown Alley Improvements	16,256	0	0	0	0	0	0
65089 Pavement Management	1,205,390	7,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
<i>Replacement of Existing Assets</i>							
65004 Buses/Vans	0	0	0	0	0	0	650,365
65014 Transit Support Capital	67,316	9,900	0	0	9,900	0	121,325
T1803 91st Avenue Improv. Turn Lane	0	0	0	0	0	0	814,750
T1804 Ballpark Boulevard	0	0	0	0	0	0	6,075,500
T1942 Street Reconstruction Program	0	0	0	0	0	0	10,550,900
T1943 Field Ops. Campus Renovation	0	0	0	0	1,500,000	1,500,000	3,000,000
Sub-Total - Existing Assets	3,463,749	8,973,426	3,328,112	3,290,732	4,815,621	4,460,933	63,626,508
New Assets							
0							
65062 Glendale Sports Facilities Sgn	168,413	0	0	0	0	0	0
65063 New River - Multi-use Pathway	720,034	0	0	0	0	0	0
65091 Airport RPZ Acquisition	0	1,850,000	0	0	0	0	0
65097 New River North Shareduse Path	190,184	0	0	0	0	0	0
65099 Neighborhood Pathways Connect	8,015	0	0	0	0	0	0
65101 *Sidewalk and Curb Improvements	260,833	124,866	155,699	0	0	0	0
Sub-Total - New Assets	1,347,479	1,974,866	155,699	0	0	0	0
Total Project Expenses:	\$4,811,228	\$10,948,292	\$3,483,811	\$3,290,732	\$4,815,621	\$4,460,933	\$63,626,508
Total FY 2019 Funding:		\$15,759,520					

PROJECT DETAIL: 2210-Transportation Construction **Category: Transportation**

PROJECT DETAIL: 2210-Transportation Construction Category: Transportation

Project: 65005 - ITS Upgrades (I) **Funding Source:** Half Cent Sales Tax

Project Description: These funds provide local match for three approved federally funded Intelligent Transportation Systems (ITS) projects. Overall, a smart traffic signal system will be implemented that includes communications infrastructure, traffic cameras, message signs, and networking equipment to make the traffic signal system more responsive.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$286,652	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$560,104	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$141,119	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$427,771	\$560,104	\$0	\$0	\$0	\$0	\$0

Operating Description: O and M costs associated with electricity for new signal heads, cameras and communication equipment as well as maintenance of fiber optic connections. O and M for this project will be identified once federal funds have been secured and the scope of the project is available.

Project: 65006 - Bus Pullouts (I) **Funding Source:** Half Cent Sales Tax

Project Description: Bus pullouts to relieve congestion, improve air quality, and provide traffic and pedestrian safety. Bus pullouts will be constructed at major intersections where there are new bus routes and extensions of existing bus routes.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$49,076	\$50,283	\$51,505	\$52,742	\$0	\$282,004
Construction	\$0	\$278,099	\$284,940	\$291,864	\$298,869	\$0	\$1,598,020
TOTAL	\$0	\$327,175	\$335,223	\$343,369	\$351,611	\$0	\$1,880,024

Operating Description: No additional O and M is needed.

Project: 65016 - Northern Parkway (I) **Funding Source:** Half Cent Sales Tax

Project Description: Northern Parkway is envisioned to be a 12.5-mile partial access controlled roadway between Sarival and Grand Avenues. The current funded phase of the project is between Sarival and 91st Avenues and is targeted for completion in FY 2026. This \$320 million project generally includes construction of four through lanes as well as grade separations on the western portion of the project and intersection improvements on the eastern portion. Costs for the project are shared between the region at 70% (\$237 million) and local agencies at 30%. Local partners include Maricopa County, Peoria, and El Mirage. Per intergovernmental agreement, Glendale's portion of local funding is \$37.9 million. To date Glendale has expended approximately \$31.8 million towards this project. Remaining funds will cover design and construction match as well as right-of-way acquisition opportunities during the private development process for adjacent parcels.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Miscellaneous/Other	\$1,217,523	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$666,247	\$666,247	\$666,247	\$666,247	\$666,247	\$4,224,971
TOTAL	\$1,217,523	\$666,247	\$666,247	\$666,247	\$666,247	\$666,247	\$4,224,971

Operating Description: O and M costs are for landscape, water, electrical and other maintenance based on current design. Supplemental budget

Operating Costs	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Utilities	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0

PROJECT DETAIL: 2210-Transportation Construction Category: Transportation

Project: 65022 - Transp. Prog. Engr. Consultant (I) **Funding Source:** Half Cent Sales Tax

Project Description: Professional engineering for preparation of design concepts and administration of right-of-way purchase for roadway, bicycle, pedestrian and transit projects. Providing professional engineering recommendations on capital projects and operations and maintenance of completed projects.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$287,863	\$0	\$1,540,969
Miscellaneous/Other	\$0	\$310,000	\$276,642	\$281,116	\$0	\$294,686	\$0
TOTAL	\$0	\$310,000	\$276,642	\$281,116	\$287,863	\$294,686	\$1,540,969

Operating Description: No additional O and M is needed.

Project: 65023* - 59th Avenue Improvements (I) **Funding Source:** Half Cent Sales Tax

Project Description: Eight segments from Glendale Avenue to Loop 101 along 59th Avenue to improve traffic conditions. Improvements include elimination of lanes drops, addition of turn lanes, selected widening, installation of medians, landscaping, and addition of bus bays.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$3,641,210
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$18,648,769
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$22,289,979

Operating Description: O & M impact will be identified during the design phase of the project in FY 2025 CIP. Supplemental budget requests, if any, will be made during the FY 2027 budget process.

Project: 65042* - 51st Ave & Bell Rd (I) **Funding Source:** Half Cent Sales Tax

Project Description: Intersection improvements including landscaping and a eastbound right turn lane on Bell Road.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,100,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$43,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$11,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$36,153
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,440,153

Operating Description: Minimal amount of O & M impact is anticipated due to this project. O & M cost estimates developed during the design of the project will be used to identify supplemental budget needs.

PROJECT DETAIL: 2210-Transportation Construction **Category: Transportation**

Project: 65069 - Glendale Transportation Plan (I) **Funding Source:** Half Cent Sales Tax

Project Description: This project will update the 2009 City of Glendale Transportation Plan. This Plan will include elements that address roadways, transit, bicycle, pedestrian, Transportation System Management, and include public involvement.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
	\$337,965	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$877,572
TOTAL	\$337,965	\$0	\$0	\$0	\$0	\$0	\$877,572

Operating Description: This Plan update does not require O and M funding.

Project: 65078 - Airport Matching Funds (I) **Funding Source:** Half Cent Sales Tax

Project Description: This project provides matching funds for Glendale Airport projects as identified in the Airport Capital Improvement Program. Funding covers local match to leverage Federal or State Airport grants. for all airport capital costs.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$40,000	\$25,000	\$0	\$0	\$0	\$24,000
Design	\$20,460	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$60,000	\$25,000	\$0	\$0	\$0	\$136,000
Construction	\$168,799	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$2,269	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$191,528	\$100,000	\$50,000	\$0	\$0	\$0	\$160,000

Operating Description: This project provides local match funds for airport capital projects. Refer to the Airport Capital Fund 2120 projects for O and M impact.

Project: 65088 - Downtown Alley Improvements (I) **Funding Source:** Half Cent Sales Tax

Project Description: Design and construct transformation of existing service alley into a safe environment for pedestrian circulation and limited vehicular traffic. This area has been evaluated and determined that there is a need to address pavement, drainage conditions and alley improvements.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$16,256	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$16,256	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: O and M includes \$2,438 for the maintenance of 10 pedestrian lights, \$1,200 for water, \$300 for landscape maintenance by an outside company, \$2,200 for contracting maintenance and \$300 for electricity. A supplemental budget request will be submitted once the project is near completion.

Operating Costs	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Supplies/Contr	\$26,520	\$27,320	\$28,140	\$28,980	\$0	\$158,470
Utilities	\$3,180	\$3,280	\$3,380	\$3,480	\$0	\$19,030
Equip. Maint.	\$25,860	\$26,640	\$27,440	\$28,260	\$0	\$154,540
Water	\$12,730	\$13,510	\$13,920	\$0	\$0	\$76,120

PROJECT DETAIL: 2210-Transportation Construction Category: Transportation

Project: 65089 - Pavement Management (I) **Funding Source:** Half Cent Sales Tax

Project Description: Project provides for street pavement maintenance. Specific activities included in this project are: surface preparation, repairs and treatments, milling and asphalt overlays as needed.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$0	\$6,692,161	\$1,912,046	\$1,912,046	\$1,912,046	\$1,912,046	\$9,560,230
Construction	\$1,046,690	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$60,228	\$17,208	\$17,208	\$17,208	\$17,208	\$86,042
Engineering Charges	\$17,208	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$38,240	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$66,920	\$19,120	\$19,120	\$19,120	\$19,120	\$95,602
Contingency	\$103,252	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$180,691	\$51,626	\$51,626	\$51,626	\$51,626	\$258,126
TOTAL	\$1,205,390	\$7,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000

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

Project: 65004 - Buses/Vans (R) **Funding Source:** Half Cent Sales Tax

Project Description: This project replaces buses and vans for local circulators and Dial-a-Ride service. The buses are replaced every four years or when mileage exceeds recommended limits. The funding identified is to match federal funds secured for replacement buses and vans.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$650,365
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$650,365

Operating Description:

Project: 65014 - Transit Support Capital (R) **Funding Source:** Half Cent Sales Tax

Project Description: To continue delivery of transit services, the replacement of capital items are needed, including computer equipment, support vehicles and radio systems.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
	\$55,750	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$9,900	\$0	\$0	\$9,900	\$0	\$121,325
Equipment	\$11,566	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$67,316	\$9,900	\$0	\$0	\$9,900	\$0	\$121,325

Operating Description: No additional O and M is required for this project. This is a replacement project and is not anticipated to generate new O and M costs.

PROJECT DETAIL: 2210-Transportation Construction Category: Transportation

Project: T1803 - 91st Avenue Improv. Turn Lane (R) **Funding Source:** Half Cent Sales Tax

Project Description: Project will construct a right turn lane into a Parking Lot at 91st Ave. and Maryland Ave.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$750,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$32,250
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$7,500
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$814,750

Operating Description:

Project: T1804 - Ballpark Boulevard (R) **Funding Source:** Half Cent Sales Tax

Project Description: Design fees, right-of-way acquisition and construction costs for Ball Park Boulevard. The project will connect existing Ball Park Boulevard to Maryland Avenue at 99th Avenue. The roadway will be 36-foot wide and accommodate two travel lanes.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$6,075,500
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$6,075,500

Operating Description:

Project: T1942 - Street Reconstruction Program (R) **Funding Source:** Half Cent Sales Tax

Project Description: Various Arterial and Collector street reconstruction as identified on the Pavement Management Plan.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$10,550,900
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$10,550,900

Operating Description:

Project: T1943 - Field Ops. Campus Renovation (R) **Funding Source:** Half Cent Sales Tax

Project Description: The Field Operations Campus has outlived its useful life and must be replaced. Many of the structures in place are in poor condition and no longer serve the business needs of the City of Glendale. The project will be split into multiple phases to allow continued operations. Field Ops., Water, Transportation, and Solid Waste will reside on the campus. An updated master plan will be created in FY 2019. This portion is funded by the Transportation Department

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$0	\$0	\$0	\$0	\$1,500,000	\$1,500,000	\$3,000,000
TOTAL	\$0	\$0	\$0	\$0	\$1,500,000	\$1,500,000	\$3,000,000

Operating Description:

PROJECT DETAIL: 2210-Transportation Construction Category: Transportation

Project: 65062 - Glendale Sports Facilities Sgn (N) **Funding Source:** Half Cent Sales Tax

Project Description: This provides local funds for design and construction of one potential federally funded and one locally funded Intelligent Transportation Systems projects. These projects includes design, purchase and installation of Dynamic Message Signs on arterial streets and lane control signs around the Glendale Sports Facilities in addition to the communications connections of the signs to the central traffic control system. Once these projects are complete, the message boards will be used for traffic information dissemination as well as parking management.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$25,543	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$142,870	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$168,413	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: O and M for this project is for electrical costs of the message signs. Annual equipment maintenance costs throughout the 10-year expected life of the equipment with an additional \$5,000 per year after five years. A supplemental budget request will be made when project is close to completion.

Operating Costs	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Supplies/Contr	\$11,940	\$12,300	\$12,670	\$13,050	\$0	\$71,360
Utilities	\$11,940	\$12,300	\$12,670	\$13,050	\$0	\$71,360
Equip. Maint.	\$53,040	\$54,630	\$56,270	\$57,960	\$0	\$316,950

Project: 65063 - New River - Multi-use Pathway (N) **Funding Source:** Half Cent Sales Tax

Project Description: This project is to construct a multiuse path from the Bethany Home Road alignment to Northern Avenue. The project will provide a safe and convenient off-street facility for bicyclists and pedestrians that is part of the regional West Valley Rivers Multimodal Corridor Master Plan. This project has \$2,946,039 in federal funds towards construction costs.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$720,034	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$720,034	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: O and M associated with 8 foot wide landscaped area along a 12,200 foot long multiuse pathway. A supplemental budget

Operating Costs	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Utilities	\$100,530	\$103,540	\$106,650	\$109,850	\$0	\$600,700
Landscape	\$120,630	\$124,250	\$127,980	\$131,820	\$0	\$720,840

Project: 65091 - Airport RPZ Acquisition (N) **Funding Source:** Half Cent Sales Tax

Project Description: Acquire land north of Runway 19 and provide perimeter fencing around new Airport property. ADOT will fund a portion of this land acquisition.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Land	\$0	\$1,850,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$1,850,000	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is anticipated due to this project.

PROJECT DETAIL: 2210-Transportation Construction **Category: Transportation**

Project: 65097 - New River North Shareduse Path (N) **Funding Source:** Half Cent Sales Tax

Project Description: This project is to design and provide local match funds towards construction of a federally funded shared use pathway. This project is for a bicycle and pedestrian friendly pathway along the east bank of New River from Hillcrest Boulevard to approximately 1/4-mile north. Federal Congestion Mitigation and Air Quality (CMAQ) funding in the amount of \$330,850 has been secured towards construction of this project.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Miscellaneous/Other	\$190,184	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$190,184	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: O and M associated with 20,000 sq ft of landscape identified currently, which could change depending on design options.

Operating Costs	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Utilities	\$0	\$20,000	\$20,600	\$21,220	\$0	\$116,030
Landscape	\$0	\$24,000	\$24,720	\$25,460	\$0	\$139,230

Project: 65099 - Neighborhood Pathways Connect (N) **Funding Source:** Half Cent Sales Tax

Project Description: This pathway project provides for design and local match towards construction of connections from Thunderbird Paseo pathway and Skunk Creek pathway to neighborhoods. The project is to provide connections from the Thunderbird Paseo Pathway to neighborhoods at Sweetwater Avenue, Hearn Road, and 71st Avenue. In addition, this project also provides connection from Skunk Creek pathway to the neighborhood at 64th Drive. Federal Congestion Mitigation and Air Quality (CMAQ) funding in the amount of \$107,832 has been secured towards construction of this project.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Contingency	\$8,015	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$8,015	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: O and M associated with approximately 1,000 sq ft of additional landscape maintenance and irrigation.

Operating Costs	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Utilities	\$0	\$1,000	\$1,030	\$1,060	\$0	\$5,800
Landscape	\$0	\$1,200	\$1,240	\$1,270	\$0	\$6,960

PROJECT DETAIL: 2210-Transportation Construction **Category: Transportation**

Project: 65101* - Sidewalk and Curb Improvements (N) **Funding Source:** Half Cent Sales Tax

Project Description: Installation of new sidewalk and ADA ramps along the north side of Camelback Road to fill in pedestrian facility gaps between 79th Avenue and 83rd Avenue. Installation of new sidewalk and ADA ramps along the north side of Paradise Lane to fill in pedestrian facility gaps between 55th Avenue and 59th Avenue. Installation of curb, gutter, and sidewalks, along east and west side of 67th Avenue between Glendale and Orangewood avenues. Installation of curb, gutter, and sidewalks, along north and south side of Orangewood Avenue between 67th and Grand avenues.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Land	\$0	\$6,000	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$52,000	\$0	\$0	\$0	\$0	\$0
Design	\$137,662	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$30,990	\$147,025	\$0	\$0	\$0	\$0
Construction	\$102,844	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$11,899	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$4,066	\$7,204	\$0	\$0	\$0	\$0
Arts	\$428	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$310	\$1,470	\$0	\$0	\$0	\$0
Equipment	\$8,000	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$1,500	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$260,833	\$124,866	\$155,699	\$0	\$0	\$0	\$0

Operating Description: Installation of missing curb, gutter, and sidewalk along existing roadways.

FUND SUMMARY: 2000-HURF/Street Bonds **Category: HURF**

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	Carrvoer	New Funding					
Existing Assets							
<i>Improvement of Existing Assets</i>							
68917 Pavement Management-HURF	5,514,546	4,310,373	3,815,373	3,446,523	3,446,523	3,710,175	17,285,640
<i>Replacement of Existing Assets</i>							
68921 Citywide Concrete/Asphalt Imp.	156,126	108,516	0	0	0	0	0
68922 Rusted Street Pole Replacement	0	180,000	180,000	180,000	180,000	0	0
T1944 Street Scallop	0	0	0	0	0	0	6,968,666
T1945 Capital Bridge Repair Program	0	0	0	0	0	0	3,500,000
Sub-Total - Existing Assets	5,670,672	4,598,889	3,995,373	3,626,523	3,626,523	3,710,175	27,754,306
New Assets							
0							
68918 Infill Lighting Program	71,788	0	0	0	0	0	700,000
68919 *Street Lighting LED Conversion	3,121,967	0	0	0	0	0	0
68923 *Emergency Vehicle Preemption	286,206	0	0	0	0	0	0
Sub-Total - New Assets	3,479,961	0	0	0	0	0	700,000
Total Project Expenses:	\$9,150,633	\$4,598,889	\$3,995,373	\$3,626,523	\$3,626,523	\$3,710,175	\$28,454,306
Total FY 2019 Funding:	\$13,749,522						

PROJECT DETAIL: 2000-HURF/Street Bonds **Category: HURF**

Project: 68917 - Pavement Management-HURF (I) **Funding Source:** HURF Bonds

Project Description: Project provides for street pavement maintenance and reconstruction work as identified in the Annual Pavement Management Program. The FY18-19 add'l funding is from APS rebate and electrical savings of LED change out programs. Add'l annual funding is in the Transportation CIP Fund. Street maintenance and rehabilitation is necessary to maximize the life of the city's residential, collector, and arterial street network. Streets are selected and scheduled annually within the available funding. Specific activities included in this project are: surface preparation, repairs and treatments, and milling and asphalt overlays a needed throughout the city.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Design	\$0	\$43,200	\$43,200	\$31,172	\$31,172	\$42,962	\$0
Construction	\$0	\$4,157,500	\$3,662,500	\$3,306,523	\$3,306,523	\$3,580,175	\$16,746,087
Construction	\$5,379,173	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$32,400	\$32,400	\$29,380	\$29,380	\$32,222	\$142,477
Engineering Charges	\$61,873	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$68,500	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$36,000	\$36,000	\$32,643	\$32,643	\$35,801	\$370,064
Miscellaneous/Other	\$0	\$41,273	\$41,273	\$46,805	\$46,805	\$19,015	\$27,012
Miscellaneous/Other	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$5,514,546	\$4,310,373	\$3,815,373	\$3,446,523	\$3,446,523	\$3,710,175	\$17,285,640

Operating Description: No additional O and M is needed at this time.

PROJECT DETAIL: 2000-HURF/Street Bonds **Category: HURF**

Project: 68921 - Citywide Concrete/Asphalt Imp. (R) **Funding Source:** HURF Bonds

Project Description:

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$0	\$108,516	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$108,516	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 68922 - Rusted Street Pole Replacement (R) **Funding Source:** HURF Bonds

Project Description:

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Miscellaneous/Other	\$0	\$180,000	\$180,000	\$180,000	\$180,000	\$0	\$0
TOTAL	\$0	\$180,000	\$180,000	\$180,000	\$180,000	\$0	\$0

Operating Description:

Project: T1944 - Street Scallop (R) **Funding Source:** HURF Bonds

Project Description:

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$6,968,666
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$6,968,666

Operating Description:

Project: T1945 - Capital Bridge Repair Program (R) **Funding Source:** HURF Bonds

Project Description:

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000

Operating Description:

PROJECT DETAIL: 2000-HURF/Street Bonds

Category: HURF

Project: 68918 - Infill Lighting Program (N)

Funding Source:

HURF Bonds

Project Description:

This project installs additional street lighting in areas determined to be inadequate due to a spacing of 350 feet or greater. Infill street lighting requests are initiated by residents or staff and requires approval of affected residents.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$71,788	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$700,000
TOTAL	\$71,788	\$0	\$0	\$0	\$0	\$0	\$700,000

Operating Description:

O and M identified provides for up to 22 requested street light installations per year. Expenses cover electricity and maintenance for a light at \$125 per year, including monitoring.

Project: 68919* - Street Lighting LED Conversion (N)

Funding Source:

HURF Bonds

Project Description:

LED (Light Emitting Diode) streetlights are more energy efficient than the city's current HPS (High Pressure Sodium) lights and are shown to have a longer service life. There are 19,000 streetlights that require replacement. The benefit of replacing street lights with LED technology include the reduction of electricity and maintenance costs, projected to be approximately \$550,000 annually.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$2,967,997	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$92,000	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$55,000	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$6,970	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$3,121,967	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 68923* - Emergency Vehicle Preemption (N)

Funding Source:

HURF Bonds

Project Description:

Previous Project # 70809 The fifty-eight (58) high-priority Emergency Vehicle Preemption (EVP) installation intersections (located citywide). Forty-eight (48) will be located at arterial to arterial intersections, five (5) will be located at fire station access signals, and five (5) will be located along high priority corridors.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$267,833	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$15,259	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$3,114	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$286,206	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

Estimate confirmation lights will need bulb replaced once a year. (58 locations X 4 bulbs X \$5). Estimate 5% of EVP equipment will need to be replaced in first 5 years and then 10% after that. Estimate after 5 years, trouble calls will be 3 visits to each location annually with 75% being after hours. (3 X 58 locations X 2 hr callout X \$30 X 75%).

FUND SUMMARY: 2480-Solid Waste **Category: Other**

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	<u>Carrvoer</u> <u>New Funding</u>						
Existing Assets							
<i>Replacement of Existing Assets</i>							
78001 Rolloff Trucks-Commercial	0	0	413,764	0	0	0	214,016
78002 Frontload Trucks-Commercial	582,390	272,859	541,198	274,657	278,776	0	1,697,742
78003 Sideload Trucks-Residential	0	800,928	1,354,900	1,924,888	825,132	1,354,900	5,029,485
78004 Bulk Trash Equip.-Residential	0	677,084	0	93,098	778,467	776,100	2,165,317
78005 Repl Pickup Trucks-Solid Waste	0	76,005	76,005	50,670	0	0	0
78008 Street Sweeper Replacement	0	0	0	226,229	237,540	0	498,834
78009 Alley Gating	0	100,000	100,000	100,000	100,000	100,000	0
T1947 Field Ops. Campus Renovation	0	0	0	0	1,500,000	1,500,000	3,000,000
Sub-Total - Existing Assets	582,390	1,926,876	2,485,867	2,669,542	3,719,915	3,731,000	12,605,394
New Assets							
0							
78006 *Solid Waste Office Space Study	0	125,000	200,000	200,000	200,000	200,000	1,000,000
78007 *Solid Waste SPI	0	0	0	400,000	100,000	0	0
Sub-Total - New Assets	0	125,000	200,000	600,000	300,000	200,000	1,000,000
Total Project Expenses:	\$582,390	\$2,051,876	\$2,685,867	\$3,269,542	\$4,019,915	\$3,931,000	\$13,605,394
Total FY 2019 Funding:		\$2,634,266					

PROJECT DETAIL: 2480-Solid Waste **Category: Other**

Project: 78001 - Rolloff Trucks-Commercial (R) **Funding Source:** Sanitation Revenues

Project Description: Solid Waste currently has three roll-off trucks in its equipment fleet for its commercial roll-off service. Three roll-off trucks will require replacement over the next ten years as their individual life of 8 years. The number of trucks to be replaced are the following. FY 2020-2 trucks, FY2026 - 1 truck. Solid Waste vehicles are not included in the vehicle replacement fund. They are a cash purchase or financed at the time of acquisition.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Equipment	\$0	\$0	\$413,764	\$0	\$0	\$0	\$214,016
TOTAL	\$0	\$0	\$413,764	\$0	\$0	\$0	\$214,016

Operating Description: No additional O and M is needed since this is the replacement of existing equipment.

Project: 78002 - Frontload Trucks-Commercial (R) **Funding Source:** Sanitation Revenues

Project Description: Solid Waste has 7 commercial front load trucks and 1 front load bin delivery truck and trailer to provide front load container collection and service. At the current replacement schedule of 6 years for newly purchased front load trucks and 10 years for front load bin service, 11 trucks will require replacement over the next 10 years. The number of trucks to be replaced are the following. FY 2019 -1 truck and delivery bin. FY 2020 - 2 trucks. FY 2021 - 1 truck. FY 2022 - 1 truck. FY 2024-2028 - 6 trucks. Solid Waste vehicles are purchased with cash or financed at the time of acquisition.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Equipment	\$0	\$272,859	\$541,198	\$274,657	\$278,776	\$0	\$1,697,742
Equipment	\$582,390	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$582,390	\$272,859	\$541,198	\$274,657	\$278,776	\$0	\$1,697,742

Operating Description: No additional O and M is needed since this is the replacement of existing equipment.

PROJECT DETAIL: 2480-Solid Waste

Category: Other

Project: 78003 - Sideload Trucks-Residential (R)

Funding Source:

Sanitation Revenues

Project Description:

Solid Waste has 26 side load trucks in the equipment fleet for residential Solid Waste and Recycling collection service. At the current replacement schedule of 6 years for newly purchased side load trucks, 34 side load trucks will require replacement over the next 10 years. The number of trucks to be replaced each year are the following; FY2019 - 3 trucks, FY2020 - 5 trucks, FY2021 - 7 trucks, FY2022 - 3 trucks, FY 2023 - 5 trucks, FY 2024 - 2028 - 17 trucks. Solid Waste vehicles are not included in the vehicle replacement fund. Solid Waste vehicles are a cash purchase or financed at the time of acquisition.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Equipment	\$0	\$800,928	\$1,354,900	\$1,924,888	\$825,132	\$1,354,900	\$5,029,485
TOTAL	\$0	\$800,928	\$1,354,900	\$1,924,888	\$825,132	\$1,354,900	\$5,029,485

Operating Description:

No additional O and M is needed since this is the replacement of existing equipment.

Project: 78004 - Bulk Trash Equip.-Residential (R)

Funding Source:

Sanitation Revenues

Project Description:

Solid Waste currently has 13 rearload trucks and 6 tractors in its equipment fleet bulk trash collection service. At the current replacement schedule of 8 years for newly purchased bulk trash equipment, 11 rearload trucks and 7 tractors will require replacement over the next 10 years. The number of bulk trash equipment to be replaced each year are the following. FY 2019 - 2 trucks, 2 tractors. FY 2021 - 1 tractor. FY 2022 - 3 trucks. FY 2023 - 2 trucks and FY 2024-2028 - 6 trucks and 3 tractors. Solid Waste vehicles are not included in the vehicle replacement fund, rather the vehicles are purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Equipment	\$0	\$677,084	\$0	\$93,098	\$778,467	\$776,100	\$2,165,317
TOTAL	\$0	\$677,084	\$0	\$93,098	\$778,467	\$776,100	\$2,165,317

Operating Description:

No additional O and M is needed since this is the replacement of existing equipment.

Project: 78005 - Repl Pickup Trucks-Solid Waste (R)

Funding Source:

Sanitation Revenues

Project Description:

Solid Waste has 9 pickup trucks and 2 service trucks in its equipment fleet for collection and inspections staff and field mechanics. At the current replacement schedule, 8 trucks will require replacement. The number of trucks to be replaced each year are the following. FY 2019-3 trucks. FY 2020- 3 trucks. FY 2021 - 2 trucks. Solid Waste vehicles are not included in the vehicle replacement fund. Instead the vehicles are purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Equipment	\$0	\$76,005	\$76,005	\$50,670	\$0	\$0	\$0
TOTAL	\$0	\$76,005	\$76,005	\$50,670	\$0	\$0	\$0

Operating Description:

No additional O and M is needed since this is the replacement of existing equipment.

PROJECT DETAIL: 2480-Solid Waste

Category: Other

Project: 78008 - Street Sweeper Replacement (R) **Funding Source:** Sanitation Revenues

Project Description: Replace street sweeper trucks assigned to Solid Waste. Solid Waste currently has 5 street sweepers in its fleet. Five street sweepers will require replacement over the next 10 years as their individual life is 7 years. The number of trucks to be replaced each year are the following. FY 2021 - 1 truck. FY 2022 - 1 truck. FY 2024-2028 - 2 trucks. Replacement trucks will be first submitted for MAG grant funding and upon approval the purchase will be reduced to the 5.7% funding fee per approved vehicle.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Equipment	\$0	\$0	\$0	\$226,229	\$237,540	\$0	\$498,834
TOTAL	\$0	\$0	\$0	\$226,229	\$237,540	\$0	\$498,834

Operating Description:

Project: 78009 - Alley Gating (R) **Funding Source:** Sanitation Revenues

Project Description: This alley access control project will help manage several challenges such as health and safety issues from materials being dumped in alley; illegally dumped material interfering with normal trash collections by blocking vehicular access or damaging equipment and the difficulty of enforcement. This project will include a citizen notification process, pre-gated alley cleanup, relocation of residential garbage containers, gate location blue stake, gate installation, and issuing gate keys to assigned residents along gate access locks provided by utility services.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Contingency	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$0
TOTAL	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$0

Operating Description:

Project: T1947 - Field Ops. Campus Renovation (R) **Funding Source:** Sanitation Revenues

Project Description: The Field Operations Campus has outlived its useful life and must be replaced. Many of the structures in place are in poor condition and no longer serve the business needs of the City of Glendale. The project will be split into multiple phases to allow continued operations. Field Ops., Water, Transportation, and Solid Waste will reside on the campus. An updated master plan will be created in FY 2019. This portion is funded by the Solid Waste.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$0	\$0	\$0	\$0	\$1,500,000	\$1,500,000	\$3,000,000
TOTAL	\$0	\$0	\$0	\$0	\$1,500,000	\$1,500,000	\$3,000,000

Operating Description:

Project: 78006* - Solid Waste Office Space Study (N) **Funding Source:** Sanitation Revenues

Project Description: Funding request for FY2019 is to secure design consulting services for a New Solid Waste Administration Building. The results of the study will provide recommendations, design, and construction cost estimates for the new building. At that time, the department will update the construction estimates for this project.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$125,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
TOTAL	\$0	\$125,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000

Operating Description: New furniture and office technology.

PROJECT DETAIL: 2480-Solid Waste **Category: Other**

Project: 78007* - Solid Waste SPI (N) **Funding Source:** Sanitation Revenues

Project Description: Solid Waste Process Improvement (SPI) system is either an in-house City hosted or "Software as a Service" (SaaS) vendor hosted solution. This system will be a comprehensive and integrate to an enterprise-level Solution for Solid Waste operations which includes; system software, maintenance and service, in-vehicle mobile devices, configuration/implementation/conversion services, and product training/support.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Miscellaneous/Other	\$0	\$0	\$0	\$400,000	\$100,000	\$0	\$0
TOTAL	\$0	\$0	\$0	\$400,000	\$100,000	\$0	\$0

Operating Description:

FUND SUMMARY: 2440-Landfill **Category: Other**

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
78523 Scalehouse & Road Relocation	140,000	0	0	0	0	0	0
78526 LF Gas System Modifications	152,503	0	0	0	0	0	0
78528 Northern Ave LF Improvements	247,725	0	0	0	0	0	0
<i>Replacement of Existing Assets</i>							
78506 Landfill/MRF Rep Pickup Trucks	48,442	84,000	35,000	0	35,000	0	198,000
78509 MRF Forklifts	0	0	0	43,399	90,272	0	99,743
78511 Landfill Compactor Replacement	0	0	507,500	1,329,896	0	0	2,091,750
78512 Fuel Tanker Replacement	0	197,600	0	0	0	0	244,017
78514 Solid Waste Inspection Trucks	116,075	23,711	23,711	23,711	0	0	71,133
78520 Landfill Bulldozer Replacement	0	0	0	1,306,147	1,358,393	0	1,930,489
78521 MRF Loader Replacement	0	0	0	0	0	0	577,865
78522 LF Water Pull Tractor Replace	0	137,228	741,031	0	0	0	315,931
78524 Landfill Motor Grader Replace	0	0	0	0	0	0	801,191
78525 Landfill Scraper Equipment	0	0	0	0	0	0	1,926,449
78530 Replace Manlift MRF	0	50,000	0	0	0	0	55,000
78531 Light Duty Vehicle Replacement	45,460	0	0	0	0	0	0
78532 Auxilliary Equipment	0	54,891	0	29,685	0	0	64,215
78533 North Cell Liner	0	0	0	150,000	0	7,393,993	2,970,147
78534 Stormwater Controls	0	735,438	269,223	280,000	290,000	0	0
78535 Landfill Gas Extraction System	0	591,907	220,000	270,000	250,000	250,000	2,200,000
Sub-Total - Existing Assets	750,205	1,874,775	1,796,465	3,432,838	2,023,665	7,643,993	13,545,930
New Assets							
0							
78503 Landfill Closure (South)	300,000	325,000	125,000	350,000	500,000	0	750,000
78505 LF Phase Construction (North)	0	2,921,138	2,983,942	3,144,449	2,874,784	3,279,184	4,743,061
78529 *New Bulldozer Purchase	339,425	0	0	0	0	0	0
Sub-Total - New Assets	639,425	3,246,138	3,108,942	3,494,449	3,374,784	3,279,184	5,493,061
Total Project Expenses:	\$1,389,630	\$5,120,913	\$4,905,407	\$6,927,287	\$5,398,449	\$10,923,177	\$19,038,991
Total FY 2019 Funding:		\$6,510,543					

PROJECT DETAIL: 2440-Landfill **Category: Other**

PROJECT DETAIL: 2440-Landfill

Category: Other

Project: 78523 - Scalehouse & Road Relocation (I)

Funding Source:

Landfill Revenues

Project Description:

This project includes the relocation of the equipment maintenance area as well as the fueling station. This project is necessary to relocate the scale house and other landfill facilities outside of an area in which waste will be placed and prior to closing the south area of the landfill. According to the landfills waste capacity calculations, it will take approximately one year to fill the permitted air space in which the facilities are located currently. It will be necessary to relocate all existing structures occupying this space by 2016 based our anticipated waste acceptance rate.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$140,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$140,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is required for this project.

Project: 78526 - LF Gas System Modifications (I)

Funding Source:

Landfill Revenues

Project Description:

The City is required by federal and state environmental regulations to install and maintain an active gas collection system within the landfill. Project provides for improvements to the existing gas collection system including retrofits, extensions, additions, and modifications to the vertical and horizontal extraction wells and lateral collection pipes. Because the gas wells and collection pipes presently are located above-ground level within the active landfill area, it is necessary to complete the gas well modifications and improvements ahead of filling the landfill sections with additional waste. Project includes burying of the above-ground lateral collection pipes to allow for simpler waste filling operations. Project scope also includes expansion of the horizontal and/or vertical gas collection wells in the final filling area (i.e. scale area).

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$152,503	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$152,503	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is needed at this time.

Project: 78528 - Northern Ave LF Improvements (I)

Funding Source:

Landfill Revenues

Project Description:

This project provides funding for a block wall that will extend to the west along the landfill property at approximately 115th Ave and Northern. It will also allow for the relocation of approximately twenty existing cacti that are to be removed due to the Northern Avenue Parkway construction project. There are currently forty cacti along the right of way that was recently sold to the Maricopa County Department of Transportation (MCDOT). Twenty of the cacti will be donated to the Northern Avenue Parkway Project and will be relocated within Glendale in conjunction with the project and the remaining twenty will be relocated within the Landfill property at Glendale's expense.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Construction	\$167,493	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$12,012	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$1,820	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$41,400	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$247,725	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

PROJECT DETAIL: 2440-Landfill

Category: Other

Project: 78506 - Landfill/MRF Rep Pickup Trucks (R)

Funding Source:

Landfill Revenues

Project Description:

Landfill and MRF currently have a total of 7 pickups, 1 light -duty SUV, and 1 passenger car that will require replacement over the next 10 years. Pickup trucks are used by the landfill inspector, mechanic, crew leader, supervisor, and field employees. This project includes the replacement of 4 trucks and 1 SUV reaching the end of their service life during FY 2019, 2020, and 2022. Trucks purchased in 2015 will be replaced in 2025 along with Superintendent's SUV purchased in 2018. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the vehicles are purchased with cash or financed at the time of purchase.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Equipment	\$48,442	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$84,000	\$35,000	\$0	\$35,000	\$0	\$198,000
TOTAL	\$48,442	\$84,000	\$35,000	\$0	\$35,000	\$0	\$198,000

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.

Project: 78509 - MRF Forklifts (R)

Funding Source:

Landfill Revenues

Project Description:

The Materials Recovery Facility (MRF) currently has a total of four forklifts in its fleet used for a variety of heavy lifting purposes including loading, unloading, and transporting recyclable bales. The MRF forklifts have an estimated service life of approximately five years, although replacement schedules may be adjusted depending on hours of use and equipment condition. This project includes the replacement of two forklifts that are expected to reach the end of their serviceable lives in FY17 and FY18 as well as replacement of two forklifts that will be due for replacement in FY 2021. At this current replacement schedule, two of the four forklifts also will require replacement during the second five years (FY 2022-2026). MRF vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Equipment	\$0	\$0	\$0	\$43,399	\$90,272	\$0	\$99,743
TOTAL	\$0	\$0	\$0	\$43,399	\$90,272	\$0	\$99,743

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.

Project: 78511 - Landfill Compactor Replacement (R)

Funding Source:

Landfill Revenues

Project Description:

This project provides for the rebuild and or replacement of the landfill compactors, one 836H and one 836K, at the end of their serviceable life or on an appropriate schedule based on current usage hours and equipment condition. The compactors are now being equipped with GPS systems, which will increase landfill compaction and decrease the use of soil for covering waste. The compactors are essential pieces of equipment used on a daily basis for proper placement and compaction of solid waste within the landfill. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund; instead the equipment is purchased with cash or financed at time of acquisition.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Equipment	\$0	\$0	\$507,500	\$1,329,896	\$0	\$0	\$2,091,750
TOTAL	\$0	\$0	\$507,500	\$1,329,896	\$0	\$0	\$2,091,750

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment this is expected to reach the end of its serviceable life.

PROJECT DETAIL: 2440-Landfill

Category: Other

Project: 78512 - Fuel Tanker Replacement (R)

Funding Source:

Landfill Revenues

Project Description:

Replacement of the fuel tanker, which was purchased in 2008, and is expected to reach the end of its serviceable life in FY 2018. The fuel tanker truck transports diesel fuel from the onsite storage tank to the landfill heavy equipment located on the active waste disposal area. It is an essential piece of support equipment at the landfill for maximizing operational efficiencies and minimizing equipment downtime. Landfill equipment is not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Equipment	\$0	\$197,600	\$0	\$0	\$0	\$0	\$244,017
TOTAL	\$0	\$197,600	\$0	\$0	\$0	\$0	\$244,017

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.

Project: 78514 - Solid Waste Inspection Trucks (R)

Funding Source:

Landfill Revenues

Project Description:

This project provides funding for the replacement of trucks in the Recycling Division. Currently, there are 8 half ton extended cab pick up trucks with lift gates in its equipment fleet for Solid Waste Management. The number of trucks to be replaced are the following. FY 2019 - 1 truck. FY 2020 - 1 truck. FY 2021 - 1 truck. FY 2027 - 3 trucks. Solid Waste vehicles are purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Equipment	\$116,075	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$23,711	\$23,711	\$23,711	\$0	\$0	\$71,133
TOTAL	\$116,075	\$23,711	\$23,711	\$23,711	\$0	\$0	\$71,133

Operating Description:

No additional O and M is needed for this project.

Project: 78520 - Landfill Bulldozer Replacement (R)

Funding Source:

Landfill Revenues

Project Description:

Project provides for the rebuild and/or replacement of the landfill bulldozers at the end of their serviceable life or on an appropriate schedule based on current usage hours and equipment condition. A certified powertrain rebuild and undercarriage track replacement was performed on the D8 in FY16. The D9 will undergo a similar repair in FY17. During these rebuilds the landfill will be adding GPS systems to reduce soil usage, improve road building capabilities and waste compaction. This project also includes funds for replacement of the Model D8 bulldozer in FY 2021 and the Model D9 bulldozer in FY 2022. A new CAT D-6 bulldozer will require an undercarriage rebuild some time in FY 24-28. Bulldozers are used at the landfill primarily to push garbage into position for the compactors. Landfill vehicles and equipment are purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Equipment	\$0	\$0	\$0	\$1,306,147	\$1,358,393	\$0	\$1,930,489
TOTAL	\$0	\$0	\$0	\$1,306,147	\$1,358,393	\$0	\$1,930,489

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.

PROJECT DETAIL: 2440-Landfill

Category: Other

Project: 78521 - MRF Loader Replacement (R)

Funding Source:

Landfill Revenues

Project Description:

This project is for the replacement of a loader used to move recyclables from the Materials Recovery Facility (MRF) tipping floor to the processing line. A CAT950K loader was purchased in FY16 and will require a replacement and/or rebuild in approximately 10 years. MRF vehicles and equipment are not included in the Vehicle Replacement Fund; instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$577,865
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$577,865

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.

Project: 78522 - LF Water Pull Tractor Replace (R)

Funding Source:

Landfill Revenues

Project Description:

Replacement of the water pull truck, which was purchased in 2012 and is expected to reach the end of its serviceable life in FY 2020. The water pull truck is a critical piece of support equipment for reducing dust and maintaining compliance with the existing air quality permit. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Equipment	\$0	\$137,228	\$741,031	\$0	\$0	\$0	\$315,931
TOTAL	\$0	\$137,228	\$741,031	\$0	\$0	\$0	\$315,931

Operating Description:

No additional O and M is needed since new equipment will replace aging existing equipment.

Project: 78524 - Landfill Motor Grader Replace (R)

Funding Source:

Landfill Revenues

Project Description:

The project includes the replacement of the motor grader that is expected to reach the end of its serviceable life in FY 2024. The motor grader is an essential piece of support equipment used to establish and maintain the temporary roads on the active portion of the landfill. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$410,571
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$390,620
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$801,191

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.

PROJECT DETAIL: 2440-Landfill

Category: Other

Project: 78525 - Landfill Scraper Equipment (R)

Funding Source:

Landfill Revenues

Project Description:

The scraper is an essential piece of support equipment that excavates, transports, and stockpiles soil used for covering waste disposed at the landfill. This project provides for either a certified rebuild or a new replacement of the scraper, which is anticipated to occur in FY 2018 based on hours of use and equipment condition. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,926,449
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,926,449

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.

Project: 78530 - Replace Manlift MRF (R)

Funding Source:

Landfill Revenues

Project Description:

Used for inspection and maintenance at the MRF processing line. Replaces 2001 Genie Manlift. A Manlift is used to perform maintenance on equipment not accessible from platforms or ladders. It is safer and more efficient to handle tools and equipment utilizing a manlift.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Equipment	\$0	\$50,000	\$0	\$0	\$0	\$0	\$55,000
TOTAL	\$0	\$50,000	\$0	\$0	\$0	\$0	\$55,000

Operating Description:

Project: 78532 - Auxilliary Equipment (R)

Funding Source:

Landfill Revenues

Project Description:

Replace auxilliary equipment assigned to the Landfill and MRF, which may include skid steers, kubotas, lube trailer, etc.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Equipment	\$0	\$54,891	\$0	\$29,685	\$0	\$0	\$64,215
TOTAL	\$0	\$54,891	\$0	\$29,685	\$0	\$0	\$64,215

Operating Description:

Project: 78533 - North Cell Liner (R)

Funding Source:

Landfill Revenues

Project Description:

This project is for the design and construction of the liner for the North Cell, Phase 1 and 2, at the Landfill. The liner provides a protective barrier to prevent migration and potential groundwater contamination, and is required by the City's permit with the Arizona Department of Environmental Quality (ADEQ). This project includes cost of the ADEQ review and permitting in FY 2021 (Phase1) and FY 2023 (Phase 2). Also includes construction costs of Phase 1 (FY 2023) and Phase 2 (FY 2025).

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$150,000	\$0	\$150,000	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$7,243,993	\$2,970,147
TOTAL	\$0	\$0	\$0	\$150,000	\$0	\$7,393,993	\$2,970,147

Operating Description:

PROJECT DETAIL: 2440-Landfill

Category: Other

Project: 78534 - Stormwater Controls (R)

Funding Source:

Landfill Revenues

Project Description:

Storm water controls for the Glendale Municipal Landfill include installing top deck berms & culvert down drains, improving existing side slope channels, installing new storm water berms on the west fill region and channels on the west and east perimeters. Installing/improving a perimeter access road, installing the large south face down drain, and installing/improving the (3) retention basins. Construction is phased over four years to coincide with the Landfill trash placement sequencing plans.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$100,000	\$30,000	\$30,000	\$30,000	\$0	\$0
Construction	\$0	\$635,438	\$239,223	\$250,000	\$260,000	\$0	\$0
TOTAL	\$0	\$735,438	\$269,223	\$280,000	\$290,000	\$0	\$0

Operating Description:

Project: 78535 - Landfill Gas Extraction System (R)

Funding Source:

Landfill Revenues

Project Description:

Modifications to the Landfill Gas Extraction System (LGES), include following the existing method of raising South Cell west slope vertical wellheads and installing new laterals as filling proceeds, installing horizontal collectors along the west side of the South Cell and installation of the (LGES) in the North Cell. Continuous modifications to the (LGES) are required to provide for collection of landfill gas created from placement of trash and ensure compliance with regulatory permits.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$60,000	\$20,000	\$30,000	\$25,000	\$25,000	\$200,000
Construction	\$0	\$531,907	\$200,000	\$240,000	\$225,000	\$225,000	\$2,000,000
TOTAL	\$0	\$591,907	\$220,000	\$270,000	\$250,000	\$250,000	\$2,200,000

Operating Description:

Project: 78503 - Landfill Closure (South) (N)

Funding Source:

Landfill Revenues

Project Description:

Project provides for closure of the south area of the landfill as the permitted air space approaches capacity. A landfill reaching its permitted capacity is required by federal and state law to be closed with a final cover system, which includes a vegetative layer, a compacted soil layer, additional gas system wells, erosion control, and storm water control measures.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$325,000	\$125,000	\$350,000	\$500,000	\$0	\$750,000
Design	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$300,000	\$325,000	\$125,000	\$350,000	\$500,000	\$0	\$750,000

Operating Description:

Funds provided in supplies/contracts are annual costs for post-closure (\$220,554) at the landfill. Post-closure costs include monitoring, maintenance, and repair of the following items: landfill gas control system, groundwater monitoring system, storm water monitoring, final cover/vegetative cover inspection, landfill settlement monitoring, access roads, drainage control system, site security inspection, and administrative reporting. Annual post-closure maintenance, monitoring, and repair activities will begin once closure of the south area is completed.

Operating Costs	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Supplies/Contr	\$2,205,540	\$2,205,540	\$2,205,540	\$2,205,540	\$0	\$11,027,700

PROJECT DETAIL: 2440-Landfill **Category: Other**

Project: 78505 - LF Phase Construction (North) (N) **Funding Source:** Landfill Revenues

Project Description: Soil excavation for the North Cell includes stockpiling of dirt as required for the construction of the North Cell and continued operation and closure of the South Cell, engineering design, engineered fill contingency, and soil excavation provided by in-house personnel.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Construction	\$0	\$2,921,138	\$2,983,942	\$3,144,449	\$2,874,784	\$3,279,184	\$4,743,061
TOTAL	\$0	\$2,921,138	\$2,983,942	\$3,144,449	\$2,874,784	\$3,279,184	\$4,743,061

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

Project: 78529* - New Bulldozer Purchase (N) **Funding Source:** Landfill Revenues

Project Description: Purchase of a new D-6 Caterpillar (CAT) Bulldozer which has proven to be a more cost effective unit to perform erosion control and soil utilization at the city Landfill and Materials Recovery Facility (MRF). This unit is a lighter, more agile unit than the existing bulldozers (Caterpillar D-8 & D-9) which in turn will reduce maintenance and fuel costs, while increasing efficiency.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Equipment	\$339,425	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$339,425	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

FUND SUMMARY: 2120-Airport Capital Grants **Category: Other**

	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
T1472 Airport EA for Channelization	0	0	0	0	0	286,590
<i>Replacement of Existing Assets</i>						
79521 Rehabilitate Apron	96,219	0	0	0	0	0
79524 North Apron R&R	4,202,406	1,000,000	1,000,000	0	0	0
79526 South Apron R&R	0	0	0	0	0	4,718,466
Sub-Total - Existing Assets	4,298,625	1,000,000	1,000,000	0	0	5,005,056
Total Project Expenses:	\$4,298,625	\$1,000,000	\$1,000,000	\$0	\$0	\$5,005,056
Total FY 2019 Funding:	\$5,298,625					

PROJECT DETAIL: 2120-Airport Capital Grants **Category: Other**

Project: T1472 - Airport EA for Channelization (I) **Funding Source:** Grants/City Match

Project Description: Conduct an Environmental Assessment for channelization of the New River to protect the runway safety area from erosion. Channelization includes the physical change to the inner bank boundary of the River. The project is to be funded with \$286,590 FAA (91.06%) and ADOT (4.47%) funds in FY 2021.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$286,590
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$286,590

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

Project: 79524 - North Apron R&R (R) **Funding Source:** Grants/City Match

Project Description: The north apron project includes reconstruction (59,200 square yards) in FY 2017 and rehabilitation (54,000 square yards) in FY 2018. The portion of the north apron that is beyond rehabilitation is to be reconstructed in FY 2017. The rehabilitation project in FY 2018 would preserve and extend the life of the rest of north apron.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Design	\$225,000	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$150,000	\$150,000	\$0	\$0	\$0	\$0
Construction	\$3,977,406	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$850,000	\$850,000	\$0	\$0	\$0	\$0
TOTAL	\$4,202,406	\$1,000,000	\$1,000,000	\$0	\$0	\$0	\$0

Operating Description: This project rebuilds and rehabilitates existing pavement on the north apron.

PROJECT DETAIL: 2120-Airport Capital Grants **Category: Other**

Project: 79526 - South Apron R&R (R) **Funding Source:** Grants/City Match

Project Description: The south apron project includes reconstruction (38,000 square yards) in FY 2019 and rehabilitation (93,000 square yards) in FY 2020. The portion of the south apron that is beyond rehabilitation is to be reconstructed in FY 2019. The rehabilitation project in FY 2020 would preserve and extend the life of the rest of north apron.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$707,770
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$4,010,696
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$4,718,466

Operating Description: This project rebuilds and rehabilitates existing pavement on the south apron.

FUND SUMMARY: 1840-Other Federal and State Grants **Category: Other**

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>					
Existing Assets							
<i>Replacement of Existing Assets</i>							
80031 Saguaro Ranch Park Improvement	15,000	0	0	0	0	0	0
80032 Western Area Library 1840	0	83,152	0	0	0	0	0
<i>Sub-Total - Existing Assets</i>	<i>15,000</i>	<i>83,152</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Total Project Expenses:	\$15,000	\$83,152	\$0	\$0	\$0	\$0	\$0
Total FY 2019 Funding:		\$98,152					

PROJECT DETAIL: 1840-Other Federal and State Grants **Category: Other**

Project: 80032 - Western Area Library 1840 (R) **Funding Source:** Grants

Project Description: In October 2014 and after review by the Library Advisory Board and staff, Council provided direction to develop conceptual designs for the possible location of a Western Area Branch Library at either Heroes Regional Park or on the third/fourth floors of the Glendale Media Center. Regardless of its location, the facility would be 7500- 8000 square feet in size and would result in library services provided to this geographic area of Glendale.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Construction	\$0	\$83,152	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$83,152	\$0	\$0	\$0	\$0	\$0

Operating Description:

FUND SUMMARY: 2070-General Gov Capital Proje **Category: Other**

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
70800 Building Maint. Reserve	1,066,470	750,000	1,000,000	1,000,000	1,000,000	1,000,000	2,500,000
70801 Camelback Ranch Maint. Reserve	182,240	1,136,000	1,673,504	1,673,504	1,673,504	1,673,504	8,367,520
70803 Capital Repair-Arena	499,975	500,000	500,000	500,000	500,000	500,000	2,500,000
84551 Civic Center Renovation	0	0	0	0	0	0	4,073,124
F0004 *Building Ext. Sealing /Renewal	0	0	0	0	0	0	6,090,000
T1160 Parking Garages/Lots Renewals	0	0	0	0	0	0	4,548,689
<i>Replacement of Existing Assets</i>							
70806 Replacement of Airpacks	0	503,771	0	0	0	0	0
70814 Fire Ladder/Tender Trucks	0	350,000	350,000	350,000	1,400,000	1,400,000	7,300,000
77503 *Roofing System Renewal	0	0	0	0	0	0	10,700,000
81067 Civic Ctr. Maintenance	0	0	0	0	0	0	175,000
F0001 *HVAC Repair/Replacements	0	0	0	0	0	0	12,900,000
F0002 *Space Planning Int. Updates	0	0	0	0	0	0	19,710,000
T1908 Asset Management System	0	0	0	0	0	0	460,000
T1909 Electrical System Renewal	0	0	0	0	0	0	5,800,000
T1910 Elevator Systems Renewal	0	0	0	0	0	0	1,000,000
T1911 Fire Protection Renewal	0	0	0	0	0	0	1,495,000
T1912 Security Camera Imps.	0	0	0	0	0	0	3,195,000
T1913 Plumbing System Renewal	0	0	0	0	0	0	3,000,000
T1937 Foothills Library Renovation	0	0	0	0	0	0	550,464
T1938 Repair of Car/Truck Wash Bldg.	0	0	0	0	0	0	650,000
T4730 Fuel Sites Equipment Upgrade	0	0	0	0	0	0	579,602
T5320 EOC Equipment Replacement	0	0	0	0	0	0	595,241
T5380 Replace HazMat Vehicle	0	0	0	0	0	0	603,750
Sub-Total - Existing Assets	1,748,685	3,239,771	3,523,504	3,523,504	4,573,504	4,573,504	96,793,390
Total Project Expenses:	\$1,748,685	\$3,239,771	\$3,523,504	\$3,523,504	\$4,573,504	\$4,573,504	\$96,793,390
Total FY 2019 Funding:	\$4,988,456						

PROJECT DETAIL: 2070-General Gov Capital Proje **Category: Other**

Project: 70800 - Building Maint. Reserve (I) **Funding Source:** Other

Project Description: This project is intended to support carryover of the building maintenance reserve for emergency and unplanned repairs and replacement of building components for various city facilities

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Miscellaneous/Other	\$0	\$750,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$2,500,000
Miscellaneous/Other	\$1,066,470	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,066,470	\$750,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$2,500,000

Operating Description:

PROJECT DETAIL: 2070-General Gov Capital Proje **Category: Other**

Project: 70801 - Camelback Ranch Maint. Reserve (I) **Funding Source:** Other

Project Description: Camelback Ranch Maint. Reserve

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
	\$4,641	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Construction	\$0	\$512,496	\$1,050,000	\$1,050,000	\$1,050,000	\$1,050,000	\$5,250,000
Construction	\$177,599	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$18,500	\$18,500	\$18,500	\$18,500	\$18,500	\$92,500
Arts	\$0	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500	\$52,500
Miscellaneous/Other	\$0	\$394,504	\$394,504	\$394,504	\$394,504	\$394,504	\$1,972,520
TOTAL	\$182,240	\$1,136,000	\$1,673,504	\$1,673,504	\$1,673,504	\$1,673,504	\$8,367,520

Operating Description:

Project: 70803 - Capital Repair-Arena (I) **Funding Source:** Other

Project Description: City's contractual obligation to annually fund the capital repair at the arena per the July 8, 2013 agreement.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Miscellaneous/Other	\$499,975	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
TOTAL	\$499,975	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000

Operating Description:

PROJECT DETAIL: 2070-General Gov Capital Proje **Category: Other**

Project: 84551 - Civic Center Renovation (I) **Funding Source:** Other

Project Description: This enhancement would create another signature feature at the Glendale Civic Center. The east courtyard would be converted into more meeting room space with sky lighting. This project also involves renovating and developing the grass (open space), south of the Civic Center into functional use space that can be booked for private events.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$756,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,633,126
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$62,699
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$26,331
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$130,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$394,968
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$70,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$4,073,124

Operating Description:

Operating Costs	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Staffing	\$0	\$0	\$0	\$0	\$0	\$5,312,960
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$337,190
Utilities	\$0	\$0	\$0	\$0	\$0	\$700,000
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$499,550
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$99,910
Insurance	\$0	\$0	\$0	\$0	\$0	\$60,690
Electrical	\$0	\$0	\$0	\$0	\$0	\$89,920
Water	\$0	\$0	\$0	\$0	\$0	\$35,720

Project: F0004* - Building Ext. Sealing /Renewal (I) **Funding Source:** Other

Project Description: This project provides funding in support of an annual program for all exterior repairs and replacements such as painting, sealing, siding replacements, carpentry repairs, window and door replacements, ADA compliance, and plumbing repairs. The City has approximately 1,613,310 SF of general fund buildings (595,640 public/safety/critical). Most of these buildings are 25-30 plus years old and exterior surfaces of the buildings are beyond their useful life. Planned projects for FY 19 include Foothills Police painting and sealing and Civic Center wall sealing. Future year costs (beyond FY 19) are developed using a macro, industry-standard approach. An asset inventory effort is currently underway to provide greater definition of the portfolio wide needs. The inventory effort will identify priorities for FY 2020 and beyond. As the available information improves future year budget requirements will become clearer, possibly increasing from the current industry standard approach.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$5,550,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$90,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$6,090,000

Operating Description:

PROJECT DETAIL: 2070-General Gov Capital Proj **Category: Other**

Project: T1160 - Parking Garages/Lots Renewals (I) **Funding Source:** Other

Project Description: The City has approximately 1,613,310 SF of general fund buildings (595,640 public safety/critical). Most of the buildings are 25-30 years old and parking lots are beyond their useful life. Planned projects for FY 2019 include City Hall parking garage repair, Airport terminal building, inventory and master plan of parking lot renewal needs including Main Library, Foothills Regional Aquatics Center, Adult Center, and Public Safety Garage. Future year (beyond FY 2019) are developed using a macro, industry standard approach. An asset inventory effort is currently underway to provide greater definition of the portfolio wide needs. The inventory effort will identify priorities for FY 2020 and beyond. As the available information improves future year budget requirements will become clearer, possibly increasing from the current industry standard approach.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$525,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$3,770,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$105,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$13,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$135,689
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$4,548,689

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

Project: 70806 - Replacement of Airpaks (R) **Funding Source:** Other

Project Description: Replacement of self-contained breathing apparatus (SCBAs) or air packs. The current supply is in compliance with National Fire Protection Association Standards through FY 2017. In FY 2017, 150 air packs will be outdated and in need of replacement. The useful life span of SCBAs is 7-10 years. Upgrades were completed in 2013 for all air packs. As components of the air packs fail, the department will repair or replace them using the department operating budget. Air packs are considered a capital expenditure due to the type of equipment requiring to be updated all at the same time; which cannot be phased in when replaced. Personnel must all be able to train and work on the same type, make and model of equipment. The department will continue to seek alternative funding mechanisms such as grants as they become available.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Equipment	\$0	\$503,771	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$503,771	\$0	\$0	\$0	\$0	\$0

Operating Description: O and M includes maintenance and repair at \$70,000 annually and an additional \$36,000 (once every 5 years) for 2 hydro tests on 300 bottles at \$60.00 per bottle that is performed every 5 years. The current SCBA budget is \$17,291 and does not cover the O and M identified; an additional \$350,000 is necessary. The \$70,000 for annual maintenance and repair will be needed the year after purchase. A supplemental budget request will be submitted once the project is near completion.

Project: 70814 - Fire Ladder/Tender Trucks (R) **Funding Source:** Other

Project Description: To maximize the safe use of Emergency Code 3 Apparatus the Fire Department's replacement plan indicates that front line engines should be replaced at 7 years or 100,000 miles and be moved into a reserve status. Ladder trucks should be replaced after 15 years or 100,000 miles. The department will maintain a reserve fleet of one reserve truck for every two front line trucks. This CIP request is for a continuous plan for replacement of the department's Code 3 Apparatus in an effort to be compliant with the National Fire Protection Association Standards for emergency apparatus. Our fleet now averages 11 years old and 150,000 miles of service.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Equipment	\$0	\$350,000	\$350,000	\$350,000	\$1,400,000	\$1,400,000	\$7,300,000
TOTAL	\$0	\$350,000	\$350,000	\$350,000	\$1,400,000	\$1,400,000	\$7,300,000

Operating Description:

PROJECT DETAIL: 2070-General Gov Capital Proje **Category: Other**

Project: 77503* - Roofing System Renewal (R) **Funding Source:** Other

Project Description: This project provides funding in support of roofing program to address roofing repairs and renewals for City facilities. The City has approximately 1,613,310 SF of general fund buildings (595,640 public/safety/critical). Most of these buildings are 25-30 plus years old and roofing systems are beyond their useful life. Planned projects for FY 2019 include Main Library roof coating and renewal. Future year costs (beyond FY 2019) are developed using a macro, industry-standard approach. An asset inventory effort is currently underway to provide greater definition of the portfolio wide needs. The inventory effort will identify priorities for FY 2020 and beyond. As the available information improves future year budget requirements will become clearer, possibly increasing from the current industry standard approach.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$9,500,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$10,700,000

Operating Description:

Project: 81067 - Civic Ctr. Maintenance (R) **Funding Source:** Other

Project Description: The Civic Center's maintenance reserve annual allocation has been moved to operations as ongoing repair and maintenance of facility. The reserve will ensure that the Civic Center remains a competitive and high quality event venue and it is essential to the continued success of the facility.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$175,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$175,000

Operating Description:

Project: F0001* - HVAC Repair/Replacements (R) **Funding Source:** Other

Project Description: This project provides funding in support of a HVAC System Renewal Program. The City has approximately 1,613,310 SF of general fund buildings (595,640 public/safety/critical). Most of these buildings are 25-30 plus years old and HVAC systems are beyond their useful life. Planned projects for FY 2019 Council Chambers, Velma Teague Library, Civic Center, and Foothills Library design. Future year costs (beyond FY 2019) are developed using a macro, industry-standard approach. An asset inventory effort is currently underway to provide greater definition of the portfolio wide needs. The inventory effort will identify priorities for FY 2020 and beyond. As the available information improves future year budget requirements will become clearer, possibly increasing from the current industry standard approach.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,250,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$11,000,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$650,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$12,900,000

Operating Description:

PROJECT DETAIL: 2070-General Gov Capital Proje **Category: Other**

Project: F0002* - Space Planning Int. Updates (R) **Funding Source:** Other

Project Description: This project provides funding in support of a interior building repairs and replacements program. The City has approximately 1,613,310 SF of general fund buildings (595,640 public/safety/critical). Most of these buildings arwe 25-30 plus years old and HVAC systems are beyond their useful life. Planned projects for FY 2019 include interior updates and flooring replacements at the Airport, Main Library and condition assessments for major facilities including libraries, neighborhood centers, and office buildings.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$5,325,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$13,750,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$635,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$19,710,000

Operating Description:

Project: T1908 - Asset Management System (R) **Funding Source:** Other

Project Description: This project is for a Facilities Management (FM) robust asset management system to manage the building asset lifecycle, asset information, condition assessment and capital renewal needs, preventive maintenance programs, and meet customer service levels. Better managed assets leads to reliable and functional facilities. In FY2019 the system will be implemented in conjunction with Water Services' asset management system to reduce costs and avoid duplication of services.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$460,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$460,000

Operating Description:

Project: T1909 - Electrical System Renewal (R) **Funding Source:** Other

Project Description: The City of Glendale has approximately 1,613,310 SF of general fund buildings (595,640 public safety/critical) and approximately 100 parks and ball fields. Most of these buildings are 25-30 plus years old and the electrical systems are beyond their useful life. Planned projects for FY 2019 include arc-flash studies for Foothills Aquatics Center, Adult Center, and design of electrical service entrance replacement for City Hall, replacement of lighting system for Brian Anderson Field. Future year costs (beyond FY 19) are developed using a macro, industry-standard approach. An asset inventory effort is currently underway to provide greater definition of the portfolio wide needs. The inventory effort will identify priorities for FY 2020 and beyond. As the available information improves future year budget requirements will become clearer, possibly increasing from the current industry standard approach.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$750,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$4,750,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$5,800,000

Operating Description:

PROJECT DETAIL: 2070-General Gov Capital Proje **Category: Other**

Project: T1910 - Elevator Systems Renewal (R) **Funding Source:** Other

Project Description: This project is for the renewal of nine existing elevator systems in City facilities. The City of Glendale has approximately 1,613,310 SF of general fund buildings (595,640 public safety/critical). City Hall, Public Safety Building, Adult Center, Main Library, Fire Station 157, Foothills Recreation and Aquatics Center, Airport, Public safety Training Facility, and Sine Building all have elevator systems. Planned projects for FY 2019 include a City-wide elevator study and master plan.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$235,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$718,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$47,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000

Operating Description:

Project: T1911 - Fire Protection Renewal (R) **Funding Source:** Other

Project Description: This project provides funding to address fire protection systems in City facilities. The City of Glendale has approximately 1,613,310 SF of general fund buildings (595,640 public safety/critical). Most buildings are 25-30 plus years old; the fire protections systems are beyond their useful life. Planned projects for FY 2019 include replacing the dry pipe system at the Public Safety Training Facility and Emergency Operations Center, and a citywide fire protection system evaluation master plan.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$550,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$800,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$145,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,495,000

Operating Description:

Project: T1912 - Security Camera Imps. (R) **Funding Source:** Other

Project Description: This project provides funding for design and construction for security camera improvements for City Hall and the Public Safety Buildings. In FY 2018, an assessment was performed in for these buildings and parking garages, Advocacy Center, and City Court to identify gaps in security coverage and recommendations for improvements. In FY2019 a consultant will be hired to prepare a bid package on the recommendations. In FY2020 construction to install the commission of improvements will be completed

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$325,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,710,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$110,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,195,000

Operating Description:

PROJECT DETAIL: 2070-General Gov Capital Proje **Category: Other**

Project: T1913 - Plumbing System Renewal (R) **Funding Source:** Other

Project Description: This project is to address plumbing systems throughout City buildings that are 25-30 years old and are beyond their useful life. The City of Glendale has approximately 1,613,310 SF of general fund buildings (595,640 public safety/critical). Planned projects for FY2019 include design of, Public Safety, and detention plumbing system renewal, and renewal systems for Fire Station 153. Future costs are developed using a macro, industry-standard approach.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$525,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,370,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$105,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000,000

Operating Description:

Project: T1937 - Foothills Library Renovation (R) **Funding Source:** Other

Project Description: Modernize the Foothills branch library to meet the expectations of the community. This project will include renovating and updating the interior and exterior spaces for the Foothills branch built in 1999. Renovations include interior and exterior painting, upgrading electrical outlets to USB, public restrooms upgrades, create an additional meeting room and lobby retrofitting, etc. This project is necessary to make the needed technology, equipment and asset improvements to prolong the life of the branch, improve library service levels and would allow for new library users. This project is needed to fill critical gaps in existing services and layout by meeting customer demand for an additional study room space, and improvements to existing meeting rooms. With these implemented improvements, this would increase customer usage of the facility, thereby, increasing revenue generated from material fines, meeting room use and copier and printing fees.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$97,600
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$452,864
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$550,464

Operating Description:

Project: T1938 - Repair of Car/Truck Wash Bldg. (R) **Funding Source:** Other

Project Description: Building repair of the automated car/truck wash. The building shell has deteriorated, has major cracks, and widespread rust on steel support structure. A structural assessment is underway. Design-FY2019, construction-FY2020. This facility is necessary to keep City fleet presentable, and best practice to clean vehicles/equipment prior to repair & maintenance. While some light duty fleet can use a commercial car wash, 2/3 of City vehicles would not, due to external equipment or overall size.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$650,000

Operating Description:

PROJECT DETAIL: 2070-General Gov Capital Proje **Category: Other**

Project: T4730 - Fuel Sites Equipment Upgrade (R) **Funding Source:** Other

Project Description: This project reflects the replacement of all City of Glendale fuel dispensing equipment that will reach its maximum useful life over the next ten years. The project includes installation of new fuel dispensing pumps, monitoring and tank leak detection systems and replacement of the fuel tracking system at The Field Operations Center, Fire Station 153 and Fire Station 155. Completion of this project will ensure reporting accuracy, equipment stability and integrity, and improved customer service.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$5,357
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$518,397
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$25,664
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$5,184
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$579,602

Operating Description: The software is a one-time purchase and the yearly license agreement will be paid through the departments existing budget.. No annual maintenance is required, if repairs are required vendors will be paid through existing operational budgets. Contributions to the Technology Replacement Fund are being made for the hardware currently being used and no additional hardware would be needed at this time.

Operating Costs	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$10,000

Project: T5320 - EOC Equipment Replacement (R) **Funding Source:** Other

Project Description: This project funds the replacement of the information technology based equipment in the City's Emergency Operations Center (EOC), and places the EOC equipment in the city's technology replacement fund (TRF) to ensure software and hardware updates occur in conjunction with normal city rollouts. The EOC was built in 2006 and EOC equipment was not funded for the TRF due to the annual cost. Equipment updates were to be funded through the capital improvement process as equipment reached the end of its service life. Not being part of the TRF, results in lack of timely equipment replacement and unfunded requirements each time there is a software update, modifications to hardware are required, or there are equipment failures. The frequency of these unfunded requirements continues to rise as the equipment ages. EOC equipment will be two and a half times past its typical service life in the year 2020.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$595,241
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$595,241

Operating Description: This project will replace existing equipment and systems at the EOC. This equipment will be placed in the technology replacement fund at a cost of \$152,530 annually, or \$610,122 over the four year replacement cycle. Approximately 1/4 of the equipment will be replaced each year. The equipment includes the audiovisual, software, hardware, and communications equipment used in the EOC to support emergency and special event operations.

Operating Costs	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
PC/Vehicle Replacement	\$0	\$0	\$0	\$0	\$0	\$8,177,030

PROJECT DETAIL: 2070-General Gov Capital Proje **Category: Other**

Project: T5380 - Replace HazMat Vehicle (R) **Funding Source:** Other

Project Description: Replacement of a HazMat vehicle for the hazardous materials team. The current truck will have served its useful life of 10 years by FY 2019. This vehicle is supported by Fleet Management staff and anticipated mileage is 10,000 miles per year.

Capital Costs	Carryover	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FYs 24-28
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$603,750
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$603,750

Operating Description: No additional O and M is needed since the Hazmat truck will be replacing the current vehicle, which will not be used as a reserve vehicle.

FUND SUMMARY: 2593 - City-Wide ERP Solution **Category: Other**

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>					
New Assets							
0							
72000 City-Wide ERP Solution	2,479,472	1,132,837	0	0	0	0	0
Sub-Total - New Assets	2,479,472	1,132,837	0	0	0	0	0
Total Project Expenses:	\$2,479,472	\$1,132,837	\$0	\$0	\$0	\$0	\$0
Total FY 2019 Funding:		\$3,612,309					

PROJECT DETAIL: 2593 - City-Wide ERP Solution **Category: Other**

Project: 72000 - City-Wide ERP Solution (N) **Funding Source:** General Fund

Project Description: Replacement of the City's ERP system including modules for financials, procurement, budget, and HR. This a multi-year phased project. The current Peoplesoft system will be reaching it's end of life and vendor support within the next two years. This system will replace all PS applications.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Miscellaneous/Other	\$0	\$1,132,837	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$1,132,837	\$0	\$0	\$0	\$0	\$0

Operating Description:

FUND SUMMARY: 1220-Arts Commission **Category: Other**

		<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FY 2021:</u>	<u>FY 2022:</u>	<u>FY 2023:</u>	<u>FYs 24-28:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
New Assets							
0							
84650 Municipal Arts Program	836,050	200,000	142,943	0	0	0	0
<i>Sub-Total - New Assets</i>	<i>836,050</i>	<i>200,000</i>	<i>142,943</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Total Project Expenses:	\$836,050	\$200,000	\$142,943	\$0	\$0	\$0	\$0
Total FY 2019 Funding:	\$1,036,050						

PROJECT DETAIL: 1220-Arts Commission **Category: Other**

Project: 84650 - Municipal Arts Program (N) **Funding Source:** Capital Plan

Project Description: City Council Ordinance No. 1226 created a Municipal Art Fund which provides for the purchase of works of art for public places. This consists of commissioned, non-commissioned and the performing arts, all reviewed and recommended by the Glendale Arts Commission (via the Annual Arts Plan).

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FYs 24-28</u>
Contingency	\$237,250	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$598,800	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$200,000	\$142,943	\$0	\$0	\$0	\$0
TOTAL	\$836,050	\$200,000	\$142,943	\$0	\$0	\$0	\$0

Operating Description: Total O&M for maintaining the city art inventory is \$173,162.



Fiscal Year 2018-2019 Annual Budget Book

Schedules

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 a listing of **salary ranges** by job title
- ✚ **Schedule 8** is current year **debt service** obligations
- ✚ **Schedule 9** 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	44,175,553	224,272,311	27,529,765	(41,465,722)	(208,214,611)	-	-	(2,000,000)	(210,214,611)	44,297,296
1120 Vehicle Replacement	714,828	270,000	2,000,000	-	(2,292,190)	-	-	-	(2,292,190)	692,638
Sub-Total General Fund	44,890,381	224,542,311	29,529,765	(41,465,722)	(210,506,801)	-	-	(2,000,000)	(212,506,801)	44,989,934
Special Revenue Funds										
1200 Utility Bill Donation	34,600	165,400	-	-	(200,000)	-	-	-	(200,000)	-
1220 Arts Commission Fund	991,654	304,800	-	-	(260,404)	(1,036,050)	-	-	(1,296,454)	-
1240 Court Security/Bonds	455,656	447,890	-	-	(590,845)	-	-	-	(590,845)	312,701
1300 Home Grant	-	1,708,454	-	-	(1,678,454)	-	-	-	(1,678,454)	30,000
1310 Neighborhood Stabilization Pgm	192,599	298,816	-	-	(227,349)	-	-	-	(227,349)	264,066
1311 N'hood Stabilization Pgm III	69,613	227,300	-	-	(227,300)	-	-	-	(227,300)	69,613
1320 C.D.B.G.	-	4,248,215	-	-	(4,248,215)	-	-	-	(4,248,215)	-
1340 Highway User Gas Tax	15,646,133	15,767,655	-	(13,749,522)	(10,518,813)	-	(720,000)	-	(11,238,813)	6,425,453
1650 Transportation Grants	-	1,218,055	-	-	(1,218,055)	-	-	-	(1,218,055)	-
1660 Transportation Sales Tax	33,713,720	27,421,175	-	(22,909,520)	(13,316,669)	-	(2,100,000)	-	(15,416,669)	22,808,706
1700 Police Special Revenue	5,077,001	17,398,712	-	(18,668,712)	-	-	-	-	-	3,807,001
1720 Fire Special Revenue	844,141	8,761,053	-	(8,861,053)	-	-	-	-	-	744,141
1760 Airport Special Revenue	-	628,331	147,047	-	(775,378)	-	-	-	(775,378)	-
1820 CAP Grant	-	1,268,438	64,299	-	(1,332,737)	-	-	-	(1,332,737)	-
1830 Emergency Shelter Grants	-	208,992	-	-	(208,992)	-	-	-	(208,992)	-
1840 Grants	333,923	15,824,645	-	-	(6,630,101)	(98,152)	(9,430,315)	-	(16,158,568)	-
1860 RICO Funds	3,315,108	1,015,000	-	-	(2,880,975)	-	-	-	(2,880,975)	1,449,133
1885 Parks & Recreation Designated	193,872	6,480	-	-	(62,890)	-	-	-	(62,890)	137,462
2120 Airport Capital Grants	-	6,821,236	-	-	(5,298,625)	-	-	-	(5,298,625)	1,522,611
2530 Training Facility Revenue Fund	509,411	393,736	1,499,604	-	(1,976,653)	-	-	-	(1,976,653)	426,098
Sub-Total Special Revenue Fund	61,377,431	104,134,383	1,710,950	(64,188,807)	(46,353,830)	(6,432,827)	-	(12,250,315)	(65,036,972)	37,996,985
Debt Service Funds										
1900 G.O. Bond Debt Service	6,307,671	20,571,292	-	-	-	-	(25,914,170)	-	(25,914,170)	964,793
1940 M.P.C. Debt Service	1,823,542	-	15,174,361	-	-	-	(15,969,361)	-	(15,969,361)	1,028,542
1950 Excise Tax Debt Service	22,648	-	16,815,271	-	-	-	(16,820,271)	-	(16,820,271)	17,648
1970 Transportation Debt Service	189,315	-	7,150,000	-	-	-	(7,043,761)	-	(7,043,761)	295,554
Sub-Total Debt Service Funds	8,343,176	20,571,292	39,139,632	-	-	-	(65,747,563)	-	(65,747,563)	2,306,537
Permanent Funds										
2280 Cemetery Perpetual Care	5,788,676	26,000	-	-	-	-	(5,814,676)	-	(5,814,676)	-
Sub-Total Permanent Funds	5,788,676	26,000	-	-	-	-	(5,814,676)	-	(5,814,676)	-

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										
1380 DIF Library Bldg	1,801,134	10,000	-	-	-	(1,755,029)	-	(56,105)	(1,811,134)	-
1421+ DIF-Fire Protection Facilities	1,884,686	254,762	-	-	-	(15,654)	(2,123,794)	(950,251)	(2,139,448)	-
1441+ DIF-Police Facilities	855,957	94,294	-	-	-	-	(3,181)	(342,034)	(753,642)	-
1461+ DIF-Citywide Parks	340,355	1,679	-	-	-	(338,853)	(93,277)	(1,734,313)	-	
1481+ DIF-Citywide Recreation Fac	752,450	1,192	-	-	-	(753,642)	(154,482)	(518,807)	-	
1501+ DIF-Libraries	1,721,141	13,172	-	-	-	(1,641,036)	(201,472)	(1,841,847)	-	
1520 DIF-Citywide Open Spaces	516,261	2,546	-	-	-	(364,325)	(2,175)	(182,044)	-	
1541+ DIF-Parks Dev Zone 1	1,170,399	171,448	-	-	-	(1,140,375)	(11,350)	(14,819)	-	
1561+ DIF-Parks Dev Zone 2	182,954	1,265	-	-	-	(182,044)	(5,865,872)	(166,515)	-	
1581+ DIF-Parks Dev Zone 3	14,390	429	-	-	-	(3,469)	(149,378)	(20,917,850)	-	
1601+ DIF-Roadway Improvements	7,376,372	820,140	-	-	-	(2,330,640)	(13,749,522)	(4,048,729)	-	
1620 DIF-General Government	165,697	818	-	-	-	(17,137)	(259,479)	(170,795)	-	
1980 Streets Constr. - 1999 Auth	11,599,799	9,318,051	13,749,522	-	-	(19,368,112)	(635,124)	(237,684)	-	
2000 HURF Street Bonds	-	-	-	-	-	(13,749,522)	(3,789,250)	(262,847)	(525,866)	-
2040 Public Safety Construction	(653,771)	4,702,500	-	-	-	(3,789,250)	(226,795)	(291,851)	-	
2060 Parks Construction	120,795	50,000	-	-	-	(170,795)	(1,025,744)	(3,213,784)	-	
2070 General Gov Capital Projects	2,196,305	-	3,427,275	-	-	(4,988,456)	(2,200,000)	(82,692,722)	-	
2080 Gov't Facilities - 1999 Auth	35,684	202,000	-	-	-	(202,000)	(35,684)	(237,684)	-	
2130 Cultural Facility Bond Fund	241,316	284,550	-	-	-	(263,019)	(262,847)	(525,866)	-	
2140 Open Space/Trails Constr-99 Au	226,795	65,056	-	-	-	(65,056)	(226,795)	(291,851)	-	
2180 Flood Control Construction	760,598	2,453,186	-	-	-	(2,188,040)	(1,025,744)	(3,213,784)	-	
2210 Transportation Capital Project	-	15,759,520	-	-	-	(15,759,520)	-	(15,759,520)	-	
Sub-Total Capital Fund	31,309,317	18,447,088	32,936,317	-	-	(69,085,974)	(13,606,748)	(82,692,722)	-	
Enterprise Funds										
2360+ Water and Sewer	70,516,392	90,589,234	25,892,359	(25,467,783)	(54,850,280)	(60,206,928)	(25,462,783)	(2,200,000)	(142,719,991)	18,810,211
2440 Landfill	6,927,525	11,022,821	686,826	-	(9,709,608)	(6,510,543)	(500,000)	(500,000)	(16,720,151)	1,917,021
2480 Solid Waste	2,505,224	17,947,908	130,824	(346,289)	(15,484,799)	(2,634,266)	(200,000)	(200,000)	(18,319,065)	1,918,602
2500 Pub Housing Budget Activities	-	15,519,078	386,563	-	(15,433,635)	-	-	-	(15,433,635)	472,006
Sub-Total Enterprise Funds	79,949,141	135,079,041	27,096,572	(25,814,072)	(95,478,322)	(69,351,737)	(25,462,783)	(2,900,000)	(193,192,842)	23,117,840
Internal Service Funds										
2540 Risk Management Self Insurance	5,558,396	3,206,466	-	-	(2,959,242)	-	-	(1,000,000)	(3,959,242)	4,805,620
2560 Workers Comp, Self Insurance	8,578,361	1,355,278	-	-	(2,290,825)	-	-	(1,000,000)	(3,290,825)	6,642,814
2580 Benefits Trust Fund	-	30,955,871	-	-	(30,955,871)	-	-	-	(30,955,871)	-
2590 Fleet Services	-	9,400,610	-	-	(9,400,610)	-	-	-	(9,400,610)	-
2591 Technology	2,882,821	8,752,070	-	-	(8,333,482)	-	-	(418,588)	(8,752,070)	-
2592 Technology Projects	2,556,944	1,154,676	-	-	(3,719,104)	-	-	(318,393)	(4,037,497)	-
2593 Citywide ERP Solution	-	-	1,055,365	-	-	(3,612,309)	-	-	(3,612,309)	-
Sub-Total Internal Service Funds	19,576,522	54,824,971	1,055,365	-	(57,659,134)	(3,612,309)	-	(2,736,981)	(64,008,424)	11,448,434
TOTAL	251,234,644	557,625,086	131,468,601	(131,468,601)	(409,998,087)	(148,482,847)	(91,210,346)	(39,308,720)	(689,000,000)	119,859,730

FUND	DESCRIPTION	FY2017 ACTUAL	FY2018 BUDGET	FY2018 ESTIMATE	FY2019 BUDGET
GENERAL FUNDS					
1000 - General Fund					
	City Sales Tax	\$ 78,892,169	\$ 106,417,818	\$ 106,417,818	\$ 111,206,621
	State Income Tax	\$ 29,377,685	\$ 30,138,618	\$ 30,138,618	\$ 30,186,283
	State Shared Sales Tax	\$ 22,023,933	\$ 22,823,614	\$ 22,823,614	\$ 25,267,422
	Motor Vehicle In-Lieu	\$ 9,457,858	\$ 10,180,951	\$ 10,180,951	\$ 10,866,400
	Staff & Adm Chargebacks	\$ 9,700,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000
	Property Tax	\$ 5,547,383	\$ 5,684,486	\$ 5,684,486	\$ 5,759,711
	Miscellaneous	\$ 3,890,338	\$ 4,287,998	\$ 4,287,998	\$ 4,764,470
	Court Revenue	\$ 3,138,345	\$ 3,038,219	\$ 3,038,219	\$ 3,089,871
	Gas/Electric Franchise Fees	\$ 2,865,103	\$ 2,884,843	\$ 2,884,843	\$ 2,913,691
	Arena Fees	\$ 597,625	\$ 2,721,676	\$ 2,721,676	\$ 2,748,893
	Recreation Revenue	\$ 1,791,033	\$ 2,446,331	\$ 2,446,331	\$ 2,487,920
	Facility Rental Income	\$ 1,942,829	\$ 2,018,728	\$ 2,018,728	\$ 2,038,915
	Fire Department Other Fees	\$ 1,617,317	\$ 1,896,928	\$ 1,896,928	\$ 1,938,660
	Cable Franchise Fees	\$ 1,406,808	\$ 1,572,061	\$ 1,572,061	\$ 1,572,061
	Building Permits	\$ 1,851,764	\$ 1,412,355	\$ 1,412,355	\$ 1,557,458
	City Property Rental	\$ 1,264,753	\$ 1,336,176	\$ 1,336,176	\$ 1,349,538
	Sales Tax Licenses	\$ 148,892	\$ 771,708	\$ 771,708	\$ 784,827
	Plan Check Fees	\$ 1,336,093	\$ 745,089	\$ 745,089	\$ 1,212,967
	Right-of-Way Permits	\$ 405,070	\$ 643,816	\$ 643,816	\$ 565,605
	Lease Proceeds	\$ 487,192	\$ 561,476	\$ 561,476	\$ 567,091
	Fire Dept CD Fees	\$ 468,707	\$ 464,772	\$ 464,772	\$ 364,451
	Interest	\$ 619,163	\$ 442,117	\$ 442,117	\$ 446,538
	Library Fines/Fees	\$ 37,994	\$ 298,401	\$ 298,401	\$ 303,473
	SRP In-Lieu	\$ 319,441	\$ 278,315	\$ 278,315	\$ 278,315
	Planning/Zoning	\$ 350,084	\$ 264,470	\$ 264,470	\$ 373,466
	Cemetery Revenue	\$ 194,708	\$ 191,343	\$ 191,343	\$ 194,596
	Liquor Licenses	\$ 199,611	\$ 188,965	\$ 188,965	\$ 192,177
	Miscellaneous CD Fees	\$ 181,142	\$ 160,594	\$ 160,594	\$ 119,753
	Engineering Plan Check Revenue	\$ 350,472	\$ 159,913	\$ 159,913	\$ 278,811
	Bus./Prof. Licenses	\$ 553,934	\$ 114,568	\$ 114,568	\$ 116,516
	Business Licenses	\$ 75,120	\$ 81,930	\$ 81,930	\$ 83,323
	Health Care Revenue	\$ 31,020	\$ 69,051	\$ 69,051	\$ 69,742
	Camelback Ranch Rev-Fire	\$ 72,293	\$ 59,752	\$ 59,752	\$ 60,350
	Traffic Engineering Plan Check	\$ 37,497	\$ 35,046	\$ 35,046	\$ 50,425
	Equipment Rental	\$ 19,092	\$ 28,185	\$ 28,185	\$ 28,467
	SRO Revenue	\$ -	\$ -	\$ -	\$ 433,504
	Security Revenue	\$ 1,324,067	\$ -	\$ -	\$ -
	Water Revenues	\$ -	\$ -	\$ -	\$ -
	Grants	\$ 11,409	\$ -	\$ -	\$ -
	Airport Fees	\$ -	\$ -	\$ -	\$ -
	1000 - General Fund Total	\$ 182,587,944	\$ 214,420,313	\$ 214,420,313	\$ 224,272,311
1120 - Vehicle Replacement					
	Miscellaneous	\$ 229,871	\$ 250,000	\$ 250,000	\$ 250,000
	Interest	\$ 15,603	\$ 20,000	\$ 20,000	\$ 20,000
	Water Revenues	\$ -	\$ -	\$ -	\$ -
	Arena Fees	\$ -	\$ -	\$ -	\$ -
	1120 - Vehicle Replacement Total	\$ 245,474	\$ 270,000	\$ 270,000	\$ 270,000
TOTAL - GENERAL FUNDS		\$ 182,833,418	\$ 214,690,313	\$ 214,690,313	\$ 224,542,311

FUND	DESCRIPTION	FY2017 ACTUAL	FY2018 BUDGET	FY2018 ESTIMATE	FY2019 BUDGET
SPECIAL REVENUE FUNDS					
1200 - Utility Bill Donation					
	Other	\$ 97,937	\$ 90,000	\$ 90,000	\$ 90,000
	Miscellaneous	\$ -	\$ 75,000	\$ 75,000	\$ 75,000
	Interest	\$ 1,074	\$ 400	\$ 400	\$ 400
	1200 - Utility Bill Donation Total	\$ 99,011	\$ 165,400	\$ 165,400	\$ 165,400
1220 - Arts Commission Fund					
	Miscellaneous	\$ 300,449	\$ 300,000	\$ 300,000	\$ 300,000
	Interest	\$ 7,387	\$ 4,800	\$ 4,800	\$ 4,800
	1220 - Arts Commission Fund Total	\$ 307,836	\$ 304,800	\$ 304,800	\$ 304,800
1240 - Court Security/Bonds					
	Court Revenue	\$ 444,951	\$ 416,700	\$ 416,700	\$ 416,700
	Miscellaneous	\$ 28,359	\$ 30,000	\$ 30,000	\$ 30,000
	Interest	\$ 3,625	\$ 1,190	\$ 1,190	\$ 1,190
	1240 - Court Security/Bonds Total	\$ 476,935	\$ 447,890	\$ 447,890	\$ 447,890
1300 - Home Grant					
	Grants	\$ 352,938	\$ 1,708,454	\$ 1,708,454	\$ 1,708,454
	Miscellaneous	\$ 63,451	\$ -	\$ -	\$ -
	1300 - Home Grant Total	\$ 416,389	\$ 1,708,454	\$ 1,708,454	\$ 1,708,454
1310 - Neighborhood Stabilization Pgm					
	Grants	\$ 55,672	\$ 233,816	\$ 233,816	\$ 233,816
	Miscellaneous	\$ -	\$ 65,000	\$ 65,000	\$ 65,000
	1310 - N'hood Stabilization Pgm Total	\$ 55,672	\$ 298,816	\$ 298,816	\$ 298,816
1311 - N'hood Stabilization Pgm III					
	Grants	\$ -	\$ 227,300	\$ 227,300	\$ 227,300
	Miscellaneous	\$ -	\$ -	\$ -	\$ -
	1311 - N'hood Stabilization Pgm III Total	\$ -	\$ 227,300	\$ 227,300	\$ 227,300
1320 - C.D.B.G.					
	Grants	\$ 2,563,050	\$ 4,194,916	\$ 4,194,916	\$ 4,228,004
	Miscellaneous	\$ 118,302	\$ 20,211	\$ 20,211	\$ 20,211
	1320 - C.D.B.G. Total	\$ 2,681,352	\$ 4,215,127	\$ 4,215,127	\$ 4,248,215
1340 - Highway User Gas Tax					
	Highway User Revenues	\$ 15,462,944	\$ 15,608,779	\$ 15,608,779	\$ 15,759,575
	Miscellaneous	\$ 137,430	\$ 8,000	\$ 8,000	\$ 8,080
	1340 - Highway User Gas Tax Total	\$ 15,600,374	\$ 15,616,779	\$ 15,616,779	\$ 15,767,655
1650 - Transportation Grants					
	Grants	\$ 1,693,428	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
	Miscellaneous	\$ -	\$ 218,055	\$ 218,055	\$ 218,055
	1650 - Transportation Grants Total	\$ 1,693,428	\$ 1,218,055	\$ 1,218,055	\$ 1,218,055
1660 - Transportation Sales Tax					
	City Sales Tax	\$ 19,663,579	\$ 25,930,311	\$ 25,930,311	\$ 27,097,175
	Interest	\$ 326,106	\$ 140,000	\$ 140,000	\$ 200,000
	Transit Revenue	\$ 109,775	\$ 124,000	\$ 124,000	\$ 124,000
	Grants	\$ 759,159	\$ -	\$ -	\$ -
	Miscellaneous	\$ 183,382	\$ -	\$ -	\$ -
	1660 - Transportation Sales Tax Total	\$ 21,042,001	\$ 26,194,311	\$ 26,194,311	\$ 27,421,175

FUND	DESCRIPTION	FY2017 ACTUAL	FY2018 BUDGET	FY2018 ESTIMATE	FY2019 BUDGET
1700 - Police Special Revenue					
	City Sales Tax	\$ 5,903,943	\$ 12,820,103	\$ 12,820,103	\$ 13,569,330
	City Sales Tax - PS .4	\$ 6,064,601	\$ 3,829,382	\$ 3,829,382	\$ 3,829,382
	Miscellaneous	\$ -	\$ -	\$ -	\$ -
	1700 - Police Special Revenue Total	\$ 11,968,544	\$ 16,649,485	\$ 16,649,485	\$ 17,398,712
1720 - Fire Special Revenue					
	City Sales Tax - PS .4	\$ 3,032,308	\$ 6,455,513	\$ 6,455,513	\$ 6,832,783
	City Sales Tax	\$ 2,950,675	\$ 1,928,270	\$ 1,928,270	\$ 1,928,270
	1720 - Fire Special Revenue Total	\$ 5,982,983	\$ 8,383,783	\$ 8,383,783	\$ 8,761,053
1760 - Airport Special Revenue					
	Airport Fees	\$ 503,044	\$ 481,860	\$ 481,860	\$ 555,831
	Miscellaneous	\$ 41,467	\$ 63,919	\$ 63,919	\$ 72,500
	Lease Proceeds	\$ -	\$ -	\$ -	\$ -
	1760 - Airport Special Revenue Total	\$ 544,511	\$ 545,779	\$ 545,779	\$ 628,331
1820 - CAP Grant					
	Grants	\$ 980,003	\$ 1,163,593	\$ 1,163,593	\$ 1,172,411
	Miscellaneous	\$ 49,906	\$ 96,027	\$ 96,027	\$ 96,027
	1820 - CAP Grant Total	\$ 1,029,909	\$ 1,259,620	\$ 1,259,620	\$ 1,268,438
1830 - Emergency Shelter Grants					
	Grants	\$ 152,470	\$ 208,992	\$ 208,992	\$ 208,992
	1830 - Emergency Shelter Grants Total	\$ 152,470	\$ 208,992	\$ 208,992	\$ 208,992
1840 - Grants					
	Grants	\$ 3,443,633	\$ 15,416,760	\$ 15,416,760	\$ 15,416,760
	Miscellaneous	\$ 917,681	\$ 921,890	\$ 926,736	\$ 407,885
	Interest	\$ -	\$ -	\$ -	\$ -
	Court Revenue	\$ -	\$ -	\$ -	\$ -
	Library Fines/Fees	\$ 3,897	\$ -	\$ -	\$ -
	1840 - Grants Total	\$ 4,365,211	\$ 16,338,650	\$ 16,343,496	\$ 15,824,645
1860 - RICO Funds					
	State Forfeitures	\$ 467,033	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
	Federal Forfeitures	\$ 22,562	\$ 15,000	\$ 15,000	\$ 15,000
	Miscellaneous	\$ 104,741	\$ -	\$ -	\$ -
	Interest	\$ 18,381	\$ -	\$ -	\$ -
	1860 - RICO Funds Total	\$ 612,717	\$ 1,015,000	\$ 1,015,000	\$ 1,015,000
1880 - Parks & Recreation Self Sust					
	Recreation Revenue	\$ 3,046	\$ -	\$ -	\$ -
	Facility Rental Income	\$ 2,201	\$ -	\$ -	\$ -
	Miscellaneous	\$ (186)	\$ -	\$ -	\$ -
	Airport Fees	\$ -	\$ -	\$ -	\$ -
	1880 - Parks & Re Self Sust Total	\$ 5,061	\$ -	\$ -	\$ -
1885 - Parks & Recreation Designated					
	Recreation Revenue	\$ 5,650	\$ 6,000	\$ 6,000	\$ 6,000
	Interest	\$ 525	\$ 480	\$ 480	\$ 480
	1885 - Parks & Rec Designated Total	\$ 6,175	\$ 6,480	\$ 6,480	\$ 6,480
2120 - Airport Capital Grants					
	Grants	\$ 692,645	\$ 6,821,236	\$ 6,821,236	\$ 6,821,236
	Miscellaneous	\$ -	\$ -	\$ -	\$ -
	Interest	\$ 5	\$ -	\$ -	\$ -
	2120 - Airport Capital Grants Total	\$ 692,650	\$ 6,821,236	\$ 6,821,236	\$ 6,821,236

FUND	DESCRIPTION	FY2017 ACTUAL	FY2018 BUDGET	FY2018 ESTIMATE	FY2019 BUDGET
2530 - Training Facility Revenue Fund					
	Partner Revenue	\$ 1,540,797	\$ 393,736	\$ 393,736	\$ 393,736
	Miscellaneous	\$ 430	\$ -	\$ -	\$ -
2530 - Training Fac Revenue Fund Total		\$ 1,541,227	\$ 393,736	\$ 393,736	\$ 393,736
TOTAL - SPECIAL REVENUE FUNDS		\$ 69,274,456	\$ 102,019,693	\$ 102,024,539	\$ 104,134,383

DEBT SERVICE FUNDS					
1900 - G.O. Bond Debt Service					
	Property Tax	\$ 19,376,578	\$ 19,807,342	\$ 19,807,342	\$ 20,070,771
	Miscellaneous	\$ 560,166	\$ 570,000	\$ 570,000	\$ 500,521
	Bond Proceeds	\$ -	\$ -	\$ -	\$ -
	Interest	\$ 63	\$ -	\$ -	\$ -
1900 - G.O. Bond Debt Service Total		\$ 19,936,807	\$ 20,377,342	\$ 20,377,342	\$ 20,571,292
1940 - M.P.C. Debt Service					
	Bond Proceeds	\$ -	\$ -	\$ -	\$ -
	Interest	\$ 25,645	\$ -	\$ -	\$ -
1940 - M.P.C. Debt Service Total		\$ 25,645	\$ -	\$ -	\$ -
1950 - Excise Tax Debt Service					
	Interest	\$ 7,775	\$ -	\$ -	\$ -
	Miscellaneous	\$ 10,911	\$ -	\$ -	\$ -
1950 - Excise Tax Debt Service Total		\$ 18,686	\$ -	\$ -	\$ -
1970 - Transportation Debt Service					
	Interest	\$ 87	\$ -	\$ -	\$ -
	Miscellaneous	\$ -	\$ -	\$ -	\$ -
1970 - Transportation Debt Service Total		\$ 87	\$ -	\$ -	\$ -
TOTAL - DEBT SERVICE FUNDS		\$ 19,981,225	\$ 20,377,342	\$ 20,377,342	\$ 20,571,292

CAPITAL PROJECTS FUNDS					
1380 - DIF Library Blds					
	Interest	\$ 14,517	\$ 10,000	\$ 10,000	\$ 10,000
1380 - DIF Library Blds Ttal		\$ 14,517	\$ 10,000	\$ 10,000	\$ 10,000
1421+ - DIF-Fire Protection Facilities					
	Development Impact Fees	\$ 589,531	\$ 249,587	\$ 249,587	\$ 249,587
	Interest	\$ 12,506	\$ 5,175	\$ 5,175	\$ 5,175
1421+ - DIF-Fire Protection Fac. Total		\$ 602,037	\$ 254,762	\$ 254,762	\$ 254,762
1441+ - DIF-Police Facilities					
	Development Impact Fees	\$ 156,081	\$ 90,800	\$ 90,800	\$ 90,800
	Interest	\$ 8,698	\$ 3,494	\$ 3,494	\$ 3,494
1441+ - DIF-Police Facilities Total		\$ 164,779	\$ 94,294	\$ 94,294	\$ 94,294
1461+ - DIF-Citywide Parks					
	Interest	\$ 2,744	\$ 1,679	\$ 1,679	\$ 1,679
	Development Impact Fees	\$ -	\$ -	\$ -	\$ -
1461+ - DIF-Citywide Parks Total		\$ 2,744	\$ 1,679	\$ 1,679	\$ 1,679
1481+ - DIF-Citywide Recreation Fac					
	Interest	\$ 7,972	\$ 1,192	\$ 1,192	\$ 1,192
	Development Impact Fees	\$ -	\$ -	\$ -	\$ -
1481+ - DIF-Citywide Rec Fac Total		\$ 7,972	\$ 1,192	\$ 1,192	\$ 1,192

FUND	DESCRIPTION	FY2017 ACTUAL	FY2018 BUDGET	FY2018 ESTIMATE	FY2019 BUDGET
1501+ - DIF-Libraries					
	Interest	\$ 17,380	\$ 13,172	\$ 13,172	\$ 13,172
	Development Impact Fees	\$ -	\$ -	\$ -	\$ -
	1501+ - DIF-Libraries Total	\$ 17,380	\$ 13,172	\$ 13,172	\$ 13,172
1520 - DIF-Citywide Open Spaces					
	Interest	\$ 4,160	\$ 2,546	\$ 2,546	\$ 2,546
	1520 - DIF-Citywide Open Spaces Total	\$ 4,160	\$ 2,546	\$ 2,546	\$ 2,546
1541+ - DIF-Parks Dev Zone 1					
	Development Impact Fees	\$ 356,537	\$ 167,500	\$ 167,500	\$ 167,500
	Interest	\$ 6,119	\$ 3,948	\$ 3,948	\$ 3,948
	1541+ - DIF-Parks Dev Zone 1 Total	\$ 362,656	\$ 171,448	\$ 171,448	\$ 171,448
1561+ - DIF-Parks Dev Zone 2					
	Interest	\$ 1,466	\$ 1,265	\$ 1,265	\$ 1,265
	Development Impact Fees	\$ -	\$ -	\$ -	\$ -
	1561+ - DIF-Parks Dev Zone 2 Total	\$ 1,466	\$ 1,265	\$ 1,265	\$ 1,265
1581+ - DIF-Parks Dev Zone 3					
	Interest	\$ 623	\$ 429	\$ 429	\$ 429
	Development Impact Fees	\$ -	\$ -	\$ -	\$ -
	1581+ - DIF-Parks Dev Zone 3 Total	\$ 623	\$ 429	\$ 429	\$ 429
1601+ - DIF-Roadway Improvements					
	Development Impact Fees	\$ 2,216,453	\$ 796,054	\$ 796,054	\$ 796,054
	Interest	\$ 47,394	\$ 24,086	\$ 24,086	\$ 24,086
	1601+ - DIF-Roadway Impv Total	\$ 2,263,847	\$ 820,140	\$ 820,140	\$ 820,140
1620 - DIF-General Government					
	Interest	\$ 1,344	\$ 818	\$ 818	\$ 818
	1620 - DIF-General Government Total	\$ 1,344	\$ 818	\$ 818	\$ 818
1980 - Streets Constr. - 1999 Auth					
	Bond Proceeds	\$ -	\$ 11,625,450	\$ 11,625,450	\$ 9,318,051
	1980 - Streets Constr. - 1999 Auth Total	\$ -	\$ 11,625,450	\$ 11,625,450	\$ 9,318,051
2000 - Hurf Street Bonds					
	Interest	\$ 818	\$ -	\$ -	\$ -
	2000 - Hurf Street Bonds Total	\$ 818	\$ -	\$ -	\$ -
2040 - Public Safety Construction					
	Bond Proceeds	\$ -	\$ 2,351,250	\$ 2,351,250	\$ 4,702,500
	Interest	\$ -	\$ -	\$ -	\$ -
	2040 - Public Safety Construction Total	\$ -	\$ 2,351,250	\$ 2,351,250	\$ 4,702,500
2060 - Parks Construction					
	Bond Proceeds	\$ -	\$ -	\$ -	\$ 50,000
	2060 - Parks Construction Total	\$ -	\$ -	\$ -	\$ 50,000
2070 - General Gov Capital Projects					
	Miscellaneous	\$ 404,885	\$ -	\$ -	\$ -
	2070 - Gen Gov Capital Projects Total	\$ 404,885	\$ -	\$ -	\$ -
2080 - Gov't Facilities - 1999 Auth					
	Bond Proceeds	\$ -	\$ -	\$ -	\$ 202,000
	2080 - Gov't Facilities - 1999 Auth Total	\$ -	\$ -	\$ -	\$ 202,000
2100 - Economic Dev. Constr-1999 Auth					
	Bond Proceeds	\$ -	\$ 7,000,000	\$ 7,000,000	\$ -
	2100 - Econ Dev. Constr-1999 Auth Total	\$ -	\$ 7,000,000	\$ 7,000,000	\$ -

FUND	DESCRIPTION	FY2017 ACTUAL	FY2018 BUDGET	FY2018 ESTIMATE	FY2019 BUDGET
2130 - Cultural Facility Bond Fund					
	Bond Proceeds	\$ -	\$ -	\$ -	\$ 284,550
	2130 - Cultural Facility Bond Fund Total	\$ -	\$ -	\$ -	\$ 284,550
2140 - Open Space/Trails Constr-99 Au					
	Interest	\$ -	\$ -	\$ -	\$ -
	Bond Proceeds	\$ -	\$ -	\$ -	\$ 65,056
	2140 - Open Space/Trls Con-99 Au Total	\$ -	\$ -	\$ -	\$ 65,056
2180 - Flood Control Construction					
	Interest	\$ -	\$ -	\$ -	\$ -
	Bond Proceeds	\$ -	\$ -	\$ -	\$ 2,453,186
	2180 - Flood Control Construction Total	\$ -	\$ -	\$ -	\$ 2,453,186
2210 - Transportation Capital Project					
	Miscellaneous	\$ -	\$ -	\$ -	\$ -
	Grants	\$ 38,842	\$ -	\$ -	\$ -
	2210 - Transportation Cap Project Total	\$ -	\$ -	\$ -	\$ -
TOTAL - CAPITAL PROJECTS FUNDS		\$ 3,849,228	\$ 22,348,445	\$ 22,348,445	\$ 18,447,088
PERMANENT FUNDS					
2280 - Cemetery Perpetual Care					
	Interest	\$ 46,764	\$ 26,000	\$ 26,000	\$ 26,000
	2280 - Cemetery Perpetual Care Total	\$ 46,764	\$ 26,000	\$ 26,000	\$ 26,000
TOTAL - PERMANENT FUNDS		\$ 46,764	\$ 26,000	\$ 26,000	\$ 26,000
ENTERPRISE FUNDS					
2360+ - Water and Sewer					
	Water Revenues	\$ 46,790,123	\$ 44,661,750	\$ 44,661,750	\$ 50,584,553
	Sewer Revenue	\$ 31,981,578	\$ 31,518,875	\$ 31,518,875	\$ 35,204,410
	Miscellaneous	\$ 2,576,402	\$ 4,948,274	\$ 4,948,274	\$ 3,695,271
	Water Development Impact Fees	\$ 697,131	\$ 1,120,000	\$ 1,120,000	\$ 553,846
	Sewer Development Impact Fees	\$ 463,119	\$ 700,000	\$ 700,000	\$ 346,154
	Interest	\$ 811,334	\$ 253,500	\$ 253,500	\$ 68,000
	Staff & Adm Chargebacks	\$ 82,000	\$ 82,000	\$ 82,000	\$ 82,000
	City Property Rental	\$ 48,906	\$ 65,000	\$ 65,000	\$ 50,352
	Facility Rental Income	\$ 5,851	\$ 6,000	\$ 6,000	\$ 4,648
	Arena Fees	\$ -	\$ -	\$ -	\$ -
	2360+ - Water and Sewer Total	\$ 83,456,444	\$ 83,355,399	\$ 83,355,399	\$ 90,589,234
2440 - Landfill					
	Tipping Fees	\$ 5,163,708	\$ 5,272,815	\$ 5,272,815	\$ 5,677,825
	Internal Charges	\$ 2,719,845	\$ 2,728,500	\$ 2,728,500	\$ 2,938,079
	Recycling Sales	\$ 1,393,330	\$ 1,581,155	\$ 1,581,155	\$ 1,596,967
	Staff & Adm Chargebacks	\$ 431,000	\$ 431,000	\$ 431,000	\$ 431,000
	Miscellaneous	\$ 177,572	\$ 215,000	\$ 215,000	\$ 215,000
	Other	\$ -	\$ 109,625	\$ 109,625	\$ 118,045
	Interest	\$ 66,275	\$ 45,450	\$ 45,450	\$ 45,905
	Residential Recycling Fees	\$ 17	\$ -	\$ -	\$ -
	2440 - Landfill Total	\$ 9,951,747	\$ 10,383,545	\$ 10,383,545	\$ 11,022,821

FUND	DESCRIPTION	FY2017 ACTUAL	FY2018 BUDGET	FY2018 ESTIMATE	FY2019 BUDGET
2480 - Sanitation					
	Residential Sanitation	\$ 10,746,561	\$ 11,380,760	\$ 11,380,760	\$ 13,733,071
	Commercial Sanitation Frontload	\$ 2,991,960	\$ 2,831,085	\$ 2,831,085	\$ 3,143,428
	Commercial Sanitation Rolloff	\$ 712,898	\$ 804,000	\$ 804,000	\$ 697,410
	Internal Charges	\$ 141,359	\$ 115,000	\$ 115,000	\$ 179,224
	Miscellaneous Bin Service	\$ 88,800	\$ 101,003	\$ 101,003	\$ 71,041
	Miscellaneous	\$ 192,066	\$ 101,000	\$ 101,000	\$ 120,719
	Interest	\$ 3,358	\$ 7,035	\$ 7,035	\$ 3,015
	Outside City Commercial	\$ 53,171	\$ -	\$ -	\$ -
	2480 - Sanitation Total	\$ 14,930,173	\$ 15,339,883	\$ 15,339,883	\$ 17,947,908
2500 - Pub Housing Budget Activities					
	Grants	\$ 1,634,015	\$ 15,519,078	\$ 15,519,078	\$ 15,519,078
	Miscellaneous	\$ -	\$ -	\$ -	\$ -
	2500 - Pub Housing Bdgt Activities Total	\$ 1,634,015	\$ 15,519,078	\$ 15,519,078	\$ 15,519,078
TOTAL - ENTERPRISE FUNDS		\$ 109,972,379	\$ 124,597,905	\$ 124,597,905	\$ 135,079,041
INTERNAL SERVICE FUNDS					
2540 - Risk Management Self Insurance					
	Internal Charges	\$ 3,051,323	\$ 3,851,466	\$ 3,851,466	\$ 3,056,466
	Miscellaneous	\$ 341,817	\$ 100,000	\$ 100,000	\$ 100,000
	Security Revenue	\$ 53,890	\$ 30,000	\$ 30,000	\$ 30,000
	Interest	\$ 30,384	\$ 20,000	\$ 20,000	\$ 20,000
	2540 - Risk Mgt Self Insurance Total	\$ 3,477,414	\$ 4,001,466	\$ 4,001,466	\$ 3,206,466
2560 - Workers Comp. Self Insurance					
	Internal Charges	\$ 2,263,876	\$ 1,299,278	\$ 1,299,278	\$ 1,299,278
	Security Revenue	\$ -	\$ 30,000	\$ 30,000	\$ 30,000
	Interest	\$ 67,130	\$ 26,000	\$ 26,000	\$ 26,000
	Miscellaneous	\$ 4,325	\$ -	\$ -	\$ -
	2560 - Workers Comp. Self Ins Total	\$ 2,335,331	\$ 1,355,278	\$ 1,355,278	\$ 1,355,278
2580 - Benefits Trust Fund					
	City Contributions	\$ 19,833,217	\$ 18,083,924	\$ 18,083,924	\$ 19,660,167
	Employee Contributions	\$ 6,324,046	\$ 5,946,472	\$ 5,946,472	\$ 6,362,915
	Retiree Contributions	\$ 3,121,581	\$ 4,825,836	\$ 4,825,836	\$ 4,825,836
	Miscellaneous	\$ 179,290	\$ 104,552	\$ 104,552	\$ 104,552
	Right-of-Way Permits	\$ 410	\$ 1,620	\$ 1,620	\$ 1,620
	Interest	\$ 19,066	\$ 780	\$ 780	\$ 780
	Internal Charges	\$ (52)	\$ -	\$ -	\$ -
	2580 - Benefits Trust Fund Total	\$ 29,477,558	\$ 28,963,184	\$ 28,963,184	\$ 30,955,870
2590 - Fleet Services					
	Internal Charges	\$ 8,315,532	\$ 9,239,326	\$ 9,239,326	\$ 9,400,610
	Miscellaneous	\$ 27,688	\$ -	\$ -	\$ -
	2590 - Fleet Services Total	\$ 8,343,220	\$ 9,239,326	\$ 9,239,326	\$ 9,400,610

FUND	DESCRIPTION	FY2017 ACTUAL	FY2018 BUDGET	FY2018 ESTIMATE	FY2019 BUDGET
2591 - Technology					
	Internal Charges	\$ 7,179,340	\$ 8,752,070	\$ 8,752,070	\$ 8,752,070
	Miscellaneous	\$ 9,797	\$ -	\$ -	\$ -
	Arena Fees	\$ -	\$ -	\$ -	\$ -
	Water Revenues	\$ -	\$ -	\$ -	\$ -
	Interest	\$ 7,450	\$ -	\$ -	\$ -
	2591 - Technology Total	\$ 7,196,587	\$ 8,752,070	\$ 8,752,070	\$ 8,752,070
2592 - Technology Projects					
	Internal Charges	\$ 1,427,225	\$ 477,869	\$ 477,869	\$ 1,154,676
	2592 - Technology Projects Total	\$ 1,427,225	\$ 477,869	\$ 477,869	\$ 1,154,676
TOTAL - INTERNAL SERVICE FUNDS		\$ 52,257,335	\$ 52,789,193	\$ 52,789,193	\$ 54,824,970
TOTAL REVENUE - ALL FUNDS		\$ 438,214,805	\$ 536,848,891	\$ 536,853,737	\$ 557,625,085

FUND	DESCRIPTION	FY2017 ACTUAL	FY2018 BUDGET	FY2018 ESTIMATE	FY2019 BUDGET
GENERAL FUNDS					
1000 - General Fund					
<u>BUDGET AND FINANCE GROUP</u>					
<u>Budget and Finance</u>					
	11310 Finance Administration	\$ 702,111	\$ 692,220	\$ 636,903	\$ 533,826
	11320 Accounting Services	\$ 995,445	\$ 1,407,043	\$ 1,462,360	\$ 1,548,109
	11340 License/Collection	\$ 1,153,275	\$ 1,247,738	\$ 1,225,134	\$ 1,286,594
	11360 Materials Management	\$ 460,760	\$ 508,376	\$ 508,376	\$ 505,631
	11610 Budget & Research	\$ 290,255	\$ 434,718	\$ 432,918	\$ 521,980
	11620 Grants Administration	\$ 137,561	\$ 238,396	\$ 238,396	\$ 143,028
	<u>Dept. Total - Budget and Finance</u>	\$ 3,739,407	\$ 4,528,491	\$ 4,504,087	\$ 4,539,168
<u>Lease Pmts/OtherFees</u>					
	11390 Merchant Fees	\$ 232,683	\$ 257,546	\$ 257,546	\$ 257,546
	89800 1000 Advisor Fees	\$ 69,828	\$ 73,353	\$ 73,353	\$ 73,353
	<u>Dept. Total - Lease Pmts/OtherFees</u>	\$ 302,511	\$ 330,899	\$ 330,899	\$ 330,899
<u>CITY ATTORNEY GROUP</u>					
<u>City Attorney</u>					
	10610 City Attorney	\$ 2,933,815	\$ 3,192,597	\$ 3,192,597	\$ 3,550,234
	10615 Outside Legal Fees	\$ 136,181	\$ 200,000	\$ 200,000	\$ 200,000
	<u>Dept. Total - City Attorney</u>	\$ 3,069,996	\$ 3,392,597	\$ 3,392,597	\$ 3,750,234
<u>CITY AUDITOR GROUP</u>					
<u>City Auditor</u>					
	10710 City Auditor	\$ 363,665	\$ 386,430	\$ 386,430	\$ 396,173
	<u>Dept. Total - City Auditor</u>	\$ 363,665	\$ 386,430	\$ 386,430	\$ 396,173
<u>CITY CLERK GROUP</u>					
<u>City Clerk</u>					
	10210 City Clerk	\$ 738,315	\$ 728,752	\$ 728,752	\$ 717,232
	10240 Elections	\$ 104,850	\$ 2,000	\$ 2,000	\$ 127,750
	<u>Dept. Total - City Clerk</u>	\$ 843,165	\$ 730,752	\$ 730,752	\$ 844,982
<u>CITY COURT GROUP</u>					
<u>City Court</u>					
	10410 City Court	\$ 4,432,380	\$ 4,712,532	\$ 4,704,022	\$ 4,941,221
	<u>Dept. Total - City Court</u>	\$ 4,432,380	\$ 4,712,532	\$ 4,704,022	\$ 4,941,221
<u>CITY MANAGER GROUP</u>					
<u>City Manager</u>					
	10310 City Manager	\$ 874,931	\$ 895,059	\$ 895,059	\$ 976,774
	<u>Dept. Total - City Manager</u>	\$ 874,931	\$ 895,059	\$ 895,059	\$ 976,774
<u>COMMUNITY SERVICES GROUP</u>					
<u>Community Services</u>					
	14420 CAP Local Match	\$ 16,220	\$ 19,461	\$ 19,461	\$ 17,382
	14510 Comm. Services Admin.	\$ 225,810	\$ 212,952	\$ 212,952	\$ 395,859
	15010 Community Revitalization	\$ 291,778	\$ 274,048	\$ 274,048	\$ 291,556
	15011 Neighborhood Services	\$ 192,227	\$ 143,923	\$ 143,923	\$ 145,445
	15220 Library	\$ 4,619,593	\$ 4,913,952	\$ 4,913,952	\$ 5,497,286
	<u>Dept. Total - Community Services</u>	\$ 5,345,628	\$ 5,564,336	\$ 5,564,336	\$ 6,347,528

FUND	DESCRIPTION	FY2017 ACTUAL	FY2018 BUDGET	FY2018 ESTIMATE	FY2019 BUDGET
<u>COUNCIL DISTRICTS&OF GROUP</u>					
<u>Council Office</u>					
	10110 Council Office	\$ 392,463	\$ 539,653	\$ 539,653	\$ 432,277
	10120 Cholla District	\$ 77,703	\$ 92,413	\$ 92,413	\$ 104,848
	10130 Barrel District	\$ 82,188	\$ 88,293	\$ 88,293	\$ 101,139
	10140 Sahuaro District	\$ 88,923	\$ 97,055	\$ 97,055	\$ 111,885
	10150 Cactus District	\$ 88,588	\$ 92,413	\$ 92,413	\$ 110,187
	10160 Yucca District	\$ 72,829	\$ 92,463	\$ 92,463	\$ 104,848
	10170 Ocotillo District	\$ 80,222	\$ 92,641	\$ 92,641	\$ 106,007
	<u>Dept. Total - Council Office</u>	\$ 882,916	\$ 1,094,931	\$ 1,094,931	\$ 1,071,191
<u>DEVELOPMENT SERVICES GROUP</u>					
<u>Building Safety</u>					
	15610 Building Safety	\$ 2,507,873	\$ 2,619,334	\$ 2,619,334	\$ 3,031,653
	<u>Dept. Total - Building Safety</u>	\$ 2,507,873	\$ 2,619,334	\$ 2,619,334	\$ 3,031,653
<u>Code Compliance</u>					
	14410 Code Compliance	\$ 1,413,554	\$ 1,654,055	\$ 1,639,625	\$ 1,830,897
	<u>Dept. Total - Code Compliance</u>	\$ 1,413,554	\$ 1,654,055	\$ 1,639,625	\$ 1,830,897
<u>Planning</u>					
	13770 Mapping and Records	\$ 100,175	\$ 105,391	\$ 104,941	\$ 106,734
	15910 Planning Administration	\$ 971,756	\$ 1,009,691	\$ 1,129,691	\$ 1,323,541
	<u>Dept. Total - Planning</u>	\$ 1,071,931	\$ 1,115,082	\$ 1,234,632	\$ 1,430,275
<u>ECONOMIC DEVELOPMENT GROUP</u>					
<u>Economic Development</u>					
	16010 Economic Development	\$ 774,987	\$ 861,036	\$ 861,036	\$ 873,417
	16025 Business Development	\$ 136,699	\$ 264,527	\$ 264,527	\$ 277,027
	<u>Dept. Total - Economic Development</u>	\$ 911,686	\$ 1,125,563	\$ 1,125,563	\$ 1,150,444
<u>ENGINEERING GROUP</u>					
<u>Engineering</u>					
	13710 BofA Bank Building	\$ 440,802	\$ 528,863	\$ 467,570	\$ 528,863
	13715 Promenade at Paltaire	\$ 102,003	\$ 60,312	\$ 161,935	\$ 60,312
	13720 Engineering Administration	\$ 506,320	\$ 799,633	\$ 799,633	\$ 815,515
	13730 CIP Administration -	\$ (281,298)	\$ (102,589)	\$ (102,589)	\$ (287,850)
	13780 Land Development Division	\$ 100,459	\$ 132,946	\$ 132,946	\$ 134,980
	13790 Construction Inspection	\$ 709,681	\$ 809,106	\$ 809,106	\$ 908,717
	<u>Dept. Total - Engineering</u>	\$ 1,577,967	\$ 2,228,271	\$ 2,268,601	\$ 2,160,537
<u>FIELD OPERATIONS GROUP</u>					
<u>Field Operations</u>					
	13410 Field Operations Admin.	\$ 179,750	\$ 188,978	\$ 188,978	\$ 92,335
	13450 Facilities Management	\$ 4,328,786	\$ 3,941,855	\$ 4,607,142	\$ 3,933,193
	13460 Custodial Services	\$ 847,989	\$ 929,433	\$ 1,093,335	\$ 1,181,176
	<u>Dept. Total - Field Operations</u>	\$ 5,356,525	\$ 5,060,266	\$ 5,889,455	\$ 5,206,704
<u>FIRE SERVICES GROUP</u>					
<u>Air Med & Logistics Ops</u>					
	12492 Air-Med & Logistics Ops (HALO)	\$ 889,359	\$ 164,138	\$ 164,138	\$ 153,999
	<u>Dept. Total - Air Med & Logistics Ops</u>	\$ 889,359	\$ 164,138	\$ 164,138	\$ 153,999

FUND	DESCRIPTION	FY2017 ACTUAL	FY2018 BUDGET	FY2018 ESTIMATE	FY2019 BUDGET
	<u>Fire Department</u>				
	12410 Fire Administration	\$ 1,973,913	\$ 2,480,609	\$ 2,480,609	\$ 2,647,657
	12421 Fire Special Operations	\$ 42,008	\$ 47,625	\$ 47,625	\$ 47,625
	12422 Fire Operations	\$ 31,353,920	\$ 33,837,753	\$ 33,837,753	\$ 34,855,306
	12433 Fire Resource Management	\$ 4,073,084	\$ 3,815,952	\$ 3,866,891	\$ 3,848,850
	12434 Fire Training	\$ 25,640	\$ 25,500	\$ 25,500	\$ 25,500
	12436 Fire Medical Services & Health	\$ 300,087	\$ 256,563	\$ 256,563	\$ 256,563
	12438 Fire-Emergency Mgmt	\$ 511,743	\$ 605,694	\$ 605,694	\$ 617,166
	12441 Fire Marshal's Office	\$ 919,272	\$ 1,042,189	\$ 1,042,189	\$ 1,083,807
	12444 Fire Community Services	\$ 19,001	\$ 22,250	\$ 22,250	\$ 22,250
	12491 LA Services	\$ 647,957	\$ 795,878	\$ 795,878	\$ 1,126,480
	12493 FD - NCAA Final 4	\$ 93,581	\$ -	\$ -	\$ -
	12494 Fire - Fiesta Bowl Event	\$ 22,855	\$ 62,788	\$ 62,788	\$ 62,748
	12495 Stadium - Fire Event Staffing	\$ 424,282	\$ -	\$ -	\$ -
	12496 Arena - Fire Event Staffing	\$ 221,021	\$ 149,874	\$ 149,874	\$ 149,799
	12497 CBRanch - Fire Event Staffing	\$ 89,164	\$ 60,030	\$ 60,030	\$ 59,999
	12499 Glendale Health Center	\$ 27,019	\$ 46,180	\$ 46,180	\$ 58,053
	<u>Dept. Total - Fire Department</u>	\$ 40,744,547	\$ 43,248,885	\$ 43,299,824	\$ 44,861,803
	<u>GRPS Training Center - Fire</u>				
	12521 PS Training Ctr - Fire	\$ 578,744	\$ -	\$ -	\$ -
	<u>Dept. Total - GRPS Training Center - Fire</u>	\$ 578,744	\$ -	\$ -	\$ -
	<u>HR & RISK MGT GROUP</u>				
	<u>Human Resources</u>				
	11020 Benefits	\$ 418,168	\$ 434,792	\$ 434,792	\$ 424,946
	11030 Human Resources Administration	\$ 411,856	\$ 416,095	\$ 416,095	\$ 450,813
	11040 Employment Services	\$ 356,165	\$ 360,122	\$ 360,122	\$ 365,484
	11050 Employee Relations	\$ 289,788	\$ 293,273	\$ 293,273	\$ 305,188
	11060 Compensation	\$ 177,747	\$ 183,279	\$ 183,279	\$ 187,191
	11070 Organizational Development	\$ 113,896	\$ 126,063	\$ 126,063	\$ 128,374
	11080 Employee Programs	\$ 52,266	\$ 60,000	\$ 60,000	\$ 60,000
	<u>Dept. Total - Human Resources</u>	\$ 1,819,886	\$ 1,873,624	\$ 1,873,624	\$ 1,921,996
	<u>MAYOR'S OFFICE GROUP</u>				
	<u>Mayor</u>				
	10010 Office of the Mayor	\$ 330,893	\$ 423,101	\$ 423,101	\$ 464,475
	<u>Dept. Total - Mayor</u>	\$ 330,893	\$ 423,101	\$ 423,101	\$ 464,475
	<u>NON-DEPARTMENTAL GROUP</u>				
	<u>Non-Departmental</u>				
	11801 Fund 1000 Non-Dept	\$ 21,277,165	\$ 15,085,275	\$ 15,085,275	\$ 12,942,682
	<u>Dept. Total - Non-Departmental</u>	\$ 21,277,165	\$ 15,085,275	\$ 15,085,275	\$ 12,942,682
	<u>POLICE SERVICES GROUP</u>				
	<u>GRPS Training Center - Police</u>				
	12232 PS Training Ctr - Police	\$ 578,744	\$ -	\$ -	\$ -
	<u>Dept. Total - GRPS Training Center - Police</u>	\$ 578,744	\$ -	\$ -	\$ -

FUND	DESCRIPTION	FY2017 ACTUAL	FY2018 BUDGET	FY2018 ESTIMATE	FY2019 BUDGET
	<u>Police Department</u>				
	12120 Police Administration	\$ 3,299,233	\$ 3,759,106	\$ 3,759,106	\$ 4,015,177
	12121 PD - Stadium Event Staffing	\$ 1,630,051	\$ 784,140	\$ 784,140	\$ 784,065
	12122 PD - Fiesta Bowl Event	\$ 162,939	\$ 70,868	\$ 70,868	\$ 70,274
	12123 PD - Arena Event Staffing	\$ 491,164	\$ 577,417	\$ 577,417	\$ 579,113
	12125 PD - CBRanch Event Staffing	\$ 9,098	\$ 32,549	\$ 32,549	\$ 32,535
	12126 PD - NCAA Final 4	\$ 254,017	\$ -	\$ -	\$ -
	12130 Gateway Patrol	\$ 19,843,448	\$ 20,541,540	\$ 20,541,540	\$ 21,186,544
	12135 Training	\$ 2,326,444	\$ 2,300,567	\$ 2,300,567	\$ 3,837,676
	12150 Crime Investigations	\$ 13,928,236	\$ 14,895,269	\$ 14,895,269	\$ 14,943,037
	12160 Police Personnel Management	\$ 947,586	\$ 802,347	\$ 802,347	\$ 927,102
	12170 Foothills Patrol Bureau	\$ 19,306,360	\$ 21,189,825	\$ 21,189,825	\$ 22,341,917
	12180 Police Support Services	\$ 3,364,283	\$ 3,573,115	\$ 3,573,115	\$ 3,381,415
	12210 PD - Fiscal Management	\$ 2,679,497	\$ 3,524,573	\$ 3,524,573	\$ 4,615,392
	12215 PD - Tow Administration	\$ 70,232	\$ 74,140	\$ 74,140	\$ 77,496
	12220 PD - Detention	\$ 3,282,450	\$ 3,343,278	\$ 3,343,278	\$ 3,029,042
	12230 PD - Communications	\$ 3,809,571	\$ 3,698,359	\$ 3,698,359	\$ 3,704,879
	12233 PD - Special Operations	\$ 8,539,990	\$ 8,947,669	\$ 8,947,669	\$ 9,001,302
	<u>Dept. Total - Police Department</u>	\$ 83,944,599	\$ 88,114,762	\$ 88,114,762	\$ 92,526,966
	<u>PUB FAC, REC & EVT GROUP</u>				
	<u>Public Fac, Rec & Events</u>				
	10890 Convention/Media/Parking	\$ 201	\$ -	\$ -	\$ -
	13040 Parks Maintenance	\$ 5,198,626	\$ 5,476,379	\$ 5,652,679	\$ 6,166,606
	14100 City Sales Tax - Bed Tax	\$ 272,445	\$ 407,602	\$ 407,602	\$ 444,097
	14102 Glendale CVB - Memberships	\$ 4,400	\$ 30,000	\$ 30,000	\$ 30,000
	14103 Tourism - Souvenir Program	\$ 1,190	\$ 5,000	\$ 5,000	\$ 5,000
	14104 Glitter Spectacular	\$ 112,154	\$ 124,891	\$ 124,891	\$ 124,904
	14105 December Weekends	\$ 126,975	\$ 89,294	\$ 172,357	\$ 97,337
	14106 Glitter and Glow	\$ 94,854	\$ 95,772	\$ 95,772	\$ 95,783
	14107 Chocolate Affaire	\$ 102,811	\$ 102,688	\$ 102,688	\$ 102,695
	14108 Glitters Light	\$ 163,378	\$ 154,182	\$ 211,000	\$ 154,182
	14109 Other Special Events	\$ 97,906	\$ 92,415	\$ 92,415	\$ 109,835
	14110 City-Wide Special Events	\$ 315,831	\$ 514,784	\$ 514,784	\$ 397,219
	14111 Summer Band	\$ 9,078	\$ 8,435	\$ 8,435	\$ 8,435
	14112 Special Events Permitting	\$ 30,760	\$ 71,402	\$ 71,402	\$ 71,518
	14130 Glendale CVB - Bed Tax	\$ 507,383	\$ 457,993	\$ 457,993	\$ 357,451
	14610 Parks & Recreation Admin.	\$ 818,987	\$ 672,218	\$ 672,218	\$ 916,101
	14630 Recreation Admin & Events	\$ 683,848	\$ 707,432	\$ 707,432	\$ 730,059
	14640 Adult Center	\$ 310,493	\$ 306,032	\$ 306,032	\$ 412,708
	14650 Youth and Teen	\$ 214,644	\$ 191,472	\$ 191,472	\$ 199,602
	14670 Sports and Health	\$ 171,733	\$ 209,161	\$ 209,161	\$ 309,268
	14680 Aquatics Rose Lane & Splash Pa	\$ 412,818	\$ 425,147	\$ 425,147	\$ 419,818
	14690 Audio/Visual/Support Services	\$ 295,996	\$ 312,981	\$ 312,981	\$ 182,674
	14710 Park Rangers	\$ 207,403	\$ 287,514	\$ 287,514	\$ 295,484
	14720 Foothills Recreation Center	\$ 1,456,721	\$ 1,466,350	\$ 1,466,350	\$ 1,367,741
	14725 Civic Center	\$ 613,287	\$ 629,015	\$ 629,015	\$ 730,016
	14760 Historic Sahuaro Ranch	\$ 81,757	\$ 80,075	\$ 80,075	\$ 80,182
	15015 Neighborhood Services	\$ -	\$ -	\$ -	\$ -
	<u>Dept. Total - Public Fac, Rec & Events</u>	\$ 12,305,679	\$ 12,918,234	\$ 13,234,415	\$ 13,808,715

FUND	DESCRIPTION	FY2017 ACTUAL	FY2018 BUDGET	FY2018 ESTIMATE	FY2019 BUDGET
<u>PUBLIC AFFAIRS GROUP</u>					
<u>Public Affairs</u>					
	10910 Public Affairs Admin	\$ 1,380,778	\$ 1,357,653	\$ 1,357,653	\$ 1,484,429
	10920 Cable Communications	\$ 838,691	\$ 892,795	\$ 892,795	\$ 914,534
	<u>Dept. Total - Public Affairs</u>	\$ 2,219,469	\$ 2,250,448	\$ 2,250,448	\$ 2,398,963
<u>TRANSPORTATION GROUP</u>					
<u>Transportation</u>					
	11890 Stadium - Transportation Ops.	\$ 718,019	\$ 756,828	\$ 715,378	\$ 756,224
	11891 Transp - Fiesta Bowl Event	\$ 72,905	\$ 65,319	\$ 65,319	\$ 65,083
	11892 Arena - Transportation Ops.	\$ 10,943	\$ 50,980	\$ 14,825	\$ 51,035
	13420 Cemetery	\$ 228,357	\$ 220,184	\$ 229,384	\$ 220,816
	13440 Graffiti Removal	\$ 13,899	\$ 17,104	\$ 16,851	\$ 17,094
	13556 CBRanch - ROW Maintenance	\$ 7,148	\$ 16,080	\$ 16,080	\$ 16,080
	<u>Dept. Total - Transportation</u>	\$ 1,051,271	\$ 1,126,495	\$ 1,057,837	\$ 1,126,332
	Fund Total - GENERAL:	\$ 198,434,491	\$ 200,643,560	\$ 201,883,747	\$ 208,214,611
1120 - VEHICLE REPLACEMENT					
<u>PUBLIC WORKS GROUP</u>					
<u>Public Works</u>					
	13610 Equipment Replacement	\$ 4,641,002	\$ 3,608,735	\$ 3,608,735	\$ 2,292,190
	<u>Dept. Total - Public Works</u>	\$ 4,641,002	\$ 3,608,735	\$ 3,608,735	\$ 2,292,190
	Fund Total - VEHICLE REPLACEMENT:	\$ 4,641,002	\$ 3,608,735	\$ 3,608,735	\$ 2,292,190
TOTAL - GENERAL FUNDS		\$ 203,075,493	\$ 204,252,295	\$ 205,492,482	\$ 210,506,801
SPECIAL REVENUE FUNDS					
1200 - UTILITY BILL DONATION					
<u>NON-DEPARTMENTAL GROUP</u>					
<u>Non-Departmental</u>					
	36502 From the Heart	\$ 132,700	\$ 200,000	\$ 200,000	\$ 200,000
	<u>Dept. Total - Non-Departmental</u>	\$ 132,700	\$ 200,000	\$ 200,000	\$ 200,000
	Fund Total - UTILITY BILL DONATION:	\$ 132,700	\$ 200,000	\$ 200,000	\$ 200,000
1220 - ARTS COMMISSION FUND					
<u>COMMUNITY SERVICES GROUP</u>					
<u>Community Services</u>					
	15310 Arts Program	\$ 213,987	\$ 247,911	\$ 287,161	\$ 260,404
	<u>Dept. Total - Community Services</u>	\$ 213,987	\$ 247,911	\$ 287,161	\$ 260,404
	Fund Total - ARTS COMMISSION FUND:	\$ 213,987	\$ 247,911	\$ 287,161	\$ 260,404
1240 - COURT SECURITY/BONDS					
<u>CITY COURT GROUP</u>					
<u>City Court</u>					
	10510 Court Security	\$ 338,638	\$ 443,247	\$ 427,817	\$ 451,361
	10520 Court Time Payments	\$ 92,022	\$ 108,319	\$ 108,419	\$ 82,220
	10530 Fill the Gap	\$ 23,937	\$ 57,248	\$ 23,252	\$ 57,264
	<u>Dept. Total - City Court</u>	\$ 454,597	\$ 608,814	\$ 559,488	\$ 590,845
	Fund Total - COURT SECURITY/BONDS:	\$ 454,597	\$ 608,814	\$ 559,488	\$ 590,845

FUND	DESCRIPTION	FY2017 ACTUAL	FY2018 BUDGET	FY2018 ESTIMATE	FY2019 BUDGET
1300 - HOME GRANT					
COMMUNITY SERVICES GROUP					
Community Services					
	30001 HOME Program -	\$ (31,888)	\$ 887,685	\$ 887,685	\$ 887,685
	30002 Single Family Rehabilitation	\$ 37,015	\$ 375,000	\$ 375,000	\$ 375,000
	30004 Rehab Delivery	\$ 20,150	\$ 27,707	\$ 27,707	\$ 27,707
	30005 Rehabilitation Delivery	\$ 5,952	\$ 13,062	\$ 13,062	\$ 13,062
	30008 Replacement Housing Prog/NR	\$ 71,543	\$ 375,000	\$ 375,000	\$ 375,000
	30009 Habitat for Humanity	\$ 217,839	\$ -	\$ -	\$ -
	Dept. Total - Community Services	\$ 320,611	\$ 1,678,454	\$ 1,678,454	\$ 1,678,454
	Fund Total - HOME GRANT:	\$ 320,611	\$ 1,678,454	\$ 1,678,454	\$ 1,678,454
1310 - NEIGHBORHOOD STABILIZATION PGM					
COMMUNITY SERVICES GROUP					
Community Services					
	30900 NSP Programs	\$ 7,262	\$ 227,368	\$ 227,368	\$ 227,349
	Dept. Total - Community Services	\$ 7,262	\$ 227,368	\$ 227,368	\$ 227,349
	Fund Total - NEIGHBORHOOD STABILIZATION PGM:	\$ 7,262	\$ 227,368	\$ 227,368	\$ 227,349
1311 - N'HOOD STABILIZATION PGM III					
COMMUNITY SERVICES GROUP					
Community Services					
	30910 NSP III	\$ -	\$ 227,300	\$ 227,300	\$ 227,300
	Dept. Total - Community Services	\$ -	\$ 227,300	\$ 227,300	\$ 227,300
	Fund Total - N'HOOD STABILIZATION PGM III:	\$ -	\$ 227,300	\$ 227,300	\$ 227,300
1320 - C.D.B.G.					
COMMUNITY SERVICES GROUP					
Community Services					
	31001 CDBG Programs -	\$ 35,213	\$ 2,984,897	\$ 2,984,897	\$ 3,017,985
	31002 Voluntary Demo - L/M	\$ 8,188	\$ 43,000	\$ 43,000	\$ 43,000
	31003 Voluntary Demo - S/B	\$ 50,146	\$ 75,000	\$ 75,000	\$ 75,000
	31004 Lead-Based Paint Haz Reduction	\$ 14,519	\$ 40,000	\$ 40,000	\$ 40,000
	31006 Temporary Relocation	\$ 38,652	\$ 34,000	\$ 34,000	\$ 34,000
	31017 Single Family Residential	\$ 319,141	\$ 785,000	\$ 785,000	\$ 785,000
	31018 Exterior Improvement Program	\$ 21,175	\$ 50,000	\$ 50,000	\$ 50,000
	31019 Rehabilitation Staff	\$ 145,492	\$ 500	\$ 500	\$ 500
	31020 Rehabilitation Delivery	\$ 12,784	\$ 8,000	\$ 8,000	\$ 8,000
	31022 Roof Repair Program	\$ 68,633	\$ 100,000	\$ 100,000	\$ 100,000
	31028 General Administration	\$ 325,190	\$ 94,730	\$ 94,730	\$ 94,730
	31030 PS-Com Legal Svcs-Fair Housin	\$ 12,803	\$ -	\$ -	\$ -
	31039 PS YWCA Senior Congregate Meal	\$ 47,397	\$ -	\$ -	\$ -
	31050 PS-SaintVincentDePaul-OLPH-KFT	\$ 62,643	\$ -	\$ -	\$ -
	31073 PI-Pk & Rec Improv-Aquatics Ct	\$ 22,647	\$ -	\$ -	\$ -
	31079 PS-CAP-Evict Prevnt/Rent Assis	\$ 61,438	\$ -	\$ -	\$ -
	31081 HS-Code Svc-NBRDH Preservation	\$ 70,486	\$ -	\$ -	\$ -
	31096 PF-COG Parks & Rec-ADA Improv	\$ 210,415	\$ -	\$ -	\$ -
	31098 Habitat-Emergency Home Repair	\$ 511,523	\$ -	\$ -	\$ -
	31101 PF-CASS-Emerg Shelter Improv	\$ 23,870	\$ -	\$ -	\$ -
	31103 PI-East Catlin Court Improv	\$ -	\$ -	\$ -	\$ -
	31107 PI-Econ Deve-Visual Improv Prg	\$ 57,311	\$ -	\$ -	\$ -
	31108 PS-YWCA Home Delivered Meals	\$ 52,202	\$ -	\$ -	\$ -
	31110 PF-Valley Life-Grp Home Renov	\$ 68,415	\$ -	\$ -	\$ -
	31112 PI-COG-Parks & Rec-Sonorita	\$ 22	\$ -	\$ -	\$ -
	31119 PS-Hope For Hunger	\$ -	\$ -	\$ -	\$ -

FUND	DESCRIPTION	FY2017 ACTUAL	FY2018 BUDGET	FY2018 ESTIMATE	FY2019 BUDGET
	31120 PF-Heart For City-Comm Garden	\$ 2,716	\$ -	\$ -	\$ -
	31121 PI-COG-Pk & Rec-Velma Teague	\$ 8,992	\$ -	\$ -	\$ -
	31122 PF-Glendale Womens Club Projec	\$ 37,433	\$ -	\$ -	\$ -
	31123 PF-Hope For Hunger-Renovat Prt	\$ 407	\$ -	\$ -	\$ -
	31124 PS-Heart For City	\$ -	\$ -	\$ -	\$ -
	Dept. Total - Community Services	\$ 2,289,853	\$ 4,215,127	\$ 4,215,127	\$ 4,248,215
	Human Services				
	31065 PI-Community Housing upgrades	\$ 133,016	\$ -	\$ -	\$ -
	31114 PF-CASS-Vista Colina	\$ 109	\$ -	\$ -	\$ -
	Dept. Total - Human Services	\$ 133,125	\$ -	\$ -	\$ -
	Fund Total - C.D.B.G.:	\$ 2,422,978	\$ 4,215,127	\$ 4,215,127	\$ 4,248,215
1340 - HIGHWAY USER GAS TAX					
PUBLIC WORKS GROUP					
Public Works					
	16710 Right-of-Way Maintenance	\$ 2,959,290	\$ 2,793,586	\$ 2,873,361	\$ 3,280,494
	16720 Street Maintenance	\$ 1,659,133	\$ 1,612,828	\$ 1,634,458	\$ 1,573,207
	16731 Graffiti Removal - ROW	\$ 152,520	\$ 167,849	\$ 160,251	\$ 172,444
	16810 Traffic Signals	\$ 1,165,607	\$ 1,229,060	\$ 1,228,958	\$ 1,259,162
	16820 Signs & Markings	\$ 579,452	\$ 711,068	\$ 696,049	\$ 694,231
	16910 Transportation Administration	\$ 74,525	\$ 121,306	\$ 119,450	\$ 115,766
	16920 Street Light Management	\$ 2,322,623	\$ 2,658,784	\$ 2,578,078	\$ 2,143,047
	16925 Pavement Management	\$ 541,898	\$ 841,767	\$ 841,767	\$ 812,185
	16940 Traffic Studies	\$ 220,606	\$ 166,425	\$ 166,425	\$ 167,240
	16950 Traffic Design and Development	\$ 293,053	\$ 294,735	\$ 285,015	\$ 301,037
	Dept. Total - Public Works	\$ 9,968,707	\$ 10,597,408	\$ 10,583,812	\$ 10,518,813
	Fund Total - HIGHWAY USER GAS TAX:	\$ 9,968,707	\$ 10,597,408	\$ 10,583,812	\$ 10,518,813
1650 - TRANSPORTATION GRANTS					
TRANSPORTATION GROUP					
Transportation					
	37200 Grant Approp - Transportation	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 552,821
	37202 New Freedom - GUS 3	\$ 12,641	\$ -	\$ -	\$ -
	37208 Arizona Lottery Fund	\$ 665,234	\$ -	\$ 665,234	\$ 665,234
	37212 FTA AZ-95-X027	\$ 206,823	\$ -	\$ -	\$ -
	37213 FTA AZ-90-X136	\$ 260,739	\$ -	\$ -	\$ -
	37214 FTA AZ-16-X005	\$ 43,588	\$ -	\$ -	\$ -
	Dept. Total - Transportation	\$ 1,189,025	\$ 1,000,000	\$ 1,665,234	\$ 1,218,055
	Fund Total - TRANSPORTATION GRANTS:	\$ 1,189,025	\$ 1,000,000	\$ 1,665,234	\$ 1,218,055

FUND	DESCRIPTION	FY2017 ACTUAL	FY2018 BUDGET	FY2018 ESTIMATE	FY2019 BUDGET
1660 - TRANSPORTATION SALES TAX					
TRANSPORTATION GROUP					
Transportation					
	16311 GO Street Light Mgmt	\$ 427,447	\$ 500,000	\$ 500,000	\$ 330,000
	16510 Transportation Program Mgmt	\$ 2,235,079	\$ 2,661,807	\$ 2,564,737	\$ 2,294,575
	16520 Transportation Education	\$ 139,605	\$ 203,315	\$ 200,905	\$ 203,230
	16525 Transit Management	\$ 373,168	\$ 463,256	\$ 463,476	\$ 482,336
	16530 Dial-A-Ride	\$ 2,735,243	\$ 2,922,822	\$ 2,902,895	\$ 2,940,879
	16540 Fixed Route	\$ 3,935,214	\$ 4,908,199	\$ 5,019,331	\$ 4,913,079
	16550 Demand Management	\$ 13,745	\$ 40,300	\$ 22,500	\$ 28,505
	16570 Intelligent Transportation Sys	\$ 593,143	\$ 659,855	\$ 656,884	\$ 681,219
	16580 Traffic Mitigation	\$ 347,675	\$ 530,934	\$ 523,934	\$ 527,756
	16590 Transportation CIP O&M	\$ 745,463	\$ 913,344	\$ 813,000	\$ 813,000
	16610 GO Traffic Signals	\$ (1,413)	\$ 10,050	\$ 6,050	\$ 10,050
	16620 GO Signs & Marking	\$ 14,573	\$ 53,813	\$ 32,000	\$ 42,040
	16640 Rail Transit	\$ 50,796	\$ 55,000	\$ 50,000	\$ 50,000
	Dept. Total - Transportation	\$ 11,609,738	\$ 13,922,695	\$ 13,755,712	\$ 13,316,669
	Fund Total - TRANSPORTATION SALES TAX:	\$ 11,609,738	\$ 13,922,695	\$ 13,755,712	\$ 13,316,669
1760 - AIRPORT SPECIAL REVENUE					
TRANSPORTATION GROUP					
Transportation					
	16410 Airport Operations	\$ 757,343	\$ 692,826	\$ 717,055	\$ 775,378
	Dept. Total - Transportation	\$ 757,343	\$ 692,826	\$ 717,055	\$ 775,378
	Fund Total - AIRPORT SPECIAL REVENUE:	\$ 757,343	\$ 692,826	\$ 717,055	\$ 775,378
1820 - CAP GRANT					
COMMUNITY SERVICES GROUP					
Community Services					
	32040 Community Action Program (CAP)	\$ -	\$ 68,611	\$ 68,611	\$ 68,611
	32050 Case Mgmt-LIHEAP Voucher	\$ 471,725	\$ 586,458	\$ 586,458	\$ 569,864
	32055 Case Mgmt-TANF Voucher	\$ 59,953	\$ 60,000	\$ 60,000	\$ 50,000
	32056 Case Mgmt Admin	\$ 301,275	\$ 404,013	\$ 404,013	\$ 380,181
	32057 Case Mgmt-NHN Voucher	\$ 1,440	\$ 1,462	\$ 1,462	\$ 1,468
	32060 Community Svcs Block Grant-Adm	\$ 207,308	\$ 161,517	\$ 161,517	\$ 215,756
	32069 ACAA SWG Energy SHARE Progra	\$ 6,497	\$ 7,147	\$ 7,147	\$ 5,146
	32070 ACAA HEAF Program	\$ 3,270	\$ 3,597	\$ 3,597	\$ 3,597
	32071 ACAA SW Gas Assistance	\$ 5,107	\$ 6,500	\$ 6,500	\$ 6,500
	32072 ACAA URRD Program	\$ 8,316	\$ 8,999	\$ 8,999	\$ 9,999
	32073 ACAA SRP Assistance	\$ 22,171	\$ 10,616	\$ 10,616	\$ 10,616
	32074 ACAA APS Assistance	\$ 4,545	\$ 4,999	\$ 4,999	\$ 10,999
	Dept. Total - Community Services	\$ 1,091,607	\$ 1,323,919	\$ 1,323,919	\$ 1,332,737
	Fund Total - CAP GRANT:	\$ 1,091,607	\$ 1,323,919	\$ 1,323,919	\$ 1,332,737

FUND	DESCRIPTION	FY2017 ACTUAL	FY2018 BUDGET	FY2018 ESTIMATE	FY2019 BUDGET
1830 - EMERGENCY SHELTER GRANTS					
COMMUNITY SERVICES GROUP					
Community Services					
	31900 ESG General Administration	\$ 6,095	\$ 208,992	\$ 208,992	\$ 208,992
	31904 PREHAB Faith House-ESG	\$ 47,691	\$ -	\$ -	\$ -
	31905 ESG Emergency Solution Grant	\$ 25,581	\$ -	\$ -	\$ -
	31909 CAP Rapid Re-Housing	\$ 1,951	\$ -	\$ -	\$ -
	31913 A New Leaf 14/15	\$ 30,989	\$ -	\$ -	\$ -
	31914 CASS Rapid Re-Housing 14/15	\$ 29,930	\$ -	\$ -	\$ -
	31915 Streetlight USA 14/15	\$ 10,232	\$ -	\$ -	\$ -
	Dept. Total - Community Services	\$ 152,469	\$ 208,992	\$ 208,992	\$ 208,992
Fund Total - EMERGENCY SHELTER GRANTS:		\$ 152,469	\$ 208,992	\$ 208,992	\$ 208,992
1840 - GRANTS					
COMMUNITY SERVICES GROUP					
Community Services					
	36001 State Grant In Aid 2005	\$ 7,555	\$ -	\$ -	\$ -
	36006 Grant Approp - Library	\$ -	\$ 275,000	\$ 275,000	\$ 275,000
	36046 Library Donations	\$ 310	\$ -	\$ -	\$ -
	36048 Library Teen Program Donations	\$ 2,624	\$ -	\$ -	\$ -
	36052 LSTA Go Mobile@ Your Library	\$ 6,821	\$ -	\$ -	\$ -
	36053 LSTA Tell Your Story	\$ 5,914	\$ -	\$ -	\$ -
	36054 LSTA Express Yourself Grant	\$ 19,369	\$ -	\$ -	\$ -
	Dept. Total - Community Services	\$ 42,593	\$ 275,000	\$ 275,000	\$ 275,000
FIRE SERVICES GROUP					
Fire Department					
	34001 Grant Approp - Fire Dept	\$ -	\$ 3,028,831	\$ 3,028,831	\$ 3,028,831
	34008 Crisis Response - Donations	\$ 4,282	\$ -	\$ -	\$ -
	34033 Fire Dept Cadet Pgm-Donations	\$ 1,451	\$ -	\$ -	\$ -
	34072 AHIMT-Wildland Special Ops	\$ 1,028,493	\$ -	\$ -	\$ -
	34079 Fire Comm. Services Donations	\$ 76	\$ -	\$ -	\$ -
	34088 2013 Safer Grant	\$ 203,294	\$ 76,922	\$ -	\$ -
	34096 2015 UADSI GFD RRT	\$ 18,403	\$ -	\$ -	\$ -
	Dept. Total - Fire Department	\$ 1,255,999	\$ 3,105,753	\$ 3,028,831	\$ 3,028,831
MISCELLANEOUS GRANTS GROUP					
Grants					
	32105 Victim's Rights-Cty Atty	\$ 10,100	\$ -	\$ -	\$ -
	32108 Prop. 302	\$ 190,610	\$ -	\$ -	\$ -
	32109 Nina Mason Pulliam Grant	\$ 6,087	\$ -	\$ -	\$ -
	32111 Donations - Glendale Univ.	\$ 718	\$ -	\$ -	\$ -
	32115 MYAC Fundraising	\$ 1,489	\$ -	\$ -	\$ -
	32118 Miscellaneous Grants	\$ -	\$ 750,000	\$ 750,000	\$ 750,000
	32132 Historic Plaques	\$ 199	\$ -	\$ -	\$ -
	32149 Centennial HP Bus Tour Donat	\$ 1,223	\$ -	\$ -	\$ -
	32156 STOP Violence Prosecutors Off	\$ 91,131	\$ -	\$ -	\$ -
	32159 MAG CMAQ Street Sweeper Grant	\$ 241,038	\$ -	\$ -	\$ -
	36505 Glendale Habitat Garden Educ	\$ 5,021	\$ -	\$ -	\$ -
	Dept. Total - Grants	\$ 547,616	\$ 750,000	\$ 750,000	\$ 750,000

FUND	DESCRIPTION	FY2017 ACTUAL	FY2018 BUDGET	FY2018 ESTIMATE	FY2019 BUDGET
<u>POLICE SERVICES GROUP</u>					
<u>Police Department</u>					
	33002 Victim Rights - PD	\$ 79,972	\$ 76,086	\$ 76,086	\$ 76,879
	33006 Police K-9 Donation	\$ 3,012	\$ -	\$ -	\$ -
	33010 PD DEA Grant - Overtime	\$ 34,481	\$ -	\$ -	\$ -
	33014 CAT Donations	\$ 6,773	\$ -	\$ -	\$ -
	33018 VOCA	\$ 164,745	\$ 110,048	\$ 110,048	\$ 111,638
	33021 Grant Approp - Police Dept	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
	33032 Joint Terrorism Task Force-OT	\$ 27,488	\$ -	\$ -	\$ -
	33041 DPS VTTF	\$ 3,421	\$ -	\$ -	\$ -
	33047 Advocacy Donations	\$ 1,205	\$ -	\$ -	\$ -
	33105 DEA OCDETF Overtime	\$ 39,876	\$ -	\$ -	\$ -
	33135 ICAC Task Force	\$ 4,995	\$ -	\$ -	\$ -
	33169 USS Electronic Crime Task Forc	\$ 813	\$ -	\$ -	\$ -
	33181 HIDTA	\$ 5,373	\$ -	\$ -	\$ -
	33211 Police Awards Ceremony Donate	\$ 16,066	\$ -	\$ -	\$ -
	33213 2013 COPS Hiring Program	\$ 343,460	\$ 407,041	\$ 407,041	\$ 269,739
	33228 School Resource Officer IGAs	\$ 607,469	\$ 779,609	\$ 779,609	\$ 93,014
	33231 W. Valley Drug Enforcement TF	\$ 64,316	\$ -	\$ -	\$ -
	33233 FY2015 JAG	\$ 1,507	\$ -	\$ -	\$ -
	33235 2015 UASI GPD RRT	\$ 19,216	\$ -	\$ -	\$ -
	33236 2015 UASI GPD TLO Sustainment	\$ 1,268	\$ -	\$ -	\$ -
	33237 2016 GOHS DUI/OT	\$ 13,630	\$ -	\$ -	\$ -
	33238 2016 GOHS STEP OT	\$ 4,589	\$ -	\$ -	\$ -
	33239 2016 GOHS Occup. Protection OT	\$ 15,534	\$ -	\$ -	\$ -
	33240 Body Worn Camera Project	\$ 430,409	\$ -	\$ -	\$ -
	33241 Voca Victims Assist Crisis Int	\$ 75,271	\$ -	\$ -	\$ -
	33243 2016 DUIAC Know Your Limit	\$ 32,934	\$ -	\$ -	\$ -
	33244 2014 UASI Realloc GPD Grant	\$ 486	\$ -	\$ -	\$ -
	<u>Dept. Total - Police Department</u>	\$ 1,998,309	\$ 3,372,784	\$ 3,372,784	\$ 2,551,270
<u>PUB FAC, REC & EVT GROUP</u>					
<u>Public Fac, Rec & Events</u>					
	35004 Grant Approp - Parks & Rec	\$ -	\$ 25,000	\$ 25,000	\$ 25,000
	35021 P&R Youth Scholarship Donation	\$ 251	\$ -	\$ -	\$ -
	35023 Glendale Adult Ctr Donation	\$ 4,984	\$ -	\$ -	\$ -
	35027 Shooting Range Grant	\$ 6,258	\$ -	\$ -	\$ -
	<u>Dept. Total - Public Fac, Rec & Events</u>	\$ 11,493	\$ 25,000	\$ 25,000	\$ 25,000
	Fund Total - GRANTS:	\$ 3,856,010	\$ 7,528,537	\$ 7,451,615	\$ 6,630,101
1860 - RICO FUNDS					
<u>POLICE SERVICES GROUP</u>					
<u>Police Department</u>					
	32020 Federal RICO	\$ 9,692	\$ 225,000	\$ 225,000	\$ 225,000
	32030 State RICO	\$ 551,285	\$ 2,033,922	\$ 2,033,922	\$ 2,655,975
	<u>Dept. Total - Police Department</u>	\$ 560,977	\$ 2,258,922	\$ 2,258,922	\$ 2,880,975
	Fund Total - RICO FUNDS:	\$ 560,977	\$ 2,258,922	\$ 2,258,922	\$ 2,880,975

FUND	DESCRIPTION	FY2017 ACTUAL	FY2018 BUDGET	FY2018 ESTIMATE	FY2019 BUDGET
1885 - PARKS & RECREATION DESIGNATED					
<u>PUB FAC, REC & EVT GROUP</u>					
<u>Public Fac, Rec & Events</u>					
	13170 Dedicate A Tree	\$ 103	\$ 2,000	\$ 2,000	\$ 2,000
	13180 Desert Valley Park	\$ -	\$ 6,000	\$ 6,000	\$ 6,000
	13210 Desert Mirage Park	\$ -	\$ 5,000	\$ 5,000	\$ 5,000
	13220 Desert Gardens Park	\$ -	\$ 8,000	\$ 8,000	\$ 8,000
	13230 Discovery Park	\$ -	\$ 4,000	\$ 4,000	\$ 4,000
	13235 Elsie McCarthy Pk. Maint	\$ 7,259	\$ 18,877	\$ 18,877	\$ 12,890
	13237 Paseo Racquet Center	\$ 10,581	\$ 25,000	\$ 25,000	\$ 25,000
	<u>Dept. Total - Public Fac, Rec & Events</u>	\$ 17,943	\$ 68,877	\$ 68,877	\$ 62,890
	Fund Total - PARKS & RECREATION DESIGNATED:	\$ 17,943	\$ 68,877	\$ 68,877	\$ 62,890
2530 - TRAINING FACILITY REVENUE FUND					
<u>FIRE SERVICES GROUP</u>					
<u>Fire Department</u>					
	12590 PS Training Ops - Fire	\$ 725,251	\$ 946,672	\$ 946,672	\$ 958,535
	<u>Dept. Total - Fire Department</u>	\$ 725,251	\$ 946,672	\$ 946,672	\$ 958,535
<u>POLICE SERVICES GROUP</u>					
<u>Police Department</u>					
	12390 PS Training Ops - Police	\$ 319,913	\$ 381,352	\$ 381,352	\$ 388,054
	<u>Dept. Total - Police Department</u>	\$ 319,913	\$ 381,352	\$ 381,352	\$ 388,054
<u>PUBLIC WORKS GROUP</u>					
<u>Public Works</u>					
	13480 PS Training Ops - Fac. Mgmt.	\$ 524,519	\$ 521,638	\$ 894,209	\$ 630,064
	<u>Dept. Total - Public Works</u>	\$ 524,519	\$ 521,638	\$ 894,209	\$ 630,064
	Fund Total - TRAINING FACILITY REVENUE FUND:	\$ 1,569,683	\$ 1,849,662	\$ 2,222,233	\$ 1,976,653
TOTAL - SPECIAL REVENUE FUNDS		\$ 34,325,637	\$ 46,856,812	\$ 47,651,269	\$ 46,353,830
CAPITAL PROJECTS FUNDS					
2070 - GENERAL GOV CAPITAL PROJECTS					
<u>POLICE SERVICES GROUP</u>					
<u>Police Department</u>					
	33258 PetSmart Charities Field Grant	\$ 395	\$ -	\$ -	\$ -
	<u>Dept. Total - Police Department</u>	\$ 395	\$ -	\$ -	\$ -
	Fund Total - GENERAL GOV CAPITAL PROJECTS:	\$ 395	\$ -	\$ -	\$ -
TOTAL - CAPITAL PROJECTS FUNDS		\$ 395	\$ -	\$ -	\$ -
ENTERPRISE FUNDS					
2360 - WATER AND SEWER					
<u>BUDGET AND FINANCE GROUP</u>					
<u>Budget and Finance</u>					
	17020 Customer Service Office	\$ 2,798,110	\$ 3,079,149	\$ 3,079,149	\$ 3,144,936
	<u>Dept. Total - Budget and Finance</u>	\$ 2,798,110	\$ 3,079,149	\$ 3,079,149	\$ 3,144,936
<u>DEVELOPMENT SERVICES GROUP</u>					
<u>Building Safety</u>					
	17510 Cross Connection Control	\$ 163,947	\$ 175,051	\$ 175,051	\$ -
	<u>Dept. Total - Building Safety</u>	\$ 163,947	\$ 175,051	\$ 175,051	\$ -

FUND	DESCRIPTION	FY2017 ACTUAL	FY2018 BUDGET	FY2018 ESTIMATE	FY2019 BUDGET
<u>WATER SERVICES GROUP</u>					
<u>Water Services</u>					
	17010 Environmental Resources	\$ 688,926	\$ 747,456	\$ 747,456	\$ 873,419
	17110 Water Services Administration	\$ 7,720,547	\$ 8,123,409	\$ 8,105,409	\$ 8,148,744
	17115 Operating Administration	\$ 647,168	\$ 784,607	\$ 788,107	\$ 840,222
	17120 Information Management	\$ 1,378,009	\$ 1,555,809	\$ 1,569,809	\$ 1,669,559
	17130 Public Service Representatives	\$ 993,201	\$ 931,967	\$ 911,967	\$ 911,792
	17140 System Security	\$ 559,985	\$ 578,044	\$ 572,544	\$ 621,302
	17150 Property Management	\$ 49,806	\$ 56,164	\$ 56,164	\$ 101
	17160 Arrowhead WRF	\$ 1,850,001	\$ 2,232,604	\$ 2,179,604	\$ 2,155,306
	17170 West Area WRF	\$ 2,900,709	\$ 3,360,465	\$ 3,270,465	\$ 3,322,429
	17180 Materials Control Warehouse	\$ 207,619	\$ 202,834	\$ 198,834	\$ 210,742
	17210 Customer Service - Field	\$ 1,013,920	\$ 1,108,851	\$ 1,103,851	\$ 1,168,550
	17220 Irrigation	\$ 299,482	\$ 230,613	\$ 260,613	\$ 295,533
	17230 Raw Water Usage	\$ 4,045,488	\$ 4,200,392	\$ 4,330,392	\$ 4,864,536
	17240 Central System Control	\$ 1,339,065	\$ 1,464,583	\$ 1,398,583	\$ 1,411,358
	17250 Pyramid Peak WTP	\$ 2,057,087	\$ 2,088,679	\$ 2,189,679	\$ 2,239,929
	17260 Cholla Treatment Plant	\$ 3,017,233	\$ 3,130,388	\$ 3,169,388	\$ 3,246,932
	17280 Central System Maintenance	\$ 1,646,014	\$ 1,800,572	\$ 1,791,572	\$ 1,896,497
	17290 Water Distribution	\$ 3,529,648	\$ 4,658,836	\$ 4,544,836	\$ 5,078,571
	17300 Meter Maintenance	\$ 997,500	\$ 136,106	\$ 136,106	\$ 2,164
	17310 Oasis Surface WTP	\$ 2,324,975	\$ 2,787,354	\$ 2,936,354	\$ 2,975,586
	17320 Oasis Groundwater WTP	\$ 41,527	\$ 332,897	\$ 332,897	\$ 597
	17410 Water Conservation	\$ 435,753	\$ 477,792	\$ 447,792	\$ 499,012
	17420 Water Quality	\$ 1,314,805	\$ 1,431,681	\$ 1,429,681	\$ 1,431,080
	17610 Pretreatment Program	\$ 458,102	\$ 517,610	\$ 517,610	\$ 530,999
	17620 SROG - 91st Ave WWTP	\$ 3,141,913	\$ 3,551,787	\$ 3,551,787	\$ 3,723,373
	17625 99th Avenue Interceptor	\$ 59,325	\$ 75,248	\$ 75,248	\$ 135
	17630 Wastewater Collection	\$ 2,740,017	\$ 2,783,201	\$ 2,971,201	\$ 2,894,843
	17699 Storm Water	\$ 626,581	\$ 708,368	\$ 709,368	\$ 692,033
	<u>Dept. Total - Water Services</u>	\$ 46,084,406	\$ 50,058,317	\$ 50,297,317	\$ 51,705,344
	Fund Total - WATER AND SEWER:	\$ 49,046,463	\$ 53,312,517	\$ 53,551,517	\$ 54,850,280
2440 - LANDFILL					
<u>PUBLIC WORKS GROUP</u>					
<u>Public Works</u>					
	17710 Landfill	\$ 5,710,869	\$ 4,738,929	\$ 4,689,706	\$ 4,422,694
	17720 Gas Management System	\$ 96,026	\$ 166,945	\$ 163,545	\$ 167,392
	17730 Solid Waste Admin	\$ 1,637,634	\$ 1,495,544	\$ 1,513,281	\$ 1,407,661
	17740 Recycling	\$ 1,179,021	\$ 1,148,473	\$ 1,251,363	\$ 1,595,417
	17750 MRF Operations	\$ 1,780,276	\$ 2,603,937	\$ 2,038,185	\$ 2,116,444
	<u>Dept. Total - Public Works</u>	\$ 10,403,826	\$ 10,153,828	\$ 9,656,080	\$ 9,709,608
	Fund Total - LANDFILL:	\$ 10,403,826	\$ 10,153,828	\$ 9,656,080	\$ 9,709,608
2480 - SANITATION					
<u>PUBLIC WORKS GROUP</u>					
<u>Public Works</u>					
	17810 Solid Waste Roll-off	\$ 750,932	\$ 756,273	\$ 771,076	\$ 745,245
	17820 Sanitation Frontload	\$ 3,025,642	\$ 2,852,333	\$ 3,196,872	\$ 3,157,996
	17830 Curb Service	\$ 7,412,267	\$ 7,454,989	\$ 7,717,555	\$ 7,950,683
	17840 Residential-Loose Trash Collec	\$ 3,177,069	\$ 3,174,636	\$ 3,286,822	\$ 3,630,875
	<u>Dept. Total - Public Works</u>	\$ 14,365,910	\$ 14,238,231	\$ 14,972,325	\$ 15,484,799
	Fund Total - SANITATION:	\$ 14,365,910	\$ 14,238,231	\$ 14,972,325	\$ 15,484,799

FUND	DESCRIPTION	FY2017 ACTUAL	FY2018 BUDGET	FY2018 ESTIMATE	FY2019 BUDGET
2500 - PUB HOUSING BUDGET ACTIVITIES					
COMMUNITY SERVICES GROUP					
Community Services					
	17910 Community Housing	\$ 1,634,014	\$ 15,905,641	\$ 15,905,641	\$ 15,433,635
	Dept. Total - Community Services	\$ 1,634,014	\$ 15,905,641	\$ 15,905,641	\$ 15,433,635
	Fund Total - PUB HOUSING BUDGET ACTIVITIES:	\$ 1,634,014	\$ 15,905,641	\$ 15,905,641	\$ 15,433,635
TOTAL - ENTERPRISE FUNDS		\$ 75,450,213	\$ 93,610,217	\$ 94,085,563	\$ 95,478,322
INTERNAL SERVICE FUNDS					
2540 - RISK MANAGEMENT SELF INSURANCE					
HR & RISK MGT GROUP					
Human Resources					
	18010 Risk Mgmt Trust Fund	\$ 2,573,787	\$ 2,967,948	\$ 2,967,948	\$ 2,959,242
	Dept. Total - Human Resources	\$ 2,573,787	\$ 2,967,948	\$ 2,967,948	\$ 2,959,242
	Fund Total - RISK MANAGEMENT SELF INSURANCE:	\$ 2,573,787	\$ 2,967,948	\$ 2,967,948	\$ 2,959,242
2560 - WORKERS COMP. SELF INSURANCE					
HR & RISK MGT GROUP					
Human Resources					
	18110 Worker's Compensation	\$ 1,884,792	\$ 2,279,542	\$ 2,279,542	\$ 2,290,825
	Dept. Total - Human Resources	\$ 1,884,792	\$ 2,279,542	\$ 2,279,542	\$ 2,290,825
	Fund Total - WORKERS COMP. SELF INSURANCE:	\$ 1,884,792	\$ 2,279,542	\$ 2,279,542	\$ 2,290,825
2580 - BENEFITS TRUST FUND					
HR & RISK MGT GROUP					
Human Resources					
	18210 Benefit Programs	\$ 27,379,959	\$ 28,963,184	\$ 28,784,962	\$ 30,955,871
	Dept. Total - Human Resources	\$ 27,379,959	\$ 28,963,184	\$ 28,784,962	\$ 30,955,871
	Fund Total - BENEFITS TRUST FUND:	\$ 27,379,959	\$ 28,963,184	\$ 28,784,962	\$ 30,955,871
2590 - FLEET SERVICES					
PUBLIC WORKS GROUP					
Public Works					
	18300 Fleet Management	\$ 4,025,206	\$ 4,326,288	\$ 4,516,328	\$ 4,489,856
	18301 Fuel Services	\$ 2,396,255	\$ 2,826,149	\$ 2,601,833	\$ 2,822,218
	18302 Parts Store Operations	\$ 1,924,039	\$ 2,086,889	\$ 2,122,478	\$ 2,088,536
	Dept. Total - Public Works	\$ 8,345,500	\$ 9,239,326	\$ 9,240,639	\$ 9,400,610
	Fund Total - FLEET SERVICES:	\$ 8,345,500	\$ 9,239,326	\$ 9,240,639	\$ 9,400,610
2591 - TECHNOLOGY					
INNOVATION & TECH GROUP					
Innovation & Technology					
	18400 Telephones	\$ 1,083,540	\$ 1,154,089	\$ 1,154,089	\$ 1,155,634
	18401 Technology Replacement	\$ 1,333,245	\$ 1,463,344	\$ 1,463,344	\$ 1,463,344
	18402 Information Technology	\$ 4,811,344	\$ 5,705,839	\$ 5,705,839	\$ 5,714,504
	Dept. Total - Innovation & Technology	\$ 7,228,129	\$ 8,323,272	\$ 8,323,272	\$ 8,333,482
	Fund Total - TECHNOLOGY:	\$ 7,228,129	\$ 8,323,272	\$ 8,323,272	\$ 8,333,482
2592 - TECHNOLOGY PROJECTS					
INNOVATION & TECH GROUP					
Innovation & Technology					
	18500 Technology Projects	\$ 917,177	\$ 2,528,317	\$ 2,528,317	\$ 3,719,104
	Dept. Total - Innovation & Technology	\$ 917,177	\$ 2,528,317	\$ 2,528,317	\$ 3,719,104
	Fund Total - TECHNOLOGY PROJECTS:	\$ 917,177	\$ 2,528,317	\$ 2,528,317	\$ 3,719,104
TOTAL - INTERNAL SERVICE FUNDS		\$ 48,329,344	\$ 54,301,589	\$ 54,124,680	\$ 57,659,134
TOTAL - OPERATING BUDGET		\$ 361,181,082	\$ 399,020,913	\$ 401,353,994	\$ 409,998,087

<i>Transfer From Transfers To</i> 	<i>1000 - General</i>	<i>2360 Water/ Sewer</i>	<i>1340 - Highway User Gas Tax</i>	<i>1660 - Transporta- tion Sales Tax</i>	<i>1700 - Police Special Revenue</i>	<i>1720 - Fire Special Revenue</i>	<i>2480 - Sanitation</i>	<i>Total Transfer-In</i>
1000 - General	-	-	-	-	18,668,712	8,861,053		27,529,765
1120-Vehicle Repl	2,000,000	-	-	-	-	-		2,000,000
1660 - Transp. Sales Tax	-	-	-	-	-	-		-
1760 - Airport Special Revenue	147,047	-	-	-	-	-		147,047
1820 - CAP Grant	64,299	-	-	-	-	-		64,299
1900 - G.O. Bond Debt Service	-	-	-	-	-	-		-
1940 - M.P.C. Debt Service	15,174,361	-	-	-	-	-		15,174,361
1950 - Excise Tax Deb Service	16,815,271	-	-	-	-	-		16,815,271
1970 - Transp. Debt Service	-	-	-	7,150,000	-	-		7,150,000
2000 - Hurf Street Bonds	-	-	13,749,522	-	-	-		13,749,522
2070 - Gen Gov Capital Projects	3,427,275	-	-	-	-	-		3,427,275
2210 - Transp. Capital Project	-	-	-	15,759,520	-	-		15,759,520
2380 - Water/Sewer Debt Service	-	25,467,783	-	-	-	-		25,467,783
2360 Water/Sewer	424,576	-	-	-	-	-		424,576
2440 - Landfill	686,826	-	-	-	-	-		686,826
2480 - Sanitation	130,824	-	-	-	-	-		130,824
2500 - Pub Housing Budget	386,563	-	-	-	-	-		386,563
2530 - Training Fac Rev Fund	1,499,604	-	-	-	-	-		1,499,604
2593 -City-wide ERP Solution	709,076	-	-	-	-	-	346,289	1,055,365
Total Transfer Out	41,465,722	25,467,783	13,749,522	22,909,520	18,668,712	8,861,053	346,289	131,468,601

* Actual transfer amounts will vary based on actual revenues, expenses, grant opportunities, etc.

DESCRIPTION	BUDGET FY 2015	BUDGET FY 2016	BUDGET FY 2017	BUDGET FY 2018	PROJECTED FY 2019
Fiscal Year Budget Amount	\$642,000,000	\$632,000,000	\$693,000,000	\$672,000,000	\$689,000,000
Qualifiable Exclusions (estimated)	\$212,754,492	\$203,261,649	\$220,089,427	\$249,924,142	\$247,578,915
Total Estimated Expenditures	\$429,245,508	\$428,738,351	\$472,910,573	\$422,075,858	\$441,421,085
Expenditure Limitation	\$528,312,730	\$542,088,977	\$554,464,628	\$568,852,831	\$584,109,698
b1. Maximum Allowable Primary Property Tax Levy (ARS 42-17051)					
Primary Assessed Valuation	\$1,095,616,087	\$1,129,008,207	\$1,173,091,035	\$1,227,220,727	\$1,306,946,089
Maximum Allowable Primary Tax	\$5,364,136	\$5,529,882	\$5,732,896	\$5,912,749	\$6,111,280
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	\$1,148,164,650	\$1,129,008,207	\$1,173,091,035	\$1,227,220,727	\$1,306,946,089
A. Secondary Property Tax Levy	\$19,065,274	\$19,268,783	\$19,587,858	\$19,807,342	\$20,070,771
B. Primary Property Tax Levy	\$5,364,136	\$5,529,882	\$5,621,452	\$5,684,486	\$5,759,711
Total Property Tax Levy Amount	\$24,429,410	\$24,798,665	\$25,209,310	\$25,491,828	\$25,830,482
b4. Property Taxes Collected (Estimated)					
A. Primary Property Tax	\$5,324,339	\$5,486,383	\$5,687,694	\$5,684,486	\$5,759,711
Prior Year's	\$39,797	\$43,499	\$45,202	\$39,323	\$46,234
B. Secondary Property Tax	\$18,951,838	\$19,095,187	\$19,094,786	\$19,807,342	\$20,070,771
Prior Year's	\$113,436	\$173,596	\$173,997	\$152,281	\$153,579
Total Current Year's Collections	\$24,276,177	\$24,581,570	\$24,782,480	\$25,491,828	\$25,830,482
Total Prior Year's Collections	\$153,233	\$217,095	\$219,199	\$191,604	\$199,813
Total Property Tax Levy Collected	\$24,429,410	\$24,798,665	\$25,001,679	\$25,683,432	\$26,030,295
City of Glendale Tax Rate					
A. Primary Property Tax Rate	\$0.4896	\$0.4898	\$0.4792	\$0.4632	\$0.4407
B. Secondary Property Tax Rate	\$1.6605	\$1.7067	\$1.6698	\$1.6140	\$1.5357
Total Property Tax Rate	\$2.1501	\$2.1965	\$2.1490	\$2.0772	\$1.9764

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	\$1,306,946,089
Bond Indebtedness Limitation	\$261,389,218
Debt Outstanding as of 07/01/18	\$119,625,000
Principal Payments FY19	\$18,910,000
Proposed Debt FY19	\$0
Estimated Debt outstanding FY19	\$100,715,000
Remaining limitation available	\$160,674,218
6% Bonds	
Secondary Property Value	\$1,306,946,089
Bond Indebtedness Limitation	\$78,416,765
Debt Outstanding as of 07/01/18	\$0
Principal Payments FY19	\$0
Proposed Debt FY19	\$0
Estimated Debt outstanding FY19	\$0
Remaining limitation available	\$78,416,765

Truth in Taxation Calculation

Previous year's primary levy	=	Tax Rate
Current net assessed valuation(AV)		
	\$5,684,486	= \$0.4407
	\$1,289,779,448	
Current AV-Existing Property		\$1,289,779,448
Prior year Levy		\$5,684,486
Prior Year Tax Rate		\$0.4632
Rate to Receive Prior Year Levy		\$0.4407
New property valuation		\$17,166,641
Growth in Levy-New Property		\$75,653
Increase-Exclusive of New Property		\$0

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
BUDGET AND FINANCE DEPARTMENT						
<u>Budget and Finance</u>						
11310 Finance Administration						
Administrator, Revenue	1000	-	-	1	-	-
Assistant Director, Finance	1000	1	1	1	1	1
Contracts Program Manager	1000	-	-	1	1	-
Director, Budget and Finance	1000	-	-	1	1	1
Finance & Technology Director	1000	1	1	-	-	-
Management Assistant	1000	-	-	1	1	1
Office Support Supv	1000	1	1	-	-	-
Revenue Admin	1000	1	1	-	-	-
Finance Administration Division Total:		4	4	5	4	3
11320 Accounting Services						
Account Spec	1000	2	2	-	-	-
Account Spec II	1000	2	2	-	-	-
Accountant	1000	-	-	3	4	4
Accountant I	1000	3	3	-	-	-
Accountant II	1000	3	3	-	-	-
Accountant, Sr.	1000	-	-	3	4	4
Accounting Mgr	1000	2	1	-	-	-
Accounting Project Mgr	1000	-	-	1	1	1
Accounts Payable Specialist	1000	-	-	2	2	2
Controller	1000	-	1	1	1	1
Financial Svcs Supv	1000	1	1	-	-	-
Payroll Specialist	1000	-	-	2	2	2
Supervisor, Payroll	1000	-	-	1	1	1
Accounting Services Division Total:		13	13	13	15	15
11340 License/Collection						
Account Spec	1000	1	1	-	-	-
Applications Analyst, Sr.	1000	1	1	1	-	-
Contracts Program Manager	1000	-	-	1	-	-
Customer Service Rep	1000	-	-	1	-	-
Licensing & Taxpayer Analyst	1000	3	3	2	2	2
Licensing Specialist	1000	-	-	1	2	2
Manager, Tax & License	1000	1	1	1	1	1
Sr Billing & Compliance Spec	1000	1	1	-	-	-
Supervisor, Tax and Licensing	1000	-	-	-	1	1
Systems Analyst, Sr	1000	-	-	-	1	1
Tax Auditor	1000	3	3	3	3	3
License/Collection Division Total:		10	10	10	10	10
11360 Materials Management						
Administrative Sppt Specialist	1000	-	-	1	-	-
Administrator, Procurement	1000	-	-	1	1	1
Contract Analyst	1000	4	3	3	3	3
Management Assistant	1000	-	-	-	1	1
Mgmt Aide	1000	-	1	-	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
BUDGET AND FINANCE DEPARTMENT						
<u>Budget and Finance</u>						
11360 Materials Management						
Purch & Materials Mgr	1000	1	1	-	-	-
Materials Management Division Total:		5	5	5	5	5
11610 Budget & Research						
Administrator, Budget	1000	1	1	1	1	1
Budget and Finance Analyst	1000	-	-	1	3	3
Sr Budget Analyst	1000	1	1	-	-	-
Budget & Research Division Total:		2	2	2	4	4
11620 Grants Administration						
Grants Admin	1000	-	1	-	-	-
Grants Program Manager	1000	-	-	1	1	1
Grants Administration Division Total:		-	1	1	1	1
17020 Customer Service Office						
Account Spec II	2360	3	3	-	-	-
Accountant	2360	-	-	1	-	-
Accountant I	2360	1	1	-	-	-
Administrative Sppt Assistant	2360	-	-	-	1	1
Administrative Sppt Specialist	2360	-	-	2	1	1
Billing & Compliance Spec	2360	9	15	-	-	-
Cashier	2360	6	1	1	-	-
Collections Representative	2360	1	1	1	1	1
Customer Service Manager	2360	1	1	-	-	-
Customer Service Rep	2360	-	-	15.5	14.5	14.5
Customer Service Rep, Sr.	2360	-	-	3	3	3
Financial Svcs Supv	2360	4	4	-	-	-
Management Analyst	2360	-	-	1	1	1
Manager, Customer Service	2360	-	-	1	1	1
Mgmt Asst	2360	1	1	-	-	-
Office Asst	2360	1	1	-	-	-
Sr Customer Assistance Rep	2360	1.5	0.5	-	-	-
Sr Secretary	2360	1	1	-	-	-
Supervisor, Customer Service	2360	-	-	4	4	4
Customer Service Office Division Total:		29.5	29.5	29.5	26.5	26.5
BUDGET AND FINANCE DEPARTMENT TOTAL:		63.5	64.5	65.5	65.5	64.5

CITY ATTORNEY DEPARTMENT

City Attorney

10610 City Attorney

Administrative Sppt Assistant	1000	-	-	1	1	1
Administrative Sppt Specialist	1000	-	-	5	5	5
Assistant City Attorney	1000	2	3	3	3	4
Assistant City Prosecutor	1000	6	6	5	6	6
Assistant City Prosecutor, Sr.	1000	-	-	1	1	1
Chief Deputy City Attorney	1000	-	1	1	1	1

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
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CITY ATTORNEY DEPARTMENT

City Attorney

10610 City Attorney

City Attorney	1000	1	1	1	1	1
City Prosecutor	1000	1	1	1	1	1
Deputy City Attorney	1000	3	2	2	2	2
Exec Legal Asst	1000	1	1	-	-	-
Legal Assistant	1000	2	2	2	3	3
Legal Assistant, Sr.	1000	-	-	1	1	1
Mgmt Asst to the City Attorney	1000	1	1	1	1	1
Public Safety Staff Attorney	1000	1	-	-	-	-
Records Coordinator	1000	-	-	1	-	-
Secretary	1000	1	1	-	-	-
Sr Secretary	1000	5	5	-	-	-
Victim Assistance Caseworker	1000	1	1	1	1	2

CITY ATTORNEY DEPARTMENT TOTAL:		25	25	26	27	29
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CITY AUDITOR DEPARTMENT

City Auditor

10710 City Auditor

Assistant City Auditor	1000	1	1	1	1	1
City Auditor	1000	1	1	1	1	1
Sr Secretary	1000	0.5	0.5	-	-	-

CITY AUDITOR DEPARTMENT TOTAL:		2.5	2.5	2	2	2
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CITY CLERK DEPARTMENT

City Clerk

10210 City Clerk

Administrative Sppt Specialist	1000	-	-	1	1	1
City Clerk	1000	1	1	1	1	1
Council Agenda Process Manager	1000	-	-	1	1	1
Dep City Clerk	1000	1	1	1	1	1
Management Assistant	1000	-	-	1	1	1
Mgmt Aide	1000	1	1	-	-	-
Records Coordinator	1000	-	-	1	1	1
Records Mgmt Asst	1000	1	1	-	-	-
Records Program Manager	1000	-	-	1	1	1
Records Supv	1000	1	1	-	-	-
Sr Secretary	1000	1	1	-	-	-

CITY CLERK DEPARTMENT TOTAL:		6	6	7	7	7
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CITY COURT DEPARTMENT

City Court

10410 City Court

Account Specialist	1000	-	-	1	1	-
Accountant	1000	0	0	-	-	1

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
CITY COURT DEPARTMENT						
<u>City Court</u>						
10410 City Court						
Accountant, Sr.	1000	-	-	1	1	1
Administrative Sppt Specialist	1000	-	-	1	1	1
Administrator, Court	1000	-	-	1	1	1
City Judge	1000	2	2	2	2	2
Court Accounting Supv	1000	1	1	-	-	-
Court Admin	1000	1	1	-	-	-
Court Clerk	1000	-	-	23.25	23.5	23
Court Clerk II	1000	24.2	23.25	-	-	-
Court Clerk III	1000	2	2	-	-	-
Court Clerk, Sr.	1000	-	-	2	2	4
Court Hearing Officer	1000	1	1	1	1	1
Court Interpreter	1000	1.5	1.5	1.5	1.5	1.5
Court Program Coordinator	1000	-	-	1	1	1
Court Supv	1000	3	3	-	-	-
Deputy Court Administrator	1000	-	-	-	1	1
Judicial Asst	1000	1	1	-	-	-
Judicial Projects Coordinator	1000	-	-	1	-	-
Mgmt Asst	1000	-	1	-	-	-
Presiding City Judge	1000	1	1	1	1	1
Sr Secretary	1000	1	1	-	-	-
Supervisor, Court	1000	-	-	3	3	3
Systems Analyst	1000	1	1	2	2	2
City Court Division Total:		39.7	39.75	41.75	42	43.5
10510 Court Security						
Court Program Coordinator	1240	-	-	1	1	1
Mgmt Asst	1240	1	1	-	-	-
Police Officer	1240	1	1	1	1	1
Court Security Division Total:		2	2	2	2	2
10520 Court Time Payments						
Court Clerk	1240	-	-	1.75	1.75	0.75
CITY COURT DEPARTMENT TOTAL:		41.7	41.75	45.5	45.75	46.25
CITY MANAGER DEPARTMENT						
<u>City Manager</u>						
10310 City Manager						
Assistant City Manager	1000	2	2	1	1	2
City Mgr	1000	1	1	1	1	1
Exec Asst to the City Mgr	1000	-	-	1	1	1
Management Assistant	1000	-	-	1	1	1
Mgmt Asst to the City Mgr	1000	1	1	-	-	-
Sr Mgmt Asst	1000	1	1	-	-	-
Strat Init&Spec Proj Exec Off	1000	-	-	1	1	1
CITY MANAGER DEPARTMENT TOTAL:		5	5	5	5	6

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
COMMUNITY SERVICES DEPARTMENT						
<u>Community Services</u>						
14510 Comm. Services Admin.						
Account Specialist	1000	-	-	1	-	-
Administrative Sppt Specialist	1000	-	-	1	-	-
Asst Director, Community Svcs	1000	1	1	1	-	-
Community Svcs Program Manager	1000	-	-	1	-	-
Director, Community Services	1000	1	1	1	1	1
Management Analyst	1000	-	-	-	-	1
Management Assistant	1000	-	-	-	-	1
Marketing & Comm Prog Mgr	1000	-	-	1	-	-
Mgmt Aide	1000	2	2	-	-	-
Mgmt Asst	1000	1	1	-	-	-
Office Support Supv	1000	2	-	-	-	-
Secretary	1000	2	-	-	-	-
Supervisor, Admin Support	1000	-	-	1	-	-
Comm. Services Admin. Division Total:		9	5	7	1	3
15010 Community Revitalization						
Administrator, Revitalization	1000	-	-	1	1	1
Human Svcs Administrator	1000	1	1	-	-	-
Revitalization Mgr	1000	1	1	-	-	-
Supv, Revitalization Grants	1000	1	1	1	1	1
Community Revitalization Division Total:		3	3	2	2	2
15011 Community Engagement						
Neighborhood Svcs Prog Mgr	1000	-	-	-	1	1
15220 Library						
Administrative Librarian	1000	5	5	5	5	6
Administrator, Library	1000	-	-	1	1	1
Chief Librarian	1000	1	1	1	1	1
Librarian	1000	11.75	11.75	12	12	13.5
Library Assistant	1000	-	-	3.5	3.5	3.5
Library Assistant, Lead	1000	-	-	4	4	4
Library Assistant, Sr.	1000	-	-	6	6	6
Library Asst I	1000	2	2	-	-	-
Library Asst II	1000	1.5	1.5	-	-	-
Library Asst III	1000	10.75	10.75	-	-	-
Library Mgr	1000	1	1	-	-	-
Library Operations Coordinator	1000	-	-	1	1	1
Library Technology Specialist	1000	-	-	1	1	1
Public Service Assistant	1000	5.5	5.5	5.5	5.5	9
Service Worker	1000	-	-	-	-	0.5
Supervisor, Library Operations	1000	4	4	3	3	4
Library Division Total:		42.5	42.5	43	43	50.5
15310 Arts Program						
Arts & Culture Program Manager	1220	-	-	1	1	1
Arts Coordinator	1220	1	1	-	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
COMMUNITY SERVICES DEPARTMENT						
<u>Community Services</u>						
15310 Arts Program						
Arts Program Division Total:		1	1	1	1	1
17910 Community Housing						
Account Spec II	2500	1	1	-	-	-
Account Specialist	2500	-	-	1	1	1
Accountant	2500	-	-	1	1	1
Administrative Sppt Assistant	2500	-	-	1	-	-
Administrative Sppt Specialist	2500	-	-	2	2	2
Administrator, Housing Service	2500	-	-	1	1	1
Bldg Maint Leader	2500	1	1	-	-	-
Bldg Maint Supv	2500	1	1	-	-	-
Building Maint Worker, Lead	2500	-	-	1	1	1
Building Maintenance Worker	2500	2	2	2	2	1
Community Serv Rep, Sr	2500	-	-	1	1	1
Community Services Rep	2500	-	-	8	7	7
Housing Assistance Rep	2500	10	10	-	-	-
Housing Program Inspector	2500	-	-	1	1	1
Housing Program Manager	2500	1	1	1	1	1
Mgmt Asst	2500	1	1	-	-	-
Neighborhood Srvc Coord	2500	1	1	1	-	-
Secretary	2500	2	2	-	-	-
Service Worker (Bldg Maint)	2500	-	-	1	1	1
Sr Mgmt Asst	2500	1	1	-	-	-
Sr Secretary	2500	1	1	-	-	-
Srcv Worker I (Bldg Maint)	2500	1	1	-	-	-
Supervisor, Housing	2500	1	1	1	1	1
Supv Building Maintenance	2500	-	-	1	1	1
Community Housing Division Total:		24	24	24	21	20
31001 CDBG Programs						
Account Spec II	1320	1	1	-	-	-
Account Specialist	1320	-	-	1	1	1
Administrative Sppt Assistant	1320	-	-	1	1	1
Administrative Sppt Specialist	1320	-	-	1	1	1
Management Assistant	1320	-	-	0.75	0.75	-
Mgmt Asst	1320	0.75	0.75	-	-	-
Revitalization Coordinator	1320	4	4	4	4	4
Secretary	1320	1	1	-	-	-
Sr Secretary	1320	1	1	-	-	-
Supervisor, Revitalization	1320	1	1	1	1	1
CDBG Programs Division Total:		8.75	8.75	8.75	8.75	8
32056 Case Mgmt Admin						
Community Eligibility Rep	1820	2.5	2.5	-	-	-
Community Eligibility Spec	1820	1	1	-	-	-
Community Serv Rep, Sr	1820	-	-	1	1	1

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
COMMUNITY SERVICES DEPARTMENT						
<u>Community Services</u>						
32056 Case Mgmt Admin						
Community Services Rep	1820	-	-	2.5	2.5	2
Management Assistant	1820	-	-	1	1	1
Mgmt Aide	1820	-	1	-	-	-
Case Mgmt Admin Division Total:		3.5	4.5	4.5	4.5	4
32060 Community Svcs Block Grant-Adm						
Admin, Community Action	1820	-	-	1	1	1
Community Action Program Mgr	1820	1	1	-	-	-
Community Services Rep	1820	-	-	-	-	0.5
Mgmt Aide	1820	1	-	-	-	-
Community Svcs Block Grant-Adm		2	1	1	1	1.5
COMMUNITY SERVICES DEPARTMENT TOTAL:		93.75	89.75	91.25	83.25	91
COUNCIL DISTRICTS&OF DEPARTMENT						
<u>Council Office</u>						
10110 Council Office						
Council Asst	1000	3	3	3	4	4
Council Svcs Admin	1000	1	-	-	-	-
Exec Administrative Asst	1000	2	2	-	-	-
Executive Assistant	1000	-	-	2	2	1
Council Office Division Total:		6	5	5	6	5
10120 Cholla District						
Council Member	1000	1	1	1	1	1
10130 Barrel District						
Council Member	1000	1	1	1	1	1
10140 Sahuaro District						
Council Member	1000	1	1	1	1	1
10150 Cactus District						
Council Member	1000	1	1	1	1	1
10160 Yucca District						
Council Member	1000	1	1	1	1	1
10170 Ocotillo District						
Council Member	1000	1	1	1	1	1
COUNCIL DISTRICTS&OF DEPARTMENT TOTAL:		12	11	11	12	11
DEVELOPMENT SERVICES DEPARTMENT						
<u>Building Safety</u>						
15610 Building Safety						
Administrative Sppt Specialist	1000	-	-	1	1	1
Administrator, Building Safety	1000	-	-	2	2	2
Bldg Safety Mgr	1000	3	3	-	-	-
Building Inspector	1000	3	3	2	2	2
Building Inspector Specialist	1000	4	4	5	5	6

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
DEVELOPMENT SERVICES DEPARTMENT						
<u>Building Safety</u>						
15610 Building Safety						
Building Safety Official	1000	1	1	1	1	1
Development Plans Tech	1000	2	2	2	2	2
Development Svcs Rep	1000	1	1	2	2	3
Plans Examiner	1000	1	1	1	1	2
Plans Examiner, Sr.	1000	-	-	1	1	1
Secretary	1000	1	1	-	-	-
Sr Bldg Insp	1000	3	3	-	-	-
Structural Plans Examiner	1000	1	1	1	1	1
Supv, Building Inspection	1000	-	-	4	4	4
Supv, Development Services	1000	1	1	1	1	1
Building Safety Division Total:		21	21	23	23	26
<u>Code Compliance</u>						
14410 Code Compliance						
Administrative Sppt Assistant	1000	-	-	1	1	1
Administrative Sppt Specialist	1000	-	-	1	1	1
Administrator, Code Compliance	1000	1	1	1	1	2
Code Compliance Official	1000	-	-	-	-	1
Code Insp I	1000	3	4	-	-	-
Code Insp II	1000	3	2	-	-	-
Code Insp III	1000	2	2	-	-	-
Code Inspector	1000	-	-	6	8.5	9
Code Inspector, Sr.	1000	-	-	2	2	3
Director, Development Services	1000	1	1	1	1	1
Secretary	1000	1	1	-	-	-
Sr Secretary	1000	1	1	-	-	-
Supervisor, Code Compliance	1000	2	2	2	2	0
Code Compliance Division Total:		14	14	14	16.5	18
<u>Planning</u>						
13770 Mapping and Records						
GIS Technician	1000	-	-	1	1	1
Sr Engineering Tech	1000	1	1	-	-	-
Mapping and Records Division Total:		1	1	1	1	1
15910 Planning Administration						
Administrative Sppt Assistant	1000	-	-	1	1	1
Assistant Director, Planning	1000	1	1	1	1	0
Director, Planning	1000	1	1	1	1	1
Management Assistant	1000	-	-	1	1	1
Planner	1000	1	1	2	2	3
Planner, Sr.	1000	2	2	2	2	2
Planning Technician	1000	1	1	1	1	1
Special Projects Executive Officer	1000	-	-	-	-	1
Sr Secretary	1000	1	1	-	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
DEVELOPMENT SERVICES DEPARTMENT						
<u>Planning</u>						
15910 Planning Administration						
Planning Administration Division Total:		7	7	9	9	10
Planning Rollup Total:		8	8	10	10	11
DEVELOPMENT SERVICES DEPARTMENT TOTAL:		43	43	47	49.5	55
ECONOMIC DEVELOPMENT DEPARTMENT						
<u>Economic Development</u>						
16010 Economic Development						
Asst Director, Economic Dev	1000	1	1	1	-	1
Director, Economic Development	1000	1	1	1	1	1
Econ Development Admin Asst	1000	1	1	-	-	-
Economic Dev Program Mgr	1000	-	-	1	1	1
Economic Development Admin	1000	1	1	-	-	-
Economic Development Officer	1000	-	-	1	2	1
Economic Development Spec	1000	1	1	1	1	1
Management Assistant	1000	-	-	1	1	1
Programs Admin	1000	1	1	-	-	-
ECONOMIC DEVELOPMENT DEPARTMENT TOTAL:		6	6	6	6	6
ENGINEERING DEPARTMENT						
<u>Engineering</u>						
13720 Engineering Administration						
Administrative Sppt Coord	1000	-	-	1	-	-
Administrative Sppt Specialist	1000	-	-	2	1	1
Cell Site Program Coordinator	1000	-	-	-	1	1
CIP Project Manager	1000	-	-	1	1	1
City Engineer	1000	1	1	1	1	1
Engineering Project Mgr	1000	1	1	1	1	1
Mgmt Asst	1000	1	1	-	-	-
Programs Admin	1000	1	1	-	-	-
Real Estate PM	1000	-	-	-	1	1
Sr Secretary	1000	1	1	-	-	-
Supervisor, Engineering Support	1000	-	-	-	1	1
Engineering Administration Division Total:		5	5	6	7	7
13730 CIP Administration						
Civil Engineer, Sr.	1000	1	1	1	3	3
Engineering Project Mgr	1000	2	2	2	3	3
Principal Engineer	1000	1	-	-	3	3
CIP Administration Division Total:		4	3	3	9	9
13780 Land Development Division						
Civil Engineer, Sr.	1000	1	1	1	1	1
13790 Construction Inspection						
Admin, Civil Engr	1000	-	-	1	1	1
Engineering Insp II	1000	3	3	-	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
ENGINEERING DEPARTMENT						
<u>Engineering</u>						
13790 Construction Inspection						
Engineering Inspector	1000	-	-	5	5	6
Engineering Inspector, Sr.	1000	1	1	2	2	2
Engineering Project Mgr	1000	1	1	-	-	-
Materials Tech	1000	2	2	-	-	-
Sr Materials Tech	1000	1	1	-	-	-
Construction Inspection Division Total:		8	8	8	8	9
16920 Street Light Management						
Programs Admin	1340	1	1	-	-	-
Streetlight Program Manager	1340	-	-	1	1	1
Street Light Management Division Total:		1	1	1	1	1
16925 Pavement Management						
Civil Engineer, Sr.	1340	-	1	1	1	1
Engineer Inspector	1340	-	-	-	2	2
Engineering Inspector, Sr.	1340	-	2	2	2	2
Engineering Project Mgr	1340	-	1	1	1	1
Principal Engineer	1340	-	1	1	-	-
Traffic Engineering Technician	1340	-	-	-	1	1
Pavement Management Division Total:		-	5	5	7	7
ENGINEERING DEPARTMENT TOTAL:		19	23	24	33	34
FIELD OPERATIONS DEPARTMENT						
<u>Field Operations</u>						
13410 Field Operations Admin.						
Deputy Director, Public Works	1000	1	1	1	1	0
Field Operations Director	1000	-	-	-	-	1
Field Operations Admin. Division Total:		1	1	1	1	1
13450 Facilities Management						
Bldg Maint Leader	1000	2	2	-	-	-
Building Maintenance Worker	1000	7	7	-	-	-
Supv Building Maintenance	1000	1	1	1	1	1
Trades Worker	1000	-	-	7	7	7
Trades Worker,Lead	1000	-	-	2	2	2
Facilities Management Division Total:		10	10	10	10	10
13460 Custodial Services						
Custodian	1000	4	4	3	3	1
Custodian, Lead	1000	2	2	2	2	2
Planner/Scheduler	1000	-	-	-	-	1
Superintendent, Facilities Mgt	1000	-	-	1	1	1
Supv Building Maintenance	1000	-	-	-	-	1
Custodial Services Division Total:		6	6	6	6	6
13480 PS Training Ops - Fac. Mgmt.						
Building Maintenance Worker	2530	1	1	1	1	1
Custodian	2530	1	1	1	1	1

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
FIELD OPERATIONS DEPARTMENT						
<u>Field Operations</u>						
13480 PS Training Ops - Fac. Mgmt.						
PS Training Ops - Fac. Mgmt. Division		2	2	2	2	2
17710 Landfill						
Account Specialist, Lead	2440	-	-	-	1	1
Business Analyst	2440	-	-	1	1	1
Cashier	2440	3	3	3	3	3
Crewleader (Landfill)	2440	1	1	1	1	1
Equip Mechanic Specialist, Sr	2440	1	1	1	1	1
Landfill Inspector	2440	1	1	1	1	1
Landfill Operator	2440	5	5	5	5	5
Mgmt Asst	2440	1	1	-	-	-
Service Worker (Landfill)	2440	-	-	3	3	3
Srvc Worker I (Landfill)	2440	1	1	-	-	-
Srvc Worker II (Landfill)	2440	2	2	-	-	-
Superintendent, Landfill	2440	1	1	1	1	1
Supervisor, Landfill	2440	1	1	1	1	1
Landfill Division Total:		17	17	17	18	18
17730 Solid Waste Admin						
Account Spec II	2440	5	5	-	-	-
Account Specialist	2440	-	-	5	4	4
Account Specialist, Lead	2440	-	-	1	0	0
Accountant II	2440	1	1	-	-	-
Accountant, Sr.	2440	-	-	1	-	-
Admin, Dept Support Svcs	2440	-	-	1	1	1
Administrative Support Coord	2440	-	-	-	1	1
Budget and Finance Analyst	2440	-	-	1	-	-
Contract Monitor	2440	-	-	-	1	1
Director, Public Works	2440	1	1	1	1	0
Equipment Operator (Streets)	2440	-	1	-	-	-
Field Ops Admin Supv	2440	1	1	-	-	-
Management Analyst	2440	-	-	-	-	1
Public Works Program Manager	2440	-	-	1	1	1
Sanitation Supt	2440	1	1	-	-	-
Sr Budget Analyst	2440	1	1	-	-	-
Sr Mgmt Asst	2440	1	1	-	-	-
Srvc Worker II (Streets)	2440	-	1	-	-	-
Supervisor, Admin Support	2440	-	-	1	1	1
Supt, Solid Waste Mgmt	2440	-	-	1	1	1
Solid Waste Admin Division Total:		11	13	13	11	11
17740 Recycling						
Recycling Coord	2440	1	1	-	-	-
Sanitation Insp	2440	4	4	-	-	-
Solid Waste Mgmt Inspector	2440	-	-	4	4	5
Sr Sanitation Insp	2440	1	1	-	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
FIELD OPERATIONS DEPARTMENT						
<u>Field Operations</u>						
17740 Recycling						
Supervisor, Recycling	2440	-	-	1	1	1
SWM Inspector, Lead	2440	-	-	1	1	1
Recycling Division Total:		6	6	6	6	7
17750 MRF Operations						
Account Spec II	2440	1	1	-	-	-
Account Specialist	2440	-	-	1	1	1
Crewleader (Sanitation)	2440	1	1	-	-	-
Crewleader (Sol Wst Mgmt)	2440	-	-	1	1	1
Equip Mechanic Specialist, Sr	2440	2	2	2	1	1
Principal Engineer	2440	-	-	-	1	0
Sanitation Supv	2440	1	1	-	-	-
Service Worker	2440	-	-	1	1	1
Service Worker (Landfill)	2440	-	-	2	2	2
Srvc Worker II	2440	2	2	-	-	-
Srvc Worker II (Landfill)	2440	1	1	-	-	-
Supervisor, MRF Operations	2440	-	-	1	1	1
MRF Operations Division Total:		8	8	8	8	7
17810 Solid Waste Roll-off						
Equip Operator (Sanitation)	2480	1	1	-	-	-
Equipment Operator (SWM)	2480	-	-	1	1	1
Solid Waste Roll-off Division Total:		1	1	1	1	1
17820 Sanitation Frontload						
Commercial Sanitation Insp	2480	1	1	-	-	-
Crewleader (Sol Wst Mgmt)	2480	1	1	1	1	1
Equipment Operator (SWM)	2480	9	9	9	8	8
Service Worker, Sr (SWM)	2480	-	-	1	1	1
Solid Waste Mgmt Inspector	2480	-	-	1	-	-
Solid Waste Services Rep	2480	-	-	-	1	1
Srvc Worker III (Sanitation)	2480	1	1	-	-	-
Sanitation Frontload Division Total:		12	12	12	11	11
17830 Curb Service						
Crewleader (Sanitation)	2480	2	2	-	-	-
Crewleader (Sol Wst Mgmt)	2480	-	-	2	2	2
Equip Mechanic I	2480	2	2	-	-	-
Equip Operator (Sanitation)	2480	30	30	-	-	-
Equipment Mechanic Spec	2480	-	-	2	2	2
Equipment Operator (SWM)	2480	-	-	30	30	29
Sanitation Supv	2480	1	1	-	-	-
Service Worker (SWM)	2480	-	-	2	2	2
Solid Waste Routing Specialist	2480	-	-	-	1	1
Srvc Worker II (Sanitation)	2480	2	2	-	-	-
Supervisor, Solid Waste Mgmt	2480	-	-	1	1	1
Curb Service Division Total:		37	37	37	38	37

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
FIELD OPERATIONS DEPARTMENT						
<u>Field Operations</u>						
17840 Residential-Loose Trash Collec						
Crewleader (Sanitation)	2480	1	1	-	-	-
Crewleader (Sol Wst Mgmt)	2480	-	-	1	1	1
Equip Operator (Sanitation)	2480	16	16	-	-	-
Equipment Operator (Streets)	2480	2	1	1	1	1
Equipment Operator (SWM)	2480	-	-	16	16	19
Sanitation Insp	2480	1	1	-	-	-
Sanitation Supv	2480	1	1	-	-	-
Solid Waste Mgmt Inspector	2480	-	-	1	1	1
Supervisor, Solid Waste Mgmt	2480	-	-	1	1	1
Residential-Loose Trash Collec Division		21	20	20	20	23
18300 Fleet Management						
Buyer	2590	-	-	1	1	1
Buyer I	2590	-	1	-	-	-
Equip Mechanic	2590	-	-	4	3	3
Equip Mechanic I	2590	-	3	-	-	-
Equip Mechanic II	2590	-	6	-	-	-
Equip Mechanic, Sr.	2590	-	-	5	6	5
Equip Mgmt Supt	2590	-	1	-	-	-
Equipment Mechanic Spec	2590	-	14	14	14	15
Fleet Maintenance Coordinator	2590	-	-	2	2	2
Service Worker	2590	-	-	1	1	1
Service Writer	2590	-	-	-	-	1
Shop Maint Coord	2590	-	2	-	-	-
Shop Supv	2590	-	2	-	-	-
Srvc Worker I	2590	-	1	-	-	-
Superintendent, Equipment Mgt	2590	-	-	1	1	1
Supervisor, Fleet	2590	-	-	2	2	2
Supv, Fleet Acquisition & Bill	2590	-	-	1	1	1
Fleet Management Division Total:		-	30	31	31	32
18302 Parts Store Operations						
Buyer II	2590	-	1	-	-	-
Management Assistant	2590	-	-	1	1	1
Parts Store Operations Division Total:		-	1	1	1	1
FIELD OPERATIONS DEPARTMENT TOTAL:		132	164	165	164	167

FIRE SERVICES DEPARTMENT

Air Med & Logistics Ops

12492 Air-Med & Logistics Ops (HALO)

Account Specialist	1000	-	-	1	-	-
Fire Engineer (40 Hrs)	1000	1	1	-	-	-
Fire Engineer (52 Hrs)	1000	-	-	1	1	1
Fire Fighter (52 Hrs)	1000	2	2	1	-	-
Mgmt Aide	1000	1	1	-	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
FIRE SERVICES DEPARTMENT						
<u>Air Med & Logistics Ops</u>						
12492 Air-Med & Logistics Ops (HALO)						
Air-Med & Logistics Ops (HALO) Division		4	4	3	1	1
<u>Fire Department</u>						
12410 Fire Administration						
Account Specialist	1000	-	-	1	2	2
Administrative Sppt Specialist	1000	-	-	1	1	1
Assistant Fire Chief	1000	2	2	2	2	2
Crisis Intervention Specialist	1000	2	2	2	2	2
Customer Assistance Rep	1000	1	1	-	-	-
Dep Fire Chief (40 hrs)	1000	2	2	-	-	-
Dep Fire Chief (52 hrs)	1000	-	-	2	2	2
Fire Chief	1000	1	1	1	1	1
Fire Comm Outreach Coord	1000	1	1	-	-	-
Fire Data Project Manager	1000	-	-	1	1	1
Fire Dept Staff Counselor	1000	1	1	1	1	1
Fire Educ&Comm Outreach Coord	1000	-	-	1	1	1
Fire EMS Coordinator	1000	1	1	1	1	1
Fire Mgmt Analyst	1000	1	1	-	-	-
Fire Personnel Analyst	1000	-	-	1	1	1
Management Assistant	1000	-	-	2	2	2
Mgmt Aide	1000	3	3	-	-	-
Sr Mgmt Asst	1000	1	1	-	-	-
Fire Administration Division Total:		16	16	16	17	17
12422 Fire Operations						
Admin, Fire Human Services	1000	-	-	1	1	1
Dep Fire Chief (40 hrs)	1000	1	1	1	-	-
Dep Fire Chief (52 hrs)	1000	3	3	3	4	4
Fire Battalion Chief (40 Hrs)	1000	3	2	2	-	-
Fire Battalion Chief (52 Hrs)	1000	4	5	5	7	7
Fire Captain (40 Hrs)	1000	9	9	15	-	-
Fire Captain (52 Hrs)	1000	44	44	38	53	52
Fire Comm Outreach Coord	1000	1	1	-	-	-
Fire Engineer (40 Hrs)	1000	2	2	4	-	-
Fire Engineer (52 Hrs)	1000	47	47	45	49	49
Fire Fighter (40 Hrs)	1000	9	12	13	-	-
Fire Fighter (52 Hrs)	1000	97	94	94	123	123
Fire Operations Division Total:		220	220	221	237	236
12433 Fire Resource Management						
Admin, Fire Physical Resources	1000	-	-	1	1	1
Business Analyst	1000	-	-	1	1	1
Fire Captain (52 Hrs)	1000	-	1	1	1	1
Fleet Maintenance Coordinator	1000	1	1	1	1	1
Mgmt Analyst	1000	1	1	-	-	-
Programs Admin	1000	1	-	-	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
FIRE SERVICES DEPARTMENT						
<u>Fire Department</u>						
12433 Fire Resource Management						
Public Safety Tech Svcs Admin	1000	1	1	-	-	-
Service Worker	1000	-	-	1	1	1
Service Worker, Sr.	1000	-	-	1	1	1
Srvc Worker II	1000	1	1	-	-	-
Srvc Worker III	1000	1	1	-	-	-
Fire Resource Management Division Total:		6	6	6	6	6
12438 Fire-Emergency Mgmt						
Emergency Management Analyst	1000	-	-	1	1	1
Emergency Mgmt Admin	1000	1	-	-	-	-
Emergency Svcs Coord	1000	1	1	1	1	1
Fire Battalion Chief (52 Hrs)	1000	-	1	1	1	1
Sys Admin	1000	1	1	-	-	-
Fire-Emergency Mgmt Division Total:		3	3	3	3	3
12441 Fire Marshal's Office						
Assistant Fire Marshal	1000	1	1	1	1	1
Fire Insp I	1000	1	1	-	-	-
Fire Insp II	1000	6	6	-	-	-
Fire Inspector	1000	-	-	2	3	3
Fire Inspector, Sr.	1000	-	-	5	4	4
Fire Marshal	1000	1	1	1	1	1
Plans Examiner	1000	1	1	1	1	1
Fire Marshal's Office Division Total:		10	10	10	10	10
12491 LA Services						
Administrative Sppt Specialist	1000	-	-	1	1	1
Fire Captain	1000	-	-	-	1	1
Fire Captain (52 Hrs)	1000	1	1	3	2	2
Fire Fighter (52 Hrs)	1000	-	-	2	2	2
Sr Secretary	1000	1	1	-	-	-
LA Services Division Total:		2	2	6	6	6
12590 PS Training Ops - Fire						
Administrative Sppt Coord	2530	-	-	1	1	1
Administrative Sppt Specialist	2530	-	-	1	1	1
Dep Fire Chief (40 hrs)	2530	1	1	-	-	-
Dep Fire Chief (52 hrs)	2530	-	-	1	1	1
Fire Captain (40 Hrs)	2530	-	1	-	-	-
Fire Captain (52 Hrs)	2530	1	-	1	1	1
Mgmt Aide	2530	1	1	-	-	-
Mgmt Asst	2530	1	1	-	-	-
Secretary	2530	1	1	-	-	-
Supervisor, Admin Support	2530	-	-	1	1	1
PS Training Ops - Fire Division Total:		5	5	5	5	5
34088 2013 Safer Grant						
Fire Fighter (52 Hrs)	1840	15	15	15	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
FIRE SERVICES DEPARTMENT						
<u>Fire Department</u>						
Fire Department Rollup Total:		277	277	282	284	283
FIRE SERVICES DEPARTMENT TOTAL:		281	281	285	285	284
HR & RISK MGT DEPARTMENT						
<u>Human Resources</u>						
11010 Risk Management/Safety						
Customer Assistance Rep	1000	1	-	-	-	-
Risk & Safety Analyst	1000	1	-	-	-	-
Risk Mgr	1000	1	-	-	-	-
Risk Management/Safety Division Total:		3	-	-	-	-
11020 Benefits						
Administrator, Human Resources	1000	-	-	1	1	1
Asst HR Dir	1000	1	-	-	-	-
Benefits & Wellnes Analyst	1000	-	-	1	1	1
HR Admin	1000	-	1	-	-	-
HR Business Partner	1000	-	-	1	1	1
HR Generalist	1000	1	1	-	-	-
HR Technician	1000	2	2	2	1	1
Benefits Division Total:		4	4	5	4	4
11030 Human Resources Administration						
Business Analyst	1000	-	-	1	1	1
Director, HR & Risk Mgmt	1000	1	1	1	1	1
Management Assistant	1000	1	1	1	1	1
Mgmt Analyst	1000	1	1	-	-	-
Human Resources Administration Division		3	3	3	3	3
11040 Employment Services						
Assistant Director, HR	1000	-	1	1	1	1
HR Admin	1000	1	-	-	-	-
HR Business Partner	1000	-	-	2	2	2
HR Generalist	1000	2	2	-	-	-
Employment Services Division Total:		3	3	3	3	3
11050 Employee Relations						
Administrator, Human Resources	1000	-	-	1	1	1
Customer Assistance Rep	1000	-	1	-	-	-
HR Admin	1000	1	1	-	-	-
HR Business Partner	1000	-	-	1	1	1
HR Generalist	1000	1	1	-	-	-
Human Resources Assistant	1000	-	-	1	1	1
Employee Relations Division Total:		2	3	3	3	3
11060 Compensation						
HR Coord	1000	1	-	-	-	-
HR Program Manager	1000	-	-	1	1	1
HR Specialist	1000	-	-	1	1	1
Sr HR Analyst	1000	1	1	-	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
HR & RISK MGT DEPARTMENT						
<u>Human Resources</u>						
11060 Compensation						
Sr HR Tech	1000	-	1	-	-	-
Compensation Division Total:		2	2	2	2	2
11070 Organizational Development						
Employee Devel Coord	1000	1	1	-	-	-
HR Program Manager	1000	-	-	1	1	1
Organizational Development Division		1	1	1	1	1
18010 Risk Mgmt Trust Fund						
Risk & Safety Analyst	2540	-	1	1	1	1
Risk Manager	2540	-	1	1	1	1
Risk Mgmt Trust Fund Division Total:		-	2	2	2	2
18110 Worker's Compensation						
HR Program Manager	2560	-	-	1	1	1
HR Technician	2560	-	-	-	1	-
Risk & Safety Analyst	2560	-	1	-	-	-
Risk Management Specialist	2560	-	-	-	-	1
Worker's Compensation Division Total:		-	1	1	2	2
HR & RISK MGT DEPARTMENT TOTAL:		18	19	20	20	20
INNOVATION & TECH DEPARTMENT						
<u>Innovation & Technology</u>						
11510 Information Technology						
Applications Analyst	1000	1	-	-	-	-
CIO	1000	1	-	-	-	-
Database Admin	1000	1	-	-	-	-
Dep Chief Info Tech Officer	1000	1	-	-	-	-
GIS Analyst	1000	1	-	-	-	-
Help Desk Support Spec	1000	2	-	-	-	-
Help Desk Supv	1000	1	-	-	-	-
Info Technology Mgr	1000	3	-	-	-	-
Network Engineer	1000	1	-	-	-	-
PC Support Specialist II	1000	2	-	-	-	-
Sr Database Admin	1000	1	-	-	-	-
Sr GIS Analyst	1000	1	-	-	-	-
Sr Network Engineer	1000	1	-	-	-	-
Sr Sys Admin	1000	1	-	-	-	-
Sr Sys Analyst	1000	1	-	-	-	-
Sys Admin	1000	3	-	-	-	-
Sys Analyst	1000	3	-	-	-	-
Information Technology Division Total:		25	-	-	-	-
11520 Telephones						
Voice Comms Admin	1100	1	-	-	-	-
11530 Technology Replacement						
Mgmt Aide	1140	1	-	-	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
INNOVATION & TECH DEPARTMENT						
<u>Innovation & Technology</u>						
18400 Telephones						
Telecommunications Analyst	2591	-	-	1	1	1
Voice Comms Admin	2591	-	1	-	-	-
Telephones Division Total:		-	1	1	1	1
18401 Technology Replacement						
Mgmt Aide	2591	-	1	-	-	-
18402 Information Technology						
Administrator, Info Technology	2591	-	-	3	3	3
Applications Analyst	2591	-	1	1	1	1
Chief Information Officer	2591	-	1	1	1	1
Data Analyst	2591	-	-	-	-	1
Data Architect	2591	-	-	1	1	1
Database Administrator	2591	-	1	1	1	1
Database Administrator, Sr.	2591	-	1	1	1	1
Deputy Chief Info Officer	2591	-	1	1	1	1
GIS Analyst	2591	-	1	1	1	1
GIS Analyst, Sr.	2591	-	1	1	1	1
Help Desk Support Spec	2591	-	2	-	-	-
Help Desk Supv	2591	-	1	-	-	-
Info Technology Mgr	2591	-	3	-	-	-
Info Technology Project Mgr	2591	-	-	2	2	1
Management Assistant	2591	-	-	1	1	1
Network Engineer	2591	-	1	1	1	1
Network Engineer, Sr.	2591	-	1	1	1	1
PC Support Specialist II	2591	-	2	-	-	-
Service Desk Specialist	2591	-	-	4	4	4
Supervisor, Service Desk	2591	-	-	1	1	1
System Administrator	2591	-	3	3	3	3
Systems Administrator, Sr	2591	-	1	1	1	2
Systems Analyst	2591	-	3	3	3	3
Systems Analyst, Sr	2591	-	1	1	1	0
Information Technology Division Total:		-	25	29	29	29
INNOVATION & TECH DEPARTMENT TOTAL:		27	27	30	30	30
MAYOR'S OFFICE DEPARTMENT						
<u>Mayor</u>						
10010 Office of the Mayor						
Assistant to the Mayor	1000	1	1	1	1	1
Communications Project Manager	1000	-	-	1	1	1
Management Assistant	1000	-	-	1	1	1
Mayor	1000	1	1	1	1	1
Mgmt Aide	1000	1	1	-	-	-
Sr Mgmt Asst	1000	-	1	-	-	-
MAYOR'S OFFICE DEPARTMENT TOTAL:		3	4	4	4	4

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
POLICE SERVICES DEPARTMENT						
<u>Police Department</u>						
12120 Police Administration						
Administrative Sppt Coord	1000	-	-	1	1	1
Assistant Police Chief	1000	2	2	2	2	2
Management Analyst	1000	-	-	1	2	2
Management Assistant	1000	3	3	4	3	3
Mgmt Aide	1000	2	2	-	-	-
Police Chief	1000	1	1	1	1	1
Police Crime/Stats Analyst	1000	1	1	-	-	-
Police Lieutenant	1000	1	1	-	2	2
Police Officer	1000	4	4	4	4	4
Police Plan & Research Analyst	1000	1	1	2	2	2
Police Sergeant	1000	5	4	4	5	5
Police Volunteer Coordinator	1000	-	-	-	1	1
Sr Mgmt Asst	1000	1	1	-	-	-
Police Administration Division Total:		21	20	19	23	23
12121 PD - Stadium Event Staffing						
Account Specialist	1000	-	-	1	1	1
Mgmt Aide	1000	-	1	-	-	-
Public Safety Events Scheduler	1000	-	1	1	1	1
PD - Stadium Event Staffing Division Total:		-	2	2	2	2
12123 PD - Arena Event Staffing						
Public Safety Events Scheduler	1000	-	1	1	1	1
12130 Gateway Patrol						
Administrative Sppt Specialist	1000	-	-	1	1	1
Police Commander	1000	1	1	1	1	1
Police Crime Prevention Spec	1000	2	2	2	2	2
Police Lieutenant	1000	5	4	6	6	5
Police Officer	1000	112	108	105	111	115
Police Sergeant	1000	14	15	14	14	15
Secretary	1000	1	1	-	-	-
Gateway Patrol Division Total:		135	131	129	135	139
12135 Training						
Police Commander	1000	1	1	1	1	1
Police Lieutenant	1000	1	1	1	-	-
Police Officer	1000	8	12	12	5	8
Police Sergeant	1000	3	3	3	3	3
Training Division Total:		13	17	17	9	12
12150 Crime Investigations						
Administrative Sppt Specialist	1000	-	-	1	1	1
Forensic Scientist	1000	-	-	-	-	1
Mgmt Aide	1000	3	3	-	-	-
Police Case Support Specialist	1000	-	-	3	3	3
Police Commander	1000	1	1	2	1	1
Police Community Srvcs Officer	1000	1	1	1	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
POLICE SERVICES DEPARTMENT						
<u>Police Department</u>						
12150 Crime Investigations						
Police Forensics Specialist	1000	-	-	4	5	5
Police Identification Supv	1000	1	1	-	-	-
Police Identification Tech	1000	4	4	-	-	-
Police Lieutenant	1000	3	3	3	3	3
Police Officer	1000	67	64	66	61	57
Police Records Technician	1000	-	-	-	-	1
Police Sergeant	1000	10	9	11	10	9
Secretary	1000	1	1	-	-	-
Supervisor, Forensics	1000	-	-	1	1	1
Supervisor, Victim Assistance	1000	-	-	1	1	1
Victim Assistance Caseworker	1000	3	4	3	3	3
Crime Investigations Division Total:		94	91	96	89	86
12160 Police Personnel Management						
Manager, Police Personnel	1000	-	-	1	1	1
Police Hiring Coord	1000	1	1	-	-	-
Police Officer	1000	2	2	2	2	2
Police Personnel Specialist	1000	-	-	1	1	1
Police Sergeant	1000	1	1	1	1	1
Police Tech Svcs Mgr	1000	1	1	-	-	-
Police Personnel Management Division		5	5	5	5	5
12170 Foothills Patrol Bureau						
Administrative Sppt Specialist	1000	-	-	1	1	1
Mgmt Aide	1000	1	1	-	-	-
Police Case Support Specialist	1000	-	-	1	1	1
Police Commander	1000	1	1	-	1	1
Police Crime Prevention Spec	1000	2	2	2	2	2
Police Lieutenant	1000	4	5	4	3	4
Police Officer	1000	104	106	108	114	118
Police Sergeant	1000	14	15	15	15	16
Secretary	1000	1	1	-	-	-
Foothills Patrol Bureau Division Total:		127	131	131	137	143
12180 Police Support Services						
Account Specialist	1000	-	-	1	-	-
Admin, Police Technical Svcs	1000	-	-	1	1	1
Business Analyst	1000	-	-	1	1	1
Manager, Police Sppt Services	1000	-	-	1	1	1
Mgmt Analyst	1000	1	1	-	-	-
Mgmt Asst	1000	1	1	-	-	-
Police Comm Sys Spec	1000	-	1	1	1	1
Police Comm System Tech	1000	-	1	1	1	1
Police Community Svcs Officer	1000	1	-	5	5	2
Police Officer	1000	1	1	-	-	-
Police Property/Evid Custodian	1000	3	4	-	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
POLICE SERVICES DEPARTMENT						
<u>Police Department</u>						
12180 Police Support Services						
Police Property/Evid Spec	1000	-	-	4	4	4
Police Records Technician	1000	13.5	14.5	14.5	14.5	13.5
Police Support Svcs Supv	1000	1	1	-	-	-
Police Tech Svcs Mgr	1000	1	1	-	-	-
Property Room Supv	1000	1	1	-	-	-
Public Safety Tech Svcs Admin	1000	1	1	-	-	-
Supervisor, Property Evidence	1000	-	-	1	1	1
Supervisor, Support Services	1000	-	-	2	2	2
Systems Analyst	1000	1	1	2	2	2
Police Support Services Division Total:		25.5	28.5	34.5	33.5	29.5
12190 Arena-PD Event Staffing						
Public Safety Events Scheduler	1282	1	-	-	-	-
12215 PD - Tow Administration						
Account Specialist	1000	-	-	1	1	1
Mgmt Aide	1000	1	1	-	-	-
PD - Tow Administration Division Total:		1	1	1	1	1
12220 PD - Detention						
Manager, Detention & Fleet Svc	1000	-	-	1	1	1
Police Detention Officer	1000	14	14	14	14	14
Police Tech Svcs Mgr	1000	1	1	-	-	-
Supervisor, Support Services	1000	4	4	4	4	4
PD - Detention Division Total:		19	19	19	19	19
12230 PD - Communications						
Comm Sys Tech	1000	1	-	-	-	-
Manager, Police Communications	1000	-	-	1	1	1
Police Comm Specialist	1000	30.5	29.5	30.5	30.5	30.5
Police Comm Sys Spec	1000	1	-	-	-	-
Police Crime/Stats Analyst	1000	-	1	-	-	-
Police Ops Mgr	1000	1	1	-	-	-
Supv, Police Communications	1000	5	5	5	5	5
PD - Communications Division Total:		38.5	36.5	36.5	36.5	36.5
12231 Stadium - PD Event Staffing						
Mgmt Aide	1281	1	-	-	-	-
Public Safety Events Scheduler	1281	1	-	-	-	-
Stadium - PD Event Staffing Division Total:		2	-	-	-	-
12233 PD - Special Operations						
Police Aide	1000	1	1	1	-	-
Police Commander	1000	1	1	1	1	1
Police Community Svcs Officer	1000	-	-	-	1	4
Police Lieutenant	1000	3	3	3	3	3
Police Officer	1000	28	30	30	30	28
Police Officer (Assignment)	1000	1	-	-	-	-
Police Sergeant	1000	9	9	9	9	8

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
POLICE SERVICES DEPARTMENT						
<u>Police Department</u>						
12233 PD - Special Operations						
Police Volunteer Coordinator	1000	1	1	1	-	-
Security Officer	1000	5	5	5	5	5
Supervisor, Support Services	1000	1	1	1	2	2
PD - Special Operations Division Total:		50	51	51	51	51
12390 PS Training Ops - Police						
Police Lieutenant	2530	1	1	1	1	1
Security Officer	2530	1	1	1	1	1
PS Training Ops - Police Division Total:		2	2	2	2	2
32030 State RICO						
Account Specialist	1860	-	-	1	1	1
Secretary	1860	0.5	1	-	-	-
State RICO Division Total:		0.5	1	1	1	1
33002 Victim Rights - PD						
Victim Assistance Caseworker	1840	1	1	1	1	1
33018 VOCA						
Victim Assistance Caseworker	1840	1	1	1	1	1
33213 2013 COPS Hiring Program						
Police Officer	1840	10	10	10	10	10
33228 School Resource Officer IGAs						
Police Officer	1840	-	7	7	7	4
POLICE SERVICES DEPARTMENT TOTAL:		546.5	556	564	564	567
PUB FAC, REC & EVT DEPARTMENT						
<u>Public Fac, Rec & Events</u>						
10820 Tourism						
Customer Assistance Rep	1000	0.5	-	-	-	-
CVB Mgr	1000	1	-	-	-	-
Tourism Coordinator	1000	1	-	-	-	-
Tourism Division Total:		2.5	-	-	-	-
11710 Civic Center						
Civic Center Event Coord	1740	2	-	-	-	-
CSG Operations Mgr	1740	1	-	-	-	-
Civic Center Division Total:		3	-	-	-	-
13040 Parks Maintenance						
Administrative Sppt Specialist	1000	-	-	1	1	1
Crewleader (Parks)	1000	-	-	2	1	1
Deputy Director, Parks & Rec	1000	-	-	-	1	0
Landscape Gard/Horticulturist	1000	1	1	1	1	1
Park Manager	1000	2	2	3	3	3
Parks & Rec Admin	1000	1	1	-	-	-
Parks Superintendent	1000	-	-	-	-	1
Playground Equip Srvc Worker	1000	2	2	2	2	2

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
PUB FAC, REC & EVT DEPARTMENT						
<u>Public Fac, Rec & Events</u>						
13040 Parks Maintenance						
Recreation Coordinator	1000	1	1	1	1	0
Service Worker (Parks)	1000	-	-	9	9	9
Service Worker, Sr. (Parks)	1000	-	-	2	2	4
Sr Secretary	1000	1	1	-	-	-
Srvc Worker II (Parks)	1000	9	9	-	-	-
Srvc Worker III (Parks)	1000	2	2	-	-	-
Support Srvc Supv	1000	1	1	-	-	-
Parks Maintenance Division Total:		20	20	21	21	22
14100 City Sales Tax - Bed Tax						
Administrative Sppt Specialist	1000	-	-	-	0.5	0.5
Administrator, CVB	1000	-	-	1	1	1
Customer Assistance Rep	1000	-	0.5	-	-	-
CVB Mgr	1000	-	1	-	-	-
CVB Representative	1000	-	-	0.5	0.5	0.5
National Sales Manager	1000	-	-	-	1	1
Tourism Coordinator	1000	-	1	1	1	1
City Sales Tax - Bed Tax Division Total:		-	2.5	2.5	4	4
14110 City-Wide Special Events						
Administrator, Special Events	1000	-	-	1	1	1
Dir, Public Facilities & Event Recreation	1000	-	-	1	1	0
Special Events Coordinator	1000	1	1	1	1	1
Special Events Division Mgr	1000	1	1	-	-	-
Special Events Program Manager	1000	2	2	1	1	1
City-Wide Special Events Division Total:		4	4	4	4	4
14610 Parks & Recreation Admin.						
Account Specialist	1000	-	-	-	1	1
Administrative Sppt Specialist	1000	-	-	-	1	1
Asst Director, PF, Rec & Sp Ev	1000	-	-	-	1	1
Dir, Public Facilities & Event	1000	-	-	-	-	1
Mktng & Communication Prog Mgr	1000	-	-	-	1	1
Pub Fac Rec & SE Prgrm Mgr	1000	-	-	-	1	1
Supervisor, Administrative Support	1000	-	-	-	1	1
Parks & Recreation Admin. Division Total:		-	-	-	6	7
14630 Recreation Admin & Events						
Admin, Recreation	1000	-	-	1	1	1
Administrative Sppt Assistant	1000	-	-	2	2	3
Administrative Sppt Coord	1000	-	-	1	1	2
CSG Operations Mgr	1000	-	1	-	-	-
Deputy Director, Parks & Rec	1000	-	-	-	-	1
Office Support Supv	1000	-	1	-	-	-
Rec Mgr	1000	2	1	-	-	-
Recreation Coordinator	1000	-	-	-	-	1

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
PUB FAC, REC & EVT DEPARTMENT						
<u>Public Fac, Rec & Events</u>						
14630 Recreation Admin & Events						
Recreation Coordinator, Sr.	1000	1	1	1	1	0
Recreation Programmer	1000	-	-	1	1	0
Secretary	1000	-	2	-	-	-
Superintendent, Parks	1000	-	-	1	1	0
Recreation Admin & Events Division Total:		3	6	7	7	8
14640 Adult Center						
Administrative Sppt Assistant	1000	-	-	1	1	0
Recreation Coordinator	1000	1	1	1	1	1
Recreation Coordinator, Sr.	1000	-	-	-	-	1
Secretary	1000	1	1	-	-	-
Service Worker (Parks)	1000	-	-	-	-	1
Adult Center Division Total:		2	2	2	2	3
14650 Youth and Teen						
Recreation Coordinator	1000	-	-	1	1	1
Recreation Programmer	1000	-	-	1	1	1
Youth and Teen Division Total:		-	-	2	2	2
14670 Sports and Health						
Rec Coord	1000	-	-	-	-	1
14680 Aquatics Rose Lane & Splash Pa						
Recreation Coordinator	1000	1	1	1	1	1
Service Worker, Sr. (Parks)	1000	-	-	2	2	2
Srvc Worker III (Parks)	1000	2	2	-	-	-
Aquatics Rose Lane & Splash Pa Division		3	3	3	3	3
14690 Audio/Visual/Support Services						
Media Production Specialist	1000	1	1	1	1	1
Service Worker (Parks)	1000	-	-	2	2	0
Service Worker, Sr. (BldgMain)	1000	-	-	1	1	1
Srvc Worker II (Parks)	1000	2	2	-	-	-
Srvc Worker III (Bldg Maint)	1000	1	1	-	-	-
Audio/Visual/Support Services Division		4	4	4	4	2
14710 Park Rangers						
Park Mgr	1000	-	1	-	-	-
Park Ranger	1000	3	2	2	1	1
Supervisor, Park Rangers	1000	-	-	-	1	1
Park Rangers Division Total:		3	3	2	2	2
14720 Foothills Recreation Center						
Administrative Sppt Coord	1000	-	-	1	1	0
Office Support Supv	1000	-	1	-	-	-
Rec Programmer	1000	1	1	-	-	-
Recreation Coordinator	1000	-	-	2	2	1
Recreation Coordinator, Sr.	1000	1	1	1	1	1
Service Worker (Parks)	1000	-	-	-	-	1

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
PUB FAC, REC & EVT DEPARTMENT						
<u>Public Fac, Rec & Events</u>						
14720 Foothills Recreation Center						
Foothills Recreation Center Division Total:		2	3	4	4	3
14725 Civic Center						
Admin, Community Services	1000	-	-	1	-	-
Administrator, Civic Center	1000	-	-	-	1	1
Civic Center Event Coord	1000	-	2	2	2	2
CSG Operations Mgr	1000	-	1	-	-	-
Civic Center Division Total:		-	3	3	3	3
14830 Rec Self Sust-Foothills Rec						
Rec Coord	1880	1	1	-	-	-
14850 Youth and Teen Self Sustaining						
Rec Programmer	1880	4	4	-	-	-
15015 Neighborhood Services						
Neighborhood Svcs Coord	1000	1	1	1	-	-
PUB FAC, REC & EVT DEPARTMENT TOTAL:		52.5	56.5	55.5	62	64
PUBLIC AFFAIRS DEPARTMENT						
<u>Public Affairs</u>						
10810 Communications						
Communications Director	1000	1	1	-	-	-
Creative Designer	1000	1	1	-	-	-
Creative Services Mgr	1000	1	1	-	-	-
Dep Comm Dir	1000	-	1	-	-	-
Marketing & Comm Prog Mgr	1000	2	2	-	-	-
Mgmt Aide	1000	1	1	-	-	-
Mgmt Asst	1000	1	1	-	-	-
Sr Marketing & Comm Mgr	1000	1	1	-	-	-
Web Content Program Mgr	1000	1	1	-	-	-
Communications Division Total:		9	10	-	-	-
10891 Media Center Operations						
Chief Broadcast Engineer	1000	1	1	-	-	-
10910 Public Affairs Admin						
Admin, Pub Info & Comm	1000	-	-	-	1	1
Administrative Sppt Specialist	1000	-	-	1	-	-
Assistant Director, Intergov	1000	-	-	1	1	1
Asst Director, Communications	1000	-	-	1	-	-
Creative Designer	1000	-	-	1	1	1
Creative Services Program Mgr.	1000	-	-	1	1	1
Digital Content Prgm Manager	1000	-	-	1	1	1
Director, Public Affairs	1000	-	-	1	1	1
Intergov Programs Admin	1000	1	1	-	-	-
Intergov Programs Dir	1000	1	1	-	-	-
Intergovernmental Coordinator	1000	-	-	-	1	1
Management Assistant	1000	1	1	2	2	2

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
PUBLIC AFFAIRS DEPARTMENT						
<u>Public Affairs</u>						
10910 Public Affairs Admin						
Marketing & Comm Prgm Mgr, Sr	1000	-	-	1	-	-
Mktng & Communication Prog Mgr	1000	-	-	1	2	2
Public Affairs Admin Division Total:		3	3	11	11	11
10920 Cable Communications						
Chief Broadcast Engineer	1000	-	-	1	1	1
Media Production Spec	1000	-	-	3.5	3.5	3.5
Cable Communications Division Total:		-	-	4.5	4.5	4.5
14120 Cable Communications						
Cable Media Administrator	1000	1	-	-	-	-
Media Production Spec	1000	3.5	3.5	-	-	-
Cable Communications Division Total:		4.5	3.5	-	-	-
PUBLIC AFFAIRS DEPARTMENT TOTAL:		17.5	17.5	15.5	15.5	15.5
PUBLIC WORKS DEPARTMENT						
<u>Public Works</u>						
13510 Equipment Management						
Buyer I	1040	1	-	-	-	-
Equip Mechanic I	1040	3	-	-	-	-
Equip Mechanic II	1040	6	-	-	-	-
Equip Mgmt Supt	1040	1	-	-	-	-
Equipment Mechanic Spec	1040	14	-	-	-	-
Shop Maint Coord	1040	2	-	-	-	-
Shop Supv	1040	2	-	-	-	-
Srvc Worker I	1040	1	-	-	-	-
Equipment Management Division Total:		30	-	-	-	-
13530 Parts Store Operations						
Buyer II	1040	1	-	-	-	-
PUBLIC WORKS DEPARTMENT TOTAL:		31	-	-	-	-
TRANSPORTATION DEPARTMENT						
<u>Transportation</u>						
13420 Cemetery						
Crewleader (Parks)	1000	1	1	1	1	1
16410 Airport Operations						
Administrator, Airport	1760	1	1	1	1	1
Crewleader (Airport)	1760	1	1	-	-	-
Management Assistant	1760	1	1	1	1	1
Service Worker (Airport)	1760	-	-	3	3	3
Srvc Worker II (Airport)	1760	3	3	-	-	-
Supervisor, Airport Operations	1760	-	-	1	1	1
Airport Operations Division Total:		6	6	6	6	6
16510 Transportation Program Mgmt						
Admin, Transportation Planning	1660	-	-	1	1	1

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
TRANSPORTATION DEPARTMENT						
<u>Transportation</u>						
16510 Transportation Program Mgmt						
Administrative Sppt Specialist	1660	-	-	1	1	1
Dep Public Works Dir	1660	1	1	-	-	-
Deputy Director, Transportatio	1660	-	-	1	1	-
Director, Transportation	1660	-	-	-	-	1
Management Assistant	1660	1	1	1	1	1
Planning Mgr	1660	1	1	-	-	-
Principal Engineer	1660	-	-	1	1	1
Sr Secretary	1660	1	1	-	-	-
Sr. Trans Analyst	1660	1	1	-	-	-
Trans Engineer	1660	-	1	-	-	-
Transportation Analyst	1660	-	-	1	1	1
Transportation Engineer	1660	1	-	-	-	-
Transportation Planner	1660	1	1	2	2	2
Transportation Program Manager	1660	-	-	1	-	-
Transportation Program Mgmt Division		7	7	9	8	8
16520 Transportation Education						
Traffic Education Program Mgr	1660	1	1	1	1	1
16525 Transit Management						
Administrator, Transit	1660	1	1	1	1	1
Management Assistant	1660	-	-	1	1	1
Sr Mgmt Asst	1660	1	1	-	-	-
Supt, Transit Operations	1660	-	-	1	1	1
Transit Mgr	1660	2	2	-	-	-
Transportation Program Manager	1660	-	-	-	1	1
Transit Management Division Total:		4	4	3	4	4
16530 Dial-A-Ride						
Administrative Sppt Specialist	1660	-	-	1	1	1
Dispatcher/Router	1660	5.5	5.5	5.5	5.5	5.5
Supervisor, Transit	1660	1	1	2	2	2
Transit Coordinator	1660	2	2	1	1	1
Transit Oper	1660	16	16	16	16	16
Transit Representative, Lead	1660	7.75	7.75	6.75	6.75	6.75
Dial-A-Ride Division Total:		32.25	32.25	32.25	32.25	32.25
16570 Intelligent Transportation Sys						
Admin, Transportation Systems	1660	-	-	1	1	1
Intelligent Trans Sys Analyst	1660	1	1	-	-	-
ITS Technician	1660	2	2	2	2	2
Supv, Intelligent Transp Sys	1660	-	-	1	1	1
Trans Sys Mgr	1660	1	1	-	-	-
Transportation Engineer	1660	1	1	-	-	-
Intelligent Transportation Sys Division		5	5	4	4	4
16580 Traffic Mitigation						
Principal Engineer	1660	-	-	1	1	1

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
TRANSPORTATION DEPARTMENT						
<u>Transportation</u>						
16580 Traffic Mitigation						
Traffic Engineer I	1660	1	1	-	-	-
Transportation Engineer	1660	-	-	1	1	1
Traffic Mitigation Division Total:		1	1	2	2	2
16710 Right-of-Way Maintenance						
Contract Monitor	1340	-	-	1	1	1
Crewleader (Streets)	1340	-	-	1	1	1
Engineering Insp II	1340	1	1	-	-	-
Parks & Rec Projects Coord	1340	1	1	-	-	-
Service Worker (Streets)	1340	-	-	6	4	4
Service Worker III (Streets)	1340	5	5	-	-	-
Service Worker, Sr. (Streets)	1340	-	-	5	5	5
Srvc Worker II (Streets)	1340	4	4	-	-	-
Supervisor, Right of Way	1340	-	-	1	1	1
Right-of-Way Maintenance Division Total:		11	11	14	12	12
16720 Street Maintenance						
Crewleader (Streets)	1340	2	2	2	2	2
Service Worker (Streets)	1340	-	-	-	2	2
Service Worker III (Streets)	1340	2	2	-	-	-
Service Worker, Sr. (Streets)	1340	-	-	2	2	2
Superintendent, Streets	1340	1	1	1	1	1
Supervisor, Streets	1340	1	1	1	1	1
Street Maintenance Division Total:		6	6	6	8	8
16731 Graffiti Removal - ROW						
Service Worker (Streets)	1340	-	-	2	2	2
Srvc Worker II (Streets)	1340	2	2	-	-	-
Graffiti Removal - ROW Division Total:		2	2	2	2	2
16810 Traffic Signals						
Supervisor, Traffic Signal	1340	1	1	1	1	1
Traffic Ops Electronic Tech	1340	1	1	1	1	1
Traffic Signal Tech I	1340	1	1	-	-	-
Traffic Signal Tech II	1340	2	2	-	-	-
Traffic Signal Tech III	1340	1	1	-	-	-
Traffic Signal Tech, Sr	1340	-	-	3	3	3
Traffic Signal Technician	1340	-	-	1	1	1
Traffic Signals Division Total:		6	6	6	6	6
16820 Signs & Markings						
Crewleader (Streets)	1340	2	2	1	1	1
Service Worker (Streets)	1340	-	-	3	3	3
Srvc Worker II (Streets)	1340	4	3	-	-	-
Supervisor, Traffic Engr	1340	-	-	-	1	1
Signs & Markings Division Total:		6	5	4	5	5
16910 Transportation Administration						
Sr Mgmt Asst	1340	1	1	-	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
TRANSPORTATION DEPARTMENT						
<u>Transportation</u>						
16910 Transportation Administration						
Supervisor, Admin Support	1340	-	-	1	1	1
Transportation Administration Division		1	1	1	1	1
16940 Traffic Studies						
City Traffic Engineer	1340	-	-	1	1	1
Sr Traffic Engineering Spec	1340	1	1	-	-	-
Traffic Engineering Technician	1340	1	1	1	-	-
Transportation Engineer	1340	1	1	-	-	-
Traffic Studies Division Total:		3	3	2	1	1
16950 Traffic Design and Development						
Supervisor, Traffic Engr	1340	-	-	1	1	1
Traffic Engineering Spec	1340	1	1	1	1	1
Traffic Engineering Technician	1340	1	1	1	1	1
Traffic Design and Development Division		2	2	3	3	3
TRANSPORTATION DEPARTMENT TOTAL:		94.25	93.25	96.25	96.25	96.25

WATER SERVICES DEPARTMENT

Water Services

17010 Environmental Resources

Civil Engineer	2360	1	1	1	1	1
Dep Water Svcs Dir	2360	1	1	-	-	-
Environmental Program Mgr	2360	3	3	3	3	3
Principal Engineer	2360	1	1	1	1	1
Safety Program Manager	2360	-	-	-	1	1
Sr Secretary	2360	1	-	-	-	-
Environmental Resources Division Total:		7	6	5	6	6

17110 Water Services Administration

Account Specialist	2360	-	-	1	1	1
Admin, Dept Support Svcs	2360	-	-	1	1	1
Admin, Financial Programs	2360	-	-	1	1	1
Administrative Sppt Assistant	2360	-	-	1	1	1
Administrative Sppt Coord	2360	-	-	1	1	0
Administrative Sppt Specialist	2360	-	-	1	1	1
Deputy Director, Water Service	2360	2	2	3	4	4
Director, Water Services	2360	1	1	1	1	1
HR Business Partner	2360	-	-	1	1	1
HR Generalist	2360	1	1	-	-	-
Management Analyst	2360	-	-	1	1	1
Management Assistant	2360	2	2	1	1	2
Mgmt Aide	2360	1	1	-	-	-
Secretary	2360	1	1	-	-	-
Sr Mgmt Asst	2360	1	1	-	-	-
Sr Secretary	2360	1	2	-	-	-
Supervisor, Logistical Support	2360	-	-	1	1	1

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
WATER SERVICES DEPARTMENT						
<u>Water Services</u>						
17110 Water Services Administration						
Water Svcs Admin	2360	2	2	-	-	-
Administrative Sptt Assistant	2400	-	-	-	0.75	1
Water Services Administration Division		12	13	14	15.75	16
17115 Operating Administration						
Safety Program Manager	2360	-	-	1	-	-
Superintendent, WS Oper/Maint	2360	-	-	-	5	5
Water Svcs Process Ops Mgr	2360	-	-	-	1	1
Water Svcs Safety/Security Coor	2360	1	1	-	-	-
Operating Administration Division Total:		1	1	1	6	6
17120 Information Management						
Administrator, Info Technology	2360	-	-	-	1	1
Applications Analyst, Sr.	2360	-	-	-	1	1
GIS Coordinator	2360	1	1	1	1	1
Network Engineer	2360	-	-	1	1	1
PC Operator	2360	-	-	1	2	2
PC Support Specialist II	2360	1	1	-	-	-
Supv, Enterprise Asset Mgmt	2360	-	-	-	1	1
System Administrator	2360	1	1	1	1	1
Systems Administrator, Sr	2360	-	1	1	1	1
Water Svcs Data Coordinator	2360	2	2	2	1	1
Water Svcs Network Engineer	2360	2	1	-	-	-
Water Svcs Process Ops Mgr	2360	-	-	1	-	-
Water Svcs Technology Mgr	2360	1	1	-	-	-
Information Management Division Total:		8	8	8	10	10
17130 Public Service Representatives						
Public Service Representative	2360	3	3	3	3	3
Public Svc Representative Lead	2360	-	-	1	1	1
Sr. Water Svcs Syst Tech	2360	1	1	-	-	-
Supervisor, Water Services	2360	1	1	1	1	1
Utility Locator	2360	2	2	2	2	2
Public Service Representatives Division		7	7	7	7	7
17140 System Security						
Security Officer	2360	5	5	5	5	5
Security Systems Tech	2360	-	-	-	-	1
Supervisor, Support Services	2360	-	-	1	1	1
Supt, Water Svcs Ops/Maint	2360	-	-	1	-	-
Water Svcs Safety/Security Coor	2360	1	1	-	-	-
Water Svcs Secur Supt	2360	1	1	-	-	-
System Security Division Total:		7	7	7	6	7
17160 Arrowhead WRF						
Supervisor, Water Facilities	2360	-	-	1	1	1
Water Reclam Fac Oper, Lead	2360	-	-	1	1	1
Water Reclam Fac Oper, Sr	2360	1	1	6	7	7

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
WATER SERVICES DEPARTMENT						
<u>Water Services</u>						
17160 Arrowhead WRF						
Water Reclam Facility Oper II	2360	7	7	-	-	-
Water/Wastewater Ops Supv	2360	1	1	-	-	-
Arrowhead WRF Division Total:		9	9	8	9	9
17170 West Area WRF						
PC Operator	2360	1	1	1	-	-
Supervisor, Water Facilities	2360	-	-	1	1	1
Supt, Water Svcs Ops/Maint	2360	-	-	1	-	-
Water Reclam Fac Oper, Lead	2360	-	-	1	1	1
Water Reclam Fac Oper, Sr	2360	1	1	9	8	8
Water Reclam Facility Oper II	2360	8	8	-	-	-
Water Svcs Ops Supt	2360	1	1	-	-	-
Water/Wastewater Ops Supv	2360	1	1	-	-	-
West Area WRF Division Total:		12	12	13	10	10
17180 Materials Control Warehouse						
Buyer	2360	-	-	1.75	1.75	1.75
Materials Control Spec	2360	1.75	1.75	-	-	1
Materials Control Warehouse Division		1.75	1.75	1.75	1.75	2.75
17210 Customer Service - Field						
Applications Analyst, Sr.	2400	1	1	1	-	-
Supervisor, Water Services	2400	1	1	1	1	1
Water Services Representative	2400	10	10	10	10	11
Water Svcs Ops Supt	2400	1	1	-	-	-
Water Svc Representative, Lead	2400	2	2	2	2	2
Customer Service - Field Division Total:		15	15	14	13	14
17240 Central System Control						
Supervisor, Water Facilities	2400	-	-	1	1	1
Water Control Room Operator	2400	6	6	6	6	6
Water/Wastewater Ops Supv	2400	1	1	-	-	-
Central System Control Division Total:		7	7	7	7	7
17250 Pyramid Peak WTP						
Supervisor, Water Facilities	2400	-	-	1	1	1
Water Plant Operator II	2400	7	7	-	-	-
Water Plant Operator, Lead	2400	-	-	1	1	1
Water Plant Operator, Sr	2400	1	1	7	6	6
Water/Wastewater Ops Supv	2400	1	1	-	-	-
Pyramid Peak WTP Division Total:		9	9	9	8	8
17260 Cholla Treatment Plant						
Supervisor, Water Facilities	2400	-	-	1	1	1
Water Plant Operator II	2400	5	6	-	-	-
Water Plant Operator, Lead	2400	-	-	1	1	1
Water Plant Operator, Sr	2400	2	1	5	7	7
Water Services Plant Operator	2400	-	-	-	1	1
Cholla Treatment Plant Division Total:		7	7	7	10	10

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
WATER SERVICES DEPARTMENT						
<u>Water Services</u>						
17280 Central System Maintenance						
Industrial Maint Mechanic	2400	-	-	3	4	4
Industrial Maintenance Electrician	2400	-	-	-	-	1
Industrial Maintenance Mech Sr	2400	-	-	4	4	4
Instrumentation Technician	2400	-	-	3	3	3
Instrumentation Technician, Sr	2400	-	-	5	5	4
Planner/Scheduler	2400	-	-	-	-	1
Plant Instrument Tech II	2400	3	3	-	-	-
Plant Maint Mechanic II	2400	3	3	-	-	-
Sr Plant Instrument Tech	2400	5	5	-	-	-
Sr Plant Maint Mechanic	2400	4	4	-	-	-
Supervisor, Water Services	2400	1	1	1	1	1
Water/Wastewater Ops Supv	2400	1	1	-	-	-
Central System Maintenance Division		17	17	16	17	18
17290 Water Distribution						
Building Inspector Specialist	2400	-	-	1	1	1
Sr. Water Svcs Syst Tech	2400	2	2	-	-	-
Srvc Worker II (Water)	2400	1	1	-	-	-
Supervisor, Water Services	2400	2	2	2	5	5
Supt, Water Svcs Ops/Maint	2400	-	-	1	-	-
Water Svcs Sys Tech I	2400	10	11	-	-	-
Water Svcs Sys Tech II	2400	11	10	-	-	-
Water Svcs Sys Tech, Lead	2400	-	-	2	3	3
Water Svcs Sys Tech, Sr	2400	-	-	9	9	11
Water Svcs Sys Technician	2400	-	-	12	15	15
Water Distribution Division Total:		26	26	27	33	35
17300 Meter Maintenance						
Sr. Water Svcs Syst Tech	2400	1	1	-	-	-
Supervisor, Water Services	2400	1	1	1	-	-
Water Svcs Sys Tech I	2400	3	3	-	-	-
Water Svcs Sys Tech II	2400	3	3	-	-	-
Water Svcs Sys Tech, Lead	2400	-	-	1	-	-
Water Svcs Sys Tech, Sr	2400	-	-	3	2	0
Water Svcs Sys Technician	2400	-	-	3	-	-
Meter Maintenance Division Total:		8	8	8	2	0
17310 Oasis Surface WTP						
Building Maintenance Worker	2400	1	1	-	-	-
Industrial Maint Mechanic	2400	-	-	1	-	-
Srvc Worker II (Water)	2400	1	1	-	-	-
Supervisor, Water Facilities	2400	-	-	1	1	1
Supt, Water Svcs Ops/Maint	2400	-	-	1	-	-
Trades Worker	2400	-	-	1	1	1
Water Plant Oper, Lead	2400	-	-	1	1	1
Water Plant Operator II	2400	5	5	-	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
WATER SERVICES DEPARTMENT						
<u>Water Services</u>						
17310 Oasis Surface WTP						
Water Plant Operator, Sr	2400	1	1	6	5	5
Water Svcs Ops Supt	2400	1	1	-	-	-
Water/Wastewater Ops Supv	2400	1	1	-	-	-
Oasis Surface WTP Division Total:		10	10	11	8	8
17410 Water Conservation						
Admin, Eenvt Programs	2400	-	-	1	1	1
Environmental Program Mgr	2400	1	1	-	-	-
Water Conservation Spec	2400	1	2	2	2	2
Water Conservation Division Total:		2	3	3	3	3
17420 Water Quality						
Admin, Water Quality Lab	2360	-	-	1	1	1
Chemist	2360	5	5	4	4	4
Chemist, Lead	2360	-	-	1	1	1
Laboratory Technician	2360	3	3	3	2	2
Laboratory Technician, Lead	2360	-	-	-	1	1
Water Quality Assurance Coord	2360	1	1	1	1	1
Water Quality Data Coord	2360	1	1	-	-	-
Water Quality Lab Mgr	2360	1	1	-	-	-
Water Svcs Data Coordinator	2360	-	-	1	1	1
Water Quality Division Total:		11	11	11	11	11
17510 Cross Connection Control						
Administrative Sppt Specialist	2400	-	-	0.75	-	-
Bldg Insp	2400	1	1	-	-	-
Secretary	2400	0.75	0.75	-	-	-
Cross Connection Control Division Total:		1.75	1.75	0.75	-	-
17610 Pretreatment Program						
Admin, Pretreatment Prgm	2420	-	-	1	1	1
Pretreatment Inspector	2420	2	3	3	3	3
Pretreatment Inspector, Sr.	2420	3	1	1	1	1
Pretreatment Program Mgr	2420	1	1	-	-	-
Pretreatment Program Division Total:		6	5	5	5	5
17630 Wastewater Collection						
PC Operator	2420	1	1	1	-	-
Supervisor, Water Services	2420	1	1	1	1	1
Supt, Water Svcs Ops/Maint	2420	-	-	1	-	-
Water Svcs Ops Supt	2420	1	1	-	-	-
Water Svcs Sys Tech I	2420	8	8	-	-	-
Water Svcs Sys Tech II	2420	4	4	-	-	-
Water Svcs Sys Tech, Lead	2420	-	-	2	2	2
Water Svcs Sys Tech, Sr	2420	2	2	4	4	4
Water Svcs Sys Technician	2420	-	-	8	8	8
Wastewater Collection Division Total:		17	17	17	15	15

DEPT/Rollup/Division/Position Title	Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
WATER SERVICES DEPARTMENT						
<u>Water Services</u>						
17699 Storm Water						
Supervisor, Water Services	2420	-	-	1	1	1
Water Srvcs Sys Tech I	2420	2	2	-	-	-
Water Srvcs Sys Tech II	2420	1	1	-	-	-
Water Srvcs Sys Tech, Lead	2420	-	-	1	1	1
Water Srvcs Sys Tech, Sr	2420	1	1	1	1	1
Water Srvcs Sys Technician	2420	-	-	2	2	2
Storm Water Division Total:		4	4	5	5	5
WATER SERVICES DEPARTMENT TOTAL:		205.5	205.5	205.5	208.5	212.75
Grand Total		1,725.70	1,741.25	1,771.00	1,785.25	1,812.25

Position Description	Grade	# of FTE's	Range Min	Range Mid	Range Max
Account Specialist	309	13.00	\$36,899	\$46,124	\$55,349
Account Specialist, Lead	312	1.00	\$42,714	\$53,393	\$64,071
Accountant	313	6.00	\$44,850	\$56,063	\$67,275
Accountant, Sr.	316	5.00	\$51,919	\$64,899	\$77,879
Accounting Project Manager	321	1.00	\$66,264	\$82,830	\$99,396
Accounts Payable Specialist	306	2.00	\$31,874	\$39,843	\$47,811
Admin, Community Action Prgm	323	1.00	\$73,056	\$91,320	\$109,584
Admin, Dept Support Svcs	321	2.00	\$66,264	\$82,830	\$99,396
Admin, Env't Programs	323	1.00	\$73,056	\$91,320	\$109,584
Admin, Financial Programs	321	1.00	\$66,264	\$82,830	\$99,396
Admin, Fire Human Services	320	1.00	\$63,108	\$78,885	\$94,662
Admin, Fire Physical Resources	323	1.00	\$73,056	\$91,320	\$109,584
Admin, Police Technical Svcs	326	1.00	\$84,571	\$105,714	\$126,857
Admin, Pretreatment Prgm	318	1.00	\$57,241	\$71,551	\$85,862
Admin, Pub Info & Comm	323	1.00	\$73,056	\$91,320	\$109,584
Admin, Recreation	321	1.00	\$66,264	\$82,830	\$99,396
Admin, Transportation Planning	323	1.00	\$73,056	\$91,320	\$109,584
Admin, Water Quality Lab	323	1.00	\$73,056	\$91,320	\$109,584
Admin,Transportation Systems	323	1.00	\$73,056	\$91,320	\$109,584
Administrative Librarian	319	6.00	\$60,103	\$75,129	\$90,155
Administrative Support Asst	305	10.00	\$30,356	\$37,945	\$45,534
Administrative Support Coord	312	5.00	\$42,714	\$53,393	\$64,071
Administrative Support Spec	309	25.50	\$36,899	\$46,124	\$55,349
Administrator, Airport	324	1.00	\$76,709	\$95,886	\$115,064
Administrator, Budget	325	1.00	\$80,544	\$100,680	\$120,816
Administrator, Building Safety	321	2.00	\$66,264	\$82,830	\$99,396
Administrator, Civic Center	321	1.00	\$66,264	\$82,830	\$99,396
Administrator, Civil Engineer	322	1.00	\$69,576	\$86,970	\$104,364
Administrator, Code Compliance	318	2.00	\$57,241	\$71,551	\$85,862
Administrator, Court	326	1.00	\$84,571	\$105,714	\$126,857
Administrator, CVB	318	1.00	\$57,241	\$71,551	\$85,862
Administrator, Housing Service	323	1.00	\$73,056	\$91,320	\$109,584
Administrator, Human Resources	323	2.00	\$73,056	\$91,320	\$109,584
Administrator, Info Technology	325	4.00	\$80,544	\$100,680	\$120,816
Administrator, Library	322	1.00	\$69,576	\$86,970	\$104,364
Administrator, Procurement	323	1.00	\$73,056	\$91,320	\$109,584
Administrator, Revitalization	323	1.00	\$73,056	\$91,320	\$109,584
Administrator, Special Events	319	1.00	\$60,103	\$75,129	\$90,155
Administrator, Transit	323	1.00	\$73,056	\$91,320	\$109,584
Applications Analyst	318	1.00	\$57,241	\$71,551	\$85,862
Applications Analyst, Sr.	319	1.00	\$60,103	\$75,129	\$90,155
Arts & Culture Program Manager	319	1.00	\$60,103	\$75,129	\$90,155
Assistant City Attorney	325	4.00	\$80,544	\$100,680	\$120,816
Assistant City Auditor	323	1.00	\$73,056	\$91,320	\$109,584
Assistant City Manager	351	2.00	\$137,758	\$172,198	\$206,637
Assistant City Prosecutor	321	6.00	\$66,264	\$82,830	\$99,396
Assistant City Prosecutor, Sr.	324	1.00	\$76,709	\$95,886	\$115,064
Assistant Director, Economic Development	326	1.00	\$84,571	\$105,714	\$126,857

Position Description	Grade	# of FTE's	Range Min	Range Mid	Range Max
Assistant Director, Finance	327	1.00	\$88,799	\$110,999	\$133,199
Assistant Director, HR	326	1.00	\$84,571	\$105,714	\$126,857
Assistant Director, Intergov	324	1.00	\$76,709	\$95,886	\$115,064
Assistant Director, Planning	325	0.00	\$80,544	\$100,680	\$120,816
Assistant Fire Chief	329	2.00	\$97,901	\$122,376	\$146,852
Assistant Fire Marshal	321	1.00	\$66,264	\$82,830	\$99,396
Assistant Police Chief	331	2.00	\$106,857	\$133,571	\$160,286
Assistant to the Mayor	321	1.00	\$66,264	\$82,830	\$99,396
Asst Director, PF, Rec & Sp Ev	328	1.00	\$93,239	\$116,549	\$139,859
Benefits & Wellnes Analyst	319	1.00	\$60,103	\$75,129	\$90,155
Budget and Finance Analyst	320	3.00	\$63,108	\$78,885	\$94,662
Building Inspector	313	2.00	\$44,850	\$56,063	\$67,275
Building Inspector Specialist	317	7.00	\$54,515	\$68,144	\$81,773
Building Maint Worker, Lead	311	1.00	\$40,680	\$50,850	\$61,020
Building Maintenance Worker	310	2.00	\$38,743	\$48,429	\$58,115
Building Safety Official	326	1.00	\$84,571	\$105,714	\$126,857
Business Analyst	319	4.00	\$60,103	\$75,129	\$90,155
Buyer	312	2.75	\$42,714	\$53,393	\$64,071
Cashier	305	3.00	\$30,356	\$37,945	\$45,534
Cell Site Program Coordinator	314	1.00	\$47,092	\$58,865	\$70,638
Chemist	314	4.00	\$47,092	\$58,865	\$70,638
Chemist, Lead	315	1.00	\$49,446	\$61,808	\$74,169
Chief Broadcast Engineer	318	1.00	\$57,241	\$71,551	\$85,862
Chief Deputy City Attorney	331	1.00	\$106,857	\$133,571	\$160,286
Chief Information Officer	347	1.00	\$113,333	\$141,666	\$170,000
Chief Librarian	326	1.00	\$84,571	\$105,714	\$126,857
CIP Project Manager	321	1.00	\$66,264	\$82,830	\$99,396
City Attorney	509	1.00	Negotiated	Negotiated	Negotiated
City Auditor	346	1.00	\$107,936	\$134,920	\$161,904
City Clerk	504	1.00	Negotiated	Negotiated	Negotiated
City Engineer	344	1.00	\$97,901	\$122,376	\$146,852
City Judge	506	2.00	Negotiated	Negotiated	Negotiated
City Mgr	505	1.00	Negotiated	Negotiated	Negotiated
City Prosecutor	330	1.00	\$101,768	\$127,210	\$152,652
City Traffic Engineer	326	1.00	\$84,571	\$105,714	\$126,857
Civic Center Event Coord	313	2.00	\$44,850	\$56,063	\$67,275
Civil Engineer	319	1.00	\$60,103	\$75,129	\$90,155
Civil Engineer, Sr.	322	5.00	\$69,576	\$86,970	\$104,364
Code Compliance Official	323	1.00	\$73,056	\$91,320	\$109,584
Code Inspector	313	9.00	\$44,850	\$56,063	\$67,275
Code Inspector, Sr.	314	3.00	\$47,092	\$58,865	\$70,638
Collections Representative	311	1.00	\$40,680	\$50,850	\$61,020
Communications Project Manager	318	1.00	\$57,241	\$71,551	\$85,862
Community Serices Rep, Sr.	311	2.00	\$40,680	\$50,850	\$61,020
Community Services Rep	310	9.50	\$38,743	\$48,429	\$58,115
Contract Analyst	317	3.00	\$54,515	\$68,144	\$81,773
Contract Monitor	315	2.00	\$49,446	\$61,808	\$74,169

Position Description	Grade	# of FTE's	Range Min	Range Mid	Range Max
Contracts Program Manager	321	0.00	\$66,264	\$82,830	\$99,396
Controller	325	1.00	\$80,544	\$100,680	\$120,816
Council Agenda Process Manager	316	1.00	\$51,919	\$64,899	\$77,879
Council Asst	317	4.00	\$54,515	\$68,144	\$81,773
Council Member	502	5.00	\$34,000	\$34,000	\$34,000
Court Clerk	308	23.75	\$35,141	\$43,926	\$52,712
Court Clerk, Sr.	310	4.00	\$38,743	\$48,429	\$58,115
Court Hearing Officer	508	1.00	Negotiated	Negotiated	Negotiated
Court Interpreter	310	1.50	\$38,743	\$48,429	\$58,115
Court Program Coordinator	314	2.00	\$47,092	\$58,865	\$70,638
Creative Designer	315	1.00	\$49,446	\$61,808	\$74,169
Creative Services Program Mgr.	318	1.00	\$57,241	\$71,551	\$85,862
Crewleader (Landfill)	312	1.00	\$42,714	\$53,393	\$64,071
Crewleader (Parks)	312	2.00	\$42,714	\$53,393	\$64,071
Crewleader (Sol Wst Mgmt)	312	5.00	\$42,714	\$53,393	\$64,071
Crewleader (Streets)	312	4.00	\$42,714	\$53,393	\$64,071
Crisis Intervention Specialist	314	2.00	\$47,092	\$58,865	\$70,638
Custodian	302	1.00	\$26,223	\$32,779	\$39,335
Custodian, Lead	305	2.00	\$30,356	\$37,945	\$45,534
Customer Svc Representative	307	14.50	\$33,468	\$41,835	\$50,202
Customer Svc Representative Sr	309	3.00	\$36,899	\$46,124	\$55,349
CVB Representative	305	0.50	\$30,356	\$37,945	\$45,534
Data Analyst	318	1.00	\$57,241	\$71,551	\$85,862
Data Architect	325	1.00	\$80,544	\$100,680	\$120,816
Database Administrator	322	1.00	\$69,576	\$86,970	\$104,364
Database Administrator, Sr.	323	1.00	\$73,056	\$91,320	\$109,584
Deputy Chief Info Officer	329	1.00	\$97,901	\$122,376	\$146,852
Deputy City Attorney	330	2.00	\$101,768	\$127,210	\$152,652
Deputy City Clerk	321	1.00	\$66,264	\$82,830	\$99,396
Deputy Court Administrator	321	1.00	\$66,264	\$82,830	\$99,396
Deputy Director, Parks & Rec	326	1.00	\$84,571	\$105,714	\$126,857
Deputy Director, Public Works	328	0.00	\$93,239	\$116,549	\$139,859
Deputy Director, Transportatio	328	0.00	\$93,239	\$116,549	\$139,859
Deputy Director, Water Service	328	4.00	\$93,239	\$116,549	\$139,859
Deputy Fire Chief (40 hrs)	327	0.00	\$88,799	\$110,999	\$133,199
Deputy Fire Chief (52 hrs)	327	7.00	\$88,799	\$110,999	\$133,199
Development Plans Tech	310	2.00	\$38,743	\$48,429	\$58,115
Development Svcs Rep	310	3.00	\$38,743	\$48,429	\$58,115
Digital Content Prgm Manager	318	1.00	\$57,241	\$71,551	\$85,862
Director, Budget and Finance	347	1.00	\$113,333	\$141,666	\$170,000
Director, Community Services	347	1.00	\$113,333	\$141,666	\$170,000
Director, Development Services	347	1.00	\$113,333	\$141,666	\$170,000
Director, Economic Development	347	1.00	\$113,333	\$141,666	\$170,000
Director, Field Operations	347	1.00	\$113,333	\$141,666	\$170,000
Director, HR & Risk Mgmt	347	1.00	\$113,333	\$141,666	\$170,000
Director, Planning	330	1.00	\$101,768	\$127,210	\$152,652
Dir, Pub Fac, Rec & Sp Events	347	1.00	\$113,333	\$141,666	\$170,000

Position Description	Grade	# of FTE's	Range Min	Range Mid	Range Max
Director, Public Affairs	347	1.00	\$113,333	\$141,666	\$170,000
Director, Transportation	347	1.00	\$113,333	\$141,666	\$170,000
Director, Water Services	348	1.00	\$118,999	\$148,749	\$178,499
Dispatcher/Router	305	5.50	\$30,356	\$37,945	\$45,534
Economic Dev Program Mgr	320	1.00	\$63,108	\$78,885	\$94,662
Economic Development Officer	325	1.00	\$80,544	\$100,680	\$120,816
Economic Development Spec	317	1.00	\$54,515	\$68,144	\$81,773
Emergency Management Analyst	318	1.00	\$57,241	\$71,551	\$85,862
Emergency Svcs Coord	319	1.00	\$60,103	\$75,129	\$90,155
Engineering Inspector	315	8.00	\$49,446	\$61,808	\$74,169
Engineering Inspector, Sr.	316	4.00	\$51,919	\$64,899	\$77,879
Engineering Project Mgr	321	5.00	\$66,264	\$82,830	\$99,396
Environmental Program Mgr	322	3.00	\$69,576	\$86,970	\$104,364
Equipment Mechanic	308	3.00	\$35,141	\$43,926	\$52,712
Equipment Mechanic Spec	313	17.00	\$44,850	\$56,063	\$67,275
Equipment Mechanic Spec Sr	315	2.00	\$49,446	\$61,808	\$74,169
Equipment Mechanic, Sr.	310	5.00	\$38,743	\$48,429	\$58,115
Equipment Operator (Streets)	309	3.00	\$36,899	\$46,124	\$55,349
Equipment Operator (SWM)	309	55.00	\$36,899	\$46,124	\$55,349
Exec Asst to City Mgr	319	1.00	\$60,103	\$75,129	\$90,155
Executive Assistant	310	2.00	\$38,743	\$48,429	\$58,115
Fire Battalion Chief (40 Hrs)	326	0.00	\$84,571	\$105,714	\$126,857
Fire Battalion Chief (52 Hrs)	326	8.00	\$84,571	\$105,714	\$126,857
Fire Chief	349	1.00	\$124,950	\$156,188	\$187,425
Fire Data Project Manager	317	1.00	\$54,515	\$68,144	\$81,773
Fire Dept Staff Counselor	314	1.00	\$47,092	\$58,865	\$70,638
Fire Ed & Comm Outreach Coord	315	1.00	\$49,446	\$61,808	\$74,169
Fire EMS Coordinator	317	1.00	\$54,515	\$68,144	\$81,773
Fire Fighter Trainee	130	0.00	\$42,043	\$42,043	\$42,043
Fire Inspector	311	3.00	\$40,680	\$50,850	\$61,020
Fire Inspector, Sr.	316	4.00	\$51,919	\$64,899	\$77,879
Fire Marshal	327	1.00	\$88,799	\$110,999	\$133,199
Fire Personnel Analyst	317	1.00	\$54,515	\$68,144	\$81,773
Fleet Maintenance Coordinator	314	3.00	\$47,092	\$58,865	\$70,638
Forensic Scientist	318	1.00	\$57,241	\$71,552	\$85,862
GIS Analyst	318	1.00	\$57,241	\$71,551	\$85,862
GIS Analyst, Sr.	321	1.00	\$66,264	\$82,830	\$99,396
GIS Coordinator	317	1.00	\$54,515	\$68,144	\$81,773
GIS Technician	313	1.00	\$44,850	\$56,063	\$67,275
Grants Program Manager	322	1.00	\$69,576	\$86,970	\$104,364
Housing Program Inspector	311	1.00	\$40,680	\$50,850	\$61,020
Housing Program Manager	319	1.00	\$60,103	\$75,129	\$90,155
HR Business Partner	319	5.00	\$60,103	\$75,129	\$90,155
HR Program Manager	319	3.00	\$60,103	\$75,129	\$90,155
HR Specialist	312	1.00	\$42,714	\$53,393	\$64,071
HR Technician	310	2.00	\$38,743	\$48,429	\$58,115
Human Resources Assistant	307	1.00	\$33,468	\$41,835	\$50,202

Position Description	Grade	# of FTE's	Range Min	Range Mid	Range Max
Industrial Maint Mechanic	312	4.00	\$42,714	\$53,393	\$64,071
Industrial Maintenance Mech Sr	314	4.00	\$47,092	\$58,865	\$70,638
Info Technology Project Mgr	325	1.00	\$80,544	\$100,680	\$120,816
Instrumentation Technician	314	3.00	\$47,092	\$58,865	\$70,638
Instrumentation Technician, Sr	315	5.00	\$49,446	\$61,808	\$74,169
Intergovernmental Coordinator	318	1.00	\$57,241	\$71,551	\$85,862
ITS Technician	315	2.00	\$49,446	\$61,808	\$74,169
Laboratory Technician	310	2.00	\$38,743	\$48,429	\$58,115
Laboratory Technician, Lead	311	1.00	\$40,680	\$50,850	\$61,020
Landfill Inspector	311	1.00	\$40,680	\$50,850	\$61,020
Landfill Operator	310	5.00	\$38,743	\$48,429	\$58,115
Landscape Gard/Horticulturist	310	1.00	\$38,743	\$48,429	\$58,115
Legal Assistant	311	3.00	\$40,680	\$50,850	\$61,020
Legal Assistant, Sr.	313	1.00	\$44,850	\$56,063	\$67,275
Librarian	315	13.50	\$49,446	\$61,808	\$74,169
Library Assistant	306	3.50	\$31,874	\$39,843	\$47,811
Library Assistant, Lead	308	4.00	\$35,141	\$43,926	\$52,712
Library Assistant, Sr.	308	6.00	\$35,141	\$43,926	\$52,712
Library Operations Coordinator	315	1.00	\$49,446	\$61,808	\$74,169
Library Technology Specialist	309	1.00	\$36,899	\$46,124	\$55,349
Licensing & Taxpayer Analyst	313	2.00	\$44,850	\$56,063	\$67,275
Licensing Specialist	311	2.00	\$40,680	\$50,850	\$61,020
Management Analyst	316	6.00	\$51,919	\$64,899	\$77,879
Management Assistant	312	24.00	\$42,714	\$53,393	\$64,071
Manager, Customer Service	322	1.00	\$69,576	\$86,970	\$104,364
Manager, Detention & Fleet Svc	320	1.00	\$63,108	\$78,885	\$94,662
Manager, Police Communications	322	1.00	\$69,576	\$86,970	\$104,364
Manager, Police Personnel	319	1.00	\$60,103	\$75,129	\$90,155
Manager, Police Support Svcs	320	1.00	\$63,108	\$78,885	\$94,662
Manager, Tax & License	322	1.00	\$69,576	\$86,970	\$104,364
Materials Control Specialist	306	1.00	\$31,847	\$23,906	\$47,811
Mayor	501	1.00	\$48,000	\$48,000	\$48,000
Media Production Specialist	314	4.50	\$47,092	\$58,865	\$70,638
Mgmt Asst to the City Attorney	317	1.00	\$54,515	\$68,144	\$81,773
Mktng & Communication Prog Mgr	316	3.00	\$51,919	\$64,899	\$77,879
National Sales Manager	316	1.00	\$51,919	\$64,899	\$77,879
Neighborhood Svcs Prog Mgr	318	1.00	\$57,241	\$71,551	\$85,862
Network Engineer	320	2.00	\$63,108	\$78,885	\$94,662
Network Engineer, Sr.	322	1.00	\$69,576	\$86,970	\$104,364
Park Manager	318	3.00	\$57,241	\$71,551	\$85,862
Park Ranger	306	1.00	\$31,874	\$39,843	\$47,811
Payroll Specialist	309	2.00	\$36,899	\$46,124	\$55,349
PC Operator	306	2.00	\$31,874	\$39,843	\$47,811
Planner	318	3.00	\$57,241	\$71,551	\$85,862
Planner, Sr.	320	2.00	\$63,108	\$78,885	\$94,662
Planner-Scheduler	314	2.00	\$47,092	\$58,865	\$70,638
Planning Technician	311	1.00	\$40,680	\$50,850	\$61,020

Position Description	Grade	# of FTE's	Range Min	Range Mid	Range Max
Plans Examiner	316	3.00	\$51,919	\$64,899	\$77,879
Plans Examiner, Sr.	319	1.00	\$60,103	\$75,129	\$90,155
Playground Equip Srvc Worker	309	2.00	\$36,899	\$46,124	\$55,349
Police Case Support Specialist	310	4.00	\$38,743	\$48,429	\$58,115
Police Chief	349	1.00	\$124,950	\$156,188	\$187,425
Police Comm Specialist	311	30.50	\$40,680	\$50,850	\$61,020
Police Comm System Tech	313	1.00	\$44,850	\$56,063	\$67,275
Police Commander	328	5.00	\$93,239	\$116,549	\$139,859
Police Communication Sys Spec	315	1.00	\$49,446	\$61,808	\$74,169
Police Community Srvc Officer	308	6.00	\$35,141	\$43,926	\$52,712
Police Crime Prevention Spec	312	4.00	\$42,714	\$53,393	\$64,071
Police Detention Officer	308	14.00	\$35,141	\$43,926	\$52,712
Police Forensics Specialist	312	5.00	\$42,714	\$53,393	\$64,071
Police Lieutenant	326	18.00	\$84,571	\$105,714	\$126,857
Police Officer	210	0.00	\$55,116	\$55,116	\$77,554
Police Personnel Specialist	312	1.00	\$42,714	\$53,393	\$64,071
Police Plan & Research Analyst	315	2.00	\$49,446	\$61,808	\$74,169
Police Property/Evid Spec	308	4.00	\$35,141	\$43,926	\$52,712
Police Records Technician	307	14.50	\$33,468	\$41,835	\$50,202
Police Volunteer Coordinator	313	1.00	\$44,850	\$56,063	\$67,275
Presiding City Judge	507	1.00	Negotiated	Negotiated	Negotiated
Pretreatment Inspector	312	3.00	\$42,714	\$53,393	\$64,071
Pretreatment Inspector, Sr.	313	1.00	\$44,850	\$56,063	\$67,275
Principal Engineer	324	7.00	\$76,709	\$95,886	\$115,064
Pub Fac Rec & SE Prgrm Mgr	318	1.00	\$57,241	\$71,551	\$85,862
Public Information Prog Mgr	321	0.00	\$66,264	\$82,830	\$99,396
Public Safety Events Scheduler	308	2.00	\$35,141	\$43,926	\$52,712
Public Service Assistant	304	9.00	\$28,911	\$36,139	\$43,367
Public Service Representative	308	3.00	\$35,141	\$43,926	\$52,712
Public Svc Representative Lead	313	1.00	\$44,850	\$56,063	\$67,275
Public Works Program Manager	318	2.00	\$57,241	\$71,551	\$85,862
Real Estate Program Manager	321	1.00	\$66,264	\$82,830	\$99,396
Records Coordinator	305	1.00	\$30,356	\$37,945	\$45,534
Records Program Manager	311	1.00	\$40,680	\$50,850	\$61,020
Recreation Coordinator	315	6.00	\$49,446	\$61,808	\$74,169
Recreation Coordinator, Sr.	317	3.00	\$54,515	\$68,144	\$81,773
Recreation Programmer	309	1.00	\$36,899	\$46,124	\$55,349
Revitalization Coordinator	315	4.00	\$49,446	\$61,808	\$74,169
Risk & Safety Analyst	318	1.00	\$57,241	\$71,551	\$85,862
Risk Manager	324	1.00	\$76,709	\$95,886	\$115,064
Safety Program Manager	316	1.00	\$51,919	\$64,899	\$77,879
Security Officer	306	11.00	\$31,874	\$39,843	\$47,811
Security System Technician	315	1.00	\$49,446	\$61,808	\$74,169
Service Desk Specialist	314	4.00	\$47,092	\$58,865	\$70,638
Service Worker	308	3.50	\$35,141	\$43,926	\$52,712
Service Worker (Airport)	308	3.00	\$35,141	\$43,926	\$52,712
Service Worker (Bldg Maint)	308	1.00	\$35,141	\$43,926	\$52,712

Position Description	Grade	# of FTE's	Range Min	Range Mid	Range Max
Service Worker (Landfill)	308	5.00	\$35,141	\$43,926	\$52,712
Service Worker (Parks)	308	11.00	\$35,141	\$43,926	\$52,712
Service Worker (Streets)	308	11.00	\$35,141	\$43,926	\$52,712
Service Worker (SWM)	308	2.00	\$35,141	\$43,926	\$52,712
Service Worker, Sr (SWM)	310	1.00	\$38,743	\$48,429	\$58,115
Service Worker, Sr.	310	3.00	\$38,743	\$48,429	\$58,115
Service Worker, Sr. (BldgMain)	310	1.00	\$38,743	\$48,429	\$58,115
Service Worker, Sr. (Parks)	310	4.00	\$38,743	\$48,429	\$58,115
Service Worker, Sr. (Streets)	310	7.00	\$38,743	\$48,429	\$58,115
Solid Waste Mgmt Inspector	309	6.00	\$36,899	\$46,124	\$55,349
Solid Waste Routing Specialist	313	1.00	\$44,850	\$56,063	\$67,275
Solid Waste Services Rep	312	1.00	\$42,714	\$53,393	\$64,071
Special Events Coordinator	313	1.00	\$44,850	\$56,063	\$67,275
Special Events Program Manager	317	1.00	\$54,515	\$68,144	\$81,773
Special Projects Executive Officer	326	1.00	\$84,571	\$105,714	\$126,857
Service Writer	311	1.00	\$40,680	\$50,850	\$61,020
Strat Init&Spec Proj Exec Off	326	1.00	\$84,571	\$105,714	\$126,857
Streetlight Program Manager	320	1.00	\$63,108	\$78,885	\$94,662
Structural Plans Examiner	318	1.00	\$57,241	\$71,551	\$85,862
Superintendent, Equipment Mgt	323	1.00	\$73,056	\$91,320	\$109,584
Superintendent, Facilities Mgt	323	1.00	\$73,056	\$91,320	\$109,584
Superintendent, Landfill	323	1.00	\$73,056	\$91,320	\$109,584
Superintendent, Parks	321	1.00	\$66,264	\$82,830	\$99,396
Superintendent, Streets	323	1.00	\$73,056	\$91,320	\$109,584
Supervisor, Admin Support	316	3.00	\$51,919	\$64,899	\$77,879
Supervisor, Airport Operations	315	1.00	\$49,446	\$61,808	\$74,169
Supervisor, Court	316	3.00	\$51,919	\$64,899	\$77,879
Supervisor, Customer Service	316	4.00	\$51,919	\$64,899	\$77,879
Supervisor, Engineering Suppt	315	1.00	\$49,446	\$61,808	\$74,169
Supervisor, Fleet	316	2.00	\$51,919	\$64,899	\$77,879
Supervisor, Forensics	316	1.00	\$51,919	\$64,899	\$77,879
Supervisor, Housing	318	1.00	\$57,241	\$71,551	\$85,862
Supervisor, Landfill	316	1.00	\$51,919	\$64,899	\$77,879
Supervisor, Library Operations	315	4.00	\$49,446	\$61,808	\$74,169
Supervisor, Logistical Support	316	1.00	\$51,919	\$64,899	\$77,879
Supervisor, MRF Operations	316	1.00	\$51,919	\$64,899	\$77,879
Supervisor, Park Rangers	316	1.00	\$51,919	\$64,899	\$77,879
Supervisor, Payroll	317	1.00	\$54,515	\$68,144	\$81,773
Supervisor, Property Evidence	316	1.00	\$51,919	\$64,899	\$77,879
Supervisor, Recycling	316	1.00	\$51,919	\$64,899	\$77,879
Supervisor, Revitalization	319	1.00	\$60,103	\$75,129	\$90,155
Supervisor, Right of Way	316	1.00	\$51,919	\$64,899	\$77,879
Supervisor, Service Desk	318	1.00	\$57,241	\$71,551	\$85,862
Supervisor, Solid Waste Mgmt	316	2.00	\$51,919	\$64,899	\$77,879
Supervisor, Streets	316	1.00	\$51,919	\$64,899	\$77,879
Supervisor, Support Services	315	9.00	\$49,446	\$61,808	\$74,169
Supervisor, Tax and Licensing	318	1.00	\$57,241	\$71,551	\$85,862

Position Description	Grade	# of FTE's	Range Min	Range Mid	Range Max
Supervisor, Traffic Engr	316	2.00	\$51,919	\$64,899	\$77,879
Supervisor, Traffic Signal	316	1.00	\$51,919	\$64,899	\$77,879
Supervisor, Transit	315	2.00	\$49,446	\$61,808	\$74,169
Supervisor, Victim Assistance	318	1.00	\$57,241	\$71,551	\$85,862
Supervisor, Water Facilities	319	6.00	\$60,103	\$75,129	\$90,155
Supervisor, Water Services	319	10.00	\$60,103	\$75,129	\$90,155
Supt, Solid Waste Mgmt	323	1.00	\$73,056	\$91,320	\$109,584
Supt, Transit Operations	321	1.00	\$66,264	\$82,830	\$99,396
Supt, Water Svcs Ops/Maint	324	5.00	\$76,709	\$95,886	\$115,064
Supv Building Maintenance	316	3.00	\$51,919	\$64,899	\$77,879
Supv, Building Inspection	320	4.00	\$63,108	\$78,885	\$94,662
Supv, Development Services	315	1.00	\$49,446	\$61,808	\$74,169
Supv, Enterprise Asset Mgmt	320	1.00	\$63,108	\$78,885	\$94,662
Supv, Fleet Acquisition & Bill	316	1.00	\$51,919	\$64,899	\$77,879
Supv, Intelligent Transp Sys	319	1.00	\$60,103	\$75,129	\$90,155
Supv, Police Communications	315	5.00	\$49,446	\$61,808	\$74,169
Supv, Revitalization Grants	318	1.00	\$57,241	\$71,551	\$85,862
SWM Inspector, Lead	312	1.00	\$42,714	\$53,393	\$64,071
System Administrator	319	4.00	\$60,103	\$75,129	\$90,155
Systems Administrator, Sr	320	3.00	\$63,108	\$78,885	\$94,662
Systems Analyst	321	7.00	\$66,264	\$82,830	\$99,396
Systems Analyst, Sr	322	1.00	\$69,576	\$86,970	\$104,364
Tax Auditor	316	3.00	\$51,919	\$64,899	\$77,879
Telecommunications Analyst	315	1.00	\$49,446	\$61,808	\$74,169
Tourism Coordinator	315	1.00	\$49,446	\$61,808	\$74,169
Trades Worker	313	9.00	\$44,850	\$56,063	\$67,275
Trades Worker,Lead	314	2.00	\$47,092	\$58,865	\$70,638
Traffic Education Program Mgr	315	1.00	\$49,446	\$61,808	\$74,169
Traffic Engineering Spec	315	0.00	\$49,446	\$61,808	\$74,169
Traffic Engineering Spec, Sr	316	1.00	\$51,919	\$64,899	\$77,879
Traffic Engineering Technician	313	2.00	\$44,850	\$56,063	\$67,275
Traffic Ops Electronic Tech	313	1.00	\$44,850	\$56,063	\$67,275
Traffic Signal Tech, Sr	312	3.00	\$42,714	\$53,393	\$64,071
Traffic Signal Technician	310	1.00	\$38,743	\$48,429	\$58,115
Transit Coordinator	310	1.00	\$38,743	\$48,429	\$58,115
Transit Oper	306	16.00	\$31,874	\$39,843	\$47,811
Transit Representative, Lead	308	6.75	\$35,141	\$43,926	\$52,712
Transportation Analyst	319	1.00	\$60,103	\$75,129	\$90,155
Transportation Engineer	318	1.00	\$57,241	\$71,551	\$85,862
Transportation Planner	317	2.00	\$54,515	\$68,144	\$81,773
Transportation Program Manager	321	1.00	\$66,264	\$82,830	\$99,396
Utility Locator	309	2.00	\$36,899	\$46,124	\$55,349
Vice Mayor	502	1.00	\$34,000	\$34,000	\$34,000
Victim Assistance Caseworker	314	7.00	\$47,092	\$58,865	\$70,638
Water Services Representative	308	10.00	\$35,141	\$43,926	\$52,712
Water Conservation Spec	315	2.00	\$49,446	\$61,808	\$74,169
Water Control Room Operator	313	6.00	\$44,850	\$56,063	\$67,275

Position Description	Grade	# of FTE's	Range Min	Range Mid	Range Max
Water Plant Operator, Lead	315	3.00	\$49,446	\$61,808	\$74,169
Water Plant Operator, Sr	313	18.00	\$44,850	\$56,063	\$67,275
Water Quality Assurance Coord	319	1.00	\$60,103	\$75,129	\$90,155
Water Reclam Fac Oper, Lead	315	2.00	\$49,446	\$61,808	\$74,169
Water Reclam Fac Oper, Sr	313	15.00	\$44,850	\$56,063	\$67,275
Water Services Plant Operator	311	1.00	\$40,680	\$50,850	\$61,020
Water Srvcs Data Coordinator	318	2.00	\$57,241	\$71,551	\$85,862
Water Srvcs Process Ops Mgr	323	1.00	\$73,056	\$91,320	\$109,584
Water Srvcs Sys Tech, Lead	312	6.00	\$42,714	\$53,393	\$64,071
Water Srvcs Sys Tech, Sr	310	16.00	\$38,743	\$48,429	\$58,115
Water Srvcs Sys Technician	307	25.00	\$33,468	\$41,835	\$50,202
Water Svc Representative, Lead	312	2.00	\$42,714	\$53,393	\$64,071
TOTAL NON REPRESENTED STAFF:		1176.25			
POLICE REPRESENTED STAFF					
Police Officer Step 1	211	29.00	\$55,116	\$55,116	\$55,116
Police Officer Step 2	211	29.00	\$57,872	\$57,872	\$57,872
Police Officer Step 3	211	25.00	\$60,765	\$60,765	\$60,765
Police Officer Step 4	211	9.00	\$63,804	\$63,804	\$63,804
Police Officer Step 5	211	6.00	\$66,904	\$66,904	\$66,904
Police Officer Step 6	211	57.00	\$70,344	\$70,344	\$70,344
Police Officer Step 7	211	21.00	\$73,861	\$73,861	\$73,861
Police Officer Step 8	211	171.00	\$77,554	\$77,554	\$77,554
Police Sergeant Step 1	213	1.00	\$85,309	\$85,309	\$85,309
Police Sergeant Step 2	213	3.00	\$89,575	\$89,575	\$89,575
Police Sergeant Step 3	213	53.00	\$91,054	\$91,054	\$91,054
TOTAL POLICE REPRESENTED STAFF:		404.00			
FIRE REPRESENTED STAFF					
Fire Fighter (52 Hrs) Step 1	131	0.00	\$44,146	\$44,146	\$44,146
Fire Fighter (52 Hrs) Step 2	131	14.00	\$46,353	\$46,353	\$46,353
Fire Fighter (52 Hrs) Step 3	131	8.00	\$48,670	\$48,670	\$48,670
Fire Fighter (52 Hrs) Step 4	131	18.00	\$51,103	\$51,103	\$51,103
Fire Fighter (52 Hrs) Step 5	131	0.00	\$53,659	\$53,659	\$53,659
Fire Fighter (52 Hrs) Step 6	131	7.00	\$56,342	\$56,342	\$56,342
Fire Fighter (52 Hrs) Step 7	131	1.00	\$59,159	\$59,159	\$59,159
Fire Fighter (52 Hrs) Step 8	131	2.00	\$62,117	\$62,117	\$62,117
Fire Fighter (52 Hrs) Step 9	131	75.00	\$65,223	\$65,223	\$65,223
Fire Engineer (52 Hrs) Step 9	132	50.00	\$71,908	\$71,908	\$71,908
Fire Captain (52 Hrs) Step 9	137	57.00	\$85,324	\$85,324	\$85,324
Fire Captain (40 Hrs) Step 9	137	0.00	\$85,324	\$85,324	\$85,324
TOTAL FIRE REPRESENTED STAFF		232.00			
GRAND TOTAL		1812.25			

Bond Description	Original Issue	Outstanding Principal 7/1/2018	FY18-19 Principal	FY18-19 Interest	FY18-19 Fees	Total Requirements
MPC Tax Funded Debt (Fund 1940)						
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	42,995,000	1,655,000	2,636,034	5,000	4,296,034
MPC Bonds - Series 2012A*	8,665,000	4,540,000	2,245,000	194,550	5,000	2,444,550
MPC Bonds - Series 2012B*	39,620,000	39,620,000	-	1,981,000	5,000	1,986,000
MPC Bonds - Series 2012C*	183,405,000	108,245,000	-	4,912,250	2,500	4,914,750
MPC Bonds - Series 2012D* - Taxable	16,850,000	6,485,000	2,045,000	192,943	2,500	2,240,443
MPC Tax Funded Debt Total	398,360,000	203,365,000	5,945,000	9,999,361	25,000	15,969,361
Excise Tax Funded Debt (Fund 1950)						
Existing						
Excise Tax Debt Bonds - Series 2015A*	114,130,000	99,315,000	5,185,000	4,965,750	5,000	10,155,750
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	33,830,000	1,515,000	1,349,750	-	2,864,750
Excise Tax Debt Bonds - Series 2017*	64,910,000	64,910,000	-	3,245,500	5,000	3,250,500
Excise Tax Funded Debt Total	226,570,000	211,755,000	6,700,000	10,105,271	15,000	16,820,271
Property Tax Funded Debt (Fund 1900)						
Existing						
General Obligation Bonds - Series 2009B	41,650,000	2,025,000	2,025,000	1,534,400	39,051	3,598,451
General Obligation Bonds - Series 2010	38,300,000	14,830,000	4,300,000	707,800	35,910	5,043,710
General Obligation Bond - Series 2015	39,490,000	34,510,000	8,040,000	1,453,750	37,026	9,530,776
General Obligation Bond - Series 2016A	25,687,939	16,705,000	-	548,625	24,085	572,710
General Obligation Bond - Series 2016B	12,903,178	9,760,000	325,000	267,438	12,098	604,536
General Obligation Bond - Series 2017 (Refund 2009B)*	26,555,000	26,555,000	-	838,341	24,898	863,240
General Obligation Bond - Series 2018A	15,240,000	15,240,000	4,220,000	948,267	14,289	5,182,556
General Obligation Bond - Series 2019B	19,400,000			500,000	18,190	518,190
Property Tax Funded Debt Total	346,626,117	119,625,000	18,910,000	6,798,621	205,549	25,914,170
Water & Sewer Revenue Funded Debt (Fund 2380)						
Existing						
Subordinate Lien W&S Rev Bonds - Series 2010	25,685,000	25,685,000	-	1,638,858	5,000	1,643,858
Senior Lien W&S Bonds - Series 2012*	77,635,000	57,640,000	5,020,000	2,831,800	5,000	7,856,800
Senior Lien W&S Bonds - Series 2015*	121,245,000	116,410,000	11,030,000	4,927,125	5,000	15,962,125
Water & Sewer Revenue Funded Debt Total	224,565,000	199,735,000	16,050,000	9,397,783	15,000	25,462,783
Transp. Sales Tax Rev Funded Debt (Fund 1970)						
Existing						
Transp Sales Tax Obligations Bond - Series 2015*	55,340,000	55,340,000	-	2,595,150	5,000	2,600,150
Transp Sales Tax Obligations Bond - Series 2017*	19,330,000	15,405,000	4,035,000	403,611	5,000	4,443,611
Transportation Sales Tax Funded Debt Total	74,670,000	70,745,000	4,035,000	2,998,761	10,000	7,043,761
Total Debt Service Payments (All Funds)	\$ 1,270,791,117	\$ 805,225,000	\$ 51,640,000	39,299,796	\$ 270,549	\$ 91,210,345

* Refunding

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Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Technology Projects	Technology	Telephone
1000 - General Fund						
<u>Mayor</u>						
	Office of the Mayor	\$2,288	\$354	-	\$17,756	\$8,657
<u>Council Office</u>						
	Barrel District	\$436	\$88	-	\$3,359	-
	Cactus District	\$443	\$88	-	\$3,359	-
	Cholla District	\$443	\$88	-	\$3,359	-
	Council Office	\$2,606	\$531	-	\$30,952	\$7,034
	Ocotillo District	\$444	\$88	-	\$3,359	-
	Sahuaro District	\$452	\$88	-	\$3,359	-
	Yucca District	\$443	\$88	-	\$3,359	-
<u>City Clerk</u>						
	City Clerk	\$3,222	\$619	-	\$31,072	\$7,034
<u>City Manager</u>						
	City Manager	\$16,387	\$442	-	\$21,655	\$4,329
<u>City Auditor</u>						
	City Auditor	\$1,242	\$62	-	\$8,338	\$1,623
<u>Public Affairs</u>						
	Cable Communications	\$2,371	\$1,344	-	\$241,285	\$20,020
	Public Affairs Admin	\$5,479	\$973	-	\$40,191	\$1,623
<u>City Court</u>						
	City Court	\$20,150	\$4,862	\$31,700	\$242,285	\$31,924
<u>City Attorney</u>						
	City Attorney	\$13,144	\$2,157	\$88,000	\$115,532	\$18,938
<u>Community Services</u>						
	CAP Local Match	-	-	-	\$8,097	\$7,034
	Comm. Services Admin.	\$655	\$128	-	\$4,979	\$541
	Community Engagement	\$531	\$247	-	\$3,899	\$2,164
	Community Revitalization	\$1,016	\$119	-	\$16,435	\$6,493
	Library	\$62,729	\$5,323	\$79,368	\$285,333	\$72,505
<u>Human Resources</u>						
	Benefits	\$1,883	\$354	-	\$13,437	-
	Compensation	\$884	\$177	-	\$6,719	-
	Employee Relations	\$1,359	\$265	-	\$10,078	-
	Employment Services	\$1,479	\$265	-	\$10,078	-
	Human Resources Administration	\$1,514	\$265	-	\$30,050	\$15,150
	Organizational Development	\$504	\$88	-	\$3,359	-

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Technology Projects	Technology	Telephone
<u>Budget and Finance</u>						
	Accounting Services	\$6,702	\$882	-	\$50,390	-
	Budget & Research	\$1,897	\$265	-	\$12,237	\$1,623
	Finance Administration	\$36,543	\$384	-	\$31,910	\$12,445
	Grants Administration	\$704	\$88	-	\$3,899	\$541
	License/Collection	\$5,331	\$711	-	\$90,054	\$6,493
	Materials Management	\$2,290	\$442	-	\$20,035	\$2,705
<u>Non-Departmental</u>						
	Fund 1000 Non-Dept	-	-	\$100,000	-	-
<u>Police Department</u>						
	Crime Investigations	\$165,074	\$92,571	-	\$295,620	-
	Foothills Patrol Bureau	\$249,075	\$166,974	-	\$466,945	-
	Gateway Patrol	\$499,862	\$165,651	-	\$460,227	-
	PD - Arena Event Staffing	\$1,312	\$88	-	\$3,359	\$1,082
	PD - CBRanch Event Staffing	\$58	\$10	-	-	-
	PD - Communications	\$16,762	\$3,764	-	\$122,615	-
	PD - Detention	\$13,180	\$14,653	-	\$63,827	-
	PD - Fiesta Bowl Event	\$126	\$40	-	-	-
	PD - Fiscal Management	\$16,290	-	\$855,338	\$204,900	\$261,343
	PD - Special Operations	\$129,453	\$61,598	-	\$179,123	-
	PD - Stadium Event Staffing	\$1,954	\$923	-	\$6,719	-
	PD - Tow Administration	\$410	\$88	-	\$3,359	-
	Police Administration	\$24,975	\$19,309	-	\$81,163	-
	Police Personnel Management	\$11,387	\$3,880	-	\$16,797	-
	Police Support Services	\$253,939	\$4,848	-	\$158,596	-
	Training	\$8,708	\$11,108	-	\$30,234	-
<u>Fire Department</u>						
	Arena - Fire Event Staffing	\$269	-	-	-	-
	CBRanch - Fire Event Staffing	\$108	-	-	-	-
	Fire - Fiesta Bowl Event	\$113	-	-	-	-
	Fire Administration	\$74,579	\$12,965	-	\$57,648	-
	Fire Marshal's Office	\$4,798	\$14,418	-	\$33,593	-
	Fire Operations	\$147,450	\$518,216	-	\$796,159	-
	Fire Resource Management	\$43,698	\$5,548	-	\$154,884	\$126,613
	Fire-Emergency Mgmt	\$1,832	\$2,372	-	\$53,800	-
	Glendale Health Center	\$83	-	-	-	\$11,904
	LA Services	\$3,946	\$11,066	-	\$20,156	-

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Technology Projects	Technology	Telephone
<u>Air Med & Logistics Ops</u>						
	Air-Med & Logistics Ops (HALO)	\$974	\$2,195	-	\$3,359	-
<u>Public Fac, Rec & Events</u>						
	Adult Center	\$1,524	\$4,535	-	\$24,112	\$8,116
	Aquatics Rose Lane & Splash Pa	\$1,020	\$2,314	-	\$3,899	-
	Audio/Visual/Support Services	\$1,531	\$1,901	-	\$6,719	-
	Chocolate Affaire	-	\$19	-	-	-
	City Sales Tax - Bed Tax	\$1,834	\$2,207	-	\$17,756	\$3,788
	City-Wide Special Events	\$2,022	\$1,616	-	\$17,216	\$2,164
	Civic Center	\$2,368	\$1,215	-	\$14,396	\$7,034
	December Weekends	-	\$38	-	-	-
	Foothills Recreation Center	\$4,244	\$7,693	-	\$26,271	\$15,150
	Glendale CVB - Bed Tax	\$821	-	-	-	-
	Glitter and Glow	-	\$32	-	-	-
	Glitter Spectacular	-	\$39	-	-	-
	Historic Sahuaro Ranch	-	\$324	-	-	-
	Park Rangers	\$1,349	\$3,427	-	\$6,719	-
	Parks & Recreation Admin.	\$2,844	\$619	-	\$27,833	\$5,411
	Parks Maintenance	\$54,659	\$27,956	-	\$84,161	\$5,411
	Recreation Admin & Events	\$4,260	\$1,994	-	\$30,113	\$20,020
	Special Events Permitting	-	\$381	-	-	-
	Sports and Health	\$660	\$2,001	-	\$3,359	-
	Youth and Teen	\$895	\$2,875	-	\$6,719	-
<u>Building Safety</u>						
	Building Safety	\$16,229	\$20,643	-	\$147,236	\$11,904
<u>Planning</u>						
	Mapping and Records	\$462	\$88	-	\$5,518	-
	Planning Administration	\$4,583	\$796	-	\$42,649	\$4,329
<u>Economic Development</u>						
	Economic Development	\$3,191	\$531	-	\$25,014	\$5,411
<u>Code Compliance</u>						
	Code Compliance	\$12,713	\$2,411	-	\$66,764	\$9,198
<u>Transportation</u>						
	Arena - Transportation Ops.	\$92	-	-	-	-
	Cemetery	\$4,993	\$1,580	-	\$3,899	\$1,082
	CIP Administration	\$24,917	\$796	-	\$30,234	-
	Construction Inspection	\$10,547	\$29,721	-	\$32,812	-
	Custodial Services	\$7,519	\$6,856	-	\$23,934	-

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Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Technology Projects	Technology	Telephone
Transportation						
	Engineering Administration	\$3,359	\$670	-	\$29,453	\$15,150
	Facilities Management	\$15,991	\$17,802	-	\$37,372	\$12,986
	Field Operations Admin.	\$578	\$88	-	\$7,138	\$16,774
	Graffiti Removal	\$18	-	-	-	-
	Land Development Division	\$515	\$88	-	\$3,899	-
	Stadium - Transportation Ops.	\$1,358	-	-	-	-
	Transp - Fiesta Bowl Event	\$117	-	-	-	-
Total General Fund		\$2,053,199	\$1,277,416	\$1,154,406	\$5,308,487	\$773,746
1220 - Arts Commission Fund						
Community Services						
	Arts Program	\$722	\$138	-	\$3,359	-
Total Arts Commission Fund		\$722	\$138	-	\$3,359	-
1240 - Court Security/Bonds Fund						
City Court						
	Court Security	\$1,348	\$1,708	-	\$6,719	\$1,082
	Court Time Payments	\$679	\$155	-	\$6,419	-
	Fill the Gap	\$103	\$161	-	-	-
Total Court Security/Bonds Fun		\$2,130	\$2,024	-	\$13,138	\$1,082
1310 - Neighborhood Stabilization Pgm						
Community Services						
	NSP Programs	\$49	-	-	-	-
Total Neighborhood Stabilizatio		\$49	-	-	-	-
1320 - C.D.B.G. Fund						
Community Services						
	CDBG Programs	\$8,649	\$774	-	\$29,394	-
Total C.D.B.G. Fund		\$8,649	\$774	-	\$29,394	-
1340 - Highway User Gas Tax Fund						
Transportation						
	Graffiti Removal - ROW	\$2,144	\$8,467	-	\$6,719	-
	Pavement Management	\$3,450	\$17,198	-	\$27,294	-
	Right-of-Way Maintenance	\$41,155	\$42,510	-	\$43,551	-
	Signs & Markings	\$8,534	\$17,022	-	\$18,956	-
	Street Light Management	\$5,048	\$139	-	\$3,359	-
	Street Maintenance	\$170,263	\$33,866	-	\$34,431	-

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Technology Projects	Technology	Telephone
Transportation						
	Traffic Design and Development	\$2,219	\$4,410	-	\$11,158	-
	Traffic Signals	\$19,948	\$25,400	-	\$22,315	-
	Traffic Studies	\$1,428	\$88	-	\$6,598	-
	Transportation Administration	\$470	\$88	-	\$5,518	\$11,363
Total Highway User Gas Tax F		\$254,659	\$149,188	-	\$179,899	\$11,363
1660 - Transportation Sales Tax Fund						
Transportation						
	Dial-A-Ride	\$112,551	\$29,521	-	\$121,293	\$11,363
	Fixed Route	\$12,699	\$526	-	-	-
	Intelligent Transportation Sys	\$4,417	\$8,643	-	\$26,392	\$2,705
	Traffic Mitigation	\$1,507	\$177	-	\$7,258	-
	Transit Management	\$1,948	\$354	-	\$13,437	-
	Transportation Education	\$1,505	\$271	-	\$4,439	-
	Transportation Program Mgmt	\$4,267	\$707	-	\$79,017	-
Total Transportation Sales Tax		\$138,894	\$40,199	-	\$251,836	\$14,068
1760 - Airport Special Revenue Fund						
Transportation						
	Airport Operations	\$32,757	\$9,343	-	\$23,395	\$3,788
Total Airport Special Revenue		\$32,757	\$9,343	-	\$23,395	\$3,788
1820 - CAP Grant						
Community Services						
	Case Mgmt Admin	\$1,831	\$354	-	\$13,437	-
	Community Svcs Block Grant-Adi	\$709	\$133	-	\$3,359	-
Total CAP Grant		\$2,540	\$487	-	\$16,796	-
1840 - Grants Fund						
Police Department						
	2013 COPS Hiring Program	\$3,491	\$12,342	-	\$33,593	-
	School Resource Officer IGAs	\$2,480	\$4,937	-	\$13,437	-
	Victim Rights - PD	\$414	\$88	-	\$3,359	-
	VOCA	\$475	\$367	-	\$3,359	-
Total Grants Fund		\$6,860	\$17,734	-	\$53,748	-
1860 - RICO Funds						
Police Department						
	State RICO	\$419	\$88	-	\$3,359	-

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Technology Projects	Technology	Telephone
Total RICO Funds		<u>\$419</u>	<u>\$88</u>	<u>-</u>	<u>\$3,359</u>	<u>-</u>
1885 - Parks & Recreation Designated						
<u>Public Fac, Rec & Events</u>						
	Elsie McCarthy Pk. Maint	-	\$41	-	-	-
Total Parks & Recreation Desig		<u>-</u>	<u>\$41</u>	<u>-</u>	<u>-</u>	<u>-</u>
2360 - Water and Sewer Fund						
<u>Budget and Finance</u>						
	Customer Service Office	\$17,641	\$2,343	-	\$112,233	\$25,972
<u>Water Services</u>						
	Arrowhead WRF	\$10,798	\$10,797	-	\$31,853	\$8,116
	Environmental Resources	\$3,964	\$531	-	\$20,696	\$12,445
	Information Management	\$6,669	\$1,400	-	\$230,613	-
	Materials Control Warehouse	\$2,576	\$274	-	\$7,498	-
	Operating Administration	\$3,541	\$531	-	\$20,156	-
	Property Management	\$101	-	-	-	-
	Public Service Representatives	\$7,959	\$8,397	-	\$23,515	-
	System Security	\$3,555	\$5,164	-	\$20,156	-
	Water Quality	\$7,341	\$9,497	-	\$36,953	-
	Water Services Administration	\$11,001	\$2,251	-	\$54,455	\$87,114
	West Area WRF	\$12,637	\$11,996	-	\$34,673	\$23,808
Total Water and Sewer Fund		<u>\$87,783</u>	<u>\$53,181</u>	<u>-</u>	<u>\$592,801</u>	<u>\$157,455</u>
2400 - Water Fund						
<u>Water Services</u>						
	Central System Control	\$7,244	\$8,397	-	\$23,515	-
	Central System Maintenance	\$10,959	\$22,716	-	\$57,648	-
	Cholla Treatment Plant	\$10,109	\$11,996	-	\$33,593	\$25,972
	Customer Service - Field	\$15,191	\$15,873	-	\$43,671	-
	Irrigation	\$414	\$119	-	-	-
	Meter Maintenance	-	-	-	-	\$2,164
	Oasis Groundwater WTP	\$597	-	-	-	-
	Oasis Surface WTP	\$10,644	\$10,178	-	\$27,954	-
	Pyramid Peak WTP	\$8,955	\$9,597	-	\$26,875	\$15,150
	Raw Water Usage	\$7,536	-	-	-	-
	Water Conservation	\$2,115	\$622	-	\$13,856	-
	Water Distribution	\$64,830	\$41,790	-	\$118,580	\$6,493
Total Water Fund		<u>\$138,594</u>	<u>\$121,288</u>	<u>-</u>	<u>\$345,692</u>	<u>\$49,779</u>

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Technology Projects	Technology	Telephone
2420 - Sewer Fund						
<u>Water Services</u>						
	99th Avenue Interceptor	\$135	-	-	-	-
	Pretreatment Program	\$6,576	\$5,998	-	\$16,797	-
	SROG - 91st Ave WWTP	\$6,373	-	-	-	-
	Storm Water	\$6,544	\$5,998	-	\$17,336	\$2,164
	Wastewater Collection	\$40,760	\$17,994	-	\$50,390	\$3,246
	Total Sewer Fund	\$60,388	\$29,990	-	\$84,523	\$5,410
2440 - Landfill Fund						
<u>Field Operations</u>						
	Landfill	\$23,758	\$27,645	-	\$66,824	\$7,575
	MRF Operations	\$11,175	\$10,558	-	\$29,573	\$2,164
	Recycling	\$7,768	\$16,010	-	\$28,253	\$6,493
	Solid Waste Admin	\$5,879	\$6,697	-	\$44,090	\$5,411
	Total Landfill Fund	\$48,580	\$60,910	-	\$168,740	\$21,643
2480 - Solid Waste Fund						
<u>Field Operations</u>						
	Curb Service	\$64,266	\$94,001	-	\$127,533	-
	Residential-Loose Trash Collec	\$35,176	\$54,090	-	\$67,186	-
	Sanitation Frontload	\$31,014	\$28,599	-	\$45,170	-
	Solid Waste Roll-off	\$2,905	\$2,668	-	\$3,359	-
	Total Solid Waste Fund	\$133,361	\$179,358	-	\$243,248	-
2500 - Pub Housing Budget Activities						
<u>Community Services</u>						
	Community Housing	\$14,861	\$10,708	-	\$83,500	\$12,986
	Total Pub Housing Budget Activ	\$14,861	\$10,708	-	\$83,500	\$12,986
2530 - Training Facility Revenue Fund						
<u>Police Department</u>						
	PS Training Ops - Police	\$7,225	\$2,249	-	\$11,577	\$15,150
<u>Fire Department</u>						
	PS Training Ops - Fire	\$7,143	\$4,656	-	\$111,798	\$27,054
<u>Field Operations</u>						
	PS Training Ops - Fac. Mgmt.	\$4,026	\$2,795	-	\$6,719	\$14,609
	Total Training Facility Revenue	\$18,394	\$9,700	-	\$130,094	\$56,813

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Technology Projects	Technology	Telephone
2540 - Risk Management Self Insurance						
<u>Human Resources</u>						
	Risk Mgmt Trust Fund	\$986	\$177	-	-	-
Total Risk Management Self Ins		\$986	\$177	-	=	-
2560 - Workers Comp. Self Insurance						
<u>Human Resources</u>						
	Worker's Compensation	\$881	\$177	-	-	-
Total Workers Comp. Self Insur		\$881	\$177	-	=	-
2590 - Fleet Services Fund						
<u>Field Operations</u>						
	Fleet Management	\$24,303	\$34,331	-	\$126,810	\$28,136
	Fuel Services	\$5,502	-	-	-	-
	Parts Store Operations	\$431	\$88	-	\$3,359	-
Total Fleet Services Fund		\$30,236	\$34,419	-	\$130,169	\$28,136
2591 - Technology Fund						
<u>Innovation & Technology</u>						
	Information Technology	\$20,058	\$2,565	-	-	\$19,479
	Telephones	\$455	\$88	-	-	-
Total Technology Fund		\$20,513	\$2,653	-	=	\$19,479
FY 2019 Total Internal Service Premiums:		\$3,055,455	\$1,999,993	\$1,154,406	\$7,662,178	\$1,155,748

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City of Glendale
Summary Schedule of Estimated Revenues and Expenditures/Expenses
 Fiscal Year 2019

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					
2018	E	206,252,295	68,470,464	54,375,573	85,070,330	5,735,583	192,503,147	59,592,608					672,000,000
2018	E	205,492,482	47,914,665	54,375,573	389,479	0	116,746,196	0					424,918,395
2019		41,449,083	63,211,030	5,880,506	25,858,922	5,709,583	110,267,233	11,667,997					264,044,354
2019	B	5,759,711											5,759,711
2019	B			20,070,771									20,070,771
2019	C	218,782,600	104,134,383	500,521	18,447,088	26,000	135,079,041	54,824,970					531,794,603
2019	D	0	0	0	0	0	0	0					0
2019	D	0	0	0	0	0	0	0					0
2019	D	29,529,765	1,710,950	39,139,632	32,936,317	0	27,096,572	1,055,365					131,468,601
2019	D	41,465,722	64,188,807	0	0	0	25,814,072	0					131,468,601
2019													
LESS: Amounts for Future Debt Retirement:													0
2019		254,055,437	104,867,556	65,591,430	77,242,327	5,735,583	246,628,774	67,548,332					821,669,439
2019	E	212,506,801	65,036,972	65,747,563	82,692,722	5,814,676	193,192,842	64,008,424					689,000,000

EXPENDITURE LIMITATION COMPARISON

1. Budgeted expenditures/expenses
2. Add/subtract: estimated net reconciling items
3. Budgeted expenditures/expenses adjusted for reconciling items
4. Less: estimated exclusions
5. Amount subject to the expenditure limitation
6. EEC expenditure limitation

	2018	2019
	\$ 672,000,000	\$ 689,000,000
	672,000,000	689,000,000
	249,924,142	247,578,915
	\$ 422,075,858	\$ 441,421,085
	\$ 568,852,831	\$ 584,109,698

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 2019**

	2018	2019
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 5,912,749	\$ 6,111,280
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	\$ 5,684,486	\$ 5,759,711
B. Secondary property taxes	19,807,342	20,070,771
C. Total property tax levy amounts	\$ 25,491,828	\$ 25,830,482
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ 3,853,203	
(2) Prior years' levies	16,223	
(3) Total primary property taxes	\$ 3,869,426	
B. Secondary property taxes		
(1) Current year's levy	\$ 13,356,571	
(2) Prior years' levies	47,839	
(3) Total secondary property taxes	\$ 13,404,410	
C. Total property taxes collected	\$ 17,273,835	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.4632	0.4407
(2) Secondary property tax rate	1.6140	1.5357
(3) Total city/town tax rate	2.0772	1.9764
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 2019**

SOURCE OF REVENUES	ESTIMATED REVENUES 2018	ACTUAL REVENUES* 2018	ESTIMATED REVENUES 2019
GENERAL FUND			
Local taxes			
City Sales Tax	\$ 106,417,818	\$ 106,417,818	\$ 111,206,621
Arena Fees	1,249,618	1,249,618	1,262,114
Licenses and permits			
Gas/Electric Franchise Fees	2,884,843	\$ 2,884,843	\$ 2,913,691
Cable Franchise Fees	1,572,061	1,572,061	1,572,061
Building Permits	1,412,355	1,412,355	1,557,458
Fire Department Other Fees	1,119,022	1,119,022	1,143,640
Sales Tax Licenses	771,708	771,708	784,827
Right-of-Way Permits	362,824	362,824	290,053
Fire Dept CD Fees	464,772	464,772	364,451
Liquor Licenses	188,965	188,965	192,177
Planning/Zoning	264,470	264,470	373,466
Bus./Prof. Licenses	114,568	114,568	116,516
Miscellaneous CD Fees	160,594	160,594	119,753
Business Licenses	81,930	81,930	83,323
Arena Fees	202,058	202,058	204,079
Engineering Plan Check Revenue	10,116	10,116	17,637
Plan Check Fees	4,572	4,572	7,443
Intergovernmental			
State Income Tax	\$ 30,138,618	\$ 30,138,618	\$ 30,186,283
State Shared Sales Tax	22,823,614	22,823,614	25,267,422
Motor Vehicle In-Lieu	10,180,951	10,180,951	10,866,400
Arena Fees	350,000	350,000	353,500
SRO Revenue			433,504
Miscellaneous	104,050	104,050	105,091
Charges for services			
Staff & Adm Chargebacks	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000
Arena Fees	920,000	920,000	929,200
Facility Rental Income	2,018,728	2,018,728	2,038,915
Recreation Revenue	2,446,331	2,446,331	2,487,920
Plan Check Fees	740,517	740,517	1,205,524
Miscellaneous	525,589	525,589	530,848
Fire Department Other Fees	544,906	544,906	556,894
Right-of-Way Permits	280,992	280,992	275,552
City Property Rental	332,822	332,822	336,150
Engineering Plan Check Revenue	149,797	149,797	261,174
Health Care Revenue	69,051	69,051	69,742
Court Revenue	62,942	62,942	64,012
Camelback Ranch Rev-Fire	59,752	59,752	60,350
Traffic Engineering Plan Check	35,046	35,046	50,425
Equipment Rental	28,185	28,185	28,467

*Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**City of Glendale
Revenues Other Than Property Taxes
Fiscal Year 2019**

SOURCE OF REVENUES	ESTIMATED REVENUES 2018	ACTUAL REVENUES* 2018	ESTIMATED REVENUES 2019
Fines and forfeits			
Court Revenue	\$ 2,975,277	\$ 2,975,277	\$ 3,025,859
Miscellaneous	282,128	282,128	284,951
Library Fines/Fees	148,188	148,188	150,707
Interest on investments			
Interest	\$ 462,117	\$ 462,117	\$ 466,538
Contributions			
SRP In-Lieu	\$ 278,315	\$ 278,315	\$ 278,315
Miscellaneous			
Miscellaneous	\$ 3,626,231	\$ 3,626,231	\$ 4,093,580
Fire Department Other Fees	233,000	233,000	238,126
City Property Rental	1,003,354	1,003,354	1,013,388
Lease Proceeds	561,476	561,476	567,091
Cemetery Revenue	191,343	191,343	194,596
Library Fines/Fees	150,213	150,213	152,766
Total General Fund	\$ 209,005,827	\$ 209,005,827	\$ 218,782,600

SPECIAL REVENUE FUNDS

Public Facilities and Events Funds

Recreation Revenue	\$ 6,000	\$ 6,000	\$ 6,000
Facility Rental Income			
Interest	480	480	480
Miscellaneous			
	\$ 6,480	\$ 6,480	\$ 6,480

Community Services Grants

Grants	\$ 7,737,071	\$ 7,737,071	\$ 7,778,977
Miscellaneous	181,238	181,238	181,238
	\$ 7,918,309	\$ 7,918,309	\$ 7,960,215

Other Grants

Grants	\$ 15,416,760	\$ 15,416,760	\$ 15,416,760
Miscellaneous	921,890	926,736	407,885
	\$ 16,338,650	\$ 16,343,496	\$ 15,824,645

Public Safety Funds

City Sales Tax	\$ 14,748,373	\$ 14,748,373	\$ 15,497,600
City Sales Tax - PS .4	10,284,895	10,284,895	10,662,165
State Forfeitures	1,000,000	1,000,000	1,000,000
Federal Forfeitures	15,000	15,000	15,000
Miscellaneous			
Interest			
	\$ 26,048,268	\$ 26,048,268	\$ 27,174,765

*Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**City of Glendale
Revenues Other Than Property Taxes
Fiscal Year 2019**

SOURCE OF REVENUES	ESTIMATED REVENUES 2018	ACTUAL REVENUES* 2018	ESTIMATED REVENUES 2019
Transportation/HURF Funds			
City Sales Tax	\$ 25,930,311	\$ 25,930,311	\$ 27,097,175
Grants	7,821,236	7,821,236	7,821,236
Highway User Revenues	15,608,779	15,608,779	15,759,575
Miscellaneous	289,974	289,974	298,635
LTAF - Lottery			
Airport Fees	481,860	481,860	555,831
Transit Revenue	124,000	124,000	124,000
Interest	140,000	140,000	200,000
	<u>\$ 50,396,160</u>	<u>\$ 50,396,160</u>	<u>\$ 51,856,452</u>
Intergovernmental			
Partner Revenue	\$ 393,736	\$ 393,736	\$ 393,736
Miscellaneous	30,000	30,000	30,000
	<u>\$ 423,736</u>	<u>\$ 423,736</u>	<u>\$ 423,736</u>
Fines and forfeits			
Court Revenue	\$ 416,700	\$ 416,700	\$ 416,700
Interest			
	<u>\$ 416,700</u>	<u>\$ 416,700</u>	<u>\$ 416,700</u>
Interest on investments			
Interest	\$ 6,390	\$ 6,390	\$ 6,390
	<u>\$ 6,390</u>	<u>\$ 6,390</u>	<u>\$ 6,390</u>
Miscellaneous			
Miscellaneous	\$ 375,000	\$ 375,000	\$ 375,000
Other	90,000	90,000	90,000
	<u>\$ 465,000</u>	<u>\$ 465,000</u>	<u>\$ 465,000</u>
Total Special Revenue Funds	<u>\$ 102,019,693</u>	<u>\$ 102,024,539</u>	<u>\$ 104,134,383</u>

*Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**City of Glendale
Revenues Other Than Property Taxes
Fiscal Year 2019**

SOURCE OF REVENUES	ESTIMATED REVENUES 2018	ACTUAL REVENUES* 2018	ESTIMATED REVENUES 2019
DEBT SERVICE FUNDS			
Miscellaneous	\$ 570,000	\$ 570,000	\$ 500,521
SRP In-Lieu	\$ 570,000	\$ 570,000	\$ 500,521
Total Debt Service Funds	\$ 570,000	\$ 570,000	\$ 500,521
CAPITAL PROJECTS FUNDS			
Development Impact Fee Funds			
Development Impact Fees	\$ 1,303,941	\$ 1,303,941	\$ 1,303,941
Interest	67,804	67,804	67,804
	\$ 1,371,745	\$ 1,371,745	\$ 1,371,745
G.O. Bond Funds			
Bond Proceeds	20,976,700	20,976,700	17,075,343
	\$ 20,976,700	\$ 20,976,700	\$ 17,075,343
Total Capital Projects Funds	\$ 22,348,445	\$ 22,348,445	\$ 18,447,088
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

*Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**City of Glendale
Revenues Other Than Property Taxes
Fiscal Year 2019**

SOURCE OF REVENUES	ESTIMATED REVENUES 2018	ACTUAL REVENUES* 2018	ESTIMATED REVENUES 2019
ENTERPRISE FUNDS			
Water/Sewer Funds			
Water Revenues	\$ 44,661,750	\$ 44,661,750	\$ 50,584,553
Sewer Revenue	31,518,875	31,518,875	35,204,410
Miscellaneous	4,948,274	4,948,274	3,695,271
Water Development Impact Fees	1,120,000	1,120,000	553,846
Sewer Development Impact Fees	700,000	700,000	346,154
Interest	253,500	253,500	68,000
Staff & Adm Chargebacks	82,000	82,000	82,000
City Property Rental	65,000	65,000	50,352
Facility Rental Income	6,000	6,000	4,648
	<u>\$ 83,355,399</u>	<u>\$ 83,355,399</u>	<u>\$ 90,589,234</u>
Landfill			
Tipping Fees	\$ 5,272,815	\$ 5,272,815	\$ 5,677,825
Recycling Sales	1,581,155	1,581,155	1,596,967
Internal Charges	2,728,500	2,728,500	2,938,079
Staff & Adm Chargebacks	431,000	431,000	431,000
Miscellaneous	215,000	215,000	215,000
Other	109,625	109,625	118,045
Interest	45,450	45,450	45,905
	<u>\$ 10,383,545</u>	<u>\$ 10,383,545</u>	<u>\$ 11,022,821</u>
Solid Waste			
Residential Sanitation	\$ 11,380,760	\$ 11,380,760	\$ 13,733,071
Commercial Sanitation Frontload	2,831,085	2,831,085	3,143,428
Commercial Sanitation Rolloff	804,000	804,000	697,410
Miscellaneous	101,000	101,000	120,719
Internal Charges	115,000	115,000	179,224
Miscellaneous Bin Service	101,003	101,003	71,041
Interest	7,035	7,035	3,015
	<u>\$ 15,339,883</u>	<u>\$ 15,339,883</u>	<u>\$ 17,947,908</u>
Pub Housing Budget Activities			
Grants	\$ 15,519,078	\$ 15,519,078	\$ 15,519,078
	<u>\$ 15,519,078</u>	<u>\$ 15,519,078</u>	<u>\$ 15,519,078</u>
Total Enterprise Funds	<u>\$ 124,597,905</u>	<u>\$ 124,597,905</u>	<u>\$ 135,079,041</u>

*Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**City of Glendale
Revenues Other Than Property Taxes
Fiscal Year 2019**

SOURCE OF REVENUES	ESTIMATED REVENUES 2018	ACTUAL REVENUES* 2018	ESTIMATED REVENUES 2019
INTERNAL SERVICE FUNDS			
Risk Management Self Insurance			
Internal Charges	\$ 3,851,466	\$ 3,851,466	\$ 3,056,466
Security Revenue	30,000	30,000	30,000
Interest	20,000	20,000	20,000
Miscellaneous	100,000	100,000	100,000
	<u>\$ 4,001,466</u>	<u>\$ 4,001,466</u>	<u>\$ 3,206,466</u>
Workers Comp. Self Insurance			
Internal Charges	\$ 1,299,278	\$ 1,299,278	\$ 1,299,278
Security Revenue	30,000	30,000	30,000
Interest	26,000	26,000	26,000
	<u>\$ 1,355,278</u>	<u>\$ 1,355,278</u>	<u>\$ 1,355,278</u>
Benefits Trust Fund			
City Contributions	\$ 18,083,924	\$ 18,083,924	\$ 19,660,167
Employee Contributions	5,946,472	5,946,472	6,362,915
Retiree Contributions	4,825,836	4,825,836	4,825,836
Miscellaneous	104,552	104,552	104,552
Right-of-Way Permits	1,620	1,620	1,620
Interest	780	780	780
Internal Charges			
	<u>\$ 28,963,184</u>	<u>\$ 28,963,184</u>	<u>\$ 30,955,870</u>
Fleet Services			
Internal Charges	\$ 9,239,326	\$ 9,239,326	\$ 9,400,610
	<u>\$ 9,239,326</u>	<u>\$ 9,239,326</u>	<u>\$ 9,400,610</u>
Technology			
Internal Charges	\$ 8,752,070	\$ 8,752,070	\$ 8,752,070
Miscellaneous			
	<u>\$ 8,752,070</u>	<u>\$ 8,752,070</u>	<u>\$ 8,752,070</u>
Technology Projects			
Internal Charges	\$ 477,869	\$ 477,869	\$ 1,154,676
	<u>\$ 477,869</u>	<u>\$ 477,869</u>	<u>\$ 1,154,676</u>
Total Internal Service Funds	<u>\$ 52,789,193</u>	<u>\$ 52,789,193</u>	<u>\$ 54,824,970</u>
TOTAL ALL FUNDS	<u>\$ 511,357,063</u>	<u>\$ 511,361,909</u>	<u>\$ 531,794,603</u>

*Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

City of Glendale
Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2019

FUND	OTHER FINANCING 2019		INTERFUND TRANSFERS 2019	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
1000 - General	\$	\$	\$ 27,529,765	\$ 41,465,722
1120 - Vehicle Replacement			2,000,000	
Total General Fund	\$	\$	\$ 29,529,765	\$ 41,465,722
SPECIAL REVENUE FUNDS				
1340 - Highway User Revenue Fund	\$	\$	\$	\$ 13,749,522
1660 - Transportation Sales Tax Fund				22,909,520
1700 - Police Special Revenue Fund				18,668,712
1720 - Fire Special Revenue Fund				8,861,053
1760 - Airport Special Revenue Fund			147,047	
1820 - CAP Grant			64,299	
2530 - Training Facility Revenue Fund			1,499,604	
Total Special Revenue Funds	\$	\$	\$ 1,710,950	\$ 64,188,807
DEBT SERVICE FUNDS				
1900 - G.O. Bonds Debt Service	\$	\$	\$	\$
1940 - M.P.C. Debt Service			15,174,361	
1950 - Excise Tax Debt Service			16,815,271	
1970 - Transportation Debt Service			7,150,000	
Total Debt Service Funds	\$	\$	\$ 39,139,632	\$
CAPITAL PROJECTS FUNDS				
2000 - HURF Street Capital Projects	\$	\$	\$ 13,749,522	\$
2070 - General Government Capital Projects			3,427,275	
2210 - Transportation Capital Projects			15,759,520	
Total Capital Projects Funds	\$	\$	\$ 32,936,317	\$
PERMANENT FUNDS				
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
2360+ - Water/Sewer	\$	\$	\$ 25,892,359	\$ 25,467,783
2440 - Landfill			686,826	
2480 - Solid Waste			130,824	346,289
2500 - Public Housing			386,563	
Total Enterprise Funds	\$	\$	\$ 27,096,572	\$ 25,814,072
INTERNAL SERVICE FUNDS				
2593 - Citywide ERP Solution	\$	\$	\$ 1,055,365	\$
Total Internal Service Funds	\$	\$	\$ 1,055,365	\$
TOTAL ALL FUNDS	\$	\$	\$ 131,468,601	\$ 131,468,601

**City of Glendale
Expenditures/Expenses by Fund
Fiscal Year 2019**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2018	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2018	ACTUAL EXPENDITURES/ EXPENSES* 2018	BUDGETED EXPENDITURES/ EXPENSES 2019
GENERAL FUND				
Budget and Finance	\$ 4,859,390	\$	\$ 4,834,986	\$ 4,870,067
City Attorney	3,392,597		3,392,597	3,750,234
City Auditor	386,430		386,430	396,173
City Clerk	730,752		730,752	844,982
City Court	4,712,532		4,704,022	4,941,221
City Manager	895,059		895,059	976,774
Community Services	5,564,336		5,564,336	6,347,528
Council Office	1,094,931		1,094,931	1,071,191
Development Services	5,388,471		5,493,591	6,292,825
Economic Development	1,125,563		1,125,563	1,150,444
Engineering	2,228,271		2,268,601	2,160,537
Field Operations	8,669,001		9,498,190	7,498,894
Fire Services	43,413,023		43,463,962	45,015,802
HR & Risk Mgt	1,873,624		1,873,624	1,921,996
Mayor's Office	423,101		423,101	464,475
Non-Departmental	15,085,275		15,085,275	12,942,682
Police Services	88,114,762		88,114,762	92,526,966
Pub Fac, Rec & Evt	12,918,234	176,300	13,234,415	13,808,715
Public Affairs	2,250,448		2,250,448	2,398,963
Transportation	1,126,495		1,057,837	1,126,332
Contingency	2,000,000	(176,300)		2,000,000
Total General Fund	\$ 206,252,295	\$	\$ 205,492,482	\$ 212,506,801
SPECIAL REVENUE FUNDS				
City Court	\$ 608,814	\$	\$ 559,488	\$ 590,845
Community Services	9,537,920	(43,259)	8,443,321	9,744,501
Engineering	4,000,551		3,919,845	3,285,232
Field Operations	521,638		894,209	630,064
Fire Services	6,052,425	(550,000)	3,975,503	5,987,366
Grants	6,705,512	593,259	1,003,396	5,363,467
Non-Departmental	200,000		200,000	200,000
Police Services	8,513,058		6,023,058	8,320,299
Pub Fac, Rec & Evt	258,877		93,877	252,890
Transportation	29,251,669		22,801,968	27,842,308
Contingency	2,820,000			2,820,000
Total Special Revenue Funds	\$ 68,470,464	\$	\$ 47,914,665	\$ 65,036,972
DEBT SERVICE FUNDS				
General Obligation	\$ 20,203,317	\$	\$ 20,203,317	\$ 25,914,169
Excise Tax Bonds	8,040,521		8,040,521	16,820,271
Highway User (HURF)				
Municipal Property Corp	18,980,235		18,980,235	15,969,362
Transportation Obligation	7,151,500		7,151,500	7,043,761
Total Debt Service Funds	\$ 54,375,573	\$	\$ 54,375,573	\$ 65,747,563

**City of Glendale
Expenditures/Expenses by Fund
Fiscal Year 2019**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2018	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2018	ACTUAL EXPENDITURES/ EXPENSES* 2018	BUDGETED EXPENDITURES/ EXPENSES 2019
CAPITAL PROJECTS FUNDS				
Community Services	\$ 3,519,453	\$	\$	\$ 3,413,202
Economic Development	7,668,646			
Field Operations	7,042,788			4,686,685
Fire Services	1,836,000			519,425
Police Services	3,534,672			3,789,250
Pub Fac, Rec & Evt	2,569,834			3,281,578
Transportation	51,482,963		389,479	53,395,834
Contingency	7,415,974			13,606,748
Total Capital Projects Funds	\$ 85,070,330	\$	\$ 389,479	\$ 82,692,722
PERMANENT FUNDS				
Contingency	\$ 5,735,583	\$	\$	\$ 5,814,676
Total Permanent Funds	\$ 5,735,583	\$	\$	\$ 5,814,676
ENTERPRISE FUNDS				
Community Services	\$ 15,905,641	\$	\$ 15,905,641	\$ 15,433,635
Landfill	17,241,282		9,656,080	16,220,151
Solid Waste	14,827,812		14,972,325	18,119,065
Water Services	108,768,179	2,400,014	53,551,917	115,057,208
Water Services Debt	22,660,233		22,660,233	25,462,783
Contingency	13,100,000	(2,400,014)		2,900,000
Total Enterprise Funds	\$ 192,503,147	\$	\$ 116,746,196	\$ 193,192,842
INTERNAL SERVICE FUNDS				
HR & Risk Mgt	\$ 34,210,674	\$	\$ 34,032,452	\$ 36,205,938
Innovation & Technology	14,142,608		10,851,589	15,983,288
Field Operations	9,239,326		9,240,639	9,400,610
Contingency	2,000,000			2,418,588
Total Internal Service Funds	\$ 59,592,608	\$	\$	\$ 64,008,424
TOTAL ALL FUNDS	\$ 672,000,000	\$	\$ 424,918,395	\$ 689,000,000

* 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 2019**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2018	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2018	ACTUAL EXPENDITURES/ EXPENSES* 2018	BUDGETED EXPENDITURES/ EXPENSES 2019
City Attorney				
1000 - General	\$ 3,392,597	\$ -	\$ 3,392,597	\$ 3,750,234
City Attorney Total	\$ 3,392,597	\$ -	\$ 3,392,597	\$ 3,750,234
City Auditor				
1000 - General	\$ 386,430	\$ -	\$ 386,430	\$ 396,173
City Auditor Total	\$ 386,430	\$ -	\$ 386,430	\$ 396,173
City Clerk				
1000 - General	\$ 730,752	\$ -	\$ 730,752	\$ 844,982
City Clerk Total	\$ 730,752	\$ -	\$ 730,752	\$ 844,982
City Court				
1000 - General	\$ 4,712,532	\$ -	\$ 4,704,022	\$ 4,941,221
1240 - Court Security/Bonds	608,814	-	559,488	590,845
City Court Total	\$ 5,321,346	\$ -	\$ 5,263,510	\$ 5,532,066
City Manager				
1000 - General	\$ 895,059	\$ -	\$ 895,059	\$ 976,774
City Manager Total	\$ 895,059	\$ -	\$ 895,059	\$ 976,774
Community Services				
1000 - General	\$ 5,564,336	\$ -	\$ 5,564,336	\$ 6,347,528
1220 - Arts Commission Fund	1,131,760	-	287,161	1,296,454
1300 - Home Grant	1,678,454	-	1,678,454	1,678,454
1310 - Neighborhood Stabilization Pgm	227,368	-	227,368	227,349
1311 - N'hood Stabilization Pgm III	227,300	-	227,300	227,300
1320 - C.D.B.G.	4,215,127	-	4,215,127	4,248,215
1380 - DIF-Library Blds	1,755,029	-	-	1,755,029
1500 - DIF-Libraries pre SB1525	1,764,424	-	-	1,641,036
1620 - DIF-General Government	-	-	-	17,137
1820 - CAP Grant	1,323,919	-	1,323,919	1,332,737
1830 - Emergency Shelter Grants	208,992	-	208,992	208,992
1840 - Grants	525,000	(43,259)	275,000	525,000
2500 - Community Services	15,905,641	-	15,905,641	15,433,635
Community Services Total	\$ 34,527,350	\$ (43,259)	\$ 29,913,298	\$ 34,938,866
Contingency				
1000 - General	\$ 2,000,000	\$ (176,300)	\$ -	\$ 2,000,000
1340 - Highway User Gas Tax	720,000	-	-	720,000
1380 - DIF-Library Blds	30,814	-	-	56,105
1380 - DIF-Library Blds pre SB1525	-	-	-	-
1420 - DIF-Fire Protec Fac pre SB1525	1,782,298	-	-	2,123,794
1440 - DIF-Police Faciliti pre SB1525	756,291	-	-	950,251
1460 - DIF-Citywide Parks pre SB1525	106,951	-	-	3,181
1500 - DIF-Libraries pre SB1525	360,919	-	-	93,277
1520 - DIF-Citywide Open Spaces	193,462	-	-	154,482
1540 - DIF-Parks Dev Zone1 pre SB1525	64,183	-	-	201,472
1560 - DIF-Parks Dev Zone2 pre SB1525	293,497	-	-	2,175
1580 - DIF-Parks Dev Zone3 pre SB1525	429	-	-	11,350
1600 - DIF-Roadway Improve pre SB1525	2,844,825	-	-	5,865,872
1620 - DIF-General Government	164,188	-	-	149,378

City of Glendale
Expenditures/Expenses by Department
Fiscal Year 2019

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2018	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2018	ACTUAL EXPENDITURES/ EXPENSES* 2018	BUDGETED EXPENDITURES/ EXPENSES 2019
1660 - Transportation Sales Tax	2,100,000	-	-	2,100,000
1980 - Streets Constr. - 1999 Auth	-	-	-	1,549,738
2040 - Public Safety Construction	357,506	-	-	259,479
2060 - Parks Construction	71,728	-	-	-
2070 - General Gov Capital Projects	150,000	-	-	635,124
2130 - Cultural Facility Bond Fund	62,088	-	-	262,847
2140 - Open Space/Trails Constr-99 Au	176,795	-	-	226,795
2180 - Flood Control Construction	-	-	-	1,025,744
2280 - Cemetery Perpetual Care	5,735,583	-	-	5,814,676
2360 - Water Services	12,000,000	(2,400,014)	-	2,200,000
2440 - Landfill	700,000	-	-	500,000
2480 - Solid Waste	400,000	-	-	200,000
2540 - Risk Management Self Insurance	1,000,000	-	-	1,000,000
2080 - Gov't Facilities - 1999 Auth	-	-	-	35,684
2591 - Technology	-	-	-	418,588
2560 - Workers Comp. Self Insurance	1,000,000	-	-	1,000,000
Contingency Total	\$ 33,071,557	\$ (2,576,314)	\$ -	\$ 29,560,012

* Grant Contingency Allocated to Department

Council Office

1000 - General	\$ 1,094,931	\$ -	\$ 1,094,931	\$ 1,071,191
Mayor and Council	\$ 1,094,931	\$ -	\$ 1,094,931	\$ 1,071,191

Development Services

1000 - General	\$ 5,388,471	\$ -	\$ 5,493,591	\$ 6,292,825
Development Services Total	\$ 5,388,471	\$ -	\$ 5,493,591	\$ 6,292,825

Economic Development

1000 - General	\$ 1,125,563	\$ -	\$ 1,125,563	\$ 1,150,444
1980 - Streets Constr. - 1999 Auth	-	-	-	-
2100 - Economic Dev. Constr-1999 Auth	7,000,000	-	-	-
2070 - General Gov Capital Projects	668,646	-	-	-
Economic Development Total	\$ 8,794,209	\$ -	\$ 1,125,563	\$ 1,150,444

Budget and Finance

1000 - General	\$ 4,859,390	\$ -	\$ 4,834,986	\$ 4,870,067
1900 - G.O. Bond Debt Service	20,203,317	-	20,203,317	25,914,169
1940 - M.P.C. Debt Service	18,980,235	-	18,980,235	15,969,362
1950 - Excise Tax Debt Service	8,040,521	-	8,040,521	16,820,271
2360 - Water Services	3,079,149	-	3,079,149	3,144,936
Budget and Finance Total	\$ 55,162,612	\$ -	\$ 55,138,208	\$ 66,718,805

Engineering

1000 - General	2,228,271	-	2,268,601	2,160,537
1340 - Highway User Gas Tax	3,500,551	-	3,419,845	2,955,232
1660 - Transportation Sales Tax	500,000	-	500,000	330,000
Engineering Total	\$ 6,228,822	\$ -	\$ 6,188,446	\$ 5,445,769

**City of Glendale
Expenditures/Expenses by Department
Fiscal Year 2019**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2018	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2018	ACTUAL EXPENDITURES/ EXPENSES* 2018	BUDGETED EXPENDITURES/ EXPENSES 2019
Field Operations				
1000 - General	5,060,266	-	5,889,455	5,206,704
1120 - Vehicle Replacement	3,608,735	-	3,608,735	2,292,190
2070 - General Gov Capital Projects	7,042,788	-	-	4,484,685
2080 - Gov't Facilities - 1999 Auth	-	-	-	202,000
2440 - Landfill	17,241,282	-	9,656,080	16,220,151
2480 - Solid Waste	14,827,812	-	14,972,325	18,119,065
2530 - Training Facility Revenue Fund	521,638	-	894,209	630,064
2590 - Fleet Services	9,239,326	-	9,240,639	9,400,610
Field Operations Total	\$ 57,541,847	\$ -	\$ 44,261,443	\$ 56,555,469
Fire Services				
1000 - General	\$ 43,413,023	\$ -	\$ 43,463,962	\$ 45,015,802
1420 - DIF-Fire Protec Fac pre SB1525	-	-	-	15,654
1840 - Grants	5,105,753	(550,000)	3,028,831	5,028,831
2530 - Training Facility Revenue Fund	946,672	-	946,672	958,535
2070 - General Gov Capital Projects	1,836,000	-	-	503,771
1421 - DIF-Fire Protection Facilities	-	-	-	-
Fire Services Total	\$ 51,301,448	\$ (550,000)	\$ 47,439,465	\$ 51,522,593
HR & Risk Mgt				
1000 - General	\$ 1,873,624	\$ -	\$ 1,873,624	\$ 1,921,996
2540 - Risk Management Self Insurance	2,967,948	-	2,967,948	2,959,242
2560 - Workers Comp. Self Insurance	2,279,542	-	2,279,542	2,290,825
2580 - Benefits Trust Fund	28,963,184	-	28,784,962	30,955,871
	-	-	-	-
HR & Risk Mgt Total	\$ 36,084,298	\$ -	\$ 35,906,076	\$ 38,127,934
Innovation & Technology				
2591 - Technology	\$ 8,323,272	\$ (428,798)	\$ 8,323,272	\$ 8,333,482
2592 - Technology Projects	2,957,115	428,798	2,528,317	4,037,497
2593 - Citywide ERP Solution	2,862,221	-	-	3,612,309
Innovation & Technology Total	\$ 14,142,608	\$ -	\$ 10,851,589	\$ 15,983,288
Public Affairs				
1000 - General	\$ 2,250,448	\$ -	\$ 2,250,448	\$ 2,398,963
Public Affairs Total	\$ 2,250,448	\$ -	\$ 2,250,448	\$ 2,398,963
Mayor's Office				
1000 - General	\$ 423,101	\$ -	\$ 423,101	\$ 464,475
Mayor's Office Total	\$ 423,101	\$ -	\$ 423,101	\$ 464,475
Misc. Grants & Misc Capital Grants				
1840 - Grants	\$ 6,705,512	\$ 593,259	\$ 1,003,396	\$ 5,363,467
Misc. Grants & Misc Capital Grants Total	\$ 6,705,512	\$ 593,259	\$ 1,003,396	\$ 5,363,467

**City of Glendale
Expenditures/Expenses by Department
Fiscal Year 2019**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2018	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2018	ACTUAL EXPENDITURES/ EXPENSES* 2018	BUDGETED EXPENDITURES/ EXPENSES 2019
Non-Departmental				
1000 - General	\$ 15,085,275	\$ -	\$ 15,085,275	\$ 12,942,682
1200 - Utility Bill Donation	200,000	-	200,000	200,000
Non-Departmental Total	\$ 15,285,275	\$ -	\$ 15,285,275	\$ 13,142,682
Police Services				
1000 - General	\$ 88,114,762	\$ -	\$ 88,114,762	\$ 92,526,966
1440 - DIF-Police Faciliti pre SB1525	-	-	-	-
1840 - Grants	5,872,784	-	3,382,784	5,051,270
1860 - RICO Funds	2,258,922	-	2,258,922	2,880,975
2040 - Public Safety Construction	2,351,250	-	-	3,789,250
2070 - General Gov Capital Projects	1,183,422	-	-	-
2530 - Training Facility Revenue Fund	381,352	-	381,352	388,054
Police Services Total	\$ 100,162,492	\$ -	\$ 94,137,820	\$ 104,636,515
Public Facilities & Events				
1000 - General	\$ 12,918,234	\$ 176,300	\$ 13,234,415	\$ 13,808,715
1460 - DIF-Citywide Parks pre SB1525	226,536	-	-	230,896
1461 - DIF-Citywide Parks	105,917	-	-	107,957
1480 - DIF-Citywide RecFac pre SB1525	797,000	-	-	753,642
1520 - DIF-Citywide Open Spaces	318,100	-	-	364,325
1540 - DIF-Parks Dev Zone1 pre SB1525	124,085	-	-	127,554
1541 - DIF-Parks Dev Zone 1	52,303	-	-	52,303
1542 - DIF-Parks & Rec Zone 1 East	317,578	-	-	317,578
1543 - DIF-Parks & Rec Zone 2 West	58,312	-	-	642,940
1560 - DIF-Parks Dev Zone2 pre SB1525	165,438	-	-	182,044
1580 - DIF-Parks Dev Zone3 pre SB1525	-	-	-	3,469
1581 - DIF-Parks Dev Zone 3	-	-	-	-
1840 - Grants	190,000	-	25,000	190,000
1880 - Parks & Recreation Self Sust	-	-	-	-
1885 - Parks & Recreation Designated	68,877	-	68,877	62,890
2060 - Parks Construction	50,000	-	-	170,795
2070 - General Gov Capital Projects	104,565	-	-	-
2130 - Cultural Facility Bond Fund	200,000	-	-	263,019
2140 - Open Space/Trails Constr-99 Au	50,000	-	-	65,056
Public Facilities & Events Total	\$ 15,746,945	\$ 176,300	\$ 13,328,292	\$ 17,343,183
Transportation				
1000 - General	\$ 1,126,495	\$ -	\$ 1,057,837	\$ 1,126,332
1340 - Highway User Gas Tax	7,096,857	-	7,163,967	7,563,581
1600 - DIF-Roadway Improve pre SB1525	307,524	-	51,514	49,553
1601 - DIF-Roadway Improvements	2,086,915	-	-	1,521,076
1602 - DIF-Streets Zone 1 East	721,039	-	-	110,011
1603 - DIF-Streets Zone 2 West 101	-	-	-	650,000
1650 - Transportation Grants	1,218,055	-	1,665,234	1,218,055
1660 - Transportation Sales Tax	13,422,695	-	13,255,712	12,986,669
1760 - Airport Special Revenue	692,826	-	717,055	775,378
1970 - Transportation Debt Service	7,151,500	-	7,151,500	7,043,761
1980 - Streets Constr. - 1999 Auth	12,472,714	-	-	19,368,112
2000 - Hurf Street Bonds	17,534,795	-	-	13,749,522
2120 - Airport Capital Grants	6,821,236	-	-	5,298,625
2180 - Flood Control Construction	2,128,956	-	-	2,188,040
2210 - Transportation Capital Project	16,231,020	-	337,965	15,759,520
Transportation Total	\$ 89,012,627	\$ -	\$ 31,400,784	\$ 89,408,235

**City of Glendale
Expenditures/Expenses by Department
Fiscal Year 2019**

<u>DEPARTMENT/FUND</u>	<u>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2018</u>	<u>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2018</u>	<u>ACTUAL EXPENDITURES/ EXPENSES* 2018</u>	<u>BUDGETED EXPENDITURES/ EXPENSES 2019</u>
Water Services				
<u>2360 - Water Services</u>	\$ <u>38,969,041</u>	\$ <u>5,073,000</u>	\$ <u>19,830,440</u>	\$ <u>39,371,696</u>
<u>2380 - Water Services Debt</u>	<u>22,660,233</u>	<u>-</u>	<u>22,660,233</u>	<u>25,462,783</u>
<u>2400 - Water Services</u>	<u>52,277,525</u>	<u>(4,582,986)</u>	<u>22,817,114</u>	<u>57,072,193</u>
<u>2420 - Water Services</u>	<u>14,442,464</u>	<u>1,910,000</u>	<u>7,825,214</u>	<u>15,468,383</u>
Water Services Total	\$ <u>128,349,263</u>	\$ <u>2,400,014</u>	\$ <u>73,133,001</u>	\$ <u>137,375,055</u>
 TOTAL ALL DEPARTMENTS	 \$ <u>672,000,000</u>	 \$ <u>-</u>	 \$ <u>479,043,075</u>	 \$ <u>689,000,000</u>

**City of Glendale
Full-Time Employees and Personnel Compensation
Fiscal Year 2019**

FUND	Full-Time Equivalent (FTE) 2019	Employee Salaries and Hourly Costs 2019	Retirement Costs 2019	Healthcare Costs 2019	Other Benefit Costs 2019	Total Estimated Personnel Compensation 2019
GENERAL FUND						
1000 - General	1,217.75	\$ 103,462,298	\$ 31,251,990	\$ 14,919,412	\$ 7,640,894	\$ 157,274,594
Total General Fund	1,217.75	\$ 103,462,298	\$ 31,251,990	\$ 14,919,412	\$ 7,640,894	\$ 157,274,594
SPECIAL REVENUE FUNDS						
1220 - Arts Commission Fund	1.00	\$ 93,356	\$ 9,396	\$ 6,153	\$ 1,280	\$ 110,185
1240 - Court Security/Bonds	3.75	291,229	64,881	35,942	7,650	399,702
1300 - Home Grant		32,019				32,019
1310 - Neighborhd Stab. Pgm		25,000				25,000
1311 - Neighborhd Stab. Pgm3		25,000				25,000
1320 - C.D.B.G.	8.75	575,733	61,608	105,839	1,988	745,168
1340 - Highway User Gas Tax	46.00	3,300,746	329,161	552,692	26,227	4,208,826
1660 - Transportation Sales Tax	51.25	3,462,377	369,092	571,565	7,636	4,410,670
1760 - Airport Special Revenue	6.00	388,583	41,597	59,089	1,400	490,669
1820 - CAP Grant	5.50	402,003	43,202	81,571	5,676	532,452
1830 - Emergency Shelter Grants	19.00				17,183	17,183
1840 - Grants	1.00	5,871,011	418,912	162,691	67,550	6,520,164
1860 - RICO Funds		55,610	5,941	17,099		78,650
1885 - Parks & Rec Designated		5,583				5,583
2530 - Trng Fac Revenue Fund	9.00	698,204	199,984	105,821	14,016	1,018,025
Total Special Revenue Funds	151.25	\$ 15,226,454	\$ 1,543,774	\$ 1,698,462	\$ 150,606	\$ 18,619,296
DEBT SERVICE FUNDS						
Total Debt Service Funds		\$	\$	\$	\$	\$
CAPITAL PROJECTS FUNDS						
Total Capital Projects Funds		\$	\$	\$	\$	\$
PERMANENT FUNDS						
Total Permanent Funds		\$	\$	\$	\$	\$
ENTERPRISE FUNDS						
2360+ - Water and Sewer	239.25	\$ 16,238,508	\$ 1,751,153	\$ 2,842,863	\$ 350,488	\$ 21,183,012
2440 - Landfill	44.00	2,817,671	290,400	452,396	16,606	3,577,073
2480 - Solid Waste	72.00	4,404,349	424,603	804,341	13,288	5,646,581
2500 - Pub Housing	21.00	1,365,224	144,932	249,983	23,400	1,783,539
Total Enterprise Funds	376.25	\$ 24,825,752	\$ 2,611,088	\$ 4,349,583	\$ 403,782	\$ 32,190,205

**City of Glendale
Full-Time Employees and Personnel Compensation
Fiscal Year 2019**

FUND	Full-Time Equivalent (FTE) 2019	Employee Salaries and Hourly Costs 2019	Retirement Costs 2019	Healthcare Costs 2019	Other Benefit Costs 2019	Total Estimated Personnel Compensation 2019
INTERNAL SERVICE FUND						
2540 - Risk Management Self Ins.	2.00	\$ 185,687	\$ 19,836	\$ 17,096	\$ 900	\$ 223,519
2560 - Workers Comp. Self Ins.	2.00	144,723	15,566	23,088	1,468	184,845
2590 - Fleet Services	33.00	2,117,026	225,809	352,292	7,700	2,702,827
2591 - Technology	30.00	2,832,558	302,780	319,795		3,455,133
Total Internal Service Fund	67.00	\$ 5,279,994	\$ 563,991	\$ 712,271	\$ 10,068	\$ 6,566,324
TOTAL ALL FUNDS	1,812.25	\$ 148,794,498	\$ 35,970,843	\$ 21,679,728	\$ 8,205,350	\$ 214,650,419





Fiscal Year 2018-2019 Annual Budget Book

Appendix

RESOLUTION NO. R18-69

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 2018-2019, 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, 2018, and ending June 30, 2019; 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 22, 2018, by Resolution No. R18-54; and

WHEREAS, it appears that the sums to be raised by taxation, as specified in the tentative budget, do not in the aggregate exceed that amount for primary property taxes as computed in A.R.S. § 42-17051(A); and

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 2018-2019.

SECTION 2. That the Council will set the property tax levy on June 26, 2018.

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.

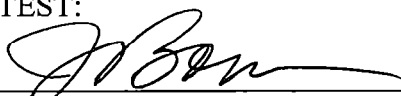
SECTION 5. That all sums contained in the final budget estimated expenditures are considered as specific appropriation and authority for the expenditures, as provided in the final budget, the laws of the United States Government, the State of Arizona, and the charter and ordinances of the City of Glendale.

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Glendale, Maricopa County, Arizona, this 12th day of June, 2018.



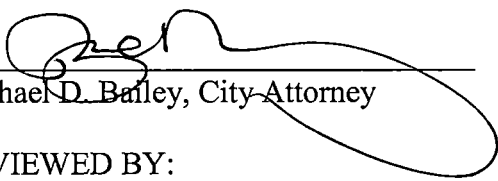
Mayor Jerry P. Weiers

ATTEST:



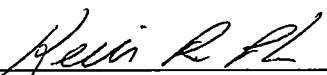
Julie K. Bower, City Clerk (SEAL)

APPROVED AS TO FORM:



Michael D. Bailey, City Attorney

REVIEWED BY:



Kevin R. Phelps, City Manager

Year Founded:
•1892
Date Incorporated
•June 18, 1910
Form of Government
•Council/City Manager
County
•Maricopa
Elevation:
•1,152 Ft.

Top Glendale Employers

Luke Air Force Base	6,900
Banner Thunderbird Medical Center	3,000
CSAA/AAA	1,065
Abrazo Arrowhead Campus	1,010
Humana Healthcare	940
Honeywell Aerospace	830
Midwestern University	823
Ace Building Maintenance	600
Conair Corporation	450
Lockheed Martin	400
Bechtel Corporation	325

Annexed Area in Sq. Miles

Year	Total
1910	1
1910-1969	15
1970-1979	39
1980-1989	49
1990-2003	54
2004	56
2005	57
2006-2009	58
2010-2017	60

Population

1970	36,228
1980	97,172
1990 (Census)	148,134
2000 (Census)	218,812
2017 (Estimate)	246,709

* All population numbers 1995 and after include the population of Luke AFB.

Elections

Number of votes cast:	
August 2016 Primary Elec. (Citywide)	25,939
Percentage of registered voters voting in:	
August 2014 Primary Elec.	23.21%
November 2014 General Elec.	40.53%
November 2015 Special Recall	25.18%
August 2016 Primary Elec.	25.37%

City Authorized Staffing (FY 2019)

Full-Time & Part-Time, Permanent	1,812.25
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Building Permits (FY)

Fiscal Year	Number	Value of Buildings
2007	6,185	\$582,249,673
2008	6,883	\$452,658,952
2009	5,289	\$324,754,646
2010	5,181	\$158,806,092
2011	5,594	\$115,544,634
2012	5,278	\$172,102,612
2013	6,383	\$271,481,707
2014	4,107	\$211,043,961
2015	4,622	\$309,334,480
2016	6,295	\$207,203,096
2017	6,234	\$359,690,425
2018	5,804	\$321,246,786

Fire Protection (CY 2017)

Number of Stations	9
Number of Incidents (includes Automatic Aid):	
EMS	34,934
Fire	3,475
Miscellaneous	1,249
Special Operations	993
Total Calls	40,651
Fire FTE's (FY 2019)	284

Police Protection (CY 2017)

Number of Stations	3
Calls Processed*	408,686
Text to 911**	27
Vehicular Patrol Units***	135
Number of Reserves	7
*Includes incoming, outgoing and 911 calls	
**New service implemented 4/4/18	
***Marked by lights/sirens & uniformed patrol officers	
Police FTE's (FY 2018)	568

Court Offenses Processed (FY 2017)

DUI	1,519
Other Criminal Traffic	2,598
Failure to Appear	1,031
Civil Traffic	24,645
Parking	3,787
Non-Traffic Misdemeanor	7,936
Total Case Filings	41,516
Protective Orders	3,242

Parks and Recreation (FY 2017)

Number of:	
Conservation Park	1
Regional Parks	6
Neighborhood Parks	55
Community Parks	9
Sports Complexes	4
Total Park Acreage	2,188.5
Disc. Golf	1
Amphitheater	1
Sensory Garden	1
Bird Blind	1
Playgrounds	97
Ramadas	146
Tennis Courts	38
Racquetball Courts	46
Basketball Courts	56
Volleyball Courts	47
Soccer/Football Fields	54
Softball Fields	54
Swimming Pools	2
Splash Pads	2
Dog Parks	3
Skate Parks	2
Reservable Ramadas	48
Area Lights	1,493
Park Benches	542
Drinking Fountains	139
Barbeques	252
Picnic Tables	703
Miles of Trails	46
Linear Feet of Multiuse Walkways	92,892

Landfill & MRF (FY 2017)

Number of Customer Transactions	166,396
Tonnage Processed	
Residential	199,843
Commercial	152,487
Recycle	12,963
Total	353,045

Sanitation (FY 2017)

Number of Customers	54,918
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Transportation Services (FY 2017)

Number of:	
Streetlights	20,200
Signalized Intersections	198
High-Intensity Activated Crosswalks	4
Total Bus Stops	544
Bus Stops w/ Shelters	173
Bus Stops w/ Benches Only	58
Total Glendale Transit Ridership	2,486,883

Dial-a-Ride Total/ADA	71,912/14,010
Glendale Urban Shuttle (GUS)	84,440

Transportation (FY 2017)

Taxi Program	4,967
Fixed Route	2,304,129
Avg. Monthly Aircraft Based at Airport	324
Miles of Streets Maintained	
Arterial	108.5
Residential	488.5
Collector Major	81.5
Collector Minor	70.5
Alleys	25

Water Services (FY 2017)

Number of Customers	62,743
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	<u>14.6 MGD</u>
Total Capacity	104.1 MGD
Annual Consumption	13.67 BG
Average Daily Water Treated	37.5 MGD
Avg consumption per customer	218 KG

Wastewater Services (FY 2017)

Number of Customers	57,953
Miles of Collection Lines	707
Treatment Plant Capacities	
West Area WRF	11.5 MGD
Arrowhead WRF	4.5 MGD
91 st Ave WWTP	<u>13.2 MGD</u>
Total Capacity	29.2 MGD
Annual Wastewater Treated	6.29 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	
ADA	Americans with Disabilities Act
ADOT	Arizona Department of Transportation
AFB	Air Force Base
ARRA	American Recovery and Reinvestment Act
AMFP	Arizona Municipal Financing Program
A/V	Audio/Visual
AWRF	Arrowhead Water Reclamation Facility
AZSTA	Arizona Sports and Tourism Authority
B	
BofA	Bank of America
C	
CAFR	Comprehensive Annual Financial Report
CAP	Community Action Program
CD	Community Development
CDBG	Community Development Block Grant
CIP	Capital Improvement Plan
CPI	Consumer Price Index
CPI-U	Consumer Price Index for Urban Users
CVB	Convention & Visitors Bureau
CY	Calendar Year
D	
DIF	Development Impact Fees
DMP	Debt Management Plan
E	
EMS	Emergency Medical Services
EOC	Emergency Operations Center
ERP	Enterprise Resource Program
F	
FAA	Federal Aviation Administration
FAQ	Frequently Asked Questions
FT	Full Time
FTA	Federal Transit Administration
FTE	Full Time Equivalent
FY	Fiscal Year
G	
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GF	General Fund
GFOA	Government Finance Officers Association
GIS	Geographic Information System
G.O.	General Obligation
GO	Glendale Onboard
GUS	Glendale Urban Shuttle

H	
HALO	Helicopter Air-medical and Logistical Operations
HR	Human Resources
HUD	Department of Housing and Urban Development
HURF	Highway User Revenue Fund
I	
IGA	Intergovernmental Agreement
IT	Innovation & Technology
J	
JAG	Juvenile Alternatives of Glendale
JARC	Job Access and Reverse Commute
L	
LID	Local Improvement Districts
LTAf	Local Transportation Assistance Fund
M	
MGD	Million Gallons per Day
MPC	Municipal Property Corporation
MRF	Material Recovery Facility
N	
NHL	National Hockey League
O	
O and M	Operational and Maintenance
P	
PAYGO	Pay-As-You-Go Capital
PC	Personal Computer
PFC	Public Facilities Corporation
R	
RICO	Racketeer Influenced and Corrupt Organizations
ROW	Right-of-Way
S	
SROG	Sub-Regional Operating Group
SRP	Salt River Project
V	
VOCA	Victims of Crime Act
W	
WAWRF	Western Area Water Reclamation Facility
WIFA	Water Infrastructure Finance Authority
WTP	Water Treatment Plant

FREQUENTLY ASKED QUESTIONS

The City of Glendale Annual Budget document is designed to offer citizens and staff an understandable and meaningful financial plan. This user guide to frequently asked questions (FAQ) provides assistance to those unfamiliar with Glendale's budgeting and financial planning processes.

What is a “Fiscal Year (FY)” and when does it begin and end? The City of Glendale and State of Arizona follow a Fiscal Year (FY) that starts July 1 and ends June 30. A Fiscal Year is the period designated by the city for the beginning and ending of financial transactions or a budget cycle.

What does it mean to, “adopt the budget?” Budget adoption is a formal action taken by the City Council that sets the city's priorities and spending limits for the upcoming fiscal year. The FY budget will be formally adopted by the City Council at a public meeting in June, though city staff has been preparing the budget for months in advance.

How do I get involved or learn about the budget before it's adopted? At any time of the year citizens can view Glendale's budget on the city's website, in city libraries or at City Hall. Residents can discuss it with neighbors, city staff or Council Members. In addition, the City Council has several special Budget Workshops every March and/or April that citizens can attend, watch on KGLN cable channel 11 or borrow on videotape from Glendale's libraries.

What is meant by “budget appropriation?” Budget appropriation refers to authorizations made by the City Council that permit the city to incur obligations and expend resources. When the City Council appropriates funds, they are saying the community should, for example, spend its money on public safety, or make investments that improve the quality of life in Glendale. The city cannot spend money unless it is appropriated, and this ensures the public's money is spent according to the public's needs as expressed by the democratically elected City Council.

What are municipal bonds? A municipality, such as the City of Glendale, will sell (issue) bonds primarily to finance capital projects. This is similar to a family taking out a mortgage in order to finance a house. Just like a family, the city has basic necessities (infrastructure) like roads and office buildings, but usually does not have cash available for such major purchases. Municipal bonds are like loans that help make large, important purchases affordable. Bonds also effectively spread out the costs of major projects across their useful life, so all those citizens who utilize them can help pay for them.

What is the difference between the capital budget and the operating budget? The capital budget, or Capital Improvement Plan, is an appropriation of bonds or operating revenue for improvements to city facilities that may include buildings, parks, streets and water/sewer lines. The operating budget covers the costs of the city's day-to-day operations, such as employee salaries, supplies and contracts.

What is carryover? Carryover refers to year-end savings that can be carried forward into the next fiscal year to cover any equipment or special contracts that were budgeted for but not purchased (or paid for) in the previous fiscal year (typically Capital projects). For example, if a piece of equipment was ordered in June (the last month in a fiscal year) but not received until July (the start of the next fiscal year), then the “savings” from the previous budget year could be used to purchase the equipment in the next budget year using carryover appropriation.

What is a debt ratio? The debt ratio is total debt divided by total assets. This is one measurement of fiscal health. If the city, or a family, owes substantially more money than the value of the things it owns or its ability to generate revenue, a dangerous financial situation exists. The lower the debt ratio, the better interest rates the city can receive when it wants to sell more bonds to finance additional capital improvements for Glendale.

What is debt service? A family’s debt service is the payments they make on loans, such as a mortgage and credit cards. Principal and interest payments on outstanding bonds are referred to as debt service. Just like a family cannot skip on mortgage or credit card payments, the city must always keep up on its debt service, so this will always be a part of the city’s budget.

What is an encumbrance? An encumbrance refers to the formal accounting recognition of commitments to expend resources in the future. For example, when a purchase order is issued for equipment, that funding is encumbered until delivery. Once the equipment is received, the invoice is paid and the encumbrance becomes an expense.

What is an expenditure? Expenditures represent a decrease in fund resources or, stated simply, a recorded expense.

What is an expenditure limitation or permanent base adjustment? Any city or town can permanently adjust its state imposed expenditure limitation base if a majority of the electors voting on the issue at a regular city election vote in favor of the adjustment. In the spring of 2000, Glendale voters approved a permanent base adjustment.

What is a full-time equivalent position (FTE)? An FTE (1.0 FTE) refers to one or more employees working 40 hours per week, or 2,080 hours per year. For example, a part-time employee working 20 hours per week would be considered a 0.5 FTE. Two part-time employees each working 20 hours per week would be considered 1.0 FTE.

What is the definition of a budget fund? Glendale currently has 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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