

Glendale, Arizona

Annual Budget Book

Fiscal Year 2014-2015





**CITY OF GLENDALE, ARIZONA
FY14-15 ANNUAL BUDGET**

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City of Glendale, Arizona
City Council Key Priorities
Fiscal Year 2014-2015

Fiscal Sustainability
Transparency
Major Events
Super Bowl/Public Safety
Innovative Benchmarked Ideas
Service Level Options
Economic Development
Centerline



Glendale City Officials



Jerry Weiers
Mayor



Yvonne J. Knaack
Vice Mayor/
Councilmember
Barrel District



Manuel D. Martinez
Councilmember
Cholla District



Norma Alvarez
Councilmember
Ocotillo District



Ian Hugh
Councilmember
Cactus District

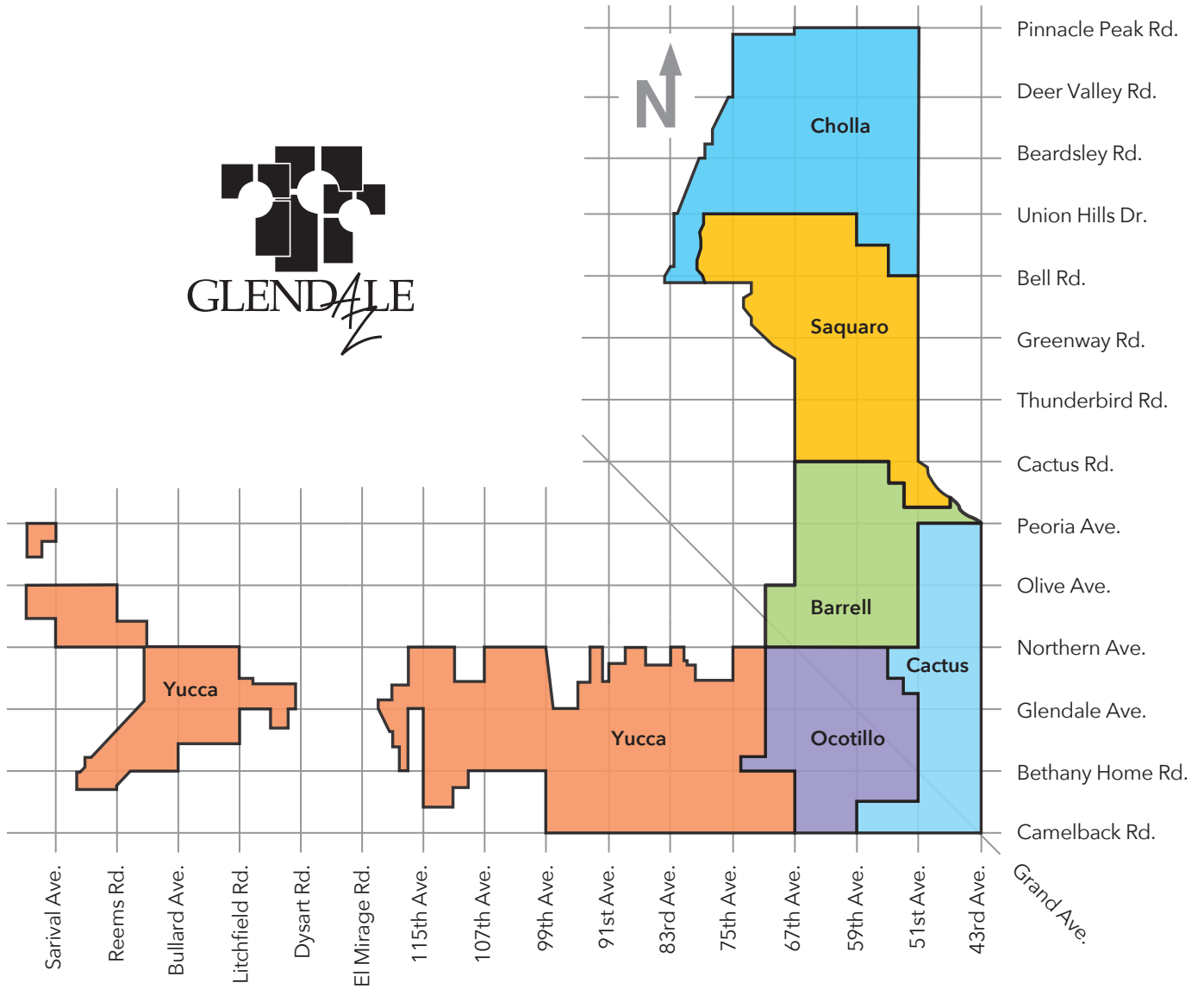


Samuel U. Chavira
Councilmember
Yucca District

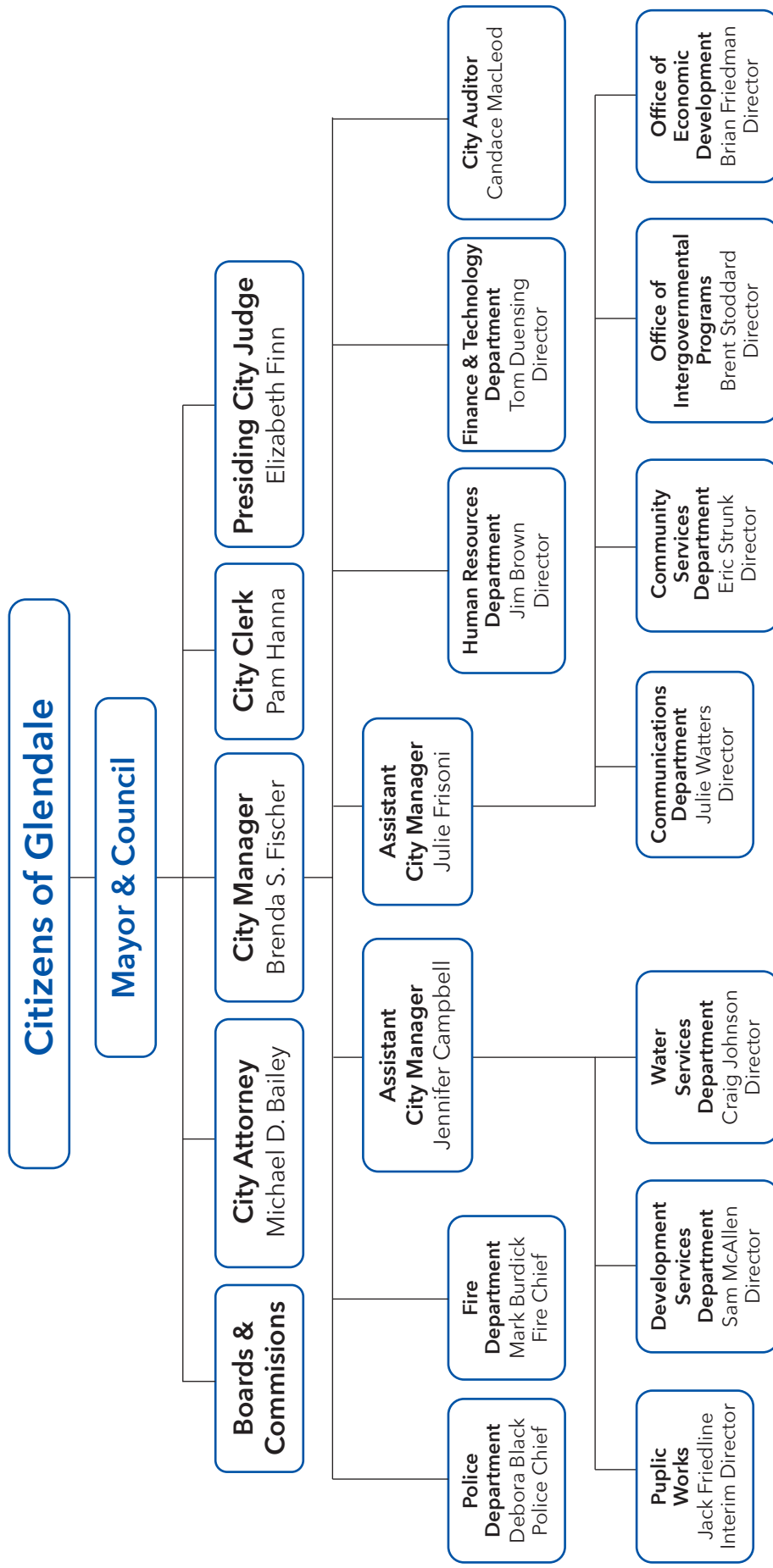


Gary D. Sherwood
Councilmember
Sahuaro District

Glendale Council District Boundaries



Glendale Organizational Chart



Glendale, Arizona
City Management

Mayor

Jerry P. Weiers

Councilmembers

Yvonne J. Knaack, Vice Mayor
Barrel District

Manuel D. Martinez
Cholla District

Norma Alvarez
Ocotillo District

Ian Hugh
Cactus District

Samuel U. Chavira
Yucca District

Gary D. Sherwood
Sahuaro District

Management Staff

Brenda S. Fischer
City Manager

Julie Frisoni
Assistant City Manager

Jennifer Campbell
Assistant City Manager

**Department
Heads & Directors**

Michael D. Bailey
City Attorney

Pamela Hanna
City Clerk

Judge Elizabeth Finn
Presiding City Judge

Debora Black
Police Services

Jim Brown
Human Resources &
Risk Management

Mark Burdick
Fire Services

Brian Friedman
Office of Economic Development

Julie Watters
Communications

Craig Johnson
Water Services

Jack Friedline
Interim Public Works

Candace MacLeod
Internal Audit Department

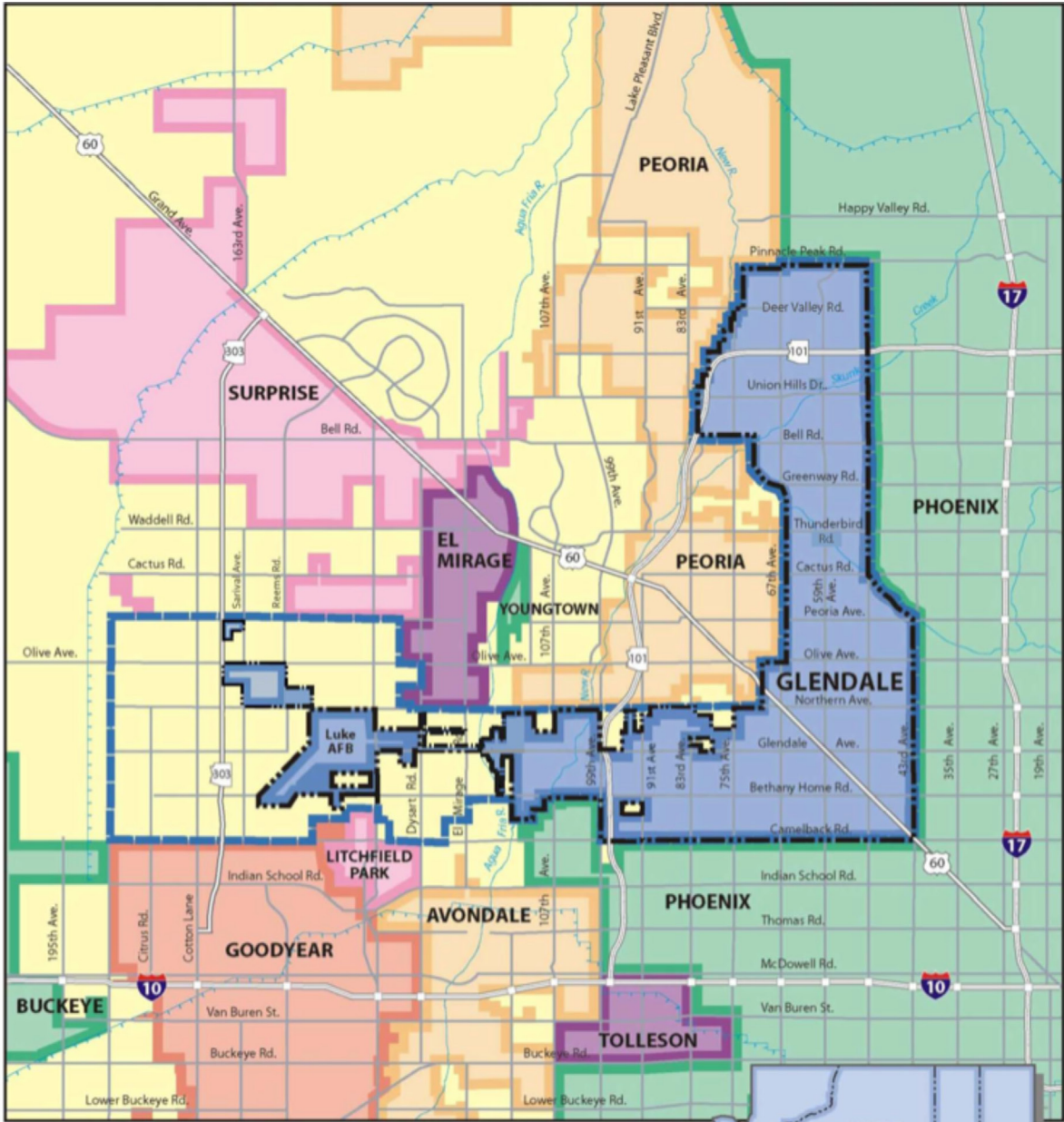
Sam McAllen
Development Services

Tom Duensing
Finance & Technology

Brent Stoddard
Office of Intergovernmental
Programs

Erik Strunk
Community Services

Glendale & Neighboring Communities



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



Glendale, Arizona
Community Profile
2014-2015 Annual Budget

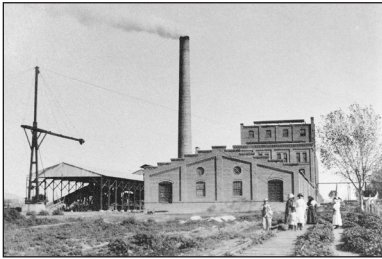
History



58th & Grand Ave.

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.



Beet Sugar Factory

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.



Thunderbird Field

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
Community Profile
2014-2015 Annual Budget

Government/Organization

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



City Hall

City Services

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



Glendale Fire

The Glendale Police Department's objectives include crime prevention, crime control, community involvement and fair and equitable treatment for residents. The department has three police stations, 420 sworn officers and 138.5 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 fully-accredited department is comprised of 245 firefighters and 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 Sanitation 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
Community Profile
2014-2015 Annual Budget

Transportation



Loop 101/61st 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 currently in phase two of construction, connecting several West Valley cities.

Glendale is a member of the Valley Metro, the area's 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, Glendale Dial-A-Ride, Glendale Urban Shuttle (GUS) bus service, 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 Valley Metro fixed-route bus service. The ADA service covers the same routes and operates the same hours as Valley Metro fixed-route bus service in Glendale. Glendale Urban Shuttle (GUS) provides a great way to bring location destinations closer with two convenient routes. Fare is only 25 cents, with reduced fare (10 cents) for seniors and persons with disabilities. The service runs daily between 10 a.m. and 2 p.m. In addition, the city provides a taxi-subsidy for persons with special transportation needs. The program is designed to assist people making repetitive trips for medical treatments and therapies.

The city of Glendale also operates a 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 Federal Aviation Administration contract-tower, and complete airport services for general aviation and corporate jet traffic.



Glendale, Arizona
Community Profile
 2014-2015 Annual Budget

Quality of Life

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

- Housing opportunities for those looking for historic properties to master-planned communities to affordable living
- Jobing.com Arena, the home of the NHL Arizona Coyotes, and a host to a variety of national and international concerts and shows
- The University of Phoenix Stadium is home to the NFL's Arizona Cardinals and hosts the annual Fiesta Bowl, and future 2015 Super Bowl and 2016 College Football Championship
- 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, downtown boutiques and antique shops
- Award-winning special events, cultural and performing arts, galleries and concert venues
- More than 180 area golf courses
- Three libraries, 70 parks totaling more than 1,900 acres, two aquatics centers, six community centers, a racquet center, two municipal golf courses, four sports complexes, more than 35 miles of hiking and equestrian trails and more than 500 programs and classes offered yearly
- A short distance, 15 to 25 minutes, from other Valley of the Sun amenities including downtown Phoenix, Phoenix Sky Harbor International Airport, Phoenix International Raceway and high-end resorts and spas



Sports & Entertainment District



Special Events



Parks & Trails



Glendale, Arizona
Community Profile
2014-2015 Annual Budget

Tourism

In 2010 the city of Glendale created the West Valley's first Convention & Visitors Bureau (CVB), transitioning from an office of tourism to a full-fledged bureau, uniting all cities in the western part of the Phoenix metropolitan area. In 2012 the city council also voted to fund the CVB with hotel bed tax (1.6% tax on the city's 1400-plus hotel rooms). Additional revenue is brought in by membership dues which funds the CVB. Currently with more than 100 members, the CVB manages an international effort to promote Glendale and the West Valley through marketing, advertising and targeted media missions, partnering with other Valley CVBs in this goal.



Glendale Visitor Center

Arizona's number-one national travel market is the Midwestern U.S., with Canadian travelers as the top international market. The CVB also has created an advisory committee with representation of business categories, as well as a hotel advisory committee, which both advise and guide the direction in order to achieve the CVB's mission.



Near World-Class Golf

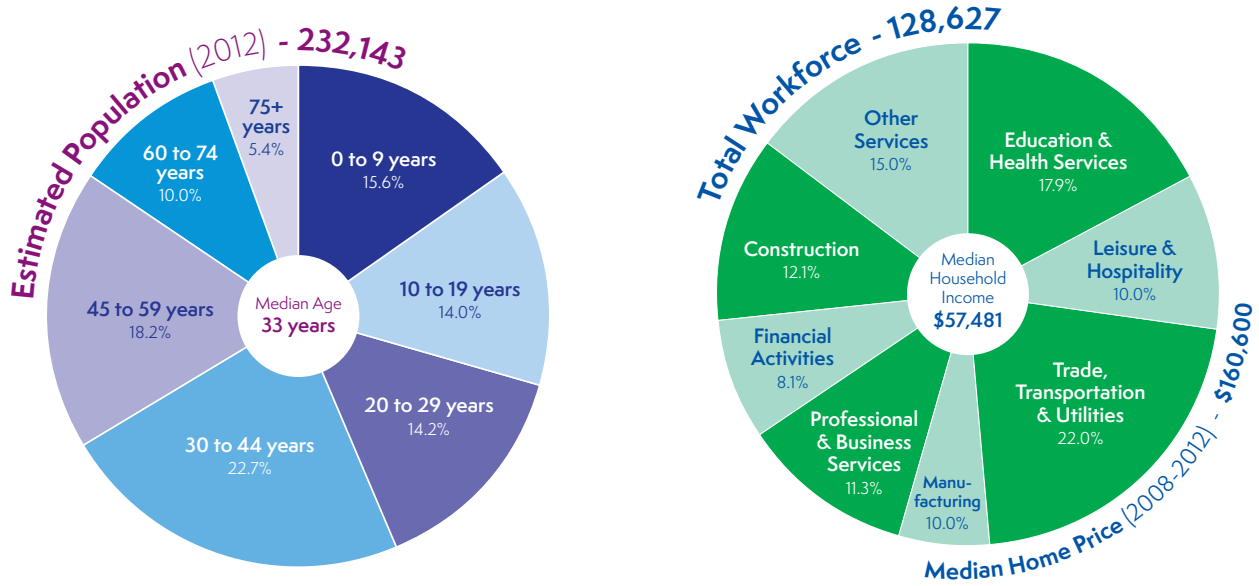
The CVB also operates an official designated state of Arizona Visitor Center. Housed in downtown Glendale, the Visitor Center is a hub for visitor information for the entire state of Arizona and assists the downtown community of businesses in promoting the downtown area as a destination point. The Visitor Center sees approximately 15,000 visitors annually.



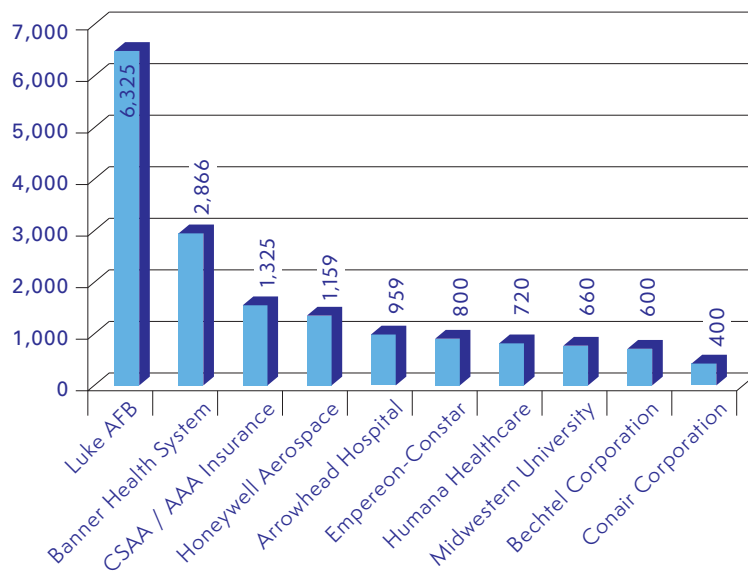
Glendale, Arizona
Community Profile
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Glendale at a Glance

Glendale is located about nine miles north/west 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's Major Employers / # of Employees



Glendale, Arizona
Community Profile
 2014-2015 Annual Budget

Primary Education



Glendale H.S. Centennial Parade

- 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 over 43,300 school aged children (5-17) in Glendale, 18.7% of the population

Higher Education



Midwestern University

- Arizona State University West Campus
- DeVry University Westgate
- Glendale Community College, the area’s largest community college
- Midwestern University
- Thunderbird School of Global Management

Other Quick Facts About Glendale



DeVry University Westgate

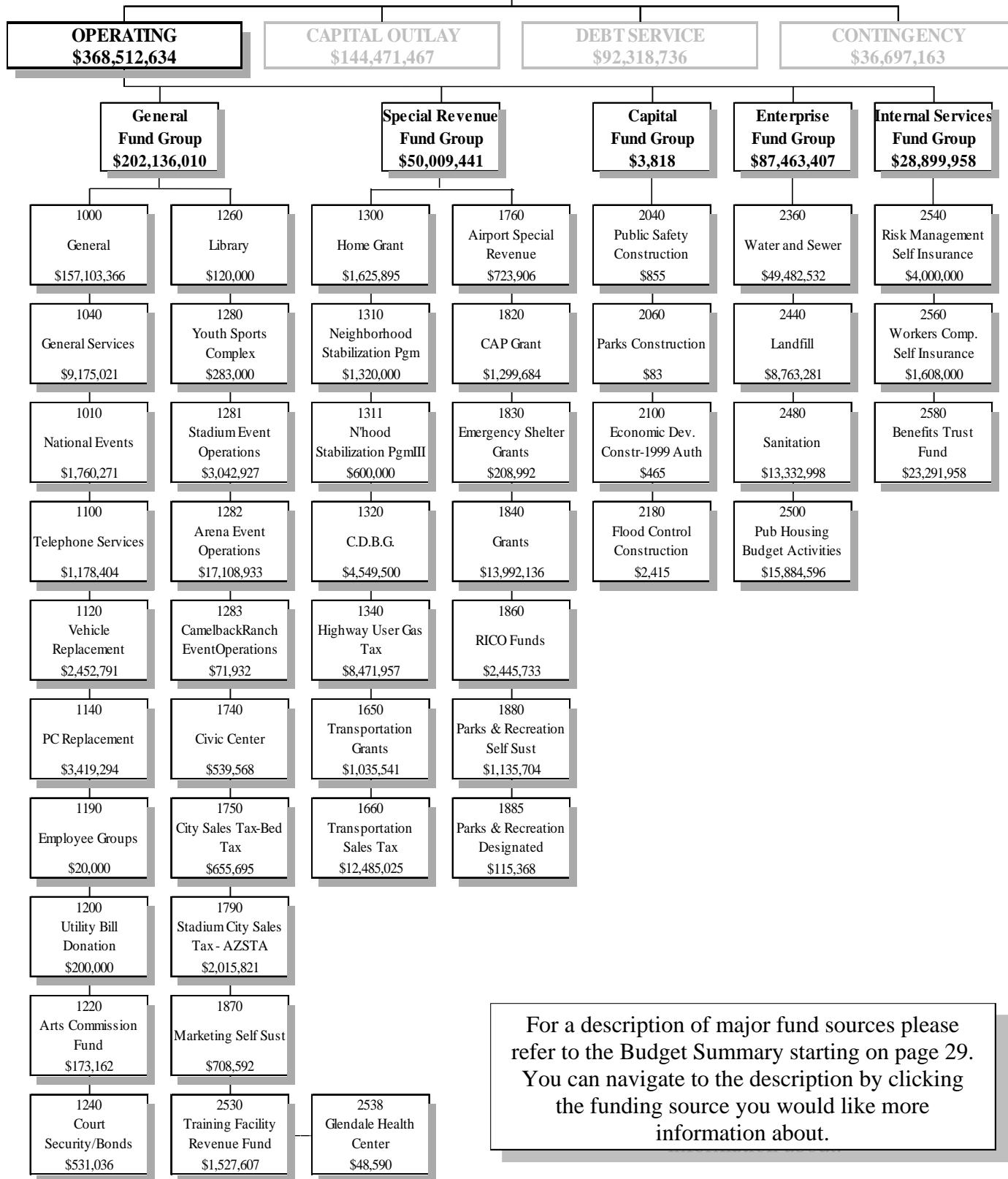
- High School Diploma or Higher
83.5%
- Persons Per Household
2.86
- Non-English Language at Home
30.5%
- Number of Businesses
15,878
- Land in Square Miles
59.98



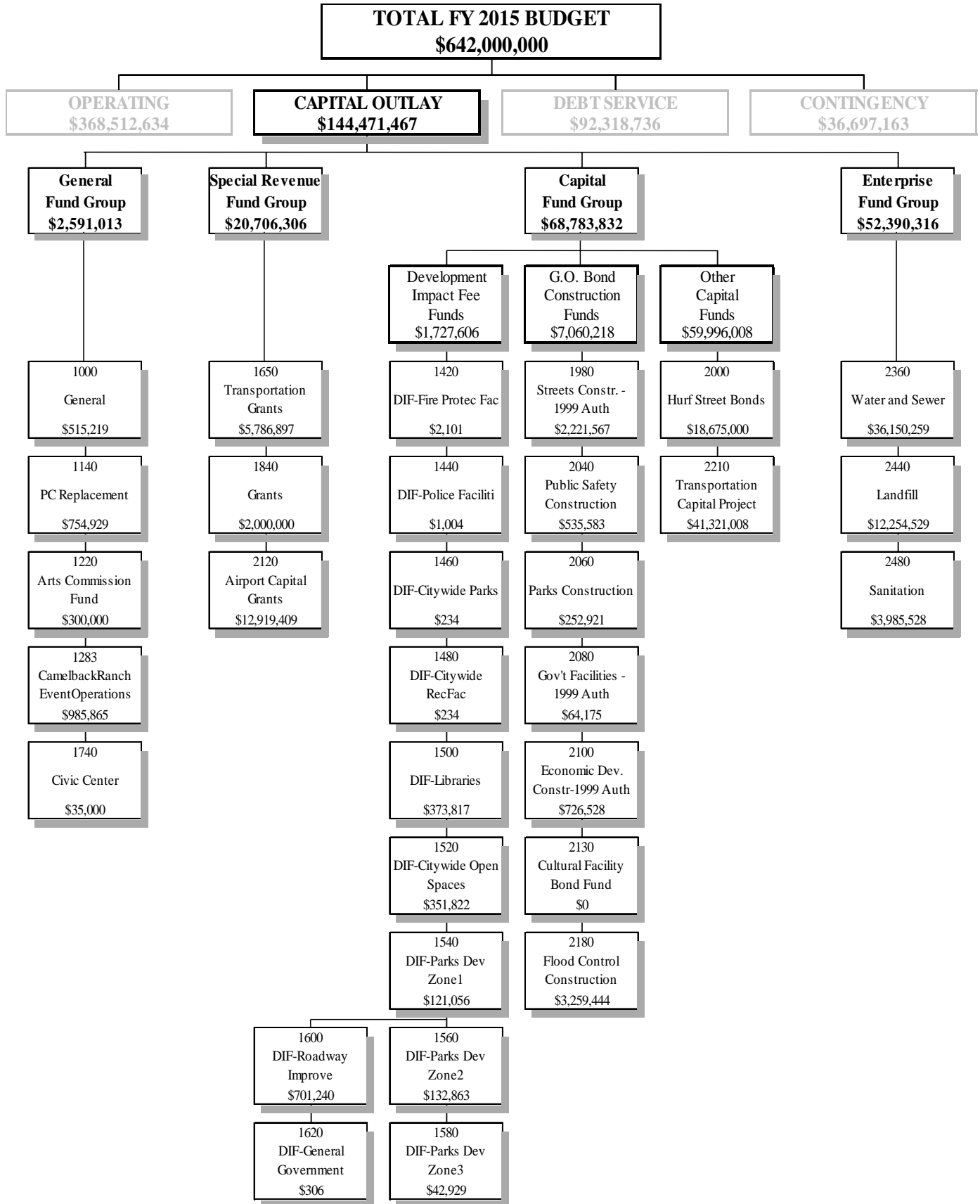


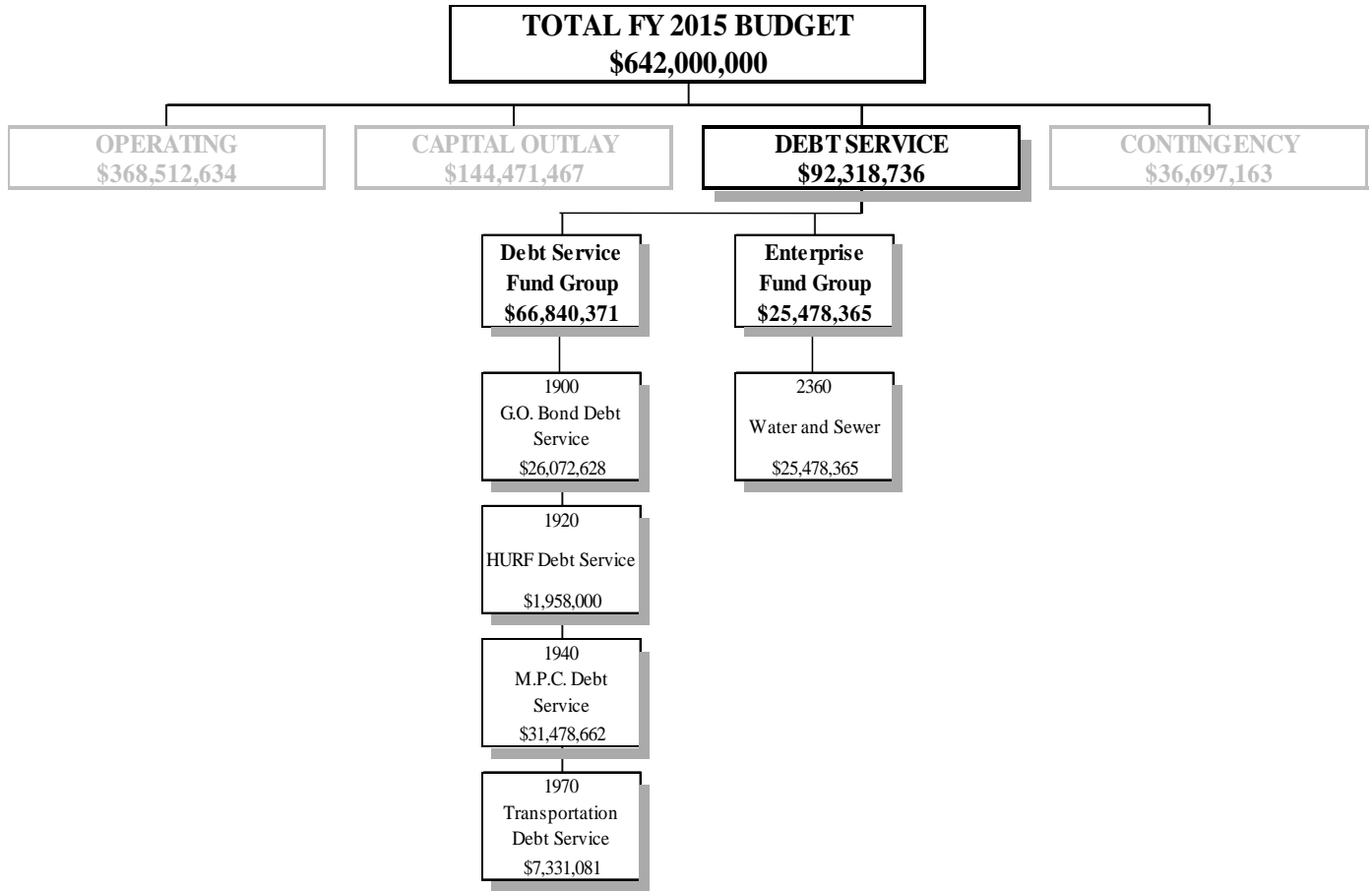


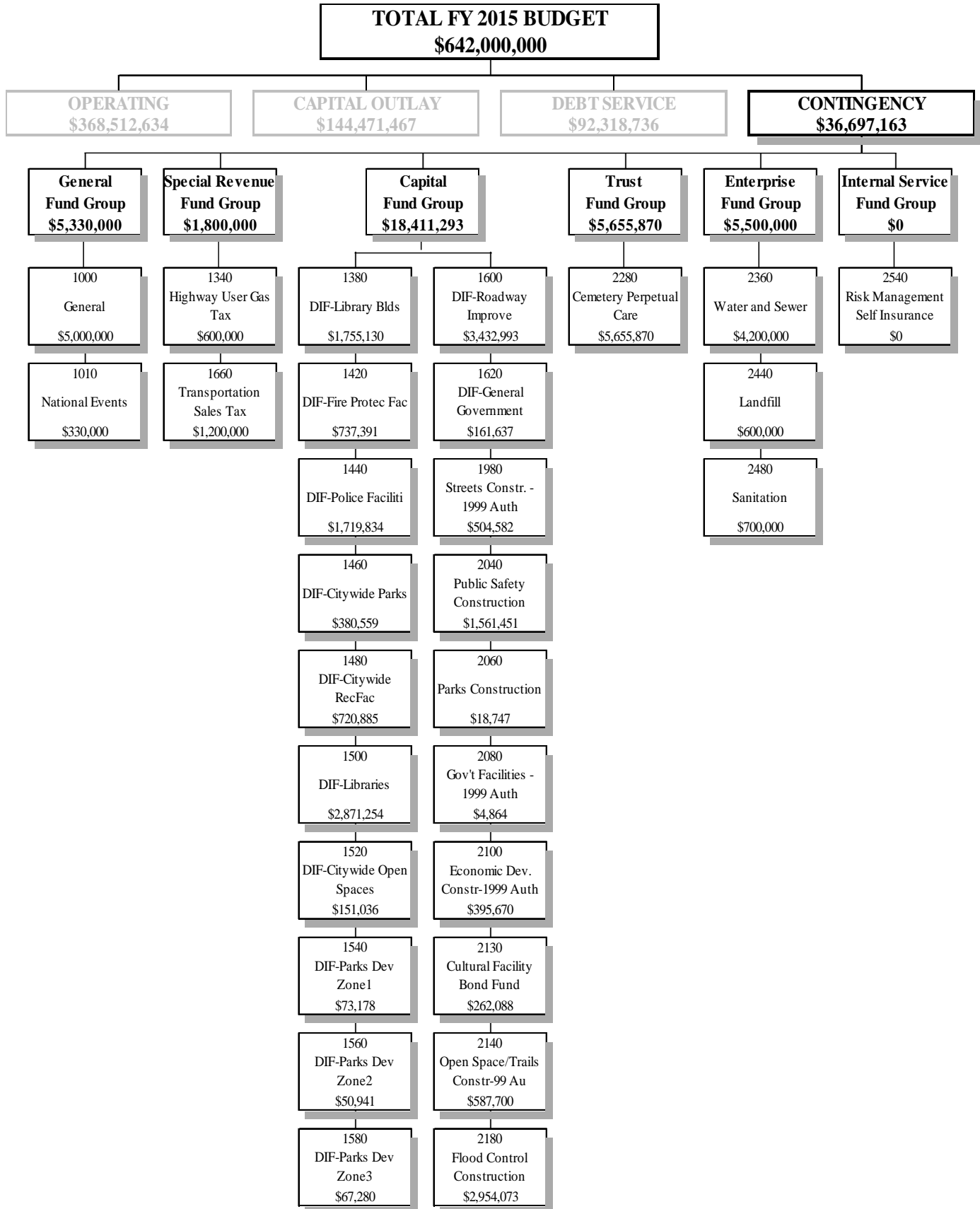
TOTAL FY 2015 BUDGET
\$642,000,000



For a description of major fund sources please refer to the Budget Summary starting on page 29. You can navigate to the description by clicking the funding source you would like more information about.









GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

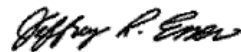
PRESENTED TO

City of Glendale

Arizona

For the Fiscal Year Beginning

July 1, 2013



Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Glendale, Arizona for its annual budget for the fiscal year beginning July 1, 2013.

In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. At least two of three independent GFOA reviewers must rate the document “proficient” or “outstanding” on all four program criteria and all mandatory criteria in order for the document to receive the award.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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 FY14-15 budget as well as policy issues and priorities for the fiscal year. It describes significant changes from the FY14-15 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.

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.

FY 2015-2024 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.

Debt Service Budget

The debt service information has historically been included within the preceding CIP section in past budget books. The new format will allow 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.

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 of the State of Arizona’s Auditor General 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.



FY 2014 BUDGET CALENDAR

July 2013 – February 2014

Budget staff analyzed revenue and expenditure data to determine budget and economic outlook for FY14-15. Discussions with the City Manager's Office and other executive management staff occurred during this time regarding numerous balancing options for the FY14-15 revenue, operating and debt service budgets.

Preparation of FY14-15 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.

September 2013 – February 2014

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 2015-2024 CIP document for City Council review.

November 2013

FY14-15 operating budget kickoff meetings with the executive leadership team comprised of the assistant city manager, executive directors, police and fire chiefs, and City Council appointees.

FY14-15 operating budget kickoff meeting with department directors and staff to commence budget input was held. Input continued through December 2013.

December 2013

Five – Year Financial Forecast presented to council December 17, 2013 at council workshop. This discussion mainly focuses on General Fund and structural imbalance faced for the FY14-15 budget process.

Department's base budgets submissions due December 31.

January 2014

Review with City Council information on Five-Year Forecast and upcoming FY14-15 Budget Calendar. Present general consensus items on long-term and short term options and potential solutions for upcoming budget balancing.

February 2014

State Legislative Agenda and Legislative Update presented to Council by the Intergovernmental Programs Department. The 51st Legislature's First Regular Session began on Monday, January 13, 2014.



Continue City Council workshop discussion on budget balancing strategies including; debt/contractual expenditure restructuring, revenue enhancements, expenditure reductions.

March 2014

FY13-14 mid-year financial report update and FY14-15 revenue projections presented to City Council.

Continue City Council workshop discussion on annual 2 percent primary property tax increase, temporary sales tax increase discussions regarding the 2017 expiration date, revenue enhancement and expenditure reduction opportunities, variable rate on inter-fund loans and Sales tax auditor contract

April 2014

City Council holds budget workshop on presentation of the Draft FY14-15 operating budget. An overview of the draft FY14-15 budget for the General Fund was presented and discussed in detail as this is the city's largest operating fund. The report also provides Council an opportunity to review the proposed cost of all city services provided by city departments based on the draft FY 2015 budget.

City Council holds budget workshop discussion focuses on follow up to draft budget. Special revenue funds, debt service and Capital Improvement Plan are also reviewed.

May 2014

City Council adopted a resolution approving the FY14-15 tentative budget, directing publication of the tentative budget, giving notice of the June 10th date for the public hearing on the FY14-15 final budget and a separate public hearing on the FY14-15 property tax levy and giving notice of the June 24th date for the adoption of the FY14-15 property tax levy.

June 2014

City Council conducted a public hearing on the FY14-15 property tax levy. City Council conducted a separate public hearing on the FY14-15 budget and convened a special meeting to adopt a resolution approving the FY14-15 budget.

City Council adopted an ordinance approving the FY14-15 property tax levy.

July 2014

Start of FY14-15.

FY14-15 BUDGET PROCESS

OVERVIEW:

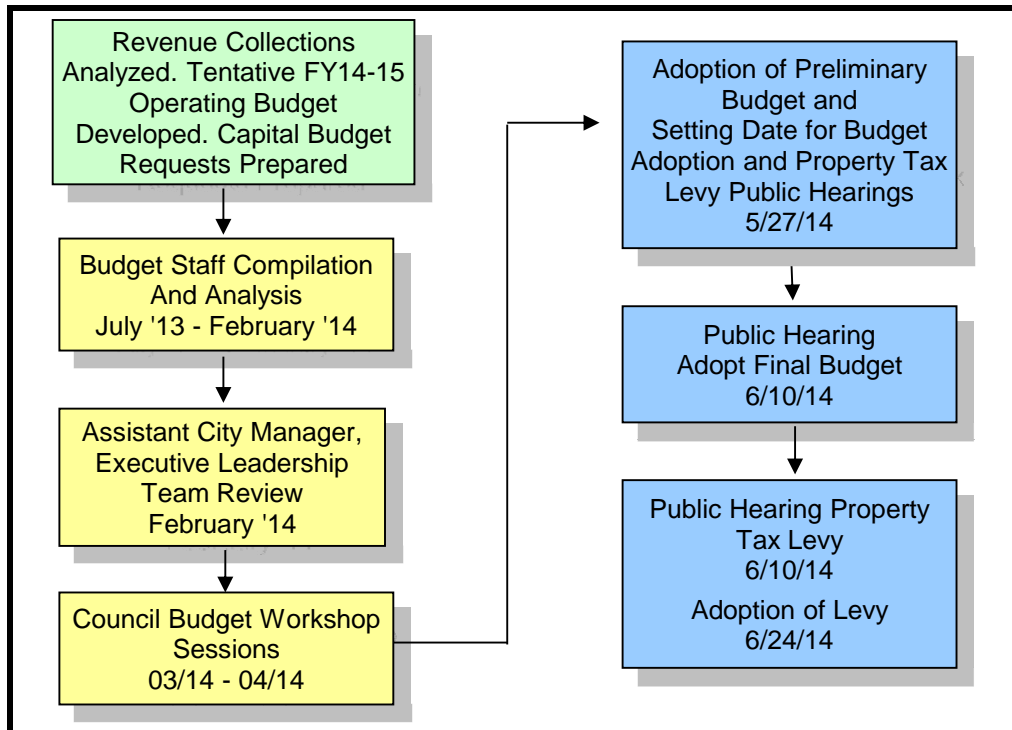
The FY14-15 operating and capital budgets are based on council's key priorities and the supporting strategic goals that were reaffirmed at the February 2014 Annual City Council retreat:

- Super Bowl/public safety
- Fiscal sustainability
- Transparency
- Centerline
- Major Events
- Service level options
- Economic Development
- Innovative benchmarked ideas

Principal issues for the FY14-15 budget were the ongoing challenges of the economy and the level of contractual obligations committed to the General Fund. These are discussed in detail in the *City Manager's Message* in this document.

Over the course of several months various balancing options for both the FY14-15 operating budget and the FY 2015-2024 capital improvement plans were evaluated. A final balancing plan was established in April 2014 and resulted in the recommended budget presented to City Council at a series of budget workshops held from March to April 2014.

At the conclusion of these budget workshops, the proposed budget was presented to Council for tentative adoption and then, two weeks later, for final adoption. The budget was transmitted to the general public in the form of public hearing notices. These notices included summary budget information, including the date for the public hearing on the property tax levy, as required by Arizona state law. After completing the public hearing for the final FY14-15 budget, the Council adopted the budget and thereby set the expenditure limitation for FY14-15. A separate public hearing on the FY14-15 property tax levy was conducted at the same meeting as the final budget adoption. Adoption of the property tax levy occurred two weeks later. The chart on the following page illustrates the broad outline of the FY14-15 budget development process.



VARIATIONS IN BUDGETING METHODS:

The budgets of general government type funds, such as the General Fund, Public Safety Special Revenue Fund, Streets Fund and Transportation Fund are prepared on a modified accrual basis. This means that unpaid financial obligations, such as outstanding purchase orders, are immediately reflected as encumbrances when the cost is estimated, although the items may not have been received yet. However, in most cases revenue is recognized only after it is measurable and actually available. Beginning with FY 1996, sales tax revenues were recorded in the period in which they were due to the city. This changed in FY 2008 and sales tax revenue is now recorded to the month it is collected.

Enterprise funds (Water/Sewer, Landfill, Sanitation and Community Housing Services) are prepared using the full accrual method. Revenues, on the other hand, are recognized when they are obligated to the city (for example, water user fees are recognized as revenue when service is provided).

Purchase orders for goods and services received prior to the end of the current fiscal year will be eligible for payment for a period of days following the close of the fiscal year. However, encumbrances for all other purchase orders will automatically lapse.

The Comprehensive Annual Financial Report (CAFR) presents the status of the city's finances on the basis of Generally Accepted Accounting Principles (GAAP). Since FY01-02, the CAFR has been prepared in compliance with Governmental Accounting Standards Board (GASB) Statement No. 34 requirements. The CAFR shows fund expenditures and revenues on both a

GAAP basis and budget basis for comparison purposes. In most cases, this conforms to the way the city prepares its budget with the following exceptions:

- a. Compensated absences liabilities that are expected to be liquidated with expendable available financial resources are accrued as earned by employees on a GAAP basis as opposed to being expended when paid on a budget basis.
- b. Principal payments on long-term debt within the enterprise funds are applied to the outstanding liability on a GAAP basis as opposed to being expended when paid on a budget basis.
- c. Capital outlays within the enterprise funds are recorded as assets on a GAAP basis and expended on a budget basis.
- d. Inventory is expensed at the time it is used.
- e. Depreciation expense is not budgeted as an expense.

ACCOUNTING CHANGES:

Two Public Facilities Corporation (PFC) related funds were eliminated during FY12-13 as a result of the conversion of PFC debt service into a Municipal Property Corporation (MPC) debt service instrument. **PFC Special Revenue** (Fund 1782) was budgeted in FY12-13 within the general fund group. This fund was used to track revenues generated at the Camelback Ranch spring training baseball facility which is home to the Los Angeles Dodgers and Chicago White Sox. A transfer out of this fund each year to cover the required debt service payment paid from the **PFC Debt Service** (Fund 1930) was required.

The **PFC Debt Service** (Fund 1930) mentioned above was created in FY11-12 within the Debt Service Fund Group to track the principal and interest payments associated with the construction and equipment needed for Camelback Ranch. The PFC was a non-profit corporation organized under the laws of the State of Arizona. City Council retained oversight and approved all debt upon recommendation from the PFC Board of Directors, which consisted of four City employees and one private citizen. Although the PFC was a legally separate entity from the City, the PFC was reported as if it was part of the primary government because its sole purpose was to finance and construct public facilities for the City.

Debt service for **Highway User Fee Revenue** (HURF) bonds will continue to be addressed as it was for FY10-14. The City's outstanding HURF bonds for street projects are backed by a pledge of the HURF monies the city receives from the state. For FY 14-15 a portion of HURF debt service will continue to be supported by a transfer from transportation sales tax revenues (\$1 million).

Three new general group funds were created in FY13-14, titled **Utility Bill Donation** (Fund 1200), **Community Services Group** (Fund 1210) and **Bed Tax** (Fund 1750). Each is described in brief below.



The **Utility Bill Donation Fund** is used to track activities related to the “From the Heart” program which is made up of a unique partnership of Glendale residents, the city of Glendale, the Gila River Indian Community and local community agencies.

The **Community Services Group Fund** was created to track activity related to a start-up program titled “Gifting for Glendale.” The Parks, Recreation and Library Services Department is spearheading an effort to create a 501c3 organization for fundraising to support community-based recreation and library programs. For FY14-15 this fund is no longer used and will be inactivated from future transactions.

Lastly, 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. The **Bed Tax Fund** was created to track revenue and expenditure activities related to the new bed tax.



Glendale, Arizona

Budget Message

2014-2015 Annual Budget





To the Citizens of Glendale and the Honorable Mayor and Council:

We respectfully present to you and the citizens of Glendale the Fiscal Year 2014-15 (FY14-15) Annual Budget. This budget includes all funds of the City of Glendale and represents months of hard work and difficult decisions by the Mayor and City Council, our employees, and City management.

The proposed FY14-15 Annual Budget is balanced and manageable, while incorporating the priorities and policy direction as given by the City Council. Despite significant financial pressure, this budget contains no reductions in service levels and sets the course for future financial stability.

To balance the budget, the City adopted a “zero-based” budget approach. The budget was developed around the Five-Year Financial Forecast which was presented to Council on December 17, 2013. A zero-based approach means departments request and justify all FY14-15 appropriated funds and do not receive “targets” allocations at the beginning of the budget process. The Five-Year Financial Forecast set the stage for the FY14-15 budget process with an eye on the future financial planning and stability.

This past year saw many financial and operational challenges. The City’s general obligation, excise tax supported, and special revenue supported obligations all saw downgrades by both Moody’s Investors Services and Standard and Poor’s Ratings Services. The primary reasons cited were recent weak management practices centered around recent years of inability to address budgetary challenges, budgetary exposure of the recent National Hockey League (NHL) financing and payments, and ongoing arena management obligations. These all affect the City’s General Fund, the primary operating fund.

We are pleased to report the impact of the inter-fund borrowing and the final \$5 million NHL payment was identified in the Five-Year Financial Forecast and financial planning will include full payments of these obligations. The ongoing arena management obligations of approximately \$15.5 million per year were fully budgeted in FY14-15 and future year impacts were also included in the Five-Year Financial Forecast. The impact of the City’s Municipal Property Corporation (MPC) debt service ranging from \$31.5 million in FY14-15 to \$33.6 million in FY18-19, funded by the City’s General Fund, was explicitly presented to Council during presentation of the forecast, was absorbed in the adopted budget, and will be included in future financial planning.

Glendale is proud to be the host city of Super Bowl XLIX to be played February 1, 2015. Significant budgetary impacts consist of one-time costs for police, fire, and transportation. These costs have been fully budgeted and absorbed in the FY14-15 General Fund budget.

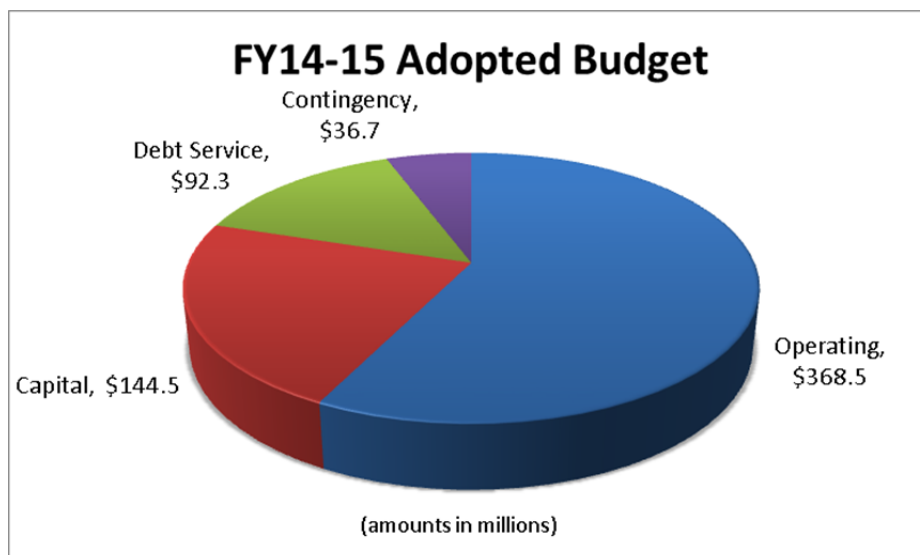
With the impact of Glendale's debt, and contractual obligations, and Super Bowl commitments, the balanced budget also includes \$5 million in additional contingency funding for unforeseen events.

City departments endured an extensive budget process balancing the needs of service to the community with the economic realities. Additionally, the forecast and budget were developed considering the operational impacts of future CIP projects as illustrated in the Capital Improvement Plan section of this budget document.

Cornerstone to financial planning is sufficient financial policies. As part of the prior year budget adoption process, financial policies were adopted to provide a vital framework for future governance and decision-making. In FY14-15, these policies will be reevaluated to ensure they meet the long-term strategic focus of financial stability going forward. These policies must continue to provide broad policy guidance related to operating management, reserve management, capital management, debt management, and budget amendments.

This adopted budget herein totals \$642 million, representing an 11% increase over the prior year and provides the road map for all city services, infrastructure improvements and financial obligations of the city.

- The Operations budget, which supports day-to-day activities and the bulk of city services, totals \$368.5 million and represents 57% of the total city budget.
- The Capital Improvement Plan (CIP) funds infrastructure needs. The FY14-15 budget totals \$144.5 million and is a 45% increase over the FY13-14 CIP.
- The City's Debt Service obligations total \$92.3 million for FY14-15.
- Total Contingency is budgeted at \$36.7 million. The contingency appropriation is necessary in the event of unforeseen or unplanned emergency expenditures should they arise during the fiscal year. A total of \$18.4 million in contingency funding is appropriated in the CIP funds.



In addition to the December 2013 Five-Year Financial Forecast presentation to Council, six additional public City Council workshops were held on the FY14-15 budget process over the course of the next four months.

Budget Approach and Analysis

As stated previously, staff presented a comprehensive Five-Year Financial Forecast as the basis for the budget process. Based on this forecast, staff identified an annual structural deficit (estimated operating expenditures/contingency in excess of operating revenue) in FY14-15 through FY 16-17 that averaged \$14 million per year. Upon the elimination of the temporary sales tax (FY 17-18) the annual structural deficit averaged \$30 million per year. This level of structural deficit would effectively eliminate General Fund, fund balance at the end of FY14-15. It should also be noted that the City, per its financial policies, is required to maintain a minimum unassigned fund balance of 10% of projected annual ongoing revenues estimated to be approximately \$17 million with the goal of an additional 15% to be used as an operating reserve.

As overviewed above, of special concern was the amount of General Fund support toward debt service, capital lease payments, inter-fund loan repayments, and contractual obligations as there is little to no flexibility in controlling these costs. In the forecast, these contractual expenditures represented between 27% and 30% of the total expenditure budget. As an indicator of stability, rating agency guidelines measure debt service as a percentage of General Fund spending. General fund debt service of an amount greater than 10%-12%, is an indication of a high debt service burden. The FY14-15 debt service amount of \$31.5 million is estimated was estimated to be 17% of operating expenditures. If all other contractual amounts are included, the percentage was estimated at 30%.

In addition, over the past several years, cuts in the General Fund budget have occurred largely without an impact to the service levels; however, this resulted in a significant workload increase for remaining staff and significant staff turnover. Through the budget process, staff indicated that any further significant expenditure reductions of the magnitude outlined in the five year forecast would be felt by the public and continue to affect staffing levels.

Based on feedback received, staff developed a comprehensive strategy, reflecting the core mission of the city and Council priorities, to address the deficit. Staff took a very inclusive approach which involved the Council, the public, the business community, employee groups, and employees to solve this issue.

A number of budget balancing strategies were presented to council and given careful consideration during the budget process. Measures included revenue enhancements, expenditure reductions and combinations of both.

Council consensus was to address the structural deficit utilizing a dual approach of (1) implementing short-term solutions immediately and (2) researching/pursuing long-term solutions with a strategic approach. Action items included:

- Assume the 2% primary property tax levy increase annually;
- Lifting the sunset on sales tax increase (scheduled to expire 2017);
- Calculate and applying a variable interest rate on the inter-fund loans;
- Develop revenue enhancements and expenditure reductions.

Specific budget enhancements include:

- Planned increases to Arizona State Retirement and Public Safety Retirement employer contributions;
- Planned health insurance costs increases at rates outpacing general inflation;
- The city would continue to meet its debt service, capital lease payment, and inter-fund loan repayment obligations;
- Contributions toward the Super Bowl are budgeted at \$2.1 million in FY14-15;
- The city will continue to meet its debt service and contractual obligations on the city-owned Arena which include event operational costs, the annual \$15 million management fee, and the \$500,000/year capital maintenance payment;
- Workers' Compensation and Risk Management trust funds will continue to be funded at appropriate levels;
- The contingency budget, to cover emergency expenses, revenue shortages, or capital project acceleration as approved by Council, is set at \$5 million with future planned increases to be at least 5% of total revenues;
- Salaries and related payroll expenditures assume increases consistent with the current memoranda of understanding (MOU) and non-represented employees will receive 2.5% annual salary increases for the first time in six years;
- Salaries and related payroll expenditures also assume compression of pay ranges from 60% to 40% for non-represented employees.

The local and state economy continues to show moderate signs of improvement. General Fund revenues increased year-over-year and remain on target for FY13-14 forecasts. Revenue projections for FY14-15 incorporate the following assumptions:

- Overall, the city will continue to see General Fund revenue growth due to the continued, moderate economic recovery;
- Local sales taxes are forecasted to increase, from 3.3% to 3.5%, consistent with best practices;
- Intergovernmental revenues (state-shared) are forecasted to increase at a greater rate than local taxes, based on regional growth;
- Property tax increases assume the city takes advantage of the available 2% levy increase allowed by state law;
- Annual administrative inter-fund charges, primarily to the enterprise funds, will include a one-time increase of \$0.5 million, to \$9.7 million. This represents approximately 5.6% of total General Fund revenue.

Revenues, Fees and Taxes

Total city revenues for FY14-15 are projected at \$510 million, representing a 7% increase over the previous year. Local taxes remain consistent with growth rates near the state levels. Property values within the city are increasing, showing signs of growth and a slightly improved economy. A combination of this upward trend in property values, the planned increase in the primary tax levy, the maintenance of the secondary tax levy at FY13-14 levels, provided for a reduction in property tax rate in FY14-15. The new rate will decrease from 2.2889 per \$100 of assessed value to 2.1501 per \$100 of assessed value. It is important to note that General Obligation bond refunding opportunities and the level of future secondary property tax levies will be evaluated in FY14-15 in order to ensure the debt service fund remains stable.

Although there were no planned changes to the city sales tax rate in FY14-15, the “sunset” provision associated with the most recent rate increase (scheduled to lapse in 2017) was an item of much discussion during the budget process. Staff received Council direction to eliminate the sunset provision in order to address financial stability. On June 24, 2014, an ordinance was passed eliminating the sunset provision and requiring an annual review of the transaction privilege tax rate for possible reduction. Any tax rate reductions would be tied to controlling expenditures while realizing revenues that exceed forecasts due to greater than expected economic growth.

Glendale residents will continue to benefit from some of the lower utility rates in the West Valley. There are no planned FY14-15 rate increases for water, sewer, or sanitation enterprises. However, in order to maintain the financial stability of the enterprise funds, rate reviews are planned during the fiscal year. It should also be noted that, governed by changes in state legislation, and in accordance with the recently completed Development Impact Fee Study, new impact fees rates went into effect in August 2014.

Economy/ Glendale's Strategic Position

Despite the budgetary challenges addressed in this year's process, economic activity continues to thrive throughout the city. A number of major business developments and initiatives will have positive implications for Glendale's economy. City staff has facilitated more than 2,700 new jobs for Glendale this year, which is expected to result in the occupancy of 1.7 million new and existing square feet of office, industrial and retail space. This brings the grand total to more than 10,600 jobs created in the last six years alone – nearly 7,000 from new companies to Glendale and more than 3,600 jobs from existing companies. Newly-located businesses in Glendale include:

- NPL (Northern Pipeline)
- American Furniture Warehouse
- The Pain Center of Arizona
- Hensley Distribution
- Empereon Marketing
- Lockheed Martin
- Banner Health
- Harvard Drug
- Mattamy Homes
- Canyon State Bus
- Avanti Windows
- New West Oil
- Glendale Ironwood Cancer Research Center

Major economic development highlights include:

- American Furniture Warehouse, which opened in August 2014, is expected create 300 jobs and estimated to generate significant ongoing annual revenue to Glendale.
- NPL Construction broke ground in 2013 on a 52,000 square-foot facility, which will be home to approximately 300 employees when it is completed this year.
- Emperon-Constar opened a new facility expected to employ 800 people when hiring is complete.
- Aspera, a new development which broke ground in April, includes a mix of medical, office, retail and residential. At build out, with Banner Health as its anchor. At completion, it is expected to generate \$1.4 million in ongoing annual revenue.
- The new \$16 million Arrowhead Cadillac dealership opened in December 2013.

Capital Improvement Plan

The city's ten-year Capital Improvement Plan (FY 2015-2024), totals \$902 million. The first year of the plan, formally adopted with the FY14-15 budget, totals \$144 million. Of this total, \$84 million is carryover appropriation from prior year projects. The city's capital spending plan is funded from multiple sources, including user fees, bonds, development impact fees and grants. As a high priority of the city, \$19 million is planned for major street improvements and pavement management in FY14-15. Another significant street investment is the Northern Avenue Super Street (Northern Parkway) project (\$13.5 million)

As the city's utilities infrastructure ages, it is important that major system improvements and repairs are included in the upcoming capital program. Significant projects in the FY14-15 plan include: \$5.5 million in sewer upgrades, replacements and construction; improvements at the Arrowhead Reclamation Facility, designed to enhance operations and meet water quality regulations (\$6.7 million); and the acquisition and development of renewable water supplies to ensure adequate water supply for increasing demands (\$6.6 million).

Conclusion

This year's budget process was highly focused on immediate financial tactics the City undertook to ensure a viable future. Complicated information, uncertainty, recent rating agency downgrades, staff turnover, and historical dilemma had all taken a toll on the city's fate. Through the collaborative efforts of city staff, and guidance and support of the Council, this budget represents the city's commitment to success and continued focus on the long-term financial sustainability of the City. I am pleased to present the FY14-15 Annual Budget and would like to forward a special thank you to the City Council and staff in their assistance in the development of this financial plan.

Respectfully submitted,

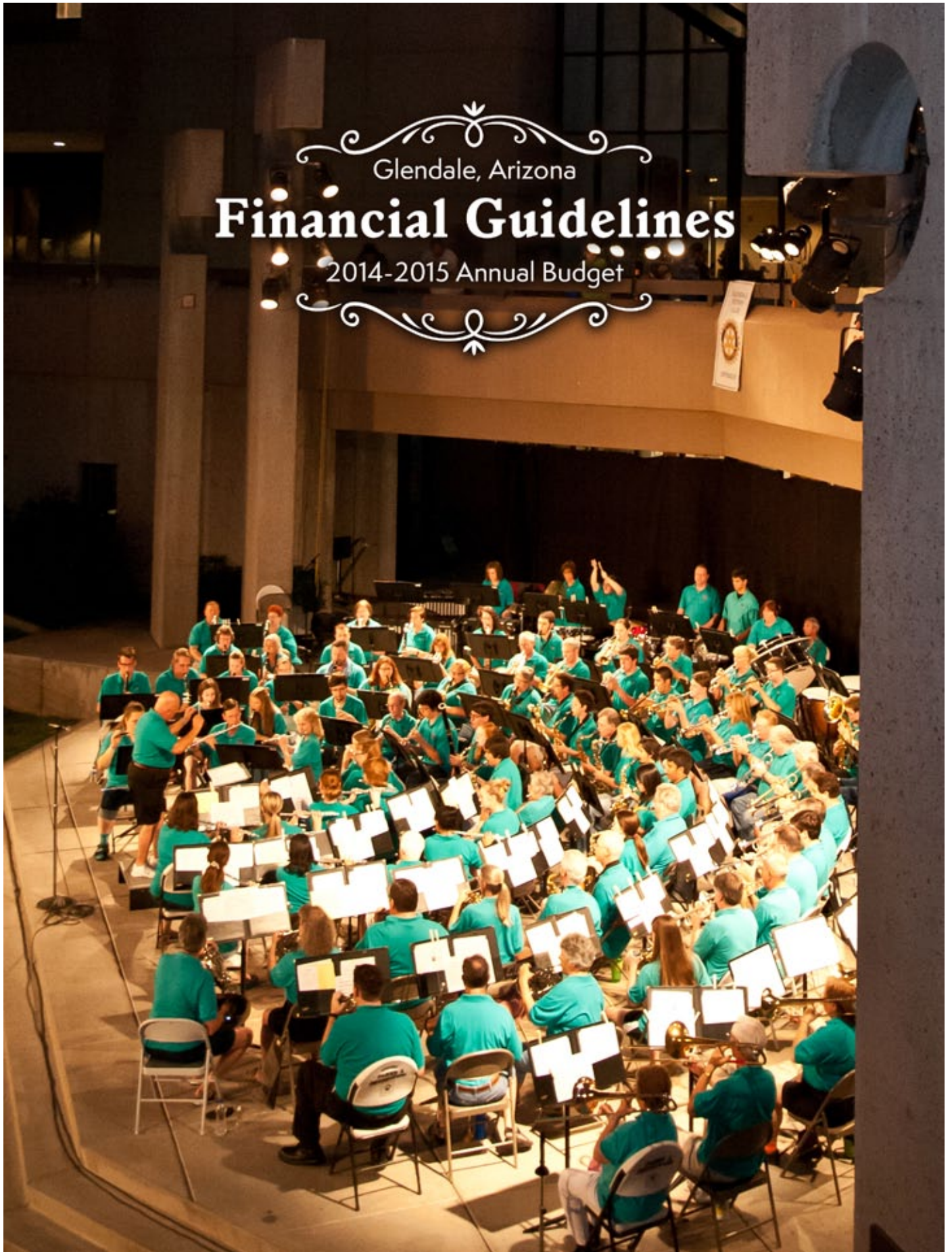


Brenda S. Fischer, ICMA-CM
City Manager

Glendale, Arizona

Financial Guidelines

2014-2015 Annual Budget



FIVE-YEAR FINANCIAL FORECAST

INTRODUCTION

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

The Five-Year Financial Forecast provides a five-year perspective on the financial condition of the City's General Fund and other appropriated funds as deemed necessary. For the FY14-15 budget process, a Comprehensive Financial Plan was prepared for the General Fund; the Highway User Revenue (HURF), Transportation, Police, and Fire Special Revenue Funds; and the Water & Sewer, Sanitation, and Landfill 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 FY14-15 forecasts were utilized to examine the revenue and expenditure structures for the period of FY14-15 through FY18-19, five years. These models include forecasted fund balance information.

The General Fund forecast model presented herein was presented to the City Council on December 17, 2013 separate from the other fund forecasts and assumed no changes to service levels. This was necessary given the extent of General Fund operations and the August 1, 2017 elimination (sunset) of a temporary sales tax impacting FY17-18, and beyond, which significantly impacted the stability of the fund. Overall, the model showed a General Fund deficit (estimated operating expenditures/contingency in excess of operating revenue) in FY 14-15 through FY 16-17 averaging \$14 million per year. Upon the elimination of the temporary sales tax (FY 17-18), the annual structural deficit averages \$30 million per year. It is important to note that based on the significant impact of the temporary tax, which is estimated to be \$24 million in FY14-15, the City Council passed an ordinance on June 24, 2014 eliminating the August 1, 2017 sunset.

The FY14-15 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 do not serve to provide a prospective look at the future impacts of current year budget choices.

THE CITY'S 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 most current, available information. By evaluating important trends and economic conditions included in financial forecasting, 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 revenue 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 Improvement Program projects.

Glendale's forecasting models enable staff to provide 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 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 forecast period expenditures. The adopted FY14-15 budget complies with the balanced budget requirement in all City funds.

City policy states that a General Fund “operating reserve” will be maintained with an upper goal 15% of the average GF ongoing revenues for the preceding five fiscal years. The operating reserve is intended to be an additional reserve for unexpected events and can only be appropriated with City Council approval.

City policy also recommends the maintenance of a specific level of contingency appropriation in all major funds, equal to 10% of budgeted revenue for the upcoming fiscal year, for emergencies, unanticipated expenses, and unexpected revenue shortfalls caused by an economic downturn, or other unexpected events, that may occur in any given year.

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, \$103.60 in goods purchased in 1984 would cost approximately \$235.80 in 2013.

The following table shows the historical percentage increase in the CPI-U since 1984 as reported by the U.S. Department of Labor, Bureau of Labor Statistics.

CIP - Urban Users (Western Region)								
Year	Index	% Increase	Year	Index	% Increase	Year	Index	% Increase
1984	103.6	Base Year	1996	157.6	2.67%	2008	219.6	3.49%
1985	108.0	4.25%	1997	161.4	2.41%	2009	218.8	-0.36%
1986	110.5	2.31%	1998	164.4	1.86%	2010	221.2	1.10%
1987	114.3	3.44%	1999	168.9	2.74%	2011	227.5	2.85%
1988	119.0	4.11%	2000	174.8	3.49%	2012	232.4	2.15%
1989	124.6	4.71%	2001	181.2	3.66%	2013	235.8	1.46%
1990	131.5	5.54%	2002	184.7	1.93%	2014 *	239.7	1.65%
1991	137.3	4.41%	2003	188.6	2.11%	1985 - 2014 Avg 2.84% 2005 - 2014 Avg 2.20% 2010 - 2014 Avg 1.84% * 2014 = Jan to Jul Average		
1992	142.0	3.42%	2004	193.0	2.33%			
1993	146.2	2.96%	2005	198.9	3.06%			
1994	149.6	2.33%	2006	205.7	3.42%			
1995	153.5	2.61%	2007	212.2	3.16%			

The average annual inflation rate has been averaging about 2.84% since 1984. The ten-year period average inflation rate averaged 2.20% and the five-year inflation rate averaged 1.84%. Inflationary assumptions used in the Five-Year Financial Forecasts for non-personnel costs were 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 given that the 2012 population figure of 229,008 is almost unchanged from 2004.

The following table shows the historical and projected population growth and percentage increases for years 1984 through 2018, measured as of the beginning of the fiscal year. The data included in the table was supplied by the Community & Economic Development Department.

FINANCIAL GUIDELINES
Five-Year Financial Forecast



City of Glendale Population at Start of Fiscal Year

Year	Population	% Increase
1984	117,348	4.49%
a 1985	122,392	4.30%
1986	127,486	4.16%
1987	132,581	4.00%
1988	137,675	3.84%
1989	142,769	3.70%
b 1990	148,134	3.76%
1991	151,558	2.31%
1992	155,916	2.88%
1993	161,688	3.70%
1994	168,874	4.44%
c 1995	182,615	8.14%
1996	186,500	2.13%
1997	191,612	2.74%
1998	196,820	2.72%
1999	208,095	5.73%
d 2000	219,705	5.58%
2001	223,748	1.84%

Year	Population	% Increase
2002	225,206	0.65%
2003	227,712	1.11%
2004	229,501	0.79%
e 2005	231,126	0.71%
2006	230,455	-0.29%
2007	230,643	0.08%
2008	230,658	0.01%
f 2009	229,241	-0.61%
2010	226,721	-1.10%
2011	227,416	0.31%
2012	229,008	0.70%
g 2013	232,035	1.32%
g 2014	234,632	1.12%
2015*	236,978	1.00%
2016*	239,348	1.00%
2017*	241,741	1.00%
2018*	244,158	1.00%
2019*	246,600	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 major operating funds which provide services to the public is personnel costs. These costs primarily include the costs of salaries and wages, health insurance and retirement contributions.

The forecasting models are normally programmed to include pay range adjustments for city employees. Council must specifically approve merit and/or pay range adjustments for non-step plan employees for the upcoming fiscal year as part of the budget development process. Increases are also based on the city's ability to pay in any given year.



Salary and benefit projections for represented police and fire personnel are consistent with the current memoranda of understanding. Salary increases are based on a step plan and assumptions included in the forecast assume normal progression of represented employees through the steps. Beginning in FY14-15, salary and benefit projections for non-represented employees assumed an annual 2.5% pay increase in order for staffing to remain competitive with other comparable cities.

EMPLOYEE BENEFITS

Employee benefits costs primarily include health insurance. Despite relatively modest health insurance increases over the past couple of years, 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 annual increases averaging 4.2% in health insurance costs.

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 recent reduction in the value of plan assets in both retirement systems, 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 FY14-15 through FY18-19 were estimated as follows.

	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Arizona State Retirement System	12.04%	12.54%	13.04%	13.54%	14.04%
Public Safety Retirement - Police	30.67%	31.47%	32.27%	33.07%	33.87%
Public Safety Retirement - Fire	25.21%	26.01%	26.81%	27.61%	28.41%
Elected Officials Retirement System	40.12%	40.62%	41.12%	41.62%	42.12%

VEHICLE/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.

Due to the significant balances in each of these funds attributed primarily to the ability to control costs in prior years, the forecast assumed no FY14-15 contributions and ongoing contributions to these funds would begin again starting in FY15-16 for the technology replacement fund and FY16-17 for the vehicle replacement fund. Other measures that have been implemented regarding the replacement funds include the following:

FINANCIAL GUIDELINES
Five-Year Financial Forecast



- 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 serve, sign-in and sign-out basis.
- The technology replacement fund will only replace computers and/or monitors when they break or malfunction and are no longer replaced automatically.

DEBT SERVICE OBLIGATIONS

The forecast includes no additional financed projects 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. In FY12-13, the Camelback Ranch spring training facility was refinanced from PFC (Public Facilities Corporation) debt into MPC debt. The total General Fund financed debt service ranges from \$31.5 to \$33.6 million throughout the five-year forecast period.

Schedule Seven is a detailed listing of the current principal and interest payments related to the City's existing debt service agreements which includes MPC debt service; property tax supported, General Obligation debt service; and debt service funded from enterprise and special revenue funds.

The forecast also assumes no additional capital leases and maintains the current capital lease debt service payments associated with prior capital equipment and land purchases. The capital lease debt service payments are included in the departmental operating budgets and are also summarized in Schedule Eight at the back of this budget document.

GF REVENUE FORECAST

Following the mild recession in 2001 to 2002, both the local and state economies expanded for the next several years. The Phoenix metropolitan area was a national leader in population and job growth.

Beginning in FY08-09, the significant economic recession began to impact sales tax and other City revenues. 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, most economists predict slow recovery for the foreseeable future.

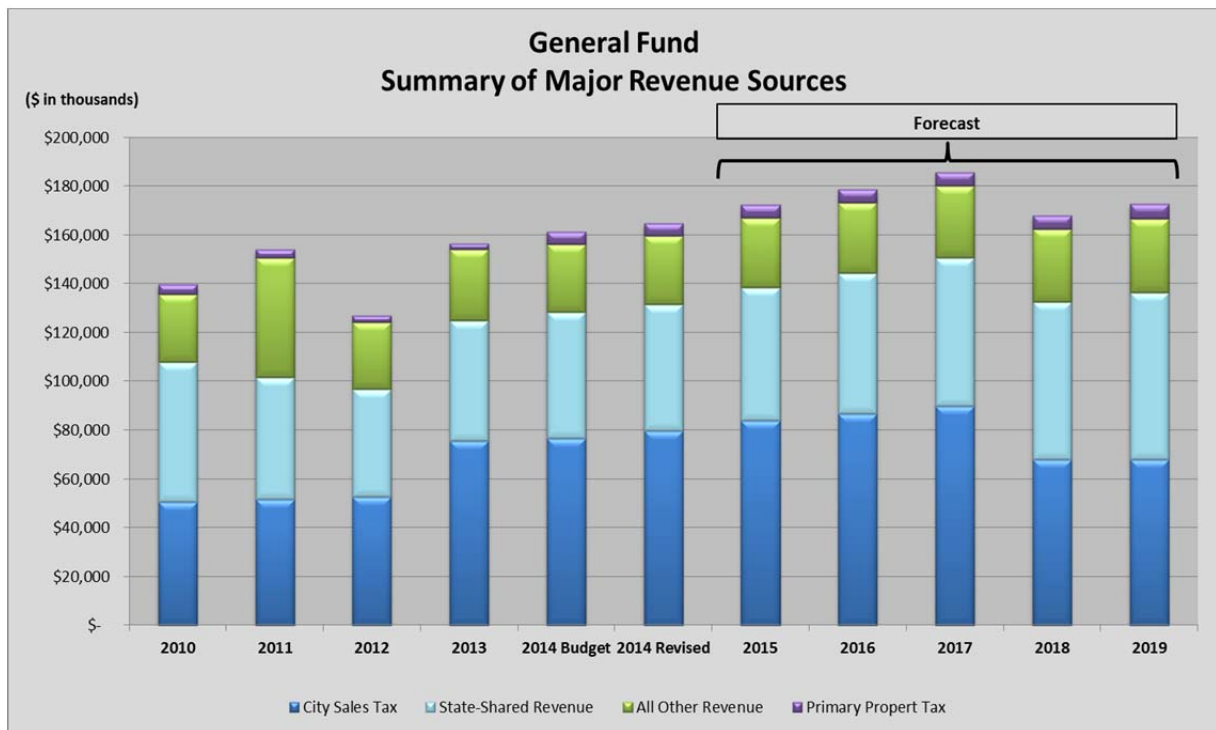
In Glendale, sales tax and other significant General Fund revenues showed little improvement through FY11-12. This steep revenue decline led, in part, to the temporary city sales tax rate increase of 7/10th of one cent beginning August 2012 and ending August 2017. However, the significant impact of an expiring temporary sales tax in FY17-18 coupled with the ongoing



General Fund supported MPC debt service through FY37-38 resulted in the annual structural deficit, averaging \$30 million per year in FY17-18 and FY18-19. In order to maintain service levels and address the financial challenges, the City Council passed an ordinance on June 24, 2014 eliminating the August 2017 sunset. Controlling costs remains critical for General Fund financial stability.

As summarized in Schedule One of this budget document, there are twenty-five funds categorized within the General Fund category. These are referred to as General Fund, Sub-Funds. As the General Fund (Fund 1000) provides support to multiple General Fund, Sub-Funds, forecasts herein include only include General Fund (Fund 1000) revenues and expenditures. Support to the other sub-funds is included in the Transfers Out category.

The General Fund’s City Sales Tax and State Shared Revenue comprise of approximately 80% of total revenue and the following graph illustrates the relative importance of these revenues in comparison to overall General Fund revenue base. The other General Fund revenue sources include various fees such as municipal court, user fees and charges for city services like building inspections, plan reviews, recreation classes, interest income, city property rental income, staff/admin charge-backs and other miscellaneous revenue. Primary Property Tax revenue represents approximately 3% of total General Fund Revenue.



City Sales Tax

City sales tax varies directly with the economy. During times of economic expansion, elastic tax revenues increase, due to higher levels of consumer spending. During an economic downturn, the opposite is true and tax revenue levels decline. City sales tax receipts comprise

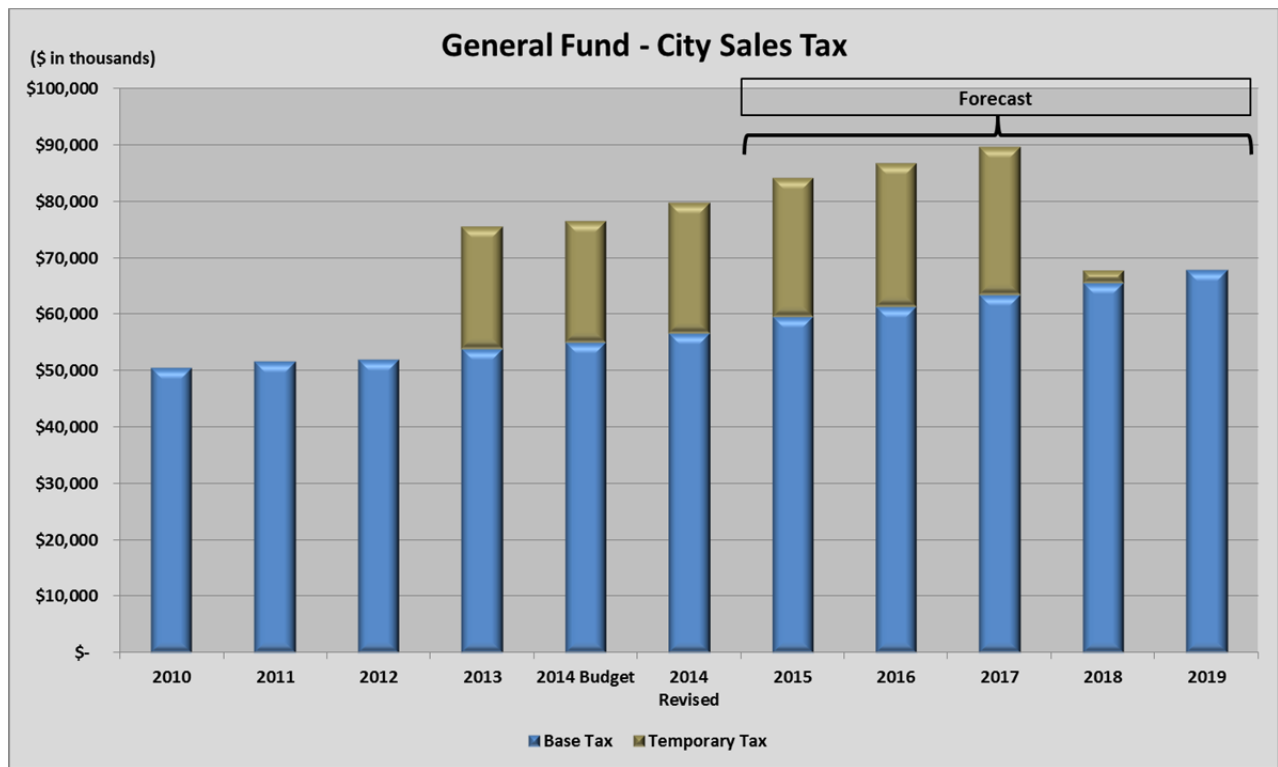
FINANCIAL GUIDELINES
Five-Year Financial Forecast



approximately 48% of the city’s General Fund revenue through FY16-17. The percentage lowers to approximately 40% of total revenue assuming elimination of the 7/10th sales tax.

City sales tax collections remained relatively flat from FY09-10 through FY11-12. Beginning August 2012, the temporary 7/10th sales tax generated approximately \$22 million in FY12-13 representing eleven months in the fiscal year. Annually, through FY16-17, the 7/10th sales tax is expected to generate approximately \$24 million each fiscal year. Taxable sales estimates assume growth of 5.3% in FY14-15 lowering to approximately 3% thereafter. This expectation is based on the continued expansion of Glendale’s sports, entertainment, office and retail destination area, continued attraction of diverse job growth industries to the city, and modest but sustainable economic recovery.

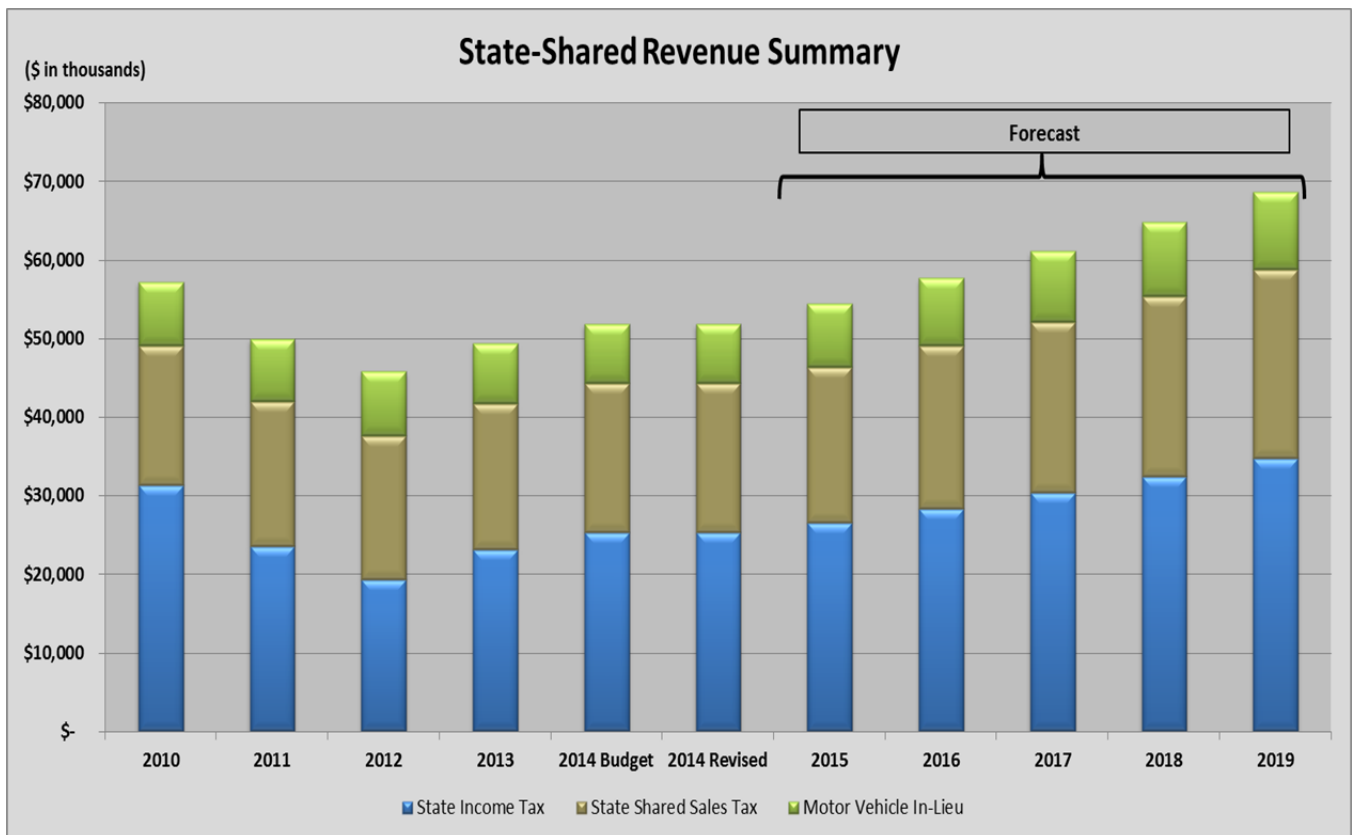
The graph below provides a historical look at City Sales Tax revenue and the impact of the 7/10th sales tax through the end of the forecast period.



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 represented 32%, or \$51.8 million of estimated operating revenue in FY13-14. Similar to local sales taxes, each of these categories experienced decline in the most recent economic recession. However, beginning in FY12-13, the City began to experience a recovery of these revenues due to modest statewide economic recovery.

The forecast period assumes an overall percentage of revenue averaging 32% through FY16-17. The forecast for each state revenue source is developed separately and compared to the state’s forecast for these revenue sources. The forecast is for continued state sales tax revenue growth consistent with projections from the State Finance Advisory Committee. State-Shared revenue is dependent upon state law. It is impossible to predict the actions of future Legislatures, and therefore the forecast assumes status quo with regard to future state shared revenue formulae. The average annual growth rate for State-Shared Revenue is projected to be between 5% and 6% in 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 that can be used only to pay the principal, interest and redemption charges on bonded indebtedness or other lawful long-term obligations that are issued or incurred for a specific capital purpose.

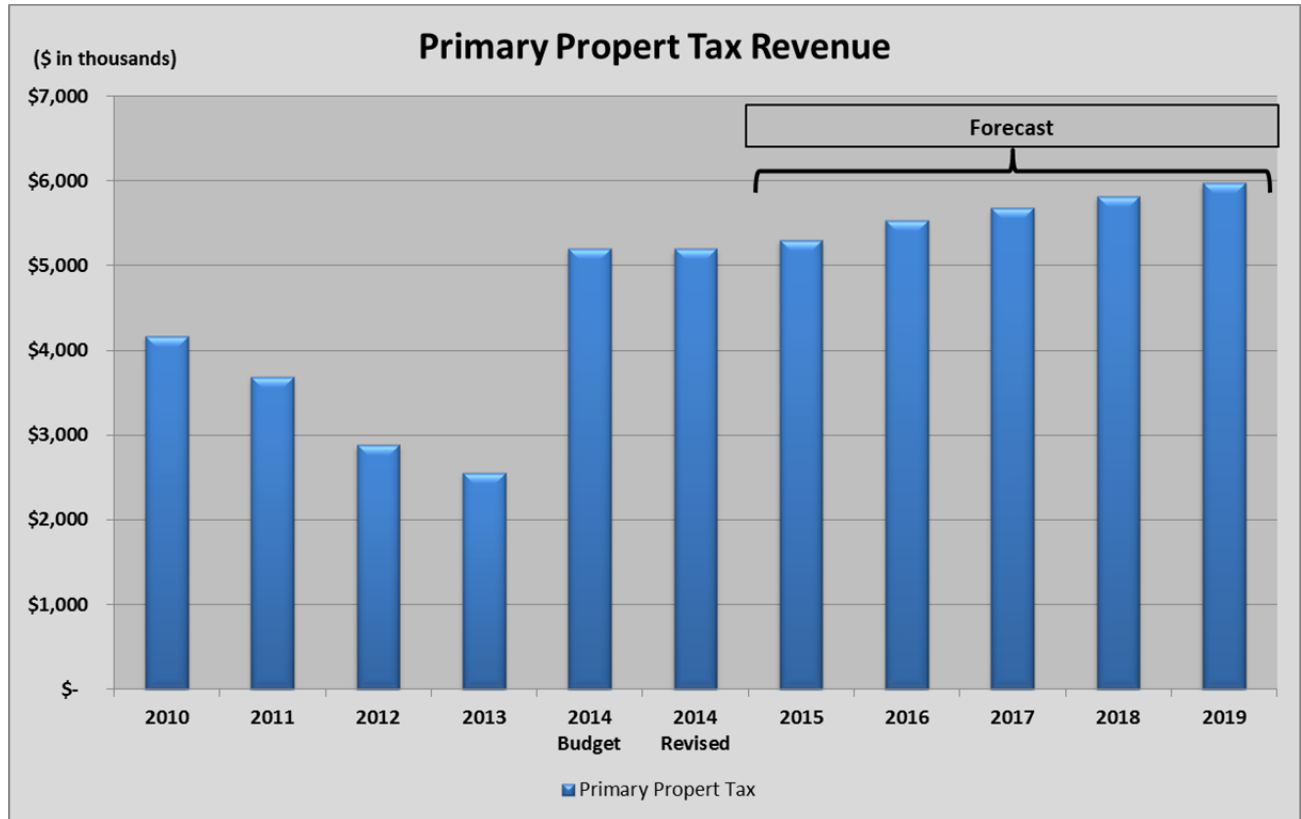
Primary property tax revenue is a relatively small revenue source for the GF as it comprises only 3% of the total General Fund revenue, or approximately \$5.3 million forecasted for FY14-15.

FINANCIAL GUIDELINES
Five-Year Financial Forecast



The city’s property tax projection is based on the state-mandated levy limits and increases are estimated at 2% per year.

The sharp increase in FY13-14 is the direct result of raising the primary property tax to the maximum state allowable limit, which equated to a 120.8% increase in the rates provided 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 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 the miscellaneous category.

This revenue also includes general staff and administrative service charges. Departments whose operations are supported by the General Fund, such as the Financial Services, Human Resources and Risk Management, City Attorney and Facilities Management Division of the Public Works Departments, provide services to the city’s water/sewer, sanitation and landfill enterprise funds as well as the self-supporting Transportation Fund (supported by the transportation sales tax). These are services that enterprise fund operations would have to pay outside contractors to



provide if city departments did not provide them. Consequently, each of the identified operations is required to pay its fair share of the cost for these services, which are called general staff and administrative service charges.

The Financial Services Department established these charges based on an indirect cost allocation model that uses various accepted allocation methods and is updated annually. The charges are applied against enterprise fund's operating budget in equal amounts (i.e. 1/12) each month. The total general staff and administrative service charges for FY14-15 are forecasted at \$9.7 million and comprise about 34% of the other revenue category which is projected to total \$28.6 million in FY14-15. The other revenue category was forecasted to increase by 3% in FY14-15 and then 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 identified an annual structural deficit averaging \$14 million per year from FY14-15 through FY16-17 growing to an average of \$30 million per year beginning in FY17-18. The forecasted FY14-15 deficit of \$17.2 million was estimated to completely eliminate the fund balance. The growth in the structural deficit, beginning in FY17-18 was due primarily to the anticipated elimination of the 7/10th of one percent sales tax in August 2017.

As stated previously, the tax was expected to be in effect for five years and sunset in FY17-18. Glendale City Council subsequently passed an ordinance on June 24, 2014 eliminating the August 1, 2017 sunset in order to preserve future services.

The chart below summarizes the forecast.

	With Contingency - 5% of Revenue				
	Forecasted				
	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Beginning Fund Balance	\$17,003,850	(\$241,058)	(\$12,707,661)	(\$27,026,856)	(\$58,769,992)
Operating Revenue	172,453,862	178,838,480	185,769,581	168,163,763	172,766,038
Operating Expenditures	(181,076,077)	(182,363,159)	(190,800,298)	(191,498,710)	(193,806,382)
Contingency - 5% of Revenue	(8,622,693)	(8,941,924)	(9,288,479)	(8,408,188)	(8,638,302)
Total Annual Structural Surplus/(Deficit)	(17,244,908)	(12,466,603)	(14,319,195)	(31,743,135)	(29,678,646)
Ending Fund Balance	(\$241,058)	(\$12,707,661)	(\$27,026,856)	(\$58,769,992)	(\$88,448,638)

The detailed General Fund Five-Year Financial Forecast, as presented on December 17, 2013 follows. The forecast was presented as Appendix A, which detailed the revenue and expenditures, and as Appendix B, which detailed the Transfers Out which primarily support General Fund, Sub-Fund activities.

FINANCIAL GUIDELINES
Five-Year Financial Forecast



Appendix A
General Fund Five-Year Financial Forecast
FY14-15 Through FY18-19 with FY12-13 & FY13-14 Comparative Data

	FY12-13	FY13-14		Forecast				
	Actual	Budget	Revised Estimate	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Revenue & Other Financing Sources								
<i>Local Taxes</i>								
City Sales Tax	75,628,027	76,540,646	79,817,728	84,077,062	86,721,240	89,671,518	67,784,429	67,861,467
Primary Property Tax	2,553,678	5,196,766	5,196,766	5,300,929	5,535,222	5,676,630	5,821,714	5,970,570
Total Local Taxes	78,181,705	81,737,412	85,014,494	89,377,991	92,256,462	95,348,148	73,606,143	73,832,037
<i>Intergovernmental</i>								
State Income Tax	23,159,063	25,294,112	25,294,112	26,512,406	28,368,274	30,354,053	32,478,837	34,752,356
State Shared Sales Tax	18,557,531	18,988,867	18,988,867	19,786,399	20,716,360	21,752,178	22,839,787	23,981,776
Motor Vehicle In-Lieu	7,586,229	7,557,299	7,557,299	8,131,610	8,543,883	8,977,058	9,432,195	9,910,408
Total Intergovernmental	49,302,823	51,840,278	51,840,278	54,430,415	57,628,517	61,083,289	64,750,819	68,644,541
<i>Fees, Licenses & Permits</i>								
Franchise Fees	4,256,256	4,269,000	4,269,000	4,306,038	4,343,221	4,380,379	4,420,581	4,461,321
Licenses	1,128,999	1,045,950	1,045,950	1,053,272	1,068,228	1,092,263	1,125,577	1,159,907
Other Permits & Fees	4,501,147	3,173,242	3,173,242	3,195,455	3,240,830	3,313,749	3,414,818	3,518,970
Recreation & Library	1,394,533	1,577,456	1,577,456	1,588,498	1,611,055	1,647,304	1,697,546	1,749,322
Fire Dept Other Fees	2,393,365	2,209,747	2,209,747	2,252,727	2,296,542	2,341,210	2,386,746	2,433,169
Courts Revenue	2,906,839	2,710,380	2,710,380	2,729,353	2,768,109	2,830,392	2,916,719	3,005,679
Total Fees, Licenses & Permits	16,581,139	14,985,775	14,985,775	15,125,342	15,327,985	15,605,297	15,961,988	16,328,367
<i>Other & Miscellaneous</i>								
Other Revenues	2,716,838	3,463,870	3,463,870	3,570,114	3,675,516	3,782,848	3,894,813	4,011,094
Staff Admin. Chargeback Revenue	8,862,000	9,200,000	9,200,000	9,700,000	9,700,000	9,700,000	9,700,000	9,700,000
Interest Income	954,981	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Transfers In	691,214	-	-	-	-	-	-	-
Total Other & Miscellaneous	13,225,033	12,913,870	12,913,870	13,520,114	13,625,516	13,732,848	13,844,813	13,961,093
Operating Revenue	157,290,700	161,477,335	164,754,417	172,453,862	178,838,480	185,769,581	168,163,763	172,766,038
Expenditures & Other Financing Uses								
<i>Expenditures</i>								
<i>Wages and Salaries</i>	(76,588,024)	(77,433,843)	(77,614,469)	(80,156,858)	(82,383,602)	(83,884,435)	(85,351,334)	(86,728,574)
<i>Overtime</i>	(2,819,956)	(1,186,446)	(1,693,279)	(2,374,966)	(2,434,341)	(2,495,201)	(2,557,582)	(2,621,524)
<i>Employee Benefits</i>	(21,658,931)	(23,430,594)	(23,596,291)	(25,827,630)	(27,180,105)	(28,378,393)	(29,597,048)	(30,817,653)
<i>Supplies and Contracts</i>	(13,657,483)	(14,431,053)	(16,060,094)	(17,287,593)	(18,333,674)	(18,691,777)	(18,885,498)	(16,007,172)
<i>Utilities</i>	(4,007,290)	(4,409,159)	(4,409,159)	(4,497,343)	(4,587,288)	(4,679,033)	(4,772,614)	(4,868,066)
<i>Vehicle Maintenance & Fuel</i>	(2,983,268)	(1,795,183)	(2,306,092)	(2,701,741)	(2,764,449)	(2,828,630)	(2,894,318)	(2,961,548)
<i>Vehicles, Technology, Risk Mgt., Workers' Con</i>	(5,356,693)	(4,991,944)	(4,991,944)	(3,851,018)	(5,053,334)	(5,645,344)	(4,995,344)	(4,995,344)
<i>Capital Outlay</i>	(17,376)	(690,270)	(690,270)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
<i>Transfers Out (See Appendix B)</i>	(18,003,183)	(36,528,244)	(35,514,786)	(43,878,928)	(39,126,366)	(43,697,484)	(41,944,972)	(44,306,501)
Operating Expenditures	(145,092,204)	(164,896,736)	(166,876,384)	(181,076,077)	(182,363,159)	(190,800,298)	(191,498,710)	(193,806,382)
Total Surplus/(Deficit) Before Contingency	12,198,496	(3,419,401)	(2,121,967)	(8,622,215)	(3,524,679)	(5,030,716)	(23,334,947)	(21,040,344)
<i>Contingency - 5% of Revenue</i>	-	(8,045,113)	-	(8,622,693)	(8,941,924)	(9,288,479)	(8,408,188)	(8,638,302)
Total Income (Loss)	12,198,496	(11,464,514)	(2,121,967)	(17,244,908)	(12,466,603)	(14,319,195)	(31,743,135)	(29,678,646)
Beginning Fund Balance - With Contingency	6,927,321	19,125,817	19,125,817	17,003,850	(241,058)	(12,707,661)	(27,026,856)	(58,769,992)
Ending Fund Balance - With Contingency	19,125,817	7,661,303	17,003,850	(241,058)	(12,707,661)	(27,026,856)	(58,769,992)	(88,448,638)



Appendix B
General Fund Five-Year Financial Forecast
Schedule of Transfers Out

	FY13-14		Forecast				
	Budget	Revised Estimate	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Arena/Westgate							
Debt Service & Loan Repayment							
Debt Service - Arena	(8,399,152)	(8,399,152)	(8,493,791)	(8,556,831)	(10,977,967)	(10,953,196)	(11,107,224)
Debt Service - Media Center/Conf. Center/Parking	(5,502,431)	(5,502,431)	(6,001,337)	(7,108,488)	(7,101,883)	(7,104,265)	(7,104,890)
Inter-fund Loan Repayment NHL Management Fee	(3,000,000)	(1,841,347)	(1,843,202)	(1,844,699)	(2,240,837)	(2,496,100)	(2,492,108)
Subtotal Debt Service & Loan Repayment	(16,901,583)	(15,742,930)	(16,338,330)	(17,510,018)	(20,320,687)	(20,553,561)	(20,704,222)
Non-Arena Agreement							
City Sales Tax - Non-Arena	4,674,507	5,778,297	6,086,646	6,278,068	6,491,649	4,907,163	4,912,740
Rental Revenue	1,238,313	1,238,313	1,238,313	1,238,313	1,238,313	1,238,313	1,238,313
Miscellaneous	5,000	-	-	-	-	-	-
Arena Events Operations	(1,180,368)	(1,180,368)	(1,180,368)	(1,180,368)	(1,180,368)	(1,180,368)	(1,180,368)
Subtotal Non-Arena Agreement	4,737,452	5,836,242	6,144,591	6,336,013	6,549,594	4,965,108	4,970,685
Arena Agreement							
Revenue - Arena/Westgate	633,470	6,791,540	7,329,561	7,097,011	7,116,076	6,239,425	6,233,848
Arena Events Management Fee	(6,000,000)	(13,551,370)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)
NHL Management Fee	-	-	-	-	(5,000,000)	-	-
Arena Events Capital Maintenance	(500,000)	(450,685)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
Subtotal Arena Agreement	(5,866,530)	(7,210,515)	(8,170,439)	(8,402,989)	(13,383,924)	(9,260,575)	(9,266,152)
Subtotal Arena/Westgate	(18,030,661)	(17,117,203)	(18,364,178)	(19,576,994)	(27,155,017)	(24,849,028)	(24,999,689)
Camelback Ranch							
Revenue - Camelback Ranch	130,852	130,852	130,852	130,852	130,852	130,852	130,852
Other Sources (Fund Balance)	155,530	155,530	-	-	-	-	-
Debt Service	(11,111,968)	(11,111,968)	(12,924,928)	(13,311,128)	(8,863,193)	(8,863,193)	(10,908,193)
Camelback Ranch Operations	(110,082)	(110,082)	(110,082)	(110,082)	(110,082)	(110,082)	(110,082)
Camelback Ranch Capital Repair	(426,300)	(426,300)	(836,752)	(836,752)	(836,752)	(836,752)	(836,752)
Camelback Ranch Capital	-	-	(3,722,075)	-	-	-	-
Subtotal Camelback Ranch	(11,361,968)	(11,361,968)	(17,462,985)	(14,127,110)	(9,679,175)	(9,679,175)	(11,724,175)
Zanjero							
Zanjero Revenue	1,896,230	1,996,230	2,066,098	2,138,411	2,213,256	1,446,770	1,446,770
Zanjero Debt Service	(2,016,443)	(2,016,443)	(1,601,061)	(550,471)	(685,301)	(665,720)	(681,039)
Subtotal Zanjero	(120,213)	(20,213)	465,037	1,587,940	1,527,955	781,050	765,731
Stadium Events							
Stadium Events Revenue	733,203	733,203	733,203	733,203	733,203	733,203	733,203
Stadium Events Transfers	(3,043,593)	(3,043,593)	(3,043,593)	(3,043,593)	(3,043,593)	(3,043,593)	(3,043,593)
Subtotal Stadium Events	(2,310,390)	(2,310,390)	(2,310,390)	(2,310,390)	(2,310,390)	(2,310,390)	(2,310,390)
Other							
Public Safety Training Facility Debt Service	(2,421,144)	(2,421,144)	(2,422,544)	(2,420,944)	(3,801,989)	(3,608,561)	(3,759,110)
MPC Debt Service - Fees	(45,000)	(45,000)	(45,000)	(40,000)	(40,000)	(40,000)	(40,000)
Other Operating Fund Transfers	(2,238,868)	(2,238,868)	(2,238,868)	(2,238,868)	(2,238,868)	(2,238,868)	(2,238,868)
Estimated Super Bowl Revenue	-	-	200,000	-	-	-	-
Estimated Super Bowl Support	-	-	(1,700,000)	-	-	-	-
Subtotal Other	(4,705,012)	(4,705,012)	(6,206,412)	(4,699,812)	(6,080,857)	(5,887,429)	(6,037,978)
Total Transfers Out	(36,528,244)	(35,514,786)	(43,878,928)	(39,126,366)	(43,697,484)	(41,944,972)	(44,306,501)

It is important to note that the forecast assumed no reductions in service levels and 5% contingency funding which is short of the City policy recommendation of 10%. This is due to the significant structural imbalance identified. It is also important to note that the forecasted ending fund balance at the end of FY14-15 is a deficit \$241,000. This highlighted the necessity to address the financial issues immediately. Based on significant measures taken as a result of presenting this five-year forecast, the estimated fund balances at June 30, 2015, as a result of the adopted General Fund budget, is estimated at \$15.8 million per Schedule One in this budget book.

OTHER MAJOR FUNDS

Five-year forecasts for the other major funds were presented February 18, 2014 and used as a basis to set the FY14-15 budget for the respective funds. The five-year forecasts include the following funds: Highway User Revenue Fund (HURF), transportation sales tax, public safety sales tax, sanitation, landfill and the water/sewer funds. These forecasts are 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 0.2% 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 million with approximately \$15 million of street improvements debt financed. 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 as presented to council on December 17, 2013. The fund is considered healthy; however, care must be taken to ensure financial stability of the fund.



FINANCIAL GUIDELINES
Five-Year Financial Forecast

Highway User Revenue Funds - Five-Year Financial Forecast
FY14-15 Through FY18-19 with FY12-13 & FY13-14 Comparative Date

	FY12-13	FY13-14		Forecast				
	Actual	Budget	Rev Est	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Revenue & Other Financing Sources								
<i>HURF Revenue</i>	12,415,078	12,791,191	12,791,191	12,791,191	12,842,407	12,868,092	12,893,828	12,919,616
<i>Interest</i>	19,981	1,264	1,264	-	-	-	-	-
<i>Other Revenue</i>	34,491	-	-	-	-	-	-	-
<i>Bond Proceeds</i>	-	-	-	-	15,000,000	-	-	-
<i>Transfers In</i>	2,000,000	1,000,000	1,000,000	-	-	-	-	-
Total Revenue & Other Financing Sources	14,469,550	13,792,455	13,792,455	12,791,191	27,842,407	12,868,092	12,893,828	12,919,616
Expenditures & Other Financing Uses								
<i>Wages and Salaries</i>	1,824,988	2,207,202	2,316,660	2,285,137	2,217,033	2,272,310	2,328,964	2,387,039
<i>Overtime</i>	41,409	56,603	61,103	61,103	62,631	64,196	65,801	67,446
<i>Benefits</i>	429,212	586,851	587,370	610,331	641,249	673,399	706,844	741,626
<i>Supplies and Contracts</i>	1,438,557	2,820,438	2,801,575	2,399,946	2,465,298	2,513,905	2,563,492	2,614,075
<i>Utilities</i>	2,051,723	2,515,098	2,515,098	2,538,261	2,589,026	2,640,807	2,693,623	2,747,495
<i>Vehicle Maintenance & Fuel</i>	271,773	308,787	315,687	304,049	310,987	318,085	325,348	332,778
<i>Vehicles, Technology, Risk Mgt., Workers' Comp.</i>	500,925	280,297	279,897	244,301	359,283	359,283	359,283	359,283
<i>Pavement Management</i>	-	3,000,000	3,000,000	2,000,000	2,000,000	3,000,000	2,000,000	-
<i>Capital Outlay</i>	-	-	-	14,000,000	14,000,000	-	-	-
<i>Debt Service</i>	4,699,394	4,695,875	4,695,875	1,958,000	1,975,800	2,016,471	2,016,471	2,016,471
Total Expenditures & Other Financing Uses	11,257,982	16,471,151	16,573,265	26,401,128	26,621,307	13,858,456	13,059,825	11,266,213
Total Income (Loss)	3,211,568	(2,678,696)	(2,780,810)	(13,609,937)	1,221,100	(990,365)	(165,997)	1,653,403
Contingency	-	-	-	639,560	642,120	643,405	644,691	645,981
Total Income/(Loss) w/ Contingency	3,211,568	(2,678,696)	(2,780,810)	(14,249,497)	578,980	(1,633,769)	(810,689)	1,007,422
Beginning Fund Balance - With Contingency	15,722,680	18,934,248	18,934,248	16,153,438	1,903,941	2,482,921	849,152	38,463
Ending Fund Balance - With Contingency	18,934,248	16,255,552	16,153,438	1,903,941	2,482,921	849,152	38,463	1,045,885

Transportation Sales Tax

The Transportation Sales Tax funds began FY-14 with a \$30.5 million fund balance. Despite the fact that the FY13-14 capital outlay was budgeted and forecasted to be \$35.3 million, the estimated June 30, 2014 fund balance was updated to be \$29.8 million. In addition, FY13-14 budget included a planned bond sale of \$15 million to help fund capital projects which did not occur. Operating expenditures were forecasted at \$12.5 million in FY14-15 with ongoing inflationary adjustments planned throughout the forecast period. Assuming \$20.0 million in debt is issued in FY14-15, the debt service payments total approximately \$9.1 million beginning in FY14-15.

FINANCIAL GUIDELINES
Five-Year Financial Forecast



Transportation Sales Tax Funds - Five-Year Financial Forecast
FY14-15 Through FY18-19 with FY12-13 & FY13-14 Comparative Date

	FY12-13	FY13-14		Forecast				
	Actual	Budget	Rev Est	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Revenue & Other Financing Sources								
<i>City Sales Tax</i>	21,690,933	22,357,634	22,938,932	23,695,917	24,477,882	25,310,130	26,195,985	27,112,844
<i>Transit Revenue</i>	127,540	128,750	128,750	128,807	128,750	128,750	128,750	128,750
<i>Interest</i>	92,919	80,000	80,000	80,000	80,000	80,000	80,000	80,000
<i>Other Revenue</i>	960,982	-	-	-	-	-	-	-
<i>Bond Proceeds</i>	-	15,000,000	-	20,000,000	-	-	-	-
<i>Transfers In</i>	900,000	1,566,707	1,566,707	1,566,707	1,566,707	1,566,707	1,566,707	1,566,707
Total Revenue & Other Financing Sources	23,772,374	39,133,091	24,714,389	45,471,431	26,253,339	27,085,587	27,971,442	28,888,301
Expenditures & Other Financing Uses								
<i>Wages and Salaries</i>	2,740,313	3,055,372	3,055,372	3,136,198	3,214,570	3,294,907	3,377,252	3,461,652
<i>Overtime</i>	36,581	36,750	36,750	36,750	37,669	38,610	39,576	40,565
<i>Benefits</i>	627,246	621,752	621,752	657,174	696,793	738,004	780,858	825,419
<i>Supplies and Contracts</i>	3,282,742	6,134,321	6,134,321	6,133,855	6,483,004	7,111,274	7,260,798	7,413,529
<i>Utilities</i>	490,345	298,479	298,479	269,369	274,756	280,252	285,857	291,574
<i>Vehicle Maintenance & Fuel</i>	614,232	667,645	667,645	683,560	699,238	715,281	731,695	748,491
<i>Vehicles, Technology, Risk Mgt., Workers' Comp.</i>	1,276,598	1,566,596	1,566,596	1,580,807	1,642,361	1,642,361	1,642,361	1,642,361
<i>Capital Outlay</i>	8,566,548	35,346,696	35,346,696	9,825,694	3,864,821	3,075,468	3,098,083	3,430,204
<i>Debt Service</i>	7,327,881	7,331,080	7,327,780	7,331,081	9,061,576	9,062,576	9,065,076	9,063,576
<i>Transfers Out</i>	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-	-	-
Total Expenditures & Other Financing Uses	25,962,487	56,058,691	56,055,391	30,654,488	26,974,789	25,958,733	26,281,555	26,917,370
Total Income (Loss)	(2,190,113)	(16,925,600)	(31,341,002)	14,816,943	(721,450)	1,126,854	1,689,887	1,970,931
Contingency	-	-	-	1,195,236	1,234,332	1,275,944	1,320,237	1,366,080
Total Income/(Loss) w/ Contingency	(2,190,113)	(16,925,600)	(31,341,002)	13,621,707	(1,955,781)	(149,090)	369,650	604,851
Beginning Fund Balance - With Contingency	32,691,259	30,501,146	30,501,146	(839,856)	12,781,851	10,826,069	10,676,980	11,046,630
Ending Fund Balance - With Contingency	30,501,146	13,575,546	(839,856)	12,781,851	10,826,069	10,676,980	11,046,630	11,651,481

Public Safety Sales Tax (Police & Fire)

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

The **Police Special Revenue Fund** assumes sales tax revenue growth at the same pace of the General Fund sales tax increases over the five-year forecast period as well as nominal inflation and maintenance of current contractual obligations.



FINANCIAL GUIDELINES
Five-Year Financial Forecast

Public Safety Sales Tax Police - Five-Year Financial Forecast
FY14-15 Through FY18-19 with FY12-13 & FY13-14 Comparative Date

	FY12-13	FY13-14		Forecast				
	Actual	Budget	Rev Est	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Revenue & Other Financing Sources								
City Sales Tax	13,980,391	13,292,721	14,100,000	14,565,300	15,045,955	15,557,517	16,102,030	16,665,602
Other Revenue	1,253	234,585	234,585	240,450	246,461	252,622	258,938	265,411
Transfers In	100,841	-	-	-	-	-	-	-
Total Revenue & Other Financing Sources	14,082,485	13,527,306	14,334,585	14,805,750	15,292,416	15,810,140	16,360,968	16,931,013
Expenditures & Other Financing Uses								
Wages and Salaries	6,781,540	7,460,452	7,460,452	7,747,527	8,013,359	8,238,923	8,435,455	8,620,505
Overtime	214,554	889,020	889,020	553,425	567,261	581,442	595,978	610,878
Benefits	2,258,329	2,858,266	2,858,266	3,110,438	3,273,735	3,430,059	3,581,990	3,734,457
Supplies and Contracts	2,274,153	3,161,676	3,161,676	1,475,533	1,505,044	1,535,145	1,565,847	1,597,164
Vehicle Maintenance & Fuel	195,004	884,680	884,680	582,418	595,991	609,883	624,102	638,657
Vehicles, Technology, Risk Mgt., Workers' Comp.	407,668	373,693	373,693	197,485	379,605	379,605	379,605	379,605
Transfers Out	100,841	-	-	-	-	-	-	-
Total Expenditures & Other Financing Uses	12,232,089	15,627,787	15,627,787	13,666,826	14,334,994	14,775,057	15,182,978	15,581,265
Total Income (Loss)	1,850,396	(2,100,481)	(1,293,202)	1,138,923	957,422	1,035,083	1,177,990	1,349,748
Contingency	-	-	-	740,287	764,621	790,507	818,048	846,551
Total Income/(Loss) w/ Contingency	1,850,396	(2,100,481)	(1,293,202)	398,636	192,801	244,576	359,942	503,197
Beginning Fund Balance - With Contingency	7,764,364	9,614,760	9,614,760	8,321,558	8,720,194	8,912,995	9,157,571	9,517,513
Ending Fund Balance - With Contingency	9,614,760	7,514,279	8,321,558	8,720,194	8,912,995	9,157,571	9,517,513	10,020,710

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

Public Safety Sales Tax Fire - Five-Year Financial Forecast
FY14-15 Through FY18-19 with FY12-13 & FY13-14 Comparative Date

	FY12-13	FY13-14		Forecast				
	Actual	Budget	Rev Est	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Revenue & Other Financing Sources								
City Sales Tax	6,995,171	6,621,242	7,100,000	7,334,300	7,576,332	7,833,927	8,108,115	8,391,899
Transfers In	59,036	-	-	-	-	-	-	-
Total Revenue & Other Financing Sources	7,054,207	6,621,242	7,100,000	7,334,300	7,576,332	7,833,927	8,108,115	8,391,899
Expenditures & Other Financing Uses								
Wages and Salaries	3,413,724	3,487,639	3,487,639	3,601,127	3,672,486	3,723,462	3,754,907	3,785,460
Overtime	164,489	652,636	652,636	709,998	727,748	745,942	764,590	783,705
Benefits	1,195,101	1,386,767	1,386,767	1,448,552	1,509,976	1,567,675	1,621,456	1,676,079
Supplies and Contracts	829,787	1,106,014	1,106,014	1,106,014	1,128,134	1,150,697	1,173,711	1,197,185
Vehicle Maintenance & Fuel	26,455	132,998	132,998	132,998	136,295	139,675	143,138	146,667
Vehicles, Technology, Risk Mgt., Workers' Comp.	169,118	147,371	147,371	90,817	113,666	113,666	113,666	113,666
Transfers Out	59,036	-	-	-	-	-	-	-
Total Expenditures & Other Financing Uses	5,857,710	6,913,425	6,913,425	7,089,506	7,288,305	7,441,117	7,571,468	7,702,783
Total Income (Loss)	1,196,497	(292,183)	186,575	244,794	288,027	392,811	536,646	689,116
Contingency	-	-	-	366,715	378,817	391,696	405,406	419,595
Total Income/(Loss) w/ Contingency	1,196,497	(292,183)	186,575	(121,921)	(90,790)	1,114	131,241	269,521
Beginning Fund Balance - With Contingency	293,662	1,490,159	1,490,159	1,676,734	1,554,814	1,464,024	1,465,138	1,596,379
Ending Fund Balance - With Contingency	1,490,159	1,197,976	1,676,734	1,554,814	1,464,024	1,465,138	1,596,379	1,865,900

FINANCIAL GUIDELINES
Five-Year Financial Forecast



Subsequent to the five-year forecast of the Police and Fire Special Revenue Funds, it should be noted that, beginning in FY14-15, all police and fire budgeted expenditures are now appropriated in the General Fund. These additional General Fund expenditures are funded through appropriated operating transfers from the Police and Fire Special Revenue Funds. The amount of the budgeted transfer is based upon the calculation of enhanced services costs for police and fire services and will be calculated each year.

Sanitation Enterprise Fund

Sanitation Fund - Five-Year Financial Forecast
 FY14-15 Through FY18-19 with FY12-13 & FY13-14 Comparative Date

	FY12-13	FY13-14		Forecast				
	Actual	Budget	Rev Est	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Revenue & Other Financing Sources								
<i>Commercial Sanitation Revenue</i>	3,298,435	3,400,000	3,400,000	3,400,000	3,434,000	3,468,340	3,503,023	3,538,054
<i>Commercial Sanitation Rolloff</i>	555,562	600,000	600,000	600,000	606,000	612,060	618,181	624,362
<i>Outside City Commercial</i>	65,734	-	-	-	-	-	-	-
<i>Residential Sanitation</i>	10,491,980	10,401,000	10,401,000	10,630,000	10,736,300	10,843,663	10,952,100	11,061,621
<i>Miscellaneous Bin Service</i>	113,329	90,000	90,000	100,000	100,000	100,000	100,000	100,000
<i>Internal Service Revenue</i>	143,439	150,000	150,000	115,000	115,000	115,000	115,000	115,000
<i>Staff & Adm Chargebacks</i>	47,382	-	-	-	-	-	-	-
<i>Interfund Loan Proceeds</i>	175,247	175,295	35,879	44,588	53,209	96,849	128,859	138,066
<i>Interest</i>	1,857	4,000	4,000	4,000	4,000	4,000	4,000	4,000
<i>Other Revenue</i>	49,372	95,000	95,000	101,000	101,000	101,000	101,000	101,000
<i>Lease Proceeds</i>	-	-	-	2,443,000	3,984,000	3,572,000	1,896,000	1,448,000
<i>Transfers In</i>	95,318	-	-	-	-	-	-	-
Total Revenue & Other Financing Sources	15,037,655	14,915,295	14,775,879	17,437,588	19,133,509	18,912,912	17,418,163	17,130,103
Expenses & Other Financing Uses								
<i>Wages and Salaries</i>	3,244,436	3,347,443	3,350,275	3,417,407	3,502,707	3,590,152	3,679,779	3,771,638
<i>Overtime</i>	188,059	133,000	170,000	134,275	137,632	141,073	144,599	148,214
<i>Benefits</i>	1,052,490	1,068,151	1,072,473	1,082,396	1,136,058	1,191,886	1,249,939	1,310,323
<i>Supplies and Contracts</i>	910,036	975,583	818,451	646,737	659,672	672,865	686,322	700,049
<i>Utilities</i>	888	2,000	1,000	1,000	1,020	1,040	1,061	1,082
<i>Vehicle Maintenance & Fuel</i>	3,233,134	3,465,003	3,478,701	3,550,667	3,633,569	3,718,426	3,805,286	3,894,194
<i>Vehicles, Technology, Risk Mgt., Workers' Comp.</i>	5,610,188	4,694,818	4,770,418	4,847,554	4,858,234	4,858,234	4,858,234	4,858,234
<i>Capital Outlay</i>	88,354	2,282,200	2,282,200	2,480,000	4,070,010	3,635,000	1,925,000	1,470,000
<i>Debt Service</i>	-	-	-	403,593	1,061,766	1,651,874	1,965,101	2,204,316
<i>Transfers Out</i>	95,318	-	-	-	-	-	-	-
Total Expenses & Other Financing Uses	14,422,902	15,968,198	15,943,518	16,563,629	19,060,667	19,460,551	18,315,322	18,358,051
Total Income (Loss)	614,753	(1,052,903)	(1,167,639)	873,959	72,842	(547,639)	(897,159)	(1,227,949)
Contingency	-	500,000	500,000	749,729	757,475	767,046	776,108	784,105
Total Income/(Loss) w/ Contingency	614,753	(1,552,903)	(1,667,639)	124,229	(684,634)	(1,314,684)	(1,673,267)	(2,012,054)
Beginning Fund Balance - With Contingency	2,496,282	3,111,036	3,111,036	1,443,397	1,567,626	882,992	(431,692)	(2,104,959)
Ending Fund Balance - With Contingency	3,111,036	1,558,133	1,443,397	1,567,626	882,992	(431,692)	(2,104,959)	(4,117,013)

Fund balance over the forecast is projected to decrease from \$1.4 million in FY14-15 to a negative \$4.1 million in FY18-19. Residential and commercial sanitation revenues are projected to grow from \$14.6 million, starting in FY14-15, to \$15.2 million in FY18-19, an average of 1% per year. The forecast assumes financing capital equipment through capital leases throughout the forecast period increasing the amount of annual debt service. Operating expenditure growth, not including capital outlay and debt service, assumes annual increases of approximately 1.8% throughout the forecast period.



Landfill Enterprise Fund

Landfill Fund - Five-Year Financial Forecast
FY14-15 Through FY18-19 with FY12-13 & FY13-14 Comparative Date

	FY12-13	FY13-14		Forecast				
	Actual	Budget	Rev Est	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Revenue & Other Financing Sources								
<i>Recycling Sales</i>	1,534,710	1,400,000	1,976,000	2,478,380	2,503,164	2,528,195	2,553,477	2,579,012
<i>Tipping Fees</i>	3,976,055	3,515,920	4,051,194	5,174,760	5,226,508	5,278,773	5,331,560	5,384,876
<i>Staff & Adm Chargebacks</i>	431,000	431,000	431,000	525,000	525,000	525,000	525,000	525,000
<i>Internal Service Revenue</i>	2,345,799	2,313,000	2,252,800	2,204,800	2,204,800	2,204,800	2,204,800	2,204,800
<i>Interfund Loan Proceeds</i>	1,169,926	1,166,297	188,365	234,085	279,346	508,456	676,508	724,850
<i>Interest</i>	20,066	50,000	50,000	40,000	40,000	40,000	40,000	40,000
<i>Other Revenue</i>	138,432	131,300	455,065	357,618	357,618	357,618	357,618	357,618
<i>Bond Proceeds</i>	-	8,850,000	-	-	15,300,000	15,300,000	-	-
<i>Transfers In</i>	28,016	-	-	-	-	-	-	-
Total Revenue & Other Financing Sources	9,644,004	17,857,517	9,404,424	11,014,643	26,436,435	26,742,842	11,688,964	11,816,156
Expenses & Other Financing Uses								
<i>Wages and Salaries</i>	1,985,943	2,147,547	2,147,547	2,194,566	2,249,222	2,305,254	2,362,681	2,421,545
<i>Overtime</i>	58,732	35,000	35,000	35,875	36,772	37,691	38,634	39,600
<i>Benefits</i>	538,406	582,985	582,985	590,658	620,995	652,549	685,372	719,513
<i>Supplies and Contracts</i>	1,960,653	2,353,111	2,353,111	3,704,929	3,779,028	3,854,608	3,931,700	4,010,334
<i>Utilities</i>	262,813	321,000	321,000	321,000	327,420	333,968	340,648	347,461
<i>Vehicle Maintenance & Fuel</i>	505,406	543,018	543,018	543,025	554,129	565,461	577,027	588,829
<i>Vehicles, Technology, Risk Mgt., Workers' Comp.</i>	1,129,400	1,109,428	1,109,428	1,148,671	1,169,051	1,169,051	1,169,051	1,169,051
<i>Capital Outlay</i>	887,048	11,209,247	10,889,526	1,353,961	14,492,501	8,094,830	6,136,310	-
<i>Debt Service</i>	-	768,397	-	-	-	1,561,189	3,122,379	3,122,379
<i>Transfers Out</i>	28,016	-	-	-	-	-	-	-
Total Expenses & Other Financing Uses	7,356,417	19,069,733	17,981,615	9,892,685	23,229,117	18,574,602	18,363,801	12,418,712
Total Income (Loss)	2,287,587	(1,212,216)	(8,577,191)	1,121,958	3,207,318	8,168,240	(6,674,837)	(602,556)
Contingency	-	-	-	550,732	556,822	572,142	584,448	590,808
Total Income/(Loss) w/ Contingency	2,287,587	(1,212,216)	(8,577,191)	571,226	2,650,496	7,596,098	(7,259,286)	(1,193,364)
Beginning Fund Balance - With Contingency	7,547,274	9,834,861	9,834,861	1,257,670	1,828,896	4,479,392	12,075,490	4,816,205
Ending Fund Balance - With Contingency	9,834,861	8,622,645	1,257,670	1,828,896	4,479,392	12,075,490	4,816,205	3,622,841

The forecast assumes the estimated FY13-14 beginning fund balance of \$9.8 million will be spent over the forecast period due primarily to planned capital expenditures related to a \$13.1 million landfill excavation project planned in FY15-16 and FY16-17, as well as a landfill closure (south side) and construction of a new landfill site (north side) that totals \$19 million with construction concluded in FY17-18.

Recycling sales and tipping fees are projected to be stable at \$7.6 million in FY14-15 and growing by approximately 1% per year. Bond proceeds totaling \$30.6 million will be used to fund capital projects resulting in total debt service of approximately \$3.1 million per year beginning in FY17-18. Operating expenditure growth, not including capital outlay and debt service, assumes annual increases of approximately 2.1% throughout the forecast period.

Water/Sewer Enterprise Fund

The FY14-15 beginning fund balance of \$64 million will be used to fund extensive capital projects over the next four fiscal years. For example, improvements at the Arrowhead

Reclamation Facility (\$22.6 million), water line replacements/extensions (\$10.9 million) and sewer line replacements (\$16.0 million including Arrowhead sewer lines) are major capital improvements occurring between FY14-15 and FY17-18 that are being funded through pay-as-you-go financing.

Total water and sewer revenues, totaling 80.6 million in FY14-15, are expected to grow by 1% throughout the forecast period due to growth in accounts. A rate study is currently being planned for FY14-15 to ensure both capital and operating needs can be funded through user fees. The operating budget averages \$52.4 million over the five-year forecast period, including the planned 4% inflationary adjustments in FY15-16 and 2% inflationary adjustments through the end of the forecast period. In addition, the debt service budget averages \$25 million per year.

Water & Sewer Funds - Five-Year Financial Forecast
 FY14-15 Through FY18-19 with FY12-13 & FY13-14 Comparative Date

	FY12-13	FY13-14		Forecast				
	Actual	Budget	Rev Est	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Revenue & Other Financing Sources								
<i>Water Revenue</i>	45,772,616	44,473,584	47,040,655	47,578,930	48,054,719	48,535,266	49,020,619	49,510,825
<i>Sewer Revenue</i>	32,545,796	30,760,603	32,981,526	33,051,526	33,382,041	33,715,862	34,053,020	34,393,550
<i>Development Permits/Fees/Impact</i>	1,267,654	1,115,086	1,115,086	1,115,086	1,115,086	1,115,086	1,115,086	1,115,086
<i>Staff & Adm Chargebacks</i>	82,000	82,000	82,000	82,000	82,000	82,000	82,000	82,000
<i>Interfund Loan Proceeds</i>	-	559,316	134,547	167,203	199,534	363,184	483,220	517,751
<i>Interest</i>	385,829	120,000	120,000	120,000	120,000	120,000	120,000	120,000
<i>Other Revenue</i>	3,203,581	1,151,000	1,151,000	926,000	926,000	926,000	926,000	926,000
<i>Transfers In</i>	373,853	-	-	-	-	-	-	-
Total Revenue & Other Financing Sources	83,631,329	78,261,589	82,624,814	83,040,745	83,879,380	84,857,398	85,799,945	86,665,212
Expenses & Other Financing Uses								
<i>Wages and Salaries</i>	12,002,966	13,175,222	13,175,222	13,663,680	14,004,642	14,354,147	14,712,398	15,079,558
<i>Overtime</i>	270,587	245,805	245,805	293,060	300,387	307,896	315,594	323,483
<i>Benefits</i>	3,106,753	3,480,256	3,480,256	3,586,528	3,769,928	3,960,710	4,159,117	4,365,502
<i>Supplies and Contracts</i>	13,562,983	20,563,066	20,563,066	20,998,832	21,417,229	21,843,993	22,279,293	22,723,299
<i>Utilities</i>	3,295,176	3,743,888	3,743,888	3,711,440	3,785,669	3,861,382	3,938,610	4,017,382
<i>Vehicle Maintenance & Fuel</i>	692,189	688,751	688,751	777,263	794,926	812,996	831,481	850,392
<i>Vehicles, Technology, Risk Mgt., Workers' Comp.</i>	6,248,832	7,105,071	7,105,071	6,474,486	7,419,271	7,419,271	7,419,271	7,419,271
<i>Capital Outlay</i>	5,797,044	17,561,035	17,561,035	19,625,734	25,638,656	26,049,262	14,676,697	1,702,959
<i>Debt Service</i>	24,174,402	24,207,040	28,492,097	25,478,365	25,479,715	25,469,265	25,480,015	25,474,027
Total Expenses & Other Financing Uses	69,150,931	90,770,134	95,055,191	94,609,388	102,610,422	104,078,923	93,812,476	81,955,873
Total Income (Loss)	14,480,398	(12,508,545)	(12,430,377)	(11,568,644)	(18,731,042)	(19,221,525)	(8,012,530)	4,709,339
Contingency	-	5,000,000	-	4,152,037	4,193,969	4,242,870	4,289,997	4,333,261
Total Income/(Loss) w/ Contingency	14,480,398	(17,508,545)	(12,430,377)	(15,720,681)	(22,925,011)	(23,464,395)	(12,302,528)	376,078
Beginning Fund Balance - With Contingency	62,001,848	76,482,246	76,482,246	64,051,869	48,331,188	25,406,178	1,941,782	(10,360,745)
Ending Fund Balance - With Contingency	76,482,246	58,973,701	64,051,869	48,331,188	25,406,178	1,941,782	(10,360,745)	(9,984,667)

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 Fiscal Year 2014-15 (FY14-15) budget is the adoption of the Council's financial policies. This budget document includes the Council's financial policies that were approved with the tentative budget and final budget adoption during the FY13-14 budget adoption process.

While established financial policies existed, the existing financial policies needed to be expanded during the prior year. As the City gravitates to long-term strategic financial planning, it will become necessary to again revise the financial policies in FY14-15 to ensure the policies align with the expectations of the Council for financial stability. For example, the existing financial policies were expanded to define a better ratio between ongoing revenues and annual debt service supported by General Fund operating revenue.

Council's financial policies serve as the foundation for moving forward with a strong, sustainable financial plan. Council's financial policies also provide a roadmap for the city's recovery to a more sustainable financial future. The policies provide broad policy guidance related to **Fiscal Planning and Budgeting**, **Expenditure Control**, **Capital Asset and Debt Management**, and **Fund Reserves and Structure**. All four key financial policy areas are discussed on the following pages.

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. Balanced revenue and expenditure forecasts will be prepared annually and include a 5-year plan for each major fund (General Fund, Enterprise Funds, special revenue funds and the designated sales tax funds) and will be presented as part of the annual budget process.
 - a. The budget will be balanced, by fund, when all projected ongoing revenue sources does 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 only to address one-time costs, not ongoing costs.
 - 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. Any proposed new service or program initiative will be developed to reflect current Council policy directives. Proposals will follow all related Council Financial Policies.
 3. 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. Equipment and technology purchases with these kinds of funds are subject to the policies for the replacement funds.
 4. 4. 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 [cash transfers];
 - c. Projected fund balance by fund;
 - d. Debt service, by issue, detailing principal and interest amounts;
 - e. Proposed personnel staffing levels;
 - f. Detailed schedule of capital projects;
 - g. Any additional information, data, or analysis requested by Council.
 5. 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, sanitation and landfill] and the transportation sales tax fund will pay the indirect cost charges for services provided by another fund. Additional funds may be added upon Council approval.
 6. The budget will not use one-time (non-recurring) sources to fund continuing (recurring) expenditures.
 7. 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.
 8. The Financial Services 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.
 9. 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.
10. 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.
11. Carryover of unspent appropriation from one fiscal year to the next is not automatic. The Financial Services Department staff will evaluate carryover requests and make recommendations to the City Manager. Approved requests will be included in the city manager's recommended budget presented to Council.
12. Salary savings will be retained to the greatest extent possible to build fund balance. In extenuating circumstances salary savings may be used for expenses upon Council approval. Salary savings transfers are prohibited during the first six months of a fiscal year.
13. 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.
- a. Council must approve use of any fund's contingency appropriation.
 - b. Council may authorize a transfer of unencumbered appropriation balance within an individual city office, department or agency at any time during the fiscal year.
 - c. During the last three months of the fiscal year, Council may approve transfers among city offices, departments, and agencies as necessary.
 - d. Council must approve inter-fund transfers (i.e., transfers between funds). Procedures for requesting Council approval of appropriation transfers and delegation of budget responsibility will be set by the city manager.
 - e. There may be emergency situations requiring transfer before obtaining formal Council approval. In such cases, the Financial Services Department will notify the Council in writing in a timely manner, seek a general consensus to act and seek Council ratification at the first possible Council meeting.

14. The replacement of General Fund capital equipment 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 FY’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 analysis by the Public Works Department [vehicles] or Technology and Innovation Department [technology and telephonic systems].

15. 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.

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.
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 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 is projections that will 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 account of the costs incurred by an asset from its acquisition to its disposal, including design, installation, operating, and maintenance costs.
2. The 10-year plan 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 such as Municipal Property Corporation (MPC) bonds, lease obligations, and inter-fund loans 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 (General Fund, Zanjero Fund, and Arena Fund).
 - a. For FY14-15, debt service is 18% of the FY14-15 General Fund operating revenue as defined above.
6. For non-voter approved debt, the following considerations will be made prior to the pledging of project 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 Finance and Technology 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. Maintaining reserves is a standard and prudent financial management practice. Adequate fund balances are essential to continue providing services to the community in case of unexpected emergencies, requirements, and/or economic downturns.

1. To ensure the continuance of sound financial management of public resources, Unassigned General Fund Balance will be maintained to provide sufficient working capital and a comfortable margin of safety to address emergencies, sudden loss of revenue or unexpected downturns in the economy.

2. Use of unassigned General 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.
3. A minimum unassigned fund balance in the General Fund will be 10% of projected annual ongoing revenues. For the other major funds, the total minimum restricted fund balance shall be 10% of projected revenues. The 10% unassigned fund balance may be appropriated as contingency appropriation with City Council approval.
 - a. Council will determine the specific minimum unassigned fund balance requirement as part of the annual budget adoption resolution.
 - b. If a situation arises where unassigned fund balance ends the FY with a balance that is less than the calculated 10% unassigned fund balance, the deficiency should be replenished in the coming fiscal years, not to exceed a total of five consecutive years, by using new revenues or cost reductions.
4. An additional General Fund “Operating Reserve” will be either Assigned through City Manager approval or Committed through Council approval with the goal 15% of the average General Fund ongoing revenues for the preceding five fiscal years. The Operating Reserve is intended to be an additional reserve for unexpected events and can only be appropriated by the Council through the annual budget process.
5. Any balance in excess of the combined 10% unassigned fund balance and the additional 15% operating reserve may be used to support one-time expenditures. Council’s approval is required to supplement “pay as you go” capital outlay, one-time operating expenditures, or to prepay existing debt.
6. 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.
7. Separate fund balance (operating reserves) may be required by bond issuance documents for those funds with outstanding bond debt. These requirements will not be viewed as additional fund balance needs unless they are greater than the one established by these goals.





Glendale, Arizona

Budget Summaries

2014-2015 Annual Budget

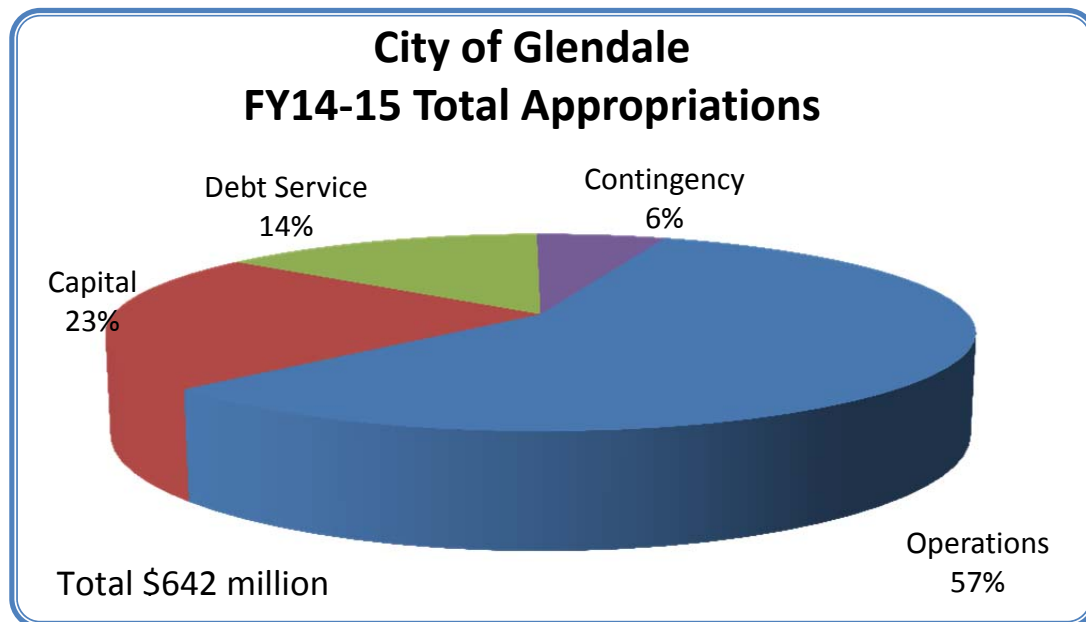
BUDGET SUMMARY

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 \$642 million for Fiscal Year 2014-2015 (FY14-15). This represents an 11% increase over the prior year total budget of \$576 million. The majority of this increase can be attributable to the prior year capital improvement program carryover.

- The *operating budget* finances the day-to-day provision of city services and totals \$368.5 million.
- The *capital improvement budget* funds the construction of city facilities, such as police/fire stations and libraries, in addition to the construction of roads, public amenities and other infrastructure throughout the city. This year the capital improvement budget totals \$144.4 million.
- The *debt service budget* is used to repay money borrowed by the city, primarily for capital improvements, and amounts to \$92.3 million.
- The final component of the budget is the *contingency appropriation* at \$36.6 million. This appropriation is made up of fund reserves and is available to cover emergency expenses, revenue shortages or capital project acceleration should they arise during the fiscal year.

As you can see from the pie chart below, the operating (57%) and capital (23%) appropriations are the largest components of the FY14-15 budget and account for 80% of the total appropriations. Both are discussed on the following pages.

The following chart outlines the financial plan for FY14-15. The city's total sources are



estimated at \$640.1 million and total uses are projected at \$771.3 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 by Category*.

Fund Type	Estimated Balance 7/1/2014 <i>(millions)</i>	Total Sources	Total Uses	Estimated Balance 6/30/2015
General	\$30.8	\$255.9	\$265.1	\$21.5
Special Revenue	\$59.8	\$108.9	\$146.6	\$22.0
Debt Service	\$11.0	\$60.4	\$66.8	\$4.7
Capital Projects	\$26.0	\$61.4	\$87.4	\$-0-
Enterprise	\$92.4	\$125.6	\$170.8	\$47.5
Internal Service/Other	\$15.3	\$27.6	\$34.6	\$8.4
Totals	\$235.4	\$640.1	\$771.3	\$104.2

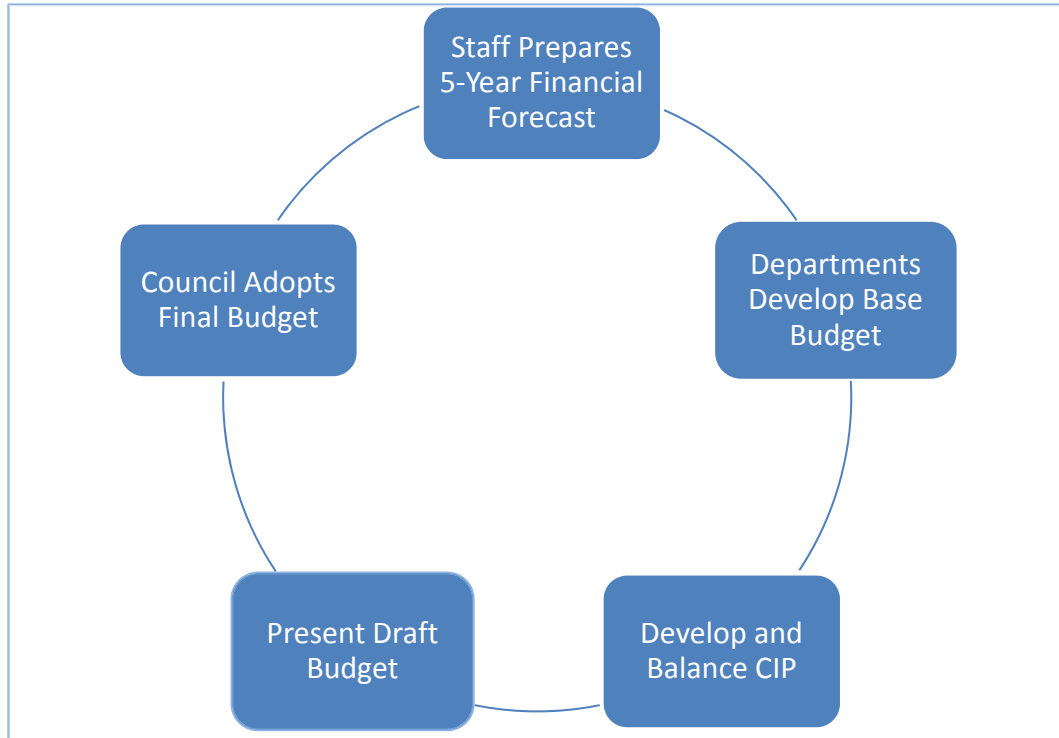
Other includes Permanent Funds

Operating Budget

The development of Glendale’s FY14-15 budget was an open process designed to reflect the needs and desires of the community. Throughout the year, the Mayor, City Council and city staff obtained input from the community through neighborhood meetings, citizen boards and commissions, and other contacts with individuals and groups. In addition, citizen feedback about the proposed FY14-15 budget was sought at the public hearing on June 10th.

During December 2013, 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*. During the February 2014 annual retreat, City Council identified key priorities for the upcoming FY 14-15 budget process. These priorities are identified in the *City Manager’s Budget Message* in this document.

Budget Process



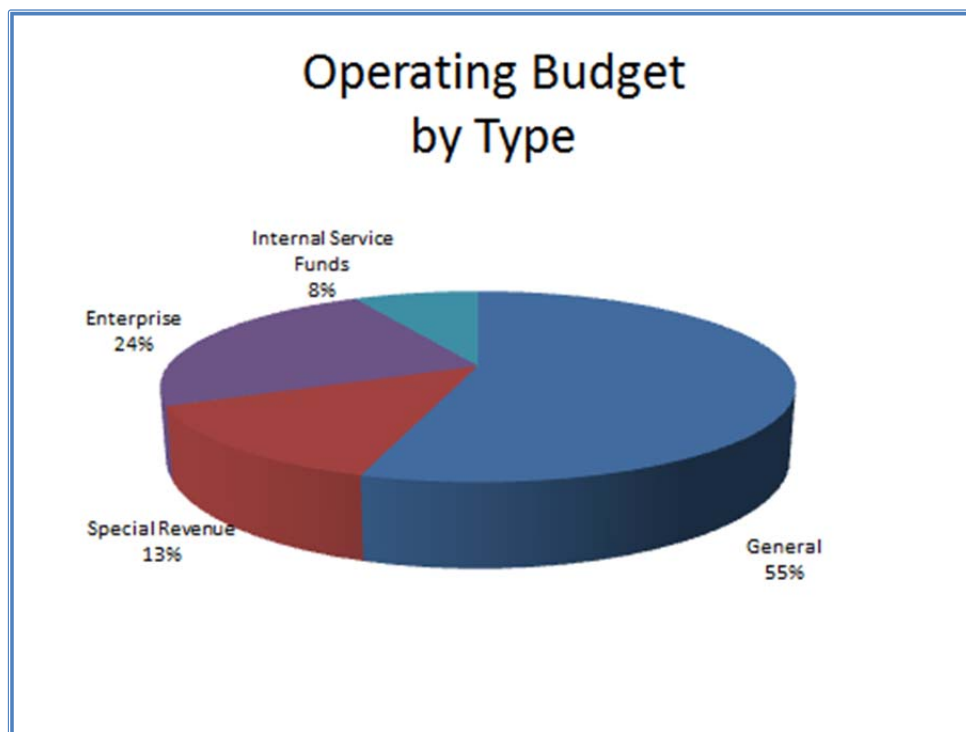
In November 2013, the Financial Services Department kicked off the budget process for FY14-15. This meeting provided an assessment of current economic trends, the revenue outlook for the upcoming fiscal year and the city manager’s direction for the development of a balanced budget.

The principal issues that had to be addressed for the FY14-15 Annual Budget were not that different than in previous years. One principal issue for the FY14-15 budget continues to be the economy and its impact on the city’s ability to fund services and infrastructure for the community through the operating and capital budgets. The international/national recession from which the economy is gradually recovering was felt far and wide throughout the world. Arizona was particularly hard hit with the bursting of the real estate bubble, steep loss of jobs – particularly in the construction industry – decline in the numbers of individuals moving to the state and a noticeable fall-off in the state’s important tourism industry. The second principal issue to be addressed for FY14-15 continues to be the city’s debt structure and contractual obligations.

Despite improvements in revenues, FY14-15 represents the sixth straight year of operating budget deficits, before the implementation of balancing measures, for the General Fund while demand for city services has remained steady or increased in some areas. City sales tax revenues have stabilized and are projected to have a modest increase of about 12%; state shared revenues will see an overall increase of 8%, led by state income tax revenue that is projected to increase 9% year over year.

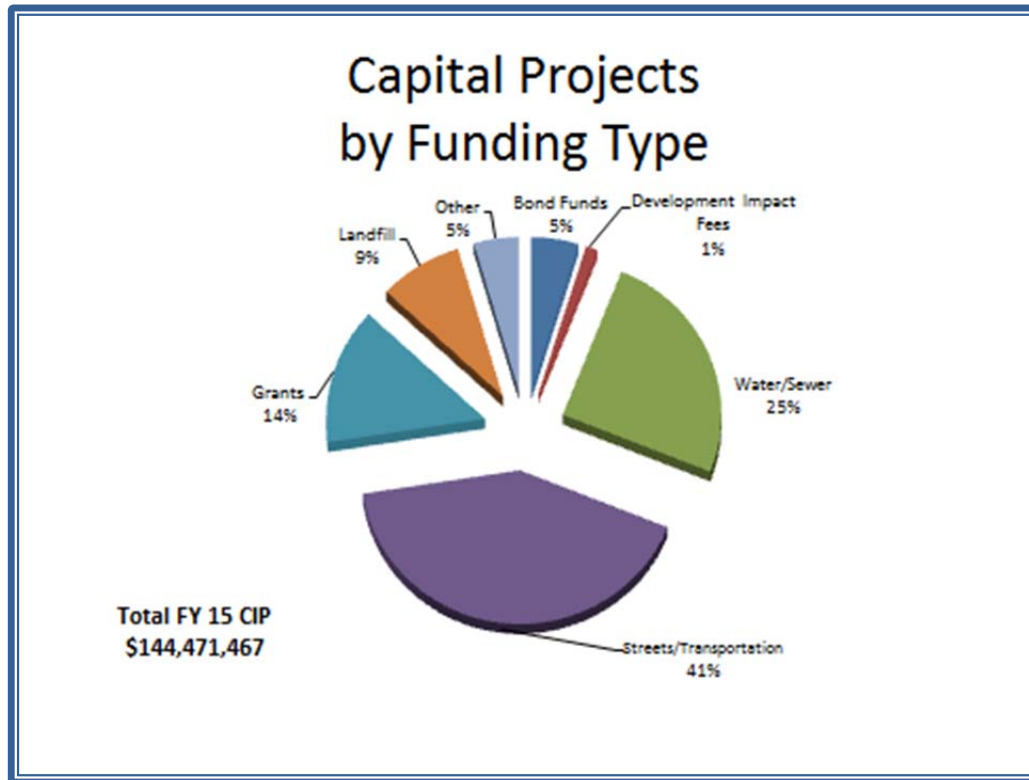
Consequently, as part of the FY14-15 budget development process, departments proposed reductions to their ongoing General Fund base operating budgets for both salary and non-salary related items. Each director reviewed the proposed reductions to ensure core services, particularly those related to health and safety, as defined by City Council priorities, would continue to be provided. For a more in-depth discussion about the principal issues that had to be addressed for the FY14-15 budget and the budget actions taken to address them, see the *City Manager’s Budget Message*.

City Council reviewed the city manager’s balanced budget in the public televised workshop sessions held between March and April 2014 to discuss the pertinent issues surrounding the upcoming fiscal year operating, capital and debt service budgets. The draft budget, as revised by City Council, became the tentative FY14-15 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 10, 2014. See the *Budget Calendar* for more details about the timing of various steps in the budget development and adoption process.



Capital Improvement Plan Budget

The city annually updates the *Ten-Year Capital Improvement Plan (CIP)*, which is now based on FY 2015 through FY 2024 and includes \$901 million in projects. The first year of the plan is the only year appropriated by Council. For FY14-15, \$144.4 million in capital investments is planned. A summary by type of funding resource is provided in Table 1 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 City Council. Projects include renovations to city buildings, street improvements including pavement preservation, police/fire department communications enhancements and upgrades to water treatment and wastewater collection facilities.



The CIP Management Team includes staff from the Public Works and Financial Services Departments. This team reviewed all CIP projects for their construction costs and their projected impact on the operating budget. Projects with high operating costs are analyzed along with the Five-Year Forecast and may be deferred to ensure the city can absorb the operating impact once the facility opens.

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

Amending the Budget

Once the City Council adopts the annual budget, total expenditures cannot exceed the final appropriation of \$642 million for FY14-15. However, with City 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 FY. This means that if one fund's total appropriation is increased, then appropriations from another fund or funds must be reduced by an equal amount. City Council could also choose to amend the budget to a figure lower than the final appropriation for the fiscal year.

Inter-fund, inter-departmental or inter-CIP project transfers are approved by City Council as part of the normal course of city business when various council communications detailing pending construction awards, grant awards or professional service agreements are presented at public meetings and are approved by City Council.

During the last three months of the fiscal year, Council may approve the transfer of unencumbered appropriation among funds and departments. All budget transfers are documented by the Financial Services Department and tracked in the city's computerized financial system.

Fund Descriptions

The City of Glendale uses fund accounting to track revenues and expenditures. Some funds, such as the Streets Fund, are required by state legislation. Others were adopted by the city to track and document revenues and expenditures related to specific operations. The city has seven main categories of funds: general, special revenue, debt service, capital, trust, enterprise and internal service. These categories are used to track the activity of almost 90 separate funds. For example, enterprise funds are expected to be self-supporting through revenue for the services provided. For these funds, the city charges a fee for a specific service, such as sanitation collection, just like any other business would do. A brief description of 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 City Council for any legal public purpose. The FY14-15 budget includes the third year of a 7/10ths of one cent sales tax increase that is expected to generate an additional \$24 million for FY14-15. With the increase that became effective August 1, 2012, the base sales tax rate [General Fund portion] was increased from 1.20% to 1.90%. The additional revenue is used to cover both operating expenses and debt service funded by the General Fund and is expected to help the city gradually rebuild a fund balance that was drawn down between FY08-12, and to avoid severe service reductions to the community. The 7/10ths of one cent sales tax-originally scheduled to sunset August 1, 2017, has been eliminated through council action during the FY14-15 budget process. The sales tax rate will be reviewed annually during the budget process.

BUDGET SUMMARY

Summary



National Events (Fund 1010): The National Events Fund was established in FY04-05 to track General Fund cash that was set aside by City Council to pay for community improvements and operations associated with the initial Fiesta Bowl, the 2007 Bowl Championship Series college football game and Super Bowl 2008. The cash reserves were augmented by the collection of fees associated with these events, including parking and shuttle revenue. With the successful completion of the Super Bowl event in February 2008, the remaining fund balance was retained in the fund until FY10-11 when \$335,000 was transferred back into the General Fund. Glendale will host the 2015 Super Bowl at the University of Phoenix Stadium located in the city's sports and entertainment district anchored by the city-owned Jobing.com Arena and the Westgate development. Appropriation of \$2 million has been budgeted for this event.

General Services (Fund 1040) and Telephone (Fund 1100): The General Services and Telephone Funds are used to track income and expenses of the internal services provided to city departments. The General Services Fund specifically covers vehicle maintenance needs and fuel purchased for city vehicles. The Telephone Fund covers expenses related to phone lines, circuits, T1 lines, VPN access, long distance, etc. City departments pay for these services on an actual usage basis. These charges go into each fund as revenues that support the cost of providing the services. 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 Telephone Fund for which a fund balance has accrued in anticipation of future upgrades and the potential for unforeseen capital repairs.

Vehicle (Fund 1120) and Technology Replacement (Fund 1140): These replacement funds were designed to allow the city to accumulate the money needed to replace at regular intervals the city's fleet of cars, trucks and other rolling stock and its personal computers, servers and other technology-related equipment. Typically each department pays annually into each fund based on the amount of equipment in its inventory, the expected life span of the equipment in use and any residual value of the equipment. Replacement equipment is then purchased according to the established replacement schedule and paid for out of the appropriate replacement fund. Fund balances in both fluctuate from year to year according to the replacement schedules.

To help address soft economic conditions, the General Fund contributions to both funds have been eliminated for FY14-15. This represents the sixth (since FY08-09) consecutive year of reduced General Fund contributions. To account for this reduction in funding, the city's fleet was reduced and replaced by the motor pool, the useful lives of non-public safety equipment were extended and computers will only be replaced as required.

Employee Groups (Fund 1190): This fund was originally created to track activity related to employee groups such as the Glendale's Exceptional Municipal Staff (GEMS). The GEMS group has in the past coordinated events such as the annual holiday employee luncheon, conducts fund raising activities for local non-profits and plans periodic social events to provide a setting for informal networking outside of the work environment, with the assistance of various planning committees and employee volunteers. Inflows to the fund include vending machine revenues generated by employee purchases as well as outside donations and sponsorships.

Utility Bill Donation (Fund 1200): This fund tracks activity related to the city’s “From the Heart” program. From the Heart is a unique partnership of Glendale residents, the city of Glendale, the Gila River Indian Community and local community agencies. Since “From the Heart” began in 1997, more than \$2.25 million has been raised and distributed to non-profit agencies serving Glendale residents. Every From the Heart dollar stays in our community to support social service agencies that serve Glendale residents.

Revenues into the fund include Glendale utility customers that can add \$1 or more to their monthly utility bill payments, or they can donate more by sending a check to the city made out to From the Heart. Grant applications are solicited each spring and a committee of residents determines grant awards that generally range from \$2,500 to \$20,000. The grants are awarded to non-profit 501(c)(3) organizations and social service agencies that serve Glendale residents. From The Heart funds are collected in the year prior to the one in which they are distributed.

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 City Council. FY14-15 revenue is projected at \$281,112 due to a continued, planned slowdown in construction activity as depicted in the capital improvement plan. However, a projected beginning fund balance of \$984,678 will be used to fund operations and any capital related purchases.

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

Library (Fund 1260): This fund is used to track revenues from book sales at our Main, Foothills and Velma Teague branches. Other library revenue such as library fines and fees revenue are included in the General Fund. The FY14-15 projected beginning balance of \$26,342 and projected revenues of \$111,000 will be offset by budgeted expenditures for book purchases and some temporary/hourly labor costs totaling \$120,000. Therefore, the ending fund balance is projected to decrease to \$17,342.

Youth Sports Complex (Fund 1280): The Glendale Youth Sports Complex is adjacent to the University of Phoenix Stadium. It features five sports fields that were developed to fill a community need for additional youth facilities in the west valley. The complex also provides additional event parking to the stadium. Expenditures related to the operations and maintenance of the facility is offset primarily by a General Fund operating transfer that is supplemented by some rental revenue generated through the use of the fields. This fund typically does not carry a fund balance from year to year.

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Stadium (Fund 1281), Arena Event Operations (Fund 1282) and Camelback Ranch Event Operations (Fund 1283): These funds were created to track the city’s operational costs associated with events held at the stadium, arena and spring training venues. All public safety, transportation and marketing costs related to football, hockey, baseball, concerts, trade shows and other events held at these venues are recorded in the corresponding event operations fund.

The Arena Event Operations Fund also tracks the operating expenditures associated with arena management and arena renewal and replacement to ensure the arena stays modernized. For FY14-15, this fund includes a \$16 million arena management fee and \$500,000 for capital-related renewal and replacement expenses at the arena.

Revenue reimbursement for city services paid by the operations management companies for all venues is recorded in the respective fund. City of Phoenix sales tax revenues generated from Camelback Ranch spring training baseball facility events are recorded in the Camelback Ranch Event Operations Fund in accordance with an IGA with the City of Phoenix. The FY14-15 sales tax revenue for the Camelback Ranch Fund is estimated to be \$155,000.

City sales tax revenues generated at the arena are addressed in the description for the Arena Special Revenue Fund below. City sales tax revenues generated at the stadium are addressed in the description for the Stadium City Sales Tax – AZSTA Fund below.

A General Fund operating transfer is made to the Stadium, Arena and Camelback Ranch Event Funds to cover all expenditures that exceed the reimbursement revenue received in each fund. These funds are typically balanced to zero with the General Fund operating transfer and do not carry a fund balance from year to year.

Civic Center (Fund 1740): The Civic Center Fund was created to track revenues and expenses for the downtown facility that contains over 33,000 square feet of meeting and event space. The Civic Center can host as many as 60,000 people at as many as 250 events including weddings, trade shows and conventions in any given fiscal year. This fund was reclassified from the special revenue category to the general fund group in FY11-12 because of the level of support provided by the General Fund. A projected transfer from the General Fund of \$158,498 will supplement revenues of \$416,070 generated from Civic Center activities in FY14-15 to cover operating and capital related expenditures. Civic Center rental fees were adjusted upward for FY14-15 to reflect market pricing for similar facilities in the metropolitan area.

City Sales Tax – Bed Tax (Fund 1750): In 2010, hoteliers approached Glendale officials to increase the city’s bed tax rate. This request was based on the additional funds generated by the increased bed tax rate going directly to the Tourism Division/Glendale Convention & Visitors Bureau (CVB) to enhance tourism promotion. 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. This fund was created to track revenue and expenditure activities related to the new bed tax.

Zanjero Special Revenue (Fund 1770): This fund is used to track the revenue generated by the Zanjero development just north of Westgate on Glendale Avenue. The Zanjero development is a 158-acre mixed-use project that is planned to include residential, office, retail and hotels. This site is anchored by Cabela's, the world's foremost outfitter of outdoor gear. Revenues collected in the fund are transferred to the MPC debt service fund and are used to pay the debt service related to infrastructure improvements that the city completed for this development. The designated sales taxes for public safety and transportation that are generated at facilities in the Zanjero development are deposited to the appropriate designated sales tax fund.

Arena Special Revenue (Fund 1780): The Arena Special Revenue Fund tracks the revenues generated from Jobing.com Arena events and the surrounding Westgate City Center. Revenue collected in this fund includes Arizona Coyote team/arena fees, parking fees and city sales taxes. There is a transfer from this fund to the MPC debt service fund to pay the debt service related to the construction costs associated with the arena. The designated sales taxes for public safety and transportation that are generated at the Arena and Westgate City Center are deposited to the appropriate designated sales tax fund.

Westgate City Center opened in November 2006 and includes over 3 million square feet of retail, lodging, restaurants, entertainment and office uses, including Tanger Factory Outlet Center/Mall, a 368,000 square-foot development that opened in November 2012. Jobing.com Arena is home to the National Hockey League's Arizona Coyotes and also serves as a first-class venue for concerts, trade shows and other events.

Stadium City Sales Tax - AZSTA (Fund 1790): This fund was created to track specific University of Phoenix Stadium revenues that are refunded to the Arizona Sports and Tourism Authority (AZSTA) in accordance with signed development, construction and operating agreements. All revenues collected in this clearing house type fund are subsequently disbursed to the AZSTA. The designated sales taxes for public safety and transportation that are generated at the University of Phoenix stadium are deposited to the appropriate designated sales tax fund.

Marketing Self-Sustaining (Fund 1870): This fund tracks the collection and use of revenues related to special events put on by the city's Communications Department. Examples include vendor rental fees and city costs for downtown special events such as Glendale Glitters and the Chocolate Affaire. Although the department receives contributions from sponsors and collects fees from vendors for these special events, it also is scheduled to receive a transfer of \$283,645 from the General Fund to support FY14-15 special events.

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

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In addition, direct operating costs incurred at the facility by the Glendale Police and Fire Departments are shared with the partners of those respective disciplines/departments.

Glendale Health Center (Fund 2538): The Glendale Health Center is located within the Glendale Regional Public Safety Training Center. The center is staffed by contractual medical professionals and is fully equipped with the testing equipment, exam rooms, x-ray machines, and other medical equipment required to perform public safety personnel physical examinations on a fee-for-service basis. The onsite contractual staff is required to perform medical examinations, bill and collect for all services rendered at the center, and remit negotiated fees for each medical examination performed to the City of Glendale and the Glendale Health Center.

Revenues and associated operating expenses are tracked in this fund. Although the center will derive a large portion of its business from existing Glendale Regional Public Safety Training Center partners, it is also open to outside organizations that are in need of the more extensive testing requirements associated with public safety personnel physical examinations. FY14-15 projected revenues totaling \$61,250 will be offset by operating expenditures of \$48,590. Any excess revenues at year end will remain in fund balance and can be used to offset future costs associated with the repair and replacement of medical equipment.

Special Revenue Fund Group

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

There is a state constitutional restriction on the use of HURF revenues; they must be used solely for street and highway purposes such as maintenance, repair, reconstruction and roadside development. In Glendale, the fund supports street cleaning and maintenance, traffic signs and signals, street lighting and other street-related activities.

Local Transportation Assistance (Fund 1640): The Local Transportation Assistance Fund (LTAF) is used to receive state lottery funds distributed to the cities based on population. These funds must be used for transportation purposes including transit programs. The state legislature suspended LTAF distributions to cities and towns in FY10-11 in an effort to balance the state's budget. However, LTAF II distributions were reinstated during the course of FY11-12 and have continued ever since. These revenues are expected to generate \$666,707 in FY14-15.

Transportation Sales Tax (Fund 1660): The Transportation Sales Tax Fund supports transportation services in Glendale. The fund is primarily supported by designated sales tax revenue received from Proposition 402 (0.5%). In 2001 Glendale voters approved a one-half cent adjustment to the city sales tax rate to fund a comprehensive package of transportation projects including expansion of public transit service, intersection improvements to reduce congestion and other street-related services. 100% of the revenues and operating expenditures

are accounted for in this fund. A separate Transportation Construction Fund exists to track transportation related capital expenditures that are paid for by the designated sales tax.

Typically, the city will issue revenue bonds to fund transportation capital projects and deposit the bond proceeds into the Transportation Construction Fund. Debt service payments are then funded with the revenues collected in the Transportation Fund. Each year the Transportation Fund transfers cash into the Transportation Debt Service Fund to cover debt payments on bonds backed by the transportation sales tax revenue. Transfers also can be made from the Transportation 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.

For 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 for FY14-15 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 the internal audit. By applying a consistent costing methodology that is calculated annually based on budgets and expenditures, the premise of the taxation will be substantiated.

Airport Operating (Fund 1760): This fund was established to track the operating revenues and expenses of the Glendale Municipal Airport. The long-range goal for the airport is to become a self-sustaining operation, at which time the Airport Fund will become an enterprise fund. The airport has already attracted more commercial business traffic with the development of Westgate, the Jobing.com Arena, University of Phoenix Stadium and Camelback Ranch (spring training baseball facility). The Airport Fund is projected to receive a General Fund transfer of \$244,981 to augment projected revenue collections of \$478,925 in FY14-15.

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

Another fund tracks the Community Action Program (Fund 1820) grant funds received from Maricopa County. A Transportation Grant (Fund 1650) fund is used to track grant activity for projects covered by the Glendale Onboard transportation program and a fund titled Airport Capital Grants (Fund 2120) is used for any grant related project involving the city airport. The three-year federal stimulus grants that were started in FY 2010 are tracked within a fund titled ARRA (American Recovery and Reform Act) Stimulus Grants (Fund 1842).

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

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

Parks & Recreation Self-Sustaining (Fund 1880): This fund tracks the collection and use of revenues related to self-sustaining programs administered by the Parks, Recreation and Library Services Department for sports, aquatics and special interest type classes for which fees are charged. In FY14-15 projected revenues of \$1,082,861 will be offset by projected expenditures totaling \$1,135,704.

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 \$139,487 to \$33,419 in FY14-15 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 and Municipal Property Corporation) is tracked separately. Fund balances fluctuate according to established debt payment schedules.

The city's debt policies and long-range debt management plans are described in detail in the *Capital Improvement Plan* section of this document and the associated debt schedules that show the principal and interest payments by year are included in the *Schedules* section.

General Obligation (G.O.) Bond Debt (Fund 1900): G.O. bonds require voter authorization and are backed by the taxing authority of the City. These bonds finance projects that City Council 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 secondary assessed valuation 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 balance in this fund grew over time as the timing of bond issuances and the commencement of capital construction occurred later than originally planned. This fund balance has been and continues to be used to address the shortfall between the revenue generated from the secondary property tax rate and the annual debt service of outstanding G.O. bonds. The FY 2015 secondary property tax rate will decrease from \$1.7915 to \$1.6605, a decrease of \$0.131 in order to meet minimum fund balance requirements primarily to pay for general obligation capital projects that have already been built. 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 City Council approval but do not require voter authorization. These bonds are backed by the city's excise taxes. For some MPC issuances, the excise tax revenue generated at the location where improvements were funded with MPC bonds is used to offset the respective debt service payment (e.g. Jobing.com Arena and the Zanjero development).

The amount of MPC bonds that can be issued is limited by the city's ability to repay the bonds. These bonds often have restrictive covenants requiring a reserve of pledged revenues. More information about MPC bonds is found in the *Capital Improvement Plan* section of this document.

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. HURF monies will cover \$958,000 and the remaining \$1 million of debt service will be paid by transportation special sales tax revenue. Given the uncertainty regarding how future HURF revenue will be distributed, these contributions will be monitored closely going forward.

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 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 major source of funds used for constructing major city infrastructure. These are based on the type of development impact fees the city collects from developers to address the city's capital costs associated with accommodating growth. Separate funds are used to track the collection of fees associated with the construction of libraries, fire and police facilities, parks, roadway improvements, etc. Further information about these types of funds is included in the *Capital Improvement Plan* section of this document.

Trust Fund Group

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

Fund balance invested pursuant to the city investment policy and their related investment earnings accumulate in the perpetual care fund. Although monies may be withdrawn from the fund for cemetery expansion and improvements, none are budgeted in FY 2015. Interest income of \$20,000 will increase the projected FY 2015 ending fund balance to \$5.6 million of which the entire amount is appropriated as contingency and can only be used pursuant to the perpetual care fund ordinance.

Enterprise Fund Group

Water/Sewer (Funds 2360, 2380, 2400 & 2420): The Water/Sewer Enterprise Fund supports the provision of water and sewer service to Glendale residents and businesses. It is completely self-supported through water sales, sewer user fees and other related user fees. The fund receives no tax revenue and pays an annual contribution to the General Fund for administrative support services such as personnel, finance and legal services that General Fund

departments provide. If the General Fund departments did not provide these services, the enterprise fund would have to contract with outside vendors to receive the services.

All revenues and expenditures associated solely with providing water services to citizens and businesses in Glendale 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 Financial Services 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 \$75 million to \$44 million in FY14-15 due to planned capital expenditures totaling \$36.1 million and the debt service requirements associated with revenue bond funded projects totaling \$25.4 million. Examples of FY14-15 capital projects include groundwater treatment plant improvements, water reclamation facility improvements, system security enhancements, as well as planned line replacements and extensions. A revenue budget of \$84.1 million helps cover the previous expenditures, in addition to the operating budget which accounts for salaries, electricity, chemical treatments, supplies, etc. totaling \$49 million.

Landfill (Fund 2440): The Landfill Enterprise Fund supports the operation of the Glendale Landfill. Customers including, city departments and all 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 \$11.4 million to \$850,196. The FY14-15 operating budget totals \$8.7 million and planned capital expenditures related to a landfill soil excavation, scale-house/road relocation project, gas system modifications and heavy equipment purchases total \$12.2 million. The FY14-15 projected revenues total \$11 million.

Sanitation (Fund 2480): This fund supports refuse collection and disposal services to homes and businesses in the city. It is supported through monthly charges paid by sanitation customers. The divisions in the Sanitation Enterprise Fund pay the Landfill Fund to dispose of solid waste at the landfill. The fund balance is expected to decrease from about \$3.5 million to \$543,718 in FY14-15 as planned expenditures for large capital equipment (i.e., roll-off trucks, front and side-load trucks, loose trash equipment, etc.) totaling \$3.9 million will be made using fund balance. Projected revenues of \$14.9 million are offset by operating expenditures totaling \$13.3 million

Community Housing Services (Fund 2500): The Housing Fund supports Glendale's public housing program that is part of the Community Partnerships Department. The fund has a \$15.8 million operating budget that is almost entirely financed by federal housing revenue/grants but it

also receives a yearly transfer from the General Fund to help cover personnel administrative expenses. FY14-15 projected revenues total \$15.5 million and the scheduled General Fund transfer is \$274,269.

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 FY14-15 with a \$937,497 fund balance, which is a substantial decrease from the beginning fund balance estimate of \$2.4 million. The Workers' Compensation Fund ending fund balance is projected to increase from \$6.5 million to \$6.9 million in FY14-15 based on Council's direction to build and 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 would be the best way to develop reserves to meet future cost increases for health-related insurance. During the course of the year, employer and employee contributions for medical, dental and vision insurance are deposited into this fund. Income to the fund comes from premiums charged to each city department based upon employee coverage elections made each year during open enrollment (employer portion). The fund also receives contributions from employees, both current and retired. Premium payments to insurance carriers and related claims expenses are made directly from the fund. The ending fund balance and any contingency appropriation serves as a reserve to cover incurred but not reported claims, as well as a stabilizer against rising health care costs.

FY14-15 benefit rate increases for employees and retirees were implemented to help the fund recover more of the costs being incurred. The employer contributions have also increased and are expected to generate additional revenue amounts for FY14-15. The health insurance contract was competitively bid during FY13-14 and provided additional health insurance options for FY14-15 and beyond. The goal for FY14-15 and beyond is to restore the fund to an improved financial position.



REVENUES

Total revenues available to the city in FY14-15 from all sources are estimated at \$510.8 million, of which \$209.1 million or 41% goes into the General Fund (GF). Table 1 shows changes expected in the revenue funds included in the table.

Total Revenues by Fund % Change FY 14 to FY 15

Fund	FY 2014 Budget	FY 2015 Projections	Change FY 14 to FY 15
1000- General	\$ 161,477,335	\$ 174,427,180	8.0%
1040 - General Services	\$ 9,362,930	\$ 9,200,000	-1.7%
1100 - Telephone Services	\$ 879,521	\$ 677,870	-22.9%
1120 - Vehicle Replacement	\$ 1,929,297	\$ 289,441	-85.0%
1240 - Court Security/Bonds	\$ 395,412	\$ 420,050	6.2%
1281 - Stadium Event Operations	\$ 733,203	\$ 733,203	0.0%
1282 - Arena Event Operations	\$ 283,470	\$ 283,470	0.0%
1340 - Highway User Gas Tax	\$ 12,791,191	\$ 12,903,286	0.9%
1650 - Transportation Grants	\$ 7,833,888	\$ 6,822,438	-12.9%
1660 - Transportation Sales Tax	\$ 22,566,384	\$ 23,641,743	4.8%
1700 - Police Sales Tax	\$ 13,527,306	\$ 14,565,300	7.7%
1720 - Fire Sales Tax	\$ 6,621,242	\$ 7,334,300	10.8%
1740 - Civic Center	\$ 421,849	\$ 416,070	-1.4%
1770 - Zanjero Special Revenue	\$ 1,896,230	\$ 2,207,097	16.4%
1780 - Arena Special Revenue	\$ 6,267,820	\$ 14,508,938	131.5%
1790 - Stadium City Sales Tax - AZSTA	\$ 2,075,332	\$ 2,015,821	-2.9%
2360 - Water and Sewer	\$ 78,261,589	\$ 84,155,831	7.5%
2440 - Landfill	\$ 17,857,517	\$ 11,014,643	-38.3%
2480 - Sanitation	\$ 14,915,295	\$ 14,994,588	0.5%
2500 - Pub Housing	\$ 15,377,611	\$ 15,522,294	0.9%
2540 - Risk Management Self Insurance	\$ 2,502,006	\$ 2,532,950	1.2%
2560 - Worker's Comp. Self Insurance	\$ 1,933,000	\$ 1,929,951	-0.2%
2580 - Benefits Trust Fund	\$ 24,384,447	\$ 23,091,836	-5.3%
Total Operation	\$ 404,293,875	\$ 423,688,300	4.8%
Capital and Other Revenue	\$ 75,215,381	\$ 87,142,098	15.9%
Grand Total	\$ 479,509,256	\$ 510,830,398	6.5%

General Fund Group

General Fund (Fund 1000):

The city expects to collect \$174.4 million in total General Fund (GF) revenue in FY14-15. An Additional \$34.6 million is estimated to be collected in the other General Funds – such as Arena, Civic Center, Zanjero, Stadium, Arts Commission and other sub-fund activities.

In June 2012, the City Council approved an increase of 7/10ths of one cent in the city’s sales tax across all categories (such as retails and restaurants and bars), except for residential rental as the state law restricts increases to residential rental sales taxes. The 7/10ths of one cent increase includes food purchased for home consumption. Food purchased for home consumption with food stamps and other government issued food instruments are exempt from the food sales tax.

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. 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%).

The annual growth rate for total ongoing GF revenue averaged 8% between FY01-02 and FY07-08. This rate was the result of moderate growth in city sales tax and state income tax receipts, with equally moderate growth in state sales tax, motor vehicle in lieu fees, and development-related permits and fees. The phenomenal growth Glendale experienced through FY 2008 was the direct result of Council’s strategic goal of bringing quality economic development projects to Glendale. The healthy growth meant the city could support and maintain superior city services and contributed to a high quality of life for the Glendale community.

From FY07-08 through the end of FY11-12, total GF ongoing revenue experienced a decline of almost \$46.2 million or 25%, a clear reflection of the economic challenges brought on by the recession. However, starting in FY12-13, total ongoing general fund revenue was expected to grow mainly due to the sales tax rates increase, as mentioned above, and better income tax revenue collections at the state. For FY14-15, total general fund revenue is expected to grow by approximately 8%, 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):

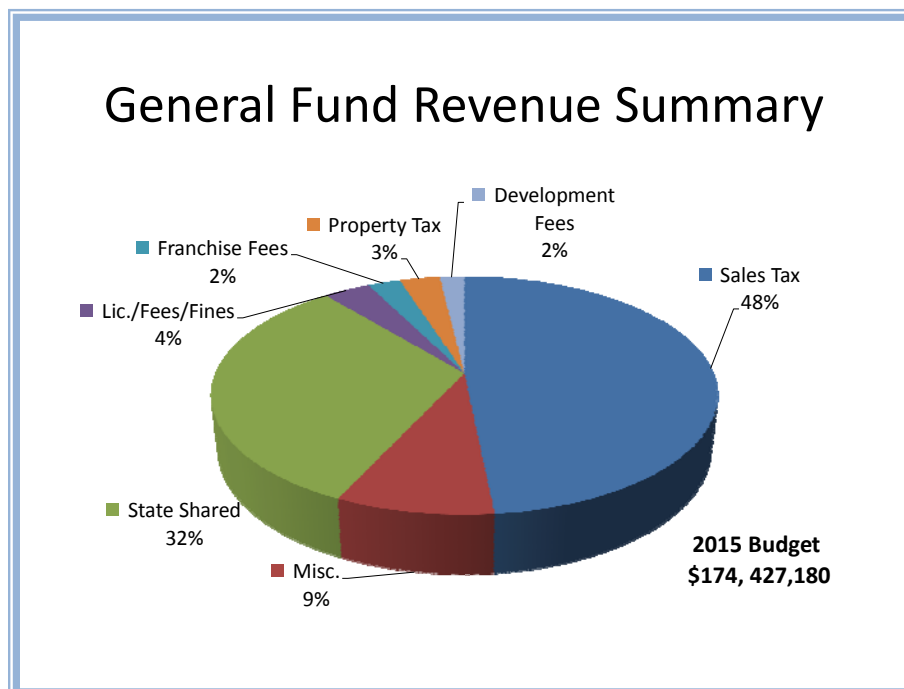
- City sales tax – For FY14-15, this revenue is expected to grow by 6% from the FY13-14 estimate. The growth can be attributed to the economic development activities which are expected to generate additional construction sales tax revenue. In addition, as the jobless claims continue to decline and the overall economy continues to improve, rising consumer confidence is expected to lead to increased spending, especially in retail sales. As a result, the city expects to see higher retail sales tax revenue in FY14-15.

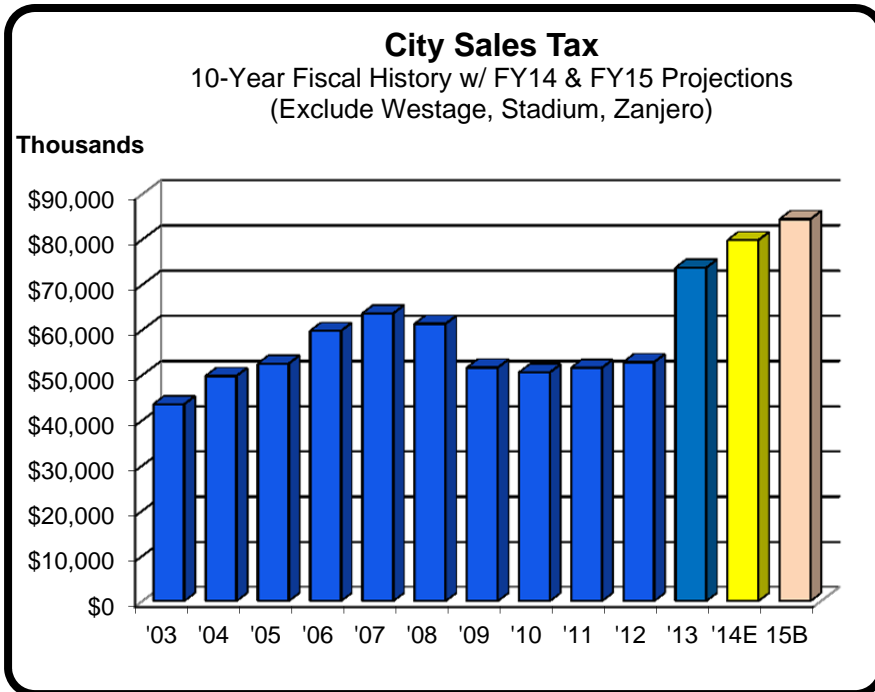
- State income tax – this revenue is projected to grow by 9% for FY14-15 based on the improved collections in FY12-13 [there is a 2-year lag between the state’s collection of income tax revenue and its distribution to the cities].
- Primary property tax – for FY14-15, the primary property tax rate is set at the maximum limit allowed by the state law. As a result, the budget includes an additional \$167,370 in primary property tax revenue in the budget.

The two major sources of revenue for the GF continue to be city sales taxes and state-shared revenues. They have comprised between two-thirds and three-fourths of the GF revenue since FY01-02. For FY14-15, city sales tax, state sales tax, state income tax and motor vehicle in-lieu revenues are expected to comprise 80% of all GF revenue with \$140.4 million of the \$174.4 million.

The city’s GF 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.



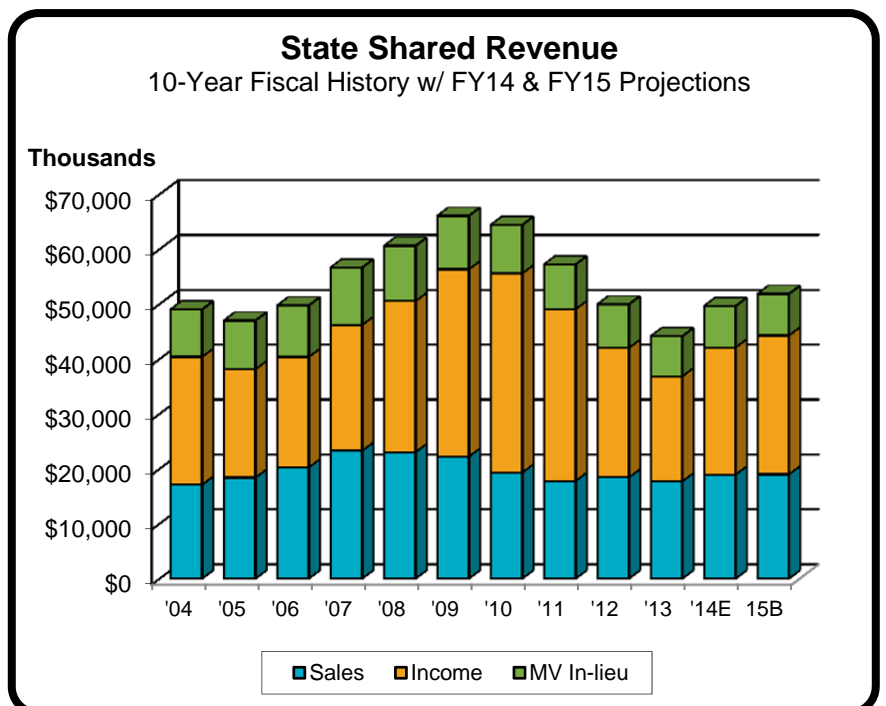


City Sales Tax: This revenue represents 48% of GF revenue and is the fund’s largest source. The GF portion of the city sales tax pays for general government operations. It also is the one significant revenue source over which the City Council has authority unlike the state sales tax, state income tax, the gas tax or vehicles license fees. For FY14-15, the revenue budget is \$84 million.

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 \$55.9 million by the end of FY14-15, 8% more than the FY13-14 estimate of \$51.8 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 4.5% of the state’s population. While the distribution method is proportional on a per person



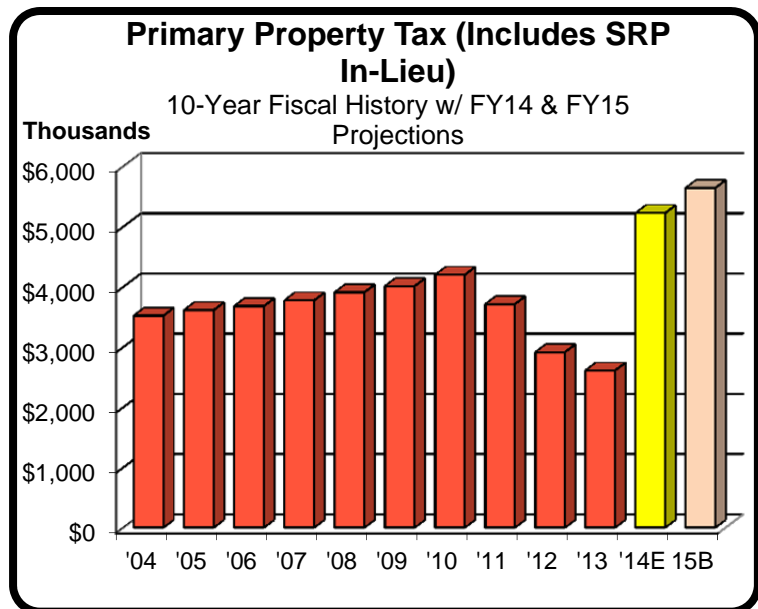
basis, more mature cities like Glendale typically experience a decrease in its portion of state-shared tax revenues as growing cities tend to receive a greater share of the revenue distribution.

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 FY14-15 will reflect the income tax the state collected in FY12-13. The state’s 2013 income tax receipts were higher than the 2012 receipts. As a result, Glendale’s share of state income tax revenue is expected to increase by \$2.1 million or 9% from \$25.2 million in FY13-14 to \$27.4 million in FY14-15.

State sales tax and motor vehicle in lieu revenues are distributed to cities and towns based on current year collections. State sales tax distribution is based on a formula by which varying percentages of different types of sales taxes – such as retail – are used to calculate the distribution amount. The projection for FY14-15 is \$20.4 million and assumes no growth from FY13-14 estimate based on projections from the state. The city last had state sales tax receipts in the \$19 million range in FY08-09.

The FY14-15 motor vehicle in lieu tax projection of \$8 million is 6% higher than FY13-14 estimate of \$7.5 million. The city received \$10.4 million in revenue in FY05-06, the highest level of receipts over a 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 yield the maximum limit under state law. Primary property tax revenue can be used by a city for any purpose. The primary property tax revenue is included in the GF operating budget. For FY14-15, the primary property tax rate will decrease from \$0.4974 to \$0.4896, however the increase in valuation will yield an additional \$167,370 in primary property tax revenue.



Salt River Project (SRP) in-lieu revenue represents the quasi-governmental agency’s payment in lieu of a property tax, which it is exempt from paying. This revenue source amounts to a projected \$278,315 for FY14-15.

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,

BUDGET SUMMARY

Revenues



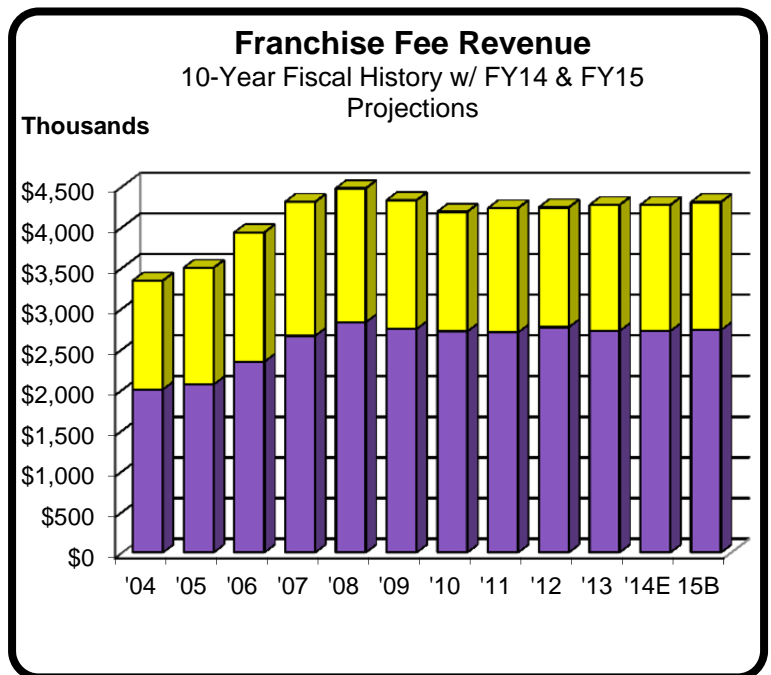
fire service related development fees and miscellaneous development related fees. These sources essentially reflect a range of activities related to commercial and residential development and construction. The city experienced its peak collection of development fees in FY07-08 with \$6.1 million in receipts.

The largest revenue source for the development fees category has been building permit fees. For FY14-15, these are budgeted at \$1.1 million, a slight increase compared to the FY13-14 estimate of \$1 million.

The next largest source of revenue in this category was, and is expected to continue to be, plan check fees. The decline of over 55% from the peak collection in FY07-08 is the result of the sizeable drop off in commercial and residential construction activity across the metropolitan Phoenix area as a result of the recession.

The total development fees revenue budget for FY14-15 is \$2.6 million compared to the FY13-14 estimate of \$3.2 million. A number of new projects are under construction including the new the expansion of Midwestern University, American Furniture Warehouse, and Aspera.

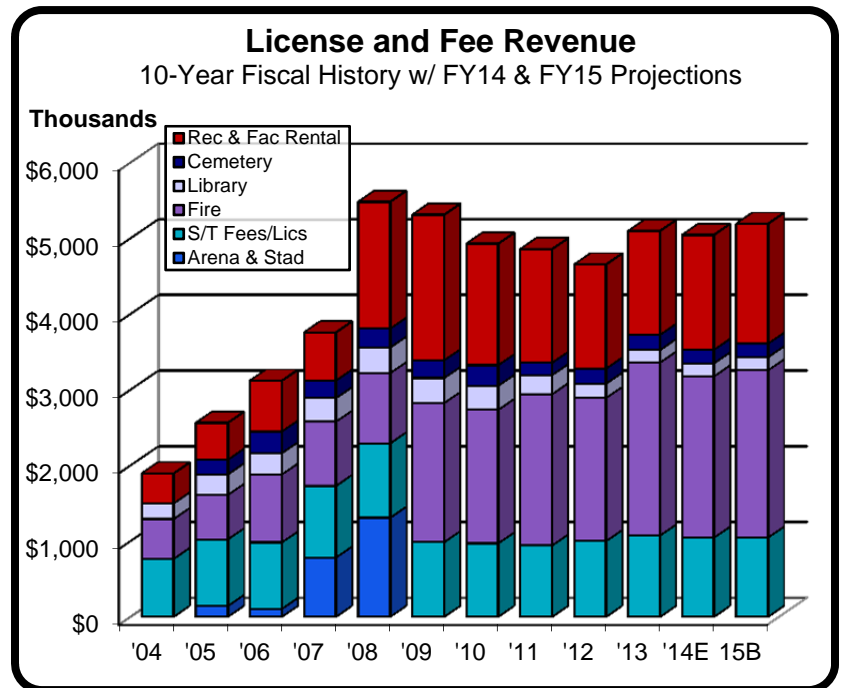
Franchise Fees: Franchise fees are paid to the city by the electric, gas and cable companies operating within the city. These fees increase when the various utilities increase its rates and, to a lesser extent, when the customer base within the city grow. In all cases, the fees due to the city are based on gross receipts for the franchised organization. The FY14-15 projection of \$4.3 million is essentially flat compared to FY13-14. In fact, collections have been at this level since FY09-10 due to minimal customer growth and competition from alternate service providers.



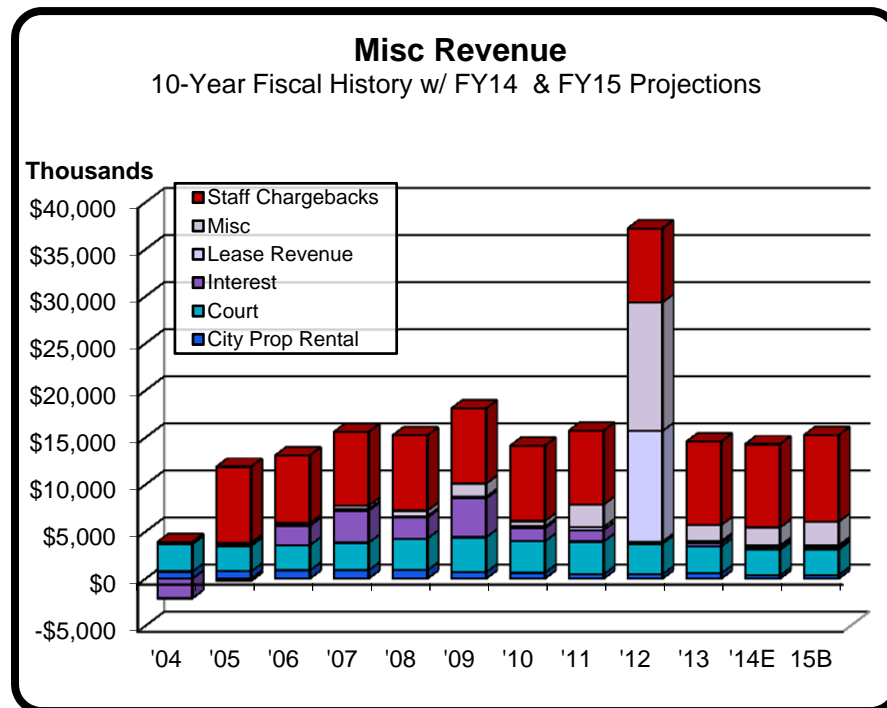
License and Fee Revenues: This revenue category includes business and professional licenses, business regulatory licenses, sales tax licenses, liquor licenses, recreation fees, fire department fees not related to construction development, library fines and fees, cemetery fees, and rental income from the use of city facilities. Miscellaneous arena and stadium related fees were included in FY03-04 to FY06-07 and are now accounted for in a separate fund. Stadium security fees were included in FY06-07 only.

As a group these sources are expected to generate \$5 million in FY14-15, a slight increase from the FY13-14 estimate. Fire department fees that are not related to community development are the main source of revenue in this category; it includes advanced life support fees, EMS report fees and fire prevention inspection fees.

Another significant revenue source is recreation and facility rental fees. In FY12-13, the city increased the fees it charged to residents and non-residents for the use of the recreational facilities. These fees include aquatic fees, adult center membership fees, Foothills Recreation and Aquatic Center fees and park ramada rental fees.



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 & admin chargebacks of \$9.7 million, followed by court revenue estimated at \$3 million.



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

BUDGET SUMMARY

Revenues



The city collected \$37.2 million in total revenue for this category in FY11-12 when \$12.6 million in one-time revenue was received as a result of the Council-approved amended parking agreement for the mixed use development in the sports and entertainment district and \$11.8 million in lease proceeds from the refinancing of outstanding leases.

Civic Center (Fund 1740): Civic Center revenues are generated through fees such as facility and equipment rentals and catering income. This category is projected to generate \$416,070 in FY14-15. This fund is supplemented with \$158,498 from the General Fund to support the operational costs of the facility.

In 2014, for the third year in a row, the Glendale Civic Center has been named the #1 conference center of its size by Ranking Arizona: The Best of Arizona Business. The city-owned facility outranked statewide competition including Loews Ventana Canyon (Tucson), the Scottsdale Plaza Resort, and the Ritz-Carlton Phoenix. The Glendale Civic Center brings an average of 62,000 guests to Glendale's historic downtown each year. The venue offers 40,000 square-feet of rental space for conferences, trade shows, meetings, weddings, graduations, proms, bar mitzvahs and private parties.

City Sales Tax – Bed Tax (Fund 1750):

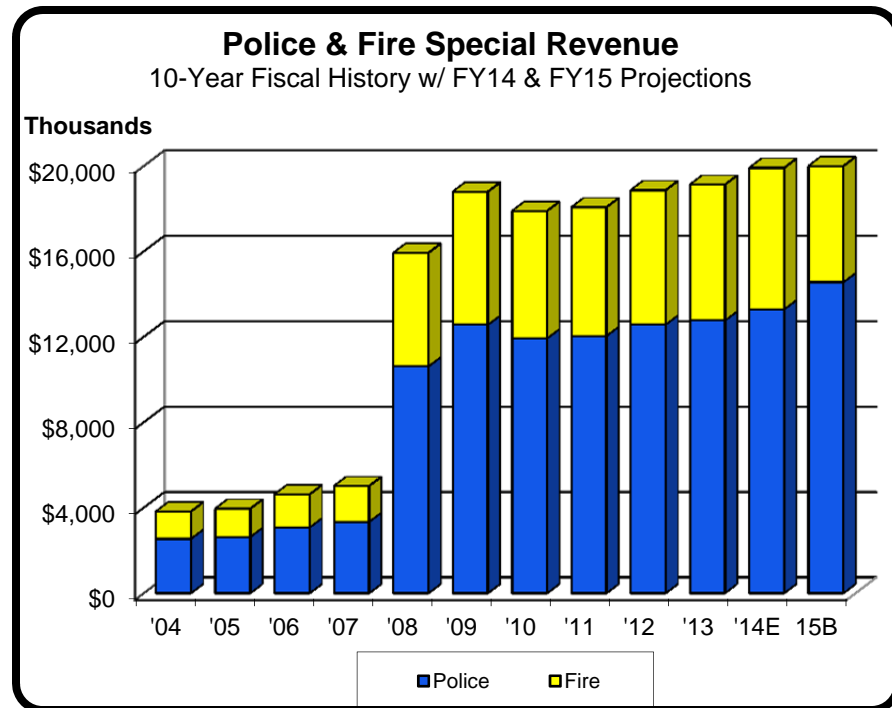
The transient lodging (bed) privilege tax is part of the Glendale City Code, Chapter 21.1, section 447, that assesses an additional tax on hotel and motel room rentals in addition to the sales tax. Prior to August 1, 2012, the hotel and motel rate was 5.60% (2.20% for city sales tax and 3.40% for bed tax). Effective August 1, 2012 the rate was increased to 7.90%, with 2.9% for city sales tax and 5% is for bed tax. The revenue from the bed tax rate increase (from 3.4% to 5.0%) will be dedicated to the Glendale Convention and Visitor Bureau (CVB) operations to enhance tourism related initiatives in the community. The revenue is deposited in this newly created fund that is part of the general fund group. FY14-15 revenue is budgeted at \$674,459.

Special Revenue Fund Group:

Police and Fire Sales Tax (Funds 1700 & 1720):

The source of revenue for these funds is the 0.5% of the sales tax collected 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 fund to pay for police and fire services. The 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 FY14-15 revenue projection is \$14.5 million for police and \$7.3 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 allocated based on a cost of service formula that is calculated annually to determine the estimated costs of providing “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 dedicated sales tax allocation. The growth since FY12-13 is largely due to the opening of Tanger Outlet Mall in November of 2012.

Transportation Sales Tax (Fund 1660): The primary source of revenue for this fund is the 0.5% of the sales tax collected 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 \$23.4 million in FY14-15 compared to the \$22.4 million estimated for FY13-14. This is an increase of just over \$1 million or 5.0%.

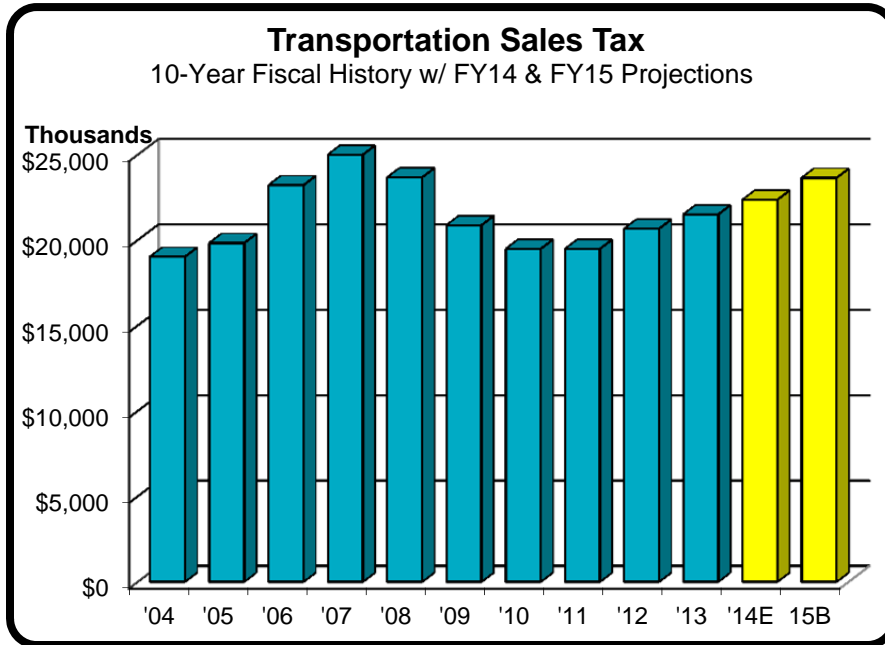
BUDGET SUMMARY

Revenues



Other sources of FY14-15 revenue within the Transportation Sales Tax Fund include \$128,807 in transit revenues and \$80,000 in interest revenue. In total, transportation sales tax fund revenues are projected to be \$23.6 million in FY14-15. This fund is supplemented with \$900,000 from the

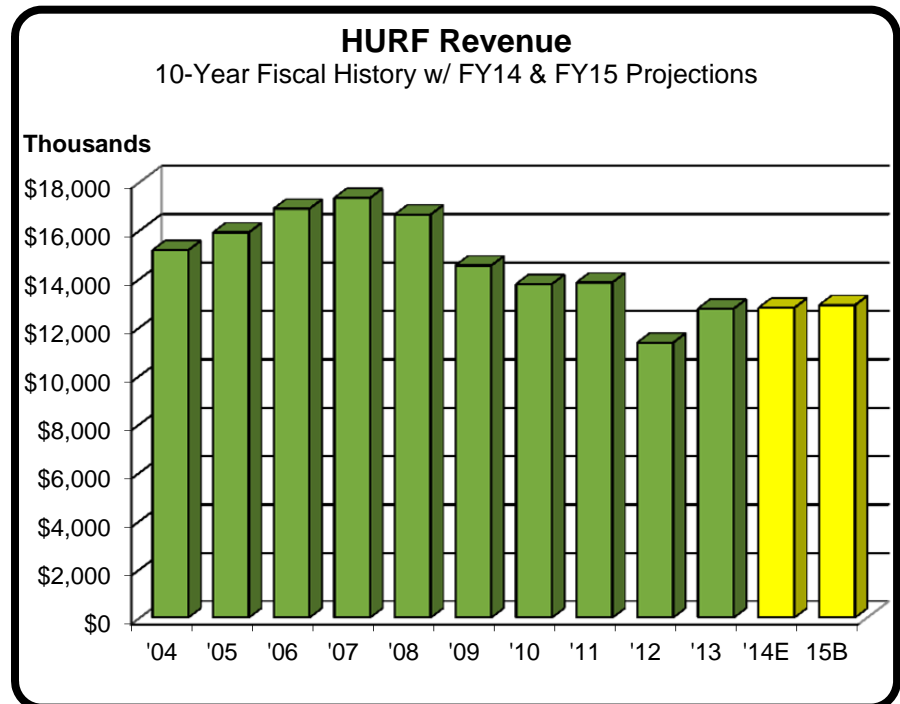
General Fund, as required by the 2001 election, to help sustain the delivery of transportation services.



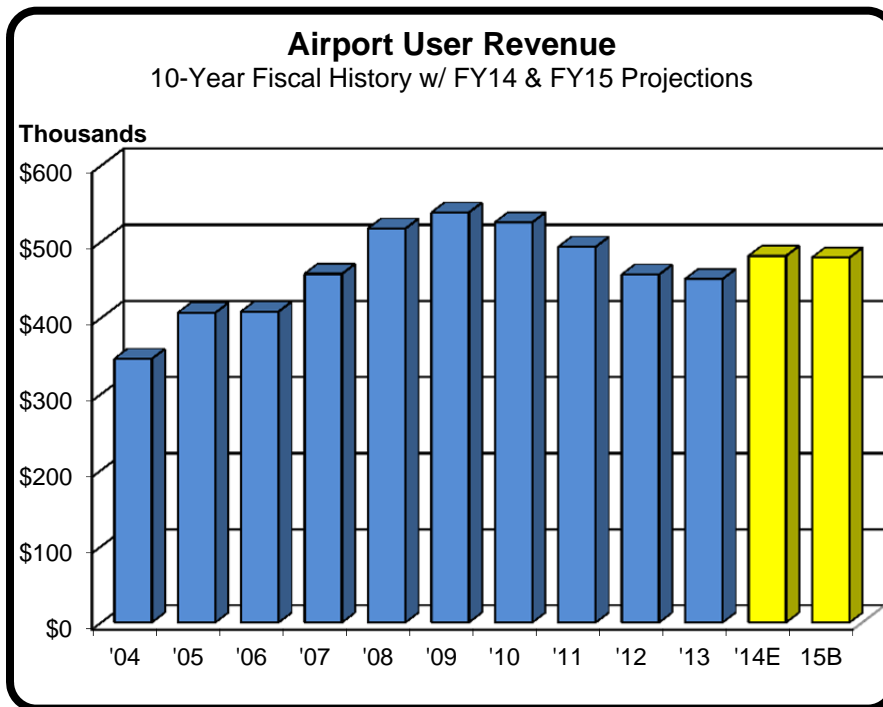
The state has reinstated the Local Transportation Assistance II (LTAF II) monies for the cities in Maricopa County. As a result, the City of Glendale will receive approximately \$666,707 in FY14-15, similar to the FY13-14 estimate. The city uses the LTAF funds to pay for Dial-A-Ride and fixed route bus services.

Streets (Fund 1340): The source of this fund’s revenue is the state’s Highway User Revenue Fund (HURF). HURF is commonly called the gasoline tax although there are several additional transportation-related fees that comprise this revenue source, including a portion of vehicle license taxes. Overall, much of this revenue source is based on the volume of fuel sold rather than the price of fuel.

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



HURF collections are affected by the general health of the economy, as well as the vigor of specific industries such as tourism and trucking. The Arizona state legislature has made formula modifications from time to time that have affected Glendale’s share of HURF dollars. 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 FY14-15 are expected to be \$12.9 million, just slightly over the FY13-14 projection of \$12.8 million.



Airport (Fund 1760): Airport revenues consist of user fees, lease proceeds, commercial activities and other fees, lease proceeds, commercial activities and other fees and are projected to generate \$478,925 FY14-15.

This fund is supplemented with \$244,981 from the GF to support the cost of airport operations. Airport user fee revenue comes from activities such as transient tie down fees and conference room fees

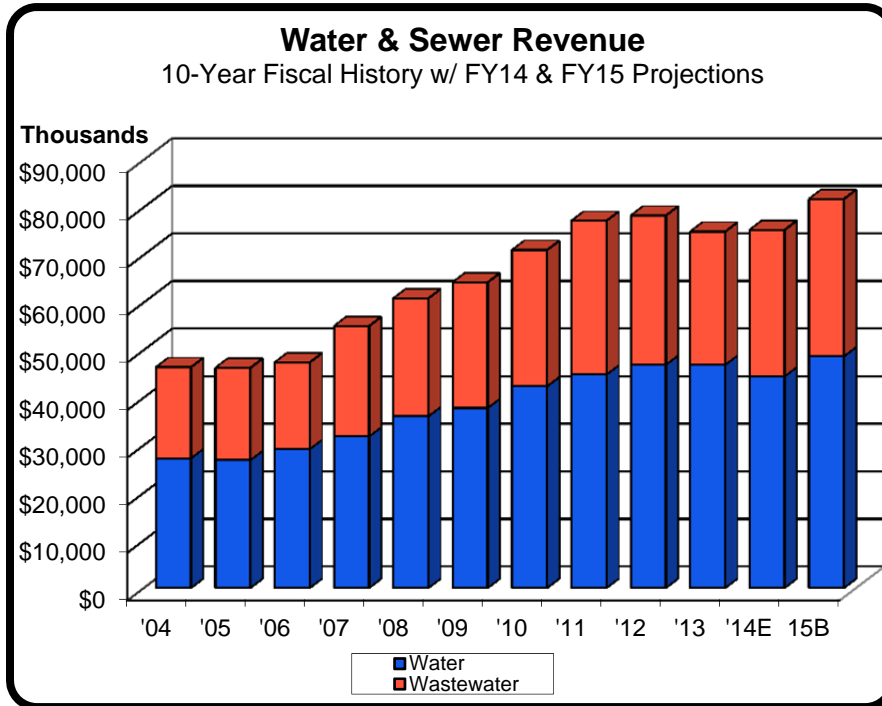
from tenants. The majority of revenue comes from lease activities such as land and office rentals. The strategic goal for airport is to become a self – sustaining operation.

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 Jobing.com Arena and University of Phoenix Stadium continue to attract corporate jet customers and are expected to provide additional business opportunities for the airport.

Enterprise Fund Group

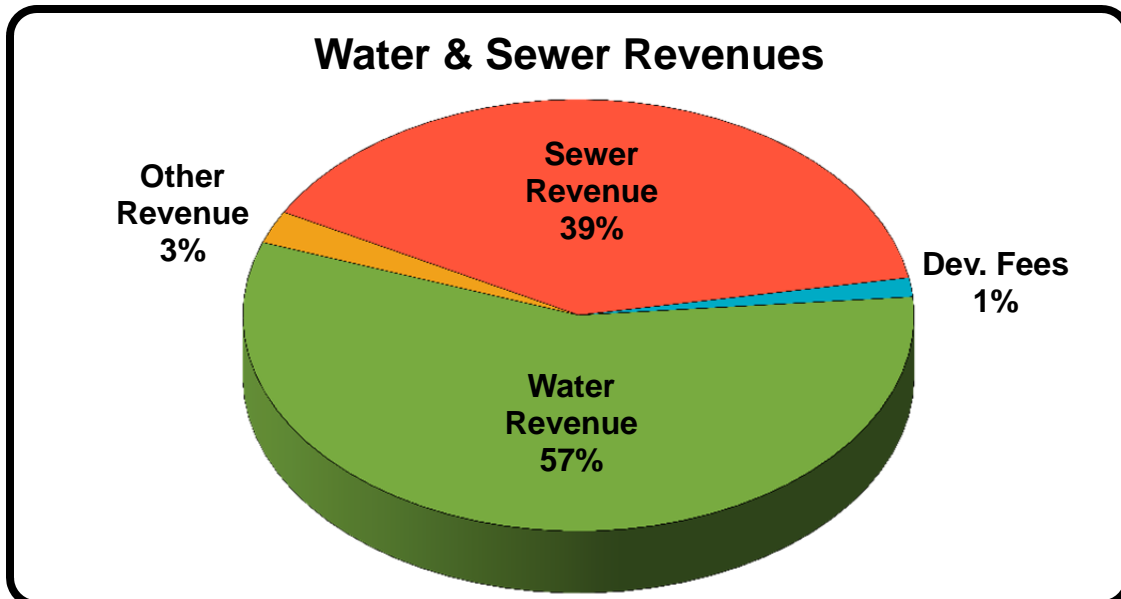
Water/Sewer (Funds 2360, 2400 & 2420):

In FY14-15, total water and sewer revenues are estimated at \$84.1 million. The majority of this revenue (\$81 million) is derived from user fees for delivery of water and wastewater services.

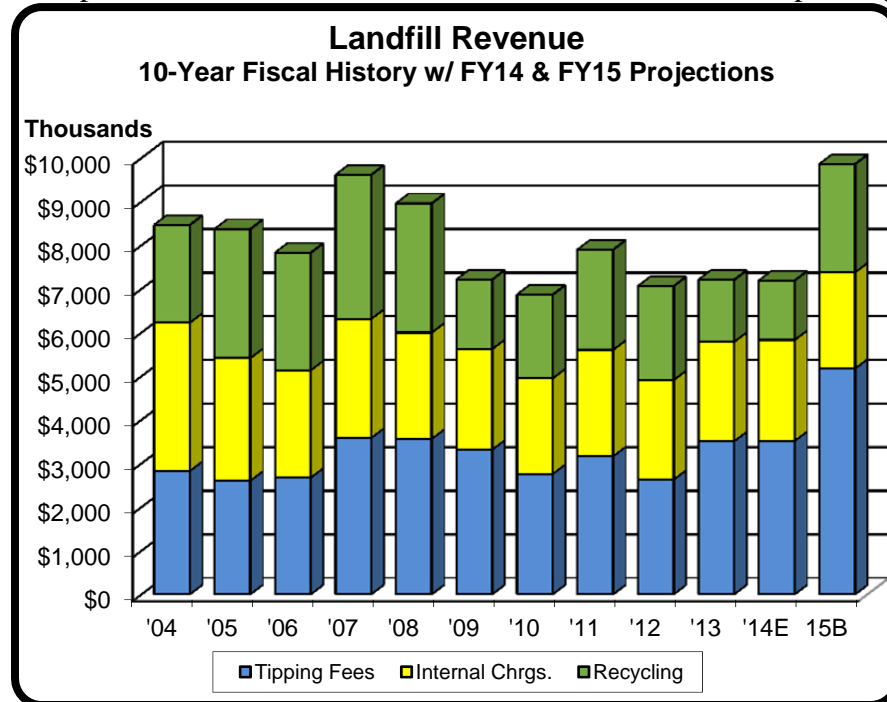


Development impact fees (DIF) revenue is projected at \$1 million. Other revenue sources totaling about \$2.0 million include interest earnings and miscellaneous fees and charges. Staff prepares water and sewer revenue projections by applying several factors such as historical trend data, statistical analyses, economic and legal consideration. Additionally, the city periodically hires an independent consulting firm to review the utilities' financial status and recommend rate

adjustments, if needed. As a result of the study undertaken during FY12-13, there will not be any rate increases for F14-15. The median single family customer rate will remain at \$61.14 per month.



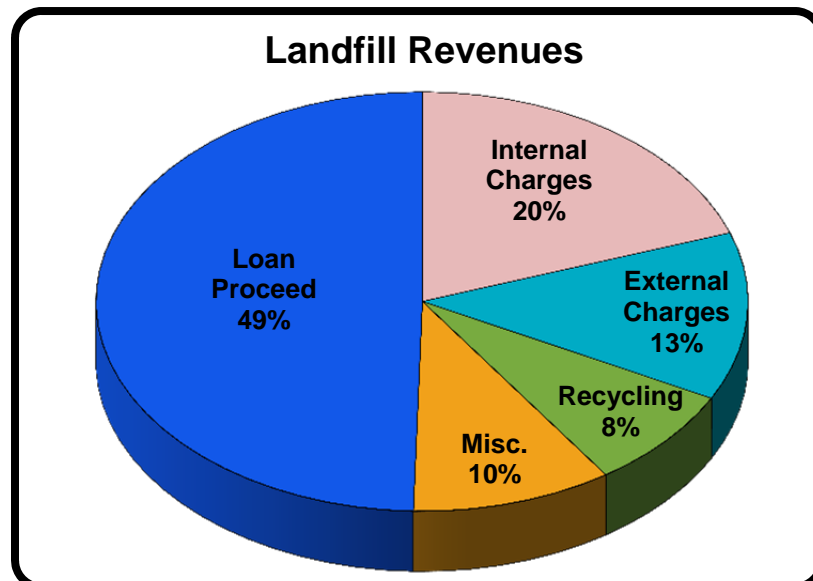
Landfill (Fund 2440): The city annually reviews the five-year financial plan for the Landfill Enterprise Fund. This annual evaluation takes into account operating and capital costs,



equipment replacement, rate structures and service demands. Budget decisions are largely based on this long-range plan.

Glendale city departments are charged an internal rate of \$18.00 per ton for the use of the city landfill. Glendale residents pay a tipping fee of \$15.79 per ton for a load weighing more than one ton in waste material. These internal and residential tipping fees are projected to generate \$7.3 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 \$32.25 per ton in FY14-15. This tipping fee is expected to generate \$5.4 million in FY14-15.



The increase in tipping fees for FY14-15 is attributable to increased customers and new contracts.

Staff prepares landfill revenue projection by applying several factors such as historical trend data, statistical analyses, economic and legal consideration as well as consulting with independent consulting firm.

In FY14-15, the recycling sales program is projected to bring in \$2.4 million. This amount is

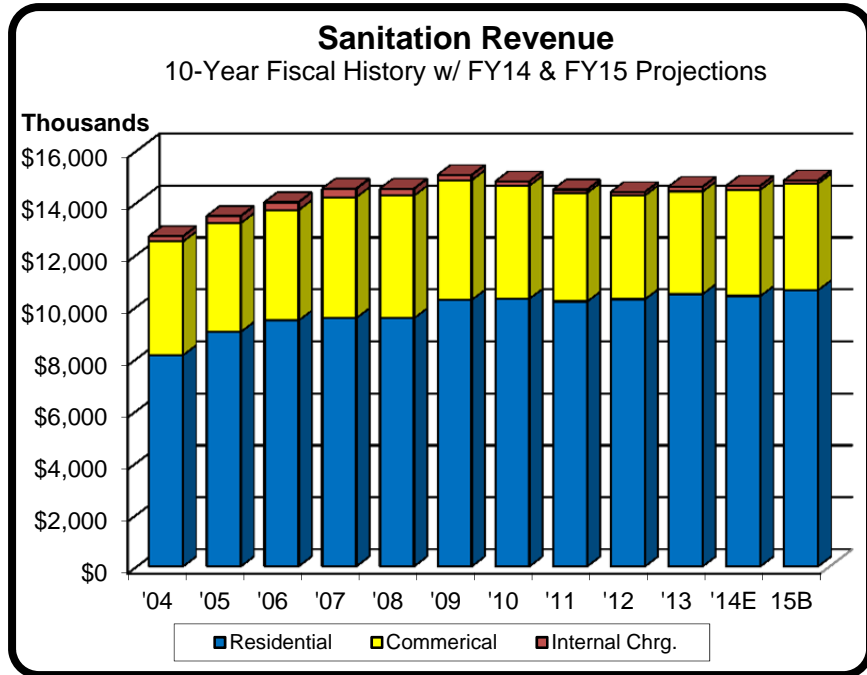
higher due to a new vendor agreement bringing additional materials to the recycling facility.

Additional miscellaneous revenue comes from interest earnings, impact fees, chargebacks and other fees, accounting for \$1 million. Total projected revenues for FY14-15 are \$11 million.

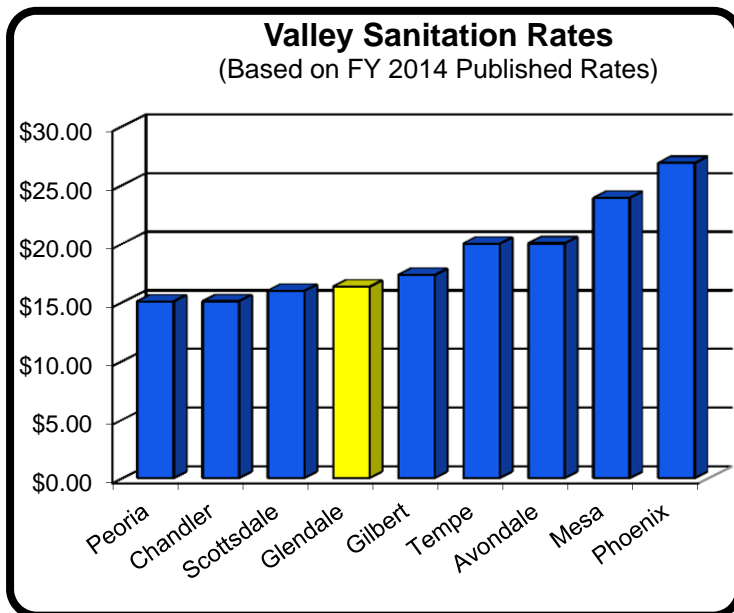


Sanitation (Fund 2480):

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



Glendale’s residential sanitation rate for FY14-15 is \$16.30 and includes weekly trash and recycling collection as well as monthly loose trash collection. This rate remains unchanged since January 2005 and is the result of a healthy fund balance maintained by the fund and significantly lower equipment repair and replacement costs.



The FY14-15 total revenue of \$14.9 million comes primarily from two sources: residential collection fees, projected at \$10.6 million, and commercial collection fees, projected at \$4.1 million. The residential and commercial collection programs account for 97% of the sanitation revenues.

EXPENDITURES

The FY14-15 Operating Budget

The FY14-15 operating budget totals \$368.5 million, which is a 6% increase over the FY13-14 budget amounts. The budget continues to focus on the Mayor and Council key priorities and reflects economic conditions that continue to challenge local government. The graph below shows seven years of historical operating budgets. The FY 14-15 operating budget, although slightly increasing, still remains below the better economic times of 2009.

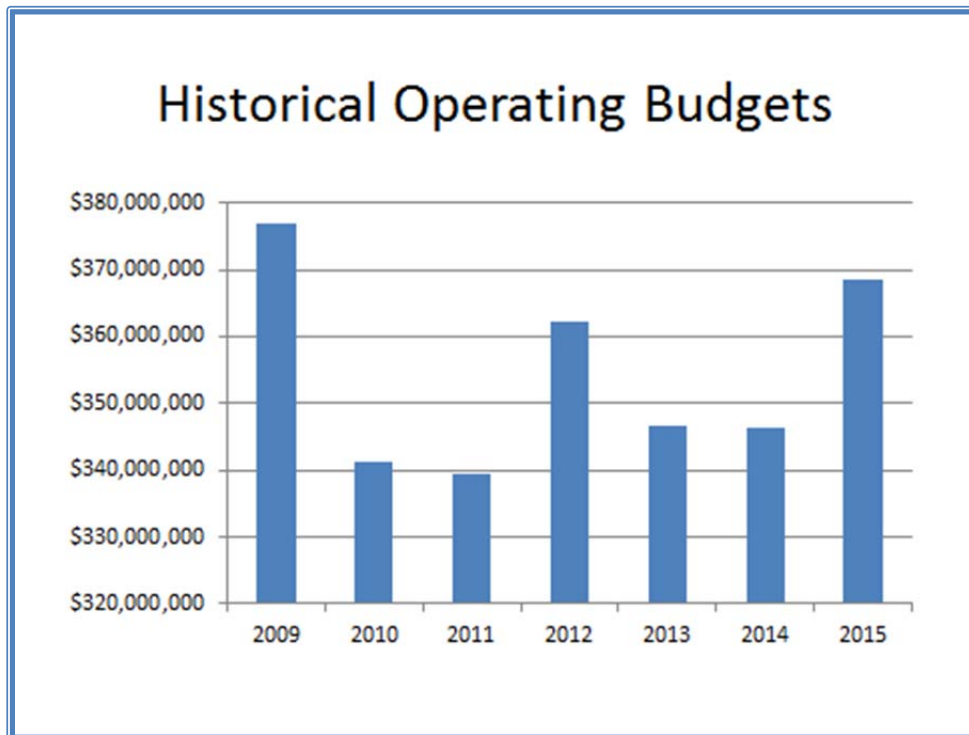


Table 2, on the following page, shows the year over year changes in the operating budgets for some of the City’s largest operating funds within the general, special revenue, capital, enterprise and internal service fund groupings. It also calculates the percentage change for the fund from the FY13-14 operating base budget. The operating summary that follows Table 2 describes each of these main fund groupings and provides explanations for material changes year over year.

Table 2: Comparison of Operating Budgets
FY 2014 vs. FY 2015
 (All Dollars in Thousands)

Fund Name	FY 2014	FY 2015	% Change
General (1000)	\$127,678,222	\$157,103,366	23.0%
Arena Event Operations (1282)	\$10,680,368	\$17,108,933	60.2%
General Services (1040)	\$9,362,930	\$9,175,021	-2.0%
Stadium Event Operations (1281)	\$3,043,593	\$3,042,927	0.0%
Vehicle Replacement (1120)	\$2,795,693	\$2,452,791	-12.3%
PC Replacement (1140)	\$2,707,898	\$3,419,294	26.3%
Stadium City Sales Tax - AZSTA (1790)	\$2,128,480	\$2,015,821	-5.3%
Training Facility Revenue Fund (2530)	\$1,525,920	\$1,527,607	0.1%
Telephone Services (1100)	\$885,104	\$1,178,404	33.1%
Marketing Self Sust (1870)	\$708,592	\$708,592	0.0%
All Other Funds	\$2,918,221	\$4,403,254	50.9%
Sub-Total General Fund Group	\$164,435,021	\$202,136,010	22.9%
Police Special Revenue (1700)	\$15,627,787	\$0	-100.0%
Transportation Sales Tax (1660)	\$12,380,915	\$12,485,025	0.8%
Highway User Gas Tax (1340)	\$11,775,276	\$8,471,957	-28.1%
Other Federal & State Grants (1840)	\$7,867,272	\$13,992,136	77.9%
Fire Special Revenue (1720)	\$6,913,425	\$0	-100.0%
RICO Funds (1860)	\$3,896,249	\$2,445,733	-37.2%
C.D.B.G. (1320)	\$3,194,359	\$4,549,500	42.4%
Home Grant (1300)	\$1,625,895	\$1,625,895	0.0%
N'hood Stabilization Pgm III (1311)	\$1,601,026	\$600,000	-62.5%
Neighborhood Stabilization Pgm (1310)	\$1,320,000	\$1,320,000	0.0%
All Other Funds	\$3,468,115	\$4,519,195	30.3%
Sub-Total Special Rev Fund Group	\$69,670,319	\$50,009,441	-28.2%
Sub-Total Capital Fund Group	\$8,500	\$3,818	-55.1%
Water/Sewer (2360/2400/2420)	\$49,002,059	\$49,482,532	1.0%
Landfill (2440)	\$7,092,089	\$8,763,281	23.6%
Community Housing Services (2500)	\$15,912,427	\$15,884,596	-0.2%
Sanitation (2480)	\$13,685,998	\$13,332,998	-2.6%
Sub-Total Enterprise Fund Group	\$85,692,573	\$87,463,407	2.1%
Benefits Trust Fund (2580)	\$22,348,826	\$23,291,958	4.2%
Risk Management Self Insurance (2540)	\$2,758,640	\$4,000,000	45.0%
Workers Comp. Self Insurance (2560)	\$1,407,000	\$1,608,000	14.3%
Sub-Total Internal Svc Fund Group	\$26,514,466	\$28,899,958	9.0%
Grand Total: Operating Budget	\$346,320,879	\$368,512,634	6.4%

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, recreation, street maintenance, and water, sewer, landfill and sanitation 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 sanitation services and the internal services group includes employer related benefit funds. Staffing levels for these fund groupings are addressed in the *Staffing and Personnel* discussion of this section.

The General Fund (GF) Grouping includes a number of "sub-funds" of the actual designated General Fund. Many of these sub-funds, though not material in nature, were set up to help track a specific activity. Some receive transfers or subsidies from the General Fund for their particular activities. However, the majority of the general fund group's operating budget expenditures are included in the General (Fund 1000), which encompasses \$157.1 million or 78% of this group's total of the \$202.1 million operating budget. Fund 1000 year over year increase is nearly 23%. This is mainly due to the recent account methodology changes to the Public Safety Sales Tax Funds. Expenditures for these special revenues have been consolidated into the general fund 1000 to allow for improved administration over these activities' costs. The new method of costing public safety services is now based on an increase in per capita spending and the percentage attributable to "enhanced services" as defined by the previous voter initiatives. The public safety sales tax revenues are still recorded in a special revenue fund, and then allocated to general fund for reimbursement of eligible cost as derived from the cost of service calculation. This is a significant change in accounting from the previous years.

The increase in the Arena Event Operations (Fund 1282) budget is for payment of \$16 million management fee to the NHL team for yearly management of the Jobing.Com Arena. The team contract was ratified in 2014, and this represents the full year commitment to the Coyotes team facility. This fund also includes the annual operating expenses associated with providing police, fire and transportation related services during events held at Jobing.com Arena.

The increase in PC Replacement (Fund 1140) is due to the timing of scheduled replacements of the city's technology infrastructure. The Stadium City Sales Tax – AZSTA (Fund 1790) decrease of 5.3% reflects the most recent stadium revenue collections refunded to the AZSTA in accordance with the IGA that resulted in the stadium construction.

The next group is the special revenue fund group with a modest 28.2% decrease in budgeted expenditures for FY14-15. Significant changes within the individual funds include the Highway User Gas Tax (Fund 1340) operating budget decrease over \$5 million or 28%. Also, as stated earlier within the General Fund, the new costing methodology will result in a decrease in budgeted expenditures for both public safety sales tax funds. Starting with the FY14-15, the expenditures for this activity will now be included within the police and fire budgets in the general fund. Reimbursement for these expenses will come from transfers of the public safety sales tax revenues to the general fund throughout the year.

Grant related operating 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 budgeted within the special revenue fund group. These grant funds include Other Federal and State Grants (Fund 1840), Neighborhood Stabilization Program III (Fund 1311), C.D.B.G. (Fund 1320), Cap Grant (Fund 1820) and the Emergency Shelter (Fund 1830) and Transportation Grants (Fund 1650) 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 capital, enterprise and internal services groups did not see any material changes year over year in terms of total operating budget dollars. The total 2% increase in budget for the Enterprise Fund Group can be mainly attributable to the Landfill operations. The increase expenses are a result of new contracts for services and additional customers. The Internal Service Fund Group increases are needed to accommodate increased costs and preservation of desired fund balances.

Table 3 includes a tabular comparison of the departmental operating base budgets over the last two fiscal years and calculates the percentage change for the department from the FY13-14 operating base budget. An explanation of significant changes from year to year is provided in the narrative following Table 3.

**Table 3: Comparison of All Funds
Operating Budgets by Dept: FY 2014 vs. FY 2015**

Department Name	FY 2014	FY 2015	% Change
Police Services	\$77,604,581	\$82,468,375	6.3%
Water Services	\$46,451,785	\$49,482,532	6.5%
Public Works	\$44,699,470	\$65,049,866	45.5%
Fire Services	\$36,744,314	\$43,948,387	19.6%
Human Resources & Risk Mgt	\$28,291,440	\$30,636,079	8.3%
N'Hood & Human Svcs	\$26,611,192	\$0	-100.0%
Finance and Technology	\$19,045,677	\$31,024,602	62.9%
Transportation Svcs	\$19,017,736	\$0	-100.0%
Community Services	\$16,770,027	\$40,938,262	144.1%
Technology & Innovation	\$6,938,144	\$0	-100.0%
Communications	\$4,440,309	\$3,287,119	-26.0%
Development Services	\$0	\$4,358,535	
Economic Development	\$4,378,232	\$1,667,616	-61.9%
City Court	\$4,162,645	\$4,273,803	2.7%
Miscellaneous Grants	\$3,724,494	\$3,293,649	-11.6%
City Attorney	\$3,067,621	\$2,881,214	-6.1%
Mayor & Council	\$1,413,977	\$1,347,228	-4.7%
City Manager	\$804,914	\$872,264	8.4%
Non-Departmental	\$783,465	\$1,485,704	89.6%
City Clerk	\$596,572	\$718,680	20.5%
Intergovt. Programs	\$476,818	\$477,640	0.2%
City Auditor	\$297,466	\$301,079	1.2%
Total Operating Budget	\$346,320,879	\$368,512,634	6.4%

The largest variances overall are a result of the recent city reorganization effective July 1, 2014. With this, three departments, Neighborhood Services, Transportation and Information Technologies, were abolished and absorbed within existing departments for efficiencies. Information Technologies was absorbed into the Finance Department. The Neighborhood Services group was absorbed into the Community Services Department (formally Parks, Recreation, and Library). The Community and Economic Development Department was split into the Development Services Department and the Office of Economic Development. The Transportation Department was absorbed within the Public Works Department.

As explained previously, the Financial Services Department's operating budget includes the \$16 million arena management fee, increased from a budget of \$10 million in FY 2014. The arena management fee increase is the full year budget amount for the new contract signed in 2014.

The Miscellaneous Grants reduction of 11% is the result of the reduction of grant reserve appropriation that is set aside for smaller, non-recurring type grant opportunities that may arise during the fiscal year. Over the past three years these types of grant opportunities have declined, therefore our grant appropriation reserve is being reduced to closer reflect actual grant activity.

A Non-Departmental group has been designated to provide centralized budget appropriation for city expenses that are not directly attributable to the individual departments. The Non-Departmental increase of 89% is the result of additional development agreement commitments. Also, \$650,000 has been appropriated for anticipated worker's compensation premium increases.

The largest operating department is **Police Services**, which accounts for \$82.4 million or 22% 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 **Public Works** at \$65 million, which makes up 18% of the total operating budget. This department is made up of Field Operations, Engineering and Transportation programs and staff. Newly combined responsibilities for FY14-15 include; transportation planning, traffic engineering, traffic signals and signs, striping, street lighting, transit services and educational program services to meet the transportation needs of the city and the operation of the Glendale Municipal Airport. The airport is a regional general aviation facility that provides hangar facilities, aviation planning, maintenance, safety and educational tours.

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;
- Traffic signs, signals, and street maintenance; and
- Design and construction management for all city capital projects.

The third largest department in terms of funding is **Water Services** at \$49.4 million, which makes up 14% 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 reading all water meters on a daily basis. 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.

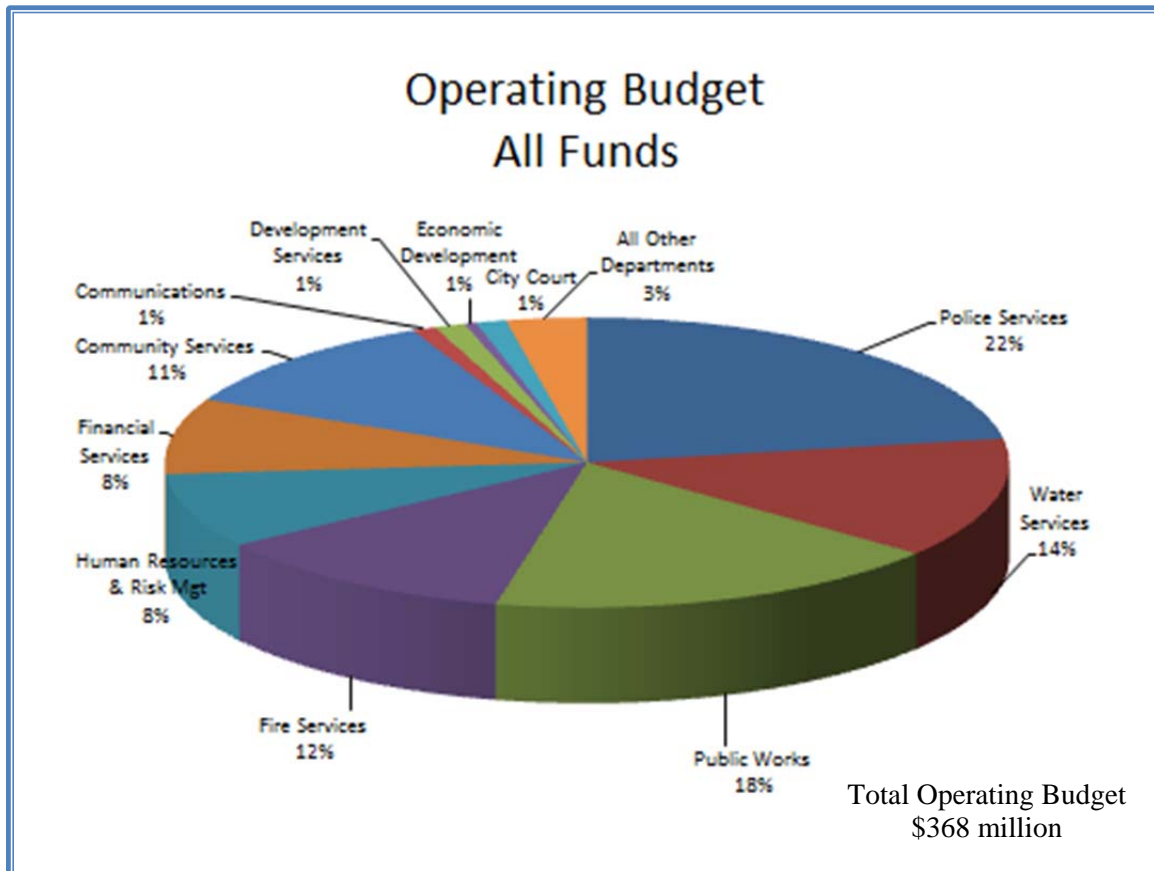
Fire Services accounts for \$43.9 million or 12% of the total operating budget. This department provides fire protection, emergency medical services and natural disaster planning. It also provides core life safety services involving fire suppression, property preservation, basic and advanced life support (paramedics), hazardous and technical response teams, fire code enforcement, fire investigation and child safety car seat installation. The Fire Department is accredited by the Commission of Fire Accreditation International.

Human Resources & Risk Management totals \$30.6 million or 8% 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.

Finance and Technology totals \$31 million or 8% of the total operating budget. It is important to note that \$16 million of the Financial Services operating budget is related to the city-owned Jobing.com Arena and its facility management fee and replacement and renewal funding, both of which are administered within this department. This department provides financial information to the public, state agencies, bondholders, grantors, auditors, City Council and management. It is also responsible for budget development and management, banking services and investment management, debt management, city sales tax code and business licensing administration and the city's procurement services. Additional functions include preparation of external financial reports, managing the city payroll and accounts payable processes and maintaining, updating and testing budget input system changes and upgrades. In addition for FY14-15, this combined department now includes information technology services. These services support the City's technology infrastructure such as application support, network, data services and email.

The **Community Services Department**, (formerly the Parks, Recreation and Library Department) provides all community, leisurely and social services to the citizenry. It provides services that are the most visible to the public and includes library services as well as parks, open space and recreational facilities and activities for residents. This department accounts for \$40.9 million or 11% of the total operating budget. The library serves Glendale citizens by providing books, programming, audio-visual materials and electronic resources that inform, educate and entertain residents. The department also offers opportunities to enhance the social, physical, mental and economic health of the community by offering a wide variety of programs and events and it also maintains, protects and manages parks, open spaces, trails, right of way and aquatic and recreational facilities located throughout the community. 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 remaining departments in the all other category include: City Attorney, Mayor and Council, City Manager, City Clerk, Non-Departmental, Intergovernmental Programs, Miscellaneous Grants, and Internal Audit. These departments make up the remaining \$24.9 million or 7% of the total operating budget.

The *Operating Budget* section in this budget book includes more detailed information on all the departments mentioned in this section.

Staffing and Personnel

As with any service organization, personnel costs are a significant part of the total operating budget of the city. In fact, 42% or \$156 million of the \$368 million FY14-15 operating budget is attributable to wages, salaries and benefits, as shown in table 4. Approximately 60% of the General Fund operating costs are for salaries and related benefits costs.

Table 4: Salaries and Benefit Related Costs by Fund

Fund	Wages & Salaries	Retirement Costs	Healthcare Costs	Other Benefit Costs	Total Estimated Personnel Compensation
General Fund	85,589,849	18,796,728	11,211,563	5,339,666	120,937,806
Special Revenue	7,326,562	1,056,515	1,182,849	516,872	10,082,798
Enterprise	18,764,055	2,176,808	3,112,771	1,431,757	25,485,391
Total	\$ 111,680,466	\$ 22,030,051	\$ 15,507,183	\$ 7,288,295	\$ 156,505,995

Table 5 provides a comparison of staffing levels in recent years for all funds which accounts for all changes in authorized staffing city-wide. The overall staffing level increased by 14.2 FTE or .8% total for the city from FY13-14 to FY14-15. During the FY14-15 budget deliberations and balancing, 16 positions were eliminated and a portion of them re-allocated for the new position requests. In addition public safety grants account for 25 of the new budgeted positions. 10 new Police Officers will be hired under the C.O.P.S grant. 15 new Firefighters will be hired under the SAFER Grant. Other additional staffing resources were added in the Municipal Court, Water Services and Finance Department's budgets.

The city has historically taken a conservative approach to adding new positions and expanding its service delivery system to ensure that basic services can be sustained regardless of revenue and expense fluctuations. Therefore, staff increases are typically closely tied to population growth. However, severe economic downturns can impact staffing levels given the fact that a high percentage of overall operating costs are staffing related. City-wide authorized staffing experienced ten straight years of modest growth with peak staffing reached in FY08-09. Staffing reductions were implemented from FY09-10 thru FY13-14 as a result of the recession. FY14-15 represents the first year, since the recession in which positions were added to the total full-time equivalent count (FTE).

Table 5: Staffing Levels by Fund
 (Full-Time Equivalents)

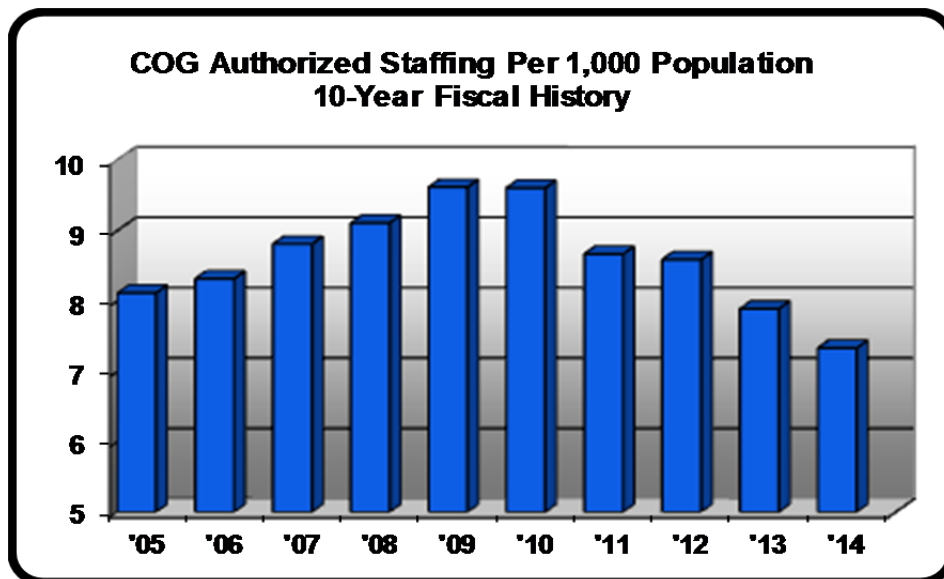
Fund	2010-11	2011-12	2012-13	2013-14	2014-15
General-1000	1,389.76	1,202.26	1,198.88	1,096.50	1,158.95
Water and Sewer-2360/2400/2420	242.25	242.25	242.25	242.25	234.25
Police Special Revenue-1700	118.00	118.00	118.00	118.00	0.00
Sanitation-2480	80.00	80.00	79.00	74.00	71.00
Fire Special Revenue-1720	50.00	51.00	51.00	51.00	0.00
Transportation Sales Tax-1660	50.25	49.25	49.25	49.25	50.25
Landfill-2440	41.00	44.00	44.00	39.00	42.00
Highway User Gas Tax-1340	90.00	67.00	65.00	36.00	40.00
General Services-1040	41.00	37.00	34.00	34.00	31.00
Pub Housing Budget Activities-2500	25.00	24.00	24.00	25.00	24.00
Public Safety Training Center-2530	12.00	10.00	12.00	10.00	9.00
C.D.B.G.-1320	8.75	8.75	8.75	8.75	8.75
CAP Grant-1820	7.00	7.00	7.00	7.00	5.50
Parks & Recreation Self Sust-1880	5.00	7.00	7.00	7.00	5.00
Airport Special Revenue-1760	5.00	5.00	5.00	6.00	6.00
Civic Center-1740	7.00	6.00	6.00	5.00	3.00
Risk Management Self Ins.-2540	0.00	1.00	3.75	3.00	0.00
Court Security/Bonds-1240	1.00	2.00	2.00	3.00	2.00
City Sales Tax-Bed Tax-1750	0.00	0.00	0.00	0.00	2.50
Grants-1840	3.00	3.00	3.00	2.00	27.00
Stadium Event Operations-1281	2.00	2.00	2.00	2.00	2.00
Arena Event Operations-1282	2.00	2.00	2.00	2.00	1.00
Telephone Services-1100	1.00	1.00	1.00	1.00	1.00
Arts Commission Fund-1220	0.00	0.00	0.00	1.00	1.00
PC Replacement-1140	1.00	1.00	1.00	1.00	1.00
RICO Funds-1860	0.50	0.50	0.50	0.50	0.50
Total	2,182.51	1,971.01	1,966.38	1,824.25	1,726.70

A frequently used comparison for government staff is FTEs per 1,000 in population. The total authorized staffing across all funds of 1,726.70 FTE positions will serve an estimated population of 234,632 (est.) at the start of FY14-15. This results in a staffing ratio of 7.3 employees per 1,000 residents in FY14-15, and remains nearly unchanged from the prior year.

The bar chart to the right provides a historical view of this measure for City of Glendale staffing. It shows that the estimated FY14-15 ratio of 7.3 FTEs per 1,000 in population is less than the 8 FTEs per 1,000 in FY04-05.

The bar chart illustrates the earlier statement that staffing reductions were implemented over several consecutive years. The majority of the staffing decreases related to the elimination of vacant General Fund positions. While the FY11-12 staffing per capita saw a minimal reduction, a 142.13 FTE reduction in FY12-13 was followed by a 111.75 FTE reduction in FY13-14. These FTE reductions resulted in a staffing per 1,000 population figure that dropped 8.1% in FY12-13 and another 14.6% reduction in FY13-14.

Schedule 10, found in the *Schedules* section of this document, provides detail on the city's authorized staffing by position for all departments and funding sources over a multi-year period.



Fund Summary

That chart below outlines the impact of budget decisions on the City’s financial position highlighting the estimated fund balances for all fund types for FY14-15. Beginning balances for all funds are estimated at \$235 million and the ending fund balances are estimated at \$104 million. As outlined in the financial forecast, planned use of fund balance drawdowns will be used to fund significant capital projects and one time expenditures. Significant changes to fund balance are discussed in the specific fund sections below.

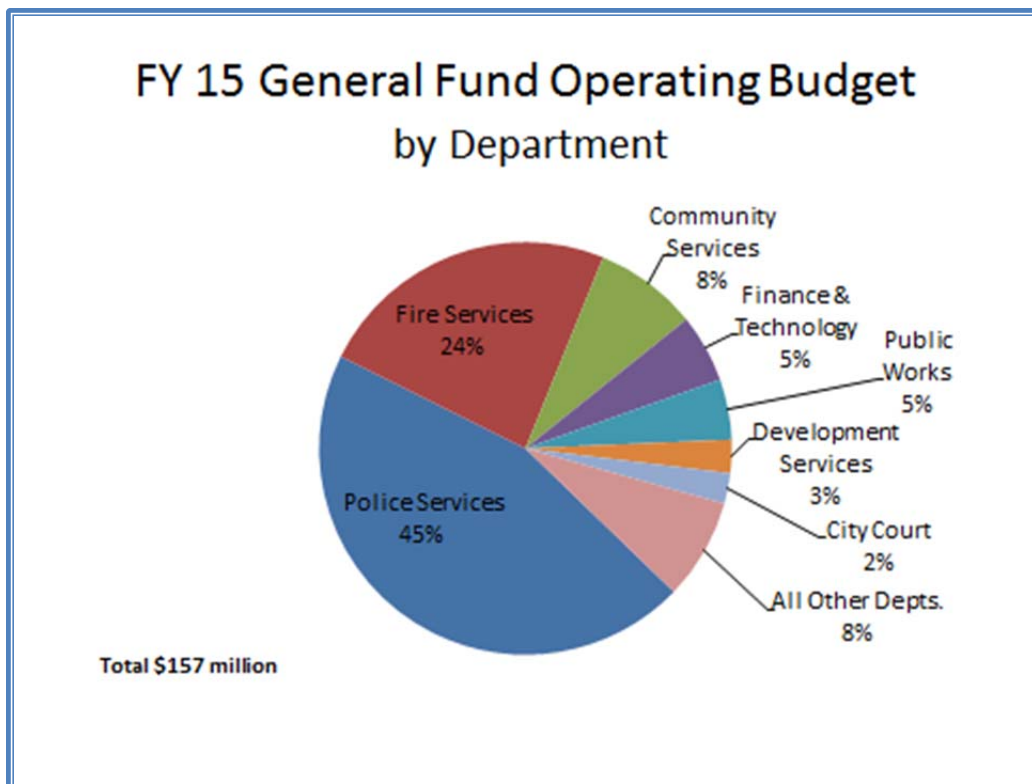
Fund	Est. Beg. Fund Balance	Revenue	Expenditures	Adjusted Financial Resources	Inter-fund Transfers		Est. Ending Fund Balance
					IN	OUT	
General Funds	\$30,751,765	\$209,120,206	\$210,057,023	\$29,814,708	\$46,802,683	\$55,083,224	\$21,534,167
Special Revenue	59,817,765	107,024,227	72,515,747	94,326,245	1,826,737	74,071,808	72,515,747
Debt Service	11,041,931	19,698,987	66,840,371	-36,099,753	40,787,454	0	4,687,701
Capital Projects	26,009,869	21,725,185	87,198,943	-39,463,889	39,673,602	209,713	0
Permanent Funds	5,635,870	20,000	5,665,870	0	0	0	0
Enterprise	92,416,095	125,687,356	170,832,088	47,271,363	274,269	0	47,545,632
Internal Service	9,737,569	27,554,737	28,899,958	8,392,348	0	0	8,392,348
Totals	\$235,410,624	\$510,830,398	\$642,000,000	\$104,241,022	\$129,364,745	\$129,364,745	\$104,241,022

General Fund (Fund 1000) Operating Expenditures

The total General Fund operating budget for FY14-15 is \$157.1 million. 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 45% or \$70.9 million, is the largest component of the General Fund budget. It is followed by Fire Services at approximately 24% or \$37.3 million. Community Services represents 8% or \$12.7 million and Finance and Technology Services represents 5%. Public Works is at 5% or \$7.4 million. . These departments represent 92% of the General Fund operating budget. The remaining 8% is represented by all other departments detailed below.

The All Other Departments category includes City Attorney, Communications, Human Resources and Risk Management, Mayor and Council, City Manager, Non-Departmental, Economic Development, City Clerk, Intergovernmental Programs and City Auditor departments. The accompanying graph displays the General Fund budget by department as a percentage of the whole.



The following table compares the FY13-14 General Fund operating budgets by department to FY14-15 in tabular form.

Table 6: General Fund Operating Budget By Dept

Dept Name	FY 2014 Budget	FY 2015 Budget	% Change
Police Services	\$51,943,624	\$70,907,376	36.5%
Fire Services	\$27,794,499	\$37,365,811	34.4%
Community Services	\$11,733,957	\$12,727,793	8.5%
Public Works	\$7,089,960	\$7,421,472	4.7%
Finance & Technology	\$4,750,645	\$8,409,473	77.0%
Economic Development	\$4,236,010	\$916,088	-78.4%
Development Services	\$0	\$4,103,318	
City Court	\$3,494,961	\$3,742,767	7.1%
Tech. & Innovation	\$3,345,142	\$0	-100.0%
City Attorney	\$3,067,621	\$2,881,214	-6.1%
Communications	\$2,462,262	\$1,909,338	-22.5%
HR & Risk Mgt	\$1,756,974	\$1,716,121	-2.3%
N'Hood & Human Svcs	\$1,629,355	\$0	-100.0%
Mayor & Council	\$1,413,977	\$1,347,228	-4.7%
City Manager	\$804,914	\$872,264	8.4%
Non-Departmental	\$783,465	\$1,285,704	64.1%
City Clerk	\$596,572	\$718,680	20.5%
Intergovt. Programs	\$476,818	\$477,640	0.2%
City Auditor	\$297,466	\$301,079	1.2%
Total	\$127,678,222	\$157,103,366	23.0%

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 schedules. A transfer amount of \$55 million is projected to be transferred to other funds in FY14-15. This amount is a \$10.3 million or a 23% increase from the net General Fund transfers included in the FY13-14 budget due primarily to a higher MPC debt service payment in FY14-15.

The \$55 million transfer includes \$3 million for stadium/arena/spring training event operations and NHL loan repayments to the enterprise funds. The transfer also includes \$16.8 million arena management fee and arena renewal and replacement.

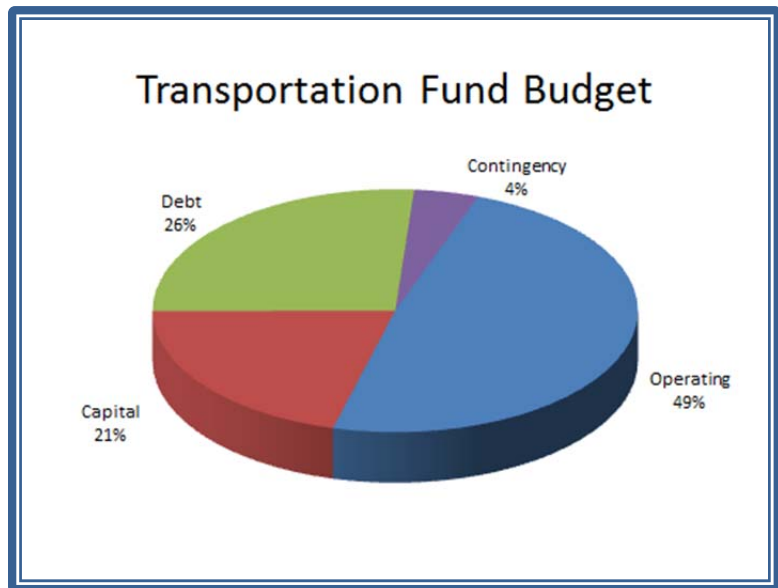
Another transfer of \$31.2 million to the Municipal Property Corporation debt service fund covers principal and interest payments related to several capital projects such as the Glendale Media Center and Expo Hall, Convention Center and Parking Garage in the west area, infrastructure for the Zanjero development, the Jobing.com Arena, a portion of the Glendale Regional Public Safety Training Center and the Camelback Ranch spring training ballpark.

\$900,000 will go to the Transportation Fund and is maintained annually per the 2001 election approving the transportation sales tax. A transfer of \$283,645 will be made to the Marketing Special Events Fund to support the special events held in downtown Glendale. Other transfers totaling \$626,528 will go to the Civic Center, Airport, Housing, Bed Tax, Employee Group (what is the employee group?) and CAP grant funds.

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. Although the majority of expenditures totaling \$69 million are budgeted for capital outlays (including grant funded capital projects), the total operating budget of \$12.5 million is used for Fixed Route services (public transportation) at \$4.3 million and Dial-A-Ride at \$2.6 million. The latter program serves physically challenged residents and individuals with special transportation needs.



The Transportation Program Management division includes funding for the streetlight maintenance contract and program audit services, as well as various other items and has a total budget of \$2.3 million. The remaining \$2.6 million, or 21% of the operating budget, is used for traffic engineering, safety education, traffic mitigation, management oversight and grant related operating appropriation. Debt service payments totaling \$7.3 million are budgeted for FY14-15 and represent the final appropriation component.

Airport Fund Expenditures

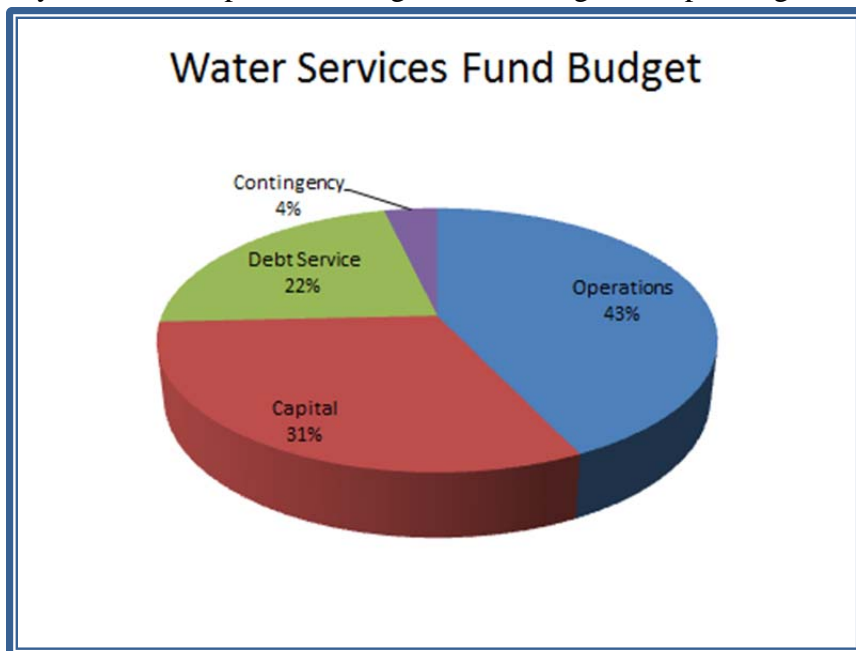
The Airport Fund operating budget is \$723,906. It is funded by airport revenues of \$478,925 with the remaining \$244,981 covered through a transfer from the General Fund. Much of these appropriations fund daily operations at the airport, including fulfilling FAA safety regulations.

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 \$49 million for FY14-15. Customer and Environmental Services are budgeted at \$5.5 million and service both water and wastewater customers. Nearly \$12 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 \$19.7 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 \$11.9 million

Many significant capital projects are planned for FY14-15 and they account for the \$36 million in capital expenditures, as

well as the corresponding \$25 million in debt service payments required for those capital projects and 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. A \$4.2 million contingency appropriation is supported by fund balance and will be used at the direction of City Council for any unplanned emergencies or if any capital construction projects get ahead of schedule.

Landfill Fund Expenditures

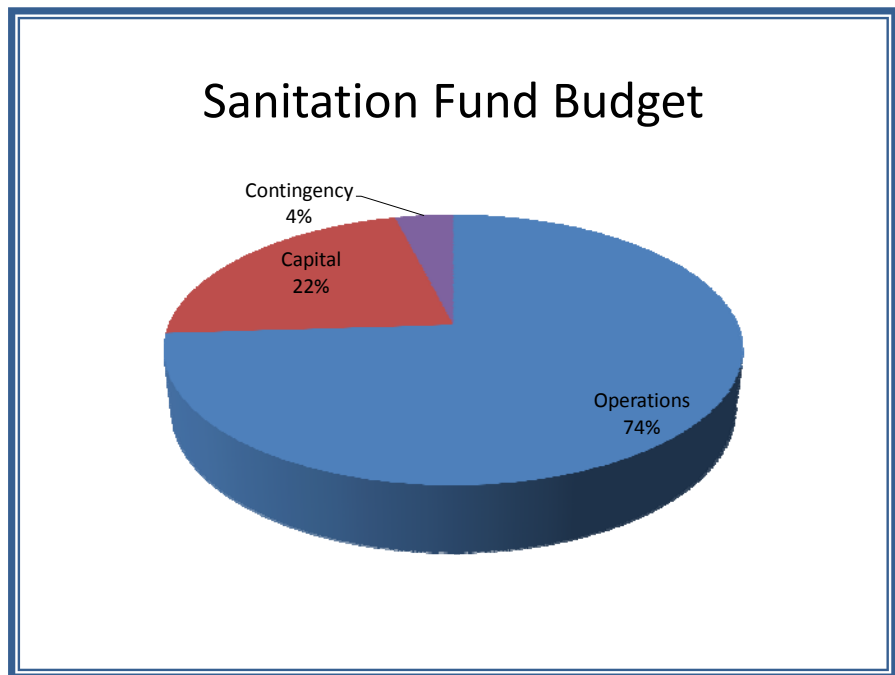
The total FY14-15 operating budget for the Landfill Fund is \$8.7 million. Landfill operations total \$4.3 million, the materials recycling facility accounts for \$1.9 million and other recycling at \$964,000, which in total account for nearly 80% of the operating budget. The remaining \$1.2 million is for solid waste administration and landfill gas management.

The FY14-15 capital budget totals \$12.2 million and will be used primarily to pay for a scale house, road relocation, soil excavation and closure costs. The fund also has a \$600,000 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.

Sanitation Fund Expenditures

The total operating budget for FY14-15 is \$13.2 million, relatively unchanged from FY13-14. Residential curb service includes trash, recycling and loose trash collection and accounts for \$9.5 million or 70% of the operating budget. The commercial front-load and roll-off divisions account for another \$4.2 million.



The FY14-15 capital budget includes \$3.9 million for the purchase of side load refuse trucks and replacement pickup trucks. There is no Sanitation Fund debt service budget as all capital items have been financed with cash or an operating lease rather than long-term bond debt. The fund

also has a \$700,000 contingency appropriation to be used at City Council discretion for emergencies.

Benefits Trust Fund Expenditures

The Benefits Trust Fund is used to track city and employee health care contribution payments and to pay health insurance policy premiums for employees and retirees. 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 \$23.2 million for FY14-15.

In both fiscal year's 2014 and 2015 benefit rate increases for employees and retirees were implemented to help the fund recover more of the costs being incurred; they are expected to generate an additional \$3 million in revenue compared to FY12-13 estimated revenues. The health insurance contract was competitively bid during FY13-14 and resulted in significant changes to health insurance options for FY14-15. The goal for FY14-15 and beyond is to restore the fund to an improved financial position.

Capital Improvement Plan Expenditures

The total capital budget for FY14-15 is \$144.4 million. Of this, \$84.6 million is carryover funding from the prior year. The annual budget appropriation for FY 2015 represents the first year funding of the ten year funded Capital Improvement Plan (CIP). Transportation projects total \$41m, representing 28% of the Capital Improvement budget. Water and Sewer projects total \$36m and account for 25% of the CIP budget. For more details, please refer to the *Capital Improvement Plan* section of this document.

The carryover funding of \$84.6 million represents projects that have been budgeted in prior years, but not yet completed. New project funding for the FY14-15 CIP totals \$59.7 million. With the exception of HURF street bonds, 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, and a variety of utilities improvements and system maintenance.

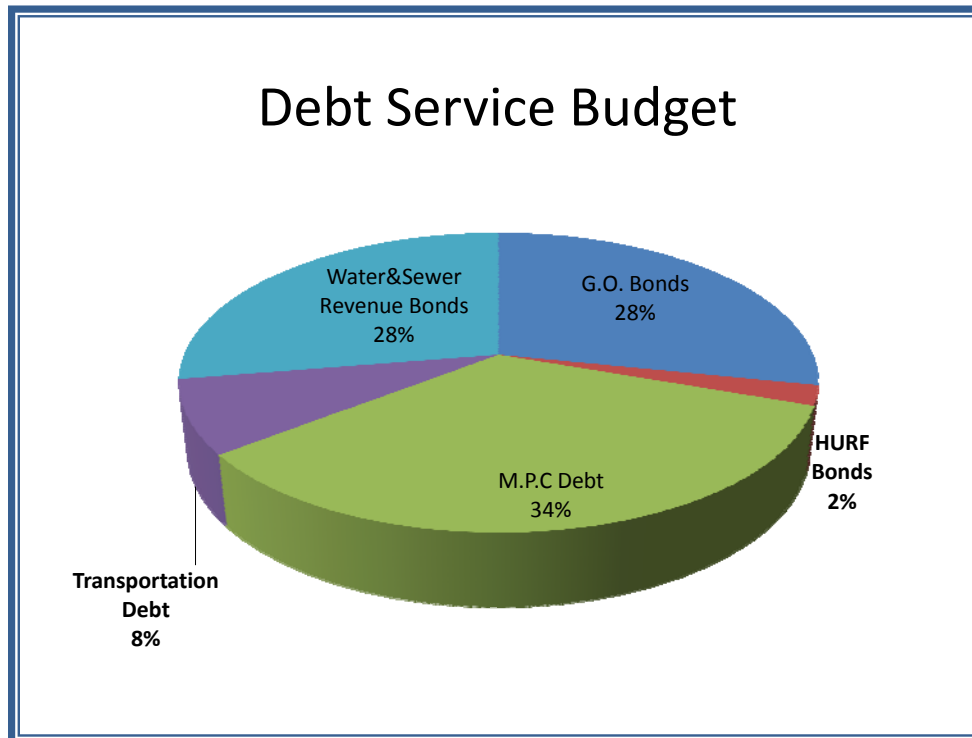
Debt Service Expenditures

The City has used debt financing for a number of years to finance most capital projects. The amount of debt incurred must be compatible with the City's goals pertaining to the capital program, the financial plan and the operating budget.

The Government Finance Officers Association recommends local governments develop a formal comprehensive debt management plan. The City maintains a formal *Debt Management Plan* and it is a separate document that the Finance and Technology Department develops. It is designed to outline the policy guidelines on issuance of the city's debt. This helps the city to plan and maintain the ability to incur debt and other long-term obligations at favorable interest rates for capital improvements, facilities and equipment beneficial to the city and necessary for essential

services. This section is not intended to review the City’s total debt position. That discussion is found in the *Debt Management Plan*.

The total debt service budget for FY14-15 is \$92.3 million, compared to \$89.2 million in FY13-14. The accompanying graph illustrates how the debt service budget is divided among different types of debt service categories. For a discussion about these debt service categories, please see the *Debt Service* section in this budget document.



CONCLUSION

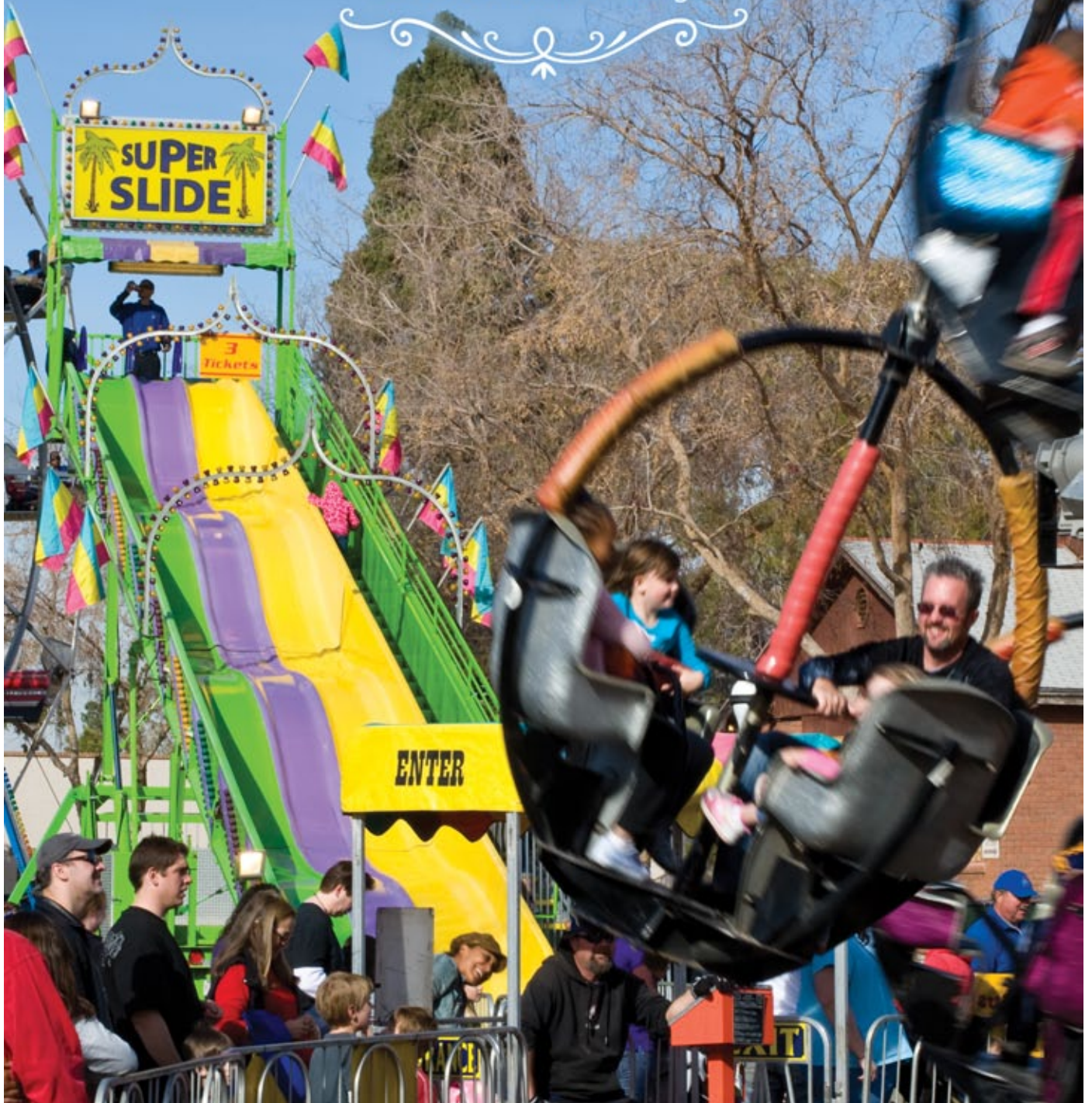
This *Budget Summary* is intended to provide a general overview of the FY14-15 budget document and to highlight some of the more significant program changes and policy issues addressed in the budget document. The sections that follow the *Budget Summary* section provide more detailed information about the city’s organizational structure, its goals and objectives, and operating budgets for each city department.

The City of Glendale publishes several other documents that may be of interest and assistance in understanding city operations. These include the *Comprehensive Annual Financial Report* and *Debt Management Plan*, available from the Financial Services Department; the *Glendale General Plan*, which was overwhelmingly approved by voters in 2002 and is available from the Development Services Department. All of the reports are also available on the City’s website, glendaleaz.com, or may be requested through the City Clerk’s Office.

Glendale, Arizona

Operating Budget

2014-2015 Annual Budget







**OPERATING BUDGET
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PERFORMANCE MEASURES MAYOR AND CITY COUNCIL

The Mayor and City Council constitute the elected legislative and policy making body of the city. The Mayor is elected at-large every four years. Council members also are elected to four-year terms from one of six electoral districts in Glendale.

One of the highest priorities of the Mayor and Council is to involve the public in their decision making process 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 Web sites, electronic bulletins and programming on Glendale 11, the city's cable station.

The Mayor and Council represent Glendale as members and leaders on numerous city, regional and national organizations and committees.

City staff that support the Mayor and Council work closely with constituents to resolve any issues or questions they have about city programs and services.

City of Glendale - City Council - Key Priorities

The Mayor and City Council determine priorities that guide the future vision and policy direction for the city. As such, they are committed to forming the policies necessary to accomplish these priorities:

- **Super Bowl/public safety**

The city of Glendale is proud to be the host city for the 2015 Super Bowl, an economic engine that benefits our entire state. The city of Glendale is charged with the responsibility to provide exemplary public safety services for Super Bowl XLIX. The city will work with the participating agencies to assure that all required public safety and governmental services are available.

- **Fiscal Sustainability**

Fiscal sustainability encompasses a broad array of comments focused on the need to have a balanced budget with the policies in place to incrementally move in the direction of strength and sustainability. Difficult choices and decisions are needed.

• **Transparency**

Transparency internally and externally will assure the community that the decisions made for the wellbeing of Glendale are discussed openly with input invited.

• **Centerline**

A reimagining of the city’s namesake road, Glendale Avenue, the Centerline project is the essence of opportunity embraced by a community rich in history and built on the forward thinking it takes to turn big dreams into head-turning destinations. The City Council is committed to forming the policies necessary to encourage investment and expansion to Glendale Centerline.

• **Major Events**

Major events are a part of the character and ambience of Glendale. Events also bring economic value to the downtown, to the entire city and to the state.

• **Service Level Options**

Service levels inevitably fluctuate when a weak economy hits so hard for so long. Engaging the public to help keep them informed and confident that the City Council and staff are doing the very best with limited resources is very important.

• **Economic Development**

Economic Development that attracts and retains businesses will create jobs, increase the tax base, improve land values and enhance the city’s vitality.

• **Innovative Benchmarked Ideas**

Innovative benchmarked ideas must be explored to expand the Glendale economic and image footprint. New ideas and entrepreneurial thinking can make a significant impact of the Glendale future. Encourage and support staff creativity. Consider City Council visits to benchmark communities to seek out best practices and creative successes.



MAYOR AND CITY COUNCIL
MAYOR ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-10010) Office of the Mayor	\$237,837	\$291,078	\$291,078	\$281,127	-3%
Total - Mayor	\$237,837	\$291,078	\$291,078	\$281,127	-3%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$217,793	\$267,619	\$267,619	\$261,937	-2%
(A7000) Non-Salary Operating Budget	\$13,780	\$17,173	\$17,173	\$16,173	-6%
(A7500) Premiums/Controlled Budget	\$6,264	\$6,286	\$6,286	\$3,017	-52%
Total - Mayor	\$237,837	\$291,078	\$291,078	\$281,127	-3%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-10010) Office of the Mayor	4	3	3	3	0%
Total -Mayor	4	3	3	3	0%

**MAYOR AND CITY COUNCIL
 COUNCIL OFFICE ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-10110) Council Office	\$583,135	\$589,608	\$589,608	\$527,191	-11%
(1000-10120) Cholla District	\$69,244	\$94,407	\$94,407	\$91,086	-4%
(1000-10130) Barrel District	\$58,214	\$77,390	\$77,390	\$87,928	14%
(1000-10140) Sahuaro District	\$71,511	\$93,759	\$93,759	\$94,750	1%
(1000-10150) Cactus District	\$73,178	\$93,763	\$93,763	\$91,408	-3%
(1000-10160) Yucca District	\$79,938	\$86,404	\$86,404	\$85,917	-1%
(1000-10170) Ocotillo District	\$86,578	\$87,568	\$87,568	\$87,821	0%
Total - Council Office	\$1,021,798	\$1,122,899	\$1,122,899	\$1,066,101	-5%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$886,829	\$899,992	\$899,992	\$840,315	-7%
(A7000) Non-Salary Operating Budget	\$107,910	\$196,977	\$196,977	\$206,782	5%
(A7500) Premiums/Controlled Budget	\$27,059	\$25,930	\$25,930	\$19,004	-27%
Total - Council Office	\$1,021,798	\$1,122,899	\$1,122,899	\$1,066,101	-5%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-10110) Council Office	7	7	7	6	-14%
(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	13	13	13	12	-8%



PERFORMANCE MEASURES CITY ATTORNEY

Mission Statement:

Provide the highest level of legal services to the city and its officials by adhering to professional standards, garnering strong understanding of city operations and incorporating all relevant information into the legal advice and guidance provided.

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

Department Description:

The City Attorney is appointed by the City Council and acts as legal adviser to the city, its officials, departments, as well as boards and commissions on matters that affect the conduct of city business. The City Attorney’s Office represents the city in all legal proceedings and directs the legal services provided by outside counsel. The office also prepares resolutions, ordinances and related legal documents for City Council consideration in order to implement adopted city policy, draft and review all contracts considered by the city, and issue opinions on a variety of municipal matters.

The City Attorney’s Office works closely with the Police Department to provide ongoing training of its officers relating to state and city laws. The Office is responsible for prosecuting any misdemeanor violation that occurs within the city limits including violations of Glendale City Code, DUI and domestic violence cases. The Office also handles conflict cases for other cities as well as the Maricopa County Attorney’s Office.

FISCAL YEAR 2015

GOALS	
FY 2015 Goal	Provide high-quality, professional and timely legal services to the Mayor, City Council and city staff.
Related Council Priority	Transparency
Activities	Provide high-quality, professional and timely legal services to the Mayor, City Council and city staff.
Expected Outcomes (Perf. Measures)	Attend 100% of the meetings/hearings as needed or requested.
Time Commitment	This goal will take 100% of the City Attorney's Office staff time.
Expected Challenges	None.
FY 2015 Goal	Work to ensure the consistent and ethical application of criminal justice.
Related Council Priority	Super Bowl/Public Safety
Activities	Obtain an overall conviction rate of 88%.

Expected Outcomes (Perf. Measures)	Obtain an overall conviction rate of 88%.
Time Commitment	This goal will take 100% of the City Prosecutor's Office staff time.
Expected Challenges	None.

FISCAL YEAR 2014

Innovations and Accomplishments:

- Innovation - The Prosecutor's Office continues to use law student interns as well as paralegal students.
- Innovation - A one-year extension was received for the Stop Violence Against Women grant in the amount of \$147,799 from the Arizona Governor's Office for Children, Youth, and Families. Funding from this grant is used to hire a special Misdemeanor Domestic Violence (DV) Prosecutor and a DV Advocate for one year. The city is not responsible for any costs for these two full-time positions.
- Innovation - Received a grant from the Attorney General's Office for \$10,100 to cover the postage and supplies for victims of crimes.
- Accomplishment - This Office continued to represent the city in litigation brought by third parties.
- Accomplishment - Vigorously prosecuted all City Code violations and misdemeanor violations of state law that are supported by probable cause and ensure that justice is served. Received a 89% conviction rate on Code violations.

GOAL UPDATES	
FY 2014 Goal	Provide high-quality, professional and timely legal services to the Mayor, City Council, city staff, boards and commissions.
Related Council Goal	One community with high quality services for citizens.
Was the Goal Met?	Yes
What were the Performance Measures?	Develop strong relationships with departments and attend 100% of the meetings or hearings as needed or requested.
Obstacles/Challenges	Staffing levels.
FY 2014 Goal	Serve the people of Arizona by assuring the consistent and ethical application of criminal justice.
Related Council Goal	One community committed to public safety.
Was the Goal Met?	Yes
What were the Performance Measures?	Obtain 80% conviction rate or plea agreements on misdemeanor charges. When appropriate, facilitate resolution of cases by successful completion of diversion programs.
Obstacles/Challenges	Staffing levels.



FISCAL YEAR 2013

GOAL UPDATES	
FY 2013 Goal	Provide high-quality, professional and timely legal services to the Mayor, City Council and city staff.
Related Council Goal	One community with high-quality services for citizens.
Was the Goal Met?	Yes.
What were the Performance Measures?	Develop strong relationships with department and attend 100% of the meetings or hearings as needed or requested.
Obstacles/Challenges	Staffing levels.
FY 2013 Goal	Serve the people of Arizona by assuring the consistent and ethical application of criminal justice.
Related Council Goal	One community committed to public safety.
Was the Goal Met?	Yes, the Office obtained an overall conviction rate of 87.5%. In addition, 290 cases were plead to diversion programs.
What were the Performance Measures?	Obtain 80% conviction rate or plea agreements on misdemeanor charges. When appropriate, facilitate resolution of cases by mediation and successful completion of diversion programs.
Obstacles/Challenges	None.



CITY ATTORNEY
CITY ATTORNEY ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-10610) City Attorney	\$2,462,611	\$2,567,621	\$2,567,621	\$2,681,214	4%
(1000-10615) Outside Legal Fees	\$777,068	\$500,000	\$500,000	\$200,000	-60%
Total - City Attorney	\$3,239,679	\$3,067,621	\$3,067,621	\$2,881,214	-6%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$2,270,303	\$2,390,208	\$2,390,208	\$2,513,953	5%
(A7000) Non-Salary Operating Budget	\$914,889	\$616,846	\$616,846	\$316,846	-49%
(A7500) Premiums/Controlled Budget	\$54,487	\$60,567	\$60,567	\$50,415	-17%
Total - City Attorney	\$3,239,679	\$3,067,621	\$3,067,621	\$2,881,214	-6%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-10610) City Attorney	25	25	25	25	0%
Total -City Attorney	25	25	25	25	0%



PERFORMANCE MEASURES CITY AUDITOR

Mission Statement:

To assist Glendale in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the city's governance, risk management and internal control.

Department Description:

The City Auditor's Office evaluates the adequacy of the internal control and operating environment, related financial and operational policies and reports the results accordingly to city management and council.

FISCAL YEAR 2015

GOALS	
FY 2015 Goal	Allocate audit resources to the areas that pose the greatest risk to the city.
Related Council Priority	Fiscal Sustainability
Activities	Develop a risk-based audit plan with focus on improved business processes.
Expected Outcomes (Perf. Measures)	A risk-based audit plan that is focused on improved business processes.
Time Commitment	Ongoing review and modification of the audit plan based on risk.
Expected Challenges	Limited resources
FY 2015 Goal	Ensure assets are adequately safeguarded.
Related Council Priority	Fiscal Sustainability
Activities	Every audit assesses the adequacy of internal controls over city assets.
Expected Outcomes (Perf. Measures)	Audit recommendations that enhance controls over city assets.
Time Commitment	Ongoing
Expected Challenges	Limited resources
FY 2015 Goal	Assess whether operations are efficient and cost-effective.
Related Council Priority	Fiscal Sustainability
Activities	Every audit includes an assessment of the efficiency and effectiveness of city operations.
Expected Outcomes (Perf. Measures)	Audit recommendations that enhance city efficiency and effectiveness.
Time Commitment	Ongoing
Expected Challenges	Limited resources

FISCAL YEAR 2014

Innovations and Accomplishments:

- Accomplishment - Completed over 14 audits and 5 audit follow-ups that enhanced internal controls.
- Accomplishment - Provided departments with specific recommendations to strengthen controls over external contracts.

GOAL UPDATES	
FY 2014 Goal	Allocate audit resources to the areas that pose the greatest risk to the city.
Related Council Goal	One community that is fiscally sound.
Was the Goal Met?	Yes
What were the Performance Measures?	A risk-based audit plan that focuses on improved business processes.
Obstacles/Challenges	Limited resources
FY 2014 Goal	Ensure assets are adequately safeguarded.
Related Council Goal	One community that is fiscally sound.
Was the Goal Met?	Yes
What were the Performance Measures?	Audit recommendations that enhance controls over city assets.
Obstacles/Challenges	Limited resources

FISCAL YEAR 2013

GOAL UPDATES	
FY 2013 Goal	Allocate audit resources to the areas that pose the greatest risk to the city.
Related Council Goal	One community that is fiscally sound.
Was the Goal Met?	Yes
What were the Performance Measures?	Quarterly risk-based audit plan with focus on improved business processes.
Obstacles/Challenges	Limited resources
FY 2013 Goal	Ensure city assets are adequately safeguarded.
Related Council Goal	One community that is fiscally sound.
Was the Goal Met?	Yes
What were the Performance Measures?	Audit recommendations that enhance controls over city assets.
Obstacles/Challenges	Limited resources



CITY AUDITOR CITY AUDITOR ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-10710) City Auditor	\$285,027	\$297,466	\$297,466	\$301,079	1%
Total - City Auditor	\$285,027	\$297,466	\$297,466	\$301,079	1%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$275,382	\$286,457	\$286,457	\$291,861	2%
(A7000) Non-Salary Operating Budget	\$6,282	\$7,607	\$7,607	\$7,100	-7%
(A7500) Premiums/Controlled Budget	\$3,363	\$3,402	\$3,402	\$2,118	-38%
Total - City Auditor	\$285,027	\$297,466	\$297,466	\$301,079	1%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-10710) City Auditor	2.5	2.5	2.5	2.5	0%
Total - City Auditor	2.5	2.5	2.5	2.5	0%

PERFORMANCE MEASURES

CITY CLERK

Mission Statement:

To consistently maintain superior service to the citizens, elected officials and the organization by providing an accurate and current legislative record including the Glendale City Code Book; a comprehensive and accessible records management system; a responsible and effective public notification program; an impartial and efficient municipal election, campaign finance, and redistricting process and other public services such as processing public record requests, recording documents, preparing City Council minutes and retaining permanent city records.

Department Description:

The City Clerk Department's responsibilities are defined by the City Charter, City Code, State Statutes and Federal Laws. The department's primary functions are focused on informing our citizens about public meetings, public records, the City Charter and Code Book and municipal elections. Our department is responsible for providing public notice to our citizens about what the city is planning to do and when and where the issues are being discussed by publishing and posting to the official notice board, the City Clerk's internet page, and the official newspaper.

- Our department further contributes to municipal transparency as an integral participant in the city's agenda management program which includes the Council agenda being posted on the City Clerk web page prior to every City Council meeting. The official record of the meetings, the City Council minutes, are prepared and posted to the same website after every meeting. In addition, we compile the minutes of all other city public meetings assuring their availability on the internet.
- Management of the City Charter and Code book is another significant public information service the City Clerk Department provides to our citizens. We verify and process all charter amendments and ordinances as a part of the codification process. The City Charter and Code Book is then made available in our office, city libraries and on the internet so citizens can research the laws and regulations of the city
- Our department oversees and implements the city's record management program which directs the processing, organizing, and storing of all city records. We manage the city's record center where thousands of records are stored, scanned and/or microfilmed. The City Clerk Department teaches record management classes and assists other departments in indexing, scanning and researching in the Clerk's electronic records database. At the same time, we facilitate the public's access to those records through an interactive internet record request form and other methods of record request.
- We provide voter and political committee services which are vital and necessary to the community by planning and conducting municipal elections, in partnership with Maricopa County. We also assist citizens who wish to run for office, as well as receiving political committee campaign finance filings and posting them to the internet. Recently, we managed the city's redistricting process, successfully complying with the City Charter, State and Federal laws.
- Our six employees are functional in all areas of departmental processes and procedures. The integration of staff's knowledge and assignments assures that the city's critical



responsibilities are fulfilled with regard to public notices, public records, public record requests, the Charter and Code Book and municipal elections. The City Clerk Department facilitates our citizens' rights to participate in city government.

FISCAL YEAR 2015

GOALS

FY 2015 Goal	Develop procedures and processes for City Clerk operations as they relate to the automation of the agenda and meeting management processes.
Related Council Priority	Transparency
Activities	Conduct meetings and test runs to identify all changes. Review current processes to determine changes. Write process/procedures and have staff test them to ensure all items have been addressed.
Expected Outcomes (Perf. Measures)	Seamless transition to the automated agenda and meeting management processes.
Time Commitment	Continuously for the next 6-8 months.
Expected Challenges	Changing expectations as to the way things look and the way we do things.
FY 2015 Goal	Purge Day 2015
Related Council Priority	Innovative Benchmark Ideas
Activities	Planning and execution of all Purge Day events for 2015. Includes invitation to all department liaisons, tracking can requests for delivery and pickup, working with Materials Recovery Facility (MRF), Field Operations and Warehouse staff for implementation, vendor selection and pricing, storing of cans at Spring City awaiting shred truck, shred day and recycling at MRF.
Expected Outcomes (Perf. Measures)	Increased purge activity for all departments.
Time Commitment	4 weeks
Expected Challenges	Completing in one day to reduce shredding truck costs; heat.
FY 2015 Goal	Conduct 2014 Municipal Elections.
Related Council Priority	Transparency
Activities	Activities include taking early ballot requests, submitting ballot language (if needed), proofing candidate names, publishing the city's financial statement, receiving write-in papers, logic and accuracy test, and submitting the Canvass of Votes to the Council.
Expected Outcomes (Perf. Measures)	Conduct the Elections according to statutes, charter and ordinances.
Time Commitment	Continuously for the next 6 months.
Expected Challenges	An increased number of candidates will require additional communication. Coordination with Maricopa County Elections will require regular communication.

FISCAL YEAR 2014

Innovations and Accomplishments:

- Innovation - Restructured the City Clerk budget and combined divisions to allow more transparency.
- Accomplishment - Completed planning and preparation for the 2014 Municipal Elections.
- Accomplishment - Prepared and posted city ordinances (748), resolutions (1429) and contracts (1518) on the City Clerk internet page for public reference.

GOAL UPDATES	
FY 2014 Goal	Successfully plan and prepare for 2014 Municipal Elections.
Related Council Goal	One community with high quality services for citizens.
Was the Goal Met?	Yes. 2014 Municipal Elections will take place in the Fall of 2014. Calendars have been completed and statutory requirements have been met.
What were the Performance Measures?	100% compliance with AZ State Statutes, City Charter, City Code; all phases of election responsibilities completed successfully.
Obstacles/Challenges	An increased number of candidates required increased communication from the City Clerk Department.
FY 2014 Goal	Successfully plan and conduct classes for organization on record retention schedules, contract processing, and essential records.
Related Council Goal	One community with high quality services for citizens.
Was the Goal Met?	Yes. Class was held and was very well attended.
What were the Performance Measures?	Increase in compliance with processes and procedures for purging documents, contract completion, and record disaster advance planning.
Obstacles/Challenges	Staff movement required additional efforts by City Clerk staff to ensure the word reached appropriate attendees.

FISCAL YEAR 2013

GOAL UPDATES	
FY 2013 Goal	Successfully plan and conduct the 2012 Fall Municipal Elections.
Related Council Goal	One community with high quality services for citizens.
Was the Goal Met?	Primary and General Elections with additional ballot measure were successfully completed. Compliance with all election laws; all Primary and General election processes performed successfully with seamless coordination with Maricopa County.
What were the Performance Measures?	100% compliance with all election laws; all Primary and General election processes performed successfully, and seamless coordination with Maricopa County.



Obstacles/Challenges	Both the City of Glendale and Maricopa County recently completed a redistricting process. There were challenges encountered with district lines, which were successfully overcome. Both an initiative and referendum were submitted late in the election cycle requiring substantial staff time to process. The initiative qualified for the ballot requiring the preparation and distribution of a publicity pamphlet. All activities were completed in compliance with State Statutes, City Charter and Code.
FY 2013 Goal	Purge Day 2013.
Related Council Goal	One community with high quality services for citizens.
Was the Goal Met?	Purge Day 2013 is not yet complete due to hold for pending special audit results. Vendor has been procured and planning is underway. It is anticipated to hold Purge Day prior to end of fiscal year.
What were the Performance Measures?	Equal to or increased purge activity for individual departments.
Obstacles/Challenges	The style of recycle can has changed; vendors successfully worked to adapt to changed style. Vendor selected. Budget restrictions caused temporary delay. Funding has been identified for Purge Day 2013. A special audit is currently underway, causing a hold of some documents. Several departments will not be able to participate in this Purge Day until audit completed. We will work with them at a later date to purge records. A successful Purge Day 2013 is anticipated.



CITY CLERK
CITY CLERK ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-10210) City Clerk	\$454,657	\$417,982	\$448,532	\$582,808	39%
(1000-10220) Records Management	\$153,440	\$149,584	\$149,584	\$0	-100%
(1000-10240) Elections	\$128,694	\$29,006	\$110,170	\$135,872	368%
Total - City Clerk	\$736,791	\$596,572	\$708,286	\$718,680	20%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$510,350	\$506,031	\$506,031	\$515,469	2%
(A7000) Non-Salary Operating Budget	\$213,047	\$78,601	\$190,315	\$196,735	150%
(A7500) Premiums/Controlled Budget	\$13,394	\$11,940	\$11,940	\$6,476	-46%
Total - City Clerk	\$736,791	\$596,572	\$708,286	\$718,680	20%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-10210) City Clerk	4	4	4	6	50%
(1000-10220) Records Management	2	2	2		
Total - City Clerk	6	6	6	6	0%



PERFORMANCE MEASURES CITY COURT

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 110,000 customers enter the court each year to conduct business.

FISCAL YEAR 2015

GOALS	
2015 Goal	Accommodate the deployment of Glendale Police Department entering warrants in the ACIC database (Arizona Criminal Information Center) hosted by the Department of Public Safety.
Related Council Priority	Service Level Options
Activities	The Court must produce an electronic version of 18,000 arrest warrants from its AZTEC case management system.
Expected Outcomes (Perf. Measures)	Full entry of all current active warrants into the ACIC database. Conformity of all future warrants to formatting and data requirements for ACIC.
Time Commitment	The full entry must be completed with all warrants residing in the ACIC database by the summer of 2014 as the current database repository hosted by Phoenix is being eliminated.
Expected Challenges	This project requires extensive staffing resources, including revisions of all current warrants. Several strategies are being deployed to accomplish this transition.
2015 Goal	Identify and implement auditing practices and associated checklists to conform to recommendations documented in the Court's 2014 Arizona Supreme Court Operational Review.
Related Council Priority	Service Level Options
Activities	Develop audit system for courtroom operations.
Expected Outcomes (Perf. Measures)	Development of new internal procedures in the Court Operations Division to monitor achievement of ongoing compliance with the findings documented in the 2014 Supreme Court Operational Review.

Time Commitment	Ongoing weekly audits
Expected Challenges	Shortage of personnel and technology challenges.
2015 Goal	Increase the safety of all court staff and customers by finalizing the installation of the Court's new security camera system.
Related Council Priority	Service Level Options
Activities	Complete the installation as specified in the vendor Agreement. Complete all training for staff responsible for monitoring the system.
Expected Outcomes (Perf. Measures)	A fully-functional closed-circuit TV network of interior and exterior cameras to monitor all activities in and around the Glendale Public Safety Complex.
Time Commitment	Pending
Expected Challenges	Pending

FISCAL YEAR 2014

Innovations and Accomplishments:

- **Innovation** - Several initiatives to enhance collections of court fines and fees have recently been implemented at City Court. These measures include emailing, texting and auto-dialing defendants for notification of upcoming or delinquent payment status. Automatic Reoccurring Payments (ARP) have also been developed to remove the risk of defendants forgetting to pay and risking the creation of an arrest warrant.
- **Innovation** - Court customers can now look up vital case information on the Court website. The Court has developed software which enables people to access defendant names, pending court dates and times, courtroom location, payment status and lawyer's name. This information benefits defendants, victims, witnesses, police officers, public defenders, prosecutors, other courts and the public. This new feature will be printed at the bottom of all court forms. It is anticipated this new information will reduce telephone calls placed to the Court for general information.
- **Accomplishment** - The Court conducted an update of its Language Access Plan mandated by the Arizona Supreme Court. The plan ensures access to justice for all persons in all Court cases regardless of their English proficiency levels. Glendale City Court has increased compliance with this requirement by expanding language access signage throughout the Court, translating many additional forms from English to Spanish and translating to Spanish all protective order documents on the Court's website.
- **Accomplishment** - Volunteers from Glendale City Court coordinated the involvement of 38 different Maricopa County City Courts and Justice Courts, the Motor Vehicle Department and County Public Defenders' Office in September for the "Stand Up for Veterans" outreach event at Glendale Community College. The event was hosted by Mayor Jerry Weiers with more than 50 service agencies involved. Six judges and their staff were on-site as more than 200 veterans resolved civil and misdemeanor legal issues with the courts and driver's license matters with the Arizona Department of Transportation Motor Vehicle Division.



GOAL UPDATES	
2014 Goal	Achieve restoration of full staffing levels as authorized in the Court's operational budget.
Related Council Goal	One community with high quality services for citizens.
Was the Goal Met?	Yes. During FY2014 the Court conducted successful recruitments for Court Administrator, Fines Management Supervisor, Accounts Specialist II, Court Clerk II's in all three Court Divisions (Fines Management, Public Records and Court Operations) and two temporary clerical positions.
What were the Performance Measures?	Higher levels of customer service and improvements in staff morale as the Court reaches authorized staffing levels.
Obstacles/Challenges	Competitive recruitments by other area courts and municipalities have diminished the pool of highly qualified local candidates for these positions.
2014 Goal	Identify additional alternative case processing options for specialized offender populations, such as military veterans, to hold these defendants accountable while also linking them with social services.
Related Council Goal	One community committed to public safety.
Was the Goal Met?	Yes. Glendale City Court offers participation for defendants in the following ongoing specialized problem-solving alternative court calendars: Mental Health Court, Domestic Violence Treatment Court, Domestic Violence Supervised Probation Review and DUI Sentence Review. Glendale City Court collaborated with the Maricopa County Regional Homeless Court by referring 24 homeless defendants for participation in calendar year 2014. During Glendale's "Stand Up For Veterans" event in September 2013, Glendale City Court referred numerous military veteran defendants to resources and services offered through the Phoenix Veterans Court.
What were the Performance Measures?	Resolution of outstanding civil and criminal cases and arrest warrants for military veterans with pending court matters.
Obstacles/Challenges	Realignment of clerical duties and assignments were necessary to balance workloads of Court Operations staff, especially the staff assigned with covering the specialized problem-solving court calendars.

FISCAL YEAR 2013

GOAL UPDATES	
2013 Goal	Explore community collaborations and partnerships to identify new and innovative methods of adjudicating specialized offender populations, such as defendants with mental health disorders.
Related Council Goal	One community committed to public safety.

Was the Goal Met?	Yes. See FY2014 Goal #2 above.
What were the Performance Measures?	Reductions in the levels of staff resources and costs necessary to process cases involving specialized offender populations.
Obstacles/Challenges	Several calendaring adjustments were necessary to incorporate the Mental Health docket into the existing court calendar at a frequency of every two weeks. Extensive information sharing was undertaken to forge the necessary support and commitments from project partners, including the city prosecutors office and Magellan Health Services.
2013 Goal	Submit a FY12 grant funding proposal to the U.S. Department of Justice, Office on Violence Against Women.
Related Council Goal	One community with high quality services for citizens.
Was the Goal Met?	Yes. The Court submitted a successful FY2012 grant proposal resulting in a \$300,000 award to fund several domestic violence victim resources and program enhancements. The Court also submitted a FY2014 grant proposal to the U.S. Department of justice. Award announcements are expected in September 2014.
What were the Performance Measures?	Submittal of the grant's first required semi-annual progress report to the U.S. Department of Justice in January 2013 would reflect full successful implementation of all project elements.
Obstacles/Challenges	The U.S. Department of Justice reduced all grantee funding levels from \$400,000 to \$300,000 for the two-year award.



CITY COURT CITY COURT ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-10410) City Court	\$3,422,120	\$3,494,961	\$3,494,961	\$3,742,767	7%
(1240-10510) Court Security	\$350,440	\$478,844	\$420,918	\$391,599	-18%
(1240-10520) Court Time Payments	\$105,551	\$131,840	\$131,840	\$82,437	-37%
(1240-10530) Fill the Gap	\$17,820	\$57,000	\$57,000	\$57,000	0%
Total - City Court	\$3,895,931	\$4,162,645	\$4,104,719	\$4,273,803	3%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$3,026,330	\$3,099,621	\$3,090,295	\$3,350,237	8%
(A7000) Non-Salary Operating Budget	\$819,953	\$1,015,459	\$966,859	\$885,340	-13%
(A7500) Premiums/Controlled Budget	\$49,648	\$47,565	\$47,565	\$38,226	-20%
Total - City Court	\$3,895,931	\$4,162,645	\$4,104,719	\$4,273,803	3%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-10410) City Court	37.75	36.5	36.5	40.7	12%
(1240-10510) Court Security	2	2	2	2	0%
(1240-10520) Court Time Payments	1	1	1		
Total -City Court	40.75	39.5	39.5	42.7	8%

**PERFORMANCE MEASURES
 CITY MANAGER'S OFFICE**

Mission Statement:

To enhance the quality of life for Glendale residents by providing collaborative and supportive leadership for the organization as it implements City Council policy and goals in the provision of valued services to the community.

Department Description:

The City Manager's Office is responsible for seeking policy direction from Council and preparing recommendations for Council action in accordance with established strategic goals and key objectives; ensuring effective and efficient internal operations citywide; and establishing value-added programs and services for the citizens of Glendale.

FISCAL YEAR 2015

GOALS	
FY 2015 Goal	Provide leadership, vision and accountability for the organization through vigilant oversight of the City's budget during this challenging economic time.
Related Council Priority	Fiscal Sustainability
Activities	Schedule Budget Workshops, as needed, to provide timely review and transparency regarding departmental budgeting, forecasting, and revenue generating opportunities. Continue to provide increased public forum communication regarding the budget and City's finances with Mayor and Council.
Expected Outcomes (Perf. Measures)	A stabilized organization that can sustain and begin to rebuild.
Time Commitment	May require Budget Workshops and City Council Meetings, along with subsequent staff time to provide information to the public.
Expected Challenges	Ensure budget information is provided on a timely basis well in advance of the meeting so there is adequate time to review materials.
FY 2015 Goal	Ensure the best possible visitor experience for the 2015 Super Bowl and associated events without impact to delivery of public services to residents and businesses.
Related Council Priority	Super Bowl/Public Safety
Activities	Coordinate and manage the City's Super Bowl planning efforts with internal and external partners. Develop and implement a strategic plan that prioritizes public safety, transportation, marketing, and community involvement and outreach.
Expected Outcomes (Perf. Measures)	A coordinated multi-disciplinary approach to a successful staging of the 2015 Super Bowl.



Time Commitment	At a minimum, monthly meetings with the Super Bowl Leadership Team and other stakeholders involved in the implementation of the final plan for the events.
Expected Challenges	Ensuring communication flows to all of the stakeholders including: AZSTA, NFL, Super Bowl Host Committee, state, county and municipal agencies and jurisdictions.
FY 2015 Goal	Implement Council policy direction related to protecting and promoting the economic development and vitality of our community and safeguarding current economic investments.
Related Council Priority	Economic Development
Activities	Staff will work continuously throughout the year to retain key tenants and bring new tenants to Glendale to support economic vitality.
Expected Outcomes (Perf. Measures)	New business development, business partnerships and redevelopment of existing businesses to initiate new opportunities for revenue and job creation.
Time Commitment	Requires the time commitment of several departments within the city to facilitate business development including the City Manager's Office.
Expected Challenges	New projects may require fast turnaround times with reduced staffing.

FISCAL YEAR 2014

Innovations and Accomplishments:

- Innovation - Developed a comprehensive City Manager's Monthly report that highlights department activities and accomplishments for the public.
- Innovation - Worked with the Human Resources Department to create the Rewards and Recognition committee for employees. This committee has been dedicated to exploring opportunities to assist in boosting employee morale and employee retention.
- Accomplishment - Continued to maintain value-added services and amenities for Glendale citizens despite the current economic climate by absorbing internal vacancies, being creative in service delivery, and capitalizing on opportunities to realign resources and services.

GOAL UPDATES	
FY 2014 Goal	Provide leadership and accountability for the organization through vigilant oversight of the city's budget during the challenging economic recession.
Related Council Goal	One community that is fiscally sound.
Was the Goal Met?	Yes, initiatives will be ongoing. Increased public forum communication with Mayor and Council regarding the current fiscal year budget, as well as information in preparation for the upcoming fiscal year budget.

What were the Performance Measures?	Quarterly operational business plan and financial reviews position the city to reassess expenditures, city-wide programs and departmental budgeting, to prepare the city for an eventual economic rebound.
Obstacles/Challenges	Ensuring that best practices and sound business decisions were utilized as the basis for evaluating staffing and program changes.
FY 2014 Goal	Implement Council policy direction related to protecting and promoting the economic development and vitality of our community and safeguarding current economic investments.
Related Council Goal	One community with quality economic development.
Was the Goal Met?	Yes, during FY2013-14 the Economic Development staff facilitated 15 new projects and 3 expansion projects, creating a total of 2,765 jobs in the community (2,485 new jobs and 280 expansion jobs).
What were the Performance Measures?	New business development, business partnerships and redevelopment of existing businesses to initiate new opportunities for revenue and job creation.
Obstacles/Challenges	Maintaining project timelines with reduced staffing.

FISCAL YEAR 2013

GOAL UPDATES	
FY 2013 Goal	Continue to provide leadership and accountability for the organization through vigilant oversight of the city's budget during the challenging economic recession and downturn.
Related Council Goal	One community that is fiscally sound.
Was the Goal Met?	Yes, initiatives will be ongoing.
What were the Performance Measures?	Quarterly operational, business plan and financial reviews position the city to reassess expenditures, city-wide programs and departmental budgeting to prepare the city for an eventual economic rebound.
Obstacles/Challenges	Ensuring that best practices and sound business decisions were utilized as the basis for evaluating staffing and programmatic changes.
FY 2013 Goal	Provide leadership, vision and accountability for the organization as economic development and redevelopment opportunities surface and require City Council action.
Related Council Goal	One community with quality economic development.
Was the Goal Met?	Yes, initiatives will be ongoing. Staff has worked continuously throughout the year to retain key tenants and bring new tenants to Glendale to support economic vitality.
What were the Performance Measures?	Additional new business development, business partnerships and redevelopment of existing businesses to initiate new synergistic opportunities for revenue and job creation.
Obstacles/Challenges	None



CITY MANAGER CITY MANAGER ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-10310) City Manager	\$1,191,862	\$804,914	\$804,914	\$872,264	8%
Total - City Manager	\$1,191,862	\$804,914	\$804,914	\$872,264	8%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$550,352	\$733,141	\$733,141	\$815,551	11%
(A7000) Non-Salary Operating Budget	\$631,207	\$63,730	\$63,730	\$51,216	-20%
(A7500) Premiums/Controlled Budget	\$10,303	\$8,043	\$8,043	\$5,497	-32%
Total - City Manager	\$1,191,862	\$804,914	\$804,914	\$872,264	8%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-10310) City Manager	5	5	5	5	0%
Total -City Manager	5	5	5	5	0%

**PERFORMANCE MEASURES
COMMUNICATIONS**

Mission Statement:

To develop and implement marketing and public information programs, resident communications and visitor services that promote Glendale and ensure the city’s key messages are delivered to target audiences in an accurate, timely and cost-effective manner.

Department Description:

The Communications Department consists of nine divisions, including the Public Information Office, Special Events, Tourism and the Glendale Convention & Visitors Bureau, Glendale 11, Glendale Media Center, Web Services, Creative Services and Administration. Communications produces and oversees Glendale’s print and electronic communications with the public and the media, as well as develops communication strategies and marketing campaigns that enhance the city’s image. The city’s special events, produced in this department, draw about one-half million visitors to downtown Glendale annually.

FISCAL YEAR 2015

GOALS	
FY 2015 Goal	Create a Tourism Event Support Grants Program
Related Council Priority	Innovative Benchmark Ideas
Activities	Develop a tourism promotion program to help fund events that support tourism and the hospitality industries in Glendale which generate room nights.
Expected Outcomes (Perf. Measures)	To promote Glendale as a visitor destination by attracting sports, cultural and other events and activities that create an economic impact and generate hotel room stays in the city. Performance will be measured with events booked and hotel occupancy data.
Time Commitment	This program will be assigned to one staff person – 30% of their overall job duties will be dedicated to the development, implementation and management of the program.
Expected Challenges	Benchmarks will be set during the inaugural year of the program to set expectations and best of practices.
FY 2015 Goal	Increase Super Bowl media coverage over what Glendale experienced in 2008
Related Council Priority	Super Bowl/Public Safety
Activities	Create a strategic marketing & publicity plan to capitalize on the media opportunities related to the Super Bowl; target key local and national media in an effort to tell Glendale’s story to the nation and the world, thereby increasing our tourism numbers and enhancing economic development.



Expected Outcomes (Perf. Measures)	Utilizing media monitoring company to measure broadcast coverage across the country – tracking stories/placements; audience impressions and publicity value; outcomes can also be measured by increase in sales tax revenue during Super Bowl-related events and activities in Glendale.
Time Commitment	Ongoing time commitment on a monthly basis through Feb. 2015.
Expected Challenges	Competing with other Valley cities, especially Phoenix; this can be combatted by partnering with other CVBs when possible to leverage media opportunities and being creative to gain media placements.
FY 2015 Goal	Continue to expand communication between the City and its citizens by increasing Glendale 11's on air and online content
Related Council Priority	Transparency
Activities	Work with city departments to produce more public safety videos (those are our most popular stories), revenue generating festival and special event promotions and high profile Super Bowl preparation and event coverage. Each staff member will spend up to an additional 2 hours a week calling their department contacts and discussing stories.
Expected Outcomes (Perf. Measures)	Increase Glendale 11 online programming 5%
Time Commitment	Requires a daily commitment of three staff increasing time to research and produce content.
Expected Challenges	Increasing staff's shooting and editing skills and reducing story turnaround time.
FY 2015 Goal	Update banners in the downtown and around the park to attractively promote historic Glendale. This existing banner program, which includes the street light poles and street side gas lamps, and this new Murphy Park project, will replace torn and missing banners that are nearly ten years old. The average life span of a banner is 4 years. This enhanced program will incorporate existing scheduled banner displays into the overall calendar ie; mega sporting events and city branding initiatives.
Related Council Priority	Centerline
Activities	Identify banner inventory of all areas. Meet to discuss appropriate messaging and design for either one set of year-round banners or perhaps two sets of banners for festival season/non-festival season or non-summer/summer. Determine display periods and assign oversight.
Expected Outcomes (Perf. Measures)	Positive merchant feedback. Positive citizen, downtown visitor and park user feedback. Instill pride in the visual result and in downtown merchants.
Time Commitment	Monthly meetings, design time, coordinating install, removal.

Expected Challenges	Since these are not in the CVB banner program with the potential for revenue generation, the Office of Special Events will be seeking partnership opportunities to offset the costs of the fabrication, installation and maintenance of the banners.
FY 2015 Goal	Promoting the 2015 Super Bowl and Pro Bowl games and related activities to local, national and international markets to attract tourists and in-state residents to Glendale and the West Valley.
Related Council Priority	Super Bowl/Public Safety
Activities	Placing ad campaigns in local, national and international markets with a strong call-to-action to request the Glendale & the West Valley Regional Travel Planner. Develop social media engagement to build an even stronger social media presence and increase the number of downloads of the new Glendale CVB app. Additional tactics include digital billboard advertising, online banner ads, direct email marketing and printed collateral.
Expected Outcomes (Perf. Measures)	The result will be measured in various ways including an increase in the number of requests for the Glendale & West Valley Regional Travel Planner, increases in social media engagement, number of app downloads and walk-in visitation to the Glendale Visitor Center.
Time Commitment	This program will be assigned to two Creative Services staff – 70% of the Creative Services Manager's overall job duties will be dedicated to the development, implementation and design of the program. 20% of the Creative Designer's overall job duties will be dedicated to assisting in the implementation of the program.
Expected Challenges	Due to the visibility of this program, time management will be essential to fulfill the high volume of anticipated projects while still maintaining and servicing other city departments.

FISCAL YEAR 2014

Innovations and Accomplishments:

- **Accomplishment** - Revenue Increases for Sponsorship and Vending – Aggressive pre-season sponsorship solicitation, successful marketing to potential sponsors through our IEG www.sponsorship.com ads and an improving economy garnered sponsorship sales more than double the previous seasons' from about \$55,000 to \$115,750. In addition, we had extremely successful revenue generation for Chocolate Affaire with over \$155,000 in revenue netting the event itself, on its own, approximately \$60,000 above festival expenses. Overall revenue for the Special Events Division for the season is up over 11% and we have another two months to acquire Summer Band revenue via sponsorships and donations.



GOAL UPDATES	
FY 2014 Goal	Create a new Hotel Advisory Committee to provide input into how the Glendale CVB's new hotel bed-tax revenue will be spent.
Related Council Goal	One Community with Quality Economic Development
Was the Goal Met?	This goal was met. Glendale CVB staff meets quarterly with representatives from Glendale's hotel properties.
What were the Performance Measures?	Hold quarterly meetings with new Hotel Advisory Committee and develop spending priorities for the bed-tax revenue. Attract new events and business conferences to Glendale as a result.
Obstacles/Challenges	The formation of the Hotel Advisory Committee has been very successful. It has enhanced communication with key partners and stakeholders and provides CVB staff with expert industry recommendations for the development of overnight leisure and group travel business.
FY 2014 Goal	Strategize and plan for a very successful Super Bowl 2015.
Related Council Goal	One Community with Quality Economic Development.
Was the Goal Met?	Because this goal will be ongoing through Feb. 2015, this goal hasn't been completed, but is definitely on track to meet publicity numbers from 2008, and with the addition of the Pro Bowl event, the numbers will likely exceed those of 2008. For the first quarter of the year leading up to the Super Bowl, (Feb.-May of 2015), publicity efforts have resulted in 192 stories/placements, just over 9 million audience impressions and a value of \$1 million (an equivalent of what the media time would be if we paid for advertising.) These numbers only include broadcast media coverage; does not include print media.
What were the Performance Measures?	The results will be measured in numerous ways with publicity value alone being measured by the number of stories and references in the media for being the host city. Other measurements include an increase in business and sales tax revenue in and around the actual Super Bowl due to communication and marketing efforts.
Obstacles/Challenges	The primary challenges will lie in the fact that we are competing with Phoenix for name recognition; with most of the NFL events being held in downtown Phoenix, we will have to be creative and diligent with our marketing and public relations efforts to get our story in the media and our name mentioned during national coverage.



FISCAL YEAR 2013

GOAL UPDATES

FY 2013 Goal	Attract new special events to Glendale.
Related Council Goal	One community with a vibrant city center. One community with high quality services for citizens.
Was the Goal Met?	Yes, we've been successful in bringing several new events to Glendale. The kickoff for the monthly Glendale Old Towne Cruise and Car Show was held in downtown on Saturday, May 18. The inaugural show featured more than 300 classic, custom and antique cars and hundreds of additional spectators. We also created several new downtown events and activities in partnership with merchants, including the Royal Tea Party and the Summer Craft Classes. Another inaugural event, the Arizona Watermelon Festival, was held downtown on Saturday, June 8. In addition, we were able to attract several races to the Westgate area, as well as a 4th of July event. There are also plans in the works to bring a new holiday parade to the downtown during the Christmas season.
What were the Performance Measures?	Bring, or facilitate in bringing, one new event to Glendale in FY13.
Obstacles/Challenges	Several of the event producers had never held an event on city property before. Thus, they were unfamiliar with Glendale's codes and regulations pertaining to holding an event in the city. As a result, a considerable amount of staff time had to be dedicated to these events as the promoters needed to be advised on city processes every step of the way.
FY 2013 Goal	Evolve city's online multi-media presence through increased use of online video and social media strategies and continue to grow Glendale 11 programming, the city's local cable station, through the use of online video tools and other social media.
Related Council Goal	One community with high quality services for citizens.
Was the Goal Met?	Yes, this goal was met. <ul style="list-style-type: none"> • Major gains from this new strategy were achieved on the city's YouTube channel, MyGlendale11. In the past year, Glendale 11 has posted more the 400 videos- that averages out to more than one per day! The channel has had more than 130,000 views this past year alone. The YouTube channel has more than 840 videos posted in total and more than 350,000 total views since the channel began in June 2009. There are more than 1,600 videos on the city's online video archive, an increase of 31% over the last year.



Was the Goal Met? (continued)	<ul style="list-style-type: none"> • Explosive growth in the city's social media presence: Increase of 57% likes on Facebook, increase of 26% followers on Twitter and a whopping 190% increase in photo views on Flickr. The city has more than 2 million views on Flickr! • Developed new mobile web site for the city's home page, www.glendaleaz.mobie, so online visitors can find out what's happening in Glendale on their phone, iPad, or other handheld device with the touch of a finger.
What were the Performance Measures?	<p>Increase online downloads/viewership of online video by 5%. Increased Glendale 11 content online by 10%.</p>
Obstacles/Challenges	<p>The high cost of mobile video applications with limited city budgets will restrict the expansion of some videos to the web. However, the station is maximizing free YouTube and other social media resources in every possible way.</p>

COMMUNICATIONS
MARKETING AND COMM. ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-10810) Marketing	\$1,081,583	\$1,093,532	\$1,097,032	\$825,834	-24%
(1000-14110) City-Wide Special Events	\$343,725	\$335,466	\$335,466	\$349,228	4%
(1000-14115) Audio/Visual	\$131,653	\$116,278	\$116,278	\$0	-100%
(1000-14120) Cable Communications	\$524,707	\$504,017	\$504,442	\$462,305	-8%
(1281-10840) Mkt'g - Stadium Events	\$24,575	\$27,844	\$27,844	\$13,494	-52%
(1870-14321) Glitter Spectacular	\$91,232	\$124,865	\$155,765	\$124,865	0%
(1870-14322) Enchanted Evening	\$97,241	\$89,268	\$101,767	\$89,268	0%
(1870-14323) Glitter and Glow	\$79,562	\$95,751	\$111,250	\$95,751	0%
(1870-14324) Chocolate Affaire	\$94,280	\$102,676	\$117,395	\$102,676	0%
(1870-14326) Glitters Light	\$151,076	\$154,182	\$154,182	\$154,182	0%
(1870-14327) Other Special Events	\$49,131	\$103,415	\$103,415	\$103,415	0%
(1870-14328) Summer Band	\$8,051	\$3,435	\$3,435	\$3,435	0%
Total - Marketing and Comm.	\$2,676,816	\$2,750,729	\$2,828,271	\$2,324,453	-15%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$1,900,734	\$1,881,341	\$1,881,341	\$1,569,703	-17%
(A7000) Non-Salary Operating Budget	\$658,812	\$765,650	\$843,192	\$724,699	-5%
(A7500) Premiums/Controlled Budget	\$117,270	\$103,738	\$103,738	\$30,051	-71%
Total - Marketing and Comm.	\$2,676,816	\$2,750,729	\$2,828,271	\$2,324,453	-15%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-10810) Marketing	11	11	11	9	-18%
(1000-14110) City-Wide Special Events	4	4	4	4	0%
(1000-14115) Audio/Visual	1	1	1		
(1000-14120) Cable Communications	6	4.5	4.5	4.5	0%
Total -Marketing and Comm.	22	20.5	20.5	17.5	-15%



COMMUNICATIONS CONV./MEDIA/PARKING ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-10890) Convention/Media/Parking	\$237,255	\$267,621	\$270,621	\$133,963	-50%
(1000-10891) Media Center Operations	\$137,917	\$145,348	\$145,348	\$138,008	-5%
Total - Conv./Media/Parking	\$375,172	\$412,969	\$415,969	\$271,971	-34%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$107,316	\$106,332	\$106,332	\$106,272	0%
(A7000) Non-Salary Operating Budget	\$124,421	\$164,493	\$167,493	\$153,993	-6%
(A7500) Premiums/Controlled Budget	\$143,435	\$142,144	\$142,144	\$11,706	-92%
Total - Conv./Media/Parking	\$375,172	\$412,969	\$415,969	\$271,971	-34%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-10891) Media Center Operations	1	1	1	1	0%
Total -Conv./Media/Parking	1	1	1	1	0%



COMMUNICATIONS
TOURISM/CVB ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-10820) Tourism	\$235,058	\$0	\$0	\$0	NA
(1750-10820) Tourism	\$0	\$237,301	\$237,301	\$236,533	0%
(1750-14312) Glendale CVB - Bed Tax	\$0	\$418,130	\$418,130	\$419,162	0%
(1870-14300) Banner Program	\$577	\$0	\$0	\$0	NA
(1870-14310) Tourism - Souvenir Program	\$650	\$5,000	\$5,000	\$5,000	0%
(1870-14311) Glendale CVB - Memberships	\$11,461	\$30,000	\$34,000	\$30,000	0%
(1870-14312) Glendale CVB - Bed Tax	\$27,029	\$0	\$0	\$0	NA
Total - Tourism/CVB	\$274,775	\$690,431	\$694,431	\$690,695	0%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$194,140	\$190,208	\$190,208	\$191,651	1%
(A7000) Non-Salary Operating Budget	\$71,191	\$491,508	\$495,508	\$491,508	0%
(A7500) Premiums/Controlled Budget	\$9,444	\$8,715	\$8,715	\$7,536	-14%
Total - Tourism/CVB	\$274,775	\$690,431	\$694,431	\$690,695	0%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1750-10820) Tourism	2.5	2.5	2.5	2.5	0%
Total - Tourism/CVB	2.5	2.5	2.5	2.5	0%



PERFORMANCE MEASURES COMMUNITY SERVICES

Mission Statement:

Connecting people through the power of parks, recreation, library and arts, and preserving the health, safety and living environment of our neighborhoods.

Department Description:

The Human Services Division is comprised of the Community Revitalization, Community Housing and the Community Action Program. 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 Parks and Recreation Division offers opportunities to enhance the social, physical, mental and economic health of the community through a variety of diverse programs. The Division maintains, protects and manages all public parks, open spaces, trails, aquatic and recreational facilities located throughout the community, in addition to overseeing neighborhood services and community volunteerism.

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.

FISCAL YEAR 2015

GOALS	
FY 2015 Goal	Provide excellent customer service to all patrons of the CSG Department.
Related Council Priority	Service Level Options
Activities	The department will establish a uniform method to measure individual satisfaction with department programs and services.
Expected Outcomes (Perf. Measures)	At least 95% of those queried will rank the provision of a services as being "excellent" or better. At a minimum, at least 1,000 customers will be surveyed over the course of the Fiscal Year.
Time Commitment	Negligible - a short, customer service survey will be developed and distributed by department staff over the course of the FY.
Expected Challenges	Department patrons may not have the time or desire to complete the customer service survey.
FY 2015 Goal	Maintain a balanced CSG Department budget.
Related Council Priority	Fiscal Sustainability
Activities	All department expenditures will be monitored and scrutinized to ensure they are essential and necessary to fulfill its mission.

Expected Outcomes (Perf. Measures)	a) The Department Head and all key managers will review all expenditures on a monthly basis; b) Expenditure adjustments based on consumer demand and/or economies of scale will be pursued immediately; c) All department programs will be assessed from a cost-benefit analysis to identify any potential cost saving measures.
Time Commitment	This goal will be built-in to monthly meetings and FY 2015 staff performance planning documents.
Expected Challenges	The CSG budget is predicated on federal, state, and local funding streams. Any disruption and/or unforeseen reduction in these revenues may impact the ability to provide stated services.
FY 2015 Goal	Maximize CSG Department Revenue.
Related Council Priority	Fiscal Sustainability
Activities	Key department managers will work to identify existing and potentially new revenue streams to enhance the General Fund and self-sustaining funds.
Expected Outcomes (Perf. Measures)	a) Assess current department fee structures and adjust as appropriate; b) Pursue asset dissolution/redeployment as appropriate; c) Implement new revenue strategies for each of the department divisions; d) Implement the new 501c3 "Gifting Glendale".
Time Commitment	This will be included in the FY 2015 performance plans of key staff.
Expected Challenges	Having sufficient staff time and resources to complete this objective will be a challenge.
FY 2015 Goal	Initiate at least one new, cost neutral program or service in each of the new department divisions.
Related Council Priority	Innovative Benchmark Ideas
Activities	Key department managers will be asked to develop, fund and implement at least one new program or service - at no cost to the city (other than staff time to research and plan) in FY 2015.
Expected Outcomes (Perf. Measures)	This will result in an increase in partnerships, grants, and the potential use of volunteers for this endeavor.
Time Commitment	Innovation and creativity are hallmarks of the City and will be in the performance plans of key staff.
Expected Challenges	This goal can be accomplished and no challenges are expected.
FY 2015 Goal	Successfully launch the new CSG Department.
Related Council Priority	Service Level Options
Activities	All employees of the new CSG Department will have the opportunity to help create its new image by working together to establish a thoughtful and strategic approach to service delivery. This will be accomplished by establishing working groups to plan and identify these opportunities.



Expected Outcomes (Perf. Measures)	a) Key vacancies will be filled; b) a new, department-wide succession plan will be established and put in to motion; c) various division strategic plans will be established (Glendale Adult Center; the Library; Arts; Human Services; etc.) d) new department branding will be developed; e) the new department's web presence will be assessed and changed as appropriate.
Time Commitment	This will be considerable and factored into to employee group meetings. It will be a team approach and something in which all CSG employees will be expected to participate.
Expected Challenges	Providing sufficient staff time and resources to complete these objectives will be a challenge.

FISCAL YEAR 2014

Innovations and Accomplishments:

- Innovation - The Library successfully reduced its FTE count by 10 persons in FY 13-14 and maintained the same level of services through the use of technology and new staffing patterns.
- Innovation - The Department successfully partnered with New Westgate, LLC., to open and fund a new art gallery and community center at the Westgate Complex. The value to the City was \$110,000 in free utilities and rent. Volunteer art groups fulfilled the contractual obligations of the City to maintain certain open hours.
- Accomplishment - The Department reviewed its staffing patterns for its Park Ranger Division and determined that it would not be necessary to fill two, vacant, full-time positions. This resulted in a savings of approximately \$80,000 to the City, while maintaining a secure and safe parks.
- Accomplishment - The Glendale Public Library saved the General Fund approximately \$50,000 in new book and materials expenses by entering in to a new Intergovernmental Agreement with the Maricopa County Library District.
- Accomplishment - The Department began the \$60,000 CDBG-funded redevelopment of Sonorita Park and was successfully in seeking an additional \$200,000 in CDBG funding to substantially redevelop a portion of the Velma Teague Branch Library.

GOAL UPDATES	
FY 2014 Goal	Within the Section 8 federal budget, assist the maximum number of eligible low-income families with ongoing rental assistance.
Related Council Goal	One community with high quality services for citizens.
Was the Goal Met?	Yes. 1400 families were provided with housing vouchers and the 155 public housing units were occupied. In total, approximately, \$10.6 million was paid to local Glendale landlords.

What were the Performance Measures?	Provide the maximum number of families with Section 8 funding assistance.
Obstacles/Challenges	The Federal sequestration and overall reduction in administrative funding impacted Community Housing's ability to adequately provide expedient services.
FY 2014 Goal	Maintain existing programs and services in a manner that meets the needs and expectations of Glendale residents.
Related Council Goal	One community with high quality services for citizens.
Was the Goal Met?	<p>Yes - this goal was completed.</p> <ol style="list-style-type: none"> Staffing within the Glendale Public Library was completed November 1, 2013 Watering methods were altered so that more is applied in the evening, for shorter bursts of time, but increased repetition. The annual report on usage will be completed in July 2014 (after the June final usage statistics are received). All re-accreditation documents were sent to CAPRA on May 9 & the visitation team will visit in July 2014.
What were the Performance Measures?	<ol style="list-style-type: none"> Finalize the consolidation of staff positions and functions within the library system by January 1, 2014. Develop and implement enhanced watering techniques during the July-October and March-June time frame. Continue to monitor water consumption of park turf and landscaping and issue new annual report effective June 2014. The Parks and Recreation division will complete its self-assessment in April 2014 and host a team from the National Recreation and Park Association in June 2014. A final decision on accreditation will occur shortly thereafter.
Obstacles/Challenges	<ol style="list-style-type: none"> Staff levels and available resources continue the juggling of staff to work in various facilities of the library. While it is the intent to maximize staffing for the total number of available public hours, it did become problematic at times due the fact there is very limited back-up due to illness, vacation, and/or due to replacement via retirement. The new water cycle times had minor success. The prolonged drought and limited resources to purchase water once again stressed turf and landscaping during the hottest times of the year. This was completed, but it was very labor intensive, entailed extensive review and updating of department policies and procedures. All staff were at times diverted to assist with the re-accreditation process.

FISCAL YEAR 2013

GOAL UPDATES	
FY 2013 Goal	Implement new technology strategies to increase efficiency, service and responsiveness to the community.
Related Council Goal	One community with high quality services for citizens.
Was the Goal Met?	<p>Yes.</p> <ol style="list-style-type: none"> 1. Staff collaborated with Maricopa County Library District to migrate from the City's current Horizon Integrated Library System (ILS) to the Polaris ILS. As a result, library patrons receive more direct assistance from staff. 2. The Library system implemented its new \$318,000 Radio Frequency Identification system (RFID) in December 2012. 3. The Library purchased new mobile electronic devices for e-book downloads and accompanying policies regarding their use. All 30 Nooks system-wide are preloaded with eBook titles for patrons to read an eBook on an e-Reader without the difficulty of downloading titles.
What were the Performance Measures?	<ul style="list-style-type: none"> • A new Polaris ILS will provide citizens with a more intuitive catalog interface which equates to increased ease of use through features that improve searching capabilities, more seamless access to e-Books, and optimized catalog enhancements for mobile device users. • Utilizing RFID will promote department efficiency and better meet customer service needs of patrons and staff. It will result in more staff time available to provide direct assistance to library patrons, and enables staff to work more efficiently. • The use of the new mobile electronic devices will be heavily monitored (quantitatively and qualitatively) to determine whether the Glendale public library system should devote more resources to digital downloads.
Obstacles/Challenges	<ol style="list-style-type: none"> 1. Staff has successfully been trained and are utilizing the different modules of Polaris, library users are getting used to the new online catalog and most of the users like it except for a few. 2. Due to limited staffing levels and the time commitment involved in placing RFID tags in 451,151 items system-wide the short implementation time frame was a challenge. 3. Once checked-out, receiving back the electronic mobile devices in sound working order is of concern. In general, only a few Nooks have been returned damaged and a few not returned at all.



FY 2013 Goal	To continue providing the highest levels of arts and cultural experiences to the residents of Glendale.
Related Council Goal	One community with high quality services for citizens.
Was the Goal Met?	<p>Yes.</p> <ol style="list-style-type: none"> 1. At least two arts-related experiences during the city’s signature events in partnership with special events occurred. 2. We were unable to enter into “art-loan” programs with at least two of the four colleges and universities located in the Glendale region. Even so, we worked with New Westgate LLC., to create a new art gallery concept at Westgate, free of charge to the City. 3. The summer art camp classes for youth were conducted.
What were the Performance Measures?	<ol style="list-style-type: none"> 1. Offer at least 2 arts-related experiences during the city’s signature events in partnership with special events. 2. Enter into “art-loan” programs with at least two of the four colleges and universities located in the Glendale region. 3. Offer a set of summer art camp classes for youth.
Obstacles/Challenges	Ongoing budget constraints and the lack of staff time prevented the “art-loan” program from initiation and will be carried in to FY 2014. Fewer CIP projects have impacted the commissioning of new permanent public art in that fewer funds have gone to the 1% for the arts fund. As the economy improves so will the revenue.



COMMUNITY SERVICES
COMM. SERVICES ADM ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-14510) Comm. Services Admin.	\$0	\$0	\$0	\$854,372	NA
Total - Comm. Services Adm				\$854,372	

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget				\$771,047	N/A
(A7000) Non-Salary Operating Budget				\$54,980	N/A
(A7500) Premiums/Controlled Budget				\$28,345	N/A
Total - Comm. Services Adm				\$854,372	

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-14510) Comm. Services Admin.				9	
Total -Comm. Services Adm				9	

COMMUNITY SERVICES
HUMAN SERVICES ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-15010) Community Revitalization	\$262,265	\$270,243	\$270,243	\$386,825	43%
(1300-30001) HOME Program	(\$25,000)	\$1,625,895	\$1,461,272	\$1,625,895	0%
(1300-30002) Single Family Rehabilitation	\$224,174	\$0	\$0	\$0	NA
(1300-30004) Rehab Delivery	\$23,882	\$0	\$0	\$0	NA
(1300-30005) Rehabilitation Delivery	\$19,014	\$0	\$0	\$0	NA
(1300-30008) Replacement Housing Prog/NR	\$1,021	\$0	\$0	\$0	NA
(1300-30010) Habitat-Valley of the Sun	\$429,960	\$0	\$0	\$0	NA
(1310-30900) NSP Programs	\$874,746	\$1,320,000	\$1,100,000	\$1,320,000	0%
(1311-30910) NSP III	\$38,856	\$1,601,026	\$1,334,188	\$600,000	-63%
(1311-30912) Habitat for Humanity	\$558,549	\$0	\$0	\$0	NA
(1320-31001) CDBG Programs	\$0	\$3,194,359	\$1,367,131	\$4,549,500	42%
(1320-31003) Voluntary Demo - S/B	\$27,595	\$0	\$0	\$0	NA
(1320-31004) Lead-Based Paint Haz Reduction	\$34,560	\$0	\$0	\$0	NA
(1320-31005) PS WestsideEmergency Food Bank	\$36,259	\$0	\$0	\$0	NA
(1320-31006) Temporary Relocation	\$34,451	\$0	\$0	\$0	NA
(1320-31014) Comm Legal Services-legal assi	\$15,539	\$0	\$0	\$0	NA
(1320-31017) Single Family Residential	\$220,514	\$0	\$0	\$0	NA
(1320-31018) Paint Reimbursement Program	\$34,477	\$0	\$0	\$0	NA
(1320-31019) Rehabilitation Staff	\$102,106	\$0	\$0	\$0	NA
(1320-31020) Rehabilitation Delivery	\$10,694	\$0	\$0	\$0	NA
(1320-31022) Roof Repair Program	\$62,532	\$0	\$0	\$0	NA
(1320-31026) PS CIR/CONTACTS	\$10,365	\$0	\$0	\$0	NA
(1320-31028) General Administration	\$342,062	\$0	\$0	\$0	NA
(1320-31030) Fair Housing-Commun Legal Svcs	\$15,000	\$0	\$0	\$0	NA
(1320-31033) Prehab Faith House-Open	\$20,719	\$0	\$0	\$0	NA
(1320-31039) PS YWCA Senior Congregate Meal	\$46,618	\$0	\$0	\$0	NA
(1320-31045) PS Glendale Home Accessibility	\$43,011	\$0	\$0	\$0	NA
(1320-31050) St Vincent de Paul-OLPH	\$50,422	\$0	\$0	\$0	NA
(1320-31051) Home Food Delivery-Westside FB	\$31,079	\$0	\$0	\$0	NA
(1320-31054) Boy's & Girl's Club-Metro Phx	\$20,719	\$0	\$0	\$0	NA
(1320-31063) Visual Improvement Prgm	\$61,310	\$0	\$0	\$0	NA
(1320-31078) PI-Code Compliance Clean-up	\$11,504	\$0	\$0	\$0	NA
(1320-31081) Code Prof. Svcs, Clean &Lien	\$10,811	\$0	\$0	\$0	NA
(1320-31084) PS-Central Arizona Shelter	\$20,719	\$0	\$0	\$0	NA
(1320-31085) PS-Chrysalis	\$9,382	\$0	\$0	\$0	NA
(1320-31086) PS-Duet, Partners In Aging	\$13,468	\$0	\$0	\$0	NA
(1320-31087) PS- Back to School Clothing Dr	\$10,356	\$0	\$0	\$0	NA
(1320-31088) PS-Comm. Information Referral	\$15,539	\$0	\$0	\$0	NA
(1320-31089) PF-Comm Housing	\$125,088	\$0	\$0	\$0	NA
(1320-31091) PF-A New Leaf	\$205,311	\$0	\$0	\$0	NA
(1320-31095) PS-Florence Crittenton Service	\$14,413	\$0	\$0	\$0	NA
(1320-31096) PF-COG Parks & Rec	\$11,554	\$0	\$0	\$0	NA
(1320-31098) Habitat- Emergency Home Repair	\$336,394	\$0	\$0	\$0	NA
(1320-31099) COG Housing Div Modern of Bath	\$77,098	\$0	\$0	\$0	NA
(1320-31100) New Leaf Faith Shelter Improve	\$84,890	\$0	\$0	\$0	NA
(1320-31101) CASS Emerg Shelter Impr	\$25,276	\$0	\$0	\$0	NA
(1320-31102) Field Operations-Street Recon	\$351	\$0	\$0	\$0	NA
(1320-31104) Community Housing 12/13	\$2,388	\$0	\$0	\$0	NA
(1320-31107) Economic Dev. VIP 12/13	\$4,040	\$0	\$0	\$0	NA



COMMUNITY SERVICES
HUMAN SERVICES ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1320-31108) PS-YWCA Meal on Wheels	\$10,360	\$0	\$0	\$0	NA
(1830-31900) ESG General Administration	\$13,697	\$208,992	\$331,137	\$208,992	0%
(1830-31902) Central AZ Shelter Srvs-ESG	\$32,642	\$0	\$0	\$0	NA
(1830-31903) Homeward Bound-ESG	\$20,316	\$0	\$0	\$0	NA
(1830-31904) PREHAB Faith House-ESG	\$32,642	\$0	\$0	\$0	NA
(1830-31905) ESG Emergency Solution Grant	\$18,896	\$0	\$0	\$0	NA
(1830-31908) CAP Homeless Prevention	\$20,816	\$0	\$0	\$0	NA
(1830-31909) CAP Rapid Re-Housing	\$6,662	\$0	\$0	\$0	NA
(1842-37021) CDBG-R	\$752	\$0	\$0	\$0	NA
(1842-37024) CDBG-R Valley of Sun School	\$70,570	\$0	\$0	\$0	NA
(2500-17910) Community Housing	\$13,561,596	\$15,912,427	\$15,914,727	\$15,884,596	0%
Total - Human Services	\$18,395,030	\$24,132,942	\$21,778,698	\$24,575,808	2%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$1,967,432	\$3,003,817	\$3,003,817	\$2,943,295	-2%
(A7000) Non-Salary Operating Budget	\$16,349,532	\$21,016,434	\$18,662,190	\$21,550,506	3%
(A7500) Premiums/Controlled Budget	\$78,066	\$112,691	\$112,691	\$82,007	-27%
Total - Human Services	\$18,395,030	\$24,132,942	\$21,778,698	\$24,575,808	2%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-15010) Community Revitalization	2	2	2	3	50%
(1320-31001) CDBG Programs	8.75	8.75	8.75	8.75	0%
(2500-17910) Community Housing	25	24	24	24	0%
Total - Human Services	35.75	34.75	34.75	35.75	3%

COMMUNITY SERVICES
HUMAN SERVICES-COMM ACTION PRG ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-14420) CAP Local Match	\$123,747	\$26,787	\$26,987	\$5,954	-78%
(1820-32040) Community Action Program (CAP)	\$0	\$73,111	\$0	\$73,111	0%
(1820-32050) Case Mgmt-LIHEAP Voucher	\$552,387	\$511,536	\$648,297	\$648,297	27%
(1820-32055) Case Mgmt-TANF Voucher	\$45,000	\$45,000	\$45,000	\$45,000	0%
(1820-32056) Case Mgmt Admin	\$191,549	\$198,121	\$224,053	\$224,636	13%
(1820-32057) Case Mgmt-NHN Voucher	\$1,440	\$1,567	\$1,581	\$1,581	1%
(1820-32060) Community Svcs Block Grant-Adm	\$208,681	\$219,149	\$219,149	\$207,029	-6%
(1820-32070) ACAA HEAF Program	\$9,631	\$9,748	\$9,748	\$7,330	-25%
(1820-32071) ACAA SW Gas Assistance	\$4,531	\$8,531	\$8,531	\$8,693	2%
(1820-32072) ACAA URRD Program	\$10,781	\$18,182	\$18,182	\$37,471	106%
(1820-32073) ACAA SRP Assistance	\$19,527	\$29,193	\$29,193	\$41,036	41%
(1820-32074) ACAA APS Assistance	\$4,999	\$5,000	\$5,000	\$5,500	10%
(1842-37130) ADOH HPRP-Fin Assist	\$0	\$0	\$730	\$0	NA
Total - Human Services-Comm Action Prg	\$1,172,273	\$1,145,925	\$1,236,451	\$1,305,638	14%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$351,207	\$369,644	\$369,644	\$385,904	4%
(A7000) Non-Salary Operating Budget	\$800,761	\$751,745	\$842,271	\$916,031	22%
(A7500) Premiums/Controlled Budget	\$20,305	\$24,536	\$24,536	\$3,703	-85%
Total - Human Services-Comm Action Prg	\$1,172,273	\$1,145,925	\$1,236,451	\$1,305,638	14%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1820-32056) Case Mgmt Admin	3.5	3	3	3	0%
(1820-32060) Community Svcs Block Grant-Adm	3.5	2.5	2.5	2.5	0%
Total -Human Services-Comm Action Prg	7	5.5	5.5	5.5	0%



COMMUNITY SERVICES
PARKS & REC ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-13010) Pool Maintenance	\$177,481	\$181,551	\$181,934	\$0	-100%
(1000-13020) Park Irrigation	\$191,884	\$181,005	\$181,005	\$0	-100%
(1000-13030) Parks CIP & Planning	\$57,772	\$11,279	\$11,279	\$0	-100%
(1000-13040) Parks Maintenance	\$3,277,929	\$4,397,214	\$5,172,214	\$4,760,614	8%
(1000-14610) Parks & Recreation Admin.	\$319,608	\$694,234	\$694,234	\$0	-100%
(1000-14630) Recreation Support Services	\$729,163	\$129,242	\$129,242	\$304,223	135%
(1000-14650) Youth and Teen	\$198,057	\$0	\$0	\$24,347	NA
(1000-14660) Special Events and Programs	\$5,873	\$5,793	\$5,793	\$0	-100%
(1000-14670) Sports and Health	\$308,504	\$3,312	\$3,312	\$0	-100%
(1000-14680) Aquatics	\$141,463	\$142,718	\$142,718	\$437,347	206%
(1000-14710) Park Rangers	\$294,399	\$261,679	\$261,679	\$271,924	4%
(1000-15015) Neighborhood Partnership	\$104,546	\$105,795	\$108,795	\$107,805	2%
(1280-13290) YSC - Parks & Rec	\$151,701	\$262,000	\$262,000	\$233,000	-11%
(1840-35004) Grant Approp - Parks & Rec	\$0	\$175,000	\$175,000	\$175,000	0%
(1840-35015) Misc P&R Grants	\$3,852	\$0	\$0	\$0	NA
(1840-35019) Sahuaro Ranch Sustainability	\$10,208	\$0	\$0	\$0	NA
(1840-35020) Bonsall Park Donation	\$2	\$0	\$0	\$0	NA
(1840-35021) P&R Youth Scholarship Donation	\$3,568	\$0	\$0	\$0	NA
(1840-35022) GRASP Fitness & Nutrition Prog	\$36,406	\$0	\$0	\$0	NA
(1840-35023) Glendale Adult Ctr Donation	\$816	\$0	\$0	\$0	NA
(1880-14810) Recreation Self-Sustaining	\$0	\$0	\$0	\$4,360	NA
(1880-14820) Rec Self Sust-Administration	\$128,360	\$20,360	\$20,360	\$16,053	-21%
(1880-14840) Sports Self Sustaining	\$237,489	\$282,276	\$272,276	\$277,619	-2%
(1880-14850) Youth and Teen Self Sustaining	\$217,951	\$246,709	\$254,059	\$278,499	13%
(1880-14890) Aquatic Self Sustaining	\$25,303	\$70,546	\$60,546	\$61,421	-13%
(1880-14891) GESD-Reimb Division	(\$1,617)	\$0	\$0	\$0	NA
(1885-13110) O'Neil Park Maintenance	\$0	\$4,800	\$0	\$0	-100%
(1885-13135) City-Wide Aquatics	\$10,762	\$32,000	\$12,000	\$10,500	-67%
(1885-13140) Cactus Pool Repair	\$6,160	\$0	\$0	\$0	NA
(1885-13160) Ironwood Pool Repair	\$6,282	\$0	\$0	\$0	NA
(1885-13170) Dedicate A Tree	(\$27)	\$4,185	\$4,185	\$7,500	79%
(1885-13180) Desert Valley Park	\$0	\$12,000	\$8,000	\$8,000	-33%
(1885-13190) GESD ES Ballfields	\$0	\$7,000	\$7,000	\$13,000	86%
(1885-13210) Desert Mirage Park	\$0	\$10,000	\$10,000	\$10,000	0%
(1885-13220) Desert Gardens Park	\$0	\$9,000	\$9,000	\$10,985	22%
(1885-13230) Discovery Park	\$0	\$4,000	\$4,000	\$4,000	0%
(1885-13235) Elsie McCarthy Pk. Maint	\$13,188	\$46,383	\$46,383	\$46,383	0%
(1885-13237) Paseo Racquet Center	\$0	\$0	\$0	\$5,000	NA
Total - Parks & Rec	\$6,657,083	\$7,300,081	\$8,037,014	\$7,067,580	-3%



COMMUNITY SERVICES
PARKS & REC ROLLUP

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$2,883,861	\$2,749,836	\$2,755,219	\$2,334,027	-15%
(A7000) Non-Salary Operating Budget	\$3,523,963	\$4,344,193	\$5,075,743	\$4,605,875	6%
(A7500) Premiums/Controlled Budget	\$249,259	\$206,052	\$206,052	\$127,678	-38%
Total - Parks & Rec	\$6,657,083	\$7,300,081	\$8,037,014	\$7,067,580	-3%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-13010) Pool Maintenance	2	2	2		
(1000-13030) Parks CIP & Planning	1				
(1000-13040) Parks Maintenance	20	23	23	20	-13%
(1000-14610) Parks & Recreation Admin.	4	8	8		
(1000-14630) Recreation Support Services	4			3	
(1000-14650) Youth and Teen	4.25				
(1000-14670) Sports and Health	4				
(1000-14680) Aquatics				3	
(1000-14710) Park Rangers	3	3	3	3	0%
(1000-15015) Neighborhood Partnership	2	1	1	1	0%
(1880-14840) Sports Self Sustaining	1				
(1880-14850) Youth and Teen Self Sustaining	5	4	4	4	0%
Total -Parks & Rec	50.25	41	41	34	-17%



COMMUNITY SERVICES
PARKS & REC-FAC/COMMERCIAL OPS ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-14620) Glendale Community Center	\$51,997	\$16,820	\$16,820	\$0	-100%
(1000-14640) Adult Center	\$384,415	\$287,419	\$287,419	\$139,670	-51%
(1000-14690) Audio/Visual/Support Services	\$0	\$0	\$0	\$278,596	NA
(1000-14720) Foothills Recreation Center	\$1,235,106	\$1,204,393	\$1,204,393	\$1,074,137	-11%
(1000-14760) Historic Sahuaro Ranch	\$97,002	\$11,714	\$11,714	\$0	-100%
(1740-11710) Civic Center	\$647,941	\$586,180	\$586,180	\$539,568	-8%
(1880-14825) Adult Center Self Sustaining	\$92,944	\$136,511	\$136,511	\$136,615	0%
(1880-14830) Rec Self Sust-Foothills Rec	\$246,330	\$325,319	\$285,319	\$291,047	-11%
(1880-14860) SRPHA Sahuaro Ranch Hist	\$64,491	\$70,084	\$70,084	\$70,090	0%
(1880-14892) Glendale Community Center	\$1,104	\$5,001	\$5,001	\$0	-100%
Total - Parks & Rec-Fac/Commercial Ops	\$2,821,330	\$2,643,441	\$2,603,441	\$2,529,723	-4%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$1,281,186	\$956,371	\$956,371	\$918,246	-4%
(A7000) Non-Salary Operating Budget	\$1,434,596	\$1,596,076	\$1,556,076	\$1,574,854	-1%
(A7500) Premiums/Controlled Budget	\$105,548	\$90,994	\$90,994	\$36,623	-60%
Total - Parks & Rec-Fac/Commercial Ops	\$2,821,330	\$2,643,441	\$2,603,441	\$2,529,723	-4%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-14620) Glendale Community Center	1				
(1000-14640) Adult Center	5	4	4	2	-50%
(1000-14690) Audio/Visual/Support Services				4	
(1000-14720) Foothills Recreation Center	7	4	4	2	-50%
(1000-14760) Historic Sahuaro Ranch	1				
(1740-11710) Civic Center	5	4	4	3	-25%
(1880-14830) Rec Self Sust-Foothills Rec	1	1	1	1	0%
Total -Parks & Rec-Fac/Commercial Ops	20	13	13	12	-8%

COMMUNITY SERVICES
LIBRARY & ARTS ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-15220) Library	\$4,426,093	\$4,205,584	\$4,205,584	\$4,081,979	-3%
(1000-15230) Arts Maintenance - Admin.	\$679	\$0	\$0	\$0	NA
(1220-15310) Arts Maintenance	\$147,077	\$206,677	\$206,611	\$173,162	-16%
(1260-15410) Library Book Fund	\$127,392	\$148,905	\$120,000	\$120,000	-19%
(1840-36001) State Grant In Aid 2005	\$8,009	\$0	\$0	\$0	NA
(1840-36006) Grant Approp - Library	\$0	\$275,000	\$275,000	\$275,000	0%
(1840-36038) Books for AZ Libraries	\$3,259	\$0	\$0	\$0	NA
(1840-36044) Misc Library Grants	\$1,466	\$0	\$0	\$0	NA
(1840-36045) Memorial Donations-Library	\$108	\$0	\$0	\$0	NA
(1840-36046) Library Donations	\$2,186	\$0	\$0	\$0	NA
(1840-36047) VSUW Success by 6 Initiative	\$590	\$0	\$0	\$0	NA
(1840-36048) Library Teen Program Donations	\$768	\$0	\$0	\$0	NA
Total - Library & Arts	\$4,717,627	\$4,836,166	\$4,807,195	\$4,650,141	-4%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$3,551,360	\$3,146,462	\$3,151,052	\$3,167,317	1%
(A7000) Non-Salary Operating Budget	\$980,930	\$1,530,147	\$1,496,586	\$1,409,362	-8%
(A7500) Premiums/Controlled Budget	\$185,337	\$159,557	\$159,557	\$73,462	-54%
Total - Library & Arts	\$4,717,627	\$4,836,166	\$4,807,195	\$4,650,141	-4%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-15220) Library	55	43.5	43.5	42.5	-2%
(1220-15310) Arts Maintenance	1	1	1	1	0%
Total -Library & Arts	56	44.5	44.5	43.5	-2%

PERFORMANCE MEASURES DEVELOPMENT SERVICES

Mission Statement:

Building Safety:

The Building Safety Division is a team of professionals dedicated to providing exceptional customer service and through the spirit of cooperation and partnership with our citizens and development customers, we ensure a safer and stronger community.

Code Compliance:

To maintain established community standards that preserve and promote the health, safety and living environment of our community and neighborhoods.

Planning:

The Glendale Planning Division provides professional quality customer service in a friendly and responsive manner. The mission includes:

- Assist elected and appointed officials in planning for future land use, development and redevelopment in harmony with community values.
- Facilitate community involvement in the decision making process.
- Facilitate decision making through Glendale's Boards & Commissions.
- Administer adopted regulations and guidelines in a fair and impartial manner.
- Manage the general plan, zoning, subdivision and design review process efficiently.
- Resolve to the best of our ability the inevitable issues and conflicts associated with changing land use and development.

Department Description:

Building Safety:

The Building Safety Division is the central resource for building construction, code information, plan review, permit issuance and building construction inspection. The division consists of the building inspection, plan review, development services center and cross connection control divisions. Our core purpose is to protect the lives and safety of Glendale residents through the implementation of building, plumbing, mechanical and electrical codes.

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.

Code Compliance has primary enforcement responsibility for numerous city codes but also works in partnership with various departments to ensure both residents and businesses are in compliance with city code regulations.



Planning:

The Planning Division has three major functions: long range planning and research, current planning, and zoning administration. All three major functions provide service to internal and external customers to service the community.

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

The current planning and zoning administration functions manages the review of land use applications including minor General Plan amendments, rezoning requests, conditional use permits, preliminary and final plats, residential and commercial reviews, variance requests, group home review, appeals, zoning administrative review and relief requests, commercial tenant improvements, special events, liquor licenses, business license reviews, group homes and custom home reviews and geographic information systems and mapping services.

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

A new component to the Planning Department for FY13 will be the addition of Mapping & Records. This component will provide additional resources to the department and to internal and external customers. It includes a significant GIS (Geographic Information Services) component which will allow greater use of GIS as a tool for city staff and clients who need information relative to property data, recorded subdivision plats, public rights-of-way and easements. Mapping & Records will augment the graphic capabilities of the Planning Department which prepares and provides exhibits for internal and external customers.

FISCAL YEAR 2015

GOALS	
FY 2015 Goal	Building Safety will analyze and streamline its process for the issuance of Certificates of Occupancy (C of O) at the end of a construction project.
Related Council Priority	Service Level Options
Activities	Staff will conduct an analysis of the current C of O process and create a new form for customers. Use of the new process and form will be communicated to general contractors.



Expected Outcomes (Perf. Measures)	The intent is to make this process more customer-friendly, making it easier for a contractor to control the close-out of a building project. This will also be more efficient for Building Safety, requiring less staff time for this function.
Time Commitment	This activity will take place throughout the fiscal year.
Expected Challenges	No challenges are anticipated as this process should be easier for staff and customers.
FY 2015 Goal	Building Safety will continue to explore options for and implement a complete electronic plan review process.
Related Council Priority	Service Level Options
Activities	Staff members from impacted city departments will be contacted and involved in this process. Communication will take place with the City Manager's Office, elected officials and the development community.
Expected Outcomes (Perf. Measures)	This will require the installation of an electronic plan review software system. This will allow our development customers to submit their drawings in an electronic, paperless format, saving them time and money. The electronic routing and review of construction documents will also be more efficient for our staff. This will provide electronic record drawing storage allowing for easier document retrieval.
Time Commitment	This will take place throughout the year.
Expected Challenges	Multiple departments will need to be onboard for this project to be successful. There are also concerns about software/hardware compatibility and costs associated with initiating this electronic plan review system.
FY 2015 Goal	Through Code Compliance - Provide code enforcement and education services that promote a clean, safe and healthy living environment and prevent the negative impact of blight and deterioration on residential neighborhoods.
Related Council Priority	Service Level Options
Activities	Respond promptly to resident calls for service to ensure timely compliance with city codes and ordinances that directly impact residential neighborhoods and participate in community activates/ events/education programs to increase community awareness of city codes and the enforcement processes.
Expected Outcomes (Perf. Measures)	<ul style="list-style-type: none"> • Respond to resident calls for service within 2 business days; 90% of the time • Resolve calls for service cases within 30 days; 70% of the time • Participate in 12 neighborhood/community education activities.
Time Commitment	This is an annual goal and will require an ongoing time commitment throughout the year.
Expected Challenges	Consistent staffing levels will be needed throughout the year to achieve this goal.



FY 2015 Goal	Completion of the General Plan Update; Glendale 2040.
Related Council Priority	Economic Development
Activities	Continue to work with the Steering Committee on the formation of the city wide General Plan Update.
Expected Outcomes (Perf. Measures)	A community based land use plan that is supported by all stakeholders: Steering Committee, residents, business community.
Time Commitment	Two years.
Expected Challenges	Citizen Participation involvement and level of staff time needed to complete the Goal.
FY 2015 Goal	Redesign the Planning Division's webpage to provide options to submit certain applications on line.
Related Council Priority	Service Level Options
Activities	Continue to provide exceptional service through streamlining the administrative process.
Expected Outcomes (Perf. Measures)	Reduce review and wait time to obtain information and/or approval of applications through technology innovation.
Time Commitment	One year.
Expected Challenges	Staff capacity and limited technology resources.

FISCAL YEAR 2014

Innovations and Accomplishments:

- Innovation - Code Compliance solicited and secured outside sponsors that paid for a four-week long Home Owner Association training and ten-week long Glendale University 101 resident education program.
- Innovation - Code Compliance applied for and received CDBG funding that assisted with the identification and elimination of city code violations in eligible neighborhoods.
- Accomplishment - Conducted plan review for a 600,243 square foot building in seven business days.
- Accomplishment - Building Safety staff participated in cross training to allow staff to handle increased workloads with existing staff levels.
- Accomplishment - Provided opportunities and support for all citizens, residents and businesses wishing to locate, relocate and renovate within the city through partnership. Staff executed several projects that required expedited schedules. General Plan Amendment and Rezoning entitlement for Bethany 101 for the development of American Furniture Warehouse within 6 weeks. Design Review for ground up development for Dignity Westgate Medical Center and Midwestern University campus expansion.



GOAL UPDATES	
FY 2014 Goal	Through Code Compliance - Provide code enforcement and education services that promote a clean, safe and healthy living environment and prevent the negative impact of blight and deterioration on residential neighborhoods.
Related Council Goal	One community with strong neighborhoods.
Was the Goal Met?	Yes. Code Compliance's response to resident calls was within two business days over 90%. The Division also participated in over 12 neighborhood/community education activities.
What were the Performance Measures?	<ul style="list-style-type: none"> • Respond to resident calls for service within 2 business days; 90% of the time • Resolve calls for service cases within 30 days; 70% of the time • Participate in 12 neighborhood/community education activities.
Obstacles/Challenges	Turnover in staffing created challenges for the Division to meet the service call goal, however, Code Compliance Supervisors redistributed workloads and worked with Inspection staff to continue providing responsive Code Compliance services to Glendale res

FISCAL YEAR 2013

GOAL UPDATES	
FY 2013 Goal	Administer and enforce construction codes and development regulations that produce a safe, durable, efficient, accessible, and sustainable built environment.
Related Council Goal	One community with high quality services for citizens.
Was the Goal Met?	Yes. All updated code were adopted and are now implemented to meet the latest safety standards. The City of Glendale adopted our first Energy code with this series. Codes were adopted on October 23, 2012 and became effective on Dec. 1, 2012.
What were the Performance Measures?	Codes to be adopted by October 2012.
Obstacles/Challenges	The amount of staff time required to complete this goal.

DEVELOPMENT SERVICES
BUILDING SAFETY ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-15610) Building Safety	\$1,707,891	\$2,084,885	\$2,075,449	\$2,030,317	-3%
(1000-15620) Development Services Center	\$362,820	\$0	\$0	\$0	NA
(1010-15890) Building Safety-Super Bowl	\$0	\$0	\$0	\$118,419	NA
(2400-17510) Cross Connection Control	\$135,029	\$142,222	\$138,022	\$136,798	-4%
Total - Building Safety	\$2,205,740	\$2,227,107	\$2,213,471	\$2,285,534	3%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$2,068,057	\$1,913,126	\$1,913,486	\$2,021,018	6%
(A7000) Non-Salary Operating Budget	\$75,612	\$259,621	\$245,625	\$234,102	-10%
(A7500) Premiums/Controlled Budget	\$62,071	\$54,360	\$54,360	\$30,414	-44%
Total - Building Safety	\$2,205,740	\$2,227,107	\$2,213,471	\$2,285,534	3%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-15610) Building Safety	18	21	21	21	0%
(1000-15620) Development Services Center	5				
(2400-17510) Cross Connection Control	2.75	1.75	1.75	1.75	0%
Total -Building Safety	25.75	22.75	22.75	22.75	0%



**DEVELOPMENT SERVICES
PLANNING ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-13770) Mapping and Records	\$87,356	\$98,809	\$92,944	\$96,627	-2%
(1000-15910) Planning Administration	\$298,283	\$749,739	\$741,289	\$769,640	3%
(1000-15930) Current Planning	\$265,970	\$0	\$0	\$0	NA
(1000-15940) Long-Range Planning & Research	\$145,756	\$0	\$0	\$0	NA
Total - Planning	\$797,365	\$848,548	\$834,233	\$866,267	2%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$748,875	\$726,249	\$726,249	\$754,147	4%
(A7000) Non-Salary Operating Budget	\$32,778	\$107,707	\$93,392	\$104,770	-3%
(A7500) Premiums/Controlled Budget	\$15,712	\$14,592	\$14,592	\$7,350	-50%
Total - Planning	\$797,365	\$848,548	\$834,233	\$866,267	2%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-13770) Mapping and Records	1	1	1	1	0%
(1000-15910) Planning Administration	3	7	7	7	0%
(1000-15930) Current Planning	3				
(1000-15940) Long-Range Planning & Research	2				
Total - Planning	9	8	8	8	0%



**DEVELOPMENT SERVICES
 CODE COMPLIANCE ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-14410) Code Compliance	\$1,152,051	\$1,226,530	\$1,226,530	\$1,206,734	-2%
Total - Code Compliance	\$1,152,051	\$1,226,530	\$1,226,530	\$1,206,734	-2%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$1,065,636	\$1,088,240	\$1,088,240	\$1,101,506	1%
(A7000) Non-Salary Operating Budget	\$51,742	\$109,776	\$109,776	\$91,727	-16%
(A7500) Premiums/Controlled Budget	\$34,673	\$28,514	\$28,514	\$13,501	-53%
Total - Code Compliance	\$1,152,051	\$1,226,530	\$1,226,530	\$1,206,734	-2%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-14410) Code Compliance	16	15	15	14	-7%
Total - Code Compliance	16	15	15	14	-7%



DEVELOPMENT SERVICES
COMMUNITY DEV ADMIN ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-15510) CD Deputy City Manager	\$40,266	\$0	\$0	\$0	NA
Total - Community Dev Admin	\$40,266	\$0	\$0		0%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$38,314				N/A
(A7000) Non-Salary Operating Budget	\$5	\$0	\$0		N/A
(A7500) Premiums/Controlled Budget	\$1,947	\$0	\$0		N/A
Total - Community Dev Admin	\$40,266	\$0	\$0		

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-15510) CD Deputy City Manager	1				
Total -Community Dev Admin	1				

PERFORMANCE MEASURES
ECONOMIC DEVELOPMENT

Mission Statement:

The mission of the Economic Development Division is to create high quality jobs, develop financially sound projects that increase the city’s tax base, assist entrepreneurs and small Glendale businesses, and enhance underperforming properties to increase the quality of life for current businesses and the community.

Department Description:

The Office of Economic Development is responsible for forging strong relationships with the business and development community to collaboratively direct business attraction, redevelopment, and business retention and expansion. 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 that allows for the continued delivery of citizen services.

FISCAL YEAR 2015

GOALS	
FY 2015 Goal	Ensure seamless operations for the planning and execution of all activities related to the 2015 Pro Bowl and Super Bowl XLIX national events; and, work cooperatively with GPEC and WESTMARC on the Visiting CEO program to promote Glendale's economic development opportunities to corporate visitors.
Related Council Priority	Super Bowl/Public Safety
Activities	Coordinate the activities of the internal operations team to ensure information sharing, report to management on the activities taking place, respond to media and public records requests, manage the budget and expenditures, and coordinate with all external stakeholders. Work directly with GPEC and WESTMARC on hosting opportunities.
Expected Outcomes (Perf. Measures)	The project is delivered within budget and all bid requirements are accomplished in accordance with specifications provided. Staff will make contact with a minimum of 30 visiting CEO's or counterparts to discuss location opportunities in Glendale.
Time Commitment	This will be an ongoing goal through February 2015. It is expected to be 50% or more of the project manager's time.
Expected Challenges	Unanticipated expectations from external stakeholders or changes in public security protocols administered by the Department of Homeland Security.



FY 2015 Goal	Work with the Urban Land Institute on an AZTap project to identify development opportunities within the Glendale Centerline project.
Related Council Priority	Centerline
Activities	Identify an internal team, work internally to define an appropriate project scope, seek grant opportunities to fund the project, coordinate with the Urban Land Institute for the development of the exercise, execute a public meeting where the panel of experts will discuss the project and provide their insights from a land-use, planning, and redevelopment perspective.
Expected Outcomes (Perf. Measures)	Coordinate a successful event that culminates in a report of potential opportunities that exist in the Centerline area. Assess and prioritize the opportunities. Develop a strategic plan that will address the items from the report with implementation timeframes.
Time Commitment	This will be an ongoing goal for the entire fiscal year.
Expected Challenges	Identifying a funding source for the project, ensuring that the project scope is appropriately defined, minimizing scope creep, and identifying other opportunities to implement successes in the Centerline area.
FY 2015 Goal	Facilitate the creation of quality jobs for Glendale residents in key industries that pay above average wages; and, generate new revenue for the city through quality development projects.
Related Council Priority	Economic Development
Activities	Refine marketing materials that include industry specific data and information, continue to be responsive to GPEC leads and heavily pursue those opportunities, examine infill opportunities as well as highest and best use of land in the western area, participate in business attraction site visits and scouting trips, and maintain positive working relationships with area brokers.
Expected Outcomes (Perf. Measures)	Add or retain a minimum of 1,000 jobs from Glendale businesses and facilitate at least one new development project that generates at least \$1M in ongoing revenue for the city.
Time Commitment	This will be an ongoing goal for the entire fiscal year.
Expected Challenges	Low inventory of existing industrial and retail space within the city will rely heavily on new builds in order to achieve this goal.

FISCAL YEAR 2014

Innovations and Accomplishments:

- Innovation - As evidence of our ongoing support for the business community and serving as an attraction opportunity, Economic Development staff coordinated Glendale's first multi-employer job fair in December 2013. The fair attracted more than 700 applicants for about 1,500 posted jobs. The City hosted the event at the Foothills Recreation and Aquatic Center in partnership with Maricopa Workforce Connections and Glendale Community College (GCC). As an added bonus, GCC hosted a pre-event presentation for

job-seekers on the topic of using LinkedIn to network for career success. The event received tremendous media attention and featured 10 Glendale employers, including Dignity Health, ZyTech Building Systems, Terminix, Empereon-Constar, CSAA/AAA Insurance, and the Glendale Police Department.

GOAL UPDATES	
FY 2014 Goal	Facilitate the creation of quality jobs for Glendale residents in key industries that pay above average wages, plus benefits.
Related Council Goal	One community with quality economic development.
Was the Goal Met?	Yes. To date for FY2013-14, the department has facilitated 2,485 new jobs in Glendale. This brings the department's grand total to 10,646 jobs; 7,011 from new locates to Glendale and 3,635 jobs from existing companies in just the past six years. This also represents the absorption of 4 million square feet of developable property and the retention of 2 million square feet of existing property. The department has also conducted a significant amount of research and strengthened existing relationships in order to position the city to capture new investment opportunities as the economy continues to improve.
What were the Performance Measures?	Creation of 500 jobs in Glendale
Obstacles/Challenges	The 2014 2nd quarter to date vacancy rate for industrial space within the city is 5.9% and for retail is 7.6%. Low inventory was an obstacle/challenge this past fiscal year and will be a challenge moving forward as we have no large retail or industrial buildings. These significantly low vacancy rates limits the city's ability to be responsive to potential prospects, many of which are seeking existing facilities vs. new construction.
FY 2014 Goal	Generate new revenue for the city with quality development projects and enhance the quality of life for Glendale residents by providing a quality full-service community.
Related Council Goal	One community that is fiscally sound.
Was the Goal Met?	Yes. As a result of several large projects that began as a result of Economic Development efforts during FY2013-14 including Northern Pipeline, American Furniture Warehouse, Tanger Phase II, and multiple campus expansions at Midwestern University, private industry is expected to make a \$119 million dollar capital investment in our community. In addition, we have facilitated the location of businesses that are expected to generate significant ongoing sales tax revenue for the city including: American Furniture Warehouse, \$3.4 million; Aspera, \$1.4 million; and Tanger Phase II, \$1 million.
What were the Performance Measures?	Identify specific parcels and areas for development of Parks and coordinate with Planning by including in the Comprehensive Plan to ensure proper zoning for future development.



Obstacles/Challenges	Due to the fact that much of what Economic Development does is dependent upon ancillary activities in other departments and a very lean staffing model in the office, the extremely high turnover rate for the city is beginning to impact our ability to provide expedited service.
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FISCAL YEAR 2013

GOAL UPDATES	
FY 2013 Goal	Assist existing Glendale businesses through a proactive Business Retention and Expansion Program.
Related Council Goal	One community with quality economic development.
Was the Goal Met?	Yes, the Economic Development Division-Business Retention program co-hosted with the Glendale Chamber of Commerce this past year with the largest state-wide Procurement Fair located on the campus of Thunderbird School of Global Management. Over 70 exhibitors were on hand and over 500 people attended. In addition, the Division, arranged for a series of mini-workshops to be held in conjunction with the Fair where the SBDC, PTAC and Thunderbird School of Global Management provided information on the programs and assistance available to small business in Glendale. In addition, the Division assisted Serta Mattress expand their operations in two-phase process, including purchase of additional land and the construction of additional warehouse space and office adjacent to their existing building.
What were the Performance Measures?	Reach out to 30 existing Glendale companies.
Obstacles/Challenges	Expected challenges that occurred was assisting companies with limited resources.



ECONOMIC DEVELOPMENT
ECONOMIC DEVELOPMENT ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-16010) Economic Development	\$785,419	\$749,577	\$707,077	\$762,914	2%
(1010-16120) National Events Pre-Planning	\$0	\$0	\$0	\$25,000	NA
Total - Economic Development	\$785,419	\$749,577	\$707,077	\$787,914	5%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$625,279	\$630,027	\$630,027	\$702,679	12%
(A7000) Non-Salary Operating Budget	\$149,772	\$109,700	\$67,200	\$79,300	-28%
(A7500) Premiums/Controlled Budget	\$10,368	\$9,850	\$9,850	\$5,935	-40%
Total - Economic Development	\$785,419	\$749,577	\$707,077	\$787,914	5%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-16010) Economic Development	6	6	6	6	0%
Total -Economic Development	6	6	6	6	0%



ECONOMIC DEVELOPMENT
BUSINESS DEVELOPMENT ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-16025) Business Development	\$151,548	\$215,000	\$215,000	\$153,174	-29%
Total - Business Development	\$151,548	\$215,000	\$215,000	\$153,174	-29%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A7000) Non-Salary Operating Budget	\$151,548	\$215,000	\$215,000	\$153,174	-29%
Total - Business Development	\$151,548	\$215,000	\$215,000	\$153,174	-29%



ECONOMIC DEVELOPMENT
REBATES & INCENTIVES ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-16210) Rebates & Incentives	\$338,000	\$338,000	\$338,000	\$0	-100%
Total - Rebates & Incentives	\$338,000	\$338,000	\$338,000	\$0	-100%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A7000) Non-Salary Operating Budget	\$338,000	\$338,000	\$338,000	\$0	-100%
Total - Rebates & Incentives	\$338,000	\$338,000	\$338,000	\$0	-100%



PERFORMANCE MEASURES

FINANCE & TECHNOLOGY

Mission Statement:

The Finance and Technology Department provides financial management services and the implementation of agile and cost effective information technology solutions; and these services are provided with integrity and accountability while improving service levels, reducing City costs, and leveraging information across City departments.

Department Description:

The Financial Services operations of the Finance and Technology Department provides a range of services that helps ensure prudent fiscal management of city resources. Specifically, four divisions of the department provide the following services:

- The Management and Budget Division conducts independent, objective analyses of expenditures and revenues, as well as expenditure and revenue forecasts, in monitoring the budget for the current fiscal year and developing the budget for the next fiscal year.
- The Finance Division’s main responsibilities are debt management, banking services, investment management, financial analysis, sales tax management and water services billing for the city. Finance also provides financial information to the public, state agencies, bond holders, grantors, auditors, city management, and the City Council. Finance also provides customer service for water services and our taxpayers.
- The Materials Management Division works with departments to ensure the procurement of goods and services is completed in a manner that is compliant with city and state statutes.
- The Grants Administration Division is responsible for coordinating the city’s efforts to identify and obtain alternative funding for priority projects that advance the mission, goals and objectives established by the City Council and executive management.

Information Technology (IT) supports the city’s technology infrastructure such as application support, network, 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.

FISCAL YEAR 2015

GOALS	
FY 2015 Goal	Review and update financial policies and departmental policies and procedures to ensure the protection of City assets.
Related Council Priority	Fiscal Sustainability
Activities	Identify key staff responsible for review and update of the financial policies and the update of the departmental policies and procedures.
Expected Outcomes (Perf. Measures)	<ul style="list-style-type: none"> • Education of the Council and public on the financial policies • Ongoing financial sustainability • Ongoing protection of City assets and adherence to best practices

Time Commitment	8-12 months projected
Expected Challenges	<ul style="list-style-type: none"> • Determining Council priorities for financial policies • Educating the public and staff • Time commitment from staff
FY 2015 Goal	Upgrade the PeopleSoft Human Capital Management system.
Related Council Priority	Fiscal Sustainability
Activities	The cross-departmental technical team will work with the selected vendor to complete tasks that include configuring and testing the new version of the software.
Expected Outcomes (Perf. Measures)	To have an upgraded Human Capital Management that is inline with the Oracle's product support policies.
Time Commitment	6-9 months
Expected Challenges	Limited staff resources
FY 2015 Goal	Ensure the effective management and protection of City tax and license data, operations, and revenue with the transition of sales tax payments and data to the Arizona Department of Revenue.
Related Council Priority	Fiscal Sustainability
Activities	Work with the League of Arizona Cities and Towns to ensure the transition of tax and license administration, through the Arizona Department of Revenue, is seamless to the taxpayers and City revenues are not compromised.
Expected Outcomes (Perf. Measures)	<ul style="list-style-type: none"> • Effective January 1, 2015, the tax and license administration is transitioned to the Arizona Department of Revenue • City taxpayers are properly notified and see no difference in service levels • City revenues are protected and adequate taxpayer data is maintained and available for staff
Time Commitment	6 months
Expected Challenges	<ul style="list-style-type: none"> • Ensuring City is receiving all the revenue payments timely and accurately from the Arizona Department of Revenue • Ensuring the payment delay from the Arizona Department of Revenue is minimized • Ensuring sales tax data is complete, accurate, and timely
FY 2015 Goal	Information Technology Steering Committee Implementation
Related Council Priority	Fiscal Sustainability
Activities	<ul style="list-style-type: none"> • Establish purpose, goals, and project/technology approval process. • Identify technology priorities including funding. • Identify technology projects that will be included in the FY 2016 budget
Expected Outcomes (Perf. Measures)	Have organizational technology goals that will prioritize technology projects and allow the city to utilize technology strategically.
Time Commitment	6-12 months



Expected Challenges	<ul style="list-style-type: none"> • Limited technology and staff resources • Competing priorities • Limited funding
FY 2015 Goal	Develop and implement useful periodic financial reporting for the departments and the public.
Related Council Priority	Fiscal Sustainability
Activities	Develop regular financial reporting for use by departments in managing budgetary spending and develop regular financial reporting appropriate for public financial reporting.
Expected Outcomes (Perf. Measures)	Appropriate monthly and/or quarterly revenue and expenditure reporting that is accurate, timely and useful in decision making.
Time Commitment	6 months
Expected Challenges	<ul style="list-style-type: none"> • Determining the scope and level of detail necessary for useful financial reporting • Limited department resources

FISCAL YEAR 2014

Innovations and Accomplishments:

- Accomplishment - Prepared a comprehensive General Fund Long Range Financial Forecast which set the stage for FY14-15 budget discussions.
- Accomplishment - Received the Government Finance Officers' Association awards for the FY12-13 Comprehensive Annual Financial Report and the FY13-14 Annual Budget.

GOAL UPDATES	
FY 2014 Goal	Collect, analyze and provide accurate and useful information to Council, city management, city departments and the public as it relates to the city budget.
Related Council Goal	One community that is fiscally sound
Was the Goal Met?	Yes - Effectively reduced a \$17.6 million projected General Fund deficit to a \$2.1 million planned spend down of fund balance due to one-time costs related primarily to the 2015 Super Bowl. Budget process included presentation of the General Fund Financial Forecast, a series of six subsequent public Council Budget Workshops, and multiple presentations given to the public. Financial information also included quarterly financial updates presented at Council Budget Workshops on the major City operating funds including the General Fund.
What were the Performance Measures?	Completion of the upcoming fiscal year's budget workshops that ends with formal Council budget adoption. Monthly and/or quarterly revenue and expenditure reporting to Council is presented accurately and in a timely manner.



Obstacles/Challenges	<ul style="list-style-type: none"> The Five Year Financial Forecast indicated a structural operating deficit averaging \$14 million over the first three forecasted years and increasing to an average of \$30 million in years four and five. A significant amount of financial data was presented throughout the budget process to departments, Council, and the public.
FY 2014 Goal	Develop a five to seven year phased plan for replacing the city's aging telephone system that is reaching the end of its useful life.
Related Council Goal	One community with high quality services for citizens.
Was the Goal Met?	Yes
What were the Performance Measures?	To replace the phone system with a cost effective solution that meets the current and future needs of the city.
Obstacles/Challenges	Limited funding resources.

FISCAL YEAR 2013

GOAL UPDATES	
FY 2013 Goal	Implement public web-based financial expenditure and revenue reporting.
Related Council Goal	One community that is fiscally sound
Was the Goal Met?	Phase one of Follow Your Money was launched in July 2012, which focused on detailed expenditure and revenue information. Budget performance information was added as a second phase in December 2012.
What were the Performance Measures?	Enhanced reporting capabilities for the public. Ability to search and download expenditure data based on multiple criteria.
Obstacles/Challenges	None
FY 2013 Goal	Complete migration of email to hosted provider.
Related Council Goal	One community that is fiscally sound
Was the Goal Met?	The City is still in the process of migrating to the hosted provider.
What were the Performance Measures?	Transparent migration of email services to hosted provider. Reduced maintenance impact on internal staff.
Obstacles/Challenges	As IT began moving users to the hosted provider, it was discovered that computers also needed to be updated as well. This has made the migration process much longer than expected.



FINANCE & TECHNOLOGY
FINANCE ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-11310) Finance Administration	\$466,806	\$404,364	\$404,364	\$588,451	46%
(1000-11320) Accounting Services	\$746,372	\$891,245	\$891,245	\$848,923	-5%
(1000-11340) License/Collection	\$895,766	\$916,102	\$923,258	\$1,066,975	16%
(1282-11415) Arena Management Fee	\$1,849,296	\$9,500,000	\$14,405,695	\$16,001,610	68%
(1790-11400) AZSTA - Stadium Tax Refund	\$2,535,204	\$2,128,480	\$2,008,517	\$2,015,821	-5%
(2360-17020) Customer Service Office	\$2,668,424	\$2,643,052	\$2,837,052	\$2,904,338	10%
Total - Finance	\$9,161,868	\$16,483,243	\$21,470,131	\$23,426,118	42%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$3,365,773	\$3,648,618	\$3,648,618	\$3,878,950	6%
(A7000) Non-Salary Operating Budget	\$3,816,621	\$9,708,577	\$17,291,825	\$18,989,739	96%
(A7500) Premiums/Controlled Budget	\$1,979,474	\$3,126,048	\$529,688	\$557,429	-82%
Total - Finance	\$9,161,868	\$16,483,243	\$21,470,131	\$23,426,118	42%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-11310) Finance Administration	4	3	3	4	33%
(1000-11320) Accounting Services	13	14	14	13	-7%
(1000-11340) License/Collection	7	10	10	10	0%
(2360-17020) Customer Service Office	35.5	29.5	29.5	29.5	0%
Total -Finance	59.5	56.5	56.5	56.5	0%



FINANCE & TECHNOLOGY
LEASE PMTS/OTHERFEES ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-11380) Lease Payments	\$1,177,077	\$1,329,761	\$1,329,761	\$1,801,434	35%
(1000-11390) Merchant Fees	\$173,607	\$303,687	\$303,687	\$206,000	-32%
(1000-89800) 1000 Advisor Fees	\$68,191	\$90,000	\$90,000	\$90,000	0%
(2040-89806) 2040 Advisor Fees	\$855	\$2,000	\$1,140	\$855	-57%
(2060-89804) 2060 Advisor Fees	\$79	\$500	\$110	\$83	-83%
(2100-89815) 2100 Advisor Fees	\$483	\$1,000	\$620	\$465	-54%
(2180-89808) 2180 Advisor Fees	\$2,088	\$5,000	\$3,220	\$2,415	-52%
(2210-89813) 2210 Advisor Fees	\$225	\$0	\$0	\$0	NA
Total - Lease Pmts/OtherFees	\$1,422,605	\$1,731,948	\$1,728,538	\$2,101,252	21%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A7000) Non-Salary Operating Budget	\$245,528	\$402,187	\$398,777	\$299,818	-25%
(A7500) Premiums/Controlled Budget	\$1,177,077	\$1,329,761	\$1,329,761	\$1,801,434	35%
Total - Lease Pmts/OtherFees	\$1,422,605	\$1,731,948	\$1,728,538	\$2,101,252	21%



**FINANCE & TECHNOLOGY
MANAGEMENT & BUDGET ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-11360) Materials Management	\$215,884	\$186,916	\$186,916	\$480,844	157%
(1000-11610) Budget & Research	\$551,835	\$561,885	\$561,885	\$259,490	-54%
(1000-11620) Grants Administration	\$63,163	\$66,685	\$66,685	\$5,000	-93%
Total - Management & Budget	\$830,882	\$815,486	\$815,486	\$745,334	-9%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$806,562	\$780,695	\$780,695	\$716,192	-8%
(A7000) Non-Salary Operating Budget	\$11,344	\$23,290	\$23,290	\$22,800	-2%
(A7500) Premiums/Controlled Budget	\$12,976	\$11,501	\$11,501	\$6,342	-45%
Total - Management & Budget	\$830,882	\$815,486	\$815,486	\$745,334	-9%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-11360) Materials Management	3	2	2	5	150%
(1000-11610) Budget & Research	4	4	4	2	-50%
(1000-11620) Grants Administration	1	1	1		
Total -Management & Budget	8	7	7	7	0%

FINANCE & TECHNOLOGY
INFO. TECHNOLOGY ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-11510) Information Technology	\$3,309,087	\$3,345,142	\$3,345,142	\$3,062,356	-8%
(1100-11520) Telephones	\$721,225	\$885,104	\$885,104	\$1,178,404	33%
(1140-11530) Technology Replacement	\$1,508,858	\$2,707,898	\$2,707,898	\$3,419,294	26%
Total - Info. Technology	\$5,539,170	\$6,938,144	\$6,938,144	\$7,660,054	10%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$2,653,955	\$2,710,342	\$2,710,342	\$2,626,325	-3%
(A7000) Non-Salary Operating Budget	\$2,140,248	\$3,554,457	\$3,554,457	\$4,535,451	28%
(A7500) Premiums/Controlled Budget	\$744,967	\$673,345	\$673,345	\$498,278	-26%
Total - Info. Technology	\$5,539,170	\$6,938,144	\$6,938,144	\$7,660,054	10%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-11510) Information Technology	28	26	26	25	-4%
(1100-11520) Telephones	1	1	1	1	0%
(1140-11530) Technology Replacement	1	1	1	1	0%
Total -Info. Technology	30	28	28	27	-4%



PERFORMANCE MEASURES FIRE SERVICES

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.

FISCAL YEAR 2015

GOALS	
FY 2015 Goal	Strive to increase public education through community outreach.
Related Council Priority	Super Bowl/Public Safety
Activities	Provide fire, life safety awareness and public education to the community through various programs such as: youth firesetter prevention/intervention, water safety, car seat, smoke alarm, healthier and safer lives, safety trailer, CERT training, CCC/CPR training, Fire pals, Fire drills, Senior Educator, and fire extinguisher training.
Expected Outcomes (Perf. Measures)	Indirectly reduce the number of medical emergencies, injuries, near drowning, deaths, and fires in Glendale by increasing citizen's knowledge and skills on fire and safety issues.
Time Commitment	This goal provides an ongoing time commitment. Efforts to educate the public in order to prevent loss of life and property are a continuous goal of the Fire Department.
Expected Challenges	Limited staff creates challenges; however, the department has been able to maintain services with the assistance of Safety Educators and CERT Volunteers.
FY 2015 Goal	Enhance response times.
Related Council Priority	Super Bowl/Public Safety
Activities	Ensure that emergency responding personnel are staffed in the field and deployable, without diminishing service delivery. Properly train and certify Emergency Medical Technicians and Paramedics. Maintain apparatus and equipment to reduce delays in emergency response.



Activities (continued)	Continue to conduct periodic reviews of deployment strategies to better utilize all apparatus and crews to our greatest advantage.
Expected Outcomes (Perf. Measures)	The Fire department's travel time goals are specified by the National Fire Protection Association NFPA 1221 Standards, 1710 response times. The Fire department shall establish a performance objective of not less than 90 percent for the achievement of each turnout time and travel time objectives specified in NFPA 2010 Edition 4.1.2.1.
Time Commitment	This is an ongoing effort as the Fire department consistently strives to improve response times.
Expected Challenges	Due to reduced budget and vacancies, constant staffing will continue to be a challenge.

FISCAL YEAR 2014

Innovations and Accomplishments:

- Accomplishment - In calendar year 2013, the Glendale Fire Department had 39,334 responses to 35,904 incidents. Our response times were: For structure fires, the first unit arrived on-scene within a travel time of 4 minutes 49 seconds or less, 90% of the time. The arrival of an initial full alarm assignment consisting of three engines, one ladder and two command units was completed within a travel time of 9 minutes 18 seconds or less, 90% of the time. For emergency medical incidents, the first unit with an AED or higher capability arrived within a travel time of 5 minutes 28 seconds or less, 90% of the time.

GOAL UPDATES	
FY 2014 Goal	Strive to increase public education through community outreach.
Related Council Goal	One community with quality economic development.
Was the Goal Met?	Yes, this goal was met. In 2013, the Public Education section trained 1,452 youth and 667 adults in 66 CCC-CPR and AED classes, taught one 21-hour Basic CERT class to 19 adults, offered nine CERT Volunteer training classes that allowed for all City of Glendale CERT Team Members to be deployable in Glendale based on the State of Arizona Homeland Security Deployment Matrix, Attended 23 community events and made a total of 3,523 adult and youth safety information contacts, provided 52 fire and life safety classes to 1,387 adult and youth class participants, attended seven events with the Safety Trailer and provided training to 837 youth and adults on how to escape a home in the event of a fire. Provided 93 smoke alarms and 47 new batteries to the residents of the Grand Missouri Mobile Home park during our annual Smoke Alarm Walk, canvassed 1,100 homes during our water safety walk in North Glendale, and provided 14 Youth Firesetter Intervention classes to 20 youth and 22 adults. The Public Education Section has 15 CERT and Safety Educator Volunteers who donated 1,978 volunteer hours during 2013.



What were the Performance Measures?	Indirectly reduce the number of medical emergencies, injuries, near drownings, deaths, and fires in Glendale by increasing citizen's knowledge and skills on fire and safety issues.
Obstacles/Challenges	Limited staff creates challenges; however, the department has been able to overcome this with the numerous hours donated by CERT and Safety Educator volunteers.
FY 2014 Goal	Enhance response times.
Related Council Goal	One community committed to public safety.
Was the Goal Met?	Yes, this goal was met.
What were the Performance Measures?	The Fire department's travel time goals are specified by the National Fire Protection Association NFPA 1221 Standards, 1710 response times. The Fire department shall establish a performance objective of not less than 90 percent for the achievement of each turnout time and travel time objectives specified in NFPA 2010 Edition 4.1.2.1.
Obstacles/Challenges	Reduced funding continues to be a challenge in staffing units.

FISCAL YEAR 2013

GOAL UPDATES	
FY 2013 Goal	Strive to increase public education through community outreach and implement a Community Emergency Response Team (CERT Team) that is deployable within the city of Glendale.
Related Council Goal	One community committed to public safety.
Was the Goal Met?	Yes, this goal was met. In 2012, the division provided: CCC/CPR to 4,299 youth and 1,303 adults, Youths firesetter intervention/training to 12 youth and 33 adults, and Fire Safety presentations to 1,239 citizens.
What were the Performance Measures?	Indirectly reduce the number of medical emergencies, injuries, near drowning, deaths, and fires in Glendale by increasing citizen's knowledge and skills on fire and life safety issues.
Obstacles/Challenges	Limited staff creates challenges; however, the department has been able to overcome this with the numerous hours donated by volunteers.
FY 2013 Goal	Enhance response times.
Related Council Goal	One community committed to public safety.
Was the Goal Met?	Yes, this goal was met.
What were the Performance Measures?	The Fire department's travel time goals are in compliance with the best practices prescribed by the Commission on Fire Accreditation International: <ul style="list-style-type: none"> • For 90% of all emergency incidents, the first unit shall arrive on-scene within 5-minutes 12-seconds. • For 90% of structure fires, an effective response force consisting of 3-engines, 1-ladder and 2-commanders shall arrive on-scene within 10-minutes 24-seconds.
Obstacles/Challenges	Reduced funding continues to be a challenge in staffing units.

FIRE SERVICES
FIRE DEPARTMENT ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-12410) Fire Administration	\$1,489,715	\$1,428,335	\$1,428,335	\$2,038,058	43%
(1000-12421) Fire Special Operations	\$19,345	\$16,293	\$16,293	\$16,293	0%
(1000-12422) Fire Operations	\$21,439,442	\$20,903,968	\$21,538,646	\$27,714,343	33%
(1000-12433) Fire Resource Management	\$2,468,665	\$2,158,781	\$2,681,229	\$3,723,630	72%
(1000-12434) Fire Training	(\$1,962)	\$0	\$0	\$0	NA
(1000-12436) Fire Medical Services & Health	\$10,878	\$49,099	\$233,911	\$352,175	617%
(1000-12438) Fire-Emergency Mgmt	\$0	\$340,622	\$340,622	\$463,258	36%
(1000-12441) Fire Marshal's Office	\$813,081	\$828,595	\$828,595	\$936,082	13%
(1000-12444) Fire Community Services	\$13,675	\$15,250	\$15,250	\$22,250	46%
(1000-12491) Ambulance Services	\$516,160	\$505,640	\$505,640	\$510,191	1%
(1000-12492) Air-Med & Logistics Ops (HALO)	\$870,158	\$966,041	\$966,041	\$1,007,656	4%
(1000-12521) PS Training Ctr - Fire	\$551,329	\$581,875	\$581,875	\$581,875	0%
(1010-12560) Fire - Super Bowl Event	\$0	\$0	\$0	\$392,000	NA
(1281-12515) Fire - Fiesta Bowl Event	\$19,700	\$159,932	\$159,932	\$132,900	-17%
(1281-12520) Stadium - Fire Event Staffing	\$245,282	\$229,871	\$229,871	\$229,238	0%
(1282-12490) Arena - Fire Event Staffing	\$125,657	\$303,094	\$303,094	\$260,297	-14%
(1283-12485) CBRanch - Fire Event Staffing	\$53,472	\$28,852	\$28,852	\$55,852	94%
(1720-12610) Fire - Special Revenue Fund	\$5,798,675	\$6,913,425	\$6,913,425	\$0	-100%
(1840-34001) Grant Approp - Fire Dept	\$0	\$500,000	\$500,000	\$4,000,000	700%
(1840-34007) Employee Recognition-Donations	\$10,884	\$0	\$0	\$0	NA
(1840-34008) Crisis Response - Donations	\$4,187	\$0	\$0	\$0	NA
(1840-34014) Comm. Outreach-Donations	\$307	\$0	\$0	\$0	NA
(1840-34033) Fire Dept Cadet Pgm-Donations	\$2,425	\$0	\$0	\$0	NA
(1840-34043) Fire Parade	\$807	\$0	\$0	\$0	NA
(1840-34048) Safety Educators	\$71	\$0	\$0	\$0	NA
(1840-34060) 2009/10 Childhood Immunization	\$17,278	\$0	\$0	\$0	NA
(1840-34064) 2009 MMRS	\$10,708	\$0	\$0	\$0	NA
(1840-34065) 2009 Assistance to Firefighter	(\$15,026)	\$0	\$0	\$0	NA
(1840-34069) 2010 MMRS	\$55,584	\$0	\$0	\$0	NA
(1840-34071) GOHS Occu Protection Educ.	\$3,048	\$0	\$0	\$0	NA
(1840-34072) AHIMT-Wildland Special Ops	\$1,634	\$0	\$0	\$0	NA
(1840-34074) 2011 UASI GFD RRT	\$23,480	\$0	\$0	\$0	NA
(1840-34075) 2011 UASI GFD TLO Sustainment	\$8,687	\$0	\$0	\$0	NA
(1840-34076) 2011 MMRS	\$178,460	\$0	\$0	\$0	NA
(1840-34077) 2012 UASI GFD RRT	\$43,312	\$0	\$0	\$0	NA
(1840-34078) 2012 UASI GFD TLO	\$19,376	\$0	\$0	\$0	NA
(1840-34080) 2012 MMRS	\$2,674	\$0	\$0	\$0	NA
(1840-34081) GCC Educ Svc Agreement	\$5,832	\$0	\$0	\$0	NA
(1840-34088) 2013 Safer Grant	\$0	\$0	\$0	\$1,001,610	NA
(2530-12590) PS Training Ops - Fire	\$650,895	\$760,631	\$809,631	\$722,386	-5%
(2538-12711) Glendale Health Center	\$53,134	\$54,010	\$54,010	\$48,590	-10%
Total - Fire Department	\$35,511,029	\$36,744,314	\$38,135,252	\$44,208,684	20%



FIRE SERVICES FIRE DEPARTMENT ROLLUP

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$26,966,004	\$27,842,805	\$27,974,032	\$31,807,481	14%
(A7000) Non-Salary Operating Budget	\$7,449,750	\$7,844,710	\$9,104,421	\$11,586,239	48%
(A7500) Premiums/Controlled Budget	\$1,095,275	\$1,056,799	\$1,056,799	\$814,964	-23%
Total - Fire Department	\$35,511,029	\$36,744,314	\$38,135,252	\$44,208,684	20%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-12410) Fire Administration	13	9	9	16	78%
(1000-12422) Fire Operations	188	183	183	220	20%
(1000-12433) Fire Resource Management	4	4	4	6	50%
(1000-12438) Fire-Emergency Mgmt		2	2	3	50%
(1000-12441) Fire Marshal's Office	9	9	9	10	11%
(1000-12491) Ambulance Services	2	2	2	2	0%
(1000-12492) Air-Med & Logistics Ops (HALO)	4	4	4	4	0%
(1282-12490) Arena - Fire Event Staffing	1	1	1		
(1720-12610) Fire - Special Revenue Fund	51	48	48		
(1840-34088) 2013 Safer Grant				15	
(2530-12590) PS Training Ops - Fire	5	5	5	5	0%
Total -Fire Department	277	267	267	281	5%

PERFORMANCE MEASURES
HUMAN RESOURCES

Mission Statement:

The Human Resources and Risk Management team is committed to providing high quality services as we partner with our diverse customers to create a positive environment of mutual trust and respect by proactively identifying and responding to their changing needs.

Department Description:

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

FISCAL YEAR 2015

GOALS	
FY 2015 Goal	Revise the current compensation structure for non-represented employees to reflect pay ranges more competitive with the market at the minimum and midpoints of the ranges.
Related Council Priority	Service Level Options
Activities	<ul style="list-style-type: none"> Compress existing non-represented salary ranges from 60% to 40% from range minimum to maximum by moving the range minimum upward. Move any employees falling below the new range minimum up to the new range minimum.
Expected Outcomes (Perf. Measures)	The outcome will be a more competitive pay structure for non-represented employees that will assist in reducing the overall turnover rate. Expected turnover for non-represented employees is 17.5% in FY 2014. Compressing the pay ranges and appropriately adjusting employee pay will assist in retaining our existing employees.
Time Commitment	4 months.
Expected Challenges	Currently we do not have a compensation analyst hired. The lack of this resource as well as the short amount of time to get the pay ranges modified and adjustments made will be the biggest challenge.
FY 2015 Goal	Modify the existing Employee Benefits program to ensure compliance with the Affordable Health Care Act
Related Council Priority	Fiscal Sustainability
Activities	1) monitor temporary worker hours each month to ensure those working over 130 hours per month are offered benefits 2) work closely with payroll to ensure necessary reports are submitted to the IRS 3) educate supervisors on the requirements of the Affordable Health Care Act as it pertains to temporary workers



Expected Outcomes (Perf. Measures)	City of Glendale will be in compliance with Affordable Health Care Act by the beginning of the next plan year, July 1, 2015.
Time Commitment	12 months
Expected Challenges	Currently we do not have a Benefits Administrator hired. The lack of this resources places additional strain to ensure the City complies with the AHCA within the time frame given.
FY 2015 Goal	
Related Council Priority	Service Level Options
Activities	Research best practices in the relevant HR policy areas to determine where current policies can be improved. Work with CM, Leadership, employee groups, City Attorney, and Personnel Board to review and finalize HR Policy changes.
Expected Outcomes (Perf. Measures)	Clear policies that are relevant and meet the City's current needs. Enhanced benefits for employees in the area of sick and vacation leaves. Compliance with all the latest employment laws.
Time Commitment	Ongoing
Expected Challenges	Finding time for HR staff to conduct research, implement the policies, and educate the organization.
FY 2015 Goal	
Related Council Priority	Fiscal Sustainability
Activities	1) Conduct RFP for each area with assistance of our benefits broker and employee group. 2) Select providers that best meet needs of the City 3) Work with vendors to implement new plans 3) communicate to employees
Expected Outcomes (Perf. Measures)	1) excellent benefits for employees that meet their needs as well as any statutory requirements the City has 2) stable or reduced overall costs for benefits
Time Commitment	8 months
Expected Challenges	Lack of HR Benefits Administrator
FY 2015 Goal	
Related Council Priority	Service Level Options
Activities	work with current vendor on strategies to roll out ethics training both on-line and in person within departments
Expected Outcomes (Perf. Measures)	1) 100% participation from all employees in the area of ethics training 2) CM expectations delivered organizationally with regard to ethical decision making 3) improved decision making skills for all employees
Time Commitment	12 months
Expected Challenges	lack of resources in staffing and money



FISCAL YEAR 2014

Innovations and Accomplishments:

- Accomplishment - The Employee Reward and Recognition Committee was formed and they created their mission and goals for FY14. Among the accomplishments for this fiscal year was the Christmas week office closure for employees.
- Accomplishment - The Safety and Security Alliance was formed. This is an employee group focused on creating a safe working culture for City employees. Among their accomplishments is the implementation of on-line safety training for all employees and the development and release of a safety culture video for employees.
- Accomplishment - Risk Audit recommendations completed

GOAL UPDATES	
FY 2014 Goal	Implement a health care plan that provides high quality, affordable and sustainable health care for City of Glendale health care plan participants through a process that works collaboratively with employees, stakeholders and health care organizations.
Related Council Goal	One community with high quality services for citizens.
Was the Goal Met?	Yes, this goal was accomplished through the finalization of a new Medical Benefits Plan contract that provides no increased premiums to existing plans for employees as well as a new, high deductible plan option that includes a Health Savings Account and lower premiums.
What were the Performance Measures?	1) Successfully engage plan participants in the RFP process. Use their input to assist in designing the health plan appropriate for the City of Glendale. 2) Implement an RFP for a new health care plan by Fall, 2013 3) Selection of health care plan administrator by January, 2014 4) Plan implementation process completed by March 2014
Obstacles/Challenges	Challenges included losing a significant number of key HR staff members through the RFP and implementation process. Existing HR and Risk staff members stepped up to ensure that the job was successfully completed.
FY 2014 Goal	Create an Employee Rewards and Recognition group that will work with the HR Department in identifying non-monetary ways to recognize and reward employees for excellence in service.
Related Council Goal	One community with high quality services for citizens.
Was the Goal Met?	Yes, the Employee Reward and Recognition team was formed and created their mission and goals for 2014. They reviewed and responded to items that had a big impact on employees such as the 4-day work week and the closure of City offices during the week of Christmas.
What were the Performance Measures?	Finalized a organizational wide program adopted by the City Manger that will identify, recognize and reward employees for high quality services. Provide resources for directors to recognize and reward employees within their department based on service and performance.



Obstacles/Challenges	Finding the time to meet and work on accomplishing their goals in the face of limited time and resources as well as high turnover.
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FISCAL YEAR 2013

GOAL UPDATES

FY 2013 Goal	Review existing Compensation and Benefits programs to ensure consistency, sustainability, and the ability to remain competitive with other benchmarked organizations.
Related Council Goal	One community that is fiscally sound.
Was the Goal Met?	While we have reviewed the existing Compensation Plan and proposed changes in the plan to provide a more competitive plan structure, the implementation of the changes was cost prohibitive. We have reviewed and revised HR Compensation and Benefits policies and those are awaiting review from the legal department and will be moved forward once legal has provided an opinion of the revisions.
What were the Performance Measures?	Review to be completed and recommendations implemented by May 2013.
Obstacles/Challenges	Budget and the capacity of the legal department to review and provide feedback.
FY 2013 Goal	Review existing Risk Management & Workers Compensation policies and processes to ensure compliance with relevant laws, maintain or reduce overall costs, and improve the overall customer experience.
Related Council Goal	One community that is fiscally sound.
Was the Goal Met?	The Risk Management and Worker's Compensation Policies have been revised along with the ordinances that govern these areas. Those revisions have been sent to the legal department for review, however that review is not yet complete. Once it is completed, changes will be brought to the Trust Board for review and then the Council for final approval. Overall processes for worker's compensation have been improved. We have a new Worker's Compensation Analyst who has worked with our customers to improve the overall process. We also have a new Risk Manager who has worked with Finance and the Risk and Worker's Compensation Trust Boards to ensure compliance with the Industrial Commission and ensure trust funds are in compliance with state law and city ordinance.
What were the Performance Measures?	Review to be completed and recommendations implemented by February 2013.
Obstacles/Challenges	With the departure of two Risk Managers in the last 4 years as well as an HR Director, we have lost some institutional knowledge of how the Risk Trust and Worker's Comp Trust funds have been administered. We've been able to work through those issues and provide improvements to the way these trust funds are administered and overseen.

HR & RISK MGT
HUMAN RESOURCES ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-11010) Risk Management/Safety	\$350,728	\$377,221	\$377,221	\$265,531	-30%
(1000-11020) Benefits	\$281,148	\$301,903	\$301,903	\$341,676	13%
(1000-11030) Human Resources Administration	\$345,886	\$333,525	\$306,812	\$350,285	5%
(1000-11040) Employment Services	\$300,683	\$270,655	\$259,002	\$285,661	6%
(1000-11050) Employee Relations	\$241,474	\$195,155	\$194,655	\$201,967	3%
(1000-11060) Compensation	\$263,578	\$197,171	\$196,691	\$177,715	-10%
(1000-11070) Organizational Development	\$94,196	\$81,344	\$79,876	\$93,286	15%
(2540-18010) Risk Mgmt Trust Fund	\$2,667,061	\$2,758,640	\$3,400,000	\$4,000,000	45%
(2560-18110) Worker's Compensation	\$1,262,721	\$1,407,000	\$1,407,000	\$1,608,000	14%
(2580-18210) Benefit Programs	\$23,909,372	\$22,348,826	\$22,348,823	\$23,291,958	4%
Total - Human Resources	\$29,716,847	\$28,271,440	\$28,871,983	\$30,616,079	8%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$1,769,103	\$1,670,880	\$1,682,123	\$1,642,233	-2%
(A7000) Non-Salary Operating Budget	\$27,910,527	\$26,572,062	\$27,161,362	\$28,956,878	9%
(A7500) Premiums/Controlled Budget	\$37,217	\$28,498	\$28,498	\$16,968	-40%
Total - Human Resources	\$29,716,847	\$28,271,440	\$28,871,983	\$30,616,079	8%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-11010) Risk Management/Safety	1	4	4	3	-25%
(1000-11020) Benefits	1	4	4	4	0%
(1000-11030) Human Resources Administration	3	3	3	3	0%
(1000-11040) Employment Services	4	3	3	3	0%
(1000-11050) Employee Relations	2	2	2	2	0%
(1000-11060) Compensation	4.75	2	2	2	0%
(1000-11070) Organizational Development	2	1	1	1	0%
(2540-18010) Risk Mgmt Trust Fund	3				
Total -Human Resources	20.75	19	19	18	-5%



HR & RISK MGT
EMPLOYEE GROUPS ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1190-11110) GEMS	\$14,284	\$20,000	\$20,000	\$20,000	0%
(1190-11120) Diversity Committee	\$75	\$0	\$0	\$0	NA
Total - Employee Groups	\$14,359	\$20,000	\$20,000	\$20,000	0%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A7000) Non-Salary Operating Budget	\$14,359	\$20,000	\$20,000	\$20,000	0%
Total - Employee Groups	\$14,359	\$20,000	\$20,000	\$20,000	0%



PERFORMANCE MEASURES INTERGOVERNMENTAL PROGRAMS

Mission Statement:

The mission of the Intergovernmental Programs Department is to develop, represent and advocate the city’s legislative policy decisions by consistently and effectively interacting with other governmental and non-governmental entities.

Department Description:

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

FISCAL YEAR 2015

GOALS	
FY 2015 Goal	Continue to pursue opportunities to secure funding and support for public safety costs associated with Glendale hosting major events.
Related Council Priority	Fiscal Sustainability
Activities	Work with local partners, host committees, the legislature, and business community to identify opportunities.
Expected Outcomes (Perf. Measures)	A sustainable system for all cities to host major events.
Time Commitment	ongoing
Expected Challenges	competing interests and priorities and limited funding.
FY 2015 Goal	Identify opportunities through the state and regional transportation agencies to keep on schedule or to accelerate the design and construction of transportation facilities & services critical to Glendale.
Related Council Priority	Economic Development
Activities	Work with local and regional partners and agencies to ensure that our projects are funded and completed in the appropriate times.
Expected Outcomes (Perf. Measures)	Successfully keep Glendale's projects funded and moving forward.
Time Commitment	ongoing
Expected Challenges	Limited funding and competing local, regional and statewide interests.



FY 2015 Goal	Successfully advocate the city's position on issues at the Arizona Legislature, United States Congress and other governmental bodies.
Related Council Priority	Fiscal Sustainability
Activities	Work with state and federal delegations to protect the interests of Glendale
Expected Outcomes (Perf. Measures)	Successful implementation of the city's legislative agenda.
Time Commitment	Ongoing
Expected Challenges	New class of legislators, ne Governor with differing priorities for programs. Limited funding and competing priorities will always be an obstacle.

FISCAL YEAR 2014

Innovations and Accomplishments:

- Accomplishment - Worked with Transportation Department and MAG staff to secure \$900K in federal safety funding for 2 Glendale transportation projects.

GOAL UPDATES	
FY 2014 Goal	Get legislation introduced and passed that authorizes the State to reimburse a portion of the public safety costs associated with cities hosting competitive major events.
Related Council Goal	One community that is fiscally sound.
Was the Goal Met?	HB 2547 failed to pass the Senate on a 10-16 vote. The effort did allow the City to educate the legislature, media and public on the unsustainable expectation of hosts cities paying for public safety.
What were the Performance Measures?	Signature of the Governor and funding of the program in time for the 2015 Super Bowl.
Obstacles/Challenges	Limited funding priorities, competing interests and political roadblocks.
FY 2014 Goal	Identify opportunities through the state and regional transportation agencies to keep on schedule or to accelerate the design and construction of transportation facilities and services critical to Glendale.
Related Council Goal	One community that is fiscally sound.
Was the Goal Met?	We were successful in keeping Glendale's projects funded and moving forward. In addition we were able to accelerate some projects with additional funding and saw the opening of new facilities like the HOV Ramps at the 101 and Maryland.
What were the Performance Measures?	Full funding of Glendale's programmed services and projects.
Obstacles/Challenges	Limited funding and Competing local, regional and statewide interests.



FISCAL YEAR 2013

GOAL UPDATES	
FY 2013 Goal	Successfully advocate the city's position on issues at the Arizona Legislature, United States Congress and other governmental bodies.
Related Council Goal	One community with high quality services for citizens.
Was the Goal Met?	Yes
What were the Performance Measures?	Successful implementation of the city's legislative agenda.
Obstacles/Challenges	New class of legislators with differing priorities for programs. Limited funding and competing priorities will always be an obstacle. Governor's platform called for significant changes to the municipal tax codes that could have serious negative impact on cities sales tax revenues.
GOAL UPDATES	
FY 2013 Goal	Identify opportunities through the state and regional transportation agencies to keep on schedule or to accelerate the design and construction of transportation facilities and services critical to Glendale.
Related Council Goal	One community with high quality services for citizens.
Was the Goal Met?	Yes
What were the Performance Measures?	Reducing Glendale's financial commitment to projects and moving forward additional projects currently delayed.
Obstacles/Challenges	Significantly reduced federal funding available for projects. Regional program experienced a \$6 billion deficit that resulted in projects being cut out of the program from every city.



INTERGOVT. RELATIONS
INTERGOVT. PROGRAMS ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-10910) Intergovernmental Programs	\$495,469	\$476,818	\$476,818	\$477,640	0%
Total - Intergovt. Programs	\$495,469	\$476,818	\$476,818	\$477,640	0%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$403,864	\$331,604	\$331,604	\$342,366	3%
(A7000) Non-Salary Operating Budget	\$85,194	\$139,426	\$139,426	\$132,013	-5%
(A7500) Premiums/Controlled Budget	\$6,411	\$5,788	\$5,788	\$3,261	-44%
Total - Intergovt. Programs	\$495,469	\$476,818	\$476,818	\$477,640	0%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-10910) Intergovernmental Programs	4	3	3	3	0%
Total -Intergovt. Programs	4	3	3	3	0%

**MISCELLANEOUS GRANTS
 GRANTS ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1840-32105) Victim's Rights-Cty Atty	\$5,620	\$0	\$0	\$0	NA
(1840-32108) Prop. 302	\$147,832	\$0	\$0	\$0	NA
(1840-32109) Nina Mason Pulliam Grant	\$6,672	\$0	\$0	\$0	NA
(1840-32111) Donations - Glendale Univ.	\$2,328	\$0	\$0	\$0	NA
(1840-32115) MYAC Fundraising	\$1,227	\$0	\$0	\$0	NA
(1840-32118) Miscellaneous Grants	\$0	\$3,724,494	\$3,649,494	\$3,293,649	-12%
(1840-32133) Community Connections Donation	\$568	\$0	\$0	\$0	NA
(1840-32149) Centennial HP Bus Tour Donat	\$835	\$0	\$0	\$0	NA
(1840-32153) Myrtle Avenue Cultural Gateway	\$36,577	\$0	\$0	\$0	NA
(1840-32155) Induction Looping System	\$17,000	\$0	\$0	\$0	NA
(1840-32156) STOP Violence Prosecutors Off	\$127,581	\$0	\$0	\$0	NA
(1840-32157) DV Lethality Assessment Grant	\$75,930	\$0	\$0	\$0	NA
(1840-32158) CAP Donations	\$2,999	\$0	\$0	\$0	NA
(1840-36504) Smart Landscapes	\$6,766	\$0	\$0	\$0	NA
(1842-37060) ARWRF Facility UV System Imp	\$467,387	\$0	\$122,262	\$0	NA
(1842-37061) Well 43 Variable Drive Retrofi	\$1,470	\$0	\$75,000	\$0	NA
(1842-37065) Build Safe Engy Prog Enhance	\$3,929	\$0	\$0	\$0	NA
(1842-37067) Energy Matters Public Educat	\$42,762	\$35,000	\$25,744	\$0	-100%
(1842-37068) Program Manager	\$4,402	\$15,000	\$0	\$0	-100%
(1842-37075) Solar Parks Lighting	\$255,638	\$0	\$0	\$0	NA
Total - Grants	\$1,207,523	\$3,774,494	\$3,872,500	\$3,293,649	-13%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$151,072	\$165,000	\$150,513	\$150,000	-9%
(A7000) Non-Salary Operating Budget	\$1,056,451	\$3,609,494	\$3,721,987	\$3,143,649	-13%
Total - Grants	\$1,207,523	\$3,774,494	\$3,872,500	\$3,293,649	-13%



**NON-DEPARTMENTAL
NON-DEPARTMENTAL ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-11801) Fund 1000 Non-Dept	\$433,638	\$783,465	\$783,465	\$1,285,704	64%
(1200-36502) From the Heart	\$144,490	\$200,000	\$200,000	\$200,000	0%
Total - Non-Departmental	\$578,128	\$983,465	\$983,465	\$1,485,704	51%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget		\$50,000	\$50,000	\$0	-100%
(A7000) Non-Salary Operating Budget	\$578,128	\$933,465	\$933,465	\$1,485,704	59%
Total - Non-Departmental	\$578,128	\$983,465	\$983,465	\$1,485,704	51%



PERFORMANCE MEASURES
POLICE SERVICES

Mission Statement:

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

Department Description:

The Glendale Police Department is committed to preventing crime, maintaining order, and providing support to numerous events held within the city. The organization continues to emphasize the development of professional knowledge and leadership skills within our ranks and retain exemplary men and women who reflect our community. Emphasis is placed on progressive, innovative techniques and emerging technologies in order to accomplish our mission. A partnership with our citizens and consistent engagement of our community allow us to formulate policing strategies that are critical to our mission. The Glendale Police Department provides the most effective possible response to law enforcement emergencies, neighborhood problems and the enforcement of traffic laws, ensuring that Glendale continues to be a desirable place to live, raise a family, educate, recreate and do business. Everything done, collectively or individually, is done in accordance with department values and objectives.

FISCAL YEAR 2015

GOALS	
FY 2015 Goal	Reduce Violent and Property Crime
Related Council Priority	Super Bowl/Public Safety
Activities	Increase the use of the latest proven technologies and techniques to the analysis of crime, offenders and other factors known as the drivers for criminal activity. Leverage partnerships and relationships with the Community, including Neighborhood Watch, Crime-free Multi Housing, Managers Against Crime and other groups, to effect Community-based solutions to crime and order problems. Implement solutions that increase the efficiency and effectiveness in the deployment of police resources.
Expected Outcomes (Perf. Measures)	Reduce Part I crimes by 5%
Time Commitment	The goal involves an ongoing commitment for sustainable impacts and a commitment to achieve immediate impact within the FY.
Expected Challenges	The additional staffing resources to be added in this FY will require substantial development efforts to maximize productivity as quickly as possible while at the same time the Department manages several major public events.



FY 2015 Goal	Enhance Response to Crime
Related Council Priority	Super Bowl/Public Safety
Activities	Identify and implement effective and efficient strategies that will improve the quality of police services provided to the Community.
Expected Outcomes (Perf. Measures)	Increase the percent of Calls for Service responses that meet established performance standards by 5%.
Time Commitment	The goal involves an ongoing commitment to ensure established targets are met and maintained. An immediate commitment is to achieve desired impacts within the FY.
Expected Challenges	Achievement will require the development and application of innovative methods to improve efficiency and accountability for response services without sacrificing quality.
FY 2015 Goal	Planning for large special events will be a major focus for the coming year with Pro Bowl and SB49 related events demanding tremendous time and effort. Partnering with State, Local and Federal law enforcement is critical as SB49 is a designated a National Special Security Event. Working cooperatively and collaboratively with City Leadership, Departments and Business interests is also essential to our success.
Related Council Priority	Super Bowl/Public Safety
Activities	Development and implementation of plans that maximize effective and efficient strategies for the management of public safety, security and crime control at three major events.
Expected Outcomes (Perf. Measures)	Relative success of the events based on feedback from partners, attendees, and statistical information regarding crime, complaints, and other service calls.
Time Commitment	While the specific events all occur with a relatively short time span, planning and preparation have been ongoing for several years.
Expected Challenges	Efficient allocation and utilization of resources to maximize effectiveness while controlling cost.

FISCAL YEAR 2014

Innovations and Accomplishments:

- Innovation - Computer Aided Dispatch and Records Management System (CAD/RMS) Upgrade Project. This multi-year project achieved a significant milestone with the roll out of the CAD portion of this project in November 2013. The activation of the CAD portion of this project brings the latest technological advances in the field bring significant efficiencies and capabilities to the deployment of police officers in response to calls for service from the public.
- Innovation - Complimentary to the roll out of the Computer Aided Dispatch (CAD) upgrades, Panasonic Toughbook FZ-G1 tablets were issue to patrol officers to replace the car-mounted mobile data terminals. These ruggedized, wireless portable computer



terminals free up officers from car-based functionality and provide substantial increases in data collection and retrieval capabilities. The GPS enabled devices include camera and microphone and card readers.

- **Innovation** - Risk Terrain Modeling (RTM) is an advanced technique for addressing crime pattern. Tradition crime analysis uses model of where crime occurred in the past to identify locations to allocate police resources. RTM use advanced statistical algorithms to identify attributes associated with the occurrence of crime in order to predict where crime is likely to occur in the future. The Glendale Police participated with five other departments nationally in an analysis of this technique conducted by Rutgers University's Center on Public Security. The results of the study will be used to further refine the methodology and permit the Department to utilize this advanced technique more effectively and efficiently to allocate resources to combat crime.
- **Innovation** - Social Media. The Department embraced the advantages offered by the latest social media technology in order to communicate with the public. Web pages available through the Internet offer a static platform for dissemination of vast amounts of information to public. Instagram and Twitter enable the Department to proactively reach out to the public to share useful information and as a means for the public to efficiently and conveniently to communicate with their public servants. The Department also partnered with myPD to provide a mobile smartphone app which provides a robust wireless platform to share information with the public and enable the public to submit direct inquiries to department staff.
- **Accomplishment** - Budgetary constraints on staffing resources exacerbated the Department's ability to maintain adequate service levels. In June 2013 the Department submitted a grant application to the U.S. Department of Justice Community Oriented Policing Services (COPS) for funding 15 police officer positions to supplement police staffing levels to better enable the department to provide public safety services. The Department was notified in October that COPS had approved an award for ten police officer position amounting to \$1.25 Million. This grant award will provide much-needed staffing resources to enable the Department to accomplish their mission.

GOAL UPDATES	
FY 2014 Goal	Reduce Violent and Property crime.
Related Council Goal	One community focused on public safety.
Was the Goal Met?	Yes
What were the Performance Measures?	Reduce Part I crimes by 5%.
Obstacles/Challenges	Budget constraints and, in particular, staffing resource shortages necessitated prioritization of staff allocations in order to maintain services and implement proactive strategies to impact crime.
FY 2014 Goal	Enhance Response to Crime
Related Council Goal	One community focused on public safety.



Was the Goal Met?	No. The percentage of Priority 1 and 2 calls response times meeting the objective of "within 5 minutes" did not increase by 5%. The percentage actually decreased by 3.3%. Staffing constraints made meeting the goal very difficult.
What were the Performance Measures?	Increase service quality and responsiveness to public requests for assistance by arriving unit at Priority 1 and Priority 2 calls in 5 minutes or less. Increase the percentage of call responses meeting the standard by 5%.
Obstacles/Challenges	Staffing resource constraints proved a difficult obstacle.

FISCAL YEAR 2013

GOAL UPDATES	
FY 2013 Goal	Enhance response to crime.
Related Council Goal	One community focused on public safety.
Was the Goal Met?	No.
What were the Performance Measures?	Reduce Part I crimes by 5%.
Obstacles/Challenges	The goal of a 5% reduction was not achieved. Although Part I crimes increased by 1.6%, the increase was significantly below the 8.2% increase the previous period.
FY 2013 Goal	Enhance Response to Crime
Related Council Goal	One community focused on public safety
Was the Goal Met?	Yes.
What were the Performance Measures?	Response times for Priority 1 and Priority 2 Calls for Service were reduced by 1.4% and 0.8% respectively.
Obstacles/Challenges	Staffing constraints required increased efforts to efficiently allocate and deploy personnel resources.

POLICE SERVICES
POLICE DEPARTMENT ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-12110) Police Legal Services	\$46	\$2,985	\$2,985	\$0	-100%
(1000-12120) Police Administration	\$2,448,705	\$2,802,111	\$2,802,111	\$3,429,186	22%
(1000-12130) Gateway Patrol	\$10,938,979	\$11,545,121	\$11,545,121	\$17,339,104	50%
(1000-12135) Training	\$0	\$0	\$0	\$2,059,641	NA
(1000-12150) Crime Investigations	\$10,135,534	\$10,262,980	\$10,262,980	\$12,274,310	20%
(1000-12160) Police Personnel Management	\$1,541,786	\$1,446,848	\$1,446,848	\$685,502	-53%
(1000-12170) Foothills Patrol Bureau	\$11,387,832	\$12,240,971	\$12,240,971	\$16,061,383	31%
(1000-12180) Police Support Services	\$1,511,827	\$1,626,211	\$1,626,211	\$1,935,164	19%
(1000-12210) PD - Fiscal Management	\$2,918,565	\$2,934,465	\$2,934,465	\$2,771,027	-6%
(1000-12215) PD - Tow Administration	\$55,378	\$55,344	\$55,344	\$62,823	14%
(1000-12220) PD - Detention	\$1,259,937	\$1,261,118	\$1,261,118	\$3,241,837	157%
(1000-12230) PD - Communications	\$2,195,739	\$2,415,049	\$2,415,049	\$3,583,103	48%
(1000-12232) PS Training Ctr - Police	\$551,329	\$581,875	\$581,875	\$581,875	0%
(1000-12233) PD - Special Operations	\$4,639,831	\$4,768,546	\$4,768,546	\$6,882,421	44%
(1000-12235) PD - Emergency Management	\$346,455	\$0	\$0	\$0	NA
(1010-12360) PD - Super Bowl Event	\$0	\$0	\$0	\$899,852	NA
(1281-12231) Stadium - PD Event Staffing	\$1,165,554	\$1,360,077	\$1,360,077	\$1,405,203	3%
(1281-12234) PD - Fiesta Bowl Event	\$145,639	\$393,147	\$393,147	\$397,354	1%
(1282-12190) Arena-PD Event Staffing	\$324,266	\$812,392	\$812,392	\$832,035	2%
(1283-12195) CBRanch-Police Event Staffing	\$0	\$28,482	\$28,482	\$0	-100%
(1700-12310) Patrol - Special Revenue Fund	\$12,131,251	\$15,627,787	\$15,627,787	\$0	-100%
(1840-33001) DARE	\$1,397	\$0	\$0	\$0	NA
(1840-33002) Victim Rights - PD	\$78,799	\$81,347	\$81,347	\$83,250	2%
(1840-33010) PD DEA Grant - Overtime	\$34,405	\$0	\$0	\$0	NA
(1840-33014) CAT Donations	\$457	\$0	\$0	\$0	NA
(1840-33018) VOCA	\$66,179	\$111,431	\$111,431	\$110,477	-1%
(1840-33021) Grant Approp - Police Dept	\$0	\$3,000,000	\$3,000,000	\$4,500,000	50%
(1840-33032) Joint Terrorism Task Force-OT	\$16,660	\$0	\$0	\$0	NA
(1840-33041) DPS VTTF	\$87,059	\$0	\$0	\$0	NA
(1840-33047) Advocacy Donations	\$1,187	\$0	\$0	\$0	NA
(1840-33057) PD Volunteers	\$71	\$0	\$0	\$0	NA
(1840-33105) DEA OCDEF Overtime	\$76,968	\$0	\$0	\$0	NA
(1840-33121) Bulletproof Vest Ptnrshp	\$3,534	\$0	\$0	\$0	NA
(1840-33135) ICAC Task Force	\$4,999	\$0	\$0	\$0	NA
(1840-33141) 2009 Edward Byrne Memorial JAG	\$306	\$0	\$0	\$0	NA
(1840-33160) 2010 Edward Byrne Memorial JAG	\$166,285	\$0	\$0	\$0	NA
(1840-33163) GPD Cold Case Investigation	\$40,324	\$0	\$0	\$0	NA
(1840-33164) GPD Technology Enhancement Pro	\$722,970	\$0	\$0	\$0	NA
(1840-33165) FCTF/MFTF	\$17,202	\$0	\$0	\$0	NA
(1840-33168) Glendale PSN NIBIN	\$15,255	\$0	\$0	\$0	NA
(1840-33169) USS Electronic Crime Task Forc	\$2,602	\$0	\$0	\$0	NA
(1840-33170) ACJC Records Improvement	\$20,290	\$0	\$0	\$0	NA
(1840-33171) 2012 GOHS DUI Enforcement	\$9,752	\$0	\$0	\$0	NA
(1840-33172) 2011 Smart Policing Initiative	\$105,050	\$0	\$0	\$0	NA
(1840-33173) 2011 JAG CAD/RMS Replacement	\$26,120	\$0	\$0	\$0	NA
(1840-33174) 2011 SHSGP Disaster Resistant	\$8,840	\$0	\$0	\$0	NA
(1840-33175) 2011 UASI GPD RRT	\$14,026	\$0	\$0	\$0	NA
(1840-33176) 2011 UASI Airport Target Hard	\$42,735	\$0	\$0	\$0	NA
(1840-33177) 2011 UASI GPD TLO Sustainment	\$1,295	\$0	\$0	\$0	NA



POLICE SERVICES
POLICE DEPARTMENT ROLLUP

(1840-33178) 2012 GOHS OP Enforcement	\$1,281	\$0	\$0	\$0	NA
(1840-33180) USPS Taskforce	\$506	\$0	\$0	\$0	NA
(1840-33181) HIDTA	\$40,982	\$0	\$0	\$0	NA
(1840-33182) 2010 UASI Bomb Emer Resp Veh	\$115,000	\$0	\$0	\$0	NA
(1840-33183) 2013 GOHS DUI Enforcement	\$41,862	\$0	\$0	\$0	NA
(1840-33184) 2013 GOHS Seat Belt Enforce	\$10,000	\$0	\$0	\$0	NA
(1840-33188) State Farm Safety Education	\$3,842	\$0	\$0	\$0	NA
(1840-33189) 2012 UASI GPD RRT	\$1,212	\$0	\$0	\$0	NA
(1840-33190) 2012 UASI GPD TLO	\$29,738	\$0	\$0	\$0	NA
(1840-33192) 2010 UASI Bomb Robot Refurbish	\$65,000	\$0	\$0	\$0	NA
(1840-33193) 2013 DUI Know Your Limits	\$1,479	\$0	\$0	\$0	NA
(1840-33194) GRIC Police Vehicles	\$505,273	\$0	\$0	\$0	NA
(1840-33195) 2013 DUI Enforcement OT	\$12,346	\$0	\$0	\$0	NA
(1840-33213) 2013 COPS Hiring Program	\$0	\$0	\$0	\$553,150	NA
(1842-37002) JAG Recovery Act	\$406,812	\$0	\$0	\$0	NA
(1860-32020) Federal RICO	\$13,260	\$225,000	\$225,000	\$225,000	0%
(1860-32030) State RICO	\$2,292,742	\$3,671,249	\$3,671,249	\$2,220,733	-40%
(2530-12390) PS Training Ops - Police	\$311,752	\$350,045	\$350,045	\$333,945	-5%
Total - Police Department	\$69,116,507	\$77,604,581	\$77,604,581	\$82,468,375	6%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$51,262,613	\$56,470,828	\$56,470,828	\$62,701,032	11%
(A7000) Non-Salary Operating Budget	\$14,872,341	\$18,305,472	\$18,305,472	\$17,960,301	-2%
(A7500) Premiums/Controlled Budget	\$2,981,553	\$2,828,281	\$2,828,281	\$1,807,042	-36%
Total - Police Department	\$69,116,507	\$77,604,581	\$77,604,581	\$82,468,375	6%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-12120) Police Administration	18	19	19	21	11%
(1000-12130) Gateway Patrol	109	100	100	135	35%
(1000-12135) Training				13	
(1000-12150) Crime Investigations	85	86	86	94	9%
(1000-12160) Police Personnel Management	20	14	14	5	-64%
(1000-12170) Foothills Patrol Bureau	118	107	107	127	19%
(1000-12180) Police Support Services	21.5	19.5	19.5	25.5	31%
(1000-12215) PD - Tow Administration	1	1	1	1	0%
(1000-12220) PD - Detention	10	10	10	19	90%
(1000-12230) PD - Communications	30.5	28.5	28.5	38.5	35%
(1000-12233) PD - Special Operations	35	34	34	50	47%
(1000-12235) PD - Emergency Management	4				
(1281-12231) Stadium - PD Event Staffing	2	2	2	2	0%
(1282-12190) Arena-PD Event Staffing	1	1	1	1	0%
(1700-12310) Patrol - Special Revenue Fund	118	111	111		
(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	
(1860-32030) State RICO	0.5	0.5	0.5	0.5	0%
(2530-12390) PS Training Ops - Police	2	2	2	2	0%
Total -Police Department	577.5	537.5	537.5	546.5	2%

PERFORMANCE MEASURES

PUBLIC WORKS

Mission Statement:

A partnership of employees and community working together to create a better quality of life for Glendale and to ensure the safe, efficient transportation of people and goods in the city of Glendale.

Department Description:

Public Works provides essential services that directly impact the community and provides support to other departments within the organization. Public Works is comprised of three separate, yet interdependent divisions that provide essential services to the city. The three divisions are field operations, engineering and transportation.

Field operations includes four (4) primary functions:

- 1) solid waste collection and disposal services including recycling, household hazardous waste collection, loose trash collection services, and street sweeping services;
- 2) street maintenance and concrete repair including graffiti removal, and maintenance of traffic signs, and street striping;
- 3) equipment management for maintaining approximately 1,300 city vehicles and support equipment; and
- 4) facilities management for the maintenance and cleaning of over 2 million square feet of space. In addition to these core functions field operations is also responsible for the care and operation of Glendale Memorial Park cemetery as well as contract administration for animal control services provided by Maricopa county.

Engineering ensures citizen safety and high quality of life by providing properly designed, constructed and inspected public facilities and right-of-way infrastructure. It also supports other city departments when undertaking capital improvement projects. The department oversees floodplain management, the city-adopted National Flood Insurance Program, real estate management and management and oversight of cell tower equipment in the public right of way and on city owned facilities.

Transportation services include coordination of bus service as well as the city operated Dial a Ride program, participation in regional planning and coordination of such projects as Northern Parkway and the Loop 303, management of traffic signals and intelligent transportation systems, large event transportation management. Design and planning for improvements to the transportation system for pedestrians, bicycles and vehicles is a key component of the Glendale Onboard transportation program. Finally, the operation and management of the city airport is part of the transportation division.



FISCAL YEAR 2015

GOALS	
FY 2015 Goal	Seek additional revenue opportunities and methods
Related Council Priority	Fiscal Sustainability
Activities	Increase refuse at COG landfill by 10,000 tons and recyclables by 5,000 tons.
Expected Outcomes (Perf. Measures)	Landfill revenues can grow by \$220,000 in FY 2015 and recycling revenue by \$300,000.
Time Commitment	N/A
Expected Challenges	Recycling revenue dependent on continued strong markets.
FY 2015 Goal	Identify opportunities for alternate service delivery
Related Council Priority	Service Level Options
Activities	Outsourcing when opportunities arise, such as lane striping.
Expected Outcomes (Perf. Measures)	Preliminary estimates show outsourcing striping to save \$20-40K annually by converting vacant positions to contractual dollars.
Time Commitment	Issuance of RFP or identifying related cooperative purchase.
Expected Challenges	Annual lane striping will be straightforward, responsiveness to small projects may be compromised a little.
FY 2015 Goal	Update and manage telecommunications agreements to maximize revenue
Related Council Priority	Fiscal Sustainability
Activities	Updating agreements with providers, temporary agreements for Super Bowl.
Expected Outcomes (Perf. Measures)	Revenue enhancement could increase by \$40,000 over FY 2014
Time Commitment	Staffing in engineering and city attorneys office remains stable to get agreements reviewed.
Expected Challenges	None
FY 2015 Goal	Providing seamless service delivery for fans and visitors for the Pro Bowl and Super Bowl
Related Council Priority	Super Bowl/Public Safety
Activities	Coordination of transportation activities for game and related public and private events while maintaining existing service.
Expected Outcomes (Perf. Measures)	Successful ingress and egress from facility on game day and for related activities during the week.
Time Commitment	This is an "all hands on deck" sort of event and Public Works staff across all areas will be involved in a successful event.
Expected Challenges	Last minute demands or changes to plans will be the biggest challenge.

FISCAL YEAR 2014

Innovations and Accomplishments:

- Innovation - Identified opportunity to outsource street striping program for FY 2015 by converting three vacant positions into contractual dollars. Savings of over \$25,000 annually will be realized in reduced striping costs and elimination of city owned striping truck.
- Accomplishment - Vieste waste recycling facility was dedicated in March 2014, full commercial operations not expected until late 2014 due to dispute between Vieste and design engineers.
- Accomplishment - Exceeded budget reduction target for Public Works by 10%.

GOAL UPDATES	
FY 2014 Goal	Present updated Streets maintenance plan to City Council that will propose various street treatments for FY 2014 and FY 2015 and begin construction of FY 2014 improvements by March 2014
Related Council Goal	One community with strong neighborhoods.
Was the Goal Met?	Presentation and guidance received on Dec 17, 2013, FY 14 work amounting to \$5.2M is being designed right now, a new pavement study is to be initiated in fall of 2014 and in spring of 2015 is planned first half of \$12M in additional street maintenance improvements.
What were the Performance Measures?	Majority of funds to be used for slurry seal of residential and collector streets in FY 2014 and may allow for up to 80 miles of streets to be treated depending on bidding environment.
Obstacles/Challenges	Design of work takes longer than initially anticipated and is outsourced.
FY 2014 Goal	Evaluate new revenue opportunities in General Fund including the leasing of city owned space at Bank of America (B of A) building and former Material testing lab at COG airport
Related Council Goal	One community that is fiscally sound.
Was the Goal Met?	Partially. Council was presented an initial list of all city assets on May 20, additional information has been requested and will be presented in Fall of 2014. Remaining city departments were moved out of B of A by June 15 and next phase including moving IT operations into Main public safety building and advocacy center operations into old IT space is planned to be completed by end of July 2014.
What were the Performance Measures?	Add one new tenant at B of A space in FY 2014 and secure new tenant to take over space at Airport.
Obstacles/Challenges	Identifying new tenants through our property managers (MODE) for B of A will be a challenge.



FISCAL YEAR 2013

GOAL UPDATES	
FY 2013 Goal	Successfully coordinate completion of design and construction of regional roadway projects.
Related Council Goal	One community with quality economic development.
Was the Goal Met?	In progress. The first phase of Northern Parkway is under construction and the designs for landscaping and overpasses at Litchfield and Reems roads are complete. Loop 303 construction is underway. The Grand Avenue Beautification Project design is complete and this project is also currently under construction.
What were the Performance Measures?	Agreements for ongoing operations and maintenance are complete. Design and construction standards are to Glendale specifications.
Obstacles/Challenges	Agreements require detailed coordination with regional and private partners.
GOAL UPDATES	
FY 2013 Goal	To complete the Glendale Corridor Planning Study for high-capacity transit/light rail. Secure funding for an alternatives analysis of a preferred alignment in Glendale. Ensure that a Glendale Corridor remains within the life cycle of Proposition 400.
Related Council Goal	One community with quality economic development. One community with a vibrant city center.
Was the Goal Met?	Yes
What were the Performance Measures?	Completion of the Glendale Corridor Planning Study and securing regional and/or federal funds for an alternatives analysis.
Obstacles/Challenges	Challenges remain in the upcoming years regarding reduced federal funding coming into the region.

PUBLIC WORKS
FIELD OPERATIONS ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-11370) Materials Control Warehouse	\$173,666	\$190,689	\$189,947	\$0	-100%
(1000-13410) Field Operations Admin.	\$648,265	\$476,330	\$464,884	\$479,048	1%
(1000-13420) Cemetery	\$195,791	\$188,913	\$184,358	\$211,849	12%
(1000-13430) Manistee Ranch Maintenance	\$5,890	\$5,113	\$6,300	\$6,613	29%
(1000-13440) Graffiti Removal	\$165,084	\$17,054	\$17,054	\$17,096	0%
(1000-13450) Facilities Management	\$3,651,763	\$3,767,943	\$3,767,943	\$3,976,608	6%
(1000-13460) Custodial Services	\$1,003,346	\$893,874	\$990,701	\$841,619	-6%
(1000-13461) Downtown Parking Garage	\$54,301	\$46,894	\$46,271	\$46,716	0%
(1000-16040) Downtown Beaut. & Promotion	\$120,794	\$0	\$0	\$0	NA
(1040-13510) Equipment Management	\$3,787,466	\$3,990,336	\$3,963,842	\$3,896,514	-2%
(1040-13520) Fuel Services	\$3,652,524	\$3,803,029	\$3,803,029	\$3,780,944	-1%
(1040-13530) Parts Store Operations	\$1,390,091	\$1,569,565	\$1,559,545	\$1,497,563	-5%
(1120-13610) Equipment Replacement	\$399,689	\$2,795,693	\$2,767,719	\$2,452,791	-12%
(1280-13470) YSC - Facilities Mgt.	\$44,004	\$60,000	\$48,000	\$50,000	-17%
(1340-16720) Street Maintenance	\$1,090,398	\$4,036,235	\$1,361,235	\$1,156,500	-71%
(1340-16731) Graffiti Removal - ROW	\$0	\$161,321	\$161,321	\$163,759	2%
(1340-16820) Signs & Markings	\$658,581	\$789,510	\$789,510	\$648,241	-18%
(2440-17710) Landfill	\$3,066,686	\$3,157,210	\$3,496,710	\$4,393,966	39%
(2440-17720) Gas Management System	\$102,454	\$166,600	\$166,600	\$166,800	0%
(2440-17730) Solid Waste Admin	\$882,098	\$1,053,554	\$1,053,554	\$1,287,352	22%
(2440-17740) Recycling	\$807,173	\$950,264	\$950,264	\$964,247	1%
(2440-17750) MRF Operations	\$1,582,941	\$1,764,461	\$1,789,101	\$1,950,916	11%
(2480-17810) Sanitation Roll-off	\$651,757	\$774,162	\$749,482	\$705,076	-9%
(2480-17820) Sanitation Frontload	\$3,145,620	\$3,378,094	\$3,378,094	\$3,086,265	-9%
(2480-17830) Curb Service	\$7,545,232	\$6,827,713	\$6,827,713	\$6,844,938	0%
(2480-17840) Residential-Loose Trash Collec	\$2,896,619	\$2,706,029	\$2,706,029	\$2,696,719	0%
(2530-13480) PS Training Ops - Fac. Mgmt.	\$443,522	\$415,244	\$453,921	\$471,276	13%
Total - Field Operations	\$38,165,755	\$43,985,830	\$41,693,127	\$41,793,416	-5%



PUBLIC WORKS FIELD OPERATIONS ROLLUP

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$11,729,911	\$11,985,014	\$12,015,683	\$11,743,885	-2%
(A7000) Non-Salary Operating Budget	\$21,230,637	\$27,839,719	\$25,516,347	\$26,152,259	-6%
(A7500) Premiums/Controlled Budget	\$5,205,207	\$4,161,097	\$4,161,097	\$3,897,272	-6%
Total - Field Operations	\$38,165,755	\$43,985,830	\$41,693,127	\$41,793,416	-5%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-11370) Materials Control Warehouse	3.75	2.75	2.75		
(1000-13410) Field Operations Admin.	2	1	1	1	0%
(1000-13420) Cemetery	2	1	1	1	0%
(1000-13440) Graffiti Removal	2				
(1000-13450) Facilities Management	10	10	10	10	0%
(1000-13460) Custodial Services	13	11	11	6	-45%
(1000-16040) Downtown Beaut. & Promotion	2				
(1040-13510) Equipment Management	33	30	30	30	0%
(1040-13530) Parts Store Operations	1	1	1	1	0%
(1340-16720) Street Maintenance	5	5	5	6	20%
(1340-16731) Graffiti Removal - ROW		2	2	2	0%
(1340-16820) Signs & Markings	7	7	7	6	-14%
(2440-17710) Landfill	16	16	16	16	0%
(2440-17730) Solid Waste Admin	9	9	9	12	33%
(2440-17740) Recycling	6	6	6	6	0%
(2440-17750) MRF Operations	8	8	8	8	0%
(2480-17810) Sanitation Roll-off	2	2	2	1	-50%
(2480-17820) Sanitation Frontload	14	14	14	12	-14%
(2480-17830) Curb Service	37	37	37	37	0%
(2480-17840) Residential-Loose Trash Collec	21	21	21	21	0%
(2530-13480) PS Training Ops - Fac. Mgmt.	3	2	2	2	0%
Total -Field Operations	196.75	185.75	185.75	178	-4%



PUBLIC WORKS
RIGHT-OF-WAY ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1282-16740) Arena - ROW Maintenance	\$33,664	\$49,901	\$49,901	\$0	-100%
(1283-16741) CBRanch - ROW Maintenance	\$0	\$0	\$30,980	\$16,080	NA
(1340-16710) Right-of-Way Maintenance	\$1,882,488	\$2,632,413	\$3,009,527	\$2,609,721	-1%
Total - Right-of-Way	\$1,916,152	\$2,682,314	\$3,090,408	\$2,625,801	-2%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$564,891	\$698,047	\$705,801	\$710,596	2%
(A7000) Non-Salary Operating Budget	\$1,241,791	\$1,910,953	\$2,311,293	\$1,865,262	-2%
(A7500) Premiums/Controlled Budget	\$109,470	\$73,314	\$73,314	\$49,943	-32%
Total - Right-of-Way	\$1,916,152	\$2,682,314	\$3,090,408	\$2,625,801	-2%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1340-16710) Right-of-Way Maintenance	11	11	11	11	0%
Total -Right-of-Way	11	11	11	11	0%



PUBLIC WORKS ENGINEERING ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-13710) BofA Bank Building	\$256,309	\$256,579	\$256,579	\$293,178	14%
(1000-13715) Promenade at Paltaire	\$61,845	\$56,400	\$56,400	\$57,400	2%
(1000-13720) Engineering Administration	\$300,316	\$286,402	\$286,402	\$543,242	90%
(1000-13730) Design Division	\$138,629	(\$73,147)	(\$73,147)	\$127,670	-275%
(1000-13780) Land Development Division	\$334,222	\$331,634	\$331,634	\$110,784	-67%
(1000-13790) Construction Inspection	\$399,944	\$422,329	\$422,329	\$709,649	68%
(1000-13800) Materials Testing	\$250,081	\$222,953	\$222,953	\$0	-100%
(1340-16920) Street Light Management	\$1,395,682	\$2,128,322	\$2,128,322	\$2,089,094	-2%
(1340-16940) Traffic Studies	\$360,549	\$393,609	\$393,609	\$323,589	-18%
Total - Engineering	\$3,497,577	\$4,025,081	\$4,025,081	\$4,254,606	6%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$1,543,997	\$1,377,438	\$1,377,438	\$1,749,514	27%
(A7000) Non-Salary Operating Budget	\$1,859,145	\$2,578,415	\$2,578,415	\$2,457,659	-5%
(A7500) Premiums/Controlled Budget	\$94,435	\$69,228	\$69,228	\$47,433	-31%
Total - Engineering	\$3,497,577	\$4,025,081	\$4,025,081	\$4,254,606	6%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1000-13720) Engineering Administration	3	3	3	5	67%
(1000-13730) Design Division	6	5	5	4	-20%
(1000-13780) Land Development Division	3	3	3	1	-67%
(1000-13790) Construction Inspection	4	4	4	8	100%
(1000-13800) Materials Testing	3	3	3		
(1340-16920) Street Light Management				1	
(1340-16940) Traffic Studies	4	4	4	3	-25%
Total -Engineering	23	22	22	22	0%

PUBLIC WORKS
TRANSPORTATION ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1010-16360) Transp - Super Bowl Event	\$0	\$0	\$34,905	\$325,000	NA
(1281-16840) Stadium - Transportation Ops.	\$564,457	\$792,884	\$792,884	\$793,792	0%
(1281-16845) Transp - Fiesta Bowl Event	\$48,206	\$79,838	\$79,838	\$70,946	-11%
(1282-16830) Arena - Transportation Ops.	\$464	\$14,981	\$14,981	\$14,991	0%
(1340-16810) Traffic Signals	\$770,529	\$1,281,708	\$1,006,708	\$1,201,559	-6%
(1340-16910) Transportation Administration	\$298,276	\$172,904	\$172,904	\$112,038	-35%
(1340-16950) Traffic Design and Development	\$182,668	\$179,254	\$179,254	\$167,456	-7%
(1650-37200) Grant Approp - Transportation	\$0	\$0	\$0	\$1,000,000	NA
(1650-37201) JARC - GUS 1 & 2	\$149,402	\$73,849	\$73,849	\$0	-100%
(1650-37202) New Freedom - GUS 3	\$43,844	\$0	\$0	\$0	NA
(1650-37203) New Freedom-Bus Buddies BAG IT	\$30,863	\$20,202	\$20,202	\$0	-100%
(1650-37205) JARC - Route 60	\$85,503	\$0	\$0	\$0	NA
(1650-37206) HSIP Ped Countdown Signals	\$0	\$35,541	\$0	\$35,541	0%
(1650-37207) AZ-37-X014 Route 59 Grant	\$110,845	\$0	\$0	\$0	NA
(1660-16510) Transportation Program Mgmt	\$2,677,650	\$2,990,125	\$2,990,125	\$2,338,398	-22%
(1660-16520) Transportation Education	\$212,605	\$236,210	\$236,210	\$212,480	-10%
(1660-16525) Transit Management	\$307,885	\$378,752	\$378,752	\$400,068	6%
(1660-16530) Dial-A-Ride	\$2,481,019	\$2,563,156	\$2,563,156	\$2,538,880	-1%
(1660-16540) Fixed Route	\$2,528,723	\$4,338,648	\$4,338,648	\$4,338,971	0%
(1660-16550) Demand Management	\$20,827	\$42,000	\$42,000	\$40,300	-4%
(1660-16570) Intelligent Transportation Sys	\$530,317	\$618,190	\$618,190	\$665,151	8%
(1660-16580) Traffic Mitigation	\$168,006	\$335,627	\$335,627	\$361,444	8%
(1660-16590) Transportation CIP O&M	\$140,808	\$748,451	\$748,451	\$1,011,577	35%
(1660-16610) GO Traffic Signals	\$0	\$18,600	\$18,600	\$18,600	0%
(1660-16620) GO Signs & Marking	\$0	\$53,813	\$53,813	\$53,813	0%
(1660-16630) GO Street Light Mgmt	\$0	\$57,343	\$57,343	\$505,343	781%
(1842-37090) Old Roma Alley ARRA Grant	\$0	\$0	(\$3,588)	\$0	NA
Total - Transportation	\$11,352,897	\$15,032,076	\$14,752,852	\$16,206,348	8%



PUBLIC WORKS TRANSPORTATION ROLLUP

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$3,952,295	\$4,199,887	\$4,195,058	\$4,241,702	1%
(A7000) Non-Salary Operating Budget	\$5,913,078	\$9,185,860	\$8,911,465	\$10,318,396	12%
(A7500) Premiums/Controlled Budget	\$1,487,524	\$1,646,329	\$1,646,329	\$1,646,250	0%
Total - Transportation	\$11,352,897	\$15,032,076	\$14,752,852	\$16,206,348	8%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1340-16810) Traffic Signals	5	6	6	6	0%
(1340-16910) Transportation Administration	2	2	2	1	-50%
(1340-16950) Traffic Design and Development	2	2	2	2	0%
(1660-16510) Transportation Program Mgmt	5	6	6	7	17%
(1660-16520) Transportation Education	1	1	1	1	0%
(1660-16525) Transit Management	4	4	4	4	0%
(1660-16530) Dial-A-Ride	34.25	33.25	33.25	32.25	-3%
(1660-16570) Intelligent Transportation Sys	4	4	4	5	25%
(1660-16580) Traffic Mitigation	1	1	1	1	0%
Total -Transportation	58.25	59.25	59.25	59.25	0%



PUBLIC WORKS
AIRPORT ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1760-16410) Airport Operations	\$608,926	\$674,219	\$674,219	\$723,906	7%
Total - Airport	\$608,926	\$674,219	\$674,219	\$723,906	7%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$396,157	\$404,876	\$404,876	\$428,821	6%
(A7000) Non-Salary Operating Budget	\$136,017	\$141,422	\$141,422	\$150,662	7%
(A7500) Premiums/Controlled Budget	\$76,752	\$127,921	\$127,921	\$144,423	13%
Total - Airport	\$608,926	\$674,219	\$674,219	\$723,906	7%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(1760-16410) Airport Operations	6	6	6	6	0%
Total -Airport	6	6	6	6	0%



PERFORMANCE MEASURES WATER SERVICES

Mission Statement:

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

Department Description:

The Water Services Department serves more than 231,000 people within the city of Glendale, and is responsible for delivering over 14 billion gallons of drinking water annually to the residents and businesses of Glendale. The Department is also responsible for collecting and treating wastewater to an A+ effluent standard for recharge or reuse, the highest quality recognized in Arizona. Water and wastewater services are accomplished through a complex network of four water treatment plants, two water reclamation facilities, partnership in a regional reclamation facility, and an extensive network of water distribution service mains and lines, as well as, a comprehensive wastewater collection system.

In addition to water and wastewater services, the Water Services Department conducts extensive water quality testing and monitoring to ensure public health and safety, and environmental protection. Water Services provides conservation and sustainability classes and programs for adults and youth, and has citywide responsibilities for hazardous material management, air quality, and pollution prevention. Furthermore, the Department also manages and operates a comprehensive storm water management program.

The Department receives no revenues from sales or property taxes, and operates on funds from rates and service charges and fees. In accordance with city policy, these funds are administered in an enterprise account.

FISCAL YEAR 2015

GOALS	
FY 2015 Goal	Complete the first phase of a comprehensive asset management program to minimize life cycle costs of water and wastewater infrastructure assets to improve investment in maintenance resources and capital improvement projects.
Related Council Priority	Fiscal Sustainability
Activities	The Asset Management Program is based on a complete inventory of all Water Services assets. The program tracks the condition of the assets, ongoing maintenance and repair efforts, and other relevant elements to include tracking levels of performance in order to allow for quantifiable decisions for asset improvement or replacements.
Expected Outcomes (Perf. Measures)	In FY 2015 the first phase of the Asset Management Program will be to inventory all Water Services assets, develop asset information, improve the existing preventive maintenance program, and create all needed workflows to facilitate further development.

Time Commitment	This is a long term on-going program requiring continuous assessment and evaluation incorporating best practices as the program evolves.
Expected Challenges	The implementation of a comprehensive asset management program is a large project requiring a change in current practices. Key will be communicating the expectations and desired outcome for the program to all levels in the organization.
FY 2015 Goal	Upgrade the mechanical and electrical components at the Arrowhead Ranch Water Reclamation Facility (ARWRF). ARWRF was originally constructed in 1983 and currently on average treats 3 million gallons of wastewater daily. Continued upgrades and improvements will ensure this facility is in good working condition to meet the reclamation needs of the city.
Related Council Priority	Fiscal Sustainability
Activities	This project will include design and construction of some major components of the facility to include: effluent line assessment and rehabilitation, clarifier improvements, new motor control center, particle removal screens, replacement of the air distribution system, headwork improvements, odor control system improvements, filter improvements, and process control software.
Expected Outcomes (Perf. Measures)	In FY 2015 the assessment and design portions of the project are expected to be completed with construction to start in FY 2016.
Time Commitment	This is a large multi-year project that will ensure the reliable and safe treatment of wastewater and will assist the department in continuing to meet our regulatory requirements.
Expected Challenges	Potential challenges include coordinating multiple aspects of a complex project while maintaining service levels.
FY 2015 Goal	Enhance operational readiness and continue efforts to create a comprehensive cross training program for Water Services staff.
Related Council Priority	Fiscal Sustainability
Activities	Provide training and development opportunities to ensure Water Services staff have the necessary skills to perform various job functions in the department.
Expected Outcomes (Perf. Measures)	Water Services staff are crossed training to function in cross divisional tasks and activities.
Time Commitment	This is an on-going program with continual assessment of needs and training.
Expected Challenges	Potential challenges include managing competing priorities and maintaining high service levels.



FISCAL YEAR 2014

Innovations and Accomplishments:

- Accomplishment - The Water Services West Area Water Reclamation Facility was selected as the AZ Water 2014 Large Treatment Plant of the Year. The Maricopa County Environmental Services Department nominated the West Area facility for this prestigious award.

GOAL UPDATES	
FY 2014 Goal	Upon Council approval, create a Water Services Advisory Commission as recommended by the Citizen's Task Force on Water and Sewer. The Commission will advise the Council on water services policies and strategies to ensure the well being and quality of life of Glendale residents and businesses.
Related Council Goal	One community with high quality services for citizens.
Was the Goal Met?	Yes. Ordinance 2850 was adopted by Council to form the Water Services Advisory Commission. The Commission started meeting in September 2013, and has been meeting on a monthly basis. The Commission has been provided with an educational program including information relating to water resource planning, water and wastewater treatment, reclaimed water storage, urban irrigation, and financial planning.
What were the Performance Measures?	Annually the Commission is to provide policy and strategy recommendations to Council for consideration and implementation.
Obstacles/Challenges	Obstacles and challenges have been nominal. The Commission has been engaged and highly interested in Water Services resources and operations.
FY 2014 Goal	Complete engineering assessment and infrastructure improvements to the Hillcrest Ranch Booster Station within Zone 3 by strengthening our operational flexibility and water supply reliability through maximizing our water resources and distribution capabilities.
Related Council Goal	One community with high quality services for citizens.
Was the Goal Met?	Currently design improvements and modifications are in process. Construction and equipment upgrades are scheduled to be completed in FY 2015.
What were the Performance Measures?	Hydraulic modeling complete within 60 days. Design, construction and equipment upgrades completed in one year.
Obstacles/Challenges	Competing priorities delayed progress of this project. This goal is a high priority for Water Services and resources will continue to be allocated to ensure project completion.

FISCAL YEAR 2013

GOAL UPDATES	
FY 2013 Goal	Complete the improvements to the Arrowhead Ranch Water Reclamation Facility ultraviolet (UV) disinfectant system. This project will replace the existing UV systems with energy efficient low pressure UV disinfection systems.
Related Council Goal	One community with high quality services for citizens.
Was the Goal Met?	Yes the project is on schedule to be completed June 2013.
What were the Performance Measures?	The project is expected to be completed by June 2013. The project will reduce operation and maintenance costs by \$100,000 annually.
Obstacles/Challenges	This was a large multi year project that will be completed on time and within budget. The primary challenge with this project was a two week delay to find and procure specific block material needed for the building walls. The material was unavailable locally causing the two week delay. Staff was able to adjust scheduled tasks so the project would continue and be completed on time.
FY 2013 Goal	Successful completion of the Ad-hoc Citizen Task Force on Water and Sewer by achieving the desired outcome of developing a shared understanding between the Task Force and the city on the management, sustainability, and value of water and its impact on the community by reaching consensus recommendations to ensure the well-being and quality of life of Glendale residents and businesses.
Related Council Goal	One community with high quality services for citizens.
Was the Goal Met?	Yes, Over the course of nine months a series of 11 meetings and two worksite tours were provided with an extensive educational program covering all aspects of the business of water. Consensus was achieved and recommendations were group into five focus areas to include: I) Financial Planning, Billing, and Customer Services, II) Public Involvement and Community Education, III) Regional Collaboration and Water Resources and Sustainability, IV) Operations and Infrastructure, and V) Employee Development, Retention, Safety and Productivity. A final report was presented to Council in December 2012.
What were the Performance Measures?	Based upon the education provided and through facilitated consensus building discussions the task force will provide Council with information and recommendations on the city's water and wastewater enterprise.
Obstacles/Challenges	This was a large public committee with various levels of knowledge and understanding of the water industry. Fortunately many members were highly dedicated and committed to the Task Force and provided a high level of effort to provide a comprehensive report and recommendations to the City Council.



WATER SERVICES UTILITIES ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(2360-17110) Utilities Administration	\$6,249,614	\$7,474,073	\$7,474,073	\$7,711,049	3%
(2360-17115) Safety Administration	\$0	\$0	\$0	\$129,333	NA
(2360-17120) Information Management	\$989,105	\$1,220,230	\$1,220,230	\$1,109,612	-9%
(2360-17130) Public Service Representatives	\$271,579	\$339,776	\$339,776	\$652,701	92%
(2360-17140) System Security	\$705,778	\$664,015	\$664,015	\$519,072	-22%
(2360-17150) Property Management	\$63,327	\$78,500	\$78,500	\$65,500	-17%
(2360-17160) Arrowhead Reclamation Plant	\$2,033,711	\$2,347,662	\$2,347,662	\$2,056,290	-12%
(2360-17170) West Area Plant	\$3,255,142	\$3,639,389	\$3,639,389	\$3,546,843	-3%
(2360-17180) Materials Control Warehouse	\$0	\$0	\$0	\$118,567	NA
(2400-17210) Customer Service - Field	\$1,205,393	\$1,252,202	\$1,252,202	\$1,179,734	-6%
(2400-17220) Irrigation	\$162,394	\$201,096	\$201,096	\$195,542	-3%
(2400-17230) Raw Water Usage	\$2,742,525	\$3,570,000	\$3,570,000	\$4,134,838	16%
(2400-17240) Central System Control	\$1,265,398	\$1,346,419	\$1,346,419	\$1,316,158	-2%
(2400-17250) Pyramid Peak Plant	\$1,933,960	\$1,949,560	\$1,949,560	\$1,825,267	-6%
(2400-17260) Cholla Treatment Plant	\$2,927,894	\$3,547,915	\$3,547,915	\$2,887,595	-19%
(2400-17280) Central System Maintenance	\$372,177	\$666,225	\$666,225	\$1,679,583	152%
(2400-17290) Water Distribution	\$2,507,882	\$3,225,241	\$3,225,241	\$3,197,733	-1%
(2400-17300) Meter Maintenance	\$748,755	\$1,208,583	\$1,208,583	\$1,033,874	-14%
(2400-17310) Oasis Surface WTP	\$1,598,081	\$3,389,272	\$3,389,272	\$2,836,661	-16%
(2400-17320) Oasis Groundwater WTP	\$128,748	\$613,500	\$613,500	\$613,500	0%
(2420-17610) Pretreatment Program	\$463,196	\$521,822	\$521,822	\$505,422	-3%
(2420-17620) SROG (91st Ave) Plant	\$2,204,360	\$3,279,448	\$3,279,448	\$3,279,448	0%
(2420-17625) 99th Avenue Interceptor	\$49,357	\$200,000	\$200,000	\$200,000	0%
(2420-17630) Wastewater Collection	\$2,511,859	\$2,999,231	\$2,999,231	\$2,861,963	-5%
(2420-17699) Storm Water	\$311,362	\$412,048	\$412,048	\$373,978	-9%
Total - Utilities	\$34,701,597	\$44,146,207	\$44,146,207	\$44,030,263	0%

WATER SERVICES
UTILITIES ROLLUP

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$11,825,556	\$13,006,566	\$13,006,566	\$13,194,621	1%
(A7000) Non-Salary Operating Budget	\$16,914,988	\$24,301,112	\$24,301,112	\$24,592,693	1%
(A7500) Premiums/Controlled Budget	\$5,961,053	\$6,838,529	\$6,838,529	\$6,242,949	-9%
Total - Utilities	\$34,701,597	\$44,146,207	\$44,146,207	\$44,030,263	0%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(2360-17110) Utilities Administration	12	13	13	12	-8%
(2360-17115) Safety Administration				1	
(2360-17120) Information Management	6	6	6	8	33%
(2360-17130) Public Service Representatives	4	5	5	7	40%
(2360-17140) System Security	10	8	8	7	-13%
(2360-17160) Arrowhead Reclamation Plant	12	12	12	9	-25%
(2360-17170) West Area Plant	15	15	15	12	-20%
(2360-17180) Materials Control Warehouse				1.75	
(2400-17210) Customer Service - Field	16	16	16	15	-6%
(2400-17220) Irrigation	1				
(2400-17240) Central System Control	9	8	8	7	-13%
(2400-17250) Pyramid Peak Plant	11	11	11	9	-18%
(2400-17260) Cholla Treatment Plant	9	9	9	7	-22%
(2400-17280) Central System Maintenance	5	5	5	17	240%
(2400-17290) Water Distribution	26	26	26	26	0%
(2400-17300) Meter Maintenance	11	11	11	8	-27%
(2400-17310) Oasis Surface WTP	14	13	13	10	-23%
(2420-17610) Pretreatment Program	6	6	6	6	0%
(2420-17630) Wastewater Collection	17	17	17	17	0%
(2420-17699) Storm Water	3	4	4	4	0%
Total -Utilities	187	185	185	183.75	-1%



WATER SERVICES ENV. RESOURCES ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(2360-17010) Environmental Resources	\$340,573	\$548,274	\$548,274	\$736,296	34%
(2360-17420) Water Quality	\$1,052,680	\$1,197,650	\$1,197,650	\$1,306,762	9%
(2400-17410) Water Conservation	\$281,191	\$324,654	\$324,654	\$368,075	13%
Total - Env. Resources	\$1,674,444	\$2,070,578	\$2,070,578	\$2,411,133	16%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(A6000) Salary & Related Budget	\$1,225,969	\$1,404,871	\$1,404,871	\$1,728,056	23%
(A7000) Non-Salary Operating Budget	\$416,703	\$642,684	\$642,684	\$676,212	5%
(A7500) Premiums/Controlled Budget	\$31,772	\$23,023	\$23,023	\$6,865	-70%
Total - Env. Resources	\$1,674,444	\$2,070,578	\$2,070,578	\$2,411,133	16%

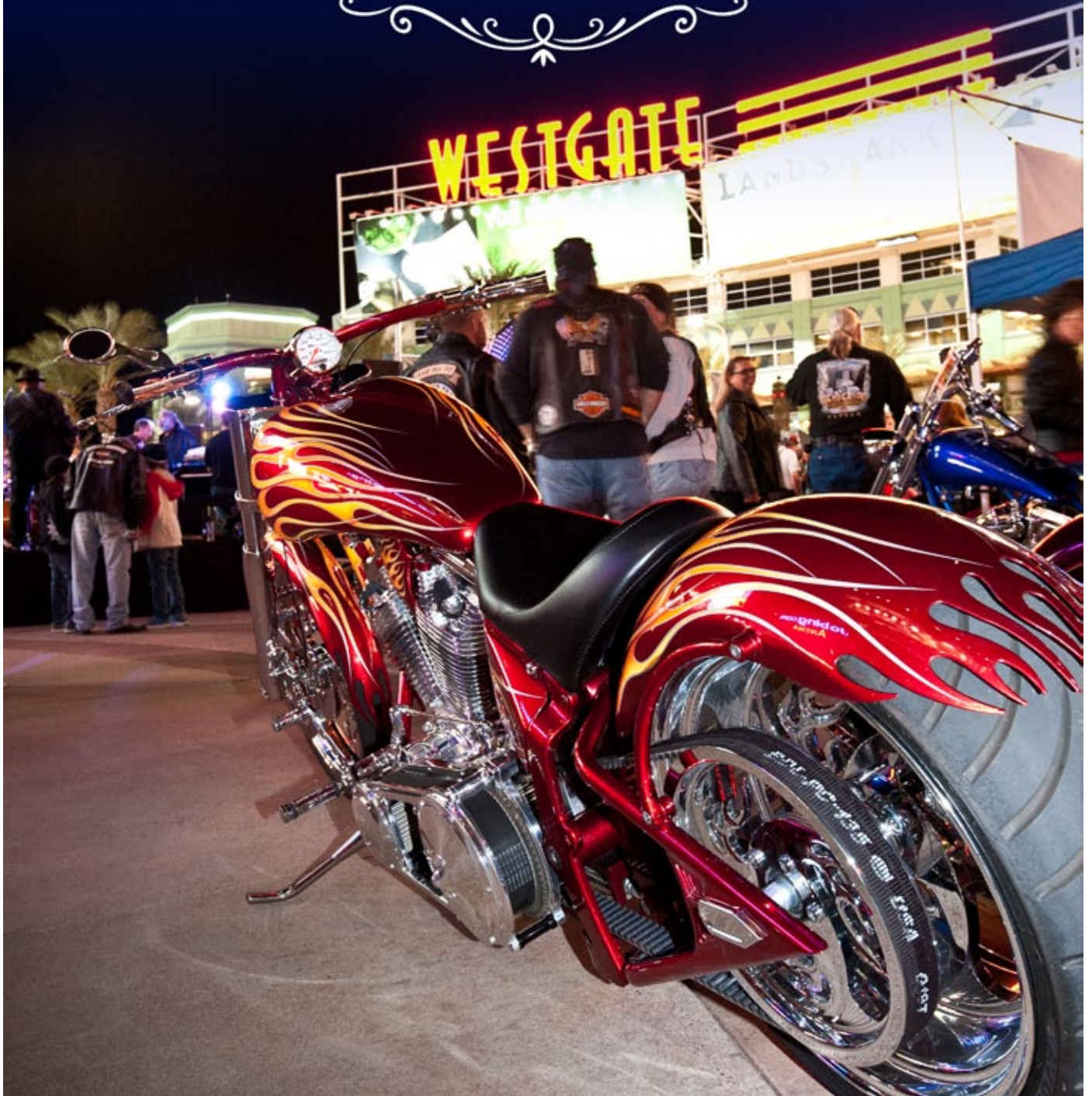
FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget	Percent Over FY 2014 Budget
(2360-17010) Environmental Resources	5	5	5	7	40%
(2360-17420) Water Quality	10	10	10	11	10%
(2400-17410) Water Conservation	2	2	2	2	0%
Total -Env. Resources	17	17	17	20	18%



Glendale, Arizona

Capital Improvement Plan

2014-2015 Annual Budget







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CAPITAL IMPROVEMENT PLAN PREPARATION

What are Capital Improvements?

The Capital Improvement Plan (CIP) is a ten-year roadmap for creating, maintaining and paying for Glendale's present and future infrastructure needs. The CIP outlines project costs, funding sources and estimated future operating costs associated with each capital improvement. The plan is designed to ensure that capital improvements will be made when and where they are needed, and that the city will have the funds to pay for and maintain them.

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

Capital improvements make up the bricks and mortar, or infrastructure that all cities must have in place to provide essential 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 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;
- and major equipment purchases such as landfill compactors, street sweepers and sanitation 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 public amenities such as parks and expand public safety services to accommodate new residential and non-residential development. They also must simultaneously maintain, replace, rehabilitate and/or upgrade existing capital assets such as roads, parks, buildings and underground pipes for the water and sewer system.

Glendale kept pace with its rapid growth of the past through many new public assets. Glendale also has completed many capital projects that involved renovating, rehabilitating or expanding

existing infrastructure or buildings. Notable projects completed since 2003 include the following:

- 2014 Grand Avenue Infrastructure Improvements
- 2013 Civic Center 10 Year Restoration
- 2013 Bethany Home Outfall Channel
- 2012 Sales Tax System
- 2012 Union Hills/Skunk Creek Path
- 2011 Sahuaro Ranch Park Improvements
- 2011 Landfill Entrance Signal
- 2011 O'Neil Park Renovations
- 2011 Marshall Ranch Trail Improvements
- 2011 Thunderbird Park Parking Lot Improvements
- 2010 Bicentennial Park Renovations
- 2010 Butler Park Renovations
- 2009 Relocation of Fire Station 151
- 2009 Catlin Court Alleyway Project
- 2009 Replacement of Billing System for City Services
- 2009 Storm Drain Improvements – 59th Avenue and 67th Avenue
- 2009 Sahuaro Ranch Park Picnic Pavilion Renovations
- 2009 Trail Renovations at Thunderbird Conservation Park
- 2008 Oasis Water Treatment Plant
- 2008 Cholla Water Treatment Plant Process Improvements
- 2008 Park and Ride Facility at 99th and Glendale Avenues
- 2008 Downtown Parking Garage
- 2007 Grand Avenue Improvements
- 2007 Downtown Campus
- 2007 Foothills Recreation & Aquatic Center
- 2007 Emergency Operations Center
- 2007 Convention Center/Media Center/Parking Garage
- 2006 Field Operations Complex
- 2006 Fire Station 159
- 2006 Rose Lane Pool Restoration
- 2005 99th Avenue Metering Station Improvements
- 2004 New Adult Center Facility
- 2004 Pyramid Peak Water Treatment Plant – Solids Handling Expansion
- 2003 Jobing.com Arena

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.

- Do I need a new home or car or just “want” one?
- Can I wait another year or two?
- Are there other alternatives such as remodeling, using public transit or carpooling?
- What other purchases will I need to forego?
- What can I afford and how can I pay for it?
- Do I need outside financing and what will it cost?
- 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. For a more detailed discussion about this issue see the “Impact of the CIP on the Operating Budget” section of this discussion

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. to improve existing assets;
- b. to replace existing assets;
- c. to 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 account of 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?

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 Finance and Technology 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.

The first year of the plan is the only year appropriated by Council. The remaining nine years are for planning purposes and funding is not guaranteed to occur in the year planned. City Council makes the final decision about whether and when to fund a project.



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

The financial projections used to develop the CIP are based on staff's best prediction of future real estate values, construction costs, interest rates, and other relevant variables. These financial projections are jointly developed by the Finance and Technology Department and Public Works Department in conjunction with the Assistant City Manager. They are updated annually to reflect changes in the economic environment.

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

- Comply with the state's constitutional debt limits;
- Comply with the available voter authorization required for municipal bonds;
- 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 (e.g., for general obligation bonds there must be a fund balance that is at least 10% of the next year's debt service); 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 the overall debt incurred for past projects while including new debt for future projects. The following section of this budget document, *Debt Service Budget*, outlines the bond covenants and state and city policies that place financial and legal constraints on the city.

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 and municipal governments and outside entities. For example, street improvements are coordinated with utility companies, when possible, to minimize the amount of new street surface that must be cut to lay new or replacement utility and fiber optic lines. Also, flood control capital improvements are coordinated with the Maricopa County Flood Control District to maximize matching funds that the district makes available for eligible projects.

The availability of unanticipated financing, such as federal or state transportation grants may cause the city to accelerate 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.

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 Citizen Task Force on Water and Sewer and AD-Hoc Citizens Bond Election Committees. 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: HURF bonds, general obligation (G.O.) bonds, federal or state grants, local improvement district funding (LIDs), development impact fees (DIFs), Glendale's dedicated transportation sales tax or Glendale's general fund excise taxes. In many cases, a large or multi-year project will be financed using a mix of these funding sources. An in-depth discussion about funding the CIP, including voter authorization, state constitutional limits on debt service and revenue to debt service coverage ratios is found in the *Debt Service Budget* section of the budget document.

General Obligation (G.O.) Bond Funded Projects

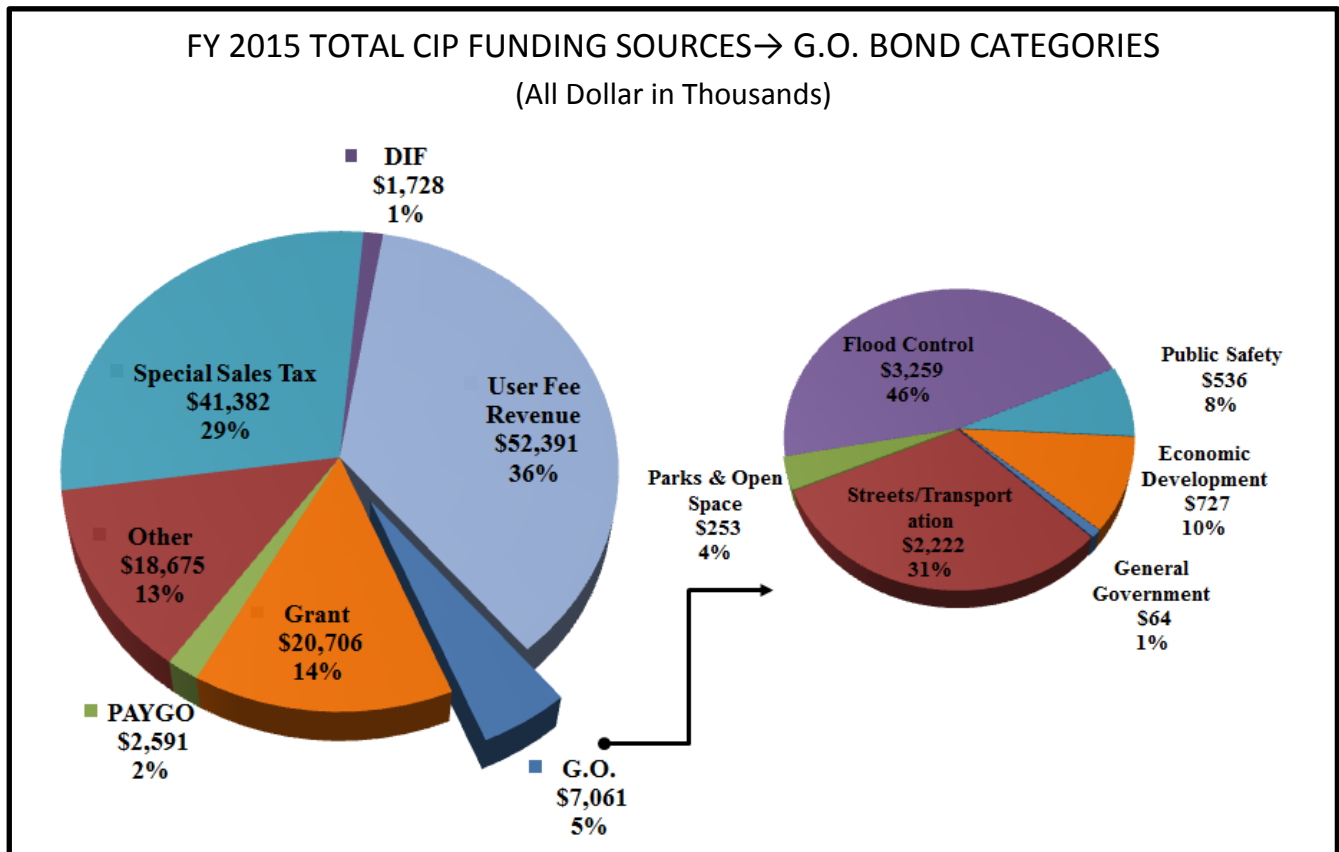
G.O. bonds are direct and general obligations of the city. Glendale uses G.O. bonds to fund most large-scale capital improvements except water, sewer, sanitation, landfill, many transportation-related projects and professional sports-related facilities such as the Jobing.com Arena, home of

the National Hockey League’s Arizona Coyotes, and Camelback Ranch, spring training home of the Chicago White Sox and the Los Angeles Dodgers. G.O. bonds are backed by "the full faith and credit" of the city.

Arizona State law mandates the separation of city property taxes into two components, the primary tax levy and the secondary tax levy. A municipality’s secondary property tax revenue can be used only to pay the principal, interest and redemption charges on bonded indebtedness or other lawful long-term obligations that are issued or incurred for a specific capital purpose. In contrast, primary property tax revenue may be used for any lawful purpose.

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. These limits will be discussed further in the *Debt Service Budget* section that follows. 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 be paid with water and sewer revenue.

The pie charts below represents all FY14-15 capital projects by funding source and the FY14-15 General Obligation portion by type of project.



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 when they construct new residential and commercial developments. These fees are designed to cover a city's increased costs for providing new or expanded infrastructure in the following categories: roadway improvements, open space and trails, parks, libraries, police, fire, general government, solid waste services and water/sewer. In this section you will find separate DIF fund summaries for each of these categories with the exception of solid waste services and water/sewer which are included in the Enterprise/Other Fund section of the *Capital Improvement Plan*.

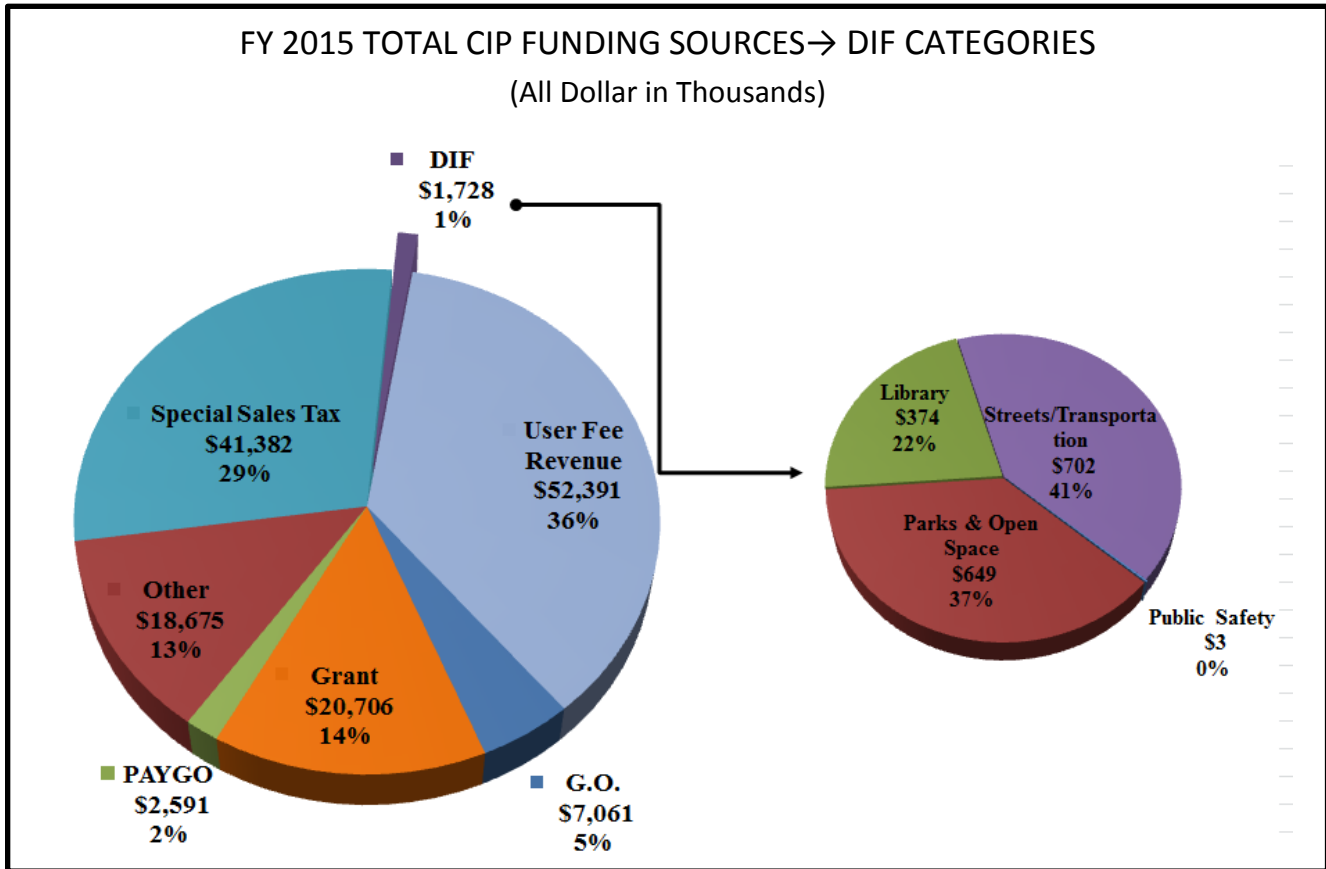
Planning and zoning information, such as anticipated population growth and expected density of residential and commercial development, is the foundation for impact fee revenue estimates. Given this information, the city then estimates the amount of impact fee revenue available to pay for growth-related capital projects.

In normal economic conditions a number of DIF funded projects would be included in the capital plan to supplement the growth related portion of projects funded with other resources such as G.O. bonds. However with the drastic decline in secondary assessed value and the imperativeness to pay existing G.O. debt service with secondary property tax revenue, all capital projects requiring a new issuance of G.O. bonds were removed or deferred to the last five years of the plan. 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. Instead, staff will evaluate options during FY14-15 to identify appropriate uses for DIF revenue.

Since the end of FY11-12, there have been significant changes to how and when impact fees may be charged, and how they may be used by government agencies. Late in FY10-11 Senate Bill 1525 was signed into law. The new law significantly changed when fees may be assessed and how development impact fees may be used to fund capital projects. For example cities no longer are allowed to assess impact fees for general government or solid waste capital facilities. Cities also cannot use impact fees to pay for building furnishings such as library book shelves and equipment such as books for new library buildings. The new law also required cities to implement a new fee structure that incorporated many, but not all, of the new law's restrictions by January 1, 2012. Staff modified the existing impact fees to account for the new restrictions and further modified the Land Use Assumptions (LU), Infrastructure Improvement Plan (IIP) and the Development Impact Fees (DIF) with an effective July 31, 2014.

It is important to note that the new law allows funding accumulated prior to January 1, 2012 to be used for any project that was eligible under the guidelines of the previous law; the deadline for spending these previously accumulated funds is January 1, 2020. To segregate fees collected under the prior law from those collected under the new law, separate funds were established for the newly collected fees. Additionally, new funds will be created for the Development Impact Fees that go into effect July 31, 2014. However, the segregated funds are presented together in this budget document. All FY14-15 projects utilize funds accumulated before January 1, 2012.

Below is a pie chart that shows the distribution of FY14-15 capital projects funded with development impact fees collected prior to January 1, 2012.



Enterprise and Other Projects

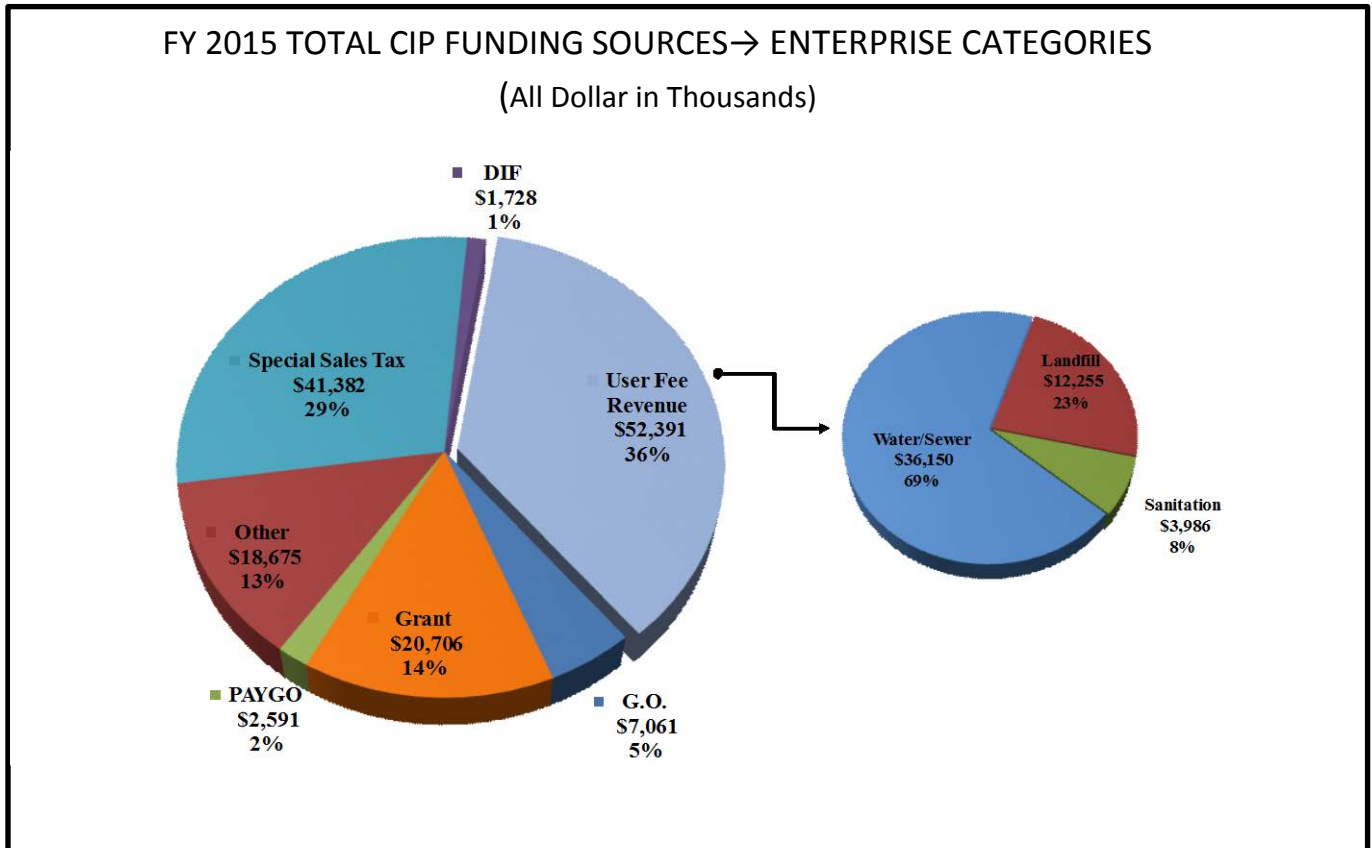
Water and Sewer Revenue Funded Projects: Water/Sewer capital projects can be funded with a number of options including, G.O. bonds, revenue bonds, revenue obligations or cash financing. Bonds or obligations are typically used to fund larger water/sewer projects. The principal and interest for bonds and obligations will be paid from future water/sewer user fee revenue. Smaller water/sewer projects are typically cash financed. Three separate funds have been established for water/sewer projects: one fund is for water capital projects, another fund addresses sewer projects and a third fund covers capital projects that represent a mix of water and sewer projects (e.g., water reclamation 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. Materials Recovery Facility (MRF) projects and landfill equipment also are 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.



Sanitation Revenue Funded Projects: Unlike Water/Sewer and Landfill, the capital plan for Sanitation is not funded with revenue bonds. Instead sanitation projects are funded with cash. However, inter-funds loans and capital leases have been used as a funding option in the past for costlier projects.

The pie charts below represent all FY14-15 capital projects by funding source and the FY14-15 project funded by enterprise fund user fees.



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 a new transportation plan. The transportation plan was created to improve service for all modes of transportation including public transit, motorized vehicle, bicycle, pedestrian and aviation. Of the 13,019 ballots cast for this proposition, 64% were in favor and 36% were in opposition. By their votes, Glendale residents indicated that having transportation choices and being connected to regional activities and employment centers were important to maintaining Glendale’s high quality of life.

Everyone who shops in Glendale pays the half-cent sales tax that became effective January 1, 2002. The revenues are dedicated to funding the implementation of the *Glendale Onboard! (GO Transportation Plan)*. The sales tax has no termination date. 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 in the Streets Fund (Fund 1340) and is known as HURF revenue. The Arizona State Constitution restricts the use of HURF revenue to street and highway purposes such as right-of-way acquisition, construction, reconstruction, maintenance, repair and the payment of the interest and principal on HURF bonds.

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

In the past, the Arizona Legislature has altered (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. This means MPC debt service is paid with General Fund operating dollars and this is a serious limitation of this financing option. (The FY 2015 General Fund operating budget contribution for the payment of MPC debt service is reflected as a transfer from the General Fund to the MPC debt service fund in Schedule 4 of this document).

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

- Glendale Municipal Office Complex (debt is retired),
- Jobing.com Arena,
- Glendale Media Center and Expo Hall, Convention Center and Parking Garage adjacent to the Westgate development in west Glendale,
- a portion of the Glendale Regional Public Safety Training Facility and infrastructure for the Zanjero development, and
- the Camelback Ranch development [as explained below].

Public Facilities Corporation Funded Bonds: Similar to an MPC, a public facilities corporation (PFC) a non-profit organization that is formed under Arizona State law to secure funding for capital projects. A PFC is also governed by a Council appointed Board of Directors responsible for authorizing debt. The PFC's sole purpose is to finance and construct public facilities for the city. While the PFC is a legally separate entity from the city, the city is responsible for the debt associated with the PFC bonds. The special debt obligations are back by the city's unrestricted excise taxes.

Bonds were issued under the Western Loop 101 PFC in 2008 to be used for the construction of a Spring Training facility to accommodate two Major League Baseball teams as well as construct the infrastructure surrounding the facility. While a majority of the bond proceeds were used for the design and construction of the spring training facility and surrounding infrastructure, a portion of the proceeds were used toward capitalized interest through October 30, 2011. MPC bonds were issued during FY11-12 to refund the Western Loop 101 PFC, leaving the city with no PFC debt service obligations.

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.

Operating Budget - Pay-As-You-Go (PAYGO) Projects: Some capital improvements are paid for on a cash basis in order to avoid the interest costs incurred with other financing mechanisms



and are included in the operating budget on a pay-as-you-go basis. The city's FY14-15 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. The city's most recent LID was formed in 1993 to finance the construction of improvements on Bell Road, from 67th Avenue to 83rd Avenue, and the Arrowhead Mall area.

There are several financial and practical constraints that can limit the formation of such districts. While LID bonds are not subject to specific debt limits, LID debt appears in the city's financial statements as an obligation of the city, and therefore can affect the city's bond ratings. In addition, it may be difficult to obtain the consent of the number of property owners needed to create a LID. Residential property owners and business property owners in the same area may have different concerns, priorities and financial assets. Finally, a LID usually is not a viable option in lower-income areas.

For capital plan purposes, it is assumed that any new LIDs will be fully funded by private property owners or the city's financial participation will be limited to a small "general city contribution" for the share of improvements that benefits property owners outside the district. The formation of a LID can affect the CIP positively by accelerating the completion of a capital improvement already in the CIP or negatively by delaying other scheduled projects in order to finance the city's LID contribution.

Impact of the CIP on the Operating Budget

Glendale's operating budget is directly affected by the CIP. Almost every new capital improvement entails additional ongoing expenses for routine operation, repair and maintenance upon completion that must be incorporated into the operating budget. Many new capital facilities require the addition of new positions. Existing city facilities and equipment that were once considered state-of-the-art will require rehabilitation, renovation or upgrades to accommodate new uses and/or address safety and structural improvements. Older facilities usually involve higher maintenance and repair costs as well. PAYGO capital projects, grant-matching funds and lease/purchase capital expenses also come directly from the operating budget.

The costs of future operations and maintenance for new CIP projects are estimated by each department based on a detailed set of cost guidelines that is provided to all departments each year. These guidelines are updated annually in conjunction with the various departments that are experts on different types of operating costs. For instance, the FY 2015 – 2024 CIP reflects the following estimated operating cost for capital projects:

- between \$1.97 and \$2.80 per sq ft annually for electrical and gas costs in a building;
- between \$2.00 and \$3.00 per sq ft annually for building maintenance, including heating, ventilating and air conditioning (HVAC), plumbing, electrical and structural repairs;
- \$1.22 per sq ft annually for custodial services;
- \$0.195 per sq ft annually for building water usage;
- \$341.26 per month for refuse (two 6 yard containers picked up three times a week);
- Vehicle annual replacement contributions, maintenance and fuel costs:
 - ½-Ton Pickup: \$2,170 annual replacement cost, \$0.18/\$0.25 per mile maintenance/gas;
 - Mid-Size Sedan: \$2,100 annual replacement cost, \$0.19/\$0.16 per mile maintenance/gas;
- Technology annual replacement contributions:
 - Desktop Computer: \$461.00;
 - Laptop Computer: \$612.00;
 - Color Printer: \$509.00.

CIP projects involving land acquisitions in anticipation of future needs also increase operating budget costs. Vacant parcels typically have an operating budget impact because of new maintenance costs related to fencing, security, weed control, etc., until the land is needed for new city facilities. However, even with these additional costs, it often is more cost effective to purchase land before an area has been fully developed.

Operating costs are carefully considered in deciding which projects move forward in the CIP because it is not possible for the city to fund concurrently several large-scale projects that have significant operating budget impacts. Therefore, implementation timetables are established that stagger projects over time.

Council reviews operating and maintenance costs associated with capital projects scheduled to come on-line in the upcoming fiscal year during the annual spring budget workshops. If operating and maintenance costs have been identified for a project, the departments are required to absorb the additional costs or, if additional funding is available, submit a supplemental request to receive funding. Supplemental requests for CIP operating and maintenance costs are balanced against other requests for additional funding.

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



FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Capital Improvement Plan Preparation

The table below summarizes the projected cumulative impact of the CIP on the city’s operating budget over the next 10 years, by category. Detailed operating cost estimates are included in the project detail section of the CIP. If applicable, each project contains an operating and maintenance description, as well as a projection for the operating costs for the first five years and a five-year aggregate estimate for the second five years for personnel, supplies, utilities, insurance, etc. In many instances an inflation rate of 3% is figured into the ongoing operating and maintenance costs each year. Until such time that supplemental requests are considered, departments have been directed to either defer projects to a later year or absorb additional costs into their current operating budget.

Operating Impact by CIP Project Type

Project Type	S/A	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY's 2020-24
Water & Sewer Projects	S	-	-	-	-	-	327,511
	A	-	-	-	-	-	-
Transportation Sales Tax Projects	S	-	226,472	729,611	751,502	774,047	4,232,804
	A	278	286	515	531	546	2,988
All Other Transportation Projects (DIF, HURF & Streets)	S	-	18,233	18,779	19,343	19,923	529,902
	A	-	-	-	-	46,700	255,375
Park Projects	S	-	-	-	-	-	2,480,741
	A	-	-	-	-	-	-
Library/Arts Projects	S	-	-	-	-	-	-
	A	-	24,205	24,931	25,680	26,449	144,637
Public Safety Projects	S	-	-	-	-	-	11,150,380
	A	-	-	-	-	-	-
Landfill Sanitation Projects	S	-	-	-	-	-	-
	A	-	220,554	220,554	220,554	220,554	1,102,770
Economic Development Projects	S	-	-	-	-	-	-
	A	-	-	-	-	-	-
Other Projects	S	-	-	-	-	-	2,250,822
	A	-	-	-	-	-	1,000
TOTAL Operating Impact	S	\$0	\$244,705	\$748,390	\$770,845	\$793,970	\$20,972,160
	A	\$278	\$245,045	\$246,000	\$246,765	\$294,249	\$1,506,770
	TOTAL	\$278	\$489,750	\$994,390	\$1,017,610	\$1,088,219	\$22,478,930

S = Department plans on submitting a supplemental request; A = Department plans to absorb operating costs

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Summary of All Capital Projects by Funding Type



Fund # - Name	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24	Total
BOND CONSTRUCTION FUNDS							
1980 - Street/Parking Bonds	2,221,567	1,024,337	20,119,511	23,997,730	224,830	20,228,417	67,816,392
2140 - Open Space/Trails	0	0	0	0	0	8,038,677	8,038,677
2060 - Parks	252,921	0	0	0	0	80,052,683	80,305,604
2160 - Library	0	0	0	0	0	9,226,756	9,226,756
2040 - Public Safety	535,583	363,672	381,141	361,984	361,984	67,132,371	69,136,735
2080 - Government Facilities	64,175	0	0	0	0	19,825,064	19,889,239
2130 - Cultural Facility	0	0	0	0	0	252,980	252,980
2100 - Economic Development	726,528	0	0	0	0	22,426,465	23,152,993
2180 - Flood Control	3,259,444	160,925	160,925	160,925	160,925	40,355,745	44,258,889
Sub-Total	\$7,060,218	\$1,548,934	\$20,661,577	\$24,520,639	\$747,739	\$267,539,158	\$322,078,265
DIF FUNDS							
1601+-Roadway Improvements	701,240	171,500	171,500	171,500	34,553	894,053	2,144,346
1520 - Citywide Open Space	351,822	0	0	0	0	83,739	435,561
1461+-Citywide Parks	234	0	0	0	3,467	3,467	7,168
1481+-Citywide Rec Facility	234	0	0	0	153,469	3,469	157,172
1541+-Park Dev Zone 1	121,056	0	0	0	3,469	3,469	127,994
1561+-Park Dev Zone 2	132,863	0	0	0	3,469	3,469	139,801
1581+-Park Dev Zone 3	42,929	0	0	0	3,469	3,469	49,867
1380 - Library Buildings	0	0	0	0	100,000	0	100,000
1501+-Libraries	373,817	713,750	200,000	200,000	217,563	517,563	2,222,693
1441+-Police Dept Facilities	1,004	0	0	0	14,890	14,890	30,784
1421+-Fire Protection Facilities	2,101	0	0	0	15,654	15,654	33,409
1620 - General Government	306	0	0	0	0	0	306
Sub-Total	\$1,727,606	\$885,250	\$371,500	\$371,500	\$550,003	\$1,543,242	\$5,449,101
ENTERPRISE/OTHER FUNDS							
2360 - Water & Sewer	9,438,400	4,835,483	8,235,000	5,681,500	1,000,000	1,213,000	30,403,383
2400 - Water	17,986,810	7,551,381	6,857,293	5,129,181	500,000	83,915,303	121,939,968
2420 - Sewer	8,725,049	13,251,792	10,956,969	3,866,016	202,959	42,129,721	79,132,506
2210 - Transportation Construction	41,321,008	4,864,821	3,075,468	3,098,083	3,430,204	47,959,771	103,749,355
2000 - HURF/Street Bonds	18,675,000	16,000,000	3,000,000	2,000,000	0	12,076,659	51,751,659
1650 - Transportation Grants	5,786,897	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	23,786,897
2480 - Sanitation	3,985,528	4,070,010	3,635,000	1,925,000	1,470,000	13,695,000	28,780,538
2440 - Landfill	12,254,529	14,492,501	8,094,830	6,136,310	0	3,926,704	44,904,874
2120 - Airport Capital Grants	12,919,409	683,205	238,825	1,385,185	1,194,125	7,240,925	23,661,674
1840 - Other Federal & State Grants	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	20,000,000
1000 - General Fund	515,219	500,000	500,000	500,000	500,000	2,750,000	5,265,219
1140 - PC Replacement	754,929	0	0	0	0	0	754,929
1283 - Camelback Ranch Events	985,865	836,752	836,752	836,752	836,752	4,183,760	8,516,633
1740 - Civic Center	35,000	35,000	35,000	35,000	35,000	4,217,172	4,392,172
2150 - Technology Infrastructure	0	800,000	0	0	1,000,000	23,765,625	25,565,625
1220 - Arts Commission	300,000	150,000	150,000	150,000	150,000	600,000	1,500,000
Sub-Total	\$135,683,643	\$72,070,945	\$49,615,137	\$34,743,027	\$14,319,040	\$267,673,640	\$574,105,432
Grand Total	\$144,471,467	\$74,505,129	\$70,648,214	\$59,635,166	\$15,616,782	\$536,756,040	\$901,632,798

BOND CONSTRUCTION FUNDS

Bond construction funds are used to account for financial resources to be used for the acquisition or construction of capital projects in the city’s council-approved CIP using general obligation bonds. Beginning balances are based on prior bond issuance proceeds that have been received but not yet expended. Additional bond sales during the specified years, estimated investment and interest income, and expected grant/IGA revenues increase the beginning balances. Project expenses including carryover and operating expenses (e.g. advisor fees) reduce the beginning balances.



Sahuaro Ranch Park Improvements

Fund # - Name	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24	Total
1980 - Street/Parking Bonds	2,221,567	1,024,337	20,119,511	23,997,730	224,830	20,228,417	67,816,392
2140 - Open Space/Trails	0	0	0	0	0	8,038,677	8,038,677
2060 - Parks	252,921	0	0	0	0	80,052,683	80,305,604
2160 - Library	0	0	0	0	0	9,226,756	9,226,756
2040 - Public Safety	535,583	363,672	381,141	361,984	361,984	67,132,371	69,136,735
2080 - Government Facilities	64,175	0	0	0	0	19,825,064	19,889,239
2130 - Cultural Facility	0	0	0	0	0	252,980	252,980
2100 - Economic Development	726,528	0	0	0	0	22,426,465	23,152,993
2180 - Flood Control	3,259,444	160,925	160,925	160,925	160,925	40,355,745	44,258,889
Total Bond Funds	\$7,060,218	\$1,548,934	\$20,661,577	\$24,520,639	\$747,739	\$267,539,158	\$322,078,265

STREET/PARKING CONSTRUCTION FUNDS

This category includes projects that are funded with General Obligation street/parking construction bonds.

In FY 2015, carryover funding is available for street scallops, street beautification, street light replacement and bridge repair where needed. Existing bond proceeds will be utilized for the design of a new parking garage at Westgate City Center. A future bond issuance will be required for the construction of the parking garage at the city center.



Project Name: Street Repair



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

	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Estimated Beginning Balance:	\$2,726,149	\$504,582	\$44,355,245	\$24,235,734	\$238,004	\$13,174
Revenue						
Bond Proceeds	0	44,875,000	0	0	0	20,216,000
Total Revenue:	0	44,875,000	0	0	0	20,216,000
Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
68103 Street Scallop	0	0	0	0	0	9,711,345
68103 Street Scallop	1,062,153	0	0	0	0	0
68104 Street Beautification	0	0	0	0	0	6,288,070
68104 Street Beautification	679,657	0	0	0	0	125,761
<i>Replacement of Existing Assets</i>						
68121 Street Light Replacement	126,059	0	0	0	0	0
68122 Capital Bridge Repair Program	242,324	111,374	0	118,799	224,830	290,741
Sub-Total - Existing Assets	2,110,193	111,374	0	118,799	224,830	16,415,917
New Assets						
68102 Petition Lighting Program	0	0	0	0	0	800,000
68124 Parking Garage at Westgate	0	0	1,024,337	20,000,712	23,997,730	0
T1232 95th Ave Camelback to Missouri	0	0	0	0	0	3,012,500
Sub-Total - New Assets	0	0	1,024,337	20,000,712	23,997,730	3,812,500
Total Project Expenses:	2,110,193	111,374	1,024,337	20,119,511	23,997,730	20,228,417
Total FY 2015 Funding:	2,221,567					
Estimated Ending Balance:	\$504,582	\$44,355,245	\$24,235,734	\$238,004	\$13,174	\$757

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, and side walk.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$1,062,153	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$8,567,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$219,316
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$120,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$85,670
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$719,359
TOTAL	\$1,062,153	\$0	\$0	\$0	\$0	\$0	\$9,711,345

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

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 1980-Street/Parking Bonds

Category: 20%

Project: 68104 - Street Beautification (I)

Funding Source:

General Obligation Bonds

Project Description:

The Street Beautification Program is used to complete landscaping improvements that were not required of the developer at the time of development. The objective of the program is to create an aesthetically pleasing landscape continuity, citywide, along the arterial street system. Improvements include construction of sidewalks, multiuse paths, improvements to handicap accessibility, benches, planting of trees, shrubs and ground cover.

Capital Costs:

	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$69,969	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$6,107,000
Finance Charges	\$609,688	\$0	\$0	\$0	\$0	\$0	\$125,761
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$120,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$61,070
TOTAL	\$679,657	\$0	\$0	\$0	\$0	\$0	\$6,413,831

Operating Description:

Additional O and M will be needed starting in FY 2024. O and M based on the standard formula for water and maintenance for 307,500 sq ft of landscaped area. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Landscape	\$0	\$0	\$0	\$0	\$0	\$257,166
TOTAL	\$0	\$0	\$0	\$0	\$0	\$257,166

Project: 68121 - Street Light Replacement (R)

Funding Source:

General Obligation Bonds

Project Description:

Funding to provide for replacement of removed streetlight poles, arms, and luminaries due to vehicular knockdowns or severe rusting.

Capital Costs:

	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Construction	\$126,059	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$126,059	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is required 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.

Capital Costs:

	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$49,713	\$30,000	\$0	\$32,000	\$0	\$50,000	\$70,000
Construction	\$183,049	\$75,000	\$0	\$80,000	\$0	\$160,000	\$200,000
Finance Charges	\$846	\$1,109	\$0	\$1,183	\$0	\$4,200	\$7,131
Engineering Charges	\$6,616	\$4,515	\$0	\$4,816	\$0	\$9,030	\$11,610
Arts	\$2,100	\$750	\$0	\$800	\$0	\$1,600	\$2,000
TOTAL	\$242,324	\$111,374	\$0	\$118,799	\$0	\$224,830	\$290,741

Operating Description:

No additional O and M is required.



PROJECT DETAIL: 1980-Street/Parking Bonds

Category: 20%

Project: 68102 - Petition Lighting Program (N)

Funding Source: General Obligation Bonds

Project Description:

This project installs additional street lighting in areas that have been determined to be inadequate due to a spacing of 350 feet or greater. Infill street lighting requests are initiated by residents and requires approval of affected residents.

Capital Costs:

	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$684,158
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$16,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$39,600
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$6,842
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$53,400
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$800,000

Operating Description:

O and M identified provides for 40 requested street lights per year. Supplies cover photo control cost, electricity for a 150-watt light is \$92 per year, estimated maintenance for a light is \$26 per year, including Remote Operations Asset Management monitoring. A supplemental budget request will be made as new streetlights are added to the system.

Operating Costs:

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$24,090
Utilities	\$0	\$0	\$0	\$0	\$0	\$23,325
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$6,586
TOTAL	\$0	\$0	\$0	\$0	\$0	\$54,001

Project: 68124 - Parking Garage at Westgate (N)

Funding Source: General Obligation Bonds

Project Description:

Prepare an RFP and retain a qualified firm specializing in parking and transportation related capital improvement projects to determine feasibility, location, design and size of a parking structure in Westgate City Center in fulfillment of existing council approved development agreements. Construction of the approximately 4,000 space parking garage would begin in FY 2017.

Capital Costs:

	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$17,919,000	\$21,500,000	\$0	\$0
Finance Charges	\$0	\$0	\$20,487	\$400,014	\$479,955	\$0	\$0
Engineering Charges	\$0	\$0	\$3,850	\$68,988	\$82,775	\$0	\$0
Arts	\$0	\$0	\$0	\$179,190	\$215,000	\$0	\$0
Contingency	\$0	\$0	\$0	\$1,433,520	\$1,720,000	\$0	\$0
TOTAL	\$0	\$0	\$1,024,337	\$20,000,712	\$23,997,730	\$0	\$0

Operating Description:

O and M includes electricity for the garage lighting and a service contract for cleaning and maintenance. Additional O and M will be absorbed within the current operating budget.

Operating Costs:

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Supplies/Contr	\$0	\$0	\$0	\$0	\$7,700	\$42,107
Utilities	\$0	\$0	\$0	\$0	\$39,000	\$213,268
TOTAL	\$0	\$0	\$0	\$0	\$46,700	\$255,375



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

Project: T1232 - 95th Ave Camelback to Missouri (N) **Funding Source:** General Obligation Bonds

Project Description: This project is to acquire right-of-way, design and construct a roadway with curb, gutter, sidewalk, landscaping, street lighting and underground overhead utilities between Camelback Road North to Missouri Avenue. This project was previously referred to as 95th Avenue Camelback to Bethany Home Rd. This project is dependent upon private development.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$700,000
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$22,500
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$120,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,012,500

Operating Description: Landscape O and M based on 13,200 square feet of landscaping for a 1/4 mile of street improvements for five years. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Landscape	\$0	\$0	\$0	\$0	\$0	\$14,520
TOTAL	\$0	\$0	\$0	\$0	\$0	\$14,520

OPEN SPACE & TRAILS CONSTRUCTION FUND

This category enables the city to acquire land for the preservation of open space and to construct multiuse trails and linear parks. There is no new funding included in the first five years of the capital improvement plan for the Open Space & Trails Construction Fund due to the continued drop in secondary assessed valuation.



Project Name: Sahuaro Ranch Park Improv.



FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



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

	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Estimated Beginning Balance:	\$587,700	\$587,700	\$587,700	\$587,700	\$587,700	\$587,700
Revenue						
Bond Proceeds	0	0	0	0	0	7,455,000
Total Revenue:	0	0	0	0	0	7,455,000
Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
70000 Thunderbird Paseo Park Develop	0	0	0	0	0	1,998,675
T1630 TCP Trail Improvements	0	0	0	0	0	2,639,898
<i>Sub-Total - Existing Assets</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>4,638,573</i>
New Assets						
70003 City-Wide Trails System	0	0	0	0	0	1,020,000
70005 West Valley Multi-Modal Corrid	0	0	0	0	0	2,380,104
<i>Sub-Total - New Assets</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>3,400,104</i>
Total Project Expenses:	0	0	0	0	0	8,038,677
Total FY 2015 Funding:	0					
Estimated Ending Balance:	\$587,700	\$587,700	\$587,700	\$587,700	\$587,700	\$4,023

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

Project: 70000 - Thunderbird Paseo Park Develop (I) **Funding Source:** General Obligation Bonds

Project Description: Park improvements and renovations to maintain the 55 acre Thunderbird Paseo Linear Park. This includes tree replacement and additions, improvements to landscaping; signage replacements, removal of asphalt surface; addition of concrete surface where asphalt existed; pedestrian/equestrian bridges and replacement of equipment located in the linear park.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$423,475
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,209,928
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$39,973
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$44,919
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$12,099
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$90,217
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$178,064
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,998,675

Operating Description: O and M expenses would vary based upon the specific type of future landscape improvements that are implemented. Supplies and contracts calculated at \$601 per acre X 50 acres (estimate value) plus inflation. A landscape water rate is calculated at \$0.22 per sq ft for 435,600 sq ft. All calculations are for 31 months of operation. A supplemental budget request will be submitted once the project is near completion.

<u>Operating Costs</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$96,174
Landscape	\$0	\$0	\$0	\$0	\$0	\$315,188
TOTAL	\$0	\$0	\$0	\$0	\$0	\$411,362

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



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

Project: T1630 - TCP Trail Improvements (I) **Funding Source:** General Obligation Bonds

Project Description: Based on the Thunderbird Conservation Park Master Plan recommendations, items to be addressed include ongoing repair and improvements of the 18 miles of natural surfaced trails. This would include ongoing replacement of trail signage and markers; enhance trail nodes and the trail heads along the trail system; removal of safety concerns and obstacles; rebuild trail washouts and mitigate washout areas; survey terrain for possible trail realignments; enhance scenic areas; removal of invasive plant species on the trails; widen trail system to accommodate multi-use designation; install trail interpretive signage; and re-vegetation of areas that have been impacted by rogue use. Project formally referred to as Thunderbird Park Improvements.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$196,086
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,960,869
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$58,204
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$19,609
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$56,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$294,130
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,639,898

Operating Description: Supplies are based on 33 acres of improvements x \$601. Improvements will require a Service Worker II at \$53,310 with benefits, a Park Ranger with benefits at \$51,087, contracted labor assistance at \$25,000 per year, building maintenance at \$1.62 X 3,000 sq ft = \$4,860 annually; insurance is for 2 new employees at \$828 per person; calculations are based on a 34 month operating period.

<u>Operating Costs</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Staffing	\$0	\$0	\$0	\$0	\$0	\$458,320
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$70,248
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$17,214
Insurance	\$0	\$0	\$0	\$0	\$0	\$5,865
Landscape	\$0	\$0	\$0	\$0	\$0	\$11,097
TOTAL	\$0	\$0	\$0	\$0	\$0	\$562,744

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



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

Project: 70003 - City-Wide Trails System (N) **Funding Source:** General Obligation Bonds

Project Description: This fund will implement recommendations for open space acquisition, trailhead land purchases, construction of pedestrian, bicycle, and equestrian paths and trails, and connectivity between areas of interest citywide that accommodates future growth and user demands. This may include improvement or enhancements to trails along the Grand Canal Linear Park, Thunderbird Paseo, Skunk Creek Linear Park and the Bridle Path.

<u>Capital Costs</u>	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,020,000

Operating Description: Specific scope will determine the additional O and M costs which could include supplies and contracts for \$601 x 50 acres, Service Worker II w/ benefits, building maintenance is for additional lighting (260 poles X \$153 per pole), insurance is for a new staff member at \$828 a year, and landscape is based on 50 acres of newly developed trails at \$.22 per square foot. Other operating calculations have been based upon 50 acres. All calculations are for 26 months of operation. A supplemental budget request will be submitted once the project is near completion.

<u>Operating Costs</u>	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Staffing	\$0	\$0	\$0	\$0	\$0	\$141,909
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$83,451
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$110,472
Insurance	\$0	\$0	\$0	\$0	\$0	\$2,299
PC/Vehicle Replacement	\$0	\$0	\$0	\$0	\$0	\$8,170
Landscape	\$0	\$0	\$0	\$0	\$0	\$206,038
TOTAL	\$0	\$0	\$0	\$0	\$0	\$552,339

Project: 70005 - West Valley Multi-Modal Corrid (N) **Funding Source:** General Obligation Bonds

Project Description: Construct a multimodal trail system along New River and Agua Fria River Corridor as per the Maricopa Association of Governments West Valley Rivers Trails Plan. The trail system will link with other trails in and around the City of Glendale connecting parks and other recreation facilities, and serve new and existing residents.

<u>Capital Costs</u>	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$540,555
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,544,414
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$47,602
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$15,444
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$177,089
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,380,104

Operating Description: Supplies and contracts include \$601x 10 acres. Building maintenance costs include 34 low-level security lights for rest nodes and trail at \$75 per light and \$13 per lamp for bulb replacement. Landscape includes maintenance of approximately 435,600 sq ft x \$.0927per sq ft, water at \$.22 per sq ft x 435,600 sq ft, and ramada cleaning/maintenance at \$4,000 per ramada x three ramadas.

<u>Operating Costs</u>	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$6,010
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$14,992
Landscape	\$0	\$0	\$0	\$0	\$0	\$95,832
TOTAL	\$0	\$0	\$0	\$0	\$0	\$116,834

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PARKS CONSTRUCTION FUND

Park projects are traditionally funded by a combination of park G.O. bonds and development impact fees. Due to the continued drop in secondary assessed valuation, the Parks Construction Fund is not expected to receive new funding until after the first five years of the capital improvement plan. However, there is carryover funding available for the redevelopment, renovation and improvement of existing parks and related facilities. Examples of this work include renovation, replacement or expansion of ramada areas, shade structures, playground facilities, sports courts, ball fields, turf and landscaping, irrigation systems, security lighting and landscaping. A portion of carryover funding will be used to complete improvement projects at Thunderbird Conservation Park and Sahuaro Ranch Park.



Project Name: Rose Lane Park

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 2060-Parks Construction **Category: 20%**

	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Estimated Beginning Balance:	\$271,743	\$18,747	\$18,750	\$18,753	\$18,756	\$18,759
Revenue						
Bond Proceeds	0	0	0	0	0	80,035,000
Investment Income	8	4	4	4	4	20
Miscellaneous Rev.	0	0	0	0	0	8
Total Revenue:	8	4	4	4	4	80,035,028
Operating Expenses						
Advisor Fees	83	1	1	1	1	3
Total Operating Expenses:	83	1	1	1	1	3
Project Expenses	Carryover	New Funding				
Existing Assets						
<i>Improvement of Existing Assets</i>						
70510 Park Enhancements	0	0	0	0	0	2,374,601
70510 Park Enhancements	11,677	0	0	0	0	8,547,040
70515 T-Bird Park Improvements	0	0	0	0	0	1,055,167
70515 T-Bird Park Improvements	36,495	0	0	0	0	1,847,826
70540 Grounds & Facilities Imprvmnts	2,043	0	0	0	0	875,000
70540 Grounds & Facilities Imprvmnts	0	0	0	0	0	3,039,523
70545 *Rose Lane Aquatics Backwash	140,291	0	0	0	0	0
T1715 Play Structure Improvements	0	0	0	0	0	2,874,890
<i>Replacement of Existing Assets</i>						
70500 Parks Redevelopment	0	0	0	0	0	20,584,952
70500 Parks Redevelopment	55,679	0	0	0	0	6,832,288
70512 Facilities Renovation	0	0	0	0	0	9,706,161
70512 Facilities Renovation	2,464	0	0	0	0	200,000
70526 Multiuse Sports Field Lighting	0	0	0	0	0	4,723,297
70535 Paseo Racquet Center Park	0	0	0	0	0	7,045,478
70541 Parks Capital Equipment	0	0	0	0	0	24,490
70541 Parks Capital Equipment	4,272	0	0	0	0	1,200,000
T1712 Aquatic Facility Renovation	0	0	0	0	0	7,232,945
T1713 Foothills Center Renovation	0	0	0	0	0	1,889,025
Sub-Total - Existing Assets	252,921	0	0	0	0	80,052,683
Total Project Expenses:	252,921	0	0	0	0	80,052,683
Total FY 2015 Funding:	252,921					
Estimated Ending Balance:	\$18,747	\$18,750	\$18,753	\$18,756	\$18,759	\$1,101

PROJECT DETAIL: 2060-Parks Construction **Category: 20%**

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2060-Parks Construction

Category: 20%

Project: 70510 - Park Enhancements (I)

Funding Source:

General Obligation Bonds

Project Description:

Ongoing park enhancements are vital in the city's effort to improve and enhance park functionality and appeal. Staff continually assesses park amenities and infrastructure, and strive to meet the demands park users place on park land and facilities. Park enhancements focus on a variety of elements and amenities within the existing park setting, and can be urgent in nature or planned. Typical park enhancements include new sport courts; additional low-level security lighting; picnic areas; picnic benches; Americans with Disabilities Act (ADA) issues; shade structures, landscape, and other amenities added to existing park sites. Ongoing enhancements typically address service gaps in the level of service requirements outlined in the Parks and Recreation Master Plan and federal, state, and local mandates.

Capital Costs:

	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$926,587
Construction	\$11,677	\$0	\$0	\$0	\$0	\$0	\$8,547,040
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$174,429
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$85,470
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$845,615
TOTAL	\$11,677	\$0	\$0	\$0	\$0	\$0	\$10,921,641

Operating Description:

In most cases, park enhancements will have little or no impact on the O and M. In fact, in many cases the enhancements allow for a more efficient operation of infrastructure and amenities. O and M will be impacted when additional amenities are introduced to the park, such as ramadas, additional low-level lighting, etc. Supplies/contracts include \$601 x 4 acre. Building Maintenance includes an average of 10 additional low level security lighting x \$150 for electricity, and \$21 per lamp for replacement. Landscape maintenance \$.22 x 43,560 sq ft. A supplemental will be submitted.

Operating Costs:

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$14,796
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$10,525
Landscape	\$0	\$0	\$0	\$0	\$0	\$58,482
TOTAL	\$0	\$0	\$0	\$0	\$0	\$83,803

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2060-Parks Construction **Category: 20%**

Project: 70515 - T-Bird Park Improvements (I) **Funding Source:** General Obligation Bonds

Project Description: Continue to implement the Thunderbird Conservation Park Master Plan recommendations and improvements including the removal of invasive plant species and re-vegetation, signage upgrades, repairs or replacements to existing ramadas, picnic tables, grills, restrooms and other infrastructure. This funding also addresses the continuation of re-vegetation, as well as the installation of new park elements, such as ramadas and parking lot improvements.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$646,739
Construction	\$36,495	\$0	\$0	\$0	\$0	\$0	\$1,847,826
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$57,777
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$18,478
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$277,173
TOTAL	\$36,495	\$0	\$0	\$0	\$0	\$0	\$2,902,993

Operating Description: Improvements have an O and M impact for two new 750 sq ft restrooms with associated utilities and supplies. Supplies are based on 33 acres of improvements x \$601. Improvements will require a Service Worker II at \$53,310 with benefits, a Park Ranger with benefits at \$51,087, contracted labor assistance at \$25,000 per year, utilities at \$2.70 per sq ft X 3,000 sq ft = \$8,100; building maintenance at \$1.62 X 3,000 sq ft = \$4,860 annually; equipment maintenance is for two added pole lights at \$358 annually; insurance is for 2 new employees at \$828 per person; ramada cleaning at \$3,000 each at five new ramadas, building water at \$0.195 sq ft or \$49 per month; Calculations are based on a 34 month operating period.

Operating Costs:	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Staffing	\$0	\$0	\$0	\$0	\$0	\$485,932
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$69,578
Utilities	\$0	\$0	\$0	\$0	\$0	\$28,250
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$29,912
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$2,203
Insurance	\$0	\$0	\$0	\$0	\$0	\$28,259
Landscape	\$0	\$0	\$0	\$0	\$0	\$21,431
Water	\$0	\$0	\$0	\$0	\$0	\$1,930
TOTAL	\$0	\$0	\$0	\$0	\$0	\$667,495

Project: 70540 - Grounds & Facilities Imprvmnts (I) **Funding Source:** General Obligation Bonds

Project Description: This project addresses renovations and golf course enhancements that may not otherwise be included or covered in the golf course management agreements. Issues to be addressed include golf course grounds and infrastructure at Glendale's Glen Lakes and Desert Mirage golf courses. Improvements will include modifying or enhancing greens, tees, fairways, cart paths, irrigation systems, lakes, driving ranges, parking lots, fence replacement, and pro-shops for both municipal golf courses.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$2,043	\$0	\$0	\$0	\$0	\$0	\$875,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$77,085
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$62,438
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$375,000
TOTAL	\$2,043	\$0	\$0	\$0	\$0	\$0	\$3,914,523

Operating Description: No additional O and M is needed.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2060-Parks Construction

Category: 20%

Project: 70545* - Rose Lane Aquatics Backwash (I)

Funding Source:

General Obligation Bonds

Project Description:

A storm drain compliance audit was conducted by the City of Glendale Environmental Services Program in calendar year 2012. The Parks, Recreation and Library Services Department (PRLS) was notified in early 2013 that the backwash system at the Rose Lane Aquatics Center is not in compliance with federal storm water discharge requirements and it would be necessary to make needed infrastructure corrections to the backwash system. The project will construct a new drainage system from the aquatics center into an existing storm water drain located in 51st Avenue.

Capital Costs:

	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Construction	\$136,130	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$1,800	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$1,361	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$140,291	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is needed.

Project: T1715 - Play Structure Improvements (I)

Funding Source:

General Obligation Bonds

Project Description:

This project involves replacing all playground components and playground surfacing in city parks that are not currently compliant with the Americans with Disabilities Act (ADA), U.S. Consumer Product Safety Commission (CPSC), the American Society for Testing and Materials (ASTM), and play units and components that have been removed due to vandalism or ongoing wear and tear.

In 2011, all of these organizations made significant changes to the laws, guidelines, and standards as it relates to playground accessibility, use, and safety. Subsequent evaluation in 2011 by staff who are certified as Playground Safety Inspectors (CPSI) resulted in a comprehensive annual audit of all playgrounds to identify all play structure, playground, and playground surface deficiencies. The audit identified multiple playgrounds requiring varying levels of update to meet the new ADA, CPSC, and/or the ASTM laws, guidelines, and/or regulations. Additional external audit of the playgrounds confirmed CPSI finding.

Capital Costs:

	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$56,390
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$8,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$500
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$2,400,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$360,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,874,890

Operating Description:

No additional O and M is required. The new laws, guidelines, and standards would actually reduce O and M by reducing the staff time to conduct head and torso inspections, and tilling sand fall zones.

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2060-Parks Construction **Category: 20%**

Project: 70500 - Parks Redevelopment (R) **Funding Source:** General Obligation Bonds

Project Description: This project is designed as a proactive focus for revitalizing parks currently in the city's inventory that have shown signs of deteriorating infrastructure, amenities, and/or landscape. The purpose of the redevelopment process is to heighten or restore the overall functionality of the park for the users, while at the same time enhancing the operating efficiency. As in the past, staff identify strategies that are designed to revive a park's existing strengths and develop new or enhanced functions of the park. Development strategies, service gaps, and needs are identified and addressed during the design and construction phase. Depending on the park category, location, size, and level of service, each requires a distinct level of funding to address an assortment of services or operational improvements.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$44,042	\$0	\$0	\$0	\$0	\$0	\$6,283,947
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$18,239,851
Finance Charges	\$11,637	\$0	\$0	\$0	\$0	\$0	\$548,341
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$122,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$182,399
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$2,040,702
TOTAL	\$55,679	\$0	\$0	\$0	\$0	\$0	\$27,417,240

Operating Description: Supplies and contracts are based on 10 acres x \$601 per acre. Building Maintenance includes an additional 30, low-level park lighting at \$171 per pole. These parks are currently maintained, so staff doesn't project additional landscape maintenance costs. Water would include the addition of 40 drinking fountains at \$88 each. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$36,990
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$31,574
Water	\$0	\$0	\$0	\$0	\$0	\$17,600
TOTAL	\$0	\$0	\$0	\$0	\$0	\$86,164

Project: 70512 - Facilities Renovation (R) **Funding Source:** General Obligation Bonds

Project Description: Renovations address planned and/or unexpected restoration improvements and infrastructure replacement at existing park and recreation buildings, centers, ball field complex sites, group ramada pavilions, restrooms, and tennis and golf complexes. Funds are used citywide to provide ongoing renovation to existing facilities. The specific facilities that receive assistance from this project are targeted through an ongoing assessment and feedback from citizens and staff.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$8,093,137
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$198,123
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$120,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$80,931
Equipment	\$2,464	\$0	\$0	\$0	\$0	\$0	\$200,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$1,213,970
TOTAL	\$2,464	\$0	\$0	\$0	\$0	\$0	\$9,906,161

Operating Description: New O and M expenses are not usually encountered with restoration activities.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2060-Parks Construction **Category: 20%**

Project: 70526 - Multiuse Sports Field Lighting (R) **Funding Source:** General Obligation Bonds

Project Description: The Parks, Recreation and Library Services Department has 27 lighted sports fields that are used for various youth and adult sports program and cultural events. Of the 27 lighted sports fields, 5 of the sports fields have athletic field lighting and lighting infrastructure that are over 15 years old. This project involves the renovation or replacement of existing sports lights that have illumination depreciation or no longer meet current illumination standards and those facilities where the lighting systems are currently depreciating and will require replacement.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$705,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$3,528,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$94,466
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$78,311
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$35,280
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$282,240
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$4,723,297

Operating Description: This project will not require additional O and M. The bid specifications would be performance based and would require the contractor to perform bulb replacements. The newer lighting technology would operate more efficiently, thus reducing electrical consumption and O and M.

Project: 70535 - Paseo Racquet Center Park (R) **Funding Source:** General Obligation Bonds

Project Description: The park project has two components: Paseo Sports Complex and Paseo Racquet Center, both of which are in this park. The Sports Complex work would include, replacement of the lighting system, restroom and concessions building. At the Paseo Racquet Center, necessary maintenance repairs include court overlays, court resurfacing, lighting, fencing and building restoration and improvements.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,579,200
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$4,512,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$139,858
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$45,120
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$676,800
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$7,045,478

Operating Description: These capital improvements are to existing facilities and will likely decrease O and M expenses.

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2060-Parks Construction **Category: 20%**

Project: 70541 - Parks Capital Equipment (R) **Funding Source:** General Obligation Bonds

Project Description: The Parks Department has 9 pieces of equipment currently in the fleet that are 10 years or older, and 15 pieces of equipment that are 13 years or older. All are not included as part of the City's Vehicle Replacement Fund and have passed their average effective lifespan. Replacing old, outdated equipment such as mowers, sod cutters, aerators, paint machines, trailers, utility vehicles, specialized chain saws, park/facility maintenance equipment and ball field preparation machines and equipment are essential to the care and maintenance of facilities and parks. The equipment has outlasted its useful and effective lifespan.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$24,490
Equipment	\$4,272	\$0	\$0	\$0	\$0	\$0	\$1,200,000
TOTAL	\$4,272	\$0	\$0	\$0	\$0	\$0	\$1,224,490

Operating Description: No additional O & M as the purchase of equipment would simply replace the existing.

Project: T1712 - Aquatic Facility Renovation (R) **Funding Source:** General Obligation Bonds

Project Description: This project includes the renovation and restoration of existing aquatic facilities (FRAC and Rose Lane) owned and/or operated by the Glendale Parks and Recreation Division. The aquatic facilities require annual attention and frequent repairs to remain relevant and useful. Projects, such as, replastering of the water vessels; patching and repairs to the pool decking; replacement of shade canopies; pool pumps and other equipment are needed to ensure continued compliance with all federal, state and county health code requirements. Other items to be considered periodically include slide repair and/or replacement; repair or replacement of play structure components; electrical infrastructure; diving boards; and pool heaters

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,350,822
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$4,650,207
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$144,659
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$46,502
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$948,255
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$7,232,945

Operating Description: No additional O and M needed.



PROJECT DETAIL: 2060-Parks Construction **Category: 20%**

Project: T1713 - Foothills Center Renovation (R) **Funding Source:** General Obligation Bonds

Project Description: This project involves the replacement of recreation center equipment that has an expected useful life of 5-7 years and renovation of the facility. Replacement of fitness room equipment; existing audio/visual equipment; carpeting; room dividers; window blinds; chillers and boilers to the building; security systems; ongoing resurfacing of the multi-purpose area; enhance lighting in the exterior and interior; and parking lot resurfacing.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$189,625
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$758,500
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$37,040
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$80,500
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$40,769
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$7,585
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$634,500
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$140,506
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,889,025

Operating Description: No additional O and M is needed for this project.

LIBRARY CONSTRUCTION FUND

Due to the continued decline in Glendale's secondary assessed valuation there is a single project within the Library Bond Fund for the renovation of the three existing city libraries. This project will require a bond issuance in future years.



Project Name: Foothills Branch Library



FUND SUMMARY: 2160-Library Construction **Category: 6%**

	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Estimated Beginning Balance:	\$155	\$155	\$155	\$155	\$155	\$155
Revenue						
Bond Proceeds	0	0	0	0	0	9,230,000
Total Revenue:	0	0	0	0	0	9,230,000
Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>				
Existing Assets						
<i>Replacement of Existing Assets</i>						
T2810 Int. Renovation-Main, VT, FH	0	0	0	0	0	9,226,756
<i>Sub-Total - Existing Assets</i>	0	0	0	0	0	9,226,756
Total Project Expenses:	0	0	0	0	0	9,226,756
Total FY 2015 Funding:	0					
Estimated Ending Balance:	\$155	\$155	\$155	\$155	\$155	\$3,399

PROJECT DETAIL: 2160-Library Construction **Category: 6%**

Project: T2810 - Int. Renovation-Main, VT, FH (R) **Funding Source:** General Obligation Bonds

Project Description: This project includes renovating and updating the interior spaces at the 43 year old Velma Teague , 26 year old Main and 14 year old Foothills branch libraries. There would be no changes to walls, electrical, plumbing or HVAC. Functional improvements would include paint, tile, sinks, fixtures, etc.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$136,356
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$9,090,400
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$9,226,756

Operating Description: No additional O and M is needed for this project.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PUBLIC SAFETY CONSTRUCTION FUNDS

Public safety projects are funded by a combination of public safety general obligation bonds and development impact fees. This section highlights the G.O. projects funded in Fund 2040 for the Fire, Police and City Court Departments.

In the first five years of the capital plan, remaining Public Safety General Obligation bond proceeds are currently being set aside to be used exclusively for expenses related to the city of Glendale joining the Regional Wireless Cooperative (RWC) which includes funding for the purchase of radios for the Fire Department, lifecycle upgrades, narrow-banding and console replacement. The scheduling of upgrades, narrow-banding and replacements are currently being negotiated by members of the RWC and funding needs are subject to change.

Due to the continued drop in secondary assessed valuation, funding for the City Court Building, which was previously scheduled for completion in FY 2012, has been deferred until the last five years of the capital improvement plan. Other projects in the last five years of the plan include an Engine & Ladder Replacement and construction of a Western Area Fire Station.



Project Name: PS Digital Comm. System



FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 2040-Public Safety Construction **Category: 20%**

	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>	
Estimated Beginning Balance:	\$2,097,191	\$1,561,451	\$1,198,305	\$817,548	\$455,807	\$93,928	
Revenue							
Bond Proceeds	0	0	0	0	0	67,040,000	
Investment Income	698	530	387	244	105	2,650	
Total Revenue:	698	530	387	244	105	67,042,650	
Operating Expenses							
Advisor Fees	855	0	0	0	0	1,060	
Total Operating Expenses:	855	0	0	0	0	1,060	
Project Expenses							
	<u>Carrvoer</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
75012 PS Digital Comm. System	0	4,255	1,688	19,157	0	0	19,157
75012 PS Digital Comm. System	169,344	361,984	361,984	361,984	361,984	361,984	2,049,152
<i>Replacement of Existing Assets</i>							
75024 800MHz Comm Equip	0	0	0	0	0	0	1,408,819
75034 Engine & Ladder Replacement	0	0	0	0	0	0	3,920,612
T5320 EOC Equipment Replacement	0	0	0	0	0	0	817,703
T5380 Replace HazMat Vehicle	0	0	0	0	0	0	616,071
T5450 Heart Monitors	0	0	0	0	0	0	991,837
T5539 Replacement of Airpacks	0	0	0	0	0	0	1,421,090
<i>Sub-Total - Existing Assets</i>	<i>169,344</i>	<i>366,239</i>	<i>363,672</i>	<i>381,141</i>	<i>361,984</i>	<i>361,984</i>	<i>11,244,441</i>
New Assets							
75020 City Court Building	0	0	0	0	0	0	43,075,302
T5536 Fire Station - Western Area	0	0	0	0	0	0	12,812,628
<i>Sub-Total - New Assets</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>55,887,930</i>
Total Project Expenses:	169,344	366,239	363,672	381,141	361,984	361,984	67,132,371
Total FY 2015 Funding:	535,583						
Estimated Ending Balance:	\$1,561,451	\$1,198,309	\$817,551	\$455,808	\$93,928	\$3,147	

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2040-Public Safety Construction **Category: 20%**

Project: 75012 - PS Digital Comm. System (I) **Funding Source:** General Obligation Bonds

Project Description: This project helps fund the city's share of membership in the Regional Wireless Cooperative (RWC) digital communications system (two-way radio). Fees associated with this membership cover the operational and maintenance costs on a per radio basis as well as special assessment fees. Membership in the RWC provides for enhanced service, redundancy and increased coverage for all city departments. Most importantly, interoperability not only within city departments but also valley wide partners is greatly increased. The city's "Gold Elite" consoles will require replacement upon the upgrade to IP-based radio consoles.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Finance Charges	\$0	\$4,255	\$1,688	\$19,157	\$0	\$0	\$19,157
IT/Phone/Security	\$115,074	\$361,984	\$361,984	\$361,984	\$361,984	\$361,984	\$429,983
Equipment	\$54,242	\$0	\$0	\$0	\$0	\$0	\$1,200,000
Miscellaneous/Other	\$28	\$0	\$0	\$0	\$0	\$0	\$419,169
TOTAL	\$169,344	\$366,239	\$363,672	\$381,141	\$361,984	\$361,984	\$2,068,309

Operating Description: Maintenance costs on hardware/software. The costs associated with equipment maintenance includes the additional fees of \$125,000 per year (including a 3% inflation rate) for the software subscription agreement which upgrades the actual software that operates the handheld and mobile radios and was covered in the past by the initial warranty and system upgrade. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$1,432,986
TOTAL	\$0	\$0	\$0	\$0	\$0	\$1,432,986

Project: 75024 - 800MHz Comm Equip (R) **Funding Source:** General Obligation Bonds

Project Description: Replacement and/or upgrade of existing 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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$28,176
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,380,643
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,408,819

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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$224,476
TOTAL	\$0	\$0	\$0	\$0	\$0	\$224,476

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2040-Public Safety Construction **Category: 20%**

Project: 75034 - Engine & Ladder Replacement (R) **Funding Source:** General Obligation Bonds

Project Description: To maximize the safe use of Emergency Code 3 Apparatus the Fire Department's replacement plan indicates that front line engines should be replaced at 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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$78,412
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$3,842,200
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,920,612

Operating Description: No additional O and M is needed since this is the replacement of existing equipment.

Project: T5320 - EOC Equipment Replacement (R) **Funding Source:** General Obligation Bonds

Project Description: This project 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 2021.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$19,944
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$797,759
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$817,703

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 \$163,540.60 annually, or \$817,703 over the five year replacement cycle. Approximately 1/5 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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
PC/Vehicle Replacement	\$0	\$0	\$0	\$0	\$0	\$817,703
TOTAL	\$0	\$0	\$0	\$0	\$0	\$817,703

Project: T5380 - Replace HazMat Vehicle (R) **Funding Source:** General Obligation Bonds

Project Description: Replacement of a HazMat vehicle for the hazardous materials team. The current truck will have served its useful life of 10 years by FY 2019. This vehicle is supported by Fleet Management staff and anticipated mileage is 10,000 miles per year.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$12,321
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$603,750
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$616,071

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.

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2040-Public Safety Construction **Category: 20%**

Project: T5450 - Heart Monitors (R) **Funding Source:** General Obligation Bonds

Project Description: Purchase of 36 cardiac monitors. Currently, the department's heart monitors are adequate to provide service; however by FY 2019 they will be 14 to 15 years old and are expected to reach the end of their useful life. Heart monitors are considered a capital expenditure due to the type of equipment requiring to be updated all at the same time which cannot be phased in when replaced. Personnel must all be able to train and work on the same type, make and model of equipment. The department will continue to seek alternative funding mechanisms such as grants as they become available. Heart monitors are currently on a maintenance contract which will cover the cost to repair or replace a malfunctioned monitor through FY2013.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$19,837
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$972,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$991,837

Operating Description: O and M for the heart monitors would be needed starting in FY 2020. O and M will include two batteries a year per unit at (\$225 per battery x 60) and a 3% inflation has been added per year. A supplemental budget request will be submitted for once the project is near completion. O & M is currently budgeted in medical supplies.

<u>Operating Costs:</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$67,439
TOTAL	\$0	\$0	\$0	\$0	\$0	\$67,439

Project: T5539 - Replacement of Airpacks (R) **Funding Source:** General Obligation Bonds

Project Description: Replacement of self-contained breathing apparatus (SCBAs) or air packs. The current supply is in compliance with National Fire Protection Association Standards through FY 2019. In FY 2019, 150 air packs will be outdated and in need of replacement. The useful life span of SCBAs is 7-10 years. Upgrades were completed in 2009 for all air packs. As components of the air packs fail, the department will repair or replace them using the department operating budget. Air packs are considered a capital expenditure due to the type of equipment requiring to be updated all at the same time; which cannot be phased in when replaced. Personnel must all be able to train and work on the same type, make and model of equipment. The department will continue to seek alternative funding mechanisms such as grants as they become available.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$28,422
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,392,668
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,421,090

Operating Description: O and M includes maintenance and repair at \$25,000 annually and an additional \$36,000 (once every 5 years) for 2 hydro tests on 300 bottles at \$60.00 per bottle that is performed every 5 years. The current SCBA budget is \$17,291 and does not cover the O and M identified; an additional \$74,545 is necessary. The \$25,000 for annual maintenance and repair will be needed the year after purchase. A supplemental budget request will be submitted once the project is near completion.

<u>Operating Costs:</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$74,545
TOTAL	\$0	\$0	\$0	\$0	\$0	\$74,545

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2040-Public Safety Construction **Category: 20%**

Project: 75020 - City Court Building (N) **Funding Source:** General Obligation Bonds

Project Description: Construction will resume on the city court building in FY 2020. As of the end of December 2009, the structure was built to ground level. When completed the building is expected to be approximately 90,000 net square feet and include 10 courtrooms. There is the possibility of additional costs due to the delay in construction.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$4,742,010
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$31,613,404
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$861,506
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$2,235,868
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$139,968
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$316,134
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$3,166,412
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$43,075,302

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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
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
TOTAL	\$0	\$0	\$0	\$0	\$0	\$3,201,619

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$2,395,800
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,407,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$5,226,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$256,253
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	\$12,812,628

Operating Description: Additional O and M would be needed starting in March of 2020. 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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Staffing	\$0	\$0	\$0	\$0	\$0	\$3,844,622
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$703,502
Utilities	\$0	\$0	\$0	\$0	\$0	\$146,398
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$434,875
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$57,327
Insurance	\$0	\$0	\$0	\$0	\$0	\$36,165
Electrical	\$0	\$0	\$0	\$0	\$0	\$72,695
PC/Vehicle Replacement	\$0	\$0	\$0	\$0	\$0	\$6,282
Landscape	\$0	\$0	\$0	\$0	\$0	\$9,501
Water	\$0	\$0	\$0	\$0	\$0	\$8,421
Refuse	\$0	\$0	\$0	\$0	\$0	\$11,824
TOTAL	\$0	\$0	\$0	\$0	\$0	\$5,331,612

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

GOVERNMENT FACILITIES CONSTRUCTION FUND

Carryover in FY 2015 is available for the repair, maintenance and/or replacement of electrical/lighting and mechanical systems. The Government Facility Construction Fund will not receive new funding until the last five years of the capital improvement plan due to the continued decline in secondary assessed valuation. A bond issuance will be required before a new project can move forward into the first five years of the capital plan.



Project Name: Civic Center

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 2080-Government Facilities Construction **Category: 6%**

	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Estimated Beginning Balance:	\$69,039	\$4,864	\$4,864	\$4,864	\$4,864	\$4,864
Revenue						
Bond Proceeds	0	0	0	0	0	19,825,000
Total Revenue:	0	0	0	0	0	19,825,000
Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>				
Existing Assets						
Improvement of Existing Assets						
T1160 City Hall Parking Garage	0	0	0	0	0	1,675,193
Replacement of Existing Assets						
77503 Exterior Closure (Roofing)	0	0	0	0	0	2,127,610
77504 City Hall - HVAC System	0	0	0	0	0	5,417,691
77507 Interior Finishes (Flooring)	0	0	0	0	0	2,394,705
77508 Interior Finishes (Paint)	0	0	0	0	0	1,093,784
77509 Mechanical Upgrades	0	0	0	0	0	5,004,294
77509 Mechanical Upgrades	30,260	0	0	0	0	6,785
77510 Electrical/Lighting Upgrades	0	0	0	0	0	829,659
77510 Electrical/Lighting Upgrades	33,915	0	0	0	0	5,862
77512 Exterior Closure (Paint)	0	0	0	0	0	1,125,871
T4730 Fuel Sites Equipment Upgrade	0	0	0	0	0	143,610
Sub-Total - Existing Assets	64,175	0	0	0	0	19,825,064
Total Project Expenses:	64,175	0	0	0	0	19,825,064
Total FY 2015 Funding:	64,175					
Estimated Ending Balance:	\$4,864	\$4,864	\$4,864	\$4,864	\$4,864	\$4,800

PROJECT DETAIL: 2080-Government Facilities Construction **Category: 6%**

Project: T1160 - City Hall Parking Garage (I) **Funding Source:** General Obligation Bonds

Project Description: As part of the emergency garage repair in FY 2009, the structural engineer provided additional maintenance recommendations for the remainder of the city hall garage related to replacement or repair of synthetic cushions. Over the past 25 years, the natural expansion and contraction of the structure's elements have pushed out of place many of the synthetic cushions on which the 366 concrete beams are seated. This has caused the concrete to wear against bare concrete causing deterioration. Also, there are four locations that have significant deterioration that will require extra maintenance and repair before the deterioration becomes more costly.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$33,504
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$43,000
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	\$1,675,193

Operating Description: No additional O and M is needed for this project.



PROJECT DETAIL: 2080-Government Facilities Construction **Category: 6%**

Project: 77503 - Exterior Closure (Roofing) (R) **Funding Source:** General Obligation Bonds

Project Description: Citywide roofing upgrades are required to improve the condition of several facilities and extend the useful life of the infrastructure. There will be over 80 different roofing-related projects needed on city buildings over a five year period totaling \$2,127,610.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$28,249
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$42,552
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$3,107
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,912,462
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$141,240
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,127,610

Operating Description: No additional O and M is needed for this project.

Project: 77504 - City Hall - HVAC System (R) **Funding Source:** General Obligation Bonds

Project Description: The existing heating, ventilating and air conditioning (HVAC) system at Glendale City Hall is projected to reach the end of its serviceable life-cycle and will require replacement upgrades in FY 2020. The replacements and upgrades will improve indoor air quality and provide a new HVAC system life capacity of an additional 20+ years.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,346,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$108,354
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$43,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$13,460
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$3,429,446
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$402,431
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$5,417,691

Operating Description: No additional O and M is needed at this time.

Project: 77507 - Interior Finishes (Flooring) (R) **Funding Source:** General Obligation Bonds

Project Description: Provide citywide interior flooring replacements and upgrades that would require a total of \$2,394,705 over a five year period to improve the condition of several facilities, and extend the useful life of the infrastructure. There will be approximately 100 different flooring related projects completed on all city buildings over the five year period.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$39,826
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$47,894
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$4,381
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$2,159,175
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$143,429
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,394,705

Operating Description: No additional O and M is needed for this project.

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2080-Government Facilities Construction **Category: 6%**

Project: 77508 - Interior Finishes (Paint) (R) **Funding Source:** General Obligation Bonds

Project Description: Make citywide interior paint and wall covering replacements and upgrades that would require a total of \$1,093,784 over a five year period to improve the condition of several facilities and extend the useful life of the infrastructure. There are over 142 paint/wall covering related projects needed on all city buildings.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$25,048
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$21,876
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$2,755
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,044,105
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,093,784

Operating Description: No additional O and M is needed for this project.

Project: 77509 - Mechanical Upgrades (R) **Funding Source:** General Obligation Bonds

Project Description: Citywide mechanical replacement and upgrades would require a total of \$5,011,079 to improve the mechanical systems of several facilities, as well as extend the useful life of the infrastructure. There will be a total of eleven heating, ventilating, and air conditioning (HVAC) mechanical related projects completed on different city buildings. Major projects include: replacing all the HVAC equipment and adding capacity to cool the data center located at the Public Safety Building, replacing the cooling tower drive motor at the Main Library, replacing the heat pumps at Fire Station 154 and renovating the mechanical systems at the Field Operations Center.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$61,680
Construction	\$23,843	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$100,222
Engineering Charges	\$6,417	\$0	\$0	\$0	\$0	\$0	\$6,785
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$4,584,049
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$258,343
TOTAL	\$30,260	\$0	\$0	\$0	\$0	\$0	\$5,011,079

Operating Description: No additional O and M is needed for this project.

Project: 77510 - Electrical/Lighting Upgrades (R) **Funding Source:** General Obligation Bonds

Project Description: The replacement and upgrade of lighting and electrical systems in city buildings is estimated to cost a total of \$835,521 over several years. These upgrades are expected to reduce the consumption of electricity usage citywide. Improvements are needed for the Field Operations Center, and Fire Stations 152, 153, 154 and 155. This project will include the replacement of old coil and core light fixture ballasts with energy efficient electronic ones and the replacement of the fluorescent lamps with higher efficient options.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$23,175	\$0	\$0	\$0	\$0	\$0	\$3,862
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$16,710
Engineering Charges	\$10,740	\$0	\$0	\$0	\$0	\$0	\$2,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$757,241
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$55,708
TOTAL	\$33,915	\$0	\$0	\$0	\$0	\$0	\$835,521

Operating Description: No additional O and M is needed for this project.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2080-Government Facilities Construction **Category: 6%**

Project: 77512 - Exterior Closure (Paint) (R) **Funding Source:** General Obligation Bonds

Project Description: Citywide painting related replacements and upgrades that would require a total of \$1,125,871 over a several year period to improve the condition of several facilities and extend the useful life of the infrastructure. The painted surface deteriorates when exposed to the elements, and keeping the exterior surface coated in paint protects the underlying building materials.

<u>Capital Costs</u>	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$17,067
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$22,517
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$998,924
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$85,363
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,125,871

Operating Description: No additional O and M is needed for this project.

Project: T4730 - Fuel Sites Equipment Upgrade (R) **Funding Source:** General Obligation Bonds

Project Description: This project reflects the replacement of all City of Glendale fuel dispensing equipment that will reach its maximum useful life over the next ten years. The project includes installation of new fuel monitoring and tank leak detection systems and replacement of the fuel tracking system for two fueling sites at The Field Operations Center and Fire Station 153. Completion of this project will ensure reporting accuracy, equipment stability and integrity, and improved customer service.

<u>Capital Costs</u>	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$5,357
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$98,397
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$2,872
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$11,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$984
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$143,610

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.

<u>Operating Costs</u>	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$1,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$1,000

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

CULTURAL FACILITY/HISTORICAL PRESERVATION CONSTRUCTION FUND

There is currently no carryover and no planned projects in the first five years of the cultural facilities capital plan. Repair and improvements to the Carriage House in Historical Sahuaro Ranch is the lone project in the last five years of the capital plan for this category. Current project estimates would require a small bond issuance in order to complete this project.



Project Name: Myrtle Gateway



FUND SUMMARY: 2130-Cultural Facility Construction **Category: 6%**

	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Estimated Beginning Balance:	\$262,088	\$262,088	\$262,088	\$262,088	\$262,088	\$262,088
Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Replacement of Existing Assets</i>						
84308 Sahuaro Ranch Carriage House	0	0	0	0	0	252,980
Sub-Total - Existing Assets	0	0	0	0	0	252,980
Total Project Expenses:	0	0	0	0	0	252,980
Total FY 2015 Funding:		0				
Estimated Ending Balance:	\$262,088	\$262,088	\$262,088	\$262,088	\$262,088	\$9,108

PROJECT DETAIL: 2130-Cultural Facility Construction **Category: 6%**

Project: 84308 - Sahuaro Ranch Carriage House (R) **Funding Source:** General Obligation Bonds

Project Description: Repair and/or replace the interior wood siding of the carriage house with the intent to restore the weather tightness of the structure. Repair the deteriorating parts of the bay window. Replace the metal flashing at the roof of the bay and install flooring with materials that meet ADA and historical standards. Replace all electrical infrastructure, prepare and re-paint all previously painted interior surfaces. Previous improvements addressed accessibility issues related to wash basins, urinals, and toilets.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$46,200
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$132,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$4,960
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$11,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$1,320
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$22,500
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$252,980

Operating Description: No additional O and M is needed.

ECONOMIC DEVELOPMENT CONSTRUCTION FUND

This general obligation bond category includes \$726,528 in carryover for economic development capital projects in FY 2015. These funds are intended for the purchase of land for redevelopment, the upgrade and repair of older infrastructure and new development infrastructure. The overall goal of the economic development capital projects is to attract high quality economic development projects that create or retain well-paying jobs in Glendale, enhance the city’s financial stability and attract new capital investment. Due to the continued decline in Glendale’s secondary assessed valuation, additional funding for economic development related projects including infrastructure for development along Loop 303, will be deferred to the last five years of the plan.



Project Name: Loop 303 Infrastructure



FUND SUMMARY: 2100-Economic Development Construction **Category: 6%**

	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Estimated Beginning Balance:	\$1,122,229	\$395,670	\$395,997	\$396,324	\$396,651	\$396,978
Revenue						
Bond Proceeds	0	0	0	0	0	22,035,000
Investment Income	434	327	327	327	327	1,635
Total Revenue:	434	327	327	327	327	22,036,635
Operating Expenses						
Advisor Fees	465	0	0	0	0	245
Total Operating Expenses:	465	0	0	0	0	245
Project Expenses						
	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
84401 Downtown Redevelopment	0	0	0	0	0	7,142,857
84401 Downtown Redevelopment	450,000	0	0	0	0	0
<i>Sub-Total - Existing Assets</i>	<i>450,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>7,142,857</i>
New Assets						
84400 Downtown Land Acquisition	184,618	0	0	0	0	0
84406 Loop 303 Infrastructure	0	0	0	0	0	5,966,771
84407 New Development Infrastructure	0	0	0	0	0	6,816,837
84407 New Development Infrastructure	91,910	0	0	0	0	2,500,000
<i>Sub-Total - New Assets</i>	<i>276,528</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>15,283,608</i>
Total Project Expenses:	726,528	0	0	0	0	22,426,465
Total FY 2015 Funding:	726,528					
Estimated Ending Balance:	\$395,670	\$395,997	\$396,324	\$396,651	\$396,978	\$6,903

PROJECT DETAIL: 2100-Economic Development Construction **Category: 6%**

Project: 84401 - Downtown Redevelopment (I) **Funding Source:** General Obligation Bonds

Project Description: Redevelopment of infrastructure that needs to be upgraded or repaired to encourage private investment and redevelopment of the greater downtown area.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$7,000,000
Construction	\$450,000	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$142,857
TOTAL	\$450,000	\$0	\$0	\$0	\$0	\$0	\$7,142,857

Operating Description: Land acquisition only. Acquired land would be offered to developers for purchase and developed as desired within the scope of a development agreement.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2100-Economic Development Construction **Category: 6%**

Project: 84400 - Downtown Land Acquisition (N) **Funding Source:** General Obligation Bonds

Project Description: Purchase of underperforming properties in the City Center Master Plan area which can be assembled and re-marketed to businesses and establishments that desire to locate in the downtown redevelopment area which will spur economic growth. Funding will also cover associated costs of appraisals, environmental assessments, title searches, demolitions, etc. in which the city will undertake requests for proposals to identify and negotiate development agreements. These actions will continue implementation in the Centerline Overlay District (Ocotillo & Cactus).

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Land	\$184,618	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$184,618	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: There is minimal O and M associated with this project related to land acquisition. O and M for weed control maintenance will be absorbed by the department's operating budget. Acquired land would be offered to developers for purchase and developed as desired by city within the scope of a development agreement. Estimation for weed control and maintenance is just over \$2,000 per year for FY 2012-2016.

Project: 84406 - Loop 303 Infrastructure (N) **Funding Source:** General Obligation Bonds

Project Description: Construction of new infrastructure and other development costs for new retail or mixed-use development near Loop 303 in fulfillment of an existing development agreement(s).

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$4,143,603
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$148,150
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$85,907
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$41,436
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$866,675
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$181,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$5,966,771

Operating Description: There is a need for approximately \$6 million in infrastructure improvements at Loop 303 as new development occurs. Infrastructure assistance is needed to encourage development along the Loop 303 to encourage developers to create the type of projects the city desires in the Loop 303 area. Possible additional funding sources include Economic Development, Streets, HURF and Water and Sewer due to an existing development agreement.



PROJECT DETAIL: 2100-Economic Development Construction **Category: 6%**

Project: 84407 - New Development Infrastructure (N) **Funding Source:** General Obligation Bonds

Project Description: Funding to provide new infrastructure to recruit and encourage new high-quality private development citywide. The city incurs infrastructure and development costs as new economic development projects occur. Funds are needed to assist with infrastructure costs to support major development projects which will generate new revenues and economic benefits for the city.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Land	\$91,910	\$0	\$0	\$0	\$0	\$0	\$2,500,000
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$2,700,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$3,800,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$186,337
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$38,000
TOTAL	\$91,910	\$0	\$0	\$0	\$0	\$0	\$9,316,837

Operating Description: Any monies/funding for such projects will be included in a Development Agreement.

FLOOD CONTROL CONSTRUCTION FUND

FY 2015 carryover will be used for local draining problem and collector drain programs where needed. With the exception of the ongoing AZDES Permit Project, no new funding is included in the first five years of the CIP plan due to the continued decline in Glendale’s secondary assessed valuation. The AZDES Permit Project ensures that the city remains compliant with the requirements of a permit obtained under the Clean Water Act. Projects in the last five years of the plan consist of a number of storm drain projects including projects along Bethany Home Road and Greenway Road. There is the possibility of moving a storm drain project forward given the relatively healthy flood control fund balance.



Project Name: Bethany Home Outfall Channel



FUND SUMMARY: 2180-Flood Control Construction **Category: 20%**

	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Estimated Beginning Balance:	\$6,214,376	\$2,954,073	\$2,794,170	\$2,634,210	\$2,474,193	\$2,314,119
Revenue						
Bond Proceeds	0	0	0	0	0	29,450,000
Intergovernmental Revenue	0	0	0	0	0	8,600,000
Investment Income	1,556	1,022	965	908	851	5,110
Total Revenue:	1,556	1,022	965	908	851	38,055,110
Operating Expenses						
Advisor Fees	2,415	0	0	0	0	767
Total Operating Expenses:	2,415	0	0	0	0	767
Project Expenses						
	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
79004 Local Drainage Problems	415,335	0	0	0	0	5,270,277
79004 Local Drainage Problems	0	0	0	0	0	131,757
79005 Collector Drains	560,008	0	0	0	0	0
79006 AZDES SD Permit	0	3,925	3,925	3,925	3,925	19,625
79006 AZDES SD Permit	415,276	157,000	157,000	157,000	157,000	785,000
T2944 51st Ave. SD, Northern - Olive	0	0	0	0	0	2,679,540
Sub-Total - Existing Assets	<i>1,390,619</i>	<i>160,925</i>	<i>160,925</i>	<i>160,925</i>	<i>160,925</i>	<i>8,886,199</i>
New Assets						
79001 Bethany Home SD, 58th - 51st	0	0	0	0	0	5,024,601
79007 Greenway SD, 59th - 67th	0	0	0	0	0	3,684,352
79013 Bethany Home SD, 79th-67th	0	0	0	0	0	10,832,548
79014 59th Ave & Thunderbird Rd SD	0	1,707,900	0	0	0	0
T2910 Bethany Home SD, 67th-58th	0	0	0	0	0	8,261,956
T2940 Greenway SD, 51st-59th	0	0	0	0	0	3,666,089
Sub-Total - New Assets	<i>0</i>	<i>1,707,900</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>31,469,546</i>
Total Project Expenses:	1,390,619	1,868,825	160,925	160,925	160,925	40,355,745
Total FY 2015 Funding:	3,259,444					
Estimated Ending Balance:	\$2,954,073	\$2,794,170	\$2,634,210	\$2,474,193	\$2,314,119	\$12,717

PROJECT DETAIL: 2180-Flood Control Construction **Category: 20%**

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2180-Flood Control Construction **Category: 20%**

Project: 79004 - Local Drainage Problems (I) **Funding Source:** General Obligation Bonds

Project Description: Construct localized storm drain improvements to mitigate drainage and/or flooding problems. This is an ongoing program that typically addresses drainage problems in older neighborhoods, residential areas and extends existing storm drain systems.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$4,871	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$300,758	\$0	\$0	\$0	\$0	\$0	\$5,099,284
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$131,757
Engineering Charges	\$83,147	\$0	\$0	\$0	\$0	\$0	\$120,000
Arts	\$26,559	\$0	\$0	\$0	\$0	\$0	\$50,993
TOTAL	\$415,335	\$0	\$0	\$0	\$0	\$0	\$5,402,034

Operating Description: Storm drain pipe requires little or no maintenance and in most cases will reduce existing maintenance because storm water does not pond in the street or other public facility.

Project: 79005 - Collector Drains (I) **Funding Source:** General Obligation Bonds

Project Description: Ongoing program to construct storm drain improvements on arterial and collector streets to mitigate drainage and flooding problems.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$560,008	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$560,008	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: Storm drain pipe requires little or no maintenance and in most cases will reduce existing maintenance because storm water does not pond in the street or other public facility.

Project: 79006 - AZDES SD Permit (I) **Funding Source:** General Obligation Bonds

Project Description: In 1999, the City of Glendale obtained a permit under the Clean Water Act for the National Pollutant Discharge Elimination System. The permit requires monitoring of storm water flows and preparation of annual reports. This funding will insure that the city can continue to meet the requirements of the permit and avoid fines up to \$25,000 per day.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Construction	\$38,965	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$3,925	\$3,925	\$3,925	\$3,925	\$3,925	\$19,625
Miscellaneous/Other	\$376,311	\$157,000	\$157,000	\$157,000	\$157,000	\$157,000	\$785,000
TOTAL	\$415,276	\$160,925	\$160,925	\$160,925	\$160,925	\$160,925	\$804,625

Operating Description: O and M of storm water monitoring will be done by the United States Geological Survey agency through an IGA.



PROJECT DETAIL: 2180-Flood Control Construction **Category: 20%**

Project: T2944 - 51st Ave. SD, Northern - Olive (I) **Funding Source:** General Obligation Bonds

Project Description: Project will construct a 42" storm drain pipe, inlets, and other appurtenances in 51st Avenue between Northern Avenue and Olive Avenue. Additionally the Northern Avenue storm drain will be extended from 47th Avenue to 43rd Avenue.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$130,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,200,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$52,540
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$22,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$220,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,679,540

Operating Description: The storm drain will not require O and M.

Project: 79001 - Bethany Home SD, 58th - 51st (N) **Funding Source:** General Obligation Bonds

Project Description: Construct a storm drain along Bethany Home Road between 51st and 58th Avenues including mainline pipe, catch basins and appurtenances. The need for this project was identified in the Maryvale Area Drainage Management Plan that the County Flood District developed.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$122,551
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$79,550
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$82,500
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$5,024,601

Operating Description: O and M will not occur until project is actually constructed in the future. Storm drain pipe requires little or no maintenance and in most cases will reduce existing maintenance because storm water does not pond in the street or other public facility.

Project: 79007 - Greenway SD, 59th - 67th (N) **Funding Source:** General Obligation Bonds

Project Description: Construct a storm drain at Greenway Road from 59th to 67th Avenues. Project includes catch basins and appurtenances. This project will intercept storm water flows east of 67th Avenue.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,640,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$89,862
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$58,090
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$26,400
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$370,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,684,352

Operating Description: No additional O and M is needed.

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2180-Flood Control Construction **Category: 20%**

Project: 79013 - Bethany Home SD, 79th-67th (N) **Funding Source:** General Obligation Bonds

Project Description: Construct storm drain pipe, inlets and other appurtenances in Bethany Home Road from 79th Avenue to 67th Avenue.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$9,000,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$264,208
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$90,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$785,840
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$10,832,548

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: 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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Land	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$1,450,000	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$30,400	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$43,000	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$14,500	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$1,707,900	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is required for this project.

Project: T2910 - Bethany Home SD, 67th-58th (N) **Funding Source:** General Obligation Bonds

Project Description: Construct a storm drain in Bethany Home Road from 67th to 58th Avenues. Construction costs are to be shared with Maricopa County Flood Control District (50%). The project will include storm drain pipe, catch basins, and appurtenances.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,200,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$6,000,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$201,511
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$597,070
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$110,875
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$8,261,956

Operating Description: Storm drain pipe requires little or no maintenance and in most cases will reduce existing maintenance because storm water does not pond in the street or other public facility.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2180-Flood Control Construction **Category: 20%**

Project: T2940 - Greenway SD, 51st-59th (N) **Funding Source:** General Obligation Bonds

Project Description: Construct a storm drain in Greenway Road between 51st and 59th Avenues to include mainline piping, catch basins, and appurtenances.

<u>Capital Costs:</u>	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,630,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$71,884
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$57,905
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$26,300
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$380,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,666,089

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.



DEVELOPMENT IMPACT FEE FUNDS

Changes to impact fee laws (ARS 9-463.05) require updated Land Use Assumptions for at least 10 years, a 10 year Infrastructure Improvement Plan (IIP) for every facility and new development fees by August 1, 2014. The development impact fee funds are used for the acquisition or construction of growth related capital projects. DIF revenue can be used to supplement the growth related portion of a capital project or fully cover the cost of a project that is 100% growth related. With the exception of the Open Space and Trails and General Government categories, the following funds show a combined fund balance of both the DIF program before and after the law was changed. Beginning balances are based on DIF revenue that has been collected but not yet expended. Aspects of the DIF law will require the city to refund property owners if development fees are not used ten years after collection (parks, streets and public safety) or fifteen years for water and wastewater facilities. Additional development impact fees and interest increase the beginning fund balance while project expenses including carryover and transfers out reduce the balance.

Due to the stagnated real estate market all projects requiring a G.O. bond issuance have been delayed. DIF revenue is typically used to supplement the growth related portion of new projects supported largely with other funding sources. With the exception of funding for the new DIF study and its updates, DIF funded projects are scarce. Staff will continue to evaluate options during FY 2015 to identify appropriate uses of DIF revenues.

Fund # - Name	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24	Total
1601+-Roadway Improvements	701,240	171,500	171,500	171,500	34,553	894,053	2,144,346
1520 - Citywide Open Space	351,822	0	0	0	0	83,739	435,561
1461+-Citywide Parks	234	0	0	0	3,467	3,467	7,168
1481+-Citywide Rec Facility	234	0	0	0	153,469	3,469	157,172
1541+-Park Dev Zone 1	121,056	0	0	0	3,469	3,469	127,994
1561+-Park Dev Zone 2	132,863	0	0	0	3,469	3,469	139,801
1581+-Park Dev Zone 3	42,929	0	0	0	3,469	3,469	49,867
1380 - Library Buildings	0	0	0	0	100,000	0	100,000
1501+-Libraries	373,817	713,750	200,000	200,000	217,563	517,563	2,222,693
1441+-Police Dept Facilities	1,004	0	0	0	14,890	14,890	30,784
1421+-Fire Protection Facilities	2,101	0	0	0	15,654	15,654	33,409
1620 - General Government	306	0	0	0	0	0	306
Total DIF Funds	\$1,727,606	\$885,250	\$371,500	\$371,500	\$550,003	\$1,543,242	\$5,449,101

ROADWAY IMPROVEMENTS DIF FUND

This category includes development impact fees paid by developers for roadway improvements that are needed because of new residential and commercial developments within city limits.

Being that Roadway Improvements continues to be an allowable category under the new legislation, funding is also set aside to update the DIF study biennially.

Carryover funding is also available for arterial streets and intersections development agreements involving improvements to curbs/gutters, sidewalks, street lights, traffic signals and landscaping where needed.



Project Name: Dev. Agree. - Signals



FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 1601+-DIF-Roadway Improvements **Category: DIF**

	FY 2015:	FY 2016:	FY 2017:	FY 2018:	FY 2019:	FYs 20-24:
Estimated Beginning Balance:	\$3,088,498	\$3,432,993	\$4,322,170	\$5,225,402	\$6,142,837	\$7,211,907
Revenue						
Development Impact Fees	1,033,959	1,044,299	1,054,742	1,065,289	1,075,942	1,086,701
Interest Income	11,776	16,378	19,990	23,646	27,681	35,753
Total Revenue:	1,045,735	1,060,677	1,074,732	1,088,935	1,103,623	1,122,454
Project Expenses						
	Carrvoer	New Funding				
Existing Assets						
Improvement of Existing Assets						
67802 Dev. Agree. - Arterials	65,110	0	0	0	0	0
Replacement of Existing Assets						
67809 DIF Update	2,329	0	0	0	34,553	34,553
Sub-Total - Existing Assets	67,439	0	0	0	34,553	34,553
New Assets						
67803 Dev. Agree. - Signals	462,301	171,500	171,500	171,500	171,500	0
Sub-Total - New Assets	462,301	171,500	171,500	171,500	171,500	0
Total Project Expenses:	529,740	171,500	171,500	171,500	171,500	34,553
Total FY 2015 Funding:	701,240					
Estimated Ending Balance:	\$3,432,993	\$4,322,170	\$5,225,402	\$6,142,837	\$7,211,907	\$7,440,308

PROJECT DETAIL: 1601+-DIF-Roadway Improvements **Category: DIF**

Project: 67802 - Dev. Agree. - Arterials (I) **Funding Source:** Development Impact Fees

Project Description: This program is to fund partial street improvements agreed in development agreements for arterial streets as an incentive to the developer. Some of the improvements could include pavement widening, curb and gutter, sidewalks, landscaping, and street lights to accommodate growth.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$65,110	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$65,110	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed at this time.

Project: 67809 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: Development impact fee studies are required to be updated a minimum of every five years. The new fees are expected to take effect July 1, 2014. DIF legislation allows for fees collected to fund the DIF studies and updates. This is the roadway improvements portion of the DIF study and updates.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$2,329	\$0	\$0	\$0	\$0	\$34,553	\$34,553
TOTAL	\$2,329	\$0	\$0	\$0	\$0	\$34,553	\$34,553

Operating Description: No additional O and M is needed.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 1601+-DIF-Roadway Improvements **Category: DIF**

Project: 67803 - Dev. Agree. - Signals (N) **Funding Source:** Development Impact Fees

Project Description: Fees charged to developers are used to improve intersections that have experienced increased vehicular traffic generated by new development. This project provides for the installation or upgrades of traffic signals and Intelligent Transportation Systems equipment at various locations throughout the city.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Land	\$7,043	\$6,018	\$6,018	\$6,018	\$6,018	\$0	\$30,088
Design	\$12,324	\$10,531	\$10,531	\$10,531	\$10,531	\$0	\$52,654
Construction	\$222,704	\$137,563	\$137,563	\$137,563	\$137,563	\$0	\$687,814
Engineering Charges	\$5,353	\$4,479	\$4,479	\$4,479	\$4,479	\$0	\$22,396
Arts	\$1,609	\$1,376	\$1,376	\$1,376	\$1,376	\$0	\$6,878
Contingency	\$13,268	\$11,533	\$11,533	\$11,533	\$11,533	\$0	\$59,670
Miscellaneous/Other	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$462,301	\$171,500	\$171,500	\$171,500	\$171,500	\$0	\$859,500

Operating Description: O and M costs are for the electricity and maintenance of new traffic signal installations. A supplemental budget request will be made as new equipment is added to the system.

Operating Costs:	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Utilities	\$0	\$12,155	\$12,519	\$12,895	\$13,282	\$72,631
Equip. Maint.	\$0	\$6,078	\$6,260	\$6,448	\$6,641	\$36,316
TOTAL	\$0	\$18,233	\$18,779	\$19,343	\$19,923	\$108,947

OPEN SPACE DIF FUND

This category includes development impact fees paid by developers for new or expanded infrastructure related to open space and multiuse trails that are needed as a result of new residential developments within city limits.

Open Space is no longer an eligible category under the new DIF legislation; funds accumulated through January 1, 2011 will need to be utilized prior to January 1, 2020.

Currently, carryover funding will be used for trail/walkway improvements to accommodate increased use by residents from new and/or growing residential developments citywide.

Project Name: Discovery Park



Project Name: Pasadena Park



FUND SUMMARY: 1520-DIF-Citywide Open Space **Category: DIF**

	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Estimated Beginning Balance:	\$501,759	\$151,036	\$151,739	\$152,444	\$153,151	\$153,860
Revenue						
Interest Income	1,099	703	705	707	709	3,515
Total Revenue:	1,099	703	705	707	709	3,515
Project Expenses	<u>Carrlover</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
70452 Park Improvements - City Wide	33,128	0	0	0	0	0
70453 Discovery Park	134,966	43,977	0	0	0	36,648
70454 Pasadena Park	91,379	48,138	0	0	0	47,091
<i>Replacement of Existing Assets</i>						
70450 DIF Update	234	0	0	0	0	0
Sub-Total - Existing Assets	259,707	92,115	0	0	0	83,739
Total Project Expenses:	259,707	92,115	0	0	0	83,739
Total FY 2015 Funding:	351,822					
Estimated Ending Balance:	\$151,036	\$151,739	\$152,444	\$153,151	\$153,860	\$73,636

PROJECT DETAIL: 1520-DIF-Citywide Open Space **Category: DIF**

Project: 70452 - Park Improvements - City Wide (I) **Funding Source:** Development Impact Fees

Project Description: Develop and update parks citywide to accommodate growth per the current Parks and Recreation Master Plan. Funding will be used to develop facilities and parks to accommodate increased use by residents from new or growing residential developments. Examples of improvements may include playgrounds, ball fields, ramadas, etc.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Construction	\$33,128	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$33,128	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



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. Likely improvements include additional trails in the park and trail connections to the adjacent neighborhoods. Other improvements may include picnic ramadas, shaded rest areas, drinking fountains, enhanced open play areas, playground or exercise equipment, and other trail amenities and site improvements that address growth within the city.

<u>Capital Costs</u>	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Construction	\$116,142	\$36,142	\$0	\$0	\$0	\$0	\$30,118
Engineering Charges	\$7,667	\$4,364	\$0	\$0	\$0	\$0	\$3,636
Arts	\$1,163	\$361	\$0	\$0	\$0	\$0	\$301
Contingency	\$9,994	\$3,110	\$0	\$0	\$0	\$0	\$2,593
TOTAL	\$134,966	\$43,977	\$0	\$0	\$0	\$0	\$36,648

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 most likely improvement includes connections to adjacent sidewalks in the park and trail connections to the current and future neighborhoods. Other improvements or additions may include picnic ramadas, shaded rest areas, drinking fountains, enhanced open play areas, playground or exercise equipment, and other trail amenities and site improvements that address growth within the city.

<u>Capital Costs</u>	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Construction	\$78,633	\$39,584	\$0	\$0	\$0	\$0	\$38,724
Engineering Charges	\$5,189	\$4,750	\$0	\$0	\$0	\$0	\$4,647
Arts	\$787	\$396	\$0	\$0	\$0	\$0	\$387
Contingency	\$6,770	\$3,408	\$0	\$0	\$0	\$0	\$3,333
TOTAL	\$91,379	\$48,138	\$0	\$0	\$0	\$0	\$47,091

Operating Description: No additional O and M is needed at this time.

Project: 70450 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: Funding in FY 2014 is carryover to complete a new DIF study to comply with new legislation. The new fees are required to be implemented by July 1, 2014.

<u>Capital Costs</u>	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$234	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$234	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed.

PARKS & RECREATION DIF FUNDS

This category includes development impact fees paid by developers for new or expanded park infrastructure that is needed because of new residential developments within city limits. Under a new Infrastructure Improvement Plan (IIP), Parks and Recreation will be combined into one service area effective July 31, 2014.

The majority of park impact fee revenue is restricted for use in specific areas, as defined below:

- DIF Citywide Parks: Eligible for use citywide.
- DIF Citywide Rec Fac: Eligible for use citywide on recreation facilities.
- DIF Parks Dev Zone 1: Restricted to areas west of 75th Avenue, south of Greenway Road.
- DIF Parks Dev Zone 2: Restricted to areas east of 75th Avenue, south of Greenway Road.
- DIF Parks Dev Zone 3: Restricted to areas north of Greenway Road.
- DIF Parks Combined Areas: East and West 101; all areas west of 115th Avenue.

Continuing through FY 2019, the existing funds in the DIF-Citywide Recreation Facility Fund will cover a portion of the debt service payments attributed to growth for the Foothills Recreation and Aquatic Center.

Being that Parks & Recreation continues to be an allowable category under the new legislation, funding is also set aside to update the study biennially.

Also in FY 2015, carryover funding will be used for: the completion Thunderbird Park Kiosks.



Project Name: Thunderbird Park Kiosks

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 1461+-DIF-Citywide Parks **Category: DIF**

	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Estimated Beginning Balance:	\$340,475	\$380,559	\$421,631	\$463,281	\$505,515	\$544,864
Revenue						
Development Impact Fees	38,827	39,215	39,607	40,003	40,403	40,807
Interest Income	1,491	1,857	2,043	2,231	2,413	6,805
Total Revenue:	40,318	41,072	41,650	42,234	42,816	47,612
Project Expenses						
	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Replacement of Existing Assets</i>						
72502 DIF Update	234	0	0	0	3,467	3,467
<i>Sub-Total - Existing Assets</i>	<i>234</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>3,467</i>	<i>3,467</i>
Total Project Expenses:	234	0	0	0	3,467	3,467
Total FY 2015 Funding:	234					
Estimated Ending Balance:	\$380,559	\$421,631	\$463,281	\$505,515	\$544,864	\$589,009

PROJECT DETAIL: 1461+-DIF-Citywide Parks **Category: DIF**

Project: 72502 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: Development impact fee studies are required to be updated a minimum of every five years. The new fees are expected to take effect July 1, 2014. DIF legislation allows for fees collected to fund the DIF studies and updates. This is the citywide parks portion of the DIF study and updates.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$234	\$0	\$0	\$0	\$0	\$3,467	\$3,467
TOTAL	\$234	\$0	\$0	\$0	\$0	\$3,467	\$3,467

Operating Description: No additional O and M is needed.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



FUND SUMMARY: 1481+-DIF-Citywide Rec Facility **Category: DIF**

	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Estimated Beginning Balance:	\$887,496	\$720,885	\$553,561	\$385,924	\$276,396	\$3,421
Revenue						
Development Impact Fees	38,827	39,215	39,607	40,003	40,403	40,807
Interest Income	4,509	4,436	3,807	2,844	-320	19,700
Total Revenue:	43,336	43,651	43,414	42,847	40,083	60,507
Operating Expenses						
Bond Principal	209,713	210,975	211,051	152,375	159,589	59,589
Total Operating Expenses:	209,713	210,975	211,051	152,375	159,589	59,589
Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
T3301 Heroes Park Recreation Study	0	0	0	0	150,000	0
<i>Replacement of Existing Assets</i>						
72801 DIF Update	234	0	0	0	3,469	3,469
<i>Sub-Total - Existing Assets</i>	<i>234</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>153,469</i>	<i>3,469</i>
Total Project Expenses:	234	0	0	0	153,469	3,469
Total FY 2015 Funding:	234					
Estimated Ending Balance:	\$720,885	\$553,561	\$385,924	\$276,396	\$3,421	\$870

PROJECT DETAIL: 1481+-DIF-Citywide Rec Facility **Category: DIF**

Project: T3301 - Heroes Park Recreation Study (I) **Funding Source:** Development Impact Fees

Project Description: This is a request to conduct a design and potential use study of a planned Recreation Center and Aquatics Center at the Glendale Heroes Regional Park. The final construction of the next phases of the park have been delayed indefinitely due to the lack of CIP funds. By the time funds may be available for the actual construction of the next phases (sometime in 2020-2024), the master plan for this park will be approximately 20 years old. To ensure the planned amenities are still in alignment with community expectations, up to \$150,000 will be requested to conduct a needs and use study. This study will be combined with a similar assessment planned for the Heroes Park Library.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$150,000	\$0
TOTAL	\$0	\$0	\$0	\$0	\$0	\$150,000	\$0

Operating Description: No additional O&M is required for this project.



PROJECT DETAIL: 1481+-DIF-Citywide Rec Facility **Category: DIF**

Project: 72801 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: Development impact fee studies are required to be updated a minimum of every five years. The new fees are expected to take effect July 1, 2014. DIF legislation allows for fees collected to fund the DIF studies and updates. This is the citywide recreation facilities portion of the DIF study and updates.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$234	\$0	\$0	\$0	\$0	\$3,469	\$3,469
TOTAL	\$234	\$0	\$0	\$0	\$0	\$3,469	\$3,469

Operating Description: No additional O and M is needed.



FUND SUMMARY: 1541+-DIF-Park Dev Zone 1 **Category: DIF**

	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Estimated Beginning Balance:	\$182,865	\$73,178	\$84,766	\$96,549	\$108,529	\$117,231
Revenue						
Development Impact Fees	10,894	11,004	11,114	11,225	11,337	11,450
Interest Income	475	584	669	755	834	989
Total Revenue:	11,369	11,588	11,783	11,980	12,171	12,439
Project Expenses						
	<u>Carrvoer</u>	<u>New Funding</u>				
Existing Assets						
Improvement of Existing Assets						
73104 Oranewood Vista	120,822	0	0	0	0	0
Replacement of Existing Assets						
73102 DIF Update	234	0	0	0	3,469	3,469
Sub-Total - Existing Assets	121,056	0	0	0	3,469	3,469
Total Project Expenses:	121,056	0	0	0	3,469	3,469
Total FY 2015 Funding:	121,056					
Estimated Ending Balance:	\$73,178	\$84,766	\$96,549	\$108,529	\$117,231	\$126,201

PROJECT DETAIL: 1541+-DIF-Park Dev Zone 1 **Category: DIF**

Project: 73104 - Oranewood Vista (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.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Design	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$101,632	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$7,370	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$620	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$6,200	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$120,822	\$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.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 1541+-DIF-Park Dev Zone 1 **Category: DIF**

Project: 73102 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: Development impact fee studies are required to be updated a minimum of every five years. The new fees are expected to take effect 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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$234	\$0	\$0	\$0	\$0	\$3,469	\$3,469
TOTAL	\$234	\$0	\$0	\$0	\$0	\$3,469	\$3,469

Operating Description: No additional O and M is needed.



FUND SUMMARY: 1561+-DIF-Park Dev Zone 2 **Category: DIF**

	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Estimated Beginning Balance:	\$179,378	\$50,941	\$55,368	\$59,858	\$64,411	\$65,552
Revenue						
Development Impact Fees	4,131	4,173	4,215	4,257	4,300	4,343
Interest Income	295	254	275	296	310	944
Total Revenue:	4,426	4,427	4,490	4,553	4,610	5,287
Project Expenses						
	<u>Carrvoer</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
73400 Park Improvements/Enhance	105,506	0	0	0	0	0
73404 Paseo Linear Park Additions	27,123	0	0	0	0	0
<i>Replacement of Existing Assets</i>						
73403 DIF Update	234	0	0	0	3,469	3,469
Sub-Total - Existing Assets	132,863	0	0	0	3,469	3,469
Total Project Expenses:	132,863	0	0	0	3,469	3,469
Total FY 2015 Funding:	132,863					
Estimated Ending Balance:	\$50,941	\$55,368	\$59,858	\$64,411	\$65,552	\$67,370

PROJECT DETAIL: 1561+-DIF-Park Dev Zone 2 **Category: DIF**

Project: 73400 - Park Improvements/Enhance (I) **Funding Source:** Development Impact Fees

Project Description: The Parks and Recreation Department Master Plan identifies action strategies to develop, enhance and improve parks between Greenway Road and Olive Avenue, and 51st Avenue and 73rd Avenue, that have been impacted by community growth. Increased bicycle and general user traffic is creating the need for additional shade and rest nodes along the 4 mile trail system as well as expand asphalt trail surface system.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Construction	\$105,506	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$105,506	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed for these projects.

Project: 73404 - Paseo Linear Park Additions (I) **Funding Source:** Development Impact Fees

Project Description: Additional amenities consist of accommodating community growth by adding active recreation elements, such as playground equipment, shade structures or exercise equipment stations into Paseo Linear Park.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Contingency	\$808	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$26,315	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$27,123	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed for these projects.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 1561+-DIF-Park Dev Zone 2 **Category: DIF**

Project: 73403 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: Development impact fee studies are required to be updated a minimum of every five years. The new fees are expected to take effect 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.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$234	\$0	\$0	\$0	\$0	\$3,469	\$3,469
TOTAL	\$234	\$0	\$0	\$0	\$0	\$3,469	\$3,469

Operating Description: No additional O and M is needed.



FUND SUMMARY: 1581+-DIF-Park Dev Zone 3 **Category: DIF**

	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Estimated Beginning Balance:	\$86,269	\$67,280	\$91,580	\$116,219	\$141,200	\$163,051
Revenue						
Development Impact Fees	23,739	23,976	24,216	24,458	24,703	24,950
Interest Income	201	324	423	523	617	746
Total Revenue:	23,940	24,300	24,639	24,981	25,320	25,696
Project Expenses						
	<u>Carrvoer</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
73704 Thunderbird Park Kiosks	42,695	0	0	0	0	0
<i>Replacement of Existing Assets</i>						
73702 DIF Update	234	0	0	0	3,469	3,469
<i>Sub-Total - Existing Assets</i>	42,929	0	0	0	3,469	3,469
Total Project Expenses:	42,929	0	0	0	3,469	3,469
Total FY 2015 Funding:	42,929					
Estimated Ending Balance:	\$67,280	\$91,580	\$116,219	\$141,200	\$163,051	\$185,278

PROJECT DETAIL: 1581+-DIF-Park Dev Zone 3 **Category: DIF**

Project: 73704 - Thunderbird Park Kiosks (I) **Funding Source:** Development Impact Fees

Project Description: Increased usage of Thunderbird Conservation Park due to growth will require the construction of new trail heads and expansion of existing trail heads to mitigate overcrowding of trail access points. The improvements will require additional informational kiosks in the park. Kiosks provide trail users with information about trail difficulty, trail names, wildlife in the park, maintenance notifications and trail lengths and elevations.

Capital Costs:	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Contingency	\$2,318	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$40,377	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$42,695	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed for this project.

Project: 73702 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: Development impact fee studies are required to be updated a minimum of every five years. The new fees are expected to take effect 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.

Capital Costs:	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Miscellaneous/Other	\$234	\$0	\$0	\$0	\$0	\$3,469	\$3,469
TOTAL	\$234	\$0	\$0	\$0	\$0	\$3,469	\$3,469

Operating Description: No additional O and M is needed.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

LIBRARY DIF FUNDS

This category includes development impact fees paid by developers for new or expanded library infrastructure that is needed due to new residential developments within city limits.

Impact fees collected prior to January 1, 2011 will continue to fund additional library material needed to meet residential growth. However, new restrictions prohibit the use of impact fees collected on or after this date for library materials. The construction of a western area library was recently removed from the capital plan and replaced with a project that will fund a study of western area development to help determine viable uses for library DIF revenue. Effective July 31, 2014 there will be no DIF for libraries.



FUND SUMMARY: 1380-DIF-Library Buildings **Category: DIF**

	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Estimated Beginning Balance:	\$1,748,797	\$1,755,130	\$1,762,352	\$1,769,589	\$1,776,841	\$1,683,903
Revenue						
Interest Income	6,333	7,222	7,237	7,252	7,062	36,110
Total Revenue:	6,333	7,222	7,237	7,252	7,062	36,110
Project Expenses						
	<u>Carrlover</u>	<u>New Funding</u>				
New Assets						
T1151 Heroes Park Library Study	0	0	0	0	100,000	0
<i>Sub-Total - New Assets</i>	0	0	0	0	100,000	0
Total Project Expenses:	0	0	0	0	100,000	0
Total FY 2015 Funding:	0					
Estimated Ending Balance:	\$1,755,130	\$1,762,352	\$1,769,589	\$1,776,841	\$1,683,903	\$1,720,013

PROJECT DETAIL: 1380-DIF-Library Buildings **Category: DIF**

Project: T1151 - Heroes Park Library Study (N) **Funding Source:** Development Impact Fees

Project Description:

The construction of the remaining phases of the Heroes Regional Park and the new construction of the proposed Western Area Branch Library have been deferred until there are sufficient capital funds. In 2009, the design of a 33,500 sq ft library building was completed at a cost of \$1,167,991. By 2020 this design will be 11 years old and considerable re-design will be necessary due to innovations in the library sciences. Also, because of substantial changes in the City's economics, demographics and legal changes in the use of DIF funding, it is recommended to conduct a new project study of the site. The study will determine the needs of the area and the feasibility of developing a joint use facility for Library and Recreation Services on the site. It is estimated that this new study will cost approximately \$250,000. The other \$150,000 will be used from CIP funds earmarked for the construction of the recreation and aquatics center. Design work and construction costs will be additional.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0
TOTAL	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0

Operating Description: No additional O and M is needed at this time.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 1501+-DIF-Libraries **Category: DIF**

	FY 2015:	FY 2016:	FY 2017:	FY 2018:	FY 2019:	FYs 20-24:
Estimated Beginning Balance:	\$3,158,210	\$2,871,254	\$2,244,472	\$2,130,433	\$2,016,592	\$1,885,357
Revenue						
Development Impact Fees	74,318	75,062	75,813	76,571	77,337	78,110
Interest Income	12,543	11,906	10,148	9,588	8,991	54,834
Total Revenue:	86,861	86,968	85,961	86,159	86,328	132,944
Project Expenses						
	<u>Carrvoer</u>	<u>New Funding</u>				
Existing Assets						
Replacement of Existing Assets						
74752 DIF Update	1,185	0	0	0	17,563	17,563
Sub-Total - Existing Assets	1,185	0	0	0	17,563	17,563
New Assets						
74751 Library Books - Pop. Growth	172,632	200,000	200,000	200,000	200,000	500,000
74753 *24/7 Express Library	0	0	513,750	0	0	0
Sub-Total - New Assets	172,632	200,000	713,750	200,000	200,000	500,000
Total Project Expenses:	173,817	200,000	713,750	200,000	217,563	517,563
Total FY 2015 Funding:	373,817					
Estimated Ending Balance:	\$2,871,254	\$2,244,472	\$2,130,433	\$2,016,592	\$1,885,357	\$1,500,738

PROJECT DETAIL: 1501+-DIF-Libraries **Category: DIF**

Project: 74752 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: Development impact fee studies are required to be updated a minimum of every five years. The new fees are expected to take effect 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>	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$1,185	\$0	\$0	\$0	\$0	\$17,563	\$17,563
TOTAL	\$1,185	\$0	\$0	\$0	\$0	\$17,563	\$17,563

Operating Description: No additional O and M is needed.

Project: 74751 - Library Books - Pop. Growth (N) **Funding Source:** Development Impact Fees

Project Description: Request is for funds to continue the phased-in approach of increasing the number of library material at the three Glendale libraries using remaining DIF balance previously collected during the high-growth phase of Glendale.

<u>Capital Costs</u>	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$172,632	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$500,000
TOTAL	\$172,632	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$500,000

Operating Description: No additional O and M is needed for this project.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 1501+-DIF-Libraries **Category: DIF**

Project: 74753* - 24/7 Express Library (N) **Funding Source:** Development Impact Fees

Project Description:

This is a request to fund the purchase of a library materials vending machine in order to provide library services to underserved residents of Glendale who may not have access to the library. Funds will be used to purchase a library materials vending dispenser and place in the Glendale Heroes Regional Park. The 24/7 library dispenser would cost \$250,000. Internet connectivity would cost \$50,000 to connect the machine to the Internet and the library's database; structural alterations up to \$50,000; and additional parking improvements may cost up to \$125,000. This project would provide services to this area of Glendale residents as an express library concept and they would benefit as materials will be available to them and they would be able to place holds and pick up holds. Those with no or limited access to transportation will be able to access library materials 24/7.

Capital Costs

	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Construction	\$0	\$0	\$175,000	\$0	\$0	\$0	\$0
IT/Phone/Security	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$0	\$12,000	\$0	\$0	\$0	\$0
Arts	\$0	\$0	\$1,750	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$250,000	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$513,750	\$0	\$0	\$0	\$0

Operating Description:

The library would need to cover the \$20,000 cost of yearly maintenance and support by technicians that would ensure the machine worked at it's optimal level.

Operating Costs

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Equip. Maint.	\$0	\$20,600	\$21,218	\$21,855	\$22,510	\$123,095
Electrical	\$0	\$3,605	\$3,713	\$3,825	\$3,939	\$21,542
TOTAL	\$0	\$24,205	\$24,931	\$25,680	\$26,449	\$144,637

PUBLIC SAFETY DIF FUNDS

This category includes development impact fees paid by developers for new or expanded public safety infrastructure that is needed because of new residential and commercial developments within city limits.

Being that Public Safety continues to be an allowable category under the new legislation, funding is also set aside to update the study biennially.

FY 2011 was the last year that the Police and Fire DIF funds contributed to the debt service payments for the growth related aspect of the Gateway Public Safety Facility at 6261 North 83rd Avenue in the western area of Glendale. Currently there are no capital projects planned that utilize DIF revenue; potential eligible uses of the remaining fund balance will be evaluated over the next FY.



Debt Service: Gateway Public Safety Facility



FUND SUMMARY: 1441+-DIF-Police Dept Facilities **Category: DIF**

	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Estimated Beginning Balance:	\$1,538,609	\$1,719,834	\$1,905,405	\$2,093,531	\$2,284,237	\$2,462,625
Revenue						
Development Impact Fees	175,826	177,585	179,361	181,155	182,967	184,797
Interest Income	6,403	7,986	8,765	9,551	10,311	31,703
Total Revenue:	182,229	185,571	188,126	190,706	193,278	216,500
Project Expenses						
	<u>Carrvoer</u>	<u>New Funding</u>				
Existing Assets						
<i>Replacement of Existing Assets</i>						
77300 DIF Update	1,004	0	0	0	14,890	14,890
<i>Sub-Total - Existing Assets</i>	<i>1,004</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>14,890</i>	<i>14,890</i>
Total Project Expenses:	1,004	0	0	0	14,890	14,890
Total FY 2015 Funding:	1,004					
Estimated Ending Balance:	\$1,719,834	\$1,905,405	\$2,093,531	\$2,284,237	\$2,462,625	\$2,664,235

PROJECT DETAIL: 1441+-DIF-Police Dept Facilities **Category: DIF**

Project: 77300 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: Development impact fee studies are required to be updated a minimum of every five years. The new fees are expected to take effect July 1, 2014. DIF legislation allows for fees collected to fund the DIF studies and updates. This is the police facilities portion of the DIF study and updates.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$1,004	\$0	\$0	\$0	\$0	\$14,890	\$14,890
TOTAL	\$1,004	\$0	\$0	\$0	\$0	\$14,890	\$14,890

Operating Description: No additional O and M is needed.

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 1421+-DIF-Fire Protection Facilities **Category: DIF**

	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Estimated Beginning Balance:	\$484,722	\$737,391	\$995,960	\$1,258,056	\$1,523,715	\$1,777,291
Revenue						
Development Impact Fees	252,770	255,299	257,852	260,431	263,035	265,665
Interest Income	2,000	3,270	4,244	5,228	6,195	7,238
Total Revenue:	254,770	258,569	262,096	265,659	269,230	272,903
Project Expenses						
	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Replacement of Existing Assets</i>						
77001 DIF Update	2,101	0	0	0	15,654	15,654
<i>Sub-Total - Existing Assets</i>	<i>2,101</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>15,654</i>	<i>15,654</i>
Total Project Expenses:	2,101	0	0	0	15,654	15,654
Total FY 2015 Funding:	2,101					
Estimated Ending Balance:	\$737,391	\$995,960	\$1,258,056	\$1,523,715	\$1,777,291	\$2,034,540

PROJECT DETAIL: 1421+-DIF-Fire Protection Facilities **Category: DIF**

Project: 77001 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: Development impact fee studies are required to be updated a minimum of every five years. The new fees are expected to take effect 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.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$2,101	\$0	\$0	\$0	\$0	\$15,654	\$15,654
TOTAL	\$2,101	\$0	\$0	\$0	\$0	\$15,654	\$15,654

Operating Description: No additional O and M is needed.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



GENERAL GOVERNMENT DIF FUND

This category includes development impact fees paid by developers for new or expanded general government infrastructure that are needed because of new residential and commercial developments within city limits.

General Government is no longer an eligible category under the new DIF legislation; funds accumulated through January 1, 2011 will need to be utilized prior to January 1, 2020. A small amount of funding is set aside in FY 2015 to pay for the final billings of DIF study that commenced during FY 2013. Otherwise, there are no capital projects planned that utilize previously collected DIF revenue; potential eligible uses of the remaining fund balance will be evaluated over the next FY.

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 1620-DIF-General Government **Category: DIF**

	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Estimated Beginning Balance:	\$161,276	\$161,637	\$162,387	\$163,139	\$163,893	\$164,649
Revenue						
Interest Income	667	750	752	754	756	3,750
Total Revenue:	667	750	752	754	756	3,750
Project Expenses	<u>Carrlover</u>	<u>New Funding</u>				
Existing Assets						
<i>Replacement of Existing Assets</i>						
77753 DIF Update	306	0	0	0	0	0
<i>Sub-Total - Existing Assets</i>	306	0	0	0	0	0
Total Project Expenses:	306	0	0	0	0	0
Total FY 2015 Funding:	306					
Estimated Ending Balance:	\$161,637	\$162,387	\$163,139	\$163,893	\$164,649	\$168,399

PROJECT DETAIL: 1620-DIF-General Government **Category: DIF**

Project: 77753 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: Funding in FY 2014 is carryover to complete a new DIF study to comply with new legislation. The new fees are required to be implemented by July 1, 2014.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Miscellaneous/Other	\$306	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$306	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

ENTERPRISE AND OTHER FUNDS

This category of funds captures the capital expenses for the enterprise funds (water/sewer, landfill and sanitation), the designated sales tax fund for the GO transportation capital program, HURF capital fund, the funds designated for airport, transportation and other capital grants from federal, state and county government agencies, and a few other funds set up for specific purposes such as Camelback Ranch and Glendale Civic Center capital needs.

The General Fund represents the city’s pay-as-you-go program (PAYGO). The Technology Infrastructure Fund was established to address the capital needs of major technology systems that are critical to city operations such as the PeopleSoft financial management system. Both the PAYGO and Technology Infrastructure Fund are funded with GF operating dollars.

The Arts Commission Fund represents the program funded by the one percent for the arts program that the city administers. One percent of the construction costs of each capital project are allocated for this program.



Glendale Public Safety Memorial

Note: Because these funds include both operating divisions and CIP projects, the fund summaries are limited to the project expenses only.

Fund # - Name	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24	Total
2360 - Water & Sewer	9,438,400	4,835,483	8,235,000	5,681,500	1,000,000	1,213,000	30,403,383
2400 - Water	17,986,810	7,551,381	6,857,293	5,129,181	500,000	83,915,303	121,939,968
2420 - Sewer	8,725,049	13,251,792	10,956,969	3,866,016	202,959	42,129,721	79,132,506
2210 - Transportation Construction	41,321,008	4,864,821	3,075,468	3,098,083	3,430,204	47,959,771	103,749,355
2000 - HURF/Street Bonds	18,675,000	16,000,000	3,000,000	2,000,000	0	12,076,659	51,751,659
1650 - Transportation Grants	5,786,897	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	23,786,897
2480 - Sanitation	3,985,528	4,070,010	3,635,000	1,925,000	1,470,000	13,695,000	28,780,538
2440 - Landfill	12,254,529	14,492,501	8,094,830	6,136,310	0	3,926,704	44,904,874
2120 - Airport Capital Grants	12,919,409	683,205	238,825	1,385,185	1,194,125	7,240,925	23,661,674
1840 - Other Federal & State Grants	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	20,000,000
1000 - General Fund	515,219	500,000	500,000	500,000	500,000	2,750,000	5,265,219
1140 - PC Replacement	754,929	0	0	0	0	0	754,929
1283 - Camelback Ranch Events	985,865	836,752	836,752	836,752	836,752	4,183,760	8,516,633
1740 - Civic Center	35,000	35,000	35,000	35,000	35,000	4,217,172	4,392,172
2150 - Technology Infrastructure	0	800,000	0	0	1,000,000	23,765,625	25,565,625
1220 - Arts Commission	300,000	150,000	150,000	150,000	150,000	600,000	1,500,000
Total Enterprise & Other Funds	\$135,683,643	\$72,070,945	\$49,615,137	\$34,743,027	\$14,319,040	\$267,673,640	\$574,105,432

WATER & SEWER ENTERPRISE FUNDS

Water and sewer capital projects account for the largest portion of the ten-year capital improvement plan. These projects will be funded from water/sewer fund revenues. The FY 2015-2024 budget reflects recommendations from the Red Oak rate study completed in 2013.

The combined Water/Sewer Fund (2360) reflects new funding in FY 2015 for upgrades at the Arrowhead Water Reclamation Facility to ensure regulatory requirements are met.

FY 2015 for the Water Fund (2400) most notably reflects new funding for rehabilitation of well sites citywide and the acquisition of a 100 year lease of water rights to assure sufficient water supply and minimize drought impact for Glendale's water system users.

In FY 2015, the Sewer Fund (2420) projects include new funding the rehabilitation, where needed, of manhole covers citywide and upgrades for a sewage lift station at 55th and Sweetwater Avenues.



Project Name: Oasis Water Campus



FUND SUMMARY: 2360-Water & Sewer **Category: Revenue**

	<u>FY 2015:</u>		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Capital Project Expenses	<u>Carrlover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
60007 Arrwhd Wtr Reclam Fac Imps	6,733,509	0	3,084,500	7,985,000	4,816,500	0	0
60008 WAWRF Phase IV	318,271	404,950	1,630,983	0	0	0	0
<i>Replacement of Existing Assets</i>							
60001 Water Quality Instruments	0	80,000	120,000	250,000	65,000	0	230,000
60010 Lab Data Management System	0	300,000	0	0	0	0	0
60012 WAWRF Fine Screen Replacement	752,950	0	0	0	0	0	0
60013 Radio Phase IV Equipment	848,720	0	0	0	0	0	983,000
Sub-Total - Existing Assets	8,653,450	784,950	4,835,483	8,235,000	4,881,500	0	1,213,000
New Assets							
T2285 *Integrated Water Master Plan	0	0	0	0	800,000	1,000,000	0
Sub-Total - New Assets	0	0	0	0	800,000	1,000,000	0
Total Project Expenses:	\$8,653,450	\$784,950	\$4,835,483	\$8,235,000	\$5,681,500	\$1,000,000	\$1,213,000
Total FY 2015 Funding:		\$9,438,400					

PROJECT DETAIL: 2360-Water & Sewer **Category: Revenue**

Project: 60007 - Arrwhd Wtr Reclam Fac Imps (I) **Funding Source:** Water & Sewer Revenues

Project Description: To ensure reliable and safe treatment of wastewater in the Arrowhead area and meet upcoming regulatory requirements, the treatment plant processes will be upgraded. This project will replace the aging sand filters and headworks at the Arrowhead Ranch Water Reclamation Facility. This project will also include civil, mechanical, and electrical improvements. These improvements will enable the plant to consistently meet the A+ effluent water quality requirements and help assure personnel safety by meeting Occupational Safety and Health Administration (OSHA) standards.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$882,774	\$0	\$250,000	\$500,000	\$375,000	\$0	\$0
Construction	\$5,112,463	\$0	\$2,500,000	\$7,000,000	\$3,750,000	\$0	\$0
Finance Charges	\$99,525	\$0	\$37,500	\$105,000	\$61,875	\$0	\$0
Engineering Charges	\$26,091	\$0	\$22,000	\$60,000	\$33,000	\$0	\$0
Arts	\$55,800	\$0	\$25,000	\$70,000	\$37,500	\$0	\$0
Contingency	\$556,856	\$0	\$250,000	\$250,000	\$359,125	\$0	\$0
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$200,000	\$0	\$0
TOTAL	\$6,733,509	\$0	\$3,084,500	\$7,985,000	\$4,816,500	\$0	\$0

Operating Description: No additional O and M is needed for this project.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2360-Water & Sewer **Category: Revenue**

Project: 60008 - WAWRF Phase IV (I) **Funding Source:** Water & Sewer Revenues

Project Description: This project will include an assessment, design and construction of treatment system improvements at the WAWRF.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$60,000	\$180,000	\$130,000	\$0	\$0	\$0	\$0
Construction	\$220,000	\$0	\$1,300,000	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$0	\$21,450	\$0	\$0	\$0	\$0
Engineering Charges	\$3,820	\$4,950	\$39,325	\$0	\$0	\$0	\$0
Arts	\$2,200	\$0	\$13,000	\$0	\$0	\$0	\$0
Contingency	\$32,251	\$20,000	\$127,208	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$318,271	\$404,950	\$1,630,983	\$0	\$0	\$0	\$0

Operating Description: An expanded facility is estimated to require two new plant operators and one senior plant maintenance mechanic once construction nears completion. Other additional operating expenses are projected as a result of increases in supplies (1) chemicals of \$200,000, (2) utilities of \$391,432, and (3) equipment maintenance \$86,115. No new telephones, PCs or vehicles will be required. A supplemental will be submitted once the project is near completion.

Project: 60001 - Water Quality Instruments (R) **Funding Source:** Water & Sewer Revenues

Project Description: This project reflects a replacement program for the major analytical instrumentation at the city's water quality laboratory. Highly sensitive and precise analytical instrumentation is required for the regulatory analysis of the city's water.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Equipment	\$0	\$80,000	\$120,000	\$250,000	\$65,000	\$0	\$230,000
TOTAL	\$0	\$80,000	\$120,000	\$250,000	\$65,000	\$0	\$230,000

Operating Description: No additional O and M is required for this project.

Project: 60010 - Lab Data Management System (R) **Funding Source:** Water & Sewer Revenues

Project Description: Purchase of a new information management system to replace an outdated data system. The new information system will interface directly with laboratory instrumentation, integrate quality control processes, eliminate duplicate and manual data entry, and automate regulatory reporting.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0

Operating Description: Additional O and M expenses are related to software license renewals/updates and system configuration hardware requirements. The additional O and M will be absorbed by the department.



PROJECT DETAIL: 2360-Water & Sewer **Category: Revenue**

Project: 60012 - WAWRF Fine Screen Replacement (R) **Funding Source:** Water & Sewer Revenues

Project Description: The West Area Water Reclamation Facility (WAWRF) fine screens are mechanical devices that remove solid materials from the influent flows. These devices are subject to wear and tear and need to be replaced periodically.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$580,000	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$29,400	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$5,800	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$87,750	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$752,950	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed for this project.

Project: 60013 - Radio Phase IV Equipment (R) **Funding Source:** Water & Sewer Revenues

Project Description: This project includes the replacement of the existing microwave radio equipment that is a critical component for the wide area networking of the Supervisory Control and Data Acquisition (SCADA) System. The microwave radio equipment installed under the Radio Phase III project has a supportable and operational life span of approximately five years.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Construction	\$749,000	\$0	\$0	\$0	\$0	\$0	\$868,000
Engineering Charges	\$26,964	\$0	\$0	\$0	\$0	\$0	\$31,248
Arts	\$7,490	\$0	\$0	\$0	\$0	\$0	\$8,680
Contingency	\$65,266	\$0	\$0	\$0	\$0	\$0	\$75,072
TOTAL	\$848,720	\$0	\$0	\$0	\$0	\$0	\$983,000

Operating Description: No additional O and M is needed for this project.

Project: T2285* - Integrated Water Master Plan (N) **Funding Source:** Water & Sewer Revenues

Project Description: This project will update and consolidate information for the water, wastewater, and reuse master plans.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$800,000	\$1,000,000	\$0
TOTAL	\$0	\$0	\$0	\$0	\$800,000	\$1,000,000	\$0

Operating Description: No additional O and M is needed at this time.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 2400-Water **Category: Revenue**

	<u>FY 2015:</u>		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
	<u>Carrlover</u>	<u>New Funding</u>					
Capital Project Expenses							
Existing Assets							
<i>Improvement of Existing Assets</i>							
61023 Water System Security	0	0	0	0	0	0	3,009,012
61024 Cholla Water Plant Process Imp	500,000	947,413	370,587	0	0	0	0
61043 Pyramid Peak WTP Process Imp.	175,000	1,244,982	1,865,843	2,335,214	748,962	0	0
61045 Thunderbird Reservoir Misc. Im	202,054	372,627	0	0	526,500	0	0
61046 SRP Well Imp	280,000	482,050	0	0	0	0	0
61047 Citywide Meter Vault Imp	375,000	798,915	475,959	0	0	0	0
61049 Zone 3 Water Supply Imp.	417,128	1,934,250	0	0	0	0	0
61053 *Cholla WTP Admin Bldg Assmnt	0	150,000	0	0	0	0	0
T3540 WTPs Chlorine Gas Elimination	0	0	0	0	0	0	9,344,653
T3555 Fiber Optic Cable at Reservoir	0	0	0	0	0	0	225,000
T3561 Northern Ave PRV Station Reloc	0	0	0	0	0	0	450,875
<i>Replacement of Existing Assets</i>							
61001 Fire Hydrant Replacement	0	732,772	680,720	679,720	0	0	0
61013 Water Line Replacement	0	1,485,827	3,507,427	1,984,813	1,984,813	0	14,006,130
61015 Outer Loop Effluent Line	0	0	0	0	623,227	0	2,602,278
61048 City Wide Well Rehab	748,212	0	0	0	0	0	1,468,000
Sub-Total - Existing Assets	2,697,394	8,148,836	6,900,536	4,999,747	3,883,502	0	31,105,948
New Assets							
61009 Drinking Water Well Head Trmt	0	0	0	0	0	0	1,775,000
61019 Storage and Recovery Well	0	0	0	0	745,679	0	4,005,475
61027 Water Line Extension	0	0	350,845	1,557,546	0	0	1,505,655
61038 Loop 101 Water Treatment Plant	0	0	0	0	0	0	43,023,225
61050 Additional Water Supply	2,467,330	4,223,250	0	0	0	0	0
61051 *Accrual of Long-term Water Sto	0	300,000	300,000	300,000	500,000	500,000	2,500,000
61052 *Recharge Storage Assessment	0	150,000	0	0	0	0	0
Sub-Total - New Assets	2,467,330	4,673,250	650,845	1,857,546	1,245,679	500,000	52,809,355
Total Project Expenses:	\$5,164,724	\$12,822,086	\$7,551,381	\$6,857,293	\$5,129,181	\$500,000	\$83,915,303
Total FY 2015 Funding:		\$17,986,810					

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2400-Water **Category: Revenue**

Project: 61023 - Water System Security (I) **Funding Source:** Water & Sewer Revenues

Project Description: This project includes the installation of equipment to further enhance security of the city's water supply, treatment plants and distribution system.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,190,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$39,600
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$21,900
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$252,512
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,009,012

Operating Description: No additional O and M is needed for this project.

Project: 61024 - Cholla Water Plant Process Imp (I) **Funding Source:** Water & Sewer Revenues

Project Description: This project will include improvements at Cholla Water Treatment Plant to continue to meet regulatory requirements. The improvements include the installation of new variable frequency drive systems, odor control, solids handling facility repair and improvements, and reservoir lining rehabilitation or replacement.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$60,000	\$100,000	\$50,000	\$0	\$0	\$0	\$0
Construction	\$364,700	\$700,000	\$300,000	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$10,500	\$4,500	\$0	\$0	\$0	\$0
Engineering Charges	\$20,810	\$29,913	\$13,087	\$0	\$0	\$0	\$0
Arts	\$3,647	\$7,000	\$3,000	\$0	\$0	\$0	\$0
Contingency	\$50,843	\$100,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$500,000	\$947,413	\$370,587	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed for this project.

Project: 61043 - Pyramid Peak WTP Process Imp. (I) **Funding Source:** Water & Sewer Revenues

Project Description: This project will include process improvements study and evaluation at the Pyramid Peak Water Treatment Plant. Design and construction of improvements will also be part of this project.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$149,525	\$825,000	\$150,000	\$50,000	\$50,000	\$0	\$0
Construction	\$0	\$200,000	\$1,500,000	\$2,000,000	\$610,000	\$0	\$0
Finance Charges	\$0	\$15,375	\$22,500	\$30,000	\$9,900	\$0	\$0
Engineering Charges	\$10,298	\$17,607	\$28,343	\$35,214	\$11,337	\$0	\$0
Arts	\$0	\$2,000	\$15,000	\$20,000	\$6,100	\$0	\$0
Contingency	\$15,177	\$85,000	\$150,000	\$200,000	\$61,625	\$0	\$0
Miscellaneous/Other	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$175,000	\$1,244,982	\$1,865,843	\$2,335,214	\$748,962	\$0	\$0

Operating Description: No additional O and M is required for this project.

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2400-Water **Category: Revenue**

Project: 61045 - Thunderbird Reservoir Misc. Im (I) **Funding Source:** Water & Sewer Revenues

Project Description: The requested funding addresses an engineering study and design to evaluate alternatives for enhancing water quality and the feasibility of adding 3-phase power at the Thunderbird Reservoir. Once the study and design is completed, construction of the recommended improvements are projected to proceed.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$162,472	\$90,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$250,000	\$0	\$0	\$500,000	\$0	\$0
Finance Charges	\$0	\$5,507	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$10,885	\$14,620	\$0	\$0	\$21,500	\$0	\$0
Arts	\$0	\$2,500	\$0	\$0	\$5,000	\$0	\$0
Contingency	\$28,697	\$10,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$202,054	\$372,627	\$0	\$0	\$526,500	\$0	\$0

Operating Description: No additional O and M is needed for this project.

Project: 61046 - SRP Well Imp (I) **Funding Source:** Water & Sewer Revenues

Project Description: The project will include the rehabilitation of various Salt River Project wells in water zones 1 and 2 to meet the drinking water standards.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$45,000	\$50,000	\$0	\$0	\$0	\$0	\$0
Construction	\$198,000	\$400,000	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$6,000	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$11,907	\$22,050	\$0	\$0	\$0	\$0	\$0
Arts	\$1,980	\$4,000	\$0	\$0	\$0	\$0	\$0
Contingency	\$23,113	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$280,000	\$482,050	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed for this project.

Project: 61047 - Citywide Meter Vault Imp (I) **Funding Source:** Water & Sewer Revenues

Project Description: Based on a field condition assessment conducted by staff, modifications to large meter vaults are recommended to enhance safe entry. The meter vault covers will be replaced with spring-torsion type covers per the city's design standards and meter vaults will be retrofitted or replaced as needed. Meter vaults are the structure that house the meters.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$180,000	\$100,000	\$0	\$0	\$0	\$0
Construction	\$318,000	\$500,000	\$300,000	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$11,841	\$7,033	\$0	\$0	\$0	\$0
Engineering Charges	\$20,988	\$27,074	\$15,926	\$0	\$0	\$0	\$0
Arts	\$3,180	\$5,000	\$3,000	\$0	\$0	\$0	\$0
Contingency	\$32,832	\$75,000	\$50,000	\$0	\$0	\$0	\$0
TOTAL	\$375,000	\$798,915	\$475,959	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed for this project.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2400-Water **Category: Revenue**

Project: 61049 - Zone 3 Water Supply Imp. (I) **Funding Source:** Water & Sewer Revenues

Project Description: The existing water supply and distribution system within Zone 2 and Zone 3 will be improved to provide redundant water supply for Zone 3 in the event Pyramid Peak Water Treatment Plant is offline or at reduced capacity.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$368,000	\$200,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$1,500,000	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$5,520	\$22,500	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$6,808	\$46,750	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0
Contingency	\$36,800	\$150,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$417,128	\$1,934,250	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed at this time.

Project: 61053* - Cholla WTP Admin Bldg Assmnt (I) **Funding Source:** Water & Sewer Revenues

Project Description: This project will evaluate needed improvements to the Administration Building

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed at this time.

Project: T3540 - WTPs Chlorine Gas Elimination (I) **Funding Source:** Water & Sewer Revenues

Project Description: This project includes the design and construction of a chlorine gas elimination system as well as the removal of the current onsite storage system for chlorine gas, which is the current disinfection method for potable water. The chlorine gas will be replaced with equipment that will provide onsite generation of sodium hypochlorite as the disinfection chemical for Pyramid Peak and Cholla Water Treatment Plants.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,400,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$6,900,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$124,500
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$69,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$758,653
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$9,344,653

Operating Description: Based on a start date of 7/1/2020 additional annual inflated cost for supplies will be \$76,028 and electricity will be \$57,021. Costs are based on engineering studies. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$76,028
Utilities	\$0	\$0	\$0	\$0	\$0	\$57,021
TOTAL	\$0	\$0	\$0	\$0	\$0	\$133,049

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2400-Water **Category: Revenue**

Project: T3555 - Fiber Optic Cable at Reservoir (I) **Funding Source:** Water & Sewer Revenues

Project Description: This project includes the installation of fiber optic cables at the Thunderbird Reservoir and Zone 4 Reservoirs. A recent assessment recommends fiber optic cables as the least expensive, long-term solution for wide area network communications at Thunderbird and Zone 4 Reservoirs to replace the T1 data line that currently is being leased from Century Link. The new fiber optic cables will permit remote monitoring of the numerous security cameras at the reservoirs and also provide more reliable access for the Supervisory Control and Data Acquisition (SCADA) system.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$11,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$225,000

Operating Description: A supplemental budget request will be submitted once the project is near completion.

Project: T3561 - Northern Ave PRV Station Reloc (I) **Funding Source:** Water & Sewer Revenues

Project Description: The city needs to relocate the pressure reducing valve (PRV) station on Northern Avenue, to provide more operational flexibility and better access to conduct maintenance work, meet safety requirements, and increase sustainability of chlorine residual. The relocation of the PRV station will assist the city in meeting the federal and state regulation of disinfection byproduct such as trihalomethanes formation.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$4,500
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$18,375
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$450,875

Operating Description: No additional O and M is needed for this project.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2400-Water **Category: Revenue**

Project: 61001 - Fire Hydrant Replacement (R) **Funding Source:** Water & Sewer Revenues

Project Description: This project funds a replacement program for approximately 290 existing fire hydrants and 260 valves. The existing fire hydrants need to be replaced due to age and lack of replacement parts. The valves need to be replaced due to them not operating correctly. The new fire hydrants and valves will be installed to meet the city and industry spacing guidelines. In addition, the new fire hydrants will be accessible for routine maintenance to ensure fire system integrity.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$175,000	\$125,000	\$125,000	\$0	\$0	\$0
Construction	\$0	\$500,000	\$500,000	\$500,000	\$0	\$0	\$0
Finance Charges	\$0	\$10,829	\$10,152	\$10,152	\$0	\$0	\$0
Engineering Charges	\$0	\$18,563	\$17,188	\$17,188	\$0	\$0	\$0
Arts	\$0	\$5,000	\$5,000	\$5,000	\$0	\$0	\$0
Contingency	\$0	\$23,380	\$23,380	\$22,380	\$0	\$0	\$0
TOTAL	\$0	\$732,772	\$680,720	\$679,720	\$0	\$0	\$0

Operating Description: No additional O and M is needed for this project.

Project: 61013 - Water Line Replacement (R) **Funding Source:** Water & Sewer Revenues

Project Description: The Water Distribution System Evaluation Study conducted by CH2M-Hill identified the segments of water lines to be rehabilitated and/or replaced, based on historic repair and maintenance records. This project will include water line rehabilitation and/or replacement to ensure effective water distribution system operations and regulatory compliance.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$700,000	\$330,000	\$230,000	\$230,000	\$0	\$2,300,000
Construction	\$0	\$600,000	\$2,730,000	\$1,500,000	\$1,500,000	\$0	\$10,000,000
Finance Charges	\$0	\$21,944	\$51,802	\$29,323	\$29,323	\$0	\$184,500
Engineering Charges	\$0	\$7,883	\$18,555	\$10,490	\$10,490	\$0	\$74,583
Arts	\$0	\$6,000	\$27,300	\$15,000	\$15,000	\$0	\$100,000
Contingency	\$0	\$150,000	\$349,770	\$200,000	\$200,000	\$0	\$1,347,047
TOTAL	\$0	\$1,485,827	\$3,507,427	\$1,984,813	\$1,984,813	\$0	\$14,006,130

Operating Description: No additional O and M is needed for this project.

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2400-Water **Category: Revenue**

Project: 61015 - Outer Loop Effluent Line (R) **Funding Source:** Water & Sewer Revenues

Project Description: The Arrowhead Ranch Water Reclamation Facility (ARWRF) effluent transmission line has been in service since the late 1980's. This effluent transmission line is essential for conveying and disposal of the effluent from the ARWRF. This project will include applicable rehabilitation in phases to ensure effluent transmission system integrity and reliability. Both phases of rehabilitation will include design and construction.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$50,000	\$0	\$300,000
Construction	\$0	\$0	\$0	\$0	\$500,000	\$0	\$1,970,000
Finance Charges	\$0	\$0	\$0	\$0	\$7,500	\$0	\$34,050
Engineering Charges	\$0	\$0	\$0	\$0	\$10,727	\$0	\$44,273
Arts	\$0	\$0	\$0	\$0	\$5,000	\$0	\$19,700
Contingency	\$0	\$0	\$0	\$0	\$50,000	\$0	\$234,255
TOTAL	\$0	\$0	\$0	\$0	\$623,227	\$0	\$2,602,278

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: This project is to rehabilitate or replace the existing city wells to maintain high water quality and meet the demand within the water distribution system. This is an ongoing program to periodically address improvements to these assets.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$240,000	\$0	\$0	\$0	\$0	\$0	\$200,000
Construction	\$398,212	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Finance Charges	\$12,600	\$0	\$0	\$0	\$0	\$0	\$0
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000
Engineering Charges	\$24,704	\$0	\$0	\$0	\$0	\$0	\$43,000
Arts	\$4,500	\$0	\$0	\$0	\$0	\$0	\$10,000
Contingency	\$68,196	\$0	\$0	\$0	\$0	\$0	\$200,000
TOTAL	\$748,212	\$0	\$0	\$0	\$0	\$0	\$1,468,000

Operating Description: No additional O and M is needed for this project.

Project: 61009 - Drinking Water Well Head Trmt (N) **Funding Source:** Water & Sewer Revenues

Project Description: This project will include the design of a new Zone 4 wellhead treatment system for groundwater to meet federal drinking water standards. This new wellhead treatment system was recommended in the Groundwater Master Plan in 2008 in order to meet the projected growth in the west areas of the city.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$140,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,400,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$23,100
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$43,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$14,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$154,900
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,775,000

Operating Description: No additional O and M is needed.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2400-Water **Category: Revenue**

Project: 61019 - Storage and Recovery Well (N) **Funding Source:** Water & Sewer Revenues

Project Description: The project will result in the installation of groundwater recharge and recovery wells for the purpose of recharging effluent and/or "recovering" recharge credits by pumping groundwater resulting in cost savings for the city.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$148,000	\$0	\$500,000
Construction	\$0	\$0	\$0	\$0	\$500,000	\$0	\$3,300,000
Finance Charges	\$0	\$0	\$0	\$0	\$7,500	\$0	\$57,000
Engineering Charges	\$0	\$0	\$0	\$0	\$11,988	\$0	\$70,300
Arts	\$0	\$0	\$0	\$0	\$5,000	\$0	\$33,000
Contingency	\$0	\$0	\$0	\$0	\$73,191	\$0	\$45,175
TOTAL	\$0	\$0	\$0	\$0	\$745,679	\$0	\$4,005,475

Operating Description: O and M projected start date January 2, 2019. Ongoing O and M before inflationary increases \$68,870, related to \$33,831 in chemical supplies, \$24,165 in utility expenses, and \$10,874 for equipment maintenance based on pilot studies. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$33,831
Utilities	\$0	\$0	\$0	\$0	\$0	\$24,165
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$10,874
TOTAL	\$0	\$0	\$0	\$0	\$0	\$68,870

Project: 61027 - Water Line Extension (N) **Funding Source:** Water & Sewer Revenues

Project Description: Water line extensions are installed where needed to extend the city's water transmission and distribution systems to meet projected demand from future development. Projects funded from this account typically involve city participation in pipeline over sizing and other distribution piping extensions as needed to accommodate projected growth.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$300,000	\$300,000	\$0	\$0	\$400,000
Construction	\$0	\$0	\$0	\$1,000,000	\$0	\$0	\$915,000
Finance Charges	\$0	\$0	\$5,185	\$23,018	\$0	\$0	\$19,725
Engineering Charges	\$0	\$0	\$5,660	\$24,528	\$0	\$0	\$24,811
Arts	\$0	\$0	\$0	\$10,000	\$0	\$0	\$9,150
Contingency	\$0	\$0	\$40,000	\$200,000	\$0	\$0	\$136,969
TOTAL	\$0	\$0	\$350,845	\$1,557,546	\$0	\$0	\$1,505,655

Operating Description: No additional O and M is needed for this project.

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2400-Water **Category: Revenue**

Project: 61038 - Loop 101 Water Treatment Plant (N) **Funding Source:** Water & Sewer Revenues

Project Description: Land for the Loop 101 water treatment plant was purchased in FY 2009 with payments from FY 2009 through FY 2013. The design and construction of the new plant has been deferred beyond FY 2022 due to reduced growth estimates.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$525,000
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	\$3,500,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$43,023,225

Operating Description: A supplemental will be submitted once the project is completed.

Project: 61050 - Additional Water Supply (N) **Funding Source:** Water & Sewer Revenues

Project Description: Acquisition and development of renewable water supplies to meet increasing demand for water, maintain city's designation of assured water supply, and to minimize drought impacts on Glendale water system customers. The \$6,690,580 represents the cost of acquiring a 100-year lease of water rights per the White Mountain Apache Tribe Water Settlement anticipated in FY 2014.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Finance Charges	\$47,330	\$95,920	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$2,420,000	\$4,127,330	\$0	\$0	\$0	\$0	\$0
TOTAL	\$2,467,330	\$4,223,250	\$0	\$0	\$0	\$0	\$0

Operating Description: O and M includes projected payment to Central Arizona Water Conservation District for water delivery costs and city treatment costs relating to the additional water supply. Starting in FY 2015, O and M costs are projected to be \$335,546 per year. A supplemental budget request will be submitted once the project is near completion.

Project: 61051* - Accrual of Long-term Water Sto (N) **Funding Source:** Water & Sewer Revenues

Project Description: Funding for the purchase of CAP water to annually accrue long-term water storage credits.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$0	\$300,000	\$300,000	\$300,000	\$500,000	\$500,000	\$2,500,000
TOTAL	\$0	\$300,000	\$300,000	\$300,000	\$500,000	\$500,000	\$2,500,000

Operating Description: No additional O and M is needed at this time.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2400-Water **Category: Revenue**

Project: 61052* - Recharge Storage Assessment (N) **Funding Source:** Water & Sewer Revenues

Project Description: Funding for the assessment of additional aquifer recharge capacity options and related hydrologic analyses required for obtaining required regulatory approvals and permits.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$139,000	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$11,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed at this time.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 2420-Sewer **Category: Revenue**

	<u>FY 2015:</u>		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Capital Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
63006 Arrowhead Sewer Lines	0	454,262	2,212,078	1,252,713	0	0	0
63007 Sewer 99th Ave. W. Water Meter	0	0	0	0	0	0	5,389,952
63010 91st Ave. Construction	261,995	1,427,500	2,800,000	1,015,000	0	0	4,060,000
63020 Security Enhance Wastewtr Ops	0	0	0	0	0	0	8,756,702
T3613 *Lift Station Recond. Program	0	0	0	0	471,833	0	943,667
<i>Replacement of Existing Assets</i>							
63003 99th Ave Interceptor Line	392,000	1,431,034	1,500,000	1,500,000	0	0	0
63016 Sewer Line Replacement	0	1,458,361	3,774,503	3,470,308	3,394,183	0	14,009,997
63021 Sweetwater & 55th Ave SLS	1,531,302	215,750	0	0	0	0	0
63024 Citywide Manhole Rehab	521,055	530,820	530,820	530,820	0	0	0
Sub-Total - Existing Assets	2,706,352	5,517,727	10,817,401	7,768,841	3,866,016	0	33,160,318
New Assets							
63008 Sewers for Areas on Septic Sys	0	0	0	0	0	202,959	0
63017 Sewer Line Extension	0	0	0	0	0	0	1,600,000
63023 City Wide Sewer Odor Control	0	0	0	639,856	0	0	1,338,935
63025 Influent Pump Sta (RSPS) Imp	0	500,970	2,434,391	2,548,272	0	0	0
T3610 Bethany Hme Rd Interceptor	0	0	0	0	0	0	4,911,877
T3611 Glendale Ave 93rd-99th Ave	0	0	0	0	0	0	1,118,591
Sub-Total - New Assets	0	500,970	2,434,391	3,188,128	0	202,959	8,969,403
Total Project Expenses:	\$2,706,352	\$6,018,697	\$13,251,792	\$10,956,969	\$3,866,016	\$202,959	\$42,129,721
Total FY 2015 Funding:		\$8,725,049					

PROJECT DETAIL: 2420-Sewer **Category: Revenue**

Project: 63006 - Arrowhead Sewer Lines (I) **Funding Source:** Water & Sewer Revenues

Project Description: Replacement or rehabilitation of various wastewater collection lines in the Arrowhead Ranch area to improve sewer flow conditions and reduce sewer odors. This work was identified in a report completed by the consulting firm, Damon Williams and Associates and updated in the 2008 CDM master plan. The work will be done in phases.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$400,000	\$350,000	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$1,500,000	\$1,200,000	\$0	\$0	\$0
Finance Charges	\$0	\$6,862	\$32,853	\$18,513	\$0	\$0	\$0
Engineering Charges	\$0	\$7,400	\$34,225	\$22,200	\$0	\$0	\$0
Arts	\$0	\$0	\$15,000	\$12,000	\$0	\$0	\$0
Contingency	\$0	\$40,000	\$280,000	\$0	\$0	\$0	\$0
TOTAL	\$0	\$454,262	\$2,212,078	\$1,252,713	\$0	\$0	\$0

Operating Description: No additional O and M is needed for this project.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2420-Sewer **Category: Revenue**

Project: 63007 - Sewer 99th Ave. W. Water Meter (I) **Funding Source:** Water & Sewer Revenues

Project Description: The existing meter station, GL03, is located within 99th Avenue and relocation will improve operational access. This project will include relocation of the GL03 meter station to the existing influent pump station site located on the northeast corner of Camelback Road and 99th Avenue. The project will also upgrade the meter station to meet the Sub-Regional Operating Group (SROG) standards.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,015,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$3,680,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$70,425
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$86,858
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$36,800
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$500,869
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$5,389,952

Operating Description: O and M includes service and replacement of automatic sampling units, miscellaneous telemetry and flow recording equipment at the metering stations on a periodic basis. O and M projected start date July 1, 2022. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Utilities	\$0	\$0	\$0	\$0	\$0	\$20,934
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$104,658
TOTAL	\$0	\$0	\$0	\$0	\$0	\$125,592

Project: 63010 - 91st Ave. Construction (I) **Funding Source:** Water & Sewer Revenues

Project Description: This project consists of continuing improvements to the Regional 91st Ave Wastewater Treatment Plant (WWTP) of which Glendale is part owner as a member of the Sub-Regional Operating Group (SROG). SROG consists of Glendale, Mesa, Phoenix, Tempe and Scottsdale. The last 91st Ave WWTP expansion decommissioned one of the oldest sections of the facility and replaced that section with new biological treatment, enlarged blowers and new clarifiers.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$261,995	\$1,427,500	\$2,800,000	\$1,015,000	\$0	\$0	\$4,060,000
TOTAL	\$261,995	\$1,427,500	\$2,800,000	\$1,015,000	\$0	\$0	\$4,060,000

Operating Description: No additional O and M is needed for this project.

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2420-Sewer **Category: Revenue**

Project: 63020 - Security Enhance Wastewtr Ops (I) **Funding Source:** Water & Sewer Revenues

Project Description: Provide security enhancements to the water reclamation facilities, the various effluent recharge facilities and sewer lift stations. These improvements will enable the city staff to more closely monitor water reclamation and domestic water from remote locations.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$650,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$7,000,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$114,750
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$70,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$829,452
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$8,756,702

Operating Description: No additional O and M is needed.

Project: T3613* - Lift Station Recond. Program (I) **Funding Source:** Water & Sewer Revenues

Project Description: This project will identify, design, and implement solutions for all lift stations. These facilities operate in a harsh environment, resulting in the need to create a program that will periodically rehabilitate these sites.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$100,000	\$0	\$200,000
Construction	\$0	\$0	\$0	\$0	\$300,000	\$0	\$600,000
Finance Charges	\$0	\$0	\$0	\$0	\$4,500	\$0	\$9,000
Engineering Charges	\$0	\$0	\$0	\$0	\$14,333	\$0	\$28,667
Arts	\$0	\$0	\$0	\$0	\$3,000	\$0	\$6,000
Contingency	\$0	\$0	\$0	\$0	\$50,000	\$0	\$100,000
TOTAL	\$0	\$0	\$0	\$0	\$471,833	\$0	\$943,667

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: The Sewer Condition Assessment Study conducted by Project Engineering Consultants recommended that the 99th Avenue sewer line be repaired or rehabilitated by the Sub-Regional Operating Group (SROG) partners. This project will include rehabilitation of Glendale's portion of the 99th Avenue sewer line; Glendale currently owns 70% of the 99th Avenue sewer line. Pipe lining will be replaced and the corroded manhole structures will be rehabilitated.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$392,000	\$1,431,034	\$1,500,000	\$1,500,000	\$0	\$0	\$0
TOTAL	\$392,000	\$1,431,034	\$1,500,000	\$1,500,000	\$0	\$0	\$0

Operating Description: No additional O and M is needed.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2420-Sewer **Category: Revenue**

Project: 63016 - Sewer Line Replacement (R) **Funding Source:** Water & Sewer Revenues

Project Description: Replacement and/or rehabilitation of existing sanitary sewer lines and manholes as identified by the Sewer Evaluation Study prepared by HDR and Camp, Dresser and McKee (CDM) Engineers and known troubled areas identified by city forces. Projects will be developed as funds are available.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$700,000	\$300,000	\$300,000	\$300,000	\$0	\$700,000
Construction	\$0	\$500,000	\$3,000,000	\$2,700,000	\$2,700,000	\$0	\$10,300,000
Finance Charges	\$0	\$21,552	\$55,777	\$51,285	\$50,160	\$0	\$165,000
Engineering Charges	\$0	\$6,809	\$18,726	\$17,023	\$17,023	\$0	\$62,419
Arts	\$0	\$5,000	\$30,000	\$27,000	\$27,000	\$0	\$103,000
Contingency	\$0	\$225,000	\$370,000	\$375,000	\$300,000	\$0	\$2,679,578
TOTAL	\$0	\$1,458,361	\$3,774,503	\$3,470,308	\$3,394,183	\$0	\$14,009,997

Operating Description: No additional O and M is needed for this project.

Project: 63021 - Sweetwater & 55th Ave SLS (R) **Funding Source:** Water & Sewer Revenues

Project Description: The sewage lift station (SLS) at Sweetwater and 55th Avenue requires upgrades to ensure continued system reliability, sufficient treatment capacity, safety, and public health. This project includes the design and construction for the improvements and rehabilitation of the upstream sewer line and lift station including new submersible pumps, valves, piping, and electrical system.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$133,530	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$1,197,772	\$150,000	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$21,000	\$2,250	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$38,500	\$12,000	\$0	\$0	\$0	\$0	\$0
Arts	\$12,000	\$1,500	\$0	\$0	\$0	\$0	\$0
Contingency	\$128,500	\$50,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,531,302	\$215,750	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed for this project.

Project: 63024 - Citywide Manhole Rehab (R) **Funding Source:** Water & Sewer Revenues

Project Description: The requested funding will be used to rehabilitate existing sewer manholes that have reached the end of their expected life as identified in the Sewer Master Plan and Evaluation by Camp, Dresser, and McKee (CDM).

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Construction	\$499,691	\$500,000	\$500,000	\$500,000	\$0	\$0	\$0
Finance Charges	\$0	\$7,820	\$7,820	\$7,820	\$0	\$0	\$0
Engineering Charges	\$16,364	\$18,000	\$18,000	\$18,000	\$0	\$0	\$0
Arts	\$5,000	\$5,000	\$5,000	\$5,000	\$0	\$0	\$0
TOTAL	\$521,055	\$530,820	\$530,820	\$530,820	\$0	\$0	\$0

Operating Description: No additional O and M is needed for this project.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2420-Sewer **Category: Revenue**

Project: 63008 - Sewers for Areas on Septic Sys (N) **Funding Source:** Water & Sewer Revenues

Project Description: This project will include installation of sewers in the areas currently on septic systems. This is a citizen driven program in which citizens must request that their area (subdivision, neighborhood, street, etc.) be served by the city sewer system.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$30,000	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$140,000	\$0
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$2,959	\$0
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$11,000	\$0
Arts	\$0	\$0	\$0	\$0	\$0	\$1,400	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$17,600	\$0
TOTAL	\$0	\$0	\$0	\$0	\$0	\$202,959	\$0

Operating Description: No additional O and M is needed for this project.

Project: 63017 - Sewer Line Extension (N) **Funding Source:** Water & Sewer Revenues

Project Description: This project will include sewer line extensions at various locations to meet projected demand as needed. These extensions will transfer wastewater from new developments.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,400,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$21,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$50,400
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$14,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$114,600
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,600,000

Operating Description: No additional O and M is needed for this project.

Project: 63023 - City Wide Sewer Odor Control (N) **Funding Source:** Water & Sewer Revenues

Project Description: Addition of permanent hydrogen peroxide chemical dosing stations to various sewer lines for odor control and control of hydrogen sulfide gas.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$60,000	\$0	\$0	\$100,000
Construction	\$0	\$0	\$0	\$500,000	\$0	\$0	\$1,100,000
Finance Charges	\$0	\$0	\$0	\$9,456	\$0	\$0	\$19,935
Engineering Charges	\$0	\$0	\$0	\$15,400	\$0	\$0	\$33,000
Arts	\$0	\$0	\$0	\$5,000	\$0	\$0	\$11,000
Contingency	\$0	\$0	\$0	\$50,000	\$0	\$0	\$75,000
TOTAL	\$0	\$0	\$0	\$639,856	\$0	\$0	\$1,338,935

Operating Description: No additional O and M is needed for this project.



PROJECT DETAIL: 2420-Sewer **Category: Revenue**

Project: 63025 - Influent Pump Sta (RSPS) Imp (N) **Funding Source:** Water & Sewer Revenues

Project Description: The requested funding is for a new screening system to reduce maintenance efforts required for the waste activated sludge pumps at the West Area Water Reclamation Facility. The new screening system will include mechanical bar screens, a washer compactor conveyor system with dumpster storage area, a building and odor control system. This project will include an enclosed self cleaning bar screen and ancillary system.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$460,000	\$220,000	\$220,000	\$0	\$0	\$0
Construction	\$0	\$0	\$1,920,000	\$2,000,000	\$0	\$0	\$0
Finance Charges	\$0	\$0	\$32,100	\$33,300	\$0	\$0	\$0
Engineering Charges	\$0	\$8,510	\$39,590	\$41,070	\$0	\$0	\$0
Arts	\$0	\$0	\$19,200	\$20,000	\$0	\$0	\$0
Contingency	\$0	\$32,460	\$203,501	\$233,902	\$0	\$0	\$0
TOTAL	\$0	\$500,970	\$2,434,391	\$2,548,272	\$0	\$0	\$0

Operating Description: No additional O and M is needed for this project.

Project: T3610 - Bethany Hme Rd Interceptor (N) **Funding Source:** Water & Sewer Revenues

Project Description: Installation of an interceptor sewer along the Bethany Home Road alignment from 83rd to 95th Avenue. The interceptor is designed to intercept flows from the existing sewers in 83rd and 91st Avenues that had to be altered due to construction of the Bethany Home Outfall Channel.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$650,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$3,720,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$65,550
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$80,845
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$37,200
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$358,282
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$4,911,877

Operating Description: No additional O and M is needed.

Project: T3611 - Glendale Ave 93rd-99th Ave (N) **Funding Source:** Water & Sewer Revenues

Project Description: Improvements will be needed to handle the additional wastewater flows generated by projected growth at build-out in the west area of the city. Improvements include the design and construction of a parallel relief sewer on Glendale Avenue from 93rd to 99th Avenue.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$160,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$785,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$14,175
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$40,635
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$7,850
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$110,931
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,118,591

Operating Description: No additional O and M is needed for this project.

TRANSPORTATION

This category includes projects funded with revenue bonds backed by the half-cent transportation sales tax approved by Glendale voters in 2001. The half-cent sales tax will fund improvement projects for all modes of transportation including transit, street, bicycle, pedestrian and aviation (Fund 2210). This category also includes projects covered by HURF revenue bonds (2000) and transportation related grants (Fund 1650).

Over the next few years, transit projects paid from the half-cent sales tax will include projects related to bus services, a transit center and preliminary light rail studies. The street element of the Transportation Plan emphasizes improvements at major intersections as well as improvements and enhancements along major streets. A majority of FY 2015 funding is for the Northern Avenue Super Street Project that will create an east-west corridor between Grand Avenue and the Loop 303. Other projects and programs in the Transportation Plan include enhancing the bicycle system, traffic mitigation and providing matching funds for airport capital grants.

Currently the Pavement Management Project plans to utilize HURF revenue bonds in the first five years of the plan. There are two street improvement projects planned in the last five years of the capital improvement plan which include improvements on 99th Avenue from Camelback Road to Northern Avenue as property develops and a street widening project on 67th Avenue between Glendale Avenue and Frier Drive.

The Transportation Grants Fund (Fund 1650) was established to accommodate grants for capital projects from federal and state government agencies. These are open, competitive grant programs. Grant projects are budgeted in Fund 1650 upon notification that the city has received approval for grant funding. Transportation projects in which the city applies for reimbursement in a future year are budgeted in the transportation sales tax construction fund and any reimbursements are credited to the transportation sales tax construction fund as grant revenue when received. A number of transportation grant projects have carryover funding in FY 2015 included grant funding for the design of the transit center at Arrowhead and Grand Avenue infrastructure improvements.



Project Name:
Myrtle Gateway



FUND SUMMARY: 2210-Transportation Construction **Category: Transportation**

Capital Project Expenses	FY 2015:		FY 2016:	FY 2017:	FY 2018:	FY 2019:	FYs 20-24:
	Carrvoer	New Funding					
Existing Assets							
<i>Improvement of Existing Assets</i>							
65005 Smart Traffic Signals	1,673,114	0	0	0	0	0	0
65006 Bus Pullouts	0	0	0	0	0	340,292	1,812,762
65007 Grand Ave Access Enhancements	1,753,582	0	0	0	0	0	0
65008 Intersection Improvements	607,967	0	0	0	0	0	0
65013 Bus Stops and Shelters	239,231	110,429	112,858	115,454	118,225	118,398	640,178
65016 Northern Ave Super Street	8,267,518	5,308,528	575,805	0	0	0	0
65022 PE & Oversight for Transp. Pkg	1,532,961	254,625	259,845	265,562	271,802	278,597	1,506,371
65069 Glendale Transportation Plan	0	621,169	0	0	0	0	0
65072 Expanded Safety Program	1,139,991	110,589	113,022	115,621	118,396	118,570	641,105
65078 Airport Matching Funds	1,171,994	162,237	71,180	11,831	69,183	59,720	383,057
65086 51st Avenue HES Projects	173,024	0	0	0	0	0	0
65088 Downtown Alley Improvements	382,458	0	0	0	0	0	0
65089 Pavement Management	2,651,502	3,000,000	3,000,000	2,000,000	2,000,000	2,000,000	10,000,000
65092 Maryland Ave Bike Rte Spot Imp	121,817	0	0	0	0	0	0
65094 Myrtle Avenue Improvements	14,856	0	0	0	0	0	0
65096 *59th Ave & Olive Ave Safety	0	115,086	0	58,723	0	0	0
<i>Replacement of Existing Assets</i>							
65004 Buses/Vans	443,964	191,110	237,724	286,132	293,000	286,817	1,550,814
65014 Transit Support Capital	142,872	119,443	142,636	167,811	171,839	172,091	930,490
65083 Speed Cushions	333,303	161,735	167,145	0	0	0	0
Sub-Total - Existing Assets	20,650,154	10,154,951	4,680,215	3,021,134	3,042,445	3,374,485	17,464,777
New Assets							
65017 Rail System	2,469,715	51,969	53,112	54,334	55,638	55,719	30,494,994
65030 Multi-Use Pathway Grand Canal	1,100,755	0	0	0	0	0	0
65062 Glendale Sports Facilities Sgn	470,000	0	0	0	0	0	0
65063 New River - Multi-use Pathway	2,179,079	0	0	0	0	0	0
65080 Bell/101 Park&Ride/Transit Ctr	2,000,000	0	0	0	0	0	0
65090 Loop 303 Landscape & Design	997,144	0	0	0	0	0	0
65091 Airport RPZ Acquisition	628,467	0	0	0	0	0	0
65097 *New River North Shareduse Path	0	317,433	39,998	0	0	0	0
65098 *Widen 55th Ave for bike lanes	0	194,966	50,371	0	0	0	0
65099 *Neighborhood Pathways Connect	0	106,375	41,125	0	0	0	0
Sub-Total - New Assets	9,845,160	670,743	184,606	54,334	55,638	55,719	30,494,994
Total Project Expenses:	\$30,495,314	\$10,825,694	\$4,864,821	\$3,075,468	\$3,098,083	\$3,430,204	\$47,959,771
Total FY 2015 Funding:		\$41,321,008					

PROJECT DETAIL: 2210-Transportation Construction **Category: Transportation**

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2210-Transportation Construction Category: Transportation

Project: 65005 - Smart Traffic Signals (I) **Funding Source:** Half Cent Sales Tax

Project Description: These funds provide local match for four approved and two potential federally funded Intelligent Transportation Systems (ITS) projects. These funds also provide for design of three future 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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Construction	\$1,558,120	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$1,725	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$5,750	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$107,519	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,673,114	\$0	\$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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Land	\$0	\$0	\$0	\$0	\$0	\$51,044	\$275,993
Design	\$0	\$0	\$0	\$0	\$0	\$51,044	\$275,993
Construction	\$0	\$0	\$0	\$0	\$0	\$176,952	\$956,776
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$5,104	\$27,599
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$6,711	\$36,289
Arts	\$0	\$0	\$0	\$0	\$0	\$1,770	\$9,568
Contingency	\$0	\$0	\$0	\$0	\$0	\$34,029	\$183,995
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$13,638	\$46,549
TOTAL	\$0	\$0	\$0	\$0	\$0	\$340,292	\$1,812,762

Operating Description: No additional O and M is needed.



PROJECT DETAIL: 2210-Transportation Construction Category: Transportation

Project: 65007 - Grand Ave Access Enhancements (I) **Funding Source:** Half Cent Sales Tax

Project Description: This project provides enhanced access control along Grand Avenue between 43rd and 71st avenues and includes beautification and sidewalks.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Land	\$397,748	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$896,752	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$459,082	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,753,582	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: O and M is associated with 348,662 sq ft of landscape and irrigation water, 136,671 sq ft of Decomposed Granite, 10,638 sq ft of walls, 79,165 sq ft of sidewalk . Appropriation has been added to this project during the FY 2015 budget process.

<u>Operating Costs</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Supplies/Contr	\$1,751	\$1,804	\$1,858	\$1,913	\$1,971	\$10,777
Utilities	\$9,138	\$9,412	\$9,695	\$9,985	\$10,285	\$56,242
Landscape	\$41,839	\$43,094	\$44,387	\$45,719	\$47,090	\$257,508
Refuse	\$8,200	\$8,446	\$8,699	\$8,960	\$9,229	\$50,469
TOTAL	\$60,928	\$62,756	\$64,639	\$66,577	\$68,575	\$374,996

Project: 65008 - Intersection Improvements (I) **Funding Source:** Half Cent Sales Tax

Project Description: This project provides for the design and construction of intersection improvements for capacity, safety and access as identified on an ongoing basis. Turning lanes, median barriers, lane extensions, right-of-way, utility relocations and paving access points are examples of the type of construction this project will fund. This project will also provide match funds for other Glendale Transportation projects with federal funds.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Design	\$607,967	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$607,967	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed.

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2210-Transportation Construction **Category: Transportation**

Project: 65013 - Bus Stops and Shelters (I) **Funding Source:** Half Cent Sales Tax

Project Description: Bus shelters, with shade and seating, will be provided where bus transfers occur and at other high demand locations. Benches will be provided at other bus stops as needed.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$11,276	\$11,043	\$11,286	\$11,545	\$11,822	\$11,822	\$63,870
Construction	\$209,944	\$87,791	\$89,722	\$91,786	\$93,989	\$93,989	\$507,769
Finance Charges	\$3,250	\$1,656	\$1,693	\$1,732	\$1,773	\$1,773	\$9,581
Engineering Charges	\$0	\$3,912	\$3,998	\$4,090	\$4,188	\$4,188	\$22,625
Arts	\$1,708	\$878	\$897	\$918	\$940	\$940	\$5,078
Contingency	\$13,053	\$5,149	\$5,262	\$5,383	\$5,513	\$5,686	\$31,255
TOTAL	\$239,231	\$110,429	\$112,858	\$115,454	\$118,225	\$118,398	\$640,178

Operating Description: O and M associated with the maintenance of each new bus shelter as they become completed. Supplemental budget requests will be made as new bus stops are added. Maintenance will include spray wash, trash pickup, and refurbishing of furnishings and shelters.

Operating Costs	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Supplies/Contr	\$0	\$34,779	\$47,764	\$49,197	\$50,673	\$277,101
TOTAL	\$0	\$34,779	\$47,764	\$49,197	\$50,673	\$277,101

Project: 65016 - Northern Ave Super Street (I) **Funding Source:** Half Cent Sales Tax

Project Description: Per intergovernmental agreement, right-of-way acquisition and construction of the Northern Parkway corridor alignment between Loop 303 and Grand Avenue is targeted for completion by FY 2026. When completed the Northern Parkway will have six through lanes and grade separations at major arterials. Costs for this project are shared between the region at 70% (\$237 million) and local agencies at 30%. Glendale's portion of local funding is \$40.6 million. To date Glendale has expended approximately \$27.4 million towards this project. Other jurisdictions involved include Maricopa County, Peoria, and El Mirage.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Finance Charges	\$123,232	\$78,451	\$8,509	\$0	\$0	\$0	\$0
Contingency	\$115,050	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$8,029,236	\$5,230,077	\$567,296	\$0	\$0	\$0	\$0
TOTAL	\$8,267,518	\$5,308,528	\$575,805	\$0	\$0	\$0	\$0

Operating Description: O and M costs are for landscape, water, electrical and other maintenance based on current design. Supplemental budget requests will be made when each project phase is close to completion.

Operating Costs	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Utilities	\$0	\$0	\$77,679	\$80,009	\$82,410	\$450,650
Landscape	\$0	\$0	\$402,323	\$414,393	\$426,824	\$2,334,051
TOTAL	\$0	\$0	\$480,002	\$494,402	\$509,234	\$2,784,701

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2210-Transportation Construction Category: Transportation

Project: 65022 - PE & Oversight for Transp. Pkg (I) **Funding Source:** Half Cent Sales Tax

Project Description: Professional engineering for preparation of design concepts and administration of right-of-way purchase for roadway, bicycle, pedestrian and transit projects. Providing professional engineering recommendations on capital projects and operations and maintenance of completed projects.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$78,454	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$21,819	\$3,763	\$3,840	\$3,925	\$4,017	\$4,117	\$22,262
Contingency	\$21,788	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$1,410,900	\$250,862	\$256,005	\$261,637	\$267,785	\$274,480	\$1,484,109
TOTAL	\$1,532,961	\$254,625	\$259,845	\$265,562	\$271,802	\$278,597	\$1,506,371

Operating Description: No additional O and M is needed.

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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Finance Charges	\$0	\$9,318	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$611,851	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$621,169	\$0	\$0	\$0	\$0	\$0

Operating Description: This Plan update does not require O and M funding.

Project: 65072 - Expanded Safety Program (I) **Funding Source:** Half Cent Sales Tax

Project Description: Provide traffic safety improvements along city streets to improve the safety of motorists. Examples are safety mitigation at bridge crossing (blunt ends), lighting, signals, signage, striping, pedestrian and bicyclist safety improvements, discontinuous roadway sections (drop-offs), and access management.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Construction	\$667,145	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$4,766	\$1,634	\$1,670	\$1,709	\$1,750	\$1,752	\$9,474
Engineering Charges	\$153,534	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$5,112	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$309,434	\$108,955	\$111,352	\$113,912	\$116,646	\$116,818	\$631,631
TOTAL	\$1,139,991	\$110,589	\$113,022	\$115,621	\$118,396	\$118,570	\$641,105

Operating Description: No additional O and M is needed.

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2210-Transportation Construction **Category: Transportation**

Project: 65078 - Airport Matching Funds (I) **Funding Source:** Half Cent Sales Tax

Project Description: This project provides matching funds for Glendale Airport projects as identified in the Airport Capital Improvement Program. Funding covers 100% of engineering, finance and art related charges and local match for all other capital costs. Refer to the Airport Capital Fund 2120 for detailed information related to the airport projects.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Land	\$274,962	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$414,596	\$33,442	\$11,205	\$11,175	\$8,940	\$0	\$70,960
Construction	\$304,843	\$118,669	\$55,500	\$0	\$55,875	\$55,875	\$288,115
Finance Charges	\$59,323	\$2,398	\$1,052	\$175	\$1,022	\$883	\$5,661
Engineering Charges	\$55,405	\$6,541	\$2,868	\$481	\$2,787	\$2,403	\$15,440
Arts	\$20,825	\$1,187	\$555	\$0	\$559	\$559	\$2,881
Equipment	\$1,675	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$40,365	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,171,994	\$162,237	\$71,180	\$11,831	\$69,183	\$59,720	\$383,057

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: 65086 - 51st Avenue HES Projects (I) **Funding Source:** Half Cent Sales Tax

Project Description: Hazard Elimination Safety (HES) projects provide for intersection capacity and safety improvements at the intersections of 51st Avenue and Camelback Road and 51st Avenue and Northern Avenue. Projects include right turn lanes, bus bays and shelters, modifications to traffic signals, street lights, and landscaping.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$8,116	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$164,908	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$173,024	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: O and M costs are for landscape maintenance. The Transportation Departments operating budget will absorb additional O and M.

Operating Costs	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Landscape	\$278	\$286	\$295	\$304	\$313	\$1,712
TOTAL	\$278	\$286	\$295	\$304	\$313	\$1,712

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2210-Transportation Construction Category: Transportation

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.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Design	\$355,180	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$27,278	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$382,458	\$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.

<u>Operating Costs</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Supplies/Contr	\$0	\$2,652	\$2,732	\$2,814	\$2,898	\$15,847
Utilities	\$0	\$318	\$328	\$338	\$348	\$1,903
Equip. Maint.	\$0	\$2,586	\$2,664	\$2,744	\$2,826	\$15,454
Water	\$0	\$1,273	\$1,311	\$1,351	\$1,392	\$7,612
TOTAL	\$0	\$6,829	\$7,035	\$7,247	\$7,464	\$40,816

Project: 65089 - Pavement Management (I) **Funding Source:** Half Cent Sales Tax

Project Description: This project provides for street rehabilitation activities on residential, collector, and arterial streets in the city as identified in the annual Pavement Management Program. The project will include pavement maintenance activities ranging from surface preparation, repairs and treatments, milling and full-depth paving, rubberized asphalt overlays, and/or reconstruction work as needed throughout the city. The annual funding for this project with the Transportation - Half Cent Sales Tax will be supplemented by a proposed HURF Bond for \$28 million (see new CIP project titled Pavement Management - HURF) to allow for more pavement maintenance to be completed in 2015 and 2016.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Construction	\$2,547,994	\$2,899,268	\$2,899,268	\$1,933,268	\$1,933,268	\$1,933,268	\$9,666,340
Finance Charges	\$29,980	\$45,000	\$45,000	\$30,000	\$30,000	\$30,000	\$150,000
Engineering Charges	\$17,388	\$26,399	\$26,399	\$17,399	\$17,399	\$17,399	\$86,997
Arts	\$56,140	\$29,333	\$29,333	\$19,333	\$19,333	\$19,333	\$96,663
TOTAL	\$2,651,502	\$3,000,000	\$3,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000

Operating Description: No additional O and M is needed for this project.

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2210-Transportation Construction **Category: Transportation**

Project: 65092 - Maryland Ave Bike Rte Spot Imp (I) **Funding Source:** Half Cent Sales Tax

Project Description: The project will add additional asphalt for bike lanes where Maryland Avenue is too narrow and also build short multiuse path segments to tie Maryland Avenue into existing pathways at Discovery Park. Overall, the project would add 1,776 feet of bikeway improvements to make Maryland Avenue a more continuous bike route from 43rd Avenue to 91st Avenue, at the Glendale Sports Complex.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Construction	\$103,773	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$1,309	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$9,086	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$1,109	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$6,540	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$121,817	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed.

Project: 65094 - Myrtle Avenue Improvements (I) **Funding Source:** Half Cent Sales Tax

Project Description: This project includes pavement, curbs, gutters and sidewalks. Once completed, sidewalks will provide students and their parents with a separate and safe place to walk. Improvements will also enhance mobility for children and/or parents with disabilities. This request provides local funds for a federal Safe Routes To School Project at this location. This project provides local funds for project 1650-NEW funded with federal funds.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Construction	\$3,245	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$628	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$3,397	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$32	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$7,554	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$14,856	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: O and M information will become available during the design process. O and M costs are anticipated to be minimal since the project adds curbs, gutters and sidewalks.

Project: 65096* - 59th Ave & Olive Ave Safety (I) **Funding Source:** Half Cent Sales Tax

Project Description: This project is to provide local matching funds for a project assessment and design of safety improvements at the intersection of 59th and Olive avenues and north along 59th Avenue to Sunnyslope Lane. The safety improvements include raised medians, traffic signal improvements, streetlights, bus pullouts, and other pedestrian/bicycle enhancements. A total of \$1,938,844 in federal Highway Safety Improvement Program (HSIP) funds have been secured towards this project, which includes \$347,026 for design and \$1,591,818 for construction.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Finance Charges	\$0	\$1,701	\$0	\$868	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$113,385	\$0	\$57,855	\$0	\$0	\$0
TOTAL	\$0	\$115,086	\$0	\$58,723	\$0	\$0	\$0

Operating Description: This project is to make safety enhancements to the existing intersection. No additional O and M is anticipated based on current information.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2210-Transportation Construction Category: Transportation

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.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Finance Charges	\$6,659	\$2,867	\$3,566	\$4,292	\$4,395	\$4,302	\$23,262
Equipment	\$410,788	\$169,132	\$210,386	\$253,227	\$259,305	\$253,833	\$1,372,471
Contingency	\$26,517	\$19,111	\$23,772	\$28,613	\$29,300	\$28,682	\$155,081
TOTAL	\$443,964	\$191,110	\$237,724	\$286,132	\$293,000	\$286,817	\$1,550,814

Operating Description: No O and M is needed since these are replacements for existing buses and vans.

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. Because of past federal funding sources for these items, Transit has not contributed to replacement funds for vehicles or computers.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Finance Charges	\$1,772	\$1,792	\$2,140	\$2,517	\$2,578	\$2,543	\$13,751
Equipment	\$24,713	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$5,908	\$9,555	\$11,411	\$13,425	\$13,747	\$13,767	\$76,585
Miscellaneous/Other	\$110,479	\$108,096	\$129,085	\$151,869	\$155,514	\$155,781	\$840,154
TOTAL	\$142,872	\$119,443	\$142,636	\$167,811	\$171,839	\$172,091	\$930,490

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: 65083 - Speed Cushions (R) **Funding Source:** Half Cent Sales Tax

Project Description: This project will remove and replace existing modified speed humps with speed cushions and add mitigation devices where warranted. Replacing modified speed humps and constructing new mitigation devices will help address the current backlog of neighborhoods qualifying for traffic mitigation.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Construction	\$309,281	\$136,923	\$141,503	\$0	\$0	\$0	\$0
Finance Charges	\$2,349	\$2,426	\$2,507	\$0	\$0	\$0	\$0
Engineering Charges	\$8,749	\$9,037	\$9,339	\$0	\$0	\$0	\$0
Arts	\$1,326	\$1,369	\$1,415	\$0	\$0	\$0	\$0
Contingency	\$11,598	\$11,980	\$12,381	\$0	\$0	\$0	\$0
TOTAL	\$333,303	\$161,735	\$167,145	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed.

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2210-Transportation Construction Category: Transportation

Project: 65017 - Rail System (N) **Funding Source:** Half Cent Sales Tax

Project Description: Planning studies, design, right-of-way acquisition and construction of light rail facility to be located on an alignment to be determined. Federal and regional funds will fund 75% of the project. Current cost estimates are based on regional plans prepared by Valley Metro. Costs reflect Glendale's fees to Metro and Alternatives Analysis studies in later years.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Finance Charges	\$2,203	\$768	\$785	\$803	\$822	\$823	\$450,665
Contingency	\$255	\$1,201	\$2,327	\$3,531	\$4,816	\$4,896	\$44,329
Miscellaneous/Other	\$2,467,257	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$30,000,000
TOTAL	\$2,469,715	\$51,969	\$53,112	\$54,334	\$55,638	\$55,719	\$30,494,994

Operating Description: A supplemental budget request will be submitted once the project is near completion in FY 2026.

Project: 65030 - Multi-Use Pathway Grand Canal (N) **Funding Source:** Half Cent Sales Tax

Project Description: This project is to construct a 1.3 mile long multiuse path from just east of the Loop 101 Freeway to New River. The project will provide a safe and convenient, off-street facility for bicyclists and pedestrians that extends the existing Grand Canal Linear Park path to the future New River pathway. Additional federal funds have also been awarded towards this project. Capital costs include local funds to match \$632,222 in federal funds available towards this project.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Engineering Charges	\$1,100,755	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,100,755	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: O and M associated with the maintenance a 30 foot wide landscaped area along a 6,300 foot long multiuse pathway. A supplemental budget request will be submitted once the project is near completion.

Operating Costs	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Utilities	\$0	\$19,467	\$20,051	\$20,653	\$21,272	\$116,325
Landscape	\$0	\$23,360	\$24,061	\$24,783	\$25,527	\$139,590
TOTAL	\$0	\$42,827	\$44,112	\$45,436	\$46,799	\$255,915

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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Equipment	\$470,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$470,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: O and M for this project is for electrical costs of the message signs. 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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Supplies/Contr	\$0	\$1,194	\$1,230	\$1,267	\$1,305	\$7,136
Utilities	\$0	\$1,194	\$1,230	\$1,267	\$1,305	\$7,136
Equip. Maint.	\$0	\$5,304	\$5,463	\$5,627	\$5,796	\$31,695
TOTAL	\$0	\$7,692	\$7,923	\$8,161	\$8,406	\$45,967

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2210-Transportation Construction Category: Transportation

Project: 65063 - New River - Multi-use Pathway (N) **Funding Source:** Half Cent Sales Tax

Project Description: This project is to construct a 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.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Engineering Charges	\$2,179,079	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$2,179,079	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: O and M associated with 8 foot wide landscaped area along a 12,200 foot long multiuse pathway. A supplemental budget request will be made when the project is close to completion.

<u>Operating Costs</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Utilities	\$0	\$10,053	\$10,354	\$10,665	\$10,985	\$60,070
Landscape	\$0	\$12,063	\$12,425	\$12,798	\$13,182	\$72,084
TOTAL	\$0	\$22,116	\$22,779	\$23,463	\$24,167	\$132,154

Project: 65080 - Bell/101 Park&Ride/Transit Ctr (N) **Funding Source:** Half Cent Sales Tax

Project Description: This project will construct a transit center and a park-and-ride facility in the Bell Rd and Loop 101 area to serve the needs of transit passengers from multiple bus routes including express service. Federal funds have been secured for this project.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Construction	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: There are no direct O and M costs to the City of Glendale related to this project. The facility will be maintained by other parties.

Project: 65090 - Loop 303 Landscape & Design (N) **Funding Source:** Half Cent Sales Tax

Project Description: Provide funding to Arizona Department of Transportation (ADOT) for additional infrastructure to meet the City's standards or needs that are not specifically addressed in ADOT's design of the Loop 303 project. Infrastructure improvements include Intelligent Transportation Systems (ITS) connectivity, enhancement of bridges over local arterial streets, and irrigation waterlines for landscaping that meet the city's standard.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Land	\$997,144	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$997,144	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: The cost of the O and M is to pay for the irrigation water for landscape installed to Glendale standards.

<u>Operating Costs</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Water	\$0	\$112,229	\$115,596	\$119,064	\$122,636	\$670,624
TOTAL	\$0	\$112,229	\$115,596	\$119,064	\$122,636	\$670,624

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2210-Transportation Construction Category: Transportation

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. The FAA and ADOT will fund at current market value of the property. This funding could be realized after the actual acquisition is complete.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$628,467	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$628,467	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is anticipated due to this project.

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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Land	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$2,933	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$304,500	\$39,998	\$0	\$0	\$0	\$0
TOTAL	\$0	\$317,433	\$39,998	\$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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Utilities	\$0	\$0	\$2,000	\$2,060	\$2,122	\$11,603
Landscape	\$0	\$0	\$2,400	\$2,472	\$2,546	\$13,923
TOTAL	\$0	\$0	\$4,400	\$4,532	\$4,668	\$25,526

Project: 65098* - Widen 55th Ave for bike lanes (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 widening of 55th Avenue to accommodate curb, gutter, sidewalk and bike lanes. This project is to widen 55th Avenue on the west side south of Cactus Road for about 622 ft. Federal Congestion Mitigation and Air Quality (CMAQ) funding in the amount of \$159,266 has been secured towards construction of this project.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Land	\$0	\$80,000	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$2,966	\$744	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$112,000	\$19,627	\$0	\$0	\$0	\$0
TOTAL	\$0	\$194,966	\$50,371	\$0	\$0	\$0	\$0

Operating Description: There is no additional O and M anticipated due to this project.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2210-Transportation Construction Category: Transportation

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.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Finance Charges	\$0	\$13,875	\$608	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$92,500	\$10,517	\$0	\$0	\$0	\$0
TOTAL	\$0	\$106,375	\$41,125	\$0	\$0	\$0	\$0

Operating Description: O and M associated with approximately 1,000 sq ft of additional landscape maintenance and irrigation.

<u>Operating Costs</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Utilities	\$0	\$0	\$100	\$103	\$106	\$580
Landscape	\$0	\$0	\$120	\$124	\$127	\$696
TOTAL	\$0	\$0	\$220	\$227	\$233	\$1,276

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 2000-HURF/Street Bonds **Category: HURF**

	<u>FY 2015:</u>		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Capital Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
68913 99th Widening-Camelbck-Northrn	0	0	0	0	0	0	5,154,767
68917 *Pavement Management-HURF	2,675,000	16,000,000	16,000,000	3,000,000	2,000,000	0	0
T2710 67th Ave Glendale to Frier	0	0	0	0	0	0	6,921,892
Sub-Total - Existing Assets	2,675,000	16,000,000	16,000,000	3,000,000	2,000,000	0	12,076,659
Total Project Expenses:	\$2,675,000	\$16,000,000	\$16,000,000	\$3,000,000	\$2,000,000	\$0	\$12,076,659
Total FY 2015 Funding:		\$18,675,000					

PROJECT DETAIL: 2000-HURF/Street Bonds **Category: HURF**

Project: 68913 - 99th Widening-Camelbck-Northrn (I) **Funding Source:** HURF Bonds

Project Description: Complete street improvements on 99th Avenue from Camelback Road to Northern Avenue as private development occurs. Improvements include curb, gutter, sidewalk, streetlights, landscaping and a bridge widening over the Grand Canal. Project also includes the piping of an existing Salt River Project (SRP) irrigation ditch and the underground conversion of the existing utilities. This project is dependent upon private development.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$735,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$3,675,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$157,817
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$81,585
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$36,750
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$468,615
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$5,154,767

Operating Description: Estimated 132 street lights (\$171 per year) for 1 2/3 years with inflation (3%). Landscaping will be maintained by the commercial development adjacent to the roadway. A supplemental budget request will be submitted once the project is near completion.

<u>Operating Costs</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Utilities	\$0	\$0	\$0	\$0	\$0	\$48,513
TOTAL	\$0	\$0	\$0	\$0	\$0	\$48,513

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2000-HURF/Street Bonds **Category: HURF**

Project: 68917* - Pavement Management-HURF (I) **Funding Source:** HURF Bonds

Project Description: Street pavement maintenance and reconstruction work as identified in the city's Pavement Management Program. This project is in addition to the Pavement Management CIP project funded by the Transportation Construction-Half Cent Sales Tax in the amount of \$ 2 million annually. This project supplements the current CIP item by allowing for more pavement maintenance activities to be completed in 2015 and 2016 and funded by HURF Bonds in the total amount of \$32 million. This project will include pavement maintenance activities ranging from surface preparation, repairs and treatments, milling and full depth paving and rubberized asphalt overlays as needed throughout the city, as well as full reconstruction on Camelback Road, from 43 Avenue to 57 Avenue.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$2,675,000	\$3,180,000	\$3,180,000	\$597,000	\$398,000	\$0	\$0
Construction	\$0	\$12,301,649	\$12,301,649	\$2,307,000	\$1,538,000	\$0	\$0
Finance Charges	\$0	\$325,715	\$325,715	\$60,000	\$40,000	\$0	\$0
Engineering Charges	\$0	\$69,000	\$69,000	\$12,000	\$8,000	\$0	\$0
Arts	\$0	\$123,636	\$123,636	\$24,000	\$16,000	\$0	\$0
TOTAL	\$2,675,000	\$16,000,000	\$16,000,000	\$3,000,000	\$2,000,000	\$0	\$0

Operating Description: No additional O and M is needed at this time.

Project: T2710 - 67th Ave Glendale to Frier (I) **Funding Source:** HURF Bonds

Project Description: Construct street improvements on 67th Avenue from Glendale Avenue to Frier Drive. This project will widen 67th Avenue, add curb and gutter, sidewalks, street lights and landscaping. Project will also underground overhead 12kV power lines, move 69kV power poles and underground Salt River Project (SRP) irrigation ditches.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$129,553
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$5,011,697
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$125,292
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$50,117
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$512,733
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$6,921,892

Operating Description: Estimate based on two years of O and M. Utility costs are for 42 street lights. Landscape and water costs are for approximately 50,000 sq ft of landscaping. A supplemental budget request will be submitted once the project is near completion.

Operating Costs	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Utilities	\$0	\$0	\$0	\$0	\$0	\$18,468
Landscape	\$0	\$0	\$0	\$0	\$0	\$28,287
TOTAL	\$0	\$0	\$0	\$0	\$0	\$46,755

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 1650-Transportation Grants **Category: Other**

	<u>FY 2015:</u>		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Capital Project Expenses	<u>Carrlover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
67540 NF Supplemental Taxi AZ57-X013	10,250	0	0	0	0	0	0
<i>Replacement of Existing Assets</i>							
67536 FTA AZ-90-X103 Grant	59,195	0	0	0	0	0	0
67541 FTA AZ-90-X109	7,187	0	0	0	0	0	0
67542 Grand Ave Infrastructure Imps	403,086	0	0	0	0	0	0
67551 FTA AZ-37-X018	336,208	0	0	0	0	0	0
67555 *Sign Upgrade HSIP	0	120,000	0	0	0	0	0
Sub-Total - Existing Assets	815,926	120,000	0	0	0	0	0
New Assets							
67505 CIP Transport. Grant Reserve	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
67526 DS Multiuse Path: Grand Canal	13,694	0	0	0	0	0	0
67527 DS Multiuse Path: New River	16,062	0	0	0	0	0	0
67528 DS Multiuse Path: Maryland Ave	10,037	0	0	0	0	0	0
67529 FTA Grant X096	297,906	0	0	0	0	0	0
67530 Fiber & Conduit - DMS	43	0	0	0	0	0	0
67531 Fiber & Conduit for ITS	15,940	0	0	0	0	0	0
67537 FTA X006 Predesign ArrowheadTC	371,484	0	0	0	0	0	0
67538 FTA 0203 Design ArrowheadTC	840,366	0	0	0	0	0	0
67546 Pedestrian Countdown Signals	23,477	0	0	0	0	0	0
67550 FTA AZ-04-0014	207,736	0	0	0	0	0	0
67552 FTA AZ-57-X016 New Freedom	217,340	0	0	0	0	0	0
67553 FTA AZ-90-X114	836,886	0	0	0	0	0	0
Sub-Total - New Assets	2,850,971	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Total Project Expenses:	\$3,666,897	\$2,120,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
Total FY 2015 Funding:		\$5,786,897					

PROJECT DETAIL: 1650-Transportation Grants **Category: Other**

Project: 67540 - NF Supplemental Taxi AZ57-X013 (I) **Funding Source:** Grants

Project Description: This grant provides a public transportation alternative for the elderly and persons with disabilities. The project will provide funding for contracted service of taxi trips for qualified persons. Trips must be within a 1-mile buffer zone or less of Glendale's borders. This project is funded with \$10,250 FTA funds awarded in FY 2012.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Design	\$10,250	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$10,250	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed due to this project.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 1650-Transportation Grants **Category: Other**

Project: 67536 - FTA AZ-90-X103 Grant (R) **Funding Source:** Grants

Project Description: The grant includes funds for the replacement of three Dial-A-Ride buses and funds for the maintenance of the Transit Department's bus fleet. The Regional Public Transportation Authority (RPTA) will reimburse the city for the local match portion of the bus purchase. This project is funded with \$530,871 FTA funds received in FY 2011.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Equipment	\$59,195	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$59,195	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed.

Project: 67541 - FTA AZ-90-X109 (R) **Funding Source:** Grants

Project Description: This grant is used for capital and ongoing transit capital maintenance. It funds the replacement of two Dial-A-Ride buses and transit vehicle maintenance expenses. This project is funded with \$530,871 FTA and RPTA funds awarded in FY 2012.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Equipment	\$7,187	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$7,187	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: The project replaces existing buses and pays for capital maintenance. No additional O and M is needed for this project.

Project: 67542 - Grand Ave Infrastructure Imps (R) **Funding Source:** Grants

Project Description: APS and SRP will underground existing electrical facilities and provide electrical service to Glendale street lighting system, landscaping, and traffic signal electrical panels from 43rd Avenue to 71st Avenue on Grand Avenue. Federal funds in the amount of \$1,959,914 will pay for this project.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$256,214	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$115,464	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$31,408	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$403,086	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: The replacement/undergrounding project does not require additional O and M.

Project: 67551 - FTA AZ-37-X018 (R) **Funding Source:** Grants

Project Description: This federal transit administration (FTA) grant provides for expenses related to Route 60 operations. This grant amounts to \$336,208 from FTA requiring an equal amount of match from the City of Glendale.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$336,208	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$336,208	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: This service will not require additional O and M funding.

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 1650-Transportation Grants **Category: Other**

Project: 67555* - Sign Upgrade HSIP (R) **Funding Source:** Grants

Project Description: This project is to upgrade approximately 1,000 roadway regulatory, warning, and street name signs. This safety improvement project will provide better visibility and legibility of signage for all vehicles and users of public streets in Glendale. This project could result in up to 25% reduction in all crashes and up to 50% reduction in nighttime crashes. Federal Highway Safety Improvement Program (HSIP) funds in the amount of \$120,000 are available towards this project.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Equipment	\$0	\$120,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$120,000	\$0	\$0	\$0	\$0	\$0

Operating Description: This replacement project will not need additional O and M funds.

Project: 67505 - CIP Transport. Grant Reserve (N) **Funding Source:** Grants

Project Description: This represents reserve appropriation for unanticipated transportation related grant opportunities that may arise during the fiscal year.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Miscellaneous/Other	\$0	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
TOTAL	\$0	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000

Operating Description: No additional O and M is needed.

Project: 67526 - DS Multiuse Path: Grand Canal (N) **Funding Source:** Grants

Project Description: This project is to provide for the design of a multiuse pathway along the Grand Canal from east of Loop 101 to the New River east bank. Once complete, the pathway will connect the existing Grand Canal multiuse pathway to the future New River multiuse pathway.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Design	\$13,694	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$13,694	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No O and M is associated with this design project.

Project: 67527 - DS Multiuse Path: New River (N) **Funding Source:** Grants

Project Description: This project provides for the design of a multiuse pathway along the New River east bank from Northern Avenue to Grand Canal. This project is to design a safe and convenient, off-street facility for bicyclists and pedestrians that is part of the regional West Valley Rivers Multimodal Corridor Master Plan. Federal funds will pay for this design project.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Design	\$16,062	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$16,062	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No O and M is associated with this design project.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 1650-Transportation Grants **Category: Other**

Project: 67528 - DS Multiuse Path: Maryland Ave (N) **Funding Source:** Grants

Project Description: This project provides for the design of a bike lane along Maryland Avenue from 67th Avenue to 69th Avenue, a multiuse path along Maryland Avenue east of 75th Avenue, and a multiuse path along the Maryland Avenue alignment in Discovery Park from west of 75th Lane to 77th Drive.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$10,037	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$10,037	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No O and M is associated with this design project.

Project: 67529 - FTA Grant X096 (N) **Funding Source:** Grants

Project Description: This is a Federal Transit Administration grant for replacement bus purchases, computer purchases, and preventative maintenance reimbursement for buses. This project is funded with \$926,606 FTA funds in FY 2010.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Equipment	\$297,906	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$297,906	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed.

Project: 67530 - Fiber & Conduit - DMS (N) **Funding Source:** Grants

Project Description: This project will complete the design for installation of fiber, conduit, and cameras along Peoria Avenue between 43rd and 67th avenues for intelligent transportation systems. Additionally, four message signs will be designed for 59th and Glendale avenues leading into downtown Glendale to display traffic information. The project is funded with \$150,000 federal Congestion Mitigation and Air Quality funds from FY 2009.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$43	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$43	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: This is a design project. There are no operating costs associated with the design. Operating funds will be identified during the construction stage of the project.

Project: 67531 - Fiber & Conduit for ITS (N) **Funding Source:** Grants

Project Description: This project will complete the design of fiber, conduit, and cameras along Cactus, Thunderbird, and Greenway roads for intelligent transportation systems. The project is funded with \$150,000 federal Congestion Mitigation and Air Quality funds from FY 2009.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$15,940	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$15,940	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: This is a design project. There are no operating costs associated with the design. Operating funds will be identified during the construction phase of the project.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 1650-Transportation Grants **Category: Other**

Project: 67537 - FTA X006 Predesign ArrowheadTC (N) **Funding Source:** Grants

Project Description: North Glendale is currently served by multiple transit routes including two express routes, and three local routes. These routes provide regional service to the northwest valley. Many of the routes start/end in the area of Loop 101 and Bell Road. This project will provide the predesign for a centralized facility for routes serving the area to provide transit patron parking, and to promote improved bus flow and accessibility for patrons using the routes serving the area. This project is funded with \$635,896 FTA funds received in FY 2011.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$371,484	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$371,484	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: This project is for predesign of the transit center. O and M costs will be identified during the design of the project.

Project: 67538 - FTA 0203 Design ArrowheadTC (N) **Funding Source:** Grants

Project Description: North Glendale is currently served by multiple transit routes, including two express routes and three local routes. These routes provide regional service to the northwest valley. Many of the routes start/end in the area of Loop 101 and Bell Road. This project will provide the design for a centralized facility for routes serving the area to provide transit patron parking and to promote improved bus flow and accessibility for patrons using the routes serving the area. This project is funded with \$840,366 FTA funds received in FY 2012.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$840,366	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$840,366	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: O and M costs will be identified towards the end of design of the transit center project.

Project: 67546 - Pedestrian Countdown Signals (N) **Funding Source:** Grants

Project Description: Upgrade the existing pedestrian signal heads to countdown pedestrian signals at various locations within the city of Glendale. Glendale was awarded \$38,887 in federal funds towards this project.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Equipment	\$23,477	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$23,477	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: This project replaces existing traffic signal infrastructure.

Project: 67550 - FTA AZ-04-0014 (N) **Funding Source:** Grants

Project Description: Purchase of two replacement buses for transit service. Total project funding is \$306,250, which includes \$245,000 from FTA and \$61,250 from RPTA.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Equipment	\$207,736	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$207,736	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: This replacement project will not require additional O and M funding.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 1650-Transportation Grants **Category: Other**

Project: 67552 - FTA AZ-57-X016 New Freedom (N) **Funding Source:** Grants

Project Description: This project includes bus stop accessibility and taxi voucher program assistance. The bus stop accessibility project includes solar lights at bus stops that need to be repaired and bringing existing ADA non-compliant stops into compliance. The project also will pay for some of the City's existing taxi subsidy program costs. The taxi subsidy program pays for a part of an individual's transportation costs with medical needs when utilizing the identified vendor. A \$286,500 federal New Freedoms grant pays for this project.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Construction	\$217,340	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$217,340	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed for this project.

Project: 67553 - FTA AZ-90-X114 (N) **Funding Source:** Grants

Project Description: This project includes four replacement buses and associated maintenance for transit services in Glendale. Glendale Urban Shuttle will get two replacement buses and the other two buses will replace existing Dial-A-Ride buses. Federal funds in the amount of \$756,886 and regional sales tax funds in the amount of \$80,000 will pay for this project.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Equipment	\$836,886	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$836,886	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed for this project.

SANITATION ENTERPRISE FUND

The Sanitation Fund capital program includes the replacement of roll-off trucks, frontload trucks, sideload trucks, rearload trucks, container delivery trucks, pickup trucks and various refuse containers that have reached the end of their serviceable lives. In FY14-15 carryover funding is expected to be used for the refurbishment of a commercial sideload collection truck and three residential sideload collection trucks. Also in FY14-15, funding for a replacement frontload truck, five sideload trucks and three rearload trucks.

Project Name: Sideload Refuse Truck





FUND SUMMARY: 2480-Sanitation **Category: Other**

	<u>FY 2015:</u>		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
Existing Assets							
<i>Replacement of Existing Assets</i>							
78001 Rolloff Trucks-Commercial	0	30,000	0	220,000	0	0	258,000
78002 Frontload Trucks-Commercial	196,989	270,000	825,000	275,000	280,000	570,000	1,862,000
78003 Sideload Trucks-Residential	741,339	1,400,000	2,030,000	2,360,000	885,000	900,000	8,870,000
78004 Loose Trash Equip.-Residential	567,200	780,000	1,088,000	640,000	690,000	0	2,705,000
78005 Repl Pickup Trucks-Sanitation	0	0	127,010	140,000	70,000	0	0
Sub-Total - Existing Assets	1,505,528	2,480,000	4,070,010	3,635,000	1,925,000	1,470,000	13,695,000
Total Project Expenses:	\$1,505,528	\$2,480,000	\$4,070,010	\$3,635,000	\$1,925,000	\$1,470,000	\$13,695,000
Total FY 2015 Funding:		\$3,985,528					

PROJECT DETAIL: 2480-Sanitation **Category: Other**

Project: 78001 - Rolloff Trucks-Commercial (R) **Funding Source:** Sanitation Revenues

Project Description: Replacement of three rolloff trucks and containers over a 10 - year period. Rolloff trucks are used to service the 20 and 40 cubic yard dumpsters used at construction sites as well as both business and residential cleanup projects. The service life of a rolloff truck is projected to be nine years. This equipment is not included in the city's Vehicle Replacement Fund. FY 2015, five 40-yard containers at a cost of \$6,000 each. FY 2017, one replacement truck will be purchased at a cost \$220,000 each. FY 2020, one replacement truck will be purchased at a cost of \$258,000.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Finance Charges	\$0	\$450	\$0	\$3,300	\$0	\$0	\$3,750
Equipment	\$0	\$29,550	\$0	\$216,700	\$0	\$0	\$254,250
TOTAL	\$0	\$30,000	\$0	\$220,000	\$0	\$0	\$258,000

Operating Description: No additional O and M is needed since this is the replacement of existing equipment.

Project: 78002 - Frontload Trucks-Commercial (R) **Funding Source:** Sanitation Revenues

Project Description: Replacement commercial sanitation equipment over a 10-year period. Service life is projected at six years for newly purchased equipment. These vehicles are not in the City's Vehicle Replacement Fund. FY 2015, replace one frontload truck for \$270,000. FY 2016, replace three frontload trucks for \$275,000 each. FY 2017, replace one frontload truck for \$275,000. FY 2018, replace one frontload truck for \$280,000. FY 2019, replace one frontload truck for \$280,000 and replace one commercial sideload truck at a cost of \$290,000. FY 2020, replace one frontload truck at a cost of \$285,000, and a commercial container delivery truck for \$107,000. FY 2021, replace one frontload truck at a cost of \$285,000. FY 2022, replace two trucks frontload trucks at a of \$295,000 each. FY 2023, replace one frontload truck at \$295,000 each. FY 2024, replace one frontload truck at a cost of \$300,000 each.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Finance Charges	\$6,600	\$4,050	\$37,125	\$12,375	\$4,200	\$8,550	\$27,930
Equipment	\$190,389	\$265,950	\$787,875	\$262,625	\$275,800	\$561,450	\$1,834,070
TOTAL	\$196,989	\$270,000	\$825,000	\$275,000	\$280,000	\$570,000	\$1,862,000

Operating Description: No additional O and M is needed since this is the replacement of existing equipment.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2480-Sanitation **Category: Other**

Project: 78003 - Sideload Trucks-Residential (R) **Funding Source:** Sanitation Revenues

Project Description: Replacement : 55 sideload refuse trucks over a 10-year period. Service life is projected at six years for newly purchased equipment. These vehicles are not in the Vehicle Replacement Fund. FY 2015, replace five trucks at a cost of \$280,000 each. FY 2016, replace seven trucks at a cost of \$290,000 each. FY 2017, replace eight trucks at a cost of \$295,000 each. FY 2018, replace three trucks at a cost of \$295,000 each. FY 2019, replace three trucks at a cost of \$300,000 each. FY 2020, replace six trucks at a cost of \$300,000 each. FY 2021, replace five trucks at a cost of \$305,000 each. FY 2022, replace seven trucks at a cost of \$305,000 each. FY 2023, replace eight trucks at a cost of \$310,000 each. FY 2024, replace three trucks at a cost of \$310,000 each.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Finance Charges	\$19,125	\$21,000	\$30,450	\$35,400	\$13,275	\$13,500	\$133,050
Equipment	\$722,214	\$1,379,000	\$1,999,550	\$2,324,600	\$871,725	\$886,500	\$8,736,950
TOTAL	\$741,339	\$1,400,000	\$2,030,000	\$2,360,000	\$885,000	\$900,000	\$8,870,000

Operating Description: No additional O and M is needed since this is the replacement of existing equipment.

Project: 78004 - Loose Trash Equip.-Residential (R) **Funding Source:** Sanitation Revenues

Project Description: Replacement of loose trash rearload trucks, tractors and sweepers that are expected to reach the end of their service life of eight years. FY 2015, replace three rearload trucks at a cost of \$260,000 each. FY 2016, replace two rearload trucks at a cost of \$265,000 each, one tractors at a cost of \$98,000 each and two sweepers at a cost of \$230,000 each. FY 2017, replace two rearload trucks at a cost of \$270,000 each, a tractor at a cost of \$100,000 each. FY 2018, replace two rearload trucks at a cost of \$290,000 each and a tractor at a cost of \$110,000. FY 2020, replace three rearload trucks at a cost of \$290,000 each and a tractor at a cost of \$115,000. FY 2021, replace a tractor at a cost of \$120,000. FY 2022, one rearloader for \$295,000 and one tractor for \$120,000. FY2023, three rearloaders at a cost of \$295,000 each. FY2024, replace one rearload trucks at a cost of \$300,000 each.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Finance Charges	\$8,507	\$11,700	\$16,320	\$9,600	\$10,350	\$0	\$40,575
Equipment	\$558,693	\$768,300	\$1,071,680	\$630,400	\$679,650	\$0	\$2,664,425
TOTAL	\$567,200	\$780,000	\$1,088,000	\$640,000	\$690,000	\$0	\$2,705,000

Operating Description: No additional O and M is needed since this is the replacement of existing equipment.

Project: 78005 - Repl Pickup Trucks-Sanitation (R) **Funding Source:** Sanitation Revenues

Project Description: These pickups will replace aging pickup trucks over a 10-year period. FY 2016, replace two pickup trucks at a cost of \$33,505 each and replace one mechanic's truck at a cost of \$60,000. FY 2017, replace four pickup trucks at a cost of \$35,000 each. In FY 2018, replace one mechanic's truck at a cost of \$70,000.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Finance Charges	\$0	\$0	\$1,904	\$2,100	\$1,050	\$0	\$0
Equipment	\$0	\$0	\$125,106	\$137,900	\$68,950	\$0	\$0
TOTAL	\$0	\$0	\$127,010	\$140,000	\$70,000	\$0	\$0

Operating Description: No additional O and M is needed since this is the replacement of existing equipment.

LANDFILL ENTERPRISE FUND

Starting in FY14-15 are projects that will lay the groundwork for the closing of the south area of the Glendale Landfill and preparing the north expansion area for future waste cell development as identified in Landfill Development Plan (October 2001). It is projected that the 140 acres in the south half of the landfill will reach approved filling capacity sometime during FY14-15. A landfill compactor, landfill pickup truck, forklifts used at the material recovery facility and a landfill motor grader are due for replacement.



Project Name: Landfill Grader Motor Replacement

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 2440-Landfill **Category: Other**

	<u>FY 2015:</u>		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Capital Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
78523 Scalehouse & Road Relocation	2,312,316	0	0	0	0	0	0
78526 LF Gas System Modifications	722,001	0	293,909	0	0	0	0
<i>Replacement of Existing Assets</i>							
78506 Landfill Repl Pickup Truck	130,000	29,300	0	0	0	0	158,300
78509 MRF Forklifts	32,506	33,481	0	0	0	0	144,000
78511 Landfill Compactor Replacement	0	983,007	0	1,042,872	0	0	0
78512 Fuel Tanker Replacement	0	0	0	0	187,775	0	0
78514 Sanitation Insp Trucks - 17740	0	0	204,048	35,000	35,000	0	240,000
78520 Landfill Bulldozer Replacement	0	0	253,807	340,102	0	0	2,135,701
78521 MRF Loader Replacement	0	0	0	0	0	0	228,019
78522 LF Water Pull Tractor Replace	0	0	0	0	0	0	624,204
78524 Landfill Motor Grader Replace	669,721	0	0	0	0	0	396,480
78525 Landfill Scraper Equipment	0	0	0	0	1,551,662	0	0
Sub-Total - Existing Assets	3,866,544	1,045,788	751,764	1,417,974	1,774,437	0	3,926,704
New Assets							
78503 Landfill Closure (South)	518,029	205,393	9,126,737	0	0	0	0
78505 LF Phase Construction (North)	0	102,780	4,614,000	102,780	4,361,873	0	0
78507 Landfill Soil Excavation	6,515,995	0	0	6,574,076	0	0	0
Sub-Total - New Assets	7,034,024	308,173	13,740,737	6,676,856	4,361,873	0	0
Total Project Expenses:	\$10,900,568	\$1,353,961	\$14,492,501	\$8,094,830	\$6,136,310	\$0	\$3,926,704
Total FY 2015 Funding:		\$12,254,529					

PROJECT DETAIL: 2440-Landfill **Category: Other**

Project: 78523 - Scalehouse & Road Relocation (I) **Funding Source:** Landfill Revenues

Project Description:

This project provides for roadway improvements to the internal entrance roadway and relocation of the scale house closer to the north area of the landfill. This project will relocate the other facilities supporting the landfill operation including the equipment maintenance area as well as the administrative and field staff office trailers. The scale house and other landfill facilities are currently located where waste will be placed prior to closing the south area of the landfill. According to the landfill's waste capacity calculations, it will take approximately one year to fill this permitted air space. It will be necessary to relocate the scale house in 2013 based on our anticipated waste acceptance rate.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Design	\$167,806	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$1,733,934	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$36,542	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$78,023	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$19,751	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$276,260	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$2,312,316	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is required for this project.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2440-Landfill

Category: Other

Project: 78526 - LF Gas System Modifications (I)

Funding Source:

Landfill Revenues

Project Description:

The Landfill is required by federal and state environmental regulations to install and maintain an active gas collection system within the landfill. Project provides for improvements to the existing gas collection system including retrofits, extensions, 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). Project is required to maintain sequencing plan developed for waste filling in the landfill through the end of FY2015.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Design	\$60,000	\$0	\$25,000	\$0	\$0	\$0	\$0
Construction	\$559,468	\$0	\$225,000	\$0	\$0	\$0	\$0
Finance Charges	\$10,020	\$0	\$4,409	\$0	\$0	\$0	\$0
Engineering Charges	\$29,934	\$0	\$12,250	\$0	\$0	\$0	\$0
Arts	\$5,689	\$0	\$2,250	\$0	\$0	\$0	\$0
Contingency	\$56,890	\$0	\$25,000	\$0	\$0	\$0	\$0
TOTAL	\$722,001	\$0	\$293,909	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is needed at this time.

Project: 78506 - Landfill Repl Pickup Truck (R)

Funding Source:

Landfill Revenues

Project Description:

Landfill currently has six pickup trucks in its equipment fleet that will require replacement over the next ten years. Pickup trucks are used by the landfill inspector, mechanic, crew leader, supervisor, and field employees. Two trucks will reach the end of their serviceable life in FY 2014 and FY 2015. The vehicle due for replacement in FY 2014 is a heavy duty truck equipped with an 11 foot crane, heavy duty tool boxes, air compressor, and a gas welder. The project also includes the replacement of four trucks reaching the end of their service life during the second five years. These replacement trucks include a flat bed truck and a pickup both with Tommy lifts in FY 2020, a pickup in FY 2021, and a pickup in FY 2022. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the vehicles are purchased with cash or financed at the time of acquisition.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Equipment	\$130,000	\$29,300	\$0	\$0	\$0	\$0	\$158,300
TOTAL	\$130,000	\$29,300	\$0	\$0	\$0	\$0	\$158,300

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2440-Landfill

Category: Other

Project: 78509 - MRF Forklifts (R)

Funding Source:

Landfill Revenues

Project Description:

The Materials Recovery Facility (MRF) currently has a total of four forklifts in its fleet used for a variety of heavy lifting purposes including loading, unloading, and transporting recyclable bales. This project includes the replacement of two forklifts that are expected to reach the end of their serviceable lives in FY 2014 and FY 2015 as well as replacement of forklifts that will be due for replacement during the second five years. Replacement of forklifts in the second five years is scheduled to occur in FY 2020, FY 2021 and FY 2022 at an approximate cost of \$36,000 per piece of equipment. The MRF forklifts have an estimated service life of approximately seven years, although replacement schedules may be adjusted depending on hours of use and equipment condition. MRF vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Equipment	\$32,506	\$33,481	\$0	\$0	\$0	\$0	\$144,000
TOTAL	\$32,506	\$33,481	\$0	\$0	\$0	\$0	\$144,000

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: 78511 - Landfill Compactor Replacement (R)

Funding Source:

Landfill Revenues

Project Description:

This project provides for the rebuild and replacement of the landfill compactors at the end of their serviceable life or on an appropriate schedule based on current usage hours and equipment condition. One compactor, which was purchased in 2000, will reach the end of its serviceable life in FY 2015 and requires replacement. The other compactor, which was purchased in 2007, will require a certified rebuild or new replacement in FY 2017. The compactors are essential pieces of equipment used on a daily basis for proper placement and compaction of solid waste within the landfill. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Finance Charges	\$0	\$14,527	\$0	\$15,412	\$0	\$0	\$0
Equipment	\$0	\$968,480	\$0	\$1,027,460	\$0	\$0	\$0
TOTAL	\$0	\$983,007	\$0	\$1,042,872	\$0	\$0	\$0

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment this is expected to reach the end of its serviceable life.

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.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Finance Charges	\$0	\$0	\$0	\$0	\$2,775	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$185,000	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$187,775	\$0	\$0

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.



PROJECT DETAIL: 2440-Landfill

Category: Other

Project: 78514 - Sanitation Insp Trucks - 17740 (R)

Funding Source:

Landfill Revenues

Project Description:

Sanitation Inspectors enforce the regulations related to refuse collection, recycling collection and bulk trash services. They contact residents to respond to questions and educate residents on proper procedures for services. Purchase of eight replacement pickups over a 10-year period. Service life is projected to be approximately seven years. FY 2016, replace six trucks at a cost of \$34,008 each. FY 2017, a replace truck at a cost of \$35,000. FY 2018, replace one truck at a cost of \$35,000. FY 2023, replace six trucks at a cost of 40,000 each

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Finance Charges	\$0	\$0	\$3,060	\$525	\$525	\$0	\$2,520
Equipment	\$0	\$0	\$200,988	\$34,475	\$34,475	\$0	\$237,480
TOTAL	\$0	\$0	\$204,048	\$35,000	\$35,000	\$0	\$240,000

Operating Description:

No additional O and M is needed for this project.

Project: 78520 - Landfill Bulldozer Replacement (R)

Funding Source:

Landfill Revenues

Project Description:

Project provides for the rebuild and/or replacement of the landfill bulldozers at the end of their serviceable life or on an appropriate schedule based on current usage hours and equipment condition. Both Model D-8 and Model D-9 bulldozers will require powertrain rebuilds and undercarriage/track system replacement in FY 2016 and FY 2017, respectively. This project also includes funds for replacement of the Model D-8 bulldozer in FY 2019 and the Model D-9 bulldozer in FY 2020. Bulldozers are used at the landfill primarily to push garbage into position for the compactors. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Finance Charges	\$0	\$0	\$3,807	\$5,102	\$0	\$0	\$32,036
Equipment	\$0	\$0	\$250,000	\$335,000	\$0	\$0	\$2,103,665
TOTAL	\$0	\$0	\$253,807	\$340,102	\$0	\$0	\$2,135,701

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: 78521 - MRF Loader Replacement (R)

Funding Source:

Landfill Revenues

Project Description:

Replacement of a loader used to move recyclables from the Materials Recovery Facility (MRF) tipping floor to the processing line. The current loader was purchased in FY 2009 and is expected to reach the end of its serviceable life in FY 2019. MRF vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$3,420
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$224,599
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$228,019

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.



PROJECT DETAIL: 2440-Landfill

Category: Other

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.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$9,363
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$614,841
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$624,204

Operating Description: No additional O and M is needed since new equipment will replace aging existing equipment.

Project: 78524 - Landfill Motor Grader Replace (R) **Funding Source:** Landfill Revenues

Project Description: Replacement of the motor grader that is expected to reach the end of its serviceable life in FY 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.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Finance Charges	\$9,975	\$0	\$0	\$0	\$0	\$0	\$5,860
Equipment	\$659,746	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$390,620
TOTAL	\$669,721	\$0	\$0	\$0	\$0	\$0	\$396,480

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: 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.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Finance Charges	\$0	\$0	\$0	\$0	\$23,275	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$1,528,387	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$1,551,662	\$0	\$0

Operating Description: No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.



PROJECT DETAIL: 2440-Landfill

Category: Other

Project: 78503 - Landfill Closure (South) (N)

Funding Source:

Landfill Revenues

Project Description:

Project provides for closure of the south area of the landfill after the permitted air space is completely filled with waste. A landfill reaching its permitted capacity is required by federal and state law to be closed with a final cover system, which includes a vegetative layer, a compacted soil layer, additional gas system wells, erosion control, and storm water control measures. Funds in FY 2014 provide for the installation of six out of the sixteen needed storm water drainage devices (down drains) on the eastern and southern portions of the landfill, which are anticipated to reach final grade in 2014. Installation of the remaining storm water devices will be completed as part of final closure of the entire 140-acre south area, which is anticipated to reach filling capacity in early 2016.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Design	\$50,000	\$200,000	\$250,000	\$0	\$0	\$0	\$0
Construction	\$376,320	\$0	\$7,152,522	\$0	\$0	\$0	\$0
Finance Charges	\$7,770	\$3,089	\$136,901	\$0	\$0	\$0	\$0
Engineering Charges	\$4,912	\$2,304	\$85,284	\$0	\$0	\$0	\$0
Arts	\$3,763	\$0	\$71,525	\$0	\$0	\$0	\$0
Contingency	\$75,264	\$0	\$1,430,505	\$0	\$0	\$0	\$0
TOTAL	\$518,029	\$205,393	\$9,126,737	\$0	\$0	\$0	\$0

Operating Description:

Funds provided in supplies/contracts are annual costs for post-closure (\$220,554) at the landfill. Post-closure costs include monitoring, maintenance, and repair of the following items: landfill gas control system, groundwater monitoring system, storm water monitoring, final cover/vegetative cover inspection, landfill settlement monitoring, access roads, drainage control system, site security inspection, and administrative reporting. Annual post-closure maintenance, monitoring, and repair activities will begin once closure of the south area is completed.

<u>Operating Costs</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Supplies/Contr	\$0	\$220,554	\$220,554	\$220,554	\$220,554	\$1,102,770
TOTAL	\$0	\$220,554	\$220,554	\$220,554	\$220,554	\$1,102,770

Project: 78505 - LF Phase Construction (North) (N)

Funding Source:

Landfill Revenues

Project Description:

This project is required for the development of the northern portion of the landfill and includes phased installation a of liner and a leachate collection system. Funds identified in FY 2015 (\$102,780) will be used for engineering design. Funds in FY 2016 (\$4,614,000) will pay for construction of North Phase 1a, which is anticipated to begin accepting waste in 2017. Funds identified in FY 2017 (\$102,780) will be used for engineering design of North Phase 1b. Funds identified in FY 2018 (\$4,361,873) will pay for construction of North Phase 1b, which is anticipated to begin accepting waste in 2019.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Design	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$0	\$0
Construction	\$0	\$0	\$3,640,000	\$0	\$3,432,000	\$0	\$0
Finance Charges	\$0	\$1,542	\$63,300	\$1,542	\$65,428	\$0	\$0
Engineering Charges	\$0	\$1,238	\$46,300	\$1,238	\$43,725	\$0	\$0
Arts	\$0	\$0	\$36,400	\$0	\$34,320	\$0	\$0
Contingency	\$0	\$0	\$728,000	\$0	\$686,400	\$0	\$0
TOTAL	\$0	\$102,780	\$4,614,000	\$102,780	\$4,361,873	\$0	\$0

Operating Description:

No additional O and M is needed for this project.

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2440-Landfill

Category: Other

Project: 78507 - Landfill Soil Excavation (N)

Funding Source:

Landfill Revenues

Project Description:

This project provides for excavation of Phase 1 in the north expansion area to prepare for future landfill cell development. It includes excavation of approximately one-third of the north expansion area, removal of berm located between the north area and the Materials Recovery Facility (MRF) as well as utility relocation due to berm removal. Excavated soil will be stockpiled in various storage locations on the landfill property. Excavation of the remaining two-thirds will occur as part of future landfill phase construction.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Design	\$100,000	\$0	\$0	\$100,000	\$0	\$0	\$0
Construction	\$5,163,377	\$0	\$0	\$5,221,458	\$0	\$0	\$0
Finance Charges	\$98,611	\$0	\$0	\$98,611	\$0	\$0	\$0
Engineering Charges	\$57,500	\$0	\$0	\$92,500	\$0	\$0	\$0
Arts	\$52,215	\$0	\$0	\$52,215	\$0	\$0	\$0
Contingency	\$1,044,292	\$0	\$0	\$1,009,292	\$0	\$0	\$0
TOTAL	\$6,515,995	\$0	\$0	\$6,574,076	\$0	\$0	\$0

Operating Description:

No additional O and M is needed at this time.

AIRPORT CAPITAL GRANTS

During the next decade, the Glendale Airport will continue to grow in response to the business and recreational needs of Glendale and West Valley residents. Like most municipal airports, Glendale's airport relies heavily on federal and state grants to accomplish capital improvements. The grant-funded portion of airport projects has recently changed from 97.5% (95% federal and 2.5% state) to 95.53% (91.06% federal and 4.47% state). The city's match of 4.47% will come from the voter-approved, half-cent sales transportation tax.

The use of FY 2015 airport capital funding is contingent on the city receiving Federal Aviation Administration (FAA) grants. For the upcoming year, the city will pursue grant funding for projects related to the rehabilitation of apron pavement.



Project Name: Airport Sweeper

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 2120-Airport Capital Grants **Category: Other**

Capital Project Expenses	FY 2015:		FY 2016:	FY 2017:	FY 2018:	FY 2019:	FYs 20-24:
	Carrvoer	New Funding					
Existing Assets							
<i>Improvement of Existing Assets</i>							
79521 Rehabilitate Apron	2,205,000	930,900	0	0	0	0	0
79523 *Airport Layout Plan Narrative	0	112,500	0	0	0	0	0
T1472 Airport EA for Channelization	0	0	0	0	191,060	0	0
T1474 *Airport-Security Fence	0	0	270,000	0	0	0	0
T1476 *Southwest Public Apron	0	0	0	238,825	1,194,125	1,194,125	0
<i>Replacement of Existing Assets</i>							
T1475 *Auto Parking Lots Rehab.	0	0	270,000	0	0	0	0
T1477 *FAR Part 150 Update	0	0	143,205	0	0	0	0
Sub-Total - Existing Assets	2,205,000	1,043,400	683,205	238,825	1,385,185	1,194,125	0
New Assets							
79517 Runway Land Purchase	9,041,305	0	0	0	0	0	0
79518 Airport-EA Land Acq. 43 Acres	149,819	0	0	0	0	0	0
79519 Airport-Capacity Study	50,000	0	0	0	0	0	0
79520 Airport-EA East TWY, NW Ramp	429,885	0	0	0	0	0	429,885
T1469 Airport-Eastside Taxiway	0	0	0	0	0	0	4,613,850
T1473 East Side Parking Apron	0	0	0	0	0	0	2,197,190
Sub-Total - New Assets	9,671,009	0	0	0	0	0	7,240,925
Total Project Expenses:	\$11,876,009	\$1,043,400	\$683,205	\$238,825	\$1,385,185	\$1,194,125	\$7,240,925
Total FY 2015 Funding:		\$12,919,409					

PROJECT DETAIL: 2120-Airport Capital Grants **Category: Other**

Project: 79521 - Rehabilitate Apron (I) **Funding Source:** Grants/City Match

Project Description: Design and construct replacement pavement and lighting at center apron qualified under the Pavement Condition Index (PCI). Install new pavement to improve the condition of apron. Replace existing apron lights with more efficient lights. The project is to be funded with \$3,135,900 of FAA and ADOT funds in FY 2014 and FY 2015.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Design	\$330,750	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$1,874,250	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$930,900	\$0	\$0	\$0	\$0	\$0
TOTAL	\$2,205,000	\$930,900	\$0	\$0	\$0	\$0	\$0

Operating Description: This is a replacement project for an existing asset. No additional O and M is anticipated.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2120-Airport Capital Grants **Category: Other**

Project: 79523* - Airport Layout Plan Narrative (I) **Funding Source:** Grants/City Match

Project Description: Revise the existing Airport Layout Plan (ALP) and airport forecasts to be able to secure both state and federal funding for airport projects.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$0	\$112,500	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$112,500	\$0	\$0	\$0	\$0	\$0

Operating Description: This is a study/plan, which will not require any O and M.

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 \$191,060 FAA (91.06%) and ADOT (4.47%) funds in FY 2018.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$191,060	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$191,060	\$0	\$0

Operating Description: No additional O and M is required for this project.

Project: T1474* - Airport-Security Fence (I) **Funding Source:** Grants/City Match

Project Description: This project is to enhance airport security by designing, acquiring, and installing a perimeter fence for the Runway Protection Zone (RPZ) property. This project is expected to be funded with \$270,000 ADOT funds in FY 2016.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Equipment	\$0	\$0	\$270,000	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$270,000	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed at this time.

Project: T1476* - Southwest Public Apron (I) **Funding Source:** Grants/City Match

Project Description: Design and construct asphalt apron and lighting on approximately 8 acres at the southwest corner of the Airport. This project is an expansion of the Airport Master Plan project that will maximize the west side Airport infill. This project will be funded with 91.06% FAA and 4.47% ADOT funds.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$0	\$0	\$0	\$238,825	\$1,194,125	\$1,194,125	\$0
TOTAL	\$0	\$0	\$0	\$238,825	\$1,194,125	\$1,194,125	\$0

Operating Description: No additional O and M is anticipated due to this project.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2120-Airport Capital Grants **Category: Other**

Project: T1475* - Auto Parking Lots Rehab. (R) **Funding Source:** Grants/City Match

Project Description: Resurface all existing parking lots with at the Glendale Municipal Airport. The existing asphalt has been in place since 1986, which requires rehabilitation. ADOT (90%) funds are anticipated for this project in FY 2016.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$0	\$0	\$270,000	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$270,000	\$0	\$0	\$0	\$0

Operating Description: This is a replacement and/or rehabilitation project, which requires no additional O and M funding.

Project: T1477* - FAR Part 150 Update (R) **Funding Source:** Grants/City Match

Project Description: Produce updated Noise Exposure Maps and Land Use Plan last updated in 1993. An update of the Part 150 Study is required every 20 years. Noise Exposure Maps and Land Use Planning elements help coordinate development near the Airport. This will be funded 91.06% by the FAA and 4.47% by ADOT.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$0	\$0	\$143,205	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$143,205	\$0	\$0	\$0	\$0

Operating Description: No O and M is needed for this study project.

Project: 79517 - Runway Land Purchase (N) **Funding Source:** Grants/City Match

Project Description: Acquire land north of approach to Runway 19 for runway protection zone for the safety of aircraft operations. This project is to be funded with FAA and ADOT funds in FY 2014.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Land	\$9,041,305	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$9,041,305	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed at this time.

Project: 79518 - Airport-EA Land Acq. 43 Acres (N) **Funding Source:** Grants/City Match

Project Description: An environmental assessment, survey, and appraisal are required on the acquisition of 43 acres of land to protect the runway safety area off the end of Runway 19 for aircraft operations. The project is funded with FAA and ADOT funds from FY 2012.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$149,819	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$149,819	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed for this project.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2120-Airport Capital Grants **Category: Other**

Project: 79519 - Airport-Capacity Study (N) **Funding Source:** Grants/City Match

Project Description: The capacity study is a joint study between the City of Glendale and John F. Long to determine if there is a need for a second runway.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed for this project.

Project: 79520 - Airport-EA East TWY, NW Ramp (N) **Funding Source:** Grants/City Match

Project Description: An environmental assessment (EA) is required prior to the construction of an eastside taxiway and northwest ramp for future aviation development on the eastside of the airport property. The project is anticipated to be funded with \$429,885 FAA (91.06%) and ADOT (4.47%) funds in FY 2020.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$429,885	\$0	\$0	\$0	\$0	\$0	\$429,885
TOTAL	\$429,885	\$0	\$0	\$0	\$0	\$0	\$429,885

Operating Description: No additional O and M is needed for this project.

Project: T1469 - Airport-Eastside Taxiway (N) **Funding Source:** Grants/City Match

Project Description: Pending an environmental assessment, design and construction of the eastside taxiway and ramps for future expansion of airport facilities that are needed for future growth of forecasted aviation. The taxiway and ramps are for movement of aircraft to hangars and support services. The project is anticipated to be funded with \$4,613,850 FAA and ADOT funds in FY 2020 and FY 2021.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$4,613,850
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$4,613,850

Operating Description: No additional O and M is needed at this time.

Project: T1473 - East Side Parking Apron (N) **Funding Source:** Grants/City Match

Project Description: Design and construct east side parking apron to increase the aircraft parking capacity at the airport. The project is anticipated to be funded with \$2,197,190 FAA (91.06%) and ADOT (4.47%) funds in FY 2020.

Capital Costs:	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$2,197,190
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,197,190

Operating Description: No additional O and M is anticipated.

OTHER CAPITAL PROJECT FUNDS

Other Federal and State Grants

The majority of Glendale's grants for capital projects come from the federal or state government. The grants in this category are open and competitive. The CIP grant reserve appropriation represents a contingency appropriation for unanticipated grant opportunities that may arise during the fiscal year.

General Fund

General Fund projects that are typically referred to as pay-as-you-go (PAYGO) projects are funded with General Fund operating dollars. Therefore they are typically balanced against base budget operations, vehicle and technology replacement premiums, supplemental requests and possible salary increases. Funding in FY 2015 is available for the ongoing Building Maintenance Reserve for emergency building repairs and an upgrade to the PeopleSoft Human Resources Management System (HRMS) computerized payroll system.

Camelback Ranch Events

Capital Repair – Camelback Ranch Project was created to capture the replacement and repair costs the city is responsible for according to the facility use agreement at the Spring Training Facility.

Civic Center

Projects in this category are considered PAYGO projects and are funded with General Fund operating dollars. The ongoing Civic Center Maintenance Reserve is available for emergency repairs at the Civic Center or for emergency replacement of Civic Center equipment. The Civic Center 10 Year Restoration project was concluded in FY 2013.

Technology Infrastructure

In FY 2008 a new Technology Infrastructure Fund was added. New Information Technology projects are included in the last five years of the capital plan as a placeholder until a permanent funding source is identified. Only then, can the project move to the first five years of the plan.

Arts Commission

The Municipal Art Fund promotes the creative use of art in public places. One percent of the cost associated with each public construction project is set aside for the purchase and maintenance of public art. The Glendale Arts Commission was formed to select works of art to be commissioned or purchased through the Municipal Arts Fund. This fund has been used to purchase the recently dedicated Glendale Public Safety Memorial located in the Glendale Civic Center Plaza and the award-winning brick sculpture, "Tribute to Firefighters," at Fire Station 157, as well as other art pieces in various locations within the city.





FUND SUMMARY: 1840-Other Federal and State Grants **Category: Other**

Capital Project Expenses	FY 2015:		FY 2016:	FY 2017:	FY 2018:	FY 2019:	FYs 20-24:
	Carrvover	New Funding					
New Assets							
80013 CIP Grant Reserve	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
<i>Sub-Total - New Assets</i>	<i>0</i>	<i>2,000,000</i>	<i>2,000,000</i>	<i>2,000,000</i>	<i>2,000,000</i>	<i>2,000,000</i>	<i>10,000,000</i>
Total Project Expenses:	\$0	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
Total FY 2015 Funding:		\$2,000,000					

PROJECT DETAIL: 1840-Other Federal and State Grants **Category: Other**

Project: 80013 - CIP Grant Reserve (N) **Funding Source:** Grants

Project Description: This represents reserve appropriation for unanticipated grant opportunities that may arise during the fiscal year.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$0	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
TOTAL	\$0	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000

Operating Description: No additional O and M is needed. Project reflects appropriation only.

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 1000-General Fund **Category: Other**

	<u>FY 2015:</u>		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Capital Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
81063 Fac Life-Cycle Cost Assessment	15,219	0	0	0	0	0	0
<i>Replacement of Existing Assets</i>							
81013 Bldg. Maintenance Reserve	0	500,000	500,000	500,000	500,000	500,000	2,500,000
T4620 Resurface Library Parking Lots	0	0	0	0	0	0	250,000
Sub-Total - Existing Assets	15,219	500,000	500,000	500,000	500,000	500,000	2,750,000
Total Project Expenses:	\$15,219	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,750,000
Total FY 2015 Funding:		\$515,219					

PROJECT DETAIL: 1000-General Fund **Category: Other**

Project: 81063 - Fac Life-Cycle Cost Assessment (I) **Funding Source:** General Fund

Project Description: Qualified facilities management consultant will provide total life-cycle cost assessment for the following facilities: Jobing.Com Arena, Renaissance Glendale Hotel & Media Center and Camelback Ranch in Glendale.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Design	\$15,219	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$15,219	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed at this time.

Project: 81013 - Bldg. Maintenance Reserve (R) **Funding Source:** General Fund

Project Description: This project is intended to support emergency and unplanned replacements and repairs of building components for city owned buildings. A few examples of the replacements and/or repairs charged to this fund in FY 2014 include: 1) repairs to failed HVAC system components (i.e., motors, compressors) at the Equipment Management facility, Bank of America building, and in City Hall (Council Chambers); 2) carpet replacement in the basement of City Hall; and 3) electrical upgrades to the former Materials Testing Lab.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</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: No additional O and M is needed for this project.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 1000-General Fund **Category: Other**

Project: T4620 - Resurface Library Parking Lots (R) **Funding Source:** General Fund

Project Description: This is a request to fund the repaving and sealing of the 26-year old asphalt parking lot at the Main Library and slurry seal the 14-year old parking lot at the Foothills Branch Library. The Main Library's parking lot has deteriorated to the point that a 1 1/2" fabric overlay is needed. The estimated cost to repair this is \$97,283. A heavy grade slurry seal is recommended for the Foothills Branch Library in order to preserve the life span of the asphalt, which, with proper maintenance, should reach 20-30 years. The estimated cost for this is \$33,188.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000

Operating Description: O and M is required for asphalt maintenance starting in 2021. The industry standard for asphalt maintenance is to seal every 2-3 years from the completion date. This type of maintenance includes crack sealing and restriping of parking lots. A supplemental budget request will be submitted once the project is near completion. Adjusted for the future, the annual O and M would be \$30,479 for both lots (approximately \$15,240 for each lot/year).

<u>Operating Costs</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$60,958
TOTAL	\$0	\$0	\$0	\$0	\$0	\$60,958

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 1140-PC Replacement **Category: Other**

		<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Capital Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
84700 PeopleSoft HRMS Updates	754,929	0	0	0	0	0	0
<i>Sub-Total - Existing Assets</i>	754,929	0	0	0	0	0	0
Total Project Expenses:	\$754,929	\$0	\$0	\$0	\$0	\$0	\$0
Total FY 2015 Funding:		\$754,929					

PROJECT DETAIL: 1140-PC Replacement **Category: Other**

Project: 84700 - PeopleSoft HRMS Updates (I) **Funding Source:** PC Replacement

Project Description: The PeopleSoft Human Capital Management system (HR & Payroll) under it's current version is coming to end of life at the end of 2014. It is necessary to do an upgrade on the system to continue to process payroll under current laws and regulations. The project involves our Time and Labor system that has many customizations to meet our business needs.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Design	\$46,465	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$708,464	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$754,929	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is required for this project. The ongoing maintenance for the software is include in the Technology Replacement Fund.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



FUND SUMMARY: 1283-Camelback Ranch Events **Category: Other**

	<u>FY 2015:</u>		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Capital Project Expenses	<u>Carrvoer</u>	<u>New Funding</u>					
Existing Assets							
<i>Replacement of Existing Assets</i>							
84200 Capital Repair-Camelback Ranch	149,113	836,752	836,752	836,752	836,752	836,752	4,183,760
<i>Sub-Total - Existing Assets</i>	<i>149,113</i>	<i>836,752</i>	<i>836,752</i>	<i>836,752</i>	<i>836,752</i>	<i>836,752</i>	<i>4,183,760</i>
Total Project Expenses:	\$149,113	\$836,752	\$836,752	\$836,752	\$836,752	\$836,752	\$4,183,760
Total FY 2015 Funding:		\$985,865					

PROJECT DETAIL: 1283-Camelback Ranch Events **Category: Other**

Project: 84200 - Capital Repair-Camelback Ranch (R) **Funding Source:** General Fund

Project Description: Pursuant to section 8.3 of the Facility Use Agreement for Camelback Ranch, the city is obligated to pay for capital repairs to the facility that are not routine maintenance or repair, which are the responsibility of the operator. Examples would include HVAC repairs or replacement, repairs to concrete or structural components, or any other components integral to the facility.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Design	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Construction	\$0	\$525,000	\$525,000	\$525,000	\$525,000	\$525,000	\$2,625,000
Engineering Charges	\$0	\$9,250	\$9,250	\$9,250	\$9,250	\$9,250	\$46,250
Arts	\$0	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$26,250
Equipment	\$10,290	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$7,097	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$131,726	\$197,252	\$197,252	\$197,252	\$197,252	\$197,252	\$986,260
TOTAL	\$149,113	\$836,752	\$836,752	\$836,752	\$836,752	\$836,752	\$4,183,760

Operating Description: No additional O and M is needed for this project.

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 1740-Civic Center **Category: Other**

	<u>FY 2015:</u>		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Capital Project Expenses	<u>Carrvover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
84551 Civic Center Renovation	0	0	0	0	0	0	4,042,172
<i>Replacement of Existing Assets</i>							
84554 Civic Ctr. Maintenance Reserve	0	35,000	35,000	35,000	35,000	35,000	175,000
Sub-Total - Existing Assets	<i>0</i>	<i>35,000</i>	<i>35,000</i>	<i>35,000</i>	<i>35,000</i>	<i>35,000</i>	<i>4,217,172</i>
Total Project Expenses:	\$0	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$4,217,172
Total FY 2015 Funding:		\$35,000					

PROJECT DETAIL: 1740-Civic Center **Category: Other**

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 1740-Civic Center

Category: Other

Project: 84551 - Civic Center Renovation (I)

Funding Source:

General Fund

Project Description:

This enhancement would create another signature feature at the Glendale Civic Center. The east courtyard would be converted into more meeting room space with sky lighting. This project also involves renovating and developing the grass (open space), south of the Civic Center into functional use space that can be booked for private events. This 5,000 square foot renovation to the Civic Center will enhance amenities, provide more pre-function space, attract clients and allow the facility to remain competitive within the surrounding marketplace.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$756,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,542,500
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$50,850
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$61,022
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$25,425
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$130,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$381,375
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$4,042,172

Operating Description:

Additional O and M will be needed in FY 2021. This project would include staffing of one Service Worker III position to help maintain the facility and provide additional supervision for event set-up as well for the renovated space and one secretary to assist with office support needs and increased events and bookings. Supplies are figured at \$0.75 per sq ft and \$3,000 for ongoing supplies/contracts, utilities at \$2.80 per sq ft, electrical at \$1,800 annually, building maintenance at \$2.00 per sq ft, equipment maintenance at \$0.40 per sq ft and building water usage at \$0.195 per sq ft for 5,000 sq ft of expanded Civic Center space. The Civic Center currently maintains 65% of the landscaping in the areas addressed in this request, so no new funding is needed for landscaping or refuse. A landscape company provides the other 35% of service. Currently the project is set up as a one time expense with no ongoing O and M ,any on going O and M costs related to this project will be absorbed by the Civic Center budget once the project is completed. A supplemental budget request will be submitted once the project is brought to completion.

<u>Operating Costs</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Staffing	\$0	\$0	\$0	\$0	\$0	\$531,296
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$33,719
Utilities	\$0	\$0	\$0	\$0	\$0	\$70,000
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$49,955
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$9,991
Insurance	\$0	\$0	\$0	\$0	\$0	\$6,069
Electrical	\$0	\$0	\$0	\$0	\$0	\$8,992
Water	\$0	\$0	\$0	\$0	\$0	\$3,572
TOTAL	\$0	\$0	\$0	\$0	\$0	\$713,594

Project: 84554 - Civic Ctr. Maintenance Reserve (R)

Funding Source:

General Fund

Project Description:

The Civic Center's maintenance reserve is used for emergency repairs at the facility, as well as the replacement of furniture, fixtures, and equipment on an as needed basis. The reserve will ensure that the Civic Center remains a competitive and high quality event venue and it is essential to the continued success of the facility.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Miscellaneous/Other	\$0	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000
TOTAL	\$0	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000

Operating Description:

No additional O and M is needed.



FUND SUMMARY: 2150-Technology Infrastructure **Category: Other**

	<u>FY 2015:</u>		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FYs 20-24:</u>
Capital Project Expenses	<u>Carrrover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
T7010 Event Mgmt Center Upgrade	0	0	0	0	0	0	1,325,000
T7071 PeopleSoft Phase 2 Enhancement	0	0	800,000	0	0	0	2,100,000
<i>Replacement of Existing Assets</i>							
T7030 Project/Permit Tracking System	0	0	0	0	0	0	2,500,000
T7050 Facility Audio/Visual Systems	0	0	0	0	0	0	1,620,000
T7073 City Phone System Replacement	0	0	0	0	0	1,000,000	0
<i>Sub-Total - Existing Assets</i>	<i>0</i>	<i>0</i>	<i>800,000</i>	<i>0</i>	<i>0</i>	<i>1,000,000</i>	<i>7,545,000</i>
New Assets							
T7000 City Fiber Optic Communication	0	0	0	0	0	0	16,220,625
<i>Sub-Total - New Assets</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>16,220,625</i>
Total Project Expenses:	\$0	\$0	\$800,000	\$0	\$0	\$1,000,000	\$23,765,625
Total FY 2015 Funding:		\$0					

PROJECT DETAIL: 2150-Technology Infrastructure **Category: Other**

Project: T7010 - Event Mgmt Center Upgrade (I) **Funding Source:** General Fund

Project Description: The city acquired the Mobile Command Center (MCC) in 2000 and opened the Traffic Management Center (TMC) in 2004 to improve the city's management of incidents, events, and day-to-day traffic. Signal system management software along with audio/visual and communications equipment within these two centers needs to be upgraded to enhance system functionality and coordination between the Police Department, Traffic Management Center, and Emergency Operations Center.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,325,000

Operating Description: No additional O and M is needed. This project replaces and upgrades the existing system. O and M of this system is currently funded in the Transportation Department operating budget.



PROJECT DETAIL: 2150-Technology Infrastructure **Category: Other**

Project: T7071 - PeopleSoft Phase 2 Enhancement (I) **Funding Source:** General Fund

Project Description: PeopleSoft's Financials application is end of life in 2017 and Human Capital Management (HCM) in 2022. After those dates, PeopleSoft will no longer provide essential tax updates. The Financials upgrade project is expected to occur in FY 16 and FY 17 and the HCM upgrade in FY 20. The City does have the option to continue with PeopleSoft or consider a more cost effective solution that has a lower cost of ownership and promotes further efficiencies throughout the organization.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
IT/Phone/Security	\$0	\$0	\$800,000	\$0	\$0	\$0	\$2,000,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
TOTAL	\$0	\$0	\$800,000	\$0	\$0	\$0	\$2,100,000

Operating Description: Additional O and M is not required for upgrading PeopleSoft since annual maintenance is already being paid as well as the PC maintenance. While the O and M cost for a new system is not known at this time, it is not expected to be higher than the current PeopleSoft costs.

Project: T7030 - Project/Permit Tracking System (R) **Funding Source:** General Fund

Project Description: The current project/permit system provides automated tracking of all construction projects and city assets. The system is used by the Building Safety, Planning, Transportation, Utilities, Sanitation, Fire, Engineering, Code Compliance, and Economic Development departments for plan review and inspections. The city's current system is supported by Infor which is not expected to continue support indefinitely. Funding is requested to replace or upgrade the current system with a web-based system before the current system becomes obsolete.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000

Operating Description: The \$160,902 is required for the ongoing service and maintenance agreement associated with the software purchase. Staffing is for a Database Administrator. This FTE would provide ongoing technical assistance and support to the nine departments using the system. The current system maintenance costs are \$43,000 per year, with increases of approximately 2% per year. The requirements for the new system are in addition to this current cost. A supplemental budget request will be submitted once the project is near completion.

<u>Operating Costs</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Staffing	\$0	\$0	\$0	\$0	\$0	\$374,410
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$160,902
TOTAL	\$0	\$0	\$0	\$0	\$0	\$535,312

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



PROJECT DETAIL: 2150-Technology Infrastructure **Category: Other**

Project: T7050 - Facility Audio/Visual Systems (R) **Funding Source:** General Fund

Project Description: This project covers replacement of citywide audio/visual (A/V) equipment that is not currently in the city's Technology Replacement Fund. Although the serviceable life for a number of the identified systems have been extended beyond their expected life cycle, all systems continue to function properly and will be monitored by staff. The systems identified for future replacement include: the Sahuaro Ranch ball complex, the Foothills ball complex and city pools, the amphitheater outdoor lighting systems, A/V equipment in the City Hall Complex, the Main Library A/V and lighting systems, the Adult Center's audio, lighting and security systems, the Foothills Library, and the security camera systems at the Foothills Skate Court and WARP X-Court.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,620,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,620,000

Operating Description: Total payments for the six year period to the Technology Replacement Fund. Assumes capital cost will be equally spread over the six year period and a six-year life cycle for the equipment per industry equipment standards. $\$1,820,000/6 = \$303,333 * 16.67\% = \$50,566$ paid into replacement fund in year one. This doubles in year two (\$101,132) triples in year three (\$151,698), quadruples in year four (\$202,264), quintuples in year five (\$252,830), sextuples in year six (\$303,396). The total for FY's 2019 through 2023 is \$758,490. A supplemental budget request will be submitted once the project is near completion.

Operating Costs	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
PC/Vehicle Replacement	\$0	\$0	\$0	\$0	\$0	\$758,490
TOTAL	\$0	\$0	\$0	\$0	\$0	\$758,490

Project: T7073 - City Phone System Replacement (R) **Funding Source:** General Fund

Project Description: The enterprise telephone system used throughout the city is comprised of several systems that integrate to form a unified communication system. The original telephone systems vendor Nortel declared bankruptcy in 2009 and portions of the business were purchased by Avaya. Avaya has provided no road map or new security/update patches for any of the Nortel hardware since the purchase. Several components of this system have been in service in excess of ten years and are reaching end of life as early as 2015. The plan is to begin an incremental replacement of these components that are reaching end of life in an effort to increase the operational life of the existing system and to incrementally install a new system over that same time period. Funding for the initial stages of the implementation will be covered by the telephone fund however additional CIP funding will be required to accomplish the voice mail migration and later stage implementation costs.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$0
TOTAL	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$0

Operating Description: O and M is currently paid for from the Telephone Fund. Additional O and M costs can be expected as the new systems are put in place, however existing O and M costs will transfer to the new equipment whenever appropriate. Total O and M costs will be provided as the project scope is finalized.



PROJECT DETAIL: 2150-Technology Infrastructure **Category: Other**

Project: T7000 - City Fiber Optic Communication (N) **Funding Source:** General Fund

Project Description: Installation of conduit and fiber optic cable on arterial streets and some minor streets, to connect city facilities and the signal system to support traffic operations, city business and the security mesh network. Completing the planned network will eliminate monthly lease fees, which will improve network speeds and allow remote control of signals, cameras and message signs.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000,000
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$395,625
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$13,770,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$16,220,625

Operating Description: O and M costs associated with electricity (\$4,000) for fiber optic communications equipment as well as the maintenance (\$44,000) for fiber and the fiber connections per year. The costs above are for FY 2021 through FY 2023 in inflated dollars. A supplemental budget request will be submitted once the project is near completion.

<u>Operating Costs</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FYs 20-24</u>
Utilities	\$0	\$0	\$0	\$0	\$0	\$15,206
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$167,262
TOTAL	\$0	\$0	\$0	\$0	\$0	\$182,468

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2015-2024 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 1220-Arts Commission **Category: Other**

Capital Project Expenses	FY 2015:		FY 2016:	FY 2017:	FY 2018:	FY 2019:	FYs 20-24:
	Carryover	New Funding					
New Assets							
84650 Arts Commission	150,000	150,000	150,000	150,000	150,000	150,000	600,000
<i>Sub-Total - New Assets</i>	<i>150,000</i>	<i>150,000</i>	<i>150,000</i>	<i>150,000</i>	<i>150,000</i>	<i>150,000</i>	<i>600,000</i>
Total Project Expenses:	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$600,000
Total FY 2015 Funding:		\$300,000					

PROJECT DETAIL: 1220-Arts Commission **Category: Other**

Project: 84650 - Arts Commission (N) **Funding Source:** Capital Plan

Project Description: City Council Ordinance No. 1226 created a Municipal Art Fund which provides for the purchase of works of art for public places. The Arts Commission selects the art work that will be purchased and/or commissioned.

Capital Costs	Carryover	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FYs 20-24
Miscellaneous/Other	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$600,000
TOTAL	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$600,000

Operating Description: Maintenance and restoration of the public art collection is funded in the operating budget.

*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



Glendale, Arizona

Debt Service

2014-2015 Annual Budget



DEBT SERVICE BUDGET

The city of Glendale has a formal *Debt Management Plan* (DMP) that is produced as a separate document from the annual budget book and was last updated in December 2013. 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.

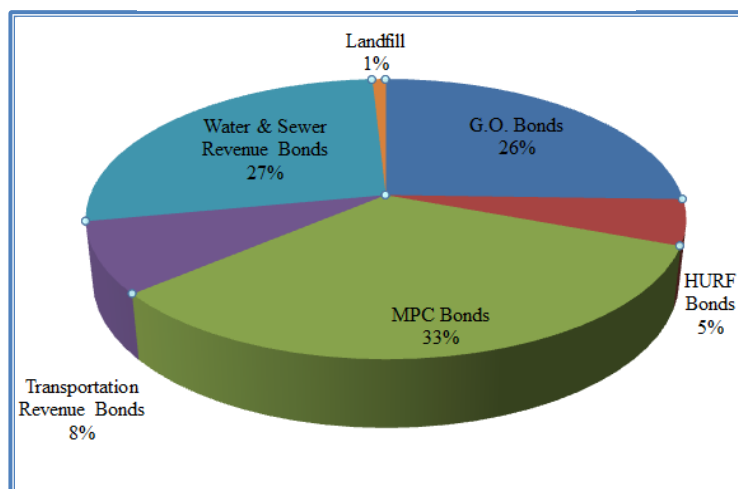
Analysis of the city's debt position is essential as planned future capital projects could result in the need for additional capital financing. Decisions regarding the use of debt will be based in part on the long-term needs of the city, the limitations mentioned above and discussed in more detail in the material following this section, and the amount of cash that can be dedicated in a given fiscal year to capital outlay. Glendale believes that a disciplined, systematic approach to debt management will ensure stable credit ratings.

The city has instituted a conservative plan of finance for capital projects. The main objectives of that plan are:

- Evaluate all possible funding mechanisms to ensure that the City will receive the best possible terms/conditions on transactions
- To use 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

Furthermore, the DMP states that the city's direct net tax-supported debt should be maintained at a level considered manageable by the rating agencies given current economic conditions. Measures of economic conditions include per capita income for Glendale residents and the assessed valuation of property within the city's corporate limits.

FY 2015 Debt Service by Type



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 in compliance 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 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.

Table 1
Projected Remaining G.O. Bond Voter Authorization
(All Dollars in Thousands)

Category	FY 2014 ¹	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Public Safety	104,473,000	104,473,000	104,473,000	104,473,000	104,473,000	104,473,000
Landfill	15,540,000	15,540,000	15,540,000	15,540,000	15,540,000	15,540,000
Library	17,096,000	17,096,000	17,096,000	17,096,000	17,096,000	17,096,000
Streets/Parking ²	67,238,000	67,238,000	22,363,000	22,363,000	22,363,000	22,363,000
Cultural/Historical ²	13,721,000	13,721,000	13,721,000	13,721,000	13,721,000	13,721,000
Transit ²	6,750,000	6,750,000	6,750,000	6,750,000	6,750,000	6,750,000
Econ. Development	32,627,000	32,627,000	32,627,000	32,627,000	32,627,000	32,627,000
Govt. Facilities ²	30,200,000	30,200,000	30,200,000	30,200,000	30,200,000	30,200,000
Open Space/Trails	50,525,000	50,525,000	50,525,000	50,525,000	50,525,000	50,525,000
Parks	14,637,000	14,637,000	14,637,000	14,637,000	14,637,000	14,637,000
Flood Control	10,032,000	10,032,000	10,032,000	10,032,000	10,032,000	10,032,000

¹ Remaining authorization as of June 30, 2014

² 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 a bond election 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.

Debt Table 1 shows the projected remaining voter authorization for G.O. bonds by authorization category through FY 2019. The remaining authorization numbers reflect unused authorization from the October 1981, March 1987, November 1999 and May 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 are 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 secondary assessed valuation. With this approach, a municipality's capacity to issue additional G.O. debt will grow as assessed valuation increases and as outstanding G.O. bonds are retired. The debt limitation – commonly called “bond capacity” and “debt capacity” – figures do not represent the amount of G.O. debt that could be supported by the city's current and projected secondary property tax revenue.

G.O. projects in the 20% category are

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

G.O. projects in the 6% category are

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

Previously, the 6% constitutional limitation applied to public safety, streets and transportation facilities, but Arizona voters changed this in the November 2006 election with the passage of Proposition 104.

Debt Table 2 reflects the city's G.O. bond debt limitation as of July 2, 2014. Debt outstanding prior to the passage of Proposition 104 for public safety, streets/parking and transportation facilities is reflected in the 6% category and in the 20% category thereafter.

Table 2-1
Constitutional Debt Limitation
 (All Dollars in Thousands)

General Municipal Purpose Bonds		Water, Sewer, Flood Control, Light, Parks and Open Space	
6% Limitation ¹	\$68,890	20% Limitation ^{1,2}	\$229,633
Less Direct Bonded Debt to be Outstanding	<u>\$2,880</u>	Less Direct Bonded Debt to be Outstanding	<u>\$149,425</u>
Unused 6% Borrowing Capacity	\$66,010	Unused 20% Borrowing Capacity	\$80,208

1 Base on FY14-15 secondary assessed value of \$1,148,164,650
2 Public safety, streets, parking and transportation facilities debt prior to Prop. 104 is included in the 6% category

For FY14-15, the city of Glendale has available capacity of approximately \$66 million and \$80 million in the 6% and 20% categories respectively. As recently as FY08-09, the city's debt capacity in the 6% category was \$92.4 million and \$270.1 million for the 20% category. This point illustrates the substantial impact of assessed valuation declines on the city's debt capacity.

Debt Table 3-a below shows that with no planned bond sales in the first five years of the plan, capacity in both categories is expected to rise. Capacity is expected to increase as outstanding principal payments are made and as property values increase. Starting in FY15-16 the city will have no outstanding debt in the 6% category. Also, in FY15-16 the city will build a parking garage at Westgate for approximately \$44.8 million (Table 3-b).

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

Fiscal Year	Projected ¹ Secondary Assessed Value	Limitation (A)		Outstanding Debt ² (B)		Projected Remaining Capacity (A-B)	
		6%	20%	6%	20%	6%	20%
2015	\$1,148,165	\$68,890	\$229,633	\$2,880	\$149,425	\$66,010	\$80,208
2016	\$1,128,578	\$67,715	\$225,716	\$0	\$132,235	\$67,715	\$93,481
2017	\$1,168,079	\$70,085	\$233,616	\$0	\$113,760	\$70,085	\$119,856
2018	\$1,208,961	\$72,538	\$241,792	\$0	\$94,570	\$72,538	\$147,222
2019	\$1,251,275	\$75,077	\$250,255	\$0	\$75,180	\$75,077	\$175,075

¹FY 2015 figure reflects tax year 2014 actual secondary assessed valuation.

²Outstanding debt refers to the debt on the principal balance only.

Table 3-b
Projected G.O. Debt Capacity After New Debt
 (All Dollar in Thousands)

Fiscal Year	Projected Capacity Before New Debt (A)		New Debt ¹ on Planned Future Sales (B)		Projected Remaining Capacity (A-B)	
	6%	20%	6%	20%	6%	20%
2015	\$66,010	\$80,208	\$0	\$0	\$66,010	\$80,208
2016	\$67,715	\$93,481	\$0	\$44,875	\$67,715	\$48,606
2017	\$70,085	\$119,856	\$0	\$42,947	\$70,085	\$76,909
2018	\$72,538	\$147,222	\$0	\$40,903	\$72,538	\$106,319
2019	\$75,077	\$175,075	\$0	\$38,737	\$75,077	\$136,338

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

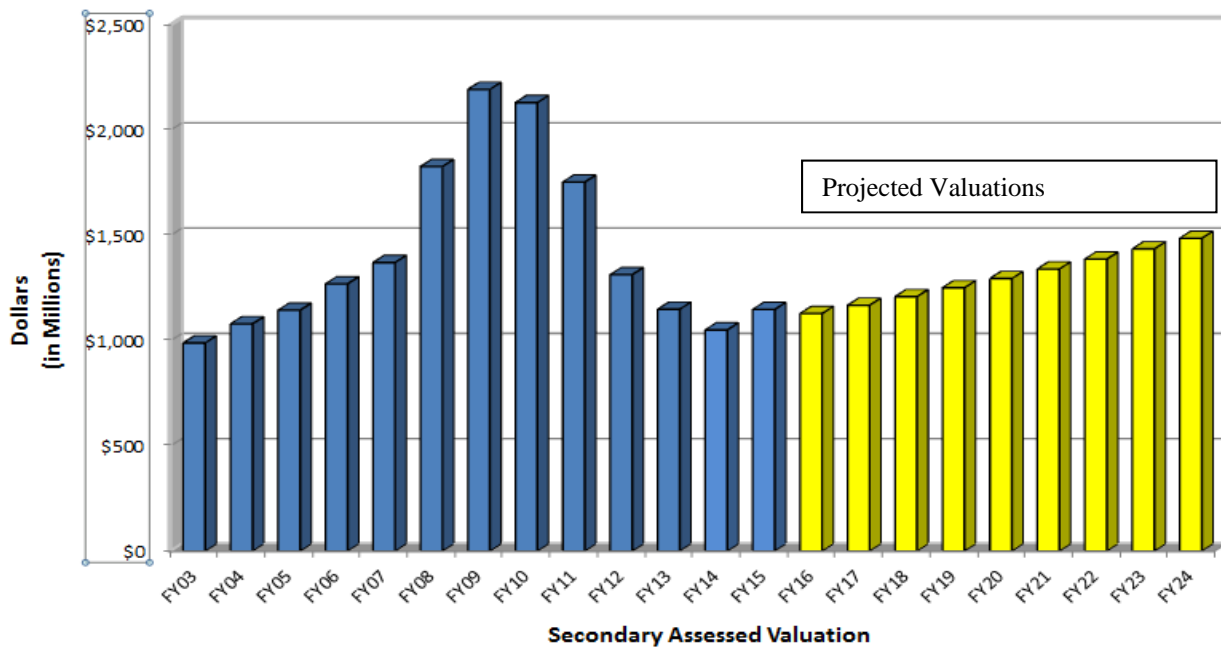
The biggest proponent to the steep decline in debt capacity between FY08-09 through FY13-14 were the changes in assessed valuations over the same period. After more than doubling since FY03-04, secondary assessed valuations reached its peak in FY08-09 (2006 real estate market) at just under \$2.2 billion. At that time, secondary assessed valuations were comprised of 66.8% residential, 29.0% commercial and 4.2% other valuations.

- 2.9% decline in FY 2010
- 17.7% decline in FY 2011
- 25.1% decline in FY 2012
- 12.5% decline in FY 2013
- 8.6% decline in FY 2014
- 9.3% increase in FY 2015

The FY14-15 valuation figure of \$1.15 billion is the final planning figure from the Maricopa County Assessor’s Office and can be expected to change only slightly during the appeals process. FY14-15 valuation reflects 62.3% attributable to residential property, 37.2% is attributable to commercial property and the remaining 0.5% includes, but is not limited to vacant land, agriculture, railroad and historical property. Between FY08-09 and FY14-15, Glendale’s total secondary assessed value declined 47.7% and is less than the secondary assessed value in FY05-06.

The chart below provides a graphical view of Glendale’s secondary assessed valuation changes between FY03-04 and FY13-14 as well as the projected valuations for FY14-15 through FY23-24.

Historic and Projected Assessed Valuation



The projected FY15-16 Full Cash valuation is based on the preliminary valuation notices that the county assessor’s office mailed to property owners in February 2014 which correspond with an uptick in the house market in 2013. This increase is due to an improving real estate market during 2014. However, as a result of the passage Proposition 117 (that require jurisdictions to calculate both the primary levy and secondary levy using the limited property value (currently the primary assessed valuation), FY15-16 assessed value is expected to dip by 1.7%. Proposition 117 also limits the growth of limited property values to 5% annually. This is a significant change from the current law that does not limit the level of growth in full cash value. For this reason assessed value growth for is projected at 3% annually.

Glendale’s G.O. Debt Policy and Secondary Property Tax Rate Implications

During the spring 2012 budget workshop discussions, Council approved a two-step secondary property tax rate increase of \$0.3054 in each of the next two fiscal years. The first step was implemented in FY12-13. These planned increases followed a period of 18 consecutive years (since 1995) where the property tax was either held flat or reduced.

DEBT SERVICE BUDGET
Secondary Property Tax Funded Debt

During the FY 13-14 budget workshops, the City Manager’s Recommended FY 2014-23 Capital Improvement plan recommended an increase of \$0.1162 instead of the \$0.3054 increase that was originally planned. Council implemented the \$0.1162 with the adoption of the FY13-14 budget. For the FY14-15 budget, the rate was decreased and the rate will vary depending on secondary debt service needs. For the future, the secondary property tax rate will continue to be reviewed annually with Council to ensure a five year balanced capital plan.

This rate change means the city’s secondary rate will decrease from \$1.7915/\$100 of assessed valuation in FY13-14 to \$1.6605 in FY14-15; the city’s primary property tax rate also was decreased from \$0.4974 in FY13-14 to \$0.4896 in FY14-15. The city’s total property tax rate will change from \$2.2889 to \$2.1501/\$100 of assessed valuation.

Debt Table 4 summarizes annual debt service requirements for existing bonds outstanding plus the anticipated FY15-16 Westgate Parking Garage bond issue (payment beginning in FY16-17). You will see that the secondary assessed valuation figures reflect the declines discussed previously. Debt Table 4 also reflects:

- the Build America Bond (BAB) subsidy related to the G.O. bonds sold in 2010; and
- the development impact fee Citywide Recreation Facilities Fund (Fund 1480) debt service contributions related to the Foothills Recreation and Aquatic Center that was funded with proceeds from the 2004 G.O. bond sale.

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

Fiscal Year	Secondary Assessed Valuation	Estimated Secondary Property Tax Rate	Estimated Secondary Property Tax Rev.¹	Build America Bond Subsidy	Fund 1480 DIF Payment	Total Resources	Total Debt Service
2015	\$1,148,165	\$1.6605	\$19,065	\$633	\$210	\$19,908	\$25,773
2016	\$1,128,578	\$1.7105	\$19,304	\$618	\$211	\$20,134	\$23,644
2017	\$1,168,079	\$1.9205	\$22,433	\$593	\$211	\$23,237	\$28,205
2018	\$1,208,961	\$2.1805	\$26,361	\$566	\$152	\$27,080	\$27,585
2019	\$1,251,275	\$1.9405	\$24,281	\$537	\$160	\$24,978	\$25,224

The BAB subsidy and development impact fee debt service contributions directly reduce the debt service to be cover by secondary property tax revenue and help address the shortfall between the annual debt service requirements and secondary property tax revenue. The G.O. Debt Service Fund balance will be used to cover the overall shortfall between the total annual resources and the annual debt service.



DEBT SERVICE BUDGET
Secondary Property Tax Funded Debt

Despite having sufficient voter authorization and debt capacity, Debt Table 5 (on the following page), shows the city of Glendale is restricted from issuing additional G.O. debt through FY 2019 given the declining fund balance and the requirement to maintain a positive ending fund balance. The current secondary property tax rate of \$1.6605 allows the city to spend already levied funds. The plan is to levy just enough to cover existing debt (including delinquent payments) and maintain a five-year balance capital plan. In order to issue additional bonds in the future, the city will need to either: experience better than projected positive changes in assessed valuation, pay off existing debt, raise property taxes further or a combination thereof.

Debt Table 5
Secondary Property Tax Debt Obligations
(All Dollars in Thousands)

Fiscal Year	Beginning Fund Balance (A)	Annual Resources¹ (B)	DIF Payment (C)	Debt Service² (D)	Ending Fund Balance (A+B+C-D)	Ending Fund Balance Less DIF Payment	Fund Balance to Next Year Debt Service
2015	9,823	25,164	210	25,773	9,424	9,215	39%
2016	9,424	19,923	211	23,644	5,914	5,703	20%
2017	5,914	23,026	211	28,205	946	735	3%
2018	946	26,928	152	27,585	441	289	1%
2019	441	24,818	160	25,224	195	36	0%

¹Includes secondary property tax, \$5.4M in bond defeasement and Build America Bond Subsidy

²Includes principal, interest, fees and arbitrage

The following tables provide detailed information including issuance amount, issuance date, interest rates, credit ratings and description of uses for each secondary property tax funded debt obligation in which city currently pays debt service. For a summary of all debt service obligations please see Schedule 7: Long Term Debt Service.

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 Groups' ongoing revenue. Funding sources included under this category include Municipal Property Corporation (MPC) bonds, Public Facilities Corporation (PFC) bonds, lease obligations, inter-fund loans and community facilities districts (CFD). Currently the city has MPC, lease and inter-fund loan obligations. This specific financial policy is new with Council's adoption of the FY 2015 budget. While the city currently is not in compliance with the 10% guideline as explained below, the policy is a very important goal for the city to attain as soon as possible to free up General Fund operating dollars for other purposes. Glendale's current excise funded debt obligations are more than double the new policy at 23.5% and are further described below.

Municipal Property Corporation Bonds

The city of Glendale currently has 11 MPC issuances, eight of which are senior lien obligations. Two senior and two subordinate MPC bonds were issued on December 27, 2012 to refund 2003A MPC bonds, 2004A MPC Bonds, a portion of the 2006A MPC bonds and all PFC bonds related to the Spring Training Facility. The city has no remaining PFC debt service obligations after this refunding.

In addition to the Council financial policies mentioned above, the city's bond covenants identify the city as pledging a certain amount of unrestricted excise tax revenue that varies depending on whether the liens are senior or subordinate liens. The city's bond covenant for senior liens is unrestricted excise tax revenue of at least three times the debt service in any given year. The covenant is two times the revenue for debt service on both 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 tax. This means General Fund revenues normally allocated for operating budget purposes must be allocated for MPC debt service if the excise tax revenues generated on site of MPC bond-funded facilities are insufficient to pay the annual debt service. Currently, and in past FYs, the General Fund operating budget contribution, backed by unrestricted excise taxes, is reflected as a transfer from the General Fund to the MPC debt service fund in Schedule 4 of this document. For FY14-15, the General Fund transfer to the MPC debt service fund is budgeted at \$14.6 million; this is \$14.6 million that cannot be used for other operating budget needs. While the table below indicates the city has potential MPC bond capacity given coverage ratios in excess of the minimum required, additional issuances of MPC bonds that increase outstanding debt service will further strain the overall General Fund operating budget.

Debt Table 6
Excise Tax Debt Obligations

Fiscal Year	Unrestricted Excise Tax (A)	Senior Lien Obligations (B)	Subordinate Lien Obligations C	Total Excise Obligations (B+C)	Senior Covenant (A/B)	Subordinate Covenant (A/(B+C))
2015	136,699,612	17,948,220	13,530,443	31,478,663	7.62	4.34
2016	138,393,217	18,066,222	13,921,640	31,987,862	7.66	4.33
2017	144,340,795	21,996,626	9,473,705	31,470,331	6.56	4.59
2018	150,668,286	21,761,228	9,473,705	31,234,933	6.92	4.82
2019	157,307,052	22,081,750	11,518,705	33,600,455	7.12	4.68

Inter-Fund Advance (Loan)

The General Fund is presently responsible for re-paying inter-fund advance (loan) associated with funds borrowed from the Water/Sewer, Landfill, Sanitation, Technology Replacement and Vehicle Replacement Funds related to operating costs at Jobing.com Arena during FY10-11 and FY11-12. In total the General Fund is scheduled to pay \$117.8 million in principal and interest through Fiscal Year 2037.

Lease Obligations

Beyond the Council’s financial policy for excise tax funded debt, there currently isn’t a policy specifically related to lease obligations. The city presently has three general fund lease obligations including a 2011 lease refinance for the:

- Northern Crossing and Hickman property purchases,
- Repayment of funds received from the Arizona Department of Transportation for land intended for usage by the Glendale Airport and
- 2007 fire truck and equipment lease

Detailed information regarding lease payments can be found in *Schedule 8: Lease Payments*.

Conclusion

Debt Table 7 below shows the excise tax funded debt obligations for FY14-15 through FY18-19 compared to ongoing general fund revenue. As previously stated Glendale does not currently comply with the guidelines set forth in the Capital Asset and Debt Management financial policy.

However, after reaching a peak in FY15-16, debt obligations begin to decrease and the debt to revenue percentage gradually approach the 10% goal.

Debt Table 7
Excise Tax Debt Obligations

Fiscal Year	Ongoing GF Revenue (A)	MPC Debt Service (B)	Lease Obligation (C)	Inter-Fund Loan (D)	Total Obligation (B+C+D)	Debt Service to Revenue (B+C+D)/A
2015	209,120,206	31,478,663	1,801,434	501,610	33,781,707	16.2%
2016	211,387,377	31,987,862	3,356,789	598,600	35,943,251	17.0%
2017	213,756,122	31,470,331	3,305,195	1,089,550	35,865,076	16.8%
2018	216,231,059	31,234,933	3,305,095	1,449,660	35,989,688	16.6%
2019	218,871,016	33,600,455	-	1,553,250	35,153,705	16.1%

Table 8 shows the percentage of unrestricted excise tax versus the MPC Debt, lease obligations and inter-fund gifts (NHL payments) and the percent of those obligations. Nearly one out of every four dollars collected in sales taxes and state shared revenues is used to pay debt.

Debt Table 8
General Fund Fixed Obligations as a Percentage of Unrestricted Excise Tax Revenue

Fiscal Year	Unrestricted Excise Tax (A)	MPC Debt Service (B)	Lease Obligation (C)	Inter-Fund Loan (D)	Total Obligation (B+C+D)	Debt Service to Revenue (B+C+D)/A
2015	139,702,305	31,478,663	1,801,434	501,610	33,781,707	24.2%
2016	141,099,328	31,987,862	3,356,789	598,600	35,943,251	25.5%
2017	146,743,301	31,470,331	3,305,195	1,089,550	35,865,076	24.4%
2018	158,717,555	31,234,933	3,305,095	1,449,660	35,989,688	22.7%
2019	165,066,256	33,600,455	-	1,553,250	35,153,705	21.3%

WATER & SEWER REVENUE FUNDED DEBT

The city may sell bonds that pledge water/sewer utility revenues as payment for debt service. Water/sewer revenue bond sales are limited by Ordinance 1323 New Series (adopted in 1984) and Ordinance 1784 New Series (adopted in 1993). Glendale's bond covenant states that net utility revenue (i.e. 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.

General Obligation Bonds

Approximately 5% of the FY14-15 water and sewer revenue funded debt service is for a 2003 G.O. bond issuance. While water and sewer revenue is being pledged to cover the debt service on this issuance, secondary property tax revenue would be used if water and sewer revenue became insufficient.

Water & Sewer Revenue Bonds

Currently there is \$16.4M in water/sewer voter authorization that can be utilized for water/sewer revenue of G.O. bonds. However, \$10.0M was authorized in a 1999 election specifically to transition areas using septic systems to the city sewage system. The other \$6.4M is the remaining authorization from a bond election in 1987 in the amount of \$56M. Water/sewer voter authorization was last needed for a 2003 G.O. issuance, since then the city has issued subordinate lien obligations. Subordinate lien obligations are not bonds; they are junior and subordinate to the lien on water/sewer system revenues from existing city revenue bonds. Obligations offer the city the ability to take advantage of historically low interest rates at a time when adequate bond authorization is unavailable.

Debt Table 9, on the following page 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 1.2 coverage ratio is projected through FY17-18 without an rate increase. This projection will be revisited annually to account for any significant changes in assumptions about costs and revenues.

Debt Table 9
Water & Sewer Revenue Funded Debt
 (All Dollars in Thousands)

Fiscal Year	Revenue¹	O and M Expenses	Net Revenue	Debt Service	Revenue to Debt Service Ratio
2015	83,040,745	49,505,289	33,535,455	25,478,364	1.32
2016	83,879,380	51,492,051	32,387,329	25,479,714	1.27
2017	84,857,398	52,560,396	32,297,002	25,469,264	1.27
2018	85,799,945	53,655,764	32,144,182	25,480,014	1.26
2019	86,665,212	54,778,887	31,886,325	25,474,026	1.25

¹ Revenue from 5 year forecast.

The FY14-15 rate recommendation for the water/sewer enterprise fund is for no change to the rates in effect at the end of FY13-14. This recommendation is based on the annual update of the individual rate models for each of the enterprise funds that are used to develop a balanced capital plan for each operation.

Overall, this rate recommendation is the result of:

- The prepayment and/or restructuring of water/sewer debt
- The deferral of non-essential growth-related capital projects
- Continuation of critical repair, maintenance and replacement of existing capital assets such as underground pipes
- Continuation of capital projects that ensure compliance with applicable federal, state and county regulations
- Ongoing improvements in operational efficiencies to minimize cost increases related to fuel, equipment and electricity.

The following tables provide detailed information including issuance amount, issuance date, interest rates, credit ratings and description of uses for each water/sewer revenue funded debt obligation in which city currently pays debt service. For a summary of all debt service obligations please see Schedule 7: Long Term Debt Service.



Subordinate Lien Water & Sewer Revenue Obligations, Series 2006

\$80,000,000

Issued February 7, 2006 with Semi-Annual Payments from July 1, 2006 to July 1, 2026

Interest Accrues at Rates Between 4.000% & 5.250%

"Aaa" Moody Rating | "AAA" Standard & Poor's Rating

The proceeds of the obligations were used to pay for the City's share of upgrades to, and expansion of, the 91st Avenue Regional Wastewater Treatment Plant, replacement and rehabilitation of water lines throughout the system, water resource master plan and water treatment plant design, design and construction of facilities at the Cholla Water Treatment Plant to meet solids handling regulations and construction of a water treatment plant.

Fiscal Year	Principal	Interest	Total
Prior Years	14,715,000	30,099,482	44,814,482
2015	4,140,000	3,031,556	7,171,556
2016	4,355,000	2,814,206	7,169,206
2017	4,570,000	2,596,456	7,166,456
2018	4,800,000	2,367,956	7,167,956
2019	5,040,000	2,127,956	7,167,956
2020-2026	42,380,000	7,812,469	50,192,469
Total	80,000,000	50,850,082	130,850,082

Subordinate Lien Water & Sewer Revenue Obligations, Series 2007

\$44,500,000

Issued June 15, 2007 with Semi-Annual Payments from January 1, 2008 to July 1, 2027

Interest Accrues at Rates Between 4.250% & 5.000%

"Aaa" Moody Rating | "AAA" Standard & Poor's Rating

The proceeds of the obligations were used to pay for the City's share of upgrades to, and expansion of, the 91st Avenue Regional Wastewater Treatment Plant, replacement and rehabilitation of water lines throughout the system, water resource master plan and water treatment plant design, design and construction of upgrades at the Cholla Water Treatment Plant to meet federal regulations, construction of water treatment plants and associated transmission lines and design and construction of upgrades at the wastewater treatment plants to meet federal regulations.

Fiscal Year	Principal	Interest	Total
Prior Years	9,195,000	13,973,041	23,168,041
2015	2,010,000	1,722,113	3,732,113
2016	2,110,000	1,621,613	3,731,613
2017	2,215,000	1,516,113	3,731,113
2018	2,330,000	1,405,363	3,735,363
2019	2,430,000	1,303,425	3,733,425
2020-2027	24,210,000	5,649,900	29,859,900
Total	44,500,000	27,191,566	71,691,566



Subordinate Lien Water & Sewer Revenue Obligations, Series 2008
\$65,500,000

Issued February 1, 2008 with Semi-Annual Payments from July 1, 2008 to July 1, 2028

Interest Accrues at Rates Between 3.000% & 5.000%

"Aaa" Moody Rating | "AAA" Standard & Poor's Rating

The proceeds of the obligations were used to pay for the City's share of upgrades to, and expansion of, the 91st Avenue Regional Wastewater Treatment Plant, replacement and rehabilitation of water lines throughout the system, water resource master plan and water treatment plant design, design and construction of upgrades at the Cholla Water Treatment Plant to meet federal regulations, construction of water treatment plants and associated transmission lines and design and construction of upgrades at the wastewater treatment plants to meet federal regulations.

Fiscal Year	Principal	Interest	Total
Prior Years	14,570,000	16,581,219	31,151,219
2015	2,730,000	2,330,588	5,060,588
2016	2,840,000	2,221,388	5,061,388
2017	2,950,000	2,107,788	5,057,788
2018	3,070,000	1,989,788	5,059,788
2019	3,190,000	1,866,988	5,056,988
2020-2028	36,150,000	9,390,675	45,540,675
Total	65,500,000	36,488,431	101,988,431

Subordinate Lien Water & Sewer Revenue Obligations, Series 2012
\$77,635,000

Issued July 1, 2012 with Semi-Annual Payments from July 1, 2012 to July 1, 2028

Interest Accrues at Rates Between 2.000% & 5.000%

"Aa3" Moody Rating | "AA" Standard & Poor's Rating

The series 2012 bonds were issued to refund WIFA Loan Series 2001, WIFA Loan Series 2010 and a portion of the Subordinate Lien Water & Sewer Revenue Obligation Series 2003.

Fiscal Year	Principal	Interest	Total
Prior Years	1,725,000	8,607,429	10,332,429
2015	4,290,000	3,560,250	7,850,250
2016	4,465,000	3,388,650	7,853,650
2017	4,640,000	3,210,050	7,850,050
2018	4,875,000	2,978,050	7,853,050
2019	5,020,000	2,831,800	7,851,800
2020-2028	52,620,000	14,295,250	66,915,250
Total	77,635,000	38,871,479	116,506,479



Subordinate Lien Water & Sewer Revenue Obligations, Series 2010A
(Taxable Direct Pay Build America Bonds)
\$25,685,000

Issued November 30, 2010 with Semi-Annual Payments from July 1, 2011 to July 1, 2030
Interest Accrues at Rates Between 6.200% & 6.550%
"Aa3" Moody Rating | "AA+" Standard & Poor's Rating

The proceeds of the obligations were used for various improvement and extensions of the system which are contained in the City's water and sewer Capital Improvement Plan, including, without limitation, (a) payments for the City's share of upgrades to and the expansion of the 91st Avenue Regional Wastewater Treatment Plan, (b) replacement and rehabilitation of water lines throughout the System, (c) various water treatment plant improvements and construction of associated transmissions lines and (d) design and construction of upgrades at the wastewater treatment plants to meet federal regulations.

Fiscal Year	Principal	Interest	Total
Prior Years	-	5,877,126	5,877,126
2015	-	1,638,858	1,638,858
2016	-	1,638,858	1,638,858
2017	-	1,638,858	1,638,858
2018	-	1,638,858	1,638,858
2019	-	1,638,858	1,638,858
2020-2030	25,685,000	15,687,848	41,372,848
Total	25,685,000	29,759,261	55,444,261

HURF REVENUE FUNDED DEBT

HURF Revenue Bonds

HURF bond-funded projects require voter authorization (either HURF voter authorization or streets/parking G.O. voter authorization) but do not affect the city's G.O. debt limitation. By state law, when a city sells this type of bond, the maximum projected annual total debt service payment cannot exceed one-half of the previous year's revenue allocation. Because of the volatility of highway user revenues, the City Council directed staff to cap the street bond debt service to total highway user revenue ratio slightly below the state limit of .50. The city's target for CIP purposes is to remain at or near a .45 debt service to revenue ratio.

There is currently \$67.2 million in remaining voter authorization for the Streets/Parking category. Debt Table 10 summarizes the debt service ratio for HURF bonds and shows the city adheres to both state law and more stringent cap of .45.

Debt Table 10
Street Revenue Bonds
 (All Dollars in Thousands)

Fiscal Year	Highway User Tax Revenues¹	Existing Debt Service	Proposed Debt Service	Total Debt Service	Annual Coverage	Debt Service to Prev. Year Revenue %
2015	\$12,791,191	\$1,953,000	\$0	\$1,958,000	6.53	17%
2016	\$12,842,407	\$1,970,800	\$0	\$1,975,800	6.50	15%
2017	\$12,868,092	\$0	\$0	\$0	N/A	0%
2018	\$12,893,828	\$0	\$0	\$0	N/A	0%
2019	\$12,919,616	\$0	\$0	\$0	N/A	0%

¹ Revenue from 5 year forecast.



TRANSPORTATION SALES TAX FUNDED DEBT

Transportation Sales Tax Revenue Obligations

Transportation sales tax revenue currently supports the debt service for a FY07-08 revenue obligation. A minimum debt coverage ratio of 2.0 was established at the time of the FY07-08 issuance. There is an anticipated issuance of \$20.0 million in FY14-15 with debt service payments beginning in FY14-15. Voter authorization is not required for Transportation Sales Tax Revenue Obligations.

Debt Table 11 below 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.

Debt Table 11
Transportation Revenue Bonds
(All Dollars in Thousands)

Fiscal Year	Transportation Sales Tax Revenue ¹	Bond Issuance	Existing Debt Service	Proposed Debt Service	Total Debt Service	Annual Coverage
2015	\$23,695,917	\$20,000,000	\$0	\$7,331,081	\$7,331,081	3.23
2016	\$24,477,882	\$0	\$0	\$9,066,576	\$9,066,576	2.70
2017	\$25,310,130	\$0	\$0	\$9,067,576	\$9,067,576	2.79
2018	\$26,195,985	\$0	\$0	\$9,070,076	\$9,070,076	2.89
2019	\$27,112,844	\$0	\$0	\$9,068,576	\$9,068,576	2.99

¹ Revenue from 5 year forecast.

For a summary of all debt service obligations please see Schedule 7: Long Term Debt Service.

Glendale, Arizona
Schedules
2014-2015 Annual Budget



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 **resources** and **uses** for major and non-major funds
- Schedule 3 is a multi-year look at **revenues** by individual fund
- Schedule 4 is a summary of scheduled **inter-fund transfers**
- Schedule 5 is a multi-year look at **operating expenditures**
- Schedule 6 is a multi-year look at **capital expenditures**
- Schedule 7 is a multi-year look at long-term **debt service** obligations
- Schedule 8 is a multi-year look at payment requirements for **leases**
- Schedule 9 is a multi-year listing of departmental **authorized staffing** by position
- Schedule 10 is a listing of **salary ranges** by job description
- Schedule 11 is a multi-year look at Glendale **property tax** rates and levies
- Schedule 12 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 Interfund Transfers
- Schedule E - Expenditures/Expenses by Fund
- Schedule F - Expenditures/Expenses by Department
- Schedule G - Full-Time Employees and Personnel Compensation



SCHEDULE ONE
FY 2015 Fund Balance Analysis

General Funds		Beginning Fund Balance	Projected Revenues	Transfer In	Transfer Out	Operations
1000	General	\$17,914,854	\$174,427,180	\$24,442,419	(\$38,367,189)	(\$157,103,366)
1010	National Events	\$300,000	\$0	\$1,790,271	\$0	(\$1,760,271)
1040	General Services	\$23,488	\$9,200,000	\$0	\$0	(\$9,175,021)
1100	Telephone Services	\$501,154	\$677,870	\$0	\$0	(\$1,178,404)
1120	Vehicle Replacement	\$5,738,451	\$289,441	\$0	\$0	(\$2,452,791)
1140	PC Replacement	\$3,775,884	\$564,645	\$0	\$0	(\$3,419,294)
1190	Employee Groups	\$48,989	\$0	\$0	\$0	(\$20,000)
1200	Utility Bill Donation	\$64,793	\$150,900	\$0	\$0	(\$200,000)
1210	Community Services Group Fund	\$0	\$0	\$0	\$0	\$0
1220	Arts Commission Fund	\$984,678	\$281,112	\$0	\$0	(\$173,162)
1240	Court Security/Bonds	\$121,261	\$420,050	\$0	\$0	(\$531,036)
1260	Library	\$26,342	\$111,000	\$0	\$0	(\$120,000)
1280	Youth Sports Complex	\$0	\$75,000	\$208,000	\$0	(\$283,000)
1281	Stadium Event Operations	\$0	\$733,203	\$2,309,724	\$0	(\$3,042,927)
1282	Arena Event Operations	\$0	\$283,470	\$16,825,463	\$0	(\$17,108,933)
1283	CamelbackRanch EventOperations	\$118,134	\$155,000	\$784,663	\$0	(\$71,932)
1740	Civic Center	\$0	\$416,070	\$158,498	\$0	(\$539,568)
1750	City Sales Tax-Bed Tax	\$0	\$674,459	\$0	\$0	(\$655,695)
1770	Zanjero Special Revenue	\$0	\$2,207,097	\$0	(\$2,207,097)	\$0
1780	Arena Special Revenue	\$0	\$14,508,938	\$0	(\$14,508,938)	\$0
1790	Stadium City Sales Tax - AZSTA	\$0	\$2,015,821	\$0	\$0	(\$2,015,821)
1870	Marketing Self Sust	\$1,003,410	\$380,000	\$283,645	\$0	(\$708,592)
2530	Training Facility Revenue Fund	\$42,035	\$1,487,700	\$0	\$0	(\$1,527,607)
2538	Glendale Health Center	\$88,052	\$61,250	\$0	\$0	(\$48,590)
Sub-Total General Funds		\$30,751,525	\$209,120,206	\$46,802,683	(\$55,083,224)	(\$202,136,010)
Special Revenue Funds						
1300	Home Grant	\$0	\$1,625,895	\$0	\$0	(\$1,625,895)
1310	Neighborhood Stabilization Pgm	\$0	\$1,320,000	\$0	\$0	(\$1,320,000)
1311	N'hood Stabilization Pgm III	\$0	\$600,000	\$0	\$0	(\$600,000)
1320	C.D.B.G.	\$0	\$4,553,300	\$0	\$0	(\$4,549,500)
1340	Highway User Gas Tax	\$18,400,642	\$12,903,286	\$0	(\$19,310,594)	(\$8,471,957)
1640	Local Transp. Assistance	\$0	\$666,707	\$0	(\$666,707)	\$0
1650	Transportation Grants	\$0	\$6,822,438	\$0	\$0	(\$1,035,541)
1660	Transportation Sales Tax	\$29,789,725	\$23,641,743	\$1,566,707	(\$29,652,088)	(\$12,485,025)
1700	Police Special Revenue	\$8,321,558	\$14,565,300	\$0	(\$16,550,770)	\$0
1720	Fire Special Revenue	\$1,676,735	\$7,334,300	\$0	(\$7,891,649)	\$0
1760	Airport Special Revenue	\$0	\$478,925	\$244,981	\$0	(\$723,906)
1820	CAP Grant	\$0	\$1,284,635	\$15,049	\$0	(\$1,299,684)
1830	Emergency Shelter Grants	\$0	\$208,992	\$0	\$0	(\$208,992)
1840	Grants	\$0	\$15,992,136	\$0	\$0	(\$13,992,136)
1842	ARRA Stimulus Grants	\$0	\$0	\$0	\$0	\$0
1860	RICO Funds	\$1,436,775	\$1,015,000	\$0	\$0	(\$2,445,733)
1880	Parks & Recreation Self Sust	\$52,843	\$1,082,861	\$0	\$0	(\$1,135,704)
1885	Parks & Recreation Designated	\$139,487	\$9,300	\$0	\$0	(\$115,368)
2120	Airport Capital Grants	\$0	\$12,919,409	\$0	\$0	\$0
Sub-Total Special Revenue Funds		\$59,817,765	\$107,024,227	\$1,826,737	(\$74,071,808)	(\$50,009,441)

SCHEDULE ONE
FY 2015 Fund Balance Analysis



General Funds		Capital Outlay	Debt Service	Contingency	Total Appropriation	Ending Fund Bal.
1000	General	(\$515,219)	\$0	(\$5,000,000)	(\$162,618,585)	\$15,798,679
1010	National Events	\$0	\$0	(\$330,000)	(\$2,090,271)	\$0
1040	General Services	\$0	\$0	\$0	(\$9,175,021)	\$48,467
1100	Telephone Services	\$0	\$0	\$0	(\$1,178,404)	\$620
1120	Vehicle Replacement	\$0	\$0	\$0	(\$2,452,791)	\$3,575,101
1140	PC Replacement	(\$754,929)	\$0	\$0	(\$4,174,223)	\$166,306
1190	Employee Groups	\$0	\$0	\$0	(\$20,000)	\$28,989
1200	Utility Bill Donation	\$0	\$0	\$0	(\$200,000)	\$15,693
1210	Community Services Group Fund	\$0	\$0	\$0	\$0	\$0
1220	Arts Commission Fund	(\$300,000)	\$0	\$0	(\$473,162)	\$792,628
1240	Court Security/Bonds	\$0	\$0	\$0	(\$531,036)	\$10,275
1260	Library	\$0	\$0	\$0	(\$120,000)	\$17,342
1280	Youth Sports Complex	\$0	\$0	\$0	(\$283,000)	\$0
1281	Stadium Event Operations	\$0	\$0	\$0	(\$3,042,927)	\$0
1282	Arena Event Operations	\$0	\$0	\$0	(\$17,108,933)	\$0
1283	CamelbackRanch EventOperations	(\$985,865)	\$0	\$0	(\$1,057,797)	\$0
1740	Civic Center	(\$35,000)	\$0	\$0	(\$574,568)	\$0
1750	City Sales Tax-Bed Tax	\$0	\$0	\$0	(\$655,695)	\$18,764
1770	Zanjero Special Revenue	\$0	\$0	\$0	\$0	\$0
1780	Arena Special Revenue	\$0	\$0	\$0	\$0	\$0
1790	Stadium City Sales Tax - AZSTA	\$0	\$0	\$0	(\$2,015,821)	\$0
1870	Marketing Self Sust	\$0	\$0	\$0	(\$708,592)	\$958,463
2530	Training Facility Revenue Fund	\$0	\$0	\$0	(\$1,527,607)	\$2,128
2538	Glendale Health Center	\$0	\$0	\$0	(\$48,590)	\$100,712
Sub-Total General Funds		(\$2,591,013)	\$0	(\$5,330,000)	(\$210,057,023)	\$21,534,167
Special Revenue Funds						
1300	Home Grant	\$0	\$0	\$0	(\$1,625,895)	\$0
1310	Neighborhood Stabilization Pgm	\$0	\$0	\$0	(\$1,320,000)	\$0
1311	N'hood Stabilization Pgm III	\$0	\$0	\$0	(\$600,000)	\$0
1320	C.D.B.G.	\$0	\$0	\$0	(\$4,549,500)	\$3,800
1340	Highway User Gas Tax	\$0	\$0	(\$600,000)	(\$9,071,957)	\$2,921,377
1640	Local Transp. Assistance	\$0	\$0	\$0	\$0	\$0
1650	Transportation Grants	(\$5,786,897)	\$0	\$0	(\$6,822,438)	\$0
1660	Transportation Sales Tax	\$0	\$0	(\$1,200,000)	(\$13,685,025)	\$11,661,062
1700	Police Special Revenue	\$0	\$0	\$0	\$0	\$6,336,088
1720	Fire Special Revenue	\$0	\$0	\$0	\$0	\$1,119,386
1760	Airport Special Revenue	\$0	\$0	\$0	(\$723,906)	\$0
1820	CAP Grant	\$0	\$0	\$0	(\$1,299,684)	\$0
1830	Emergency Shelter Grants	\$0	\$0	\$0	(\$208,992)	\$0
1840	Grants	(\$2,000,000)	\$0	\$0	(\$15,992,136)	\$0
1842	ARRA Stimulus Grants	\$0	\$0	\$0	\$0	\$0
1860	RICO Funds	\$0	\$0	\$0	(\$2,445,733)	\$6,042
1880	Parks & Recreation Self Sust	\$0	\$0	\$0	(\$1,135,704)	\$0
1885	Parks & Recreation Designated	\$0	\$0	\$0	(\$115,368)	\$33,419
2120	Airport Capital Grants	(\$12,919,409)	\$0	\$0	(\$12,919,409)	\$0
Sub-Total Special Revenue Funds		(\$20,706,306)	\$0	(\$1,800,000)	(\$72,515,747)	\$22,081,174



SCHEDULE ONE
FY 2015 Fund Balance Analysis

Debt Service Funds		Beginning Fund Balance	Projected Revenues	Transfer In	Transfer Out	Operations
1900	G.O. Bond Debt Service	\$10,003,485	\$19,698,687	\$209,713	\$0	\$0
1920	HURF Debt Service	\$24,956	\$0	\$1,958,000	\$0	\$0
1930	PFC Debt Service	\$58,143	\$0	\$0	\$0	\$0
1940	M.P.C. Debt Service	\$952,169	\$0	\$31,288,661	\$0	\$0
1970	Transportation Debt Service	\$3,178	\$0	\$7,331,080	\$0	\$0
Sub-Total Debt Service Funds		\$11,041,931	\$19,698,687	\$40,787,454	\$0	\$0

Capital Projects Funds

1380	DIF Library Blds	\$1,748,797	\$6,333	\$0	\$0	\$0
1421+	DIF-Fire Protection Facilities	\$484,722	\$254,770	\$0	\$0	\$0
1441+	DIF-Police Facilities	\$1,538,609	\$182,229	\$0	\$0	\$0
1461+	DIF-Citywide Parks	\$340,475	\$40,318	\$0	\$0	\$0
1481+	DIF-Citywide Recreation Fac	\$887,496	\$43,336	\$0	(\$209,713)	\$0
1501+	DIF-Libraries	\$3,158,210	\$86,861	\$0	\$0	\$0
1520	DIF-Citywide Open Spaces	\$501,759	\$1,099	\$0	\$0	\$0
1541+	DIF-Parks Dev Zone 1	\$182,865	\$11,369	\$0	\$0	\$0
1561+	DIF-Parks Dev Zone 2	\$179,378	\$4,426	\$0	\$0	\$0
1581+	DIF-Parks Dev Zone 3	\$86,269	\$23,940	\$0	\$0	\$0
1601+	DIF-Roadway Improvements	\$3,088,498	\$1,045,735	\$0	\$0	\$0
1620	DIF-General Government	\$161,276	\$667	\$0	\$0	\$0
1980	Streets Constr. - 1999 Auth	\$2,726,149	\$0	\$0	\$0	\$0
2000	Hurf Street Bonds	\$301,000	\$21,406	\$18,352,594	\$0	\$0
2040	Public Safety Construction	\$2,097,191	\$698	\$0	\$0	(\$855)
2060	Parks Construction	\$271,743	\$8	\$0	\$0	(\$83)
2080	Gov't Facilities - 1999 Auth	\$69,039	\$0	\$0	\$0	\$0
2100	Economic Dev. Constr-1999 Auth	\$1,122,229	\$434	\$0	\$0	(\$465)
2130	Cultural Facility Bond Fund	\$262,088	\$0	\$0	\$0	\$0
2140	Open Space/Trails Constr-99 Au	\$587,700	\$0	\$0	\$0	\$0
2180	Flood Control Construction	\$6,214,376	\$1,556	\$0	\$0	(\$2,415)
2210	Transportation Capital Project	\$0	\$20,000,000	\$21,321,008	\$0	\$0
Sub-Total Capital Projects Funds		\$26,009,869	\$21,725,185	\$39,673,602	(\$209,713)	(\$3,818)

Permanent Funds

2280	Cemetery Perpetual Care	\$5,635,870	\$20,000	\$0	\$0	\$0
Sub-Total Permanent Funds		\$5,635,870	\$20,000	\$0	\$0	\$0

Enterprise Funds

2360+	Water and Sewer	\$75,472,923	\$84,155,831	\$0	\$0	(\$49,482,532)
2440	Landfill	\$11,453,363	\$11,014,643	\$0	\$0	(\$8,763,281)
2480	Sanitation	\$3,567,656	\$14,994,588	\$0	\$0	(\$13,332,998)
2500	Pub Housing Budget Activities	\$1,922,153	\$15,522,294	\$274,269	\$0	(\$15,884,596)
Sub-Total Enterprise Funds		\$92,416,095	\$125,687,356	\$274,269	\$0	(\$87,463,407)

Internal Service Funds

2540	Risk Management Self Insurance	\$2,404,547	\$2,532,950	\$0	\$0	(\$4,000,000)
2560	Workers Comp. Self Insurance	\$6,584,851	\$1,929,951	\$0	\$0	(\$1,608,000)
2580	Benefits Trust Fund	\$748,171	\$23,091,836	\$0	\$0	(\$23,291,958)
Sub-Total Internal Service Funds		\$9,737,569	\$27,554,737	\$0	\$0	(\$28,899,958)

TOTAL		\$235,410,624	\$510,830,398	\$129,364,745	(\$129,364,745)	(\$368,512,634)
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SCHEDULE ONE
FY 2015 Fund Balance Analysis



Debt Service Funds		Capital Outlay	Debt Service	Contingency	Total Appropriation	Ending Fund Bal.
1900	G.O. Bond Debt Service	\$0	(\$26,072,628)	\$0	(\$26,072,628)	\$3,839,257
1920	HURF Debt Service	\$0	(\$1,958,000)	\$0	(\$1,958,000)	\$24,956
1930	PFC Debt Service	\$0	\$0	\$0	\$0	\$58,143
1940	M.P.C. Debt Service	\$0	(\$31,478,662)	\$0	(\$31,478,662)	\$762,168
1970	Transportation Debt Service	\$0	(\$7,331,081)	\$0	(\$7,331,081)	\$3,177
Sub-Total Debt Service Funds		\$0	(\$66,840,371)	\$0	(\$66,840,371)	\$4,687,701

Capital Projects Funds

1380	DIF Library Blds	\$0	\$0	(\$1,755,130)	(\$1,755,130)	\$0
1421+	DIF-Fire Protection Facilities	(\$2,101)	\$0	(\$737,391)	(\$739,492)	\$0
1441+	DIF-Police Facilities	(\$1,004)	\$0	(\$1,719,834)	(\$1,720,838)	\$0
1461+	DIF-Citywide Parks	(\$234)	\$0	(\$380,559)	(\$380,793)	\$0
1481+	DIF-Citywide Recreation Fac	(\$234)	\$0	(\$720,885)	(\$721,119)	\$0
1501+	DIF-Libraries	(\$373,817)	\$0	(\$2,871,254)	(\$3,245,071)	\$0
1520	DIF-Citywide Open Spaces	(\$351,822)	\$0	(\$151,036)	(\$502,858)	\$0
1541+	DIF-Parks Dev Zone 1	(\$121,056)	\$0	(\$73,178)	(\$194,234)	\$0
1561+	DIF-Parks Dev Zone 2	(\$132,863)	\$0	(\$50,941)	(\$183,804)	\$0
1581+	DIF-Parks Dev Zone 3	(\$42,929)	\$0	(\$67,280)	(\$110,209)	\$0
1601+	DIF-Roadway Improvements	(\$701,240)	\$0	(\$3,432,993)	(\$4,134,233)	\$0
1620	DIF-General Government	(\$306)	\$0	(\$161,637)	(\$161,943)	\$0
1980	Streets Constr. - 1999 Auth	(\$2,221,567)	\$0	(\$504,582)	(\$2,726,149)	\$0
2000	Hurf Street Bonds	(\$18,675,000)	\$0	\$0	(\$18,675,000)	\$0
2040	Public Safety Construction	(\$535,583)	\$0	(\$1,561,451)	(\$2,097,889)	\$0
2060	Parks Construction	(\$252,921)	\$0	(\$18,747)	(\$271,751)	\$0
2080	Gov't Facilities - 1999 Auth	(\$64,175)	\$0	(\$4,864)	(\$69,039)	\$0
2100	Economic Dev. Constr-1999 Auth	(\$726,528)	\$0	(\$395,670)	(\$1,122,663)	\$0
2130	Cultural Facility Bond Fund	\$0	\$0	(\$262,088)	(\$262,088)	\$0
2140	Open Space/Trails Constr-99 Au	\$0	\$0	(\$587,700)	(\$587,700)	\$0
2180	Flood Control Construction	(\$3,259,444)	\$0	(\$2,954,073)	(\$6,215,932)	\$0
2210	Transportation Capital Project	(\$41,321,008)	\$0	\$0	(\$41,321,008)	\$0
Sub-Total Capital Projects Funds		(\$68,783,832)	\$0	(\$18,411,293)	(\$87,198,943)	\$0

Permanent Funds

2280	Cemetery Perpetual Care	\$0	\$0	(\$5,655,870)	(\$5,655,870)	\$0
Sub-Total Permanent Funds		\$0	\$0	(\$5,655,870)	(\$5,655,870)	\$0

Enterprise Funds

2360+	Water and Sewer	(\$36,150,259)	(\$25,478,365)	(\$4,200,000)	(\$115,311,156)	\$44,317,598
2440	Landfill	(\$12,254,529)	\$0	(\$600,000)	(\$21,617,810)	\$850,196
2480	Sanitation	(\$3,985,528)	\$0	(\$700,000)	(\$18,018,526)	\$543,718
2500	Pub Housing Budget Activities	\$0	\$0	\$0	(\$15,884,596)	\$1,834,120
Sub-Total Enterprise Funds		(\$52,390,316)	(\$25,478,365)	(\$5,500,000)	(\$170,832,088)	\$47,545,632

Internal Service Funds

2540	Risk Management Self Insurance	\$0	\$0	\$0	(\$4,000,000)	\$937,497
2560	Workers Comp. Self Insurance	\$0	\$0	\$0	(\$1,608,000)	\$6,906,802
2580	Benefits Trust Fund	\$0	\$0	\$0	(\$23,291,958)	\$548,049
Sub-Total Internal Service Funds		\$0	\$0	\$0	(\$28,899,958)	\$8,392,348

TOTAL		(\$144,471,467)	(\$92,318,736)	(\$36,697,163)	(\$642,000,000)	\$104,241,022
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SCHEDULE TWO
Summary of Financial Sources and Uses

	Major Funds						Non-Major Funds		
	General Fund			Water and Sewer Fund			Other Governmental		
	FY 2013 Actual	FY 2014 Estimate	FY 2015 Budget	FY 2013 Actual	FY 2014 Estimate	FY 2015 Budget	FY 2013 Actual	FY 2014 Estimate	FY 2015 Budget
	(All Dollars in Thousands)								
<i>Financial Sources</i>									
Charges for services	\$12,963	\$12,436	\$13,755	\$77,682	\$74,786	\$81,297	\$19,424	\$23,857	\$21,518
Contributions	\$30	\$28	\$278	\$0	\$0	\$0	\$220	\$247	\$0
Fines and forfeitures	\$3,194	\$2,950	\$3,025	\$0	\$0	\$0	\$383	\$389	\$389
Interest Income	\$955	\$250	\$250	\$386	\$120	\$120	\$255	\$193	\$188
Intergovernmental	\$49,303	\$51,840	\$55,947	\$549	\$0	\$0	\$27,285	\$31,792	\$58,646
Licenses and permits	\$9,432	\$8,280	\$8,306	\$110	\$96	\$96	\$1,287	\$1,794	\$1,725
Miscellaneous	\$2,519	\$3,598	\$3,039	\$4,531	\$2,835	\$2,642	\$3,091	\$2,776	\$4,259
Other financing sources	\$0	\$0	\$0	\$0	\$0	\$0			\$20,000
Self insurance premiums	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Taxes revenue	\$78,203	\$85,014	\$89,827	\$0	\$0	\$0	\$71,252	\$73,143	\$76,436
Transfer In	\$1,547	\$0	\$24,442	\$513	\$0	\$0	\$57,226	\$67,895	\$104,648
Total Financial Sources	\$158,146	\$164,397	\$198,870	\$83,771	\$77,837	\$84,156	\$180,423	\$202,086	\$287,809
<i>Financial Uses</i>									
Capital Outlay	\$147	\$62	\$515	\$5,797	\$1,037	\$36,150	\$13,613	\$8,008	\$91,566
Community Environment	\$0	\$0	\$0	\$0	\$0	\$0	\$4,973	\$6,822	\$9,624
Community Housing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Community Services	\$14,714	\$13,290	\$13,701	\$0	\$0	\$0	\$14,066	\$20,649	\$21,497
Contingency	\$0	\$0	\$5,000	\$0	\$0	\$4,200	\$0	\$0	\$26,197
Debt Service	\$0	\$0	\$0	\$24,174	\$28,492	\$25,478	\$66,701	\$64,253	\$66,840
General Government	\$22,813	\$22,908	\$22,850	\$0	\$0	\$0	\$3,376	\$5,054	\$5,918
Internal Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landfill	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$4,385	\$16,414	\$18,017
Public Safety	\$78,122	\$81,080	\$108,273	\$0	\$0	\$0	\$27,159	\$35,115	\$18,876
Public Works	\$11,258	\$12,620	\$12,279	\$0	\$0	\$0	\$9,268	\$12,198	\$11,746
Sanitation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Street Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$7,286	\$10,171	\$9,368
Water and Sewer	\$0	\$0	\$0	\$39,179	\$49,192	\$49,483	\$0	\$0	\$0
Transfer Out	\$18,893	\$35,648	\$38,367	\$139	\$126	\$0	\$41,050	\$32,335	\$90,998
Total Financial Uses	\$145,948	\$165,608	\$200,986	\$69,290	\$78,846	\$115,311	\$191,878	\$211,020	\$370,647
Net Increase/(Decrease) in Fund Balance / Net Assets	\$12,198	(\$1,211)	(\$2,116)	\$14,480	(\$1,009)	(\$31,155)	(\$11,456)	(\$8,935)	(\$82,838)
Beginning Fund Bal / Net Assets	\$6,927	\$19,125	\$17,915	\$62,002	\$76,482	\$75,473	\$135,731	\$124,277	\$115,342
Ending Fund Bal / Net Assets	\$19,125	\$17,915	\$15,799	\$76,482	\$75,473	\$44,318	\$124,277	\$115,342	\$32,504

SCHEDULE TWO
Summary of Financial Sources and Uses



Non-Major Funds (continued)

	Other Enterprise			Internal Services			Total All Funds		
	FY 2013 Actual	FY 2014 Estimate	FY 2015 Budget	FY 2013 Actual	FY 2014 Estimate	FY 2015 Budget	FY 2013 Actual	FY 2014 Estimate	FY 2015 Budget
(All Dollars in Thousands)									
Financial Sources									
Charges for services	\$23,003	\$23,607	\$25,330	\$0	\$0	\$0	\$133,073	\$134,687	\$141,900
Contributions	\$0	\$0	\$0	\$0	\$0	\$0	\$250	\$275	\$278
Fines and forfeitures	\$0	\$0	\$0	\$0	\$0	\$0	\$3,578	\$3,338	\$3,414
Interest Income	\$22	\$54	\$44	\$17	\$26	\$20	\$1,634	\$643	\$622
Intergovernmental	\$8,953	\$10,814	\$15,522	\$0	\$0	\$0	\$86,090	\$94,446	\$130,116
Licenses and permits	\$0	\$0	\$0	\$1	\$1	\$1	\$10,830	\$10,172	\$10,129
Miscellaneous	\$5,544	\$5,241	\$635	\$141	\$1,640	\$140	\$15,826	\$16,089	\$10,715
Other financing sources	\$0	\$0	\$0	\$0	\$0	\$0			\$20,000
Self insurance premiums	\$0	\$0	\$0	\$28,919	\$27,372	\$27,394	\$28,919	\$27,372	\$27,394
Taxes revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$149,455	\$158,158	\$166,263
Transfer In	\$434	\$274	\$274	\$1,890	\$0	\$0	\$61,609	\$68,170	\$129,365
Total Financial Sources	\$37,957	\$39,991	\$41,806	\$30,968	\$29,039	\$27,555	\$491,264	\$513,350	\$640,195
Financial Uses									
Capital Outlay	\$975	\$1,085	\$16,240	\$0	\$0	\$0	\$20,533	\$10,192	\$144,471
Community Environment	\$0	\$0	\$0	\$0	\$0	\$0	\$4,973	\$6,822	\$9,624
Community Housing	\$13,562	\$15,915	\$15,885	\$0	\$0	\$0	\$13,562	\$15,915	\$15,885
Community Services	\$0	\$0	\$0	\$0	\$0	\$0	\$28,780	\$33,940	\$35,198
Contingency	\$0	\$0	\$1,300	\$0	\$0	\$0	\$0	\$0	\$36,697
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$90,875	\$92,745	\$92,319
General Government	\$0	\$0	\$0	\$0	\$0	\$0	\$26,190	\$27,962	\$28,768
Internal Services	\$0	\$0	\$0	\$27,839	\$27,156	\$28,900	\$27,839	\$27,156	\$28,900
Landfill	\$6,441	\$7,456	\$8,763	\$0	\$0	\$0	\$6,441	\$7,456	\$8,763
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$4,385	\$16,414	\$18,017
Public Safety	\$0	\$0	\$0	\$0	\$0	\$0	\$105,281	\$116,195	\$127,149
Public Works	\$0	\$0	\$0	\$0	\$0	\$0	\$20,526	\$24,818	\$24,024
Sanitation	\$14,239	\$13,661	\$13,333	\$0	\$0	\$0	\$14,239	\$13,661	\$13,333
Street Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$7,286	\$10,171	\$9,368
Water and Sewer	\$0	\$0	\$0	\$0	\$0	\$0	\$39,179	\$49,192	\$49,483
Transfer Out	\$127	\$61	\$0	\$1,400	\$0	\$0	\$61,609	\$68,170	\$129,365
Total Financial Uses	\$35,344	\$38,179	\$55,521	\$29,239	\$27,156	\$28,900	\$471,698	\$520,809	\$771,365
Net Increase/(Decrease) in Fund Balance / Net Assets	\$2,612	\$1,812	(\$13,715)	\$1,729	\$1,883	(\$1,345)	\$19,565	(\$7,459)	(\$131,170)
Beginning Fund Bal / Net Assets	\$12,518	\$15,131	\$16,943	\$6,126	\$7,854	\$9,738	\$223,304	\$242,871	\$235,412
Ending Fund Bal / Net Assets	\$15,131	\$16,943	\$3,228	\$7,854	\$9,738	\$8,392	\$242,871	\$235,412	\$104,242



SCHEDULE THREE
Summary of Revenues



Fund Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate	FY 2015 Budget
GENERAL FUNDS				
1000 - General				
City Sales Tax	\$52,816,726	\$75,628,027	\$79,817,728	\$84,463,062
State Income Tax	\$19,135,419	\$23,159,063	\$25,294,112	\$27,444,369
State Shared Sales Tax	\$17,716,047	\$18,557,531	\$18,988,867	\$20,486,143
Staff & Adm Chargebacks	\$8,862,000	\$8,862,000	\$9,200,000	\$9,700,000
Motor Vehicle In-Lieu	\$7,277,333	\$7,586,229	\$7,557,299	\$8,016,651
Property Tax	\$2,886,801	\$2,553,678	\$5,196,766	\$5,364,136
Gas/Electric Franchise Fees	\$2,769,648	\$2,785,558	\$2,722,000	\$2,733,977
Court Revenue	\$2,861,123	\$2,906,824	\$2,710,380	\$2,713,780
Fire Department Other Fees	\$2,284,843	\$2,393,365	\$2,093,448	\$2,301,448
Miscellaneous	\$1,706,524	\$1,440,140	\$2,417,048	\$1,941,787
Cable Franchise Fees	\$1,470,655	\$1,470,698	\$1,547,000	\$1,572,061
Recreation Revenue	\$1,218,675	\$1,288,315	\$1,205,100	\$1,280,120
Building Permits	\$1,306,357	\$1,528,954	\$1,005,005	\$1,106,000
Plan Check Fees	\$678,701	\$794,236	\$710,454	\$704,000
Sales Tax Licenses	\$751,681	\$816,482	\$655,950	\$660,542
Right-of-Way Permits	\$628,928	\$974,333	\$719,123	\$655,000
City Property Rental	\$557,261	\$393,291	\$385,679	\$645,888
Facility Rental Income	\$161,775	\$155,808	\$160,696	\$376,927
Fire Dept CD Fees	\$263,164	\$355,671	\$318,643	\$318,643
SRP In-Lieu	\$27,792	\$29,565	\$28,315	\$278,315
Interest	\$346,456	\$954,981	\$250,000	\$250,000
Lease Proceeds	\$217,571	\$410,495	\$210,200	\$210,200
Liquor Licenses	\$190,730	\$195,373	\$200,000	\$201,400
Cemetery Revenue	\$201,485	\$231,125	\$180,000	\$185,000
Planning/Zoning	\$173,200	\$258,777	\$262,322	\$180,000
Engineering Plan Check Revenue	\$260,312	\$410,683	\$101,327	\$164,191
Library Fines/Fees	\$165,222	\$162,842	\$135,000	\$142,000
Bus./Prof. Licenses	\$64,141	\$62,534	\$110,000	\$110,770
Miscellaneous CD Fees	\$67,258	\$136,560	\$105,000	\$110,000
Business Licenses	\$67,627	\$54,610	\$80,000	\$80,560
Traffic Engineering Plan Check	\$20,388	\$41,742	\$30,000	\$30,210
1000 - General Total:	<u>\$127,155,843</u>	<u>\$156,599,490</u>	<u>\$164,397,462</u>	<u>\$174,427,180</u>
1040 - General Services				
Internal Charges	\$8,489,602	\$8,762,005	\$9,362,930	\$9,200,000
Miscellaneous		\$4,539	\$3,640	
1040 - General Services Total:	<u>\$8,489,602</u>	<u>\$8,766,544</u>	<u>\$9,366,570</u>	<u>\$9,200,000</u>



SCHEDULE THREE
Summary of Revenues

Fund Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate	FY 2015 Budget
1100 - Telephone Services				
Internal Charges	\$902,635	\$943,492	\$879,521	\$677,870
1100 - Telephone Services Total:	<u>\$902,635</u>	<u>\$943,492</u>	<u>\$879,521</u>	<u>\$677,870</u>
1120 - Vehicle Replacement				
Miscellaneous	\$542,573	\$627,578	\$276,909	\$283,441
Interest	\$11,369	\$17,283	\$16,000	\$6,000
Internal Charges	\$1,702,283	\$1,625,703	\$1,663,297	\$0
1120 - Vehicle Replacement Total:	<u>\$2,256,225</u>	<u>\$2,270,564</u>	<u>\$1,956,206</u>	<u>\$289,441</u>
1140 - PC Replacement				
Internal Charges	\$1,728,690	\$2,069,132	\$1,915,052	\$534,352
Miscellaneous	\$1,841	\$78,971	\$21,940	\$25,293
Interest	\$8,355	\$9,712	\$11,573	\$5,000
1140 - PC Replacement Total:	<u>\$1,738,886</u>	<u>\$2,157,815</u>	<u>\$1,948,565</u>	<u>\$564,645</u>
1190 - Employee Groups				
Miscellaneous	\$61,045	\$23,557	\$22,500	
1190 - Employee Groups Total:	<u>\$61,045</u>	<u>\$23,557</u>	<u>\$22,500</u>	
1200 - Utility Bill Donation				
Other	\$93,309	\$78,706	\$75,500	\$75,500
Miscellaneous	\$75,000	\$75,000	\$75,000	\$75,000
Interest	\$589	\$543	\$460	\$400
1200 - Utility Bill Donation Total:	<u>\$168,898</u>	<u>\$154,249</u>	<u>\$150,960</u>	<u>\$150,900</u>
1210 - Community Services Group Fund				
Miscellaneous	\$639	\$309		
1210 - Community Services Group Fund Total:	<u>\$639</u>	<u>\$309</u>		
1220 - Arts Commission Fund				
Miscellaneous	\$9,328	\$55,595	\$17,968	\$277,973
Interest	\$3,571	\$3,802	\$3,728	\$3,139
1220 - Arts Commission Fund Total:	<u>\$12,899</u>	<u>\$59,397</u>	<u>\$21,696</u>	<u>\$281,112</u>
1240 - Court Security/Bonds				
Court Revenue	\$329,936	\$383,475	\$388,750	\$388,925
Miscellaneous	\$35,441	\$31,391	\$30,250	\$30,250
Interest	\$1,038	\$1,154	\$1,050	\$875
1240 - Court Security/Bonds Total:	<u>\$366,415</u>	<u>\$416,020</u>	<u>\$420,050</u>	<u>\$420,050</u>
1260 - Library				
Library Fines/Fees	\$158,135	\$123,572	\$110,000	\$111,000
Miscellaneous	\$2,967	\$3,330	\$2,157	

SCHEDULE THREE
Summary of Revenues



Fund Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate	FY 2015 Budget
<u>1260 - Library Total:</u>	<u>\$161,102</u>	<u>\$126,902</u>	<u>\$112,157</u>	<u>\$111,000</u>
1280 - Youth Sports Complex				
Recreation Revenue	\$42,942	\$80,990	\$75,000	\$75,000
<u>1280 - Youth Sports Complex Total:</u>	<u>\$42,942</u>	<u>\$80,990</u>	<u>\$75,000</u>	<u>\$75,000</u>
1281 - Stadium Event Operations				
Security Revenue	\$703,220	\$745,331	\$733,203	\$733,203
<u>1281 - Stadium Event Operations Total:</u>	<u>\$703,220</u>	<u>\$745,331</u>	<u>\$733,203</u>	<u>\$733,203</u>
1282 - Arena Event Operations				
Arena Fees	\$296,661	\$335,736	\$331,184	\$283,470
<u>1282 - Arena Event Operations Total:</u>	<u>\$296,661</u>	<u>\$335,736</u>	<u>\$331,184</u>	<u>\$283,470</u>
1283 - CamelbackRanch EventOperations				
Miscellaneous			\$102,000	\$102,000
Camelback Ranch Rev - Fire	\$39,839	\$53,601	\$53,000	\$53,000
<u>1283 - CamelbackRanch EventOperations Total:</u>	<u>\$39,839</u>	<u>\$53,601</u>	<u>\$155,000</u>	<u>\$155,000</u>
1740 - Civic Center				
Facility Rental Income	\$289,958	\$290,088	\$299,000	\$301,070
Miscellaneous	\$91,409	\$86,953	\$90,000	\$90,000
Equipment Rental	\$24,840	\$18,434	\$25,000	\$25,000
<u>1740 - Civic Center Total:</u>	<u>\$406,207</u>	<u>\$395,475</u>	<u>\$414,000</u>	<u>\$416,070</u>
1750 - City Sales Tax-Bed Tax				
City Sales Tax			\$656,778	\$674,459
<u>1750 - City Sales Tax-Bed Tax Total:</u>			<u>\$656,778</u>	<u>\$674,459</u>
1770 - Zanjero Special Revenue				
City Sales Tax	\$1,319,424	\$2,081,343	\$1,945,532	\$2,207,097
<u>1770 - Zanjero Special Revenue Total:</u>	<u>\$1,319,424</u>	<u>\$2,081,343</u>	<u>\$1,945,532</u>	<u>\$2,207,097</u>
1780 - Arena Special Revenue				
City Sales Tax	\$2,001,914	\$4,968,892	\$5,778,297	\$6,700,184
Arena Fees	\$2,493,248	\$1,764,353	\$5,556,358	\$6,570,441
Facility Rental Income	\$276,920	\$1,196,837	\$1,238,313	\$1,238,313
Miscellaneous	\$4,753,126	(\$145)		
<u>1780 - Arena Special Revenue Total:</u>	<u>\$9,525,208</u>	<u>\$7,929,937</u>	<u>\$12,572,968</u>	<u>\$14,508,938</u>
1782 - PFC Special Revenue Fund				
Miscellaneous		\$58,549		
Facility Rental Income		\$1		
<u>1782 - PFC Special Revenue Fund Total:</u>		<u>\$58,550</u>		



SCHEDULE THREE
Summary of Revenues

Fund Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate	FY 2015 Budget
1790 - Stadium City Sales Tax - AZSTA				
City Sales Tax	\$1,776,972	\$2,154,463	\$1,951,424	\$2,015,821
1790 - Stadium City Sales Tax - AZSTA Total:	<u>\$1,776,972</u>	<u>\$2,154,463</u>	<u>\$1,951,424</u>	<u>\$2,015,821</u>
1870 - Marketing Self Sust				
Miscellaneous	\$493,815	\$458,158	\$377,500	\$375,000
Facility Rental Income	\$3,896	\$2,031	\$5,000	\$5,000
City Sales Tax		\$411,700	\$0	\$0
1870 - Marketing Self Sust Total:	<u>\$497,711</u>	<u>\$871,889</u>	<u>\$382,500</u>	<u>\$380,000</u>
2530 - Training Facility Revenue Fund				
Partner Revenue	\$1,478,888	\$1,418,300	\$1,487,700	\$1,487,700
Miscellaneous	\$478	\$210		
2530 - Training Facility Revenue Fund Total:	<u>\$1,479,366</u>	<u>\$1,418,510</u>	<u>\$1,487,700</u>	<u>\$1,487,700</u>
2538 - Glendale Health Center				
Health Care Revenue	\$59,762	\$60,026	\$61,250	\$61,250
2538 - Glendale Health Center Total:	<u>\$59,762</u>	<u>\$60,026</u>	<u>\$61,250</u>	<u>\$61,250</u>
TOTAL-GENERAL FUNDS	<u>\$157,461,501</u>	<u>\$187,704,190</u>	<u>\$200,042,226</u>	<u>\$209,120,206</u>
SPECIAL REVENUE FUNDS				
1300 - Home Grant				
Grants	\$497,143	\$626,202	\$1,401,934	\$1,625,895
1300 - Home Grant Total:	<u>\$497,143</u>	<u>\$626,202</u>	<u>\$1,401,934</u>	<u>\$1,625,895</u>
1310 - Neighborhood Stabilization Pgm				
Grants	\$3,258	\$596,683	\$131,647	\$868,905
Miscellaneous	\$733,551	\$278,062	\$968,353	\$451,095
1310 - Neighborhood Stabilization Pgm Total:	<u>\$736,809</u>	<u>\$874,745</u>	<u>\$1,100,000</u>	<u>\$1,320,000</u>
1311 - N'hood Stabilization Pgm III				
Grants	\$1,814,140	\$597,405	\$1,334,188	\$600,000
1311 - N'hood Stabilization Pgm III Total:	<u>\$1,814,140</u>	<u>\$597,405</u>	<u>\$1,334,188</u>	<u>\$600,000</u>
1320 - C.D.B.G.				
Grants	\$1,970,145	\$2,162,913	\$1,350,874	\$4,458,358
Miscellaneous	\$10,228	\$46,060	\$9,504	\$94,942
1320 - C.D.B.G. Total:	<u>\$1,980,373</u>	<u>\$2,208,973</u>	<u>\$1,360,378</u>	<u>\$4,553,300</u>
1340 - Highway User Gas Tax				
Highway User Revenues	\$11,352,855	\$12,415,078	\$12,791,191	\$12,903,286
Miscellaneous		\$34,491		

SCHEDULE THREE
Summary of Revenues



Fund Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate	FY 2015 Budget
<u>1340 - Highway User Gas Tax Total:</u>	<u>\$11,352,855</u>	<u>\$12,449,569</u>	<u>\$12,791,191</u>	<u>\$12,903,286</u>
1640 - Local Transp. Assistance				
LTAF - Lottery			\$666,707	\$666,707
<u>1640 - Local Transp. Assistance Total:</u>			<u>\$666,707</u>	<u>\$666,707</u>
1650 - Transportation Grants				
Grants	\$2,562,876	\$2,108,551	\$2,330,358	\$4,822,438
Miscellaneous				\$2,000,000
Transit Revenue	\$26,588		\$10,832	
<u>1650 - Transportation Grants Total:</u>	<u>\$2,589,464</u>	<u>\$2,108,551</u>	<u>\$2,341,190</u>	<u>\$6,822,438</u>
1660 - Transportation Sales Tax				
City Sales Tax	\$20,664,530	\$21,690,933	\$22,357,634	\$23,432,936
Transit Revenue	\$104,432	\$127,540	\$128,750	\$128,807
Interest	\$83,635	\$92,919	\$80,000	\$80,000
Grants	\$589,866	\$648,275		
Miscellaneous	\$2,322,914	\$222,507		
Facility Rental Income	\$3,460			
<u>1660 - Transportation Sales Tax Total:</u>	<u>\$23,768,837</u>	<u>\$22,782,174</u>	<u>\$22,566,384</u>	<u>\$23,641,743</u>
1700 - Police Special Revenue				
City Sales Tax	\$2,755,698	\$2,722,367	\$10,819,608	\$11,174,491
City Sales Tax - PS .4	\$9,825,052	\$11,258,024	\$3,280,392	\$3,390,809
Miscellaneous		\$1,253	\$234,585	
<u>1700 - Police Special Revenue Total:</u>	<u>\$12,580,750</u>	<u>\$13,981,644</u>	<u>\$14,334,585</u>	<u>\$14,565,300</u>
1720 - Fire Special Revenue				
City Sales Tax - PS .4	\$4,912,532	\$5,629,016	\$5,336,307	\$5,515,898
City Sales Tax	\$1,377,849	\$1,366,155	\$1,763,693	\$1,818,402
<u>1720 - Fire Special Revenue Total:</u>	<u>\$6,290,381</u>	<u>\$6,995,171</u>	<u>\$7,100,000</u>	<u>\$7,334,300</u>
1760 - Airport Special Revenue				
Airport Fees	\$445,087	\$456,516	\$452,015	\$467,925
Miscellaneous	\$11,319	\$11,893	\$10,750	\$11,000
Lease Proceeds	\$254			
<u>1760 - Airport Special Revenue Total:</u>	<u>\$456,660</u>	<u>\$468,409</u>	<u>\$462,765</u>	<u>\$478,925</u>
1820 - CAP Grant				
Grants	\$1,339,167	\$955,156	\$1,111,494	\$1,184,605
Miscellaneous	\$86,373	\$53,470	\$70,654	\$100,030
<u>1820 - CAP Grant Total:</u>	<u>\$1,425,540</u>	<u>\$1,008,626</u>	<u>\$1,182,148</u>	<u>\$1,284,635</u>



SCHEDULE THREE
Summary of Revenues

Fund Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate	FY 2015 Budget
1830 - Emergency Shelter Grants				
Grants	\$99,336	\$145,672	\$331,137	\$208,992
1830 - Emergency Shelter Grants Total:	<u>\$99,336</u>	<u>\$145,672</u>	<u>\$331,137</u>	<u>\$208,992</u>
1840 - Grants				
Grants	\$1,667,894	\$1,998,552	\$7,645,692	\$15,992,136
Miscellaneous	\$694,482	\$1,311,900		
Library Fines/Fees	\$383	\$2,963		
Interest	\$1,482	\$2,092		
1840 - Grants Total:	<u>\$2,364,241</u>	<u>\$3,315,507</u>	<u>\$7,645,692</u>	<u>\$15,992,136</u>
1842 - ARRA Stimulus Grants				
Miscellaneous	\$1,087,429	\$1,171,446	\$185,836	
Grants	\$285,425	\$71,322	\$10,028	
Interest		\$10,952		
1842 - ARRA Stimulus Grants Total:	<u>\$1,372,854</u>	<u>\$1,253,720</u>	<u>\$195,864</u>	
1860 - RICO Funds				
State Forfeitures	\$3,804,273	\$558,289	\$1,053,055	\$1,000,000
Federal Forfeitures	\$39,669	\$10,281	\$15,000	\$15,000
Interest	\$63,288	\$28,935	\$7,500	
1860 - RICO Funds Total:	<u>\$3,907,230</u>	<u>\$597,505</u>	<u>\$1,075,555</u>	<u>\$1,015,000</u>
1880 - Parks & Recreation Self Sust				
Recreation Revenue	\$1,141,644	\$840,996	\$892,796	\$967,861
Facility Rental Income	\$88,456	\$96,635	\$112,500	\$115,000
Miscellaneous	\$6,547	\$63,946	\$4,500	\$0
1880 - Parks & Recreation Self Sust Total:	<u>\$1,236,647</u>	<u>\$1,001,577</u>	<u>\$1,009,796</u>	<u>\$1,082,861</u>
1885 - Parks & Recreation Designated				
Recreation Revenue	\$3,998	\$9,871	\$9,000	\$9,000
Interest	\$358	\$400	\$365	\$300
1885 - Parks & Recreation Designated Total:	<u>\$4,356</u>	<u>\$10,271</u>	<u>\$9,365</u>	<u>\$9,300</u>
2120 - Airport Capital Grants				
Grants	\$58,326	\$555,680	\$252,903	\$12,919,409
Interest		\$9		
2120 - Airport Capital Grants Total:	<u>\$58,326</u>	<u>\$555,689</u>	<u>\$252,903</u>	<u>\$12,919,409</u>
TOTAL-SPECIAL REVENUE FUNDS	<u>\$72,535,942</u>	<u>\$70,981,410</u>	<u>\$77,161,782</u>	<u>\$107,024,227</u>

SCHEDULE THREE
Summary of Revenues



Fund Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate	FY 2015 Budget
DEBT SERVICE FUNDS				
1900 - G.O. Bond Debt Service				
Property Tax	\$17,662,350	\$18,969,299	\$18,826,764	\$19,065,274
Miscellaneous	\$334,316	\$629,905	\$600,621	\$633,413
SRP In-Lieu	\$169,060	\$219,936	\$246,816	
Interest	\$334,318	\$4		
1900 - G.O. Bond Debt Service Total:	<u>\$18,500,044</u>	<u>\$19,819,144</u>	<u>\$19,674,201</u>	<u>\$19,698,687</u>
1930 - PFC Debt Service				
Miscellaneous		\$9		
1930 - PFC Debt Service Total:		<u>\$9</u>		
1940 - M.P.C. Debt Service				
Facility Rental Income	\$953,312			
Miscellaneous	\$3,371			
1940 - M.P.C. Debt Service Total:	<u>\$956,683</u>			
TOTAL-DEBT SERVICE FUNDS	<u>\$19,456,727</u>	<u>\$19,819,153</u>	<u>\$19,674,201</u>	<u>\$19,698,687</u>
CAPITAL PROJECTS FUNDS				
1380 - DIF Library Blds				
Interest	\$4,647	\$5,474	\$6,322	\$6,333
1380 - DIF Library Blds Total:	<u>\$4,647</u>	<u>\$5,474</u>	<u>\$6,322</u>	<u>\$6,333</u>
1421+ - DIF-Fire Protection Facilities				
Development Impact Fees	\$150,548	\$106,993	\$250,268	\$252,770
Interest	\$114	\$527	\$1,184	\$2,000
1421+ - DIF-Fire Protection Facilities Total:	<u>\$150,662</u>	<u>\$107,520</u>	<u>\$251,452</u>	<u>\$254,770</u>
1441+ - DIF-Police Facilities				
Development Impact Fees	\$167,515	\$80,809	\$174,086	\$175,826
Interest	\$3,150	\$4,129	\$5,744	\$6,403
1441+ - DIF-Police Facilities Total:	<u>\$170,665</u>	<u>\$84,938</u>	<u>\$179,830</u>	<u>\$182,229</u>
1461+ - DIF-Citywide Parks				
Development Impact Fees	\$57,800	\$43,714	\$38,443	\$38,827
Interest	\$618	\$868	\$1,332	\$1,491
1461+ - DIF-Citywide Parks Total:	<u>\$58,418</u>	<u>\$44,582</u>	<u>\$39,775</u>	<u>\$40,318</u>
1481+ - DIF-Citywide Recreation Fac				
Development Impact Fees	\$59,704	\$43,686	\$38,443	\$38,827
Interest	\$3,597	\$3,888	\$5,410	\$4,509
1481+ - DIF-Citywide Recreation Fac Total:	<u>\$63,301</u>	<u>\$47,574</u>	<u>\$43,853</u>	<u>\$43,336</u>



SCHEDULE THREE
Summary of Revenues

Fund Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate	FY 2015 Budget
1501+ - DIF-Libraries				
Development Impact Fees	\$102,500	\$83,770	\$73,583	\$74,318
Interest	\$8,675	\$9,825	\$13,090	\$12,543
1501+ - DIF-Libraries Total:	<u>\$111,175</u>	<u>\$93,595</u>	<u>\$86,673</u>	<u>\$86,861</u>
1520 - DIF-Citywide Open Spaces				
Interest	\$1,313	\$1,580	\$2,083	\$1,099
Development Impact Fees	\$64,069	(\$933)		
1520 - DIF-Citywide Open Spaces Total:	<u>\$65,382</u>	<u>\$647</u>	<u>\$2,083</u>	<u>\$1,099</u>
1541+ - DIF-Parks Dev Zone 1				
Development Impact Fees	\$29,429	\$28,286	\$10,787	\$10,894
Interest	\$345	\$491	\$889	\$475
1541+ - DIF-Parks Dev Zone 1 Total:	<u>\$29,774</u>	<u>\$28,777</u>	<u>\$11,676</u>	<u>\$11,369</u>
1561+ - DIF-Parks Dev Zone 2				
Development Impact Fees	\$17,236	\$3,553	\$4,091	\$4,131
Interest	\$480	\$557	\$738	\$295
1561+ - DIF-Parks Dev Zone 2 Total:	<u>\$17,716</u>	<u>\$4,110</u>	<u>\$4,829</u>	<u>\$4,426</u>
1581+ - DIF-Parks Dev Zone 3				
Development Impact Fees	\$8,908	\$12,122	\$23,504	\$23,739
Interest	\$140	\$187	\$294	\$201
1581+ - DIF-Parks Dev Zone 3 Total:	<u>\$9,048</u>	<u>\$12,309</u>	<u>\$23,798</u>	<u>\$23,940</u>
1601+ - DIF-Roadway Improvements				
Development Impact Fees	\$909,907	\$373,290	\$1,023,722	\$1,033,959
Interest	\$7,481	\$8,921	\$10,207	\$11,776
Miscellaneous		\$200,011		
1601+ - DIF-Roadway Improvements Total:	<u>\$917,388</u>	<u>\$582,222</u>	<u>\$1,033,929</u>	<u>\$1,045,735</u>
1620 - DIF-General Government				
Interest	\$452	\$558	\$682	\$667
Development Impact Fees	\$58,590	(\$847)		
1620 - DIF-General Government Total:	<u>\$59,042</u>	<u>(\$289)</u>	<u>\$682</u>	<u>\$667</u>
2000 - Hurf Street Bonds				
Interest	\$2,913	\$19,981	\$1,020	\$21,406
2000 - Hurf Street Bonds Total:	<u>\$2,913</u>	<u>\$19,981</u>	<u>\$1,020</u>	<u>\$21,406</u>
2040 - Public Safety Construction				
Interest	\$2,145	\$2,616	\$822	\$698
Miscellaneous		\$118,734		
2040 - Public Safety Construction Total:	<u>\$2,145</u>	<u>\$121,350</u>	<u>\$822</u>	<u>\$698</u>

SCHEDULE THREE
Summary of Revenues



Fund Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate	FY 2015 Budget
2060 - Parks Construction				
Interest	\$145	\$286	\$60	\$8
2060 - Parks Construction Total:	<u>\$145</u>	<u>\$286</u>	<u>\$60</u>	<u>\$8</u>
2100 - Economic Dev. Constr-1999 Auth				
Interest	\$986	\$1,435	\$442	\$434
2100 - Economic Dev. Constr-1999 Auth Total:	<u>\$986</u>	<u>\$1,435</u>	<u>\$442</u>	<u>\$434</u>
2140 - Open Space/Trails Constr-99 Au				
Interest	\$452	\$664		
2140 - Open Space/Trails Constr-99 Au Total:	<u>\$452</u>	<u>\$664</u>		
2180 - Flood Control Construction				
Interest	\$5,670	\$7,103	\$2,234	\$1,556
Miscellaneous	\$288,291	\$21,336		
2180 - Flood Control Construction Total:	<u>\$293,961</u>	<u>\$28,439</u>	<u>\$2,234</u>	<u>\$1,556</u>
2210 - Transportation Capital Project				
Bond Proceeds				\$20,000,000
Miscellaneous	\$5,745	\$90,200		
Grants	\$14,499			
Interest	\$6,551			
2210 - Transportation Capital Project Total:	<u>\$26,795</u>	<u>\$90,200</u>		<u>\$20,000,000</u>
TOTAL-CAPITAL PROJECTS FUNDS	<u>\$1,984,615</u>	<u>\$1,273,814</u>	<u>\$1,689,480</u>	<u>\$21,725,185</u>
PERMANENT FUNDS				
2280 - Cemetery Perpetual Care				
Interest	\$14,983	\$17,644	\$20,000	\$20,000
2280 - Cemetery Perpetual Care Total:	<u>\$14,983</u>	<u>\$17,644</u>	<u>\$20,000</u>	<u>\$20,000</u>
TOTAL-PERMANENT FUNDS	<u>\$14,983</u>	<u>\$17,644</u>	<u>\$20,000</u>	<u>\$20,000</u>
ENTERPRISE FUNDS				
2360+ - Water and Sewer				
Water Revenues	\$46,906,763	\$45,772,616	\$44,473,584	\$48,694,016
Sewer Revenue	\$31,351,052	\$32,545,796	\$30,760,603	\$33,051,526
Miscellaneous	\$2,911,540	\$3,128,129	\$1,214,547	\$1,022,203
Water Development Impact Fees	\$1,228,760	\$1,090,326	\$990,086	\$990,086
Sewer Development Impact Fees	\$263,850	\$177,328	\$125,000	\$125,000
Interest	\$120,466	\$385,829	\$120,000	\$120,000
Staff & Adm Chargebacks	\$81,999	\$82,000	\$82,000	\$82,000



SCHEDULE THREE
Summary of Revenues

Fund Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate	FY 2015 Budget
City Property Rental	\$72,357	\$69,879	\$65,000	\$65,000
Facility Rental Income	\$5,598	\$5,573	\$6,000	\$6,000
<u>2360+ - Water and Sewer Total:</u>	<u>\$82,942,385</u>	<u>\$83,257,476</u>	<u>\$77,836,820</u>	<u>\$84,155,831</u>
2440 - Landfill				
Tipping Fees	\$2,629,484	\$3,976,055	\$4,051,194	\$5,174,760
Recycling Sales	\$2,150,209	\$1,534,710	\$1,976,000	\$2,478,380
Internal Charges	\$2,280,578	\$2,345,799	\$2,252,800	\$2,204,800
Staff & Adm Chargebacks	\$431,000	\$431,000	\$431,000	\$525,000
Miscellaneous	\$1,287,539	\$1,308,557	\$543,430	\$489,703
Other			\$100,000	\$102,000
Interest	\$13,999	\$20,066	\$50,000	\$40,000
Development Impact Fees	\$13,567	(\$199)		
<u>2440 - Landfill Total:</u>	<u>\$8,806,376</u>	<u>\$9,615,988</u>	<u>\$9,404,424</u>	<u>\$11,014,643</u>
2480 - Sanitation				
Residential Sanitation	\$10,277,074	\$10,491,980	\$10,630,000	\$10,630,000
Commercial Sanitation Frontload	\$3,318,458	\$3,298,435	\$3,387,094	\$3,400,000
Commercial Sanitation Rolloff	\$509,993	\$555,562	\$574,000	\$600,000
Miscellaneous	\$291,281	\$224,703	\$134,388	\$145,588
Internal Charges	\$128,218	\$143,439	\$115,000	\$115,000
Miscellaneous Bin Service	\$94,000	\$113,329	\$90,000	\$100,000
Interest	\$941	\$1,857	\$4,000	\$4,000
Outside City Commercial	\$71,456	\$65,734		
Staff & Adm Chargebacks	\$47,382	\$47,382		
Sanitation Development Impact Fe	\$5,712	(\$84)		
<u>2480 - Sanitation Total:</u>	<u>\$14,744,515</u>	<u>\$14,942,337</u>	<u>\$14,934,482</u>	<u>\$14,994,588</u>
2500 - Pub Housing Budget Activities				
Grants	\$8,940,809	\$8,953,316	\$10,813,943	\$15,522,294
Miscellaneous	\$4,886,209	\$4,011,169	\$4,563,668	
<u>2500 - Pub Housing Budget Activities Total:</u>	<u>\$13,827,018</u>	<u>\$12,964,485</u>	<u>\$15,377,611</u>	<u>\$15,522,294</u>
<u>TOTAL-ENTERPRISE FUNDS</u>	<u>\$120,320,294</u>	<u>\$120,780,286</u>	<u>\$117,553,337</u>	<u>\$125,687,356</u>

INTERNAL SERVICE FUNDS

2540 - Risk Management Self Insurance

Internal Charges	\$2,500,000	\$2,500,000	\$2,472,006	\$2,500,000
Security Revenue	\$25,993	\$23,513	\$24,750	\$24,750
Interest	\$6,121	\$8,545	\$10,000	\$8,200
Miscellaneous		\$516		

SCHEDULE THREE
Summary of Revenues



Fund Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate	FY 2015 Budget
2540 - Risk Management Self Insurance Total:	<u>\$2,532,114</u>	<u>\$2,532,574</u>	<u>\$2,506,756</u>	<u>\$2,532,950</u>
2560 - Workers Comp. Self Insurance				
Internal Charges	\$984,460	\$2,384,460	\$1,894,000	\$1,894,001
Security Revenue	\$25,993	\$23,513	\$24,750	\$24,750
Interest	\$7,392	\$11,110	\$15,065	\$11,200
Miscellaneous			\$1,500,000	
2560 - Workers Comp. Self Insurance Total:	<u>\$1,017,845</u>	<u>\$2,419,083</u>	<u>\$3,433,815</u>	<u>\$1,929,951</u>
2580 - Benefits Trust Fund				
City Contributions	\$12,250,192	\$15,861,024	\$13,709,819	\$13,726,767
Employee Contributions	\$4,762,874	\$4,544,072	\$5,143,632	\$5,118,861
Retiree Contributions	\$3,167,068	\$3,631,305	\$4,154,143	\$4,154,143
Miscellaneous	\$628,964	\$93,344	\$90,000	\$90,000
Right-of-Way Permits	\$1,257	\$1,326	\$1,394	\$1,394
Interest	\$3,896	(\$3,084)	\$671	\$671
Internal Charges	\$42,154	(\$1,958)	(\$1,330)	
2580 - Benefits Trust Fund Total:	<u>\$20,856,405</u>	<u>\$24,126,029</u>	<u>\$23,098,329</u>	<u>\$23,091,836</u>
TOTAL-INTERNAL SERVICE FUNDS	<u>\$24,406,364</u>	<u>\$29,077,686</u>	<u>\$29,038,900</u>	<u>\$27,554,737</u>
TOTAL - ALL REVENUE :	\$396,180,426	\$429,654,183	\$445,179,926	\$510,830,398



SCHEDULE FOUR
FY 2015 Transfers Between Funds

Transfer From Transfer To	1000 - General	1340 - Highway User Gas Tax	1480 - DIF-Citywide RecFac pre SB1525	1640 - Local Transp_Assistance	1660 - Transportation Sales Tax	1700 - Police Special Revenue	1720 - Fire Special Revenue	1770 - Zanjero Special Revenue	1780 - Arena Special Revenue	Total Transfer In
1000 - General						16,550,770	7,891,649			24,442,419
1010 - National Events	1,790,271									1,790,271
1280 - Youth Sports Complex	208,000									208,000
1281 - Stadium Event Operations	2,309,724									2,309,724
1282 - Arena Event Operations	16,825,463									16,825,463
1283 - CamelbackRanch EventOperations	784,663									784,663
1660 - Transportation Sales Tax	900,000			666,707						1,566,707
1740 - Civic Center	158,498									158,498
1760 - Airport Special Revenue	244,981									244,981
1820 - CAP Grant	15,049									15,049
1870 - Marketing Self Sust	283,645									283,645
1900 - G.O. Bond Debt Service			209,713							209,713
1920 - HURF Debt Service		958,000			1,000,000					1,958,000
1940 - M.P.C. Debt Service	14,572,626							2,207,097	14,508,938	31,288,661
1970 - Transportation Debt Service					7,331,080					7,331,080
2000 - Hurf Street Bonds		18,352,594								18,352,594
2210 - Transportation Capital Project					21,321,008					21,321,008
2500 - Pub Housing Budget Activities	274,269									274,269
Total Transfer Out	38,367,189	19,310,594	209,713	666,707	29,652,088	16,550,770	7,891,649	2,207,097	14,508,938	129,364,745

* Actual transfer amounts will vary based on actual revenues, expenses, grant opportunities, etc.

SCHEDULE FIVE
Operating Budget by Program and Fund



Program Name	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget
GENERAL FUNDS				
1000 - GENERAL				
<u>CITY ATTORNEY GROUP</u>				
<u>City Attorney</u>				
10610 City Attorney	\$2,462,611	\$2,567,621	\$2,567,621	\$2,681,214
10615 Outside Legal Fees	\$777,068	\$500,000	\$500,000	\$200,000
<u>Dept. Total - City Attorney</u>	<u>\$3,239,679</u>	<u>\$3,067,621</u>	<u>\$3,067,621</u>	<u>\$2,881,214</u>
<u>CITY AUDITOR GROUP</u>				
<u>City Auditor</u>				
10710 City Auditor	\$285,027	\$297,466	\$297,466	\$301,079
<u>CITY CLERK GROUP</u>				
<u>City Clerk</u>				
10210 City Clerk	\$454,657	\$417,982	\$448,532	\$582,808
10220 Records Management	\$153,440	\$149,584	\$149,584	\$0
10240 Elections	\$128,694	\$29,006	\$110,170	\$135,872
<u>Dept. Total - City Clerk</u>	<u>\$736,791</u>	<u>\$596,572</u>	<u>\$708,286</u>	<u>\$718,680</u>
<u>CITY COURT GROUP</u>				
<u>City Court</u>				
10410 City Court	\$3,422,120	\$3,494,961	\$3,494,961	\$3,742,767
<u>CITY MANAGER GROUP</u>				
<u>City Manager</u>				
10310 City Manager	\$1,191,862	\$804,914	\$804,914	\$872,264
<u>COMMUNICATIONS GROUP</u>				
<u>Conv./Media/Parking</u>				
10890 Convention/Media/Parking	\$237,255	\$267,621	\$270,621	\$133,963
10891 Media Center Operations	\$137,917	\$145,348	\$145,348	\$138,008
<u>Dept. Total - Conv./Media/Parking</u>	<u>\$375,172</u>	<u>\$412,969</u>	<u>\$415,969</u>	<u>\$271,971</u>
<u>Marketing and Comm.</u>				
10810 Marketing	\$1,081,583	\$1,093,532	\$1,097,032	\$825,834
14110 City-Wide Special Events	\$343,725	\$335,466	\$335,466	\$349,228
14115 Audio/Visual	\$131,653	\$116,278	\$116,278	\$0
14120 Cable Communications	\$524,707	\$504,017	\$504,442	\$462,305
<u>Dept. Total - Marketing and Comm.</u>	<u>\$2,081,668</u>	<u>\$2,049,293</u>	<u>\$2,053,218</u>	<u>\$1,637,367</u>
<u>Tourism/CVB</u>				
10820 Tourism	\$235,058			
<u>Group Total - COMMUNICATIONS:</u>	<u>\$2,691,898</u>	<u>\$2,462,262</u>	<u>\$2,469,187</u>	<u>\$1,909,338</u>



SCHEDULE FIVE
Operating Budget by Program and Fund

Program Name	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget
<u>COMMUNITY SERVICES GROUP</u>				
<u>Comm. Services Adm</u>				
14510 Comm. Services Admin.				\$854,372
<u>Human Services</u>				
15010 Community Revitalization	\$262,265	\$270,243	\$270,243	\$386,825
<u>Human Services-Comm</u>				
14420 CAP Local Match	\$123,747	\$26,787	\$26,987	\$5,954
<u>Library & Arts</u>				
15220 Library	\$4,426,093	\$4,205,584	\$4,205,584	\$4,081,979
15230 Arts Maintenance - Admin.	\$679			\$0
<u>Dept. Total - Library & Arts</u>	<u>\$4,426,772</u>	<u>\$4,205,584</u>	<u>\$4,205,584</u>	<u>\$4,081,979</u>
<u>Parks & Rec</u>				
13010 Pool Maintenance	\$177,481	\$181,551	\$181,934	\$0
13020 Park Irrigation	\$191,884	\$181,005	\$181,005	\$0
13030 Parks CIP & Planning	\$57,772	\$11,279	\$11,279	\$0
13040 Parks Maintenance	\$3,277,929	\$4,397,214	\$5,172,214	\$4,760,614
14610 Parks & Recreation Admin.	\$319,608	\$694,234	\$694,234	\$0
14630 Recreation Support Services	\$729,163	\$129,242	\$129,242	\$304,223
14650 Youth and Teen	\$198,057	\$0	\$0	\$24,347
14660 Special Events and Programs	\$5,873	\$5,793	\$5,793	\$0
14670 Sports and Health	\$308,504	\$3,312	\$3,312	\$0
14680 Aquatics	\$141,463	\$142,718	\$142,718	\$437,347
14710 Park Rangers	\$294,399	\$261,679	\$261,679	\$271,924
15015 Neighborhood Partnership	\$104,546	\$105,795	\$108,795	\$107,805
<u>Dept. Total - Parks & Rec</u>	<u>\$5,806,679</u>	<u>\$6,113,822</u>	<u>\$6,892,205</u>	<u>\$5,906,260</u>
<u>Parks & Rec-Fac/Commercial</u>				
14620 Glendale Community Center	\$51,997	\$16,820	\$16,820	\$0
14640 Adult Center	\$384,415	\$287,419	\$287,419	\$139,670
14690 Audio/Visual/Support Services				\$278,596
14720 Foothills Recreation Center	\$1,235,106	\$1,204,393	\$1,204,393	\$1,074,137
14760 Historic Sahuaro Ranch	\$97,002	\$11,714	\$11,714	\$0
<u>Dept. Total - Parks & Rec-</u>	<u>\$1,768,520</u>	<u>\$1,520,346</u>	<u>\$1,520,346</u>	<u>\$1,492,403</u>
<u>Group Total - COMMUNITY SERVICES:</u>	<u>\$12,387,983</u>	<u>\$12,136,782</u>	<u>\$12,915,365</u>	<u>\$12,727,793</u>
<u>COUNCIL DISTRICTS&OF GROUP</u>				
<u>Council Office</u>				
10110 Council Office	\$583,135	\$589,608	\$589,608	\$527,191
10120 Cholla District	\$69,244	\$94,407	\$94,407	\$91,086
10130 Barrel District	\$58,214	\$77,390	\$77,390	\$87,928
10140 Sahuaro District	\$71,511	\$93,759	\$93,759	\$94,750
10150 Cactus District	\$73,178	\$93,763	\$93,763	\$91,408
10160 Yucca District	\$79,938	\$86,404	\$86,404	\$85,917
10170 Ocotillo District	\$86,578	\$87,568	\$87,568	\$87,821
<u>Dept. Total - Council Office</u>	<u>\$1,021,798</u>	<u>\$1,122,899</u>	<u>\$1,122,899</u>	<u>\$1,066,101</u>

SCHEDULE FIVE
Operating Budget by Program and Fund



Program Name	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget
<u>DEVELOPMENT SERVICES GROUP</u>				
<u>Building Safety</u>				
15610 Building Safety	\$1,707,891	\$2,084,885	\$2,075,449	\$2,030,317
15620 Development Services Center	\$362,820	\$0	\$0	
<u>Dept. Total - Building Safety</u>	<u>\$2,070,711</u>	<u>\$2,084,885</u>	<u>\$2,075,449</u>	<u>\$2,030,317</u>
<u>Code Compliance</u>				
14410 Code Compliance	\$1,152,051	\$1,226,530	\$1,226,530	\$1,206,734
<u>Community Dev Admin</u>				
15510 CD Deputy City Manager	\$40,266	\$0	\$0	
<u>Planning</u>				
13770 Mapping and Records	\$87,356	\$98,809	\$92,944	\$96,627
15910 Planning Administration	\$298,283	\$749,739	\$741,289	\$769,640
15930 Current Planning	\$265,970	\$0	\$0	
15940 Long-Range Planning & Research	\$145,756	\$0	\$0	
<u>Dept. Total - Planning</u>	<u>\$797,365</u>	<u>\$848,548</u>	<u>\$834,233</u>	<u>\$866,267</u>
<u>Group Total - DEVELOPMENT SERVICES:</u>	<u>\$4,060,393</u>	<u>\$4,159,963</u>	<u>\$4,136,212</u>	<u>\$4,103,318</u>
<u>ECONOMIC DEVELOPMENT GROUP</u>				
<u>Business Development</u>				
16025 Business Development	\$151,548	\$215,000	\$215,000	\$153,174
<u>Economic Development</u>				
16010 Economic Development	\$785,419	\$749,577	\$707,077	\$762,914
<u>Rebates & Incentives</u>				
16210 Rebates & Incentives	\$338,000	\$338,000	\$338,000	\$0
<u>Group Total - ECONOMIC DEVELOPMENT:</u>	<u>\$1,274,967</u>	<u>\$1,302,577</u>	<u>\$1,260,077</u>	<u>\$916,088</u>
<u>FINANCE & TECHNOLOGY GROUP</u>				
<u>Finance</u>				
11310 Finance Administration	\$466,806	\$404,364	\$404,364	\$588,451
11320 Accounting Services	\$746,372	\$891,245	\$891,245	\$848,923
11340 License/Collection	\$895,766	\$916,102	\$923,258	\$1,066,975
<u>Dept. Total - Finance</u>	<u>\$2,108,944</u>	<u>\$2,211,711</u>	<u>\$2,218,867</u>	<u>\$2,504,349</u>
<u>Info. Technology</u>				
11510 Information Technology	\$3,309,087	\$3,345,142	\$3,345,142	\$3,062,356
<u>Lease Pmts/OtherFees</u>				
11380 Lease Payments	\$1,177,077	\$1,329,761	\$1,329,761	\$1,801,434
11390 Merchant Fees	\$173,607	\$303,687	\$303,687	\$206,000
89800 1000 Advisor Fees	\$68,191	\$90,000	\$90,000	\$90,000
<u>Dept. Total - Lease Pmts/OtherFees</u>	<u>\$1,418,875</u>	<u>\$1,723,448</u>	<u>\$1,723,448</u>	<u>\$2,097,434</u>
<u>Management & Budget</u>				
11360 Materials Management	\$215,884	\$186,916	\$186,916	\$480,844
11610 Budget & Research	\$551,835	\$561,885	\$561,885	\$259,490



SCHEDULE FIVE
Operating Budget by Program and Fund

Program Name	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget
11620 Grants Administration	\$63,163	\$66,685	\$66,685	\$5,000
Dept. Total - Management & Budget	<u>\$830,882</u>	<u>\$815,486</u>	<u>\$815,486</u>	<u>\$745,334</u>
Group Total - FINANCE & TECHNOLOGY:	<u>\$7,667,788</u>	<u>\$8,095,787</u>	<u>\$8,102,943</u>	<u>\$8,409,473</u>
<u>FIRE SERVICES GROUP</u>				
<u>Fire Department</u>				
12410 Fire Administration	\$1,489,715	\$1,428,335	\$1,428,335	\$2,038,058
12421 Fire Special Operations	\$19,345	\$16,293	\$16,293	\$16,293
12422 Fire Operations	\$21,439,442	\$20,903,968	\$21,538,646	\$27,714,343
12433 Fire Resource Management	\$2,468,665	\$2,158,781	\$2,681,229	\$3,723,630
12434 Fire Training	-\$1,962			
12436 Fire Medical Services & Health	\$10,878	\$49,099	\$233,911	\$352,175
12438 Fire-Emergency Mgmt		\$340,622	\$340,622	\$463,258
12441 Fire Marshal's Office	\$813,081	\$828,595	\$828,595	\$936,082
12444 Fire Community Services	\$13,675	\$15,250	\$15,250	\$22,250
12491 Ambulance Services	\$516,160	\$505,640	\$505,640	\$510,191
12492 Air-Med & Logistics Ops (HALO)	\$870,158	\$966,041	\$966,041	\$1,007,656
12521 PS Training Ctr - Fire	\$551,329	\$581,875	\$581,875	\$581,875
Dept. Total - Fire Department	<u>\$28,190,486</u>	<u>\$27,794,499</u>	<u>\$29,136,437</u>	<u>\$37,365,811</u>
<u>HR & RISK MGT GROUP</u>				
<u>Human Resources</u>				
11010 Risk Management/Safety	\$350,728	\$377,221	\$377,221	\$265,531
11020 Benefits	\$281,148	\$301,903	\$301,903	\$341,676
11030 Human Resources Administration	\$345,886	\$333,525	\$306,812	\$350,285
11040 Employment Services	\$300,683	\$270,655	\$259,002	\$285,661
11050 Employee Relations	\$241,474	\$195,155	\$194,655	\$201,967
11060 Compensation	\$263,578	\$197,171	\$196,691	\$177,715
11070 Organizational Development	\$94,196	\$81,344	\$79,876	\$93,286
Dept. Total - Human Resources	<u>\$1,877,693</u>	<u>\$1,756,974</u>	<u>\$1,716,160</u>	<u>\$1,716,121</u>
<u>INTERGOVT. RELATIONS GROUP</u>				
<u>Intergovt. Programs</u>				
10910 Intergovernmental Programs	\$495,469	\$476,818	\$476,818	\$477,640
<u>MAYOR'S OFFICE GROUP</u>				
<u>Mayor</u>				
10010 Office of the Mayor	\$237,837	\$291,078	\$291,078	\$281,127
<u>NON-DEPARTMENTAL GROUP</u>				
<u>Non-Departmental</u>				
11801 Fund 1000 Non-Dept	\$433,638	\$783,465	\$783,465	\$1,285,704
<u>POLICE SERVICES GROUP</u>				
<u>Police Department</u>				
12110 Police Legal Services	\$46	\$2,985	\$2,985	\$0

SCHEDULE FIVE
Operating Budget by Program and Fund



Program Name	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget
12120 Police Administration	\$2,448,705	\$2,802,111	\$2,802,111	\$3,429,186
12130 Gateway Patrol	\$10,938,979	\$11,545,121	\$11,545,121	\$17,339,104
12135 Training				\$2,059,641
12150 Crime Investigations	\$10,135,534	\$10,262,980	\$10,262,980	\$12,274,310
12160 Police Personnel Management	\$1,541,786	\$1,446,848	\$1,446,848	\$685,502
12170 Foothills Patrol Bureau	\$11,387,832	\$12,240,971	\$12,240,971	\$16,061,383
12180 Police Support Services	\$1,511,827	\$1,626,211	\$1,626,211	\$1,935,164
12210 PD - Fiscal Management	\$2,918,565	\$2,934,465	\$2,934,465	\$2,771,027
12215 PD - Tow Administration	\$55,378	\$55,344	\$55,344	\$62,823
12220 PD - Detention	\$1,259,937	\$1,261,118	\$1,261,118	\$3,241,837
12230 PD - Communications	\$2,195,739	\$2,415,049	\$2,415,049	\$3,583,103
12232 PS Training Ctr - Police	\$551,329	\$581,875	\$581,875	\$581,875
12233 PD - Special Operations	\$4,639,831	\$4,768,546	\$4,768,546	\$6,882,421
12235 PD - Emergency Management	\$346,455			\$0
<u>Dept. Total - Police Department</u>	<u>\$49,931,943</u>	<u>\$51,943,624</u>	<u>\$51,943,624</u>	<u>\$70,907,376</u>
<u>PUBLIC WORKS GROUP</u>				
<u>Engineering</u>				
13710 BofA Bank Building	\$256,309	\$256,579	\$256,579	\$293,178
13715 Promenade at Palmaria	\$61,845	\$56,400	\$56,400	\$57,400
13720 Engineering Administration	\$300,316	\$286,402	\$286,402	\$543,242
13730 Design Division	\$138,629	-\$73,147	-\$73,147	\$127,670
13780 Land Development Division	\$334,222	\$331,634	\$331,634	\$110,784
13790 Construction Inspection	\$399,944	\$422,329	\$422,329	\$709,649
13800 Materials Testing	\$250,081	\$222,953	\$222,953	\$0
<u>Dept. Total - Engineering</u>	<u>\$1,741,346</u>	<u>\$1,503,150</u>	<u>\$1,503,150</u>	<u>\$1,841,923</u>
<u>Field Operations</u>				
11370 Materials Control Warehouse	\$173,666	\$190,689	\$189,947	\$0
13410 Field Operations Admin.	\$648,265	\$476,330	\$464,884	\$479,048
13420 Cemetery	\$195,791	\$188,913	\$184,358	\$211,849
13430 Manistee Ranch Maintenance	\$5,890	\$5,113	\$6,300	\$6,613
13440 Graffiti Removal	\$165,084	\$17,054	\$17,054	\$17,096
13450 Facilities Management	\$3,651,763	\$3,767,943	\$3,767,943	\$3,976,608
13460 Custodial Services	\$1,003,346	\$893,874	\$990,701	\$841,619
13461 Downtown Parking Garage	\$54,301	\$46,894	\$46,271	\$46,716
16040 Downtown Beaut. & Promotion	\$120,794	\$0	\$0	\$0
<u>Dept. Total - Field Operations</u>	<u>\$6,018,900</u>	<u>\$5,586,810</u>	<u>\$5,667,458</u>	<u>\$5,579,549</u>
<u>Group Total - PUBLIC WORKS:</u>	<u>\$7,760,246</u>	<u>\$7,089,960</u>	<u>\$7,170,608</u>	<u>\$7,421,472</u>
<u>Fund Total - GENERAL:</u>	<u>\$126,907,618</u>	<u>\$127,678,222</u>	<u>\$129,898,121</u>	<u>\$157,103,366</u>

1010 - NATIONAL EVENTS

DEVELOPMENT SERVICES GROUP

Building Safety

15890 Building Safety-Super Bowl				\$118,419
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SCHEDULE FIVE
Operating Budget by Program and Fund

Program Name	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget
<u>ECONOMIC DEVELOPMENT GROUP</u>				
<u>Economic Development</u>				
16120 National Events Pre-Planning				\$25,000
<u>FIRE SERVICES GROUP</u>				
<u>Fire Department</u>				
12560 Fire - Super Bowl Event				\$392,000
<u>POLICE SERVICES GROUP</u>				
<u>Police Department</u>				
12360 PD - Super Bowl Event				\$899,852
<u>PUBLIC WORKS GROUP</u>				
<u>Transportation</u>				
16360 Transp - Super Bowl Event			\$34,905	\$325,000
<u>Fund Total - NATIONAL EVENTS:</u>			<u>\$34,905</u>	<u>\$1,760,271</u>
1040 - GENERAL SERVICES				
<u>PUBLIC WORKS GROUP</u>				
<u>Field Operations</u>				
13510 Equipment Management	\$3,787,466	\$3,990,336	\$3,963,842	\$3,896,514
13520 Fuel Services	\$3,652,524	\$3,803,029	\$3,803,029	\$3,780,944
13530 Parts Store Operations	\$1,390,091	\$1,569,565	\$1,559,545	\$1,497,563
<u>Dept. Total - Field Operations</u>	<u>\$8,830,081</u>	<u>\$9,362,930</u>	<u>\$9,326,416</u>	<u>\$9,175,021</u>
<u>Fund Total - GENERAL SERVICES:</u>	<u>\$8,830,081</u>	<u>\$9,362,930</u>	<u>\$9,326,416</u>	<u>\$9,175,021</u>
1100 - TELEPHONE SERVICES				
<u>FINANCE & TECHNOLOGY GROUP</u>				
<u>Info. Technology</u>				
11520 Telephones	\$721,225	\$885,104	\$885,104	\$1,178,404
<u>Fund Total - TELEPHONE SERVICES:</u>	<u>\$721,225</u>	<u>\$885,104</u>	<u>\$885,104</u>	<u>\$1,178,404</u>
1120 - VEHICLE REPLACEMENT				
<u>PUBLIC WORKS GROUP</u>				
<u>Field Operations</u>				
13610 Equipment Replacement	\$399,689	\$2,795,693	\$2,767,719	\$2,452,791
<u>Fund Total - VEHICLE REPLACEMENT:</u>	<u>\$399,689</u>	<u>\$2,795,693</u>	<u>\$2,767,719</u>	<u>\$2,452,791</u>

SCHEDULE FIVE
Operating Budget by Program and Fund



Program Name	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget
1140 - PC REPLACEMENT				
<u>FINANCE & TECHNOLOGY GROUP</u>				
<u>Info. Technology</u>				
11530 Technology Replacement	\$1,508,858	\$2,707,898	\$2,707,898	\$3,419,294
Fund Total - PC REPLACEMENT:	<u>\$1,508,858</u>	<u>\$2,707,898</u>	<u>\$2,707,898</u>	<u>\$3,419,294</u>
1190 - EMPLOYEE GROUPS				
<u>HR & RISK MGT GROUP</u>				
<u>Employee Groups</u>				
11110 GEMS	\$14,284	\$20,000	\$20,000	\$20,000
11120 Diversity Committee	\$75			
Dept. Total - Employee Groups	<u>\$14,359</u>	<u>\$20,000</u>	<u>\$20,000</u>	<u>\$20,000</u>
Fund Total - EMPLOYEE GROUPS:	<u>\$14,359</u>	<u>\$20,000</u>	<u>\$20,000</u>	<u>\$20,000</u>
1200 - UTILITY BILL DONATION				
<u>NON-DEPARTMENTAL GROUP</u>				
<u>Non-Departmental</u>				
36502 From the Heart	\$144,490	\$200,000	\$200,000	\$200,000
Fund Total - UTILITY BILL DONATION:	<u>\$144,490</u>	<u>\$200,000</u>	<u>\$200,000</u>	<u>\$200,000</u>
1220 - ARTS COMMISSION FUND				
<u>COMMUNITY SERVICES GROUP</u>				
<u>Library & Arts</u>				
15310 Arts Maintenance	\$147,077	\$206,677	\$206,611	\$173,162
Fund Total - ARTS COMMISSION FUND:	<u>\$147,077</u>	<u>\$206,677</u>	<u>\$206,611</u>	<u>\$173,162</u>
1240 - COURT SECURITY/BONDS				
<u>CITY COURT GROUP</u>				
<u>City Court</u>				
10510 Court Security	\$350,440	\$478,844	\$420,918	\$391,599
10520 Court Time Payments	\$105,551	\$131,840	\$131,840	\$82,437
10530 Fill the Gap	\$17,820	\$57,000	\$57,000	\$57,000
Dept. Total - City Court	<u>\$473,811</u>	<u>\$667,684</u>	<u>\$609,758</u>	<u>\$531,036</u>
Fund Total - COURT SECURITY/BONDS:	<u>\$473,811</u>	<u>\$667,684</u>	<u>\$609,758</u>	<u>\$531,036</u>
1260 - LIBRARY				
<u>COMMUNITY SERVICES GROUP</u>				
<u>Library & Arts</u>				
15410 Library Book Fund	\$127,392	\$148,905	\$120,000	\$120,000



SCHEDULE FIVE
Operating Budget by Program and Fund

Program Name	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget
Fund Total - LIBRARY:	<u>\$127,392</u>	<u>\$148,905</u>	<u>\$120,000</u>	<u>\$120,000</u>
1280 - YOUTH SPORTS COMPLEX				
<u>COMMUNITY SERVICES GROUP</u>				
<u>Parks & Rec</u>				
13290 YSC - Parks & Rec	\$151,701	\$262,000	\$262,000	\$233,000
<u>PUBLIC WORKS GROUP</u>				
<u>Field Operations</u>				
13470 YSC - Facilities Mgt.	\$44,004	\$60,000	\$48,000	\$50,000
Fund Total - YOUTH SPORTS COMPLEX:	<u>\$195,705</u>	<u>\$322,000</u>	<u>\$310,000</u>	<u>\$283,000</u>
1281 - STADIUM EVENT OPERATIONS				
<u>COMMUNICATIONS GROUP</u>				
<u>Marketing and Comm.</u>				
10840 Mkt'g - Stadium Events	\$24,575	\$27,844	\$27,844	\$13,494
<u>FIRE SERVICES GROUP</u>				
<u>Fire Department</u>				
12515 Fire - Fiesta Bowl Event	\$19,700	\$159,932	\$159,932	\$132,900
12520 Stadium - Fire Event Staffing	\$245,282	\$229,871	\$229,871	\$229,238
Dept. Total - Fire Department	<u>\$264,982</u>	<u>\$389,803</u>	<u>\$389,803</u>	<u>\$362,138</u>
<u>POLICE SERVICES GROUP</u>				
<u>Police Department</u>				
12231 Stadium - PD Event Staffing	\$1,165,554	\$1,360,077	\$1,360,077	\$1,405,203
12234 PD - Fiesta Bowl Event	\$145,639	\$393,147	\$393,147	\$397,354
Dept. Total - Police Department	<u>\$1,311,193</u>	<u>\$1,753,224</u>	<u>\$1,753,224</u>	<u>\$1,802,557</u>
<u>PUBLIC WORKS GROUP</u>				
<u>Transportation</u>				
16840 Stadium - Transportation Ops.	\$564,457	\$792,884	\$792,884	\$793,792
16845 Transp - Fiesta Bowl Event	\$48,206	\$79,838	\$79,838	\$70,946
Dept. Total - Transportation	<u>\$612,663</u>	<u>\$872,722</u>	<u>\$872,722</u>	<u>\$864,738</u>
Fund Total - STADIUM EVENT OPERATIONS:	<u>\$2,213,413</u>	<u>\$3,043,593</u>	<u>\$3,043,593</u>	<u>\$3,042,927</u>
1282 - ARENA EVENT OPERATIONS				
<u>FINANCE & TECHNOLOGY GROUP</u>				
<u>Finance</u>				
11415 Arena Management Fee	\$1,849,296	\$9,500,000	\$14,405,695	\$16,001,610

SCHEDULE FIVE
Operating Budget by Program and Fund



Program Name	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget
<u>FIRE SERVICES GROUP</u>				
<u>Fire Department</u>				
12490 Arena - Fire Event Staffing	\$125,657	\$303,094	\$303,094	\$260,297
<u>POLICE SERVICES GROUP</u>				
<u>Police Department</u>				
12190 Arena-PD Event Staffing	\$324,266	\$812,392	\$812,392	\$832,035
<u>PUBLIC WORKS GROUP</u>				
<u>Right-of-Way</u>				
16740 Arena - ROW Maintenance	\$33,664	\$49,901	\$49,901	\$0
<u>Transportation</u>				
16830 Arena - Transportation Ops.	\$464	\$14,981	\$14,981	\$14,991
<u>Group Total - PUBLIC WORKS:</u>	<u>\$34,128</u>	<u>\$64,882</u>	<u>\$64,882</u>	
<u>Fund Total - ARENA EVENT OPERATIONS:</u>	<u>\$2,333,347</u>	<u>\$10,680,368</u>	<u>\$15,586,063</u>	<u>\$17,108,933</u>
1283 - CAMELBACKRANCH EVENT OPERATIONS				
<u>FIRE SERVICES GROUP</u>				
<u>Fire Department</u>				
12485 CBRanch - Fire Event Staffing	\$53,472	\$28,852	\$28,852	\$55,852
<u>POLICE SERVICES GROUP</u>				
<u>Police Department</u>				
12195 CBRanch-Police Event Staffing		\$28,482	\$28,482	\$0
<u>PUBLIC WORKS GROUP</u>				
<u>Right-of-Way</u>				
16741 CBRanch - ROW Maintenance			\$30,980	\$16,080
<u>Fund Total - CAMELBACKRANCH EVENT OPERATION</u>	<u>\$53,472</u>	<u>\$57,334</u>	<u>\$88,314</u>	<u>\$71,932</u>
1740 - CIVIC CENTER				
<u>COMMUNITY SERVICES GROUP</u>				
<u>Parks & Rec-Fac/Commercial</u>				
11710 Civic Center	\$647,941	\$586,180	\$586,180	\$539,568
<u>Fund Total - CIVIC CENTER:</u>	<u>\$647,941</u>	<u>\$586,180</u>	<u>\$586,180</u>	<u>\$539,568</u>
1750 - CITY SALES TAX-BED TAX				
<u>COMMUNICATIONS GROUP</u>				
<u>Tourism/CVB</u>				
10820 Tourism		\$237,301	\$237,301	\$236,533



SCHEDULE FIVE
Operating Budget by Program and Fund

Program Name	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget
14312 Glendale CVB - Bed Tax		\$418,130	\$418,130	\$419,162
<u>Dept. Total - Tourism/CVB</u>		<u>\$655,431</u>	<u>\$655,431</u>	<u>\$655,695</u>
<u>Fund Total - CITY SALES TAX-BED TAX:</u>		<u>\$655,431</u>	<u>\$655,431</u>	<u>\$655,695</u>

1790 - STADIUM CITY SALES TAX - AZSTA

FINANCE & TECHNOLOGY GROUP

Finance

11400 AZSTA - Stadium Tax Refund	\$2,535,204	\$2,128,480	\$2,008,517	\$2,015,821
<u>Fund Total - STADIUM CITY SALES TAX - AZSTA:</u>	<u>\$2,535,204</u>	<u>\$2,128,480</u>	<u>\$2,008,517</u>	<u>\$2,015,821</u>

1870 - MARKETING SELF SUST

COMMUNICATIONS GROUP

Marketing and Comm.

14321 Glitter Spectacular	\$91,232	\$124,865	\$155,765	\$124,865
14322 Enchanted Evening	\$97,241	\$89,268	\$101,767	\$89,268
14323 Glitter and Glow	\$79,562	\$95,751	\$111,250	\$95,751
14324 Chocolate Affaire	\$94,280	\$102,676	\$117,395	\$102,676
14325 Jazz Festival		\$0	\$0	
14326 Glitters Light	\$151,076	\$154,182	\$154,182	\$154,182
14327 Other Special Events	\$49,131	\$103,415	\$103,415	\$103,415
14328 Summer Band	\$8,051	\$3,435	\$3,435	\$3,435
<u>Dept. Total - Marketing and Comm.</u>	<u>\$570,573</u>	<u>\$673,592</u>	<u>\$747,209</u>	<u>\$673,592</u>
<u>Tourism/CVB</u>				
14300 Banner Program	\$577			
14310 Tourism - Souvenir Program	\$650	\$5,000	\$5,000	\$5,000
14311 Glendale CVB - Memberships	\$11,461	\$30,000	\$34,000	\$30,000
14312 Glendale CVB - Bed Tax	\$27,029			
<u>Dept. Total - Tourism/CVB</u>	<u>\$39,717</u>	<u>\$35,000</u>	<u>\$39,000</u>	<u>\$35,000</u>
<u>Group Total - COMMUNICATIONS:</u>	<u>\$610,290</u>	<u>\$708,592</u>	<u>\$786,209</u>	<u>\$708,592</u>
<u>Fund Total - MARKETING SELF SUST:</u>	<u>\$610,290</u>	<u>\$708,592</u>	<u>\$786,209</u>	<u>\$708,592</u>

2530 - TRAINING FACILITY REVENUE FUND

FIRE SERVICES GROUP

Fire Department

12590 PS Training Ops - Fire	\$650,895	\$760,631	\$809,631	\$722,386
<u>POLICE SERVICES GROUP</u>				
<u>Police Department</u>				
12390 PS Training Ops - Police	\$311,752	\$350,045	\$350,045	\$333,945

SCHEDULE FIVE
Operating Budget by Program and Fund



Program Name	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget
<u>PUBLIC WORKS GROUP</u>				
<u>Field Operations</u>				
13480 PS Training Ops - Fac. Mgmt.	\$443,522	\$415,244	\$453,921	\$471,276
<u>Fund Total - TRAINING FACILITY REVENUE FUND:</u>	<u>\$1,406,169</u>	<u>\$1,525,920</u>	<u>\$1,613,597</u>	<u>\$1,527,607</u>
2538 - GLENDALE HEALTH CENTER				
<u>FIRE SERVICES GROUP</u>				
<u>Fire Department</u>				
12711 Glendale Health Center	\$53,134	\$54,010	\$54,010	\$48,590
<u>Fund Total - GLENDALE HEALTH CENTER:</u>	<u>\$53,134</u>	<u>\$54,010</u>	<u>\$54,010</u>	<u>\$48,590</u>
TOTAL - GENERAL FUNDS	\$149,323,275	\$164,435,021	\$171,508,446	\$202,136,010

SPECIAL REVENUE FUNDS

1300 - HOME GRANT

COMMUNITY SERVICES GROUP

Human Services

30001 HOME Program	-\$25,000	\$1,625,895	\$1,461,272	\$1,625,895
30002 Single Family Rehabilitation	\$224,174			
30004 Rehab Delivery	\$23,882			
30005 Rehabilitation Delivery	\$19,014			
30008 Replacement Housing Prog/NR	\$1,021			
30010 Habitat-Valley of the Sun	\$429,960			

Dept. Total - Human Services **\$673,051** **\$1,625,895** **\$1,461,272** **\$1,625,895**

Fund Total - HOME GRANT: **\$673,051** **\$1,625,895** **\$1,461,272** **\$1,625,895**

1310 - NEIGHBORHOOD STABILIZATION PGM

COMMUNITY SERVICES GROUP

Human Services

30900 NSP Programs	\$874,746	\$1,320,000	\$1,100,000	\$1,320,000
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Fund Total - NEIGHBORHOOD STABILIZATION PGM: **\$874,746** **\$1,320,000** **\$1,100,000** **\$1,320,000**

1311 - N'HOOD STABILIZATION PGM III

COMMUNITY SERVICES GROUP

Human Services

30910 NSP III	\$38,856	\$1,601,026	\$1,334,188	\$600,000
30912 Habitat for Humanity	\$558,549			

Dept. Total - Human Services **\$597,405** **\$1,601,026** **\$1,334,188** **\$600,000**



SCHEDULE FIVE
Operating Budget by Program and Fund

Program Name	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget
Fund Total - N'HOOD STABILIZATION PGM III:	<u>\$597,405</u>	<u>\$1,601,026</u>	<u>\$1,334,188</u>	<u>\$600,000</u>
1320 - C.D.B.G.				
<u>COMMUNITY SERVICES GROUP</u>				
<u>Human Services</u>				
31001 CDBG Programs	\$0	\$3,194,359	\$1,367,131	\$4,549,500
31003 Voluntary Demo - S/B	\$27,595			
31004 Lead-Based Paint Haz Reduction	\$34,560			
31005 PS WestsideEmergency Food Bank	\$36,259			
31006 Temporary Relocation	\$34,451			
31014 Comm Legal Services-legal assi	\$15,539			
31017 Single Family Residential	\$220,514			
31018 Paint Reimbursement Program	\$34,477			
31019 Rehabilitation Staff	\$102,106			
31020 Rehabilitation Delivery	\$10,694			
31022 Roof Repair Program	\$62,532			
31026 PS CIR/CONTACTS	\$10,365			
31028 General Administration	\$342,062			
31030 Fair Housing-Commun Legal Svcs	\$15,000			
31033 Prehab Faith House-Open	\$20,719			
31039 PS YWCA Senior Congregate Meal	\$46,618			
31045 PS Glendale Home Accessibility	\$43,011			
31050 St Vincent de Paul-OLPH	\$50,422			
31051 Home Food Delivery-Westside FB	\$31,079			
31054 Boy's & Girl's Club-Metro Phx	\$20,719			
31063 Visual Improvement Prgm	\$61,310			
31078 PI-Code Compliance Clean-up	\$11,504			
31081 Code Prof. Svcs, Clean &Lien	\$10,811			
31084 PS-Central Arizona Shelter	\$20,719			
31085 PS-Chrysalis	\$9,382			
31086 PS-Duet, Partners In Aging	\$13,468			
31087 PS- Back to School Clothing Dr	\$10,356			
31088 PS-Comm. Information Referral	\$15,539			
31089 PF-Comm Housing	\$125,088			
31091 PF-A New Leaf	\$205,311			
31095 PS-Florence Crittenton Service	\$14,413			
31096 PF-COG Parks & Rec	\$11,554			
31098 Habitat- Emergency Home Repair	\$336,394			
31099 COG Housing Div Modern of Bath	\$77,098			
31100 New Leaf Faith Shelter Improve	\$84,890			
31101 CASS Emerg Shelter Impr	\$25,276			
31102 Field Operations-Street Recon	\$351			
31104 Community Housing 12/13	\$2,388			
31107 Economic Dev. VIP 12/13	\$4,040			
31108 PS-YWCA Meal on Wheels	\$10,360			
<u>Dept. Total - Human Services</u>	<u>\$2,208,974</u>	<u>\$3,194,359</u>	<u>\$1,367,131</u>	<u>\$4,549,500</u>
<u>Fund Total - C.D.B.G.:</u>	<u>\$2,208,974</u>	<u>\$3,194,359</u>	<u>\$1,367,131</u>	<u>\$4,549,500</u>

SCHEDULE FIVE
Operating Budget by Program and Fund



Program Name	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget
1340 - HIGHWAY USER GAS TAX				
<u>PUBLIC WORKS GROUP</u>				
<u>Engineering</u>				
16920 Street Light Management	\$1,395,682	\$2,128,322	\$2,128,322	\$2,089,094
16940 Traffic Studies	\$360,549	\$393,609	\$393,609	\$323,589
<u>Dept. Total - Engineering</u>	<u>\$1,756,231</u>	<u>\$2,521,931</u>	<u>\$2,521,931</u>	<u>\$2,412,683</u>
<u>Field Operations</u>				
16720 Street Maintenance	\$1,090,398	\$4,036,235	\$1,361,235	\$1,156,500
16730 Street Cleaning				\$0
16731 Graffiti Removal - ROW		\$161,321	\$161,321	\$163,759
16820 Signs & Markings	\$658,581	\$789,510	\$789,510	\$648,241
<u>Dept. Total - Field Operations</u>	<u>\$1,748,979</u>	<u>\$4,987,066</u>	<u>\$2,312,066</u>	<u>\$1,968,500</u>
<u>Right-of-Way</u>				
16710 Right-of-Way Maintenance	\$1,882,488	\$2,632,413	\$3,009,527	\$2,609,721
<u>Transportation</u>				
16810 Traffic Signals	\$770,529	\$1,281,708	\$1,006,708	\$1,201,559
16910 Transportation Administration	\$298,276	\$172,904	\$172,904	\$112,038
16950 Traffic Design and Development	\$182,668	\$179,254	\$179,254	\$167,456
<u>Dept. Total - Transportation</u>	<u>\$1,251,473</u>	<u>\$1,633,866</u>	<u>\$1,358,866</u>	<u>\$1,481,053</u>
<u>Group Total - PUBLIC WORKS:</u>	<u>\$6,639,171</u>	<u>\$11,775,276</u>	<u>\$9,202,390</u>	<u>\$8,471,957</u>
<u>Fund Total - HIGHWAY USER GAS TAX:</u>	<u>\$6,639,171</u>	<u>\$11,775,276</u>	<u>\$9,202,390</u>	<u>\$8,471,957</u>
1650 - TRANSPORTATION GRANTS				
<u>PUBLIC WORKS GROUP</u>				
<u>Transportation</u>				
37200 Grant Approp - Transportation				\$1,000,000
37201 JARC - GUS 1 & 2	\$149,402	\$73,849	\$73,849	
37202 New Freedom - GUS 3	\$43,844			
37203 New Freedom-Bus Buddies BAG IT	\$30,863	\$20,202	\$20,202	
37205 JARC - Route 60	\$85,503			
37206 HSIP Ped Countdown Signals		\$35,541	\$0	\$35,541
37207 AZ-37-X014 Route 59 Grant	\$110,845			
<u>Dept. Total - Transportation</u>	<u>\$420,457</u>	<u>\$129,592</u>	<u>\$94,051</u>	<u>\$1,035,541</u>
<u>Fund Total - TRANSPORTATION GRANTS:</u>	<u>\$420,457</u>	<u>\$129,592</u>	<u>\$94,051</u>	<u>\$1,035,541</u>
1660 - TRANSPORTATION SALES TAX				
<u>PUBLIC WORKS GROUP</u>				
<u>Transportation</u>				
16510 Transportation Program Mgmt	\$2,677,650	\$2,990,125	\$2,990,125	\$2,338,398
16520 Transportation Education	\$212,605	\$236,210	\$236,210	\$212,480
16525 Transit Management	\$307,885	\$378,752	\$378,752	\$400,068
16530 Dial-A-Ride	\$2,481,019	\$2,563,156	\$2,563,156	\$2,538,880
16540 Fixed Route	\$2,528,723	\$4,338,648	\$4,338,648	\$4,338,971



SCHEDULE FIVE
Operating Budget by Program and Fund

Program Name	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget
16550 Demand Management	\$20,827	\$42,000	\$42,000	\$40,300
16570 Intelligent Transportation Sys	\$530,317	\$618,190	\$618,190	\$665,151
16580 Traffic Mitigation	\$168,006	\$335,627	\$335,627	\$361,444
16590 Transportation CIP O&M	\$140,808	\$748,451	\$748,451	\$1,011,577
16610 GO Traffic Signals		\$18,600	\$18,600	\$18,600
16620 GO Signs & Marking		\$53,813	\$53,813	\$53,813
16630 GO Street Light Mgmt		\$57,343	\$57,343	\$505,343
<u>Dept. Total - Transportation</u>	<u>\$9,067,840</u>	<u>\$12,380,915</u>	<u>\$12,380,915</u>	<u>\$12,485,025</u>
<u>Fund Total - TRANSPORTATION SALES TAX:</u>	<u>\$9,067,840</u>	<u>\$12,380,915</u>	<u>\$12,380,915</u>	<u>\$12,485,025</u>
1700 - POLICE SPECIAL REVENUE				
<u>POLICE SERVICES GROUP</u>				
<u>Police Department</u>				
12310 Patrol - Special Revenue Fund	\$12,131,251	\$15,627,787	\$15,627,787	\$0
<u>Fund Total - POLICE SPECIAL REVENUE:</u>	<u>\$12,131,251</u>	<u>\$15,627,787</u>	<u>\$15,627,787</u>	<u>\$0</u>
1720 - FIRE SPECIAL REVENUE				
<u>FIRE SERVICES GROUP</u>				
<u>Fire Department</u>				
12610 Fire - Special Revenue Fund	\$5,798,675	\$6,913,425	\$6,913,425	\$0
<u>Fund Total - FIRE SPECIAL REVENUE:</u>	<u>\$5,798,675</u>	<u>\$6,913,425</u>	<u>\$6,913,425</u>	<u>\$0</u>
1760 - AIRPORT SPECIAL REVENUE				
<u>PUBLIC WORKS GROUP</u>				
<u>Airport</u>				
16410 Airport Operations	\$608,926	\$674,219	\$674,219	\$723,906
<u>Fund Total - AIRPORT SPECIAL REVENUE:</u>	<u>\$608,926</u>	<u>\$674,219</u>	<u>\$674,219</u>	<u>\$723,906</u>
1820 - CAP GRANT				
<u>COMMUNITY SERVICES GROUP</u>				
<u>Human Services-Comm</u>				
32040 Community Action Program (CAP)		\$73,111		\$73,111
32050 Case Mgmt-LIHEAP Voucher	\$552,387	\$511,536	\$648,297	\$648,297
32055 Case Mgmt-TANF Voucher	\$45,000	\$45,000	\$45,000	\$45,000
32056 Case Mgmt Admin	\$191,549	\$198,121	\$224,053	\$224,636
32057 Case Mgmt-NHN Voucher	\$1,440	\$1,567	\$1,581	\$1,581
32060 Community Svcs Block Grant-Adm	\$208,681	\$219,149	\$219,149	\$207,029
32070 ACAA HEAF Program	\$9,631	\$9,748	\$9,748	\$7,330
32071 ACAA SW Gas Assistance	\$4,531	\$8,531	\$8,531	\$8,693
32072 ACAA URRD Program	\$10,781	\$18,182	\$18,182	\$37,471
32073 ACAA SRP Assistance	\$19,527	\$29,193	\$29,193	\$41,036

SCHEDULE FIVE
Operating Budget by Program and Fund



Program Name	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget
32074 ACAA APS Assistance	\$4,999	\$5,000	\$5,000	\$5,500
<u>Dept. Total - Human Services-Comm</u>	<u>\$1,048,526</u>	<u>\$1,119,138</u>	<u>\$1,208,734</u>	<u>\$1,299,684</u>
<u>Fund Total - CAP GRANT:</u>	<u>\$1,048,526</u>	<u>\$1,119,138</u>	<u>\$1,208,734</u>	<u>\$1,299,684</u>

1830 - EMERGENCY SHELTER GRANTS

COMMUNITY SERVICES GROUP

Human Services

31900 ESG General Administration	\$13,697	\$208,992	\$331,137	\$208,992
31902 Central AZ Shelter Srvs-ESG	\$32,642			
31903 Homeward Bound-ESG	\$20,316			
31904 PREHAB Faith House-ESG	\$32,642			
31905 ESG Emergency Solution Grant	\$18,896			
31908 CAP Homeless Prevention	\$20,816			
31909 CAP Rapid Re-Housing	\$6,662			
<u>Dept. Total - Human Services</u>	<u>\$145,671</u>	<u>\$208,992</u>	<u>\$331,137</u>	<u>\$208,992</u>
<u>Fund Total - EMERGENCY SHELTER GRANTS:</u>	<u>\$145,671</u>	<u>\$208,992</u>	<u>\$331,137</u>	<u>\$208,992</u>

1840 - GRANTS

COMMUNITY SERVICES GROUP

Library & Arts

36001 State Grant In Aid 2005	\$8,009			
36006 Grant Approp - Library		\$275,000	\$275,000	\$275,000
36038 Books for AZ Libraries	\$3,259			
36044 Misc Library Grants	\$1,466			
36045 Memorial Donations-Library	\$108			
36046 Library Donations	\$2,186			
36047 VSUW Success by 6 Initiative	\$590			
36048 Library Teen Program Donations	\$768			
<u>Dept. Total - Library & Arts</u>	<u>\$16,386</u>	<u>\$275,000</u>	<u>\$275,000</u>	<u>\$275,000</u>

Parks & Rec

35004 Grant Approp - Parks & Rec		\$175,000	\$175,000	\$175,000
35015 Misc P&R Grants	\$3,852			
35019 Sahuaro Ranch Sustainability	\$10,208			
35020 Bonsall Park Donation	\$2			
35021 P&R Youth Scholarship Donation	\$3,568			
35022 GRASP Fitness & Nutrition Prog	\$36,406			
35023 Glendale Adult Ctr Donation	\$816			
<u>Dept. Total - Parks & Rec</u>	<u>\$54,852</u>	<u>\$175,000</u>	<u>\$175,000</u>	<u>\$175,000</u>
<u>Group Total - COMMUNITY SERVICES:</u>	<u>\$71,238</u>	<u>\$450,000</u>	<u>\$450,000</u>	<u>\$450,000</u>

FIRE SERVICES GROUP

Fire Department

34001 Grant Approp - Fire Dept		\$500,000	\$500,000	\$4,000,000
34007 Employee Recognition-Donations	\$10,884			
34008 Crisis Response - Donations	\$4,187			



SCHEDULE FIVE
Operating Budget by Program and Fund

Program Name	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget
34014 Comm. Outreach-Donations	\$307			
34033 Fire Dept Cadet Pgm-Donations	\$2,425			
34043 Fire Parade	\$807			
34048 Safety Educators	\$71			
34060 2009/10 Childhood Immunization	\$17,278			
34064 2009 MMRS	\$10,708			
34065 2009 Assistance to Firefighter	-\$15,026			
34069 2010 MMRS	\$55,584			
34071 GOHS Occu Protection Educ.	\$3,048			
34072 AHIMT-Wildland Special Ops	\$1,634			
34074 2011 UASI GFD RRT	\$23,480			
34075 2011 UASI GFD TLO Sustainment	\$8,687			
34076 2011 MMRS	\$178,460			
34077 2012 UASI GFD RRT	\$43,312			
34078 2012 UASI GFD TLO	\$19,376			
34080 2012 MMRS	\$2,674			
34081 GCC Educ Svc Agreement	\$5,832			
34088 2013 Safer Grant				\$1,001,610
<u>Dept. Total - Fire Department</u>	<u>\$373,728</u>	<u>\$500,000</u>	<u>\$500,000</u>	<u>\$5,001,610</u>
<u>MISCELLANEOUS GRANTS GROUP</u>				
<u>Grants</u>				
32105 Victim's Rights-Cty Atty	\$5,620			
32108 Prop. 302	\$147,832			
32109 Nina Mason Pulliam Grant	\$6,672			
32111 Donations - Glendale Univ.	\$2,328			
32115 MYAC Fundraising	\$1,227			
32118 Miscellaneous Grants		\$3,724,494	\$3,649,494	\$3,293,649
32132 Historic Plaques	\$0			
32133 Community Connections Donation	\$568			
32145 Sands Estates Hist Dist	\$0			
32149 Centennial HP Bus Tour Donat	\$835			
32153 Myrtle Avenue Cultural Gateway	\$36,577			
32155 Induction Looping System	\$17,000			
32156 STOP Violence Prosecutors Off	\$127,581			
32157 DV Lethality Assessment Grant	\$75,930			
32158 CAP Donations	\$2,999			
36504 Smart Landscapes	\$6,766			
<u>Dept. Total - Grants</u>	<u>\$431,935</u>	<u>\$3,724,494</u>	<u>\$3,649,494</u>	<u>\$3,293,649</u>
<u>POLICE SERVICES GROUP</u>				
<u>Police Department</u>				
33001 DARE	\$1,397			
33002 Victim Rights - PD	\$78,799	\$81,347	\$81,347	\$83,250
33010 PD DEA Grant - Overtime	\$34,405			
33014 CAT Donations	\$457			
33018 VOCA	\$66,179	\$111,431	\$111,431	\$110,477
33021 Grant Approp - Police Dept		\$3,000,000	\$3,000,000	\$4,500,000
33032 Joint Terrorism Task Force-OT	\$16,660			

SCHEDULE FIVE
Operating Budget by Program and Fund



Program Name	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget
33041 DPS VTTF	\$87,059			
33047 Advocacy Donations	\$1,187			
33057 PD Volunteers	\$71			
33105 DEA OCDETF Overtime	\$76,968			
33121 Bulletproof Vest Prtnrshp	\$3,534			
33135 ICAC Task Force	\$4,999			
33141 2009 Edward Byrne Memorial JAG	\$306			
33160 2010 Edward Byrne Memorial JAG	\$166,285			
33163 GPD Cold Case Investigation	\$40,324			
33164 GPD Technology Enhancement Pro	\$722,970			
33165 FCTF/MFTF	\$17,202			
33168 Glendale PSN NIBIN	\$15,255			
33169 USS Electronic Crime Task Forc	\$2,602			
33170 ACJC Records Improvement	\$20,290			
33171 2012 GOHS DUI Enforcement	\$9,752			
33172 2011 Smart Policing Initiative	\$105,050			
33173 2011 JAG CAD/RMS Replacement	\$26,120			
33174 2011 SHSGP Disaster Resistant	\$8,840			
33175 2011 UASI GPD RRT	\$14,026			
33176 2011 UASI Airport Target Hard	\$42,735			
33177 2011 UASI GPD TLO Sustainment	\$1,295			
33178 2012 GOHS OP Enforcement	\$1,281			
33180 USPS Taskforce	\$506			
33181 HIDTA	\$40,982			
33182 2010 UASI Bomb Emer Resp Veh	\$115,000			
33183 2013 GOHS DUI Enforcement	\$41,862			
33184 2013 GOHS Seat Belt Enforce	\$10,000			
33188 State Farm Safety Education	\$3,842			
33189 2012 UASI GPD RRT	\$1,212			
33190 2012 UASI GPD TLO	\$29,738			
33192 2010 UASI Bomb Robot Refurbish	\$65,000			
33193 2013 DUI Know Your Limits	\$1,479			
33194 GRIC Police Vehicles	\$505,273			
33195 2013 DUI Enforcement OT	\$12,346			
33213 2013 COPS Hiring Program				\$553,150
Dept. Total - Police Department	<u>\$2,393,288</u>	<u>\$3,192,778</u>	<u>\$3,192,778</u>	<u>\$5,246,877</u>
Fund Total - GRANTS:	<u>\$3,270,189</u>	<u>\$7,867,272</u>	<u>\$7,792,272</u>	<u>\$13,992,136</u>

1842 - ARRA STIMULUS GRANTS

COMMUNITY SERVICES GROUP

Human Services

37021 CDBG-R	\$752
37024 CDBG-R Valley of Sun School	\$70,570

Dept. Total - Human Services **\$71,322**

Human Services-Comm

37130 ADOH HPRP-Fin Assist	\$730
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SCHEDULE FIVE
Operating Budget by Program and Fund

Program Name	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget
<u>Group Total - COMMUNITY SERVICES:</u>	<u>\$71,322</u>			
<u>MISCELLANEOUS GRANTS GROUP</u>				
<u>Grants</u>				
37060 ARWRF Facility UV System Imp	\$467,387		\$122,262	
37061 Well 43 Variable Drive Retrofi	\$1,470		\$75,000	
37065 Build Safe Engy Prog Enhance	\$3,929			
37067 Energy Matters Public Educat	\$42,762	\$35,000	\$25,744	
37068 Program Manager	\$4,402	\$15,000		
37075 Solar Parks Lighting	\$255,638			
<u>Dept. Total - Grants</u>	<u>\$775,588</u>	<u>\$50,000</u>	<u>\$223,006</u>	
<u>POLICE SERVICES GROUP</u>				
<u>Police Department</u>				
37002 JAG Recovery Act	\$406,812			
<u>PUBLIC WORKS GROUP</u>				
<u>Transportation</u>				
37090 Old Roma Alley ARRA Grant			-\$3,588	
<u>Fund Total - ARRA STIMULUS GRANTS:</u>	<u>\$1,253,722</u>	<u>\$50,000</u>	<u>\$220,148</u>	
1860 - RICO FUNDS				
<u>POLICE SERVICES GROUP</u>				
<u>Police Department</u>				
32020 Federal RICO	\$13,260	\$225,000	\$225,000	\$225,000
32030 State RICO	\$2,292,742	\$3,671,249	\$3,671,249	\$2,220,733
<u>Dept. Total - Police Department</u>	<u>\$2,306,002</u>	<u>\$3,896,249</u>	<u>\$3,896,249</u>	<u>\$2,445,733</u>
<u>Fund Total - RICO FUNDS:</u>	<u>\$2,306,002</u>	<u>\$3,896,249</u>	<u>\$3,896,249</u>	<u>\$2,445,733</u>
1880 - PARKS & RECREATION SELF SUST				
<u>COMMUNITY SERVICES GROUP</u>				
<u>Parks & Rec</u>				
14810 Recreation Self-Sustaining				\$4,360
14820 Rec Self Sust-Administration	\$128,360	\$20,360	\$20,360	\$16,053
14840 Sports Self Sustaining	\$237,489	\$282,276	\$272,276	\$277,619
14850 Youth and Teen Self Sustaining	\$217,951	\$246,709	\$254,059	\$278,499
14890 Aquatic Self Sustaining	\$25,303	\$70,546	\$60,546	\$61,421
14891 GESD-Reimb Division	-\$1,617			\$0
<u>Dept. Total - Parks & Rec</u>	<u>\$607,486</u>	<u>\$619,891</u>	<u>\$607,241</u>	<u>\$637,952</u>
<u>Parks & Rec-Fac/Commercial</u>				
14825 Adult Center Self Sustaining	\$92,944	\$136,511	\$136,511	\$136,615
14830 Rec Self Sust-Foothills Rec	\$246,330	\$325,319	\$285,319	\$291,047
14860 SRPHA Sahuaro Ranch Hist	\$64,491	\$70,084	\$70,084	\$70,090
14892 Glendale Community Center	\$1,104	\$5,001	\$5,001	

SCHEDULE FIVE
Operating Budget by Program and Fund



Program Name	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget
Dept. Total - Parks & Rec-	\$404,869	\$536,915	\$496,915	\$497,752
Group Total - COMMUNITY SERVICES:	\$1,012,355	\$1,156,806	\$1,104,156	\$1,135,704
Fund Total - PARKS & RECREATION SELF SUST:	\$1,012,355	\$1,156,806	\$1,104,156	\$1,135,704

1885 - PARKS & RECREATION DESIGNATED

COMMUNITY SERVICES GROUP

Parks & Rec

13110 O'Neil Park Maintenance		\$4,800		\$0
13135 City-Wide Aquatics	\$10,762	\$32,000	\$12,000	\$10,500
13140 Cactus Pool Repair	\$6,160			
13160 Ironwood Pool Repair	\$6,282			
13170 Dedicate A Tree	-\$27	\$4,185	\$4,185	\$7,500
13180 Desert Valley Park		\$12,000	\$8,000	\$8,000
13190 GESD ES Ballfields		\$7,000	\$7,000	\$13,000
13210 Desert Mirage Park		\$10,000	\$10,000	\$10,000
13220 Desert Gardens Park		\$9,000	\$9,000	\$10,985
13230 Discovery Park		\$4,000	\$4,000	\$4,000
13235 Elsie McCarthy Pk. Maint	\$13,188	\$46,383	\$46,383	\$46,383
13237 Paseo Racquet Center				\$5,000

Dept. Total - Parks & Rec **\$36,365** **\$129,368** **\$100,568** **\$115,368**

Fund Total - PARKS & RECREATION DESIGNATED: **\$36,365** **\$129,368** **\$100,568** **\$115,368**

TOTAL - SPECIAL REVENUE FUNDS **\$48,093,326** **\$69,670,319** **\$64,808,642** **\$50,009,441**

CAPITAL PROJECTS FUNDS

2040 - PUBLIC SAFETY CONSTRUCTION

FINANCE & TECHNOLOGY GROUP

Lease Pmts/OtherFees

89806 2040 Advisor Fees	\$855	\$2,000	\$1,140	\$855
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Fund Total - PUBLIC SAFETY CONSTRUCTION: **\$855** **\$2,000** **\$1,140** **\$855**

2060 - PARKS CONSTRUCTION

FINANCE & TECHNOLOGY GROUP

Lease Pmts/OtherFees

89804 2060 Advisor Fees	\$79	\$500	\$110	\$83
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Fund Total - PARKS CONSTRUCTION: **\$79** **\$500** **\$110** **\$83**

2100 - ECONOMIC DEV. CONSTR-1999 AUTH

FINANCE & TECHNOLOGY GROUP

Lease Pmts/OtherFees

89815 2100 Advisor Fees	\$483	\$1,000	\$620	\$465
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SCHEDULE FIVE
Operating Budget by Program and Fund

Program Name	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget
Fund Total - ECONOMIC DEV. CONSTR-1999 AUTH:	<u>\$483</u>	<u>\$1,000</u>	<u>\$620</u>	<u>\$465</u>
2180 - FLOOD CONTROL CONSTRUCTION				
<u>FINANCE & TECHNOLOGY GROUP</u>				
<u>Lease Pmts/OtherFees</u>				
89808 2180 Advisor Fees	\$2,088	\$5,000	\$3,220	\$2,415
Fund Total - FLOOD CONTROL CONSTRUCTION:	<u>\$2,088</u>	<u>\$5,000</u>	<u>\$3,220</u>	<u>\$2,415</u>
2210 - TRANSPORTATION CAPITAL PROJECT				
<u>FINANCE & TECHNOLOGY GROUP</u>				
<u>Lease Pmts/OtherFees</u>				
89813 2210 Advisor Fees	\$225			
Fund Total - TRANSPORTATION CAPITAL PROJECT:	<u>\$225</u>			
TOTAL - CAPITAL PROJECTS FUNDS	<u>\$3,730</u>	<u>\$8,500</u>	<u>\$5,090</u>	<u>\$3,818</u>
ENTERPRISE FUNDS				
2360 - WATER AND SEWER				
<u>DEVELOPMENT SERVICES GROUP</u>				
<u>Building Safety</u>				
17510 Cross Connection Control	\$135,029	\$142,222	\$138,022	\$136,798
<u>FINANCE & TECHNOLOGY GROUP</u>				
<u>Finance</u>				
17020 Customer Service Office	\$2,668,424	\$2,643,052	\$2,837,052	\$2,904,338
<u>WATER SERVICES GROUP</u>				
<u>Env. Resources</u>				
17010 Environmental Resources	\$340,573	\$548,274	\$548,274	\$736,296
17410 Water Conservation	\$281,191	\$324,654	\$324,654	\$368,075
17420 Water Quality	\$1,052,680	\$1,197,650	\$1,197,650	\$1,306,762
Dept. Total - Env. Resources	<u>\$1,674,444</u>	<u>\$2,070,578</u>	<u>\$2,070,578</u>	<u>\$2,411,133</u>
<u>Utilities</u>				
17110 Utilities Administration	\$6,249,614	\$7,474,073	\$7,474,073	\$7,711,049
17115 Safety Administration				\$129,333
17120 Information Management	\$989,105	\$1,220,230	\$1,220,230	\$1,109,612
17130 Public Service Representatives	\$271,579	\$339,776	\$339,776	\$652,701
17140 System Security	\$705,778	\$664,015	\$664,015	\$519,072
17150 Property Management	\$63,327	\$78,500	\$78,500	\$65,500
17160 Arrowhead Reclamation Plant	\$2,033,711	\$2,347,662	\$2,347,662	\$2,056,290

SCHEDULE FIVE
Operating Budget by Program and Fund



Program Name	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget
17170 West Area Plant	\$3,255,142	\$3,639,389	\$3,639,389	\$3,546,843
17180 Materials Control Warehouse				\$118,567
17210 Customer Service - Field	\$1,205,393	\$1,252,202	\$1,252,202	\$1,179,734
17220 Irrigation	\$162,394	\$201,096	\$201,096	\$195,542
17230 Raw Water Usage	\$2,742,525	\$3,570,000	\$3,570,000	\$4,134,838
17240 Central System Control	\$1,265,398	\$1,346,419	\$1,346,419	\$1,316,158
17250 Pyramid Peak Plant	\$1,933,960	\$1,949,560	\$1,949,560	\$1,825,267
17260 Cholla Treatment Plant	\$2,927,894	\$3,547,915	\$3,547,915	\$2,887,595
17280 Central System Maintenance	\$372,177	\$666,225	\$666,225	\$1,679,583
17290 Water Distribution	\$2,507,882	\$3,225,241	\$3,225,241	\$3,197,733
17300 Meter Maintenance	\$748,755	\$1,208,583	\$1,208,583	\$1,033,874
17310 Oasis Surface WTP	\$1,598,081	\$3,389,272	\$3,389,272	\$2,836,661
17320 Oasis Groundwater WTP	\$128,748	\$613,500	\$613,500	\$613,500
17610 Pretreatment Program	\$463,196	\$521,822	\$521,822	\$505,422
17620 SROG (91st Ave) Plant	\$2,204,360	\$3,279,448	\$3,279,448	\$3,279,448
17625 99th Avenue Interceptor	\$49,357	\$200,000	\$200,000	\$200,000
17630 Wastewater Collection	\$2,511,859	\$2,999,231	\$2,999,231	\$2,861,963
17699 Storm Water	\$311,362	\$412,048	\$412,048	\$373,978
<u>Dept. Total - Utilities</u>	<u>\$34,701,597</u>	<u>\$44,146,207</u>	<u>\$44,146,207</u>	<u>\$44,030,263</u>
<u>Group Total - WATER SERVICES:</u>	<u>\$36,376,041</u>	<u>\$46,216,785</u>	<u>\$46,216,785</u>	<u>\$46,441,396</u>
<u>Fund Total - WATER AND SEWER:</u>	<u>\$39,179,494</u>	<u>\$49,002,059</u>	<u>\$49,191,859</u>	<u>\$49,482,532</u>
2440 - LANDFILL				
<u>PUBLIC WORKS GROUP</u>				
<u>Field Operations</u>				
17710 Landfill	\$3,066,686	\$3,157,210	\$3,496,710	\$4,393,966
17720 Gas Management System	\$102,454	\$166,600	\$166,600	\$166,800
17730 Solid Waste Admin	\$882,098	\$1,053,554	\$1,053,554	\$1,287,352
17740 Recycling	\$807,173	\$950,264	\$950,264	\$964,247
17750 MRF Operations	\$1,582,941	\$1,764,461	\$1,789,101	\$1,950,916
<u>Dept. Total - Field Operations</u>	<u>\$6,441,352</u>	<u>\$7,092,089</u>	<u>\$7,456,229</u>	<u>\$8,763,281</u>
<u>Fund Total - LANDFILL:</u>	<u>\$6,441,352</u>	<u>\$7,092,089</u>	<u>\$7,456,229</u>	<u>\$8,763,281</u>
2480 - SANITATION				
<u>PUBLIC WORKS GROUP</u>				
<u>Field Operations</u>				
17810 Sanitation Roll-off	\$651,757	\$774,162	\$749,482	\$705,076
17820 Sanitation Frontload	\$3,145,620	\$3,378,094	\$3,378,094	\$3,086,265
17830 Curb Service	\$7,545,232	\$6,827,713	\$6,827,713	\$6,844,938
17840 Residential-Loose Trash Collec	\$2,896,619	\$2,706,029	\$2,706,029	\$2,696,719
<u>Dept. Total - Field Operations</u>	<u>\$14,239,228</u>	<u>\$13,685,998</u>	<u>\$13,661,318</u>	<u>\$13,332,998</u>
<u>Fund Total - SANITATION:</u>	<u>\$14,239,228</u>	<u>\$13,685,998</u>	<u>\$13,661,318</u>	<u>\$13,332,998</u>



SCHEDULE FIVE
Operating Budget by Program and Fund

Program Name	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget
2500 - PUB HOUSING BUDGET ACTIVITIES				
<u>COMMUNITY SERVICES GROUP</u>				
<u>Human Services</u>				
17910 Community Housing	\$13,561,596	\$15,912,427	\$15,914,727	\$15,884,596
Fund Total - PUB HOUSING BUDGET ACTIVITIES:	<u>\$13,561,596</u>	<u>\$15,912,427</u>	<u>\$15,914,727</u>	<u>\$15,884,596</u>
TOTAL - ENTERPRISE FUNDS	<u>\$73,421,670</u>	<u>\$85,692,573</u>	<u>\$86,224,133</u>	<u>\$87,463,407</u>
INTERNAL SERVICE FUNDS				
2540 - RISK MANAGEMENT SELF INSURANCE				
<u>HR & RISK MGT GROUP</u>				
<u>Human Resources</u>				
18010 Risk Mgmt Trust Fund	\$2,667,061	\$2,758,640	\$3,400,000	\$4,000,000
Fund Total - RISK MANAGEMENT SELF INSURANCE:	<u>\$2,667,061</u>	<u>\$2,758,640</u>	<u>\$3,400,000</u>	<u>\$4,000,000</u>
2560 - WORKERS COMP. SELF INSURANCE				
<u>HR & RISK MGT GROUP</u>				
<u>Human Resources</u>				
18110 Worker's Compensation	\$1,262,721	\$1,407,000	\$1,407,000	\$1,608,000
Fund Total - WORKERS COMP. SELF INSURANCE:	<u>\$1,262,721</u>	<u>\$1,407,000</u>	<u>\$1,407,000</u>	<u>\$1,608,000</u>
2580 - BENEFITS TRUST FUND				
<u>HR & RISK MGT GROUP</u>				
<u>Human Resources</u>				
18210 Benefit Programs	\$23,909,372	\$22,348,826	\$22,348,823	\$23,291,958
Fund Total - BENEFITS TRUST FUND:	<u>\$23,909,372</u>	<u>\$22,348,826</u>	<u>\$22,348,823</u>	<u>\$23,291,958</u>
TOTAL - INTERNAL SERVICE FUNDS	<u>\$27,839,154</u>	<u>\$26,514,466</u>	<u>\$27,155,823</u>	<u>\$28,899,958</u>
TOTAL - OPERATING BUDGET	<u>\$298,681,155</u>	<u>\$346,320,879</u>	<u>\$349,702,134</u>	<u>\$368,512,634</u>

SCHEDULE SIX
Capital Budget by Fund



Fund	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimate	FY 2015 Budget
GENERAL FUNDS				
1000 - General	\$146,825	\$690,270	\$62,165	\$515,219
1140 - PC Replacement			\$58,536	\$754,929
1220 - Arts Commission Fund		\$150,000		\$300,000
1283 - CamelbackRanch EventOperations	\$91,982	\$479,048	\$277,153	\$985,865
1740 - Civic Center	\$239,300	\$50,000	\$50,000	\$35,000
TOTAL - GENERAL FUNDS	\$478,107	\$1,369,318	\$447,854	\$2,591,013
SPECIAL REVENUE FUNDS				
1650 - Transportation Grants	\$1,701,616	\$7,704,296	\$2,247,139	\$5,786,897
1840 - Grants		\$2,000,000		\$2,000,000
2120 - Airport Capital Grants	\$565,613	\$12,654,269	\$241,576	\$12,919,409
TOTAL - SPECIAL REVENUE FUNDS	\$2,267,229	\$22,358,565	\$2,488,715	\$20,706,306
CAPITAL PROJECTS FUNDS				
1421+ - DIF-Fire Protection Facilities	\$9,083	\$8,614	\$4,530	\$2,101
1441+ - DIF-Police Facilities	\$8,997	\$8,116	\$4,947	\$1,004
1461+ - DIF-Citywide Parks	\$2,094	\$1,890	\$1,152	\$234
1481+ - DIF-Citywide Recreation Fac	\$2,096	\$1,890	\$1,152	\$234
1501+ - DIF-Libraries	\$121,681	\$209,572	\$33,202	\$373,817
1520 - DIF-Citywide Open Spaces	\$2,094	\$261,363	\$1,152	\$351,822
1541+ - DIF-Parks Dev Zone 1	\$2,096	\$122,712	\$1,152	\$121,056
1561+ - DIF-Parks Dev Zone 2	\$3,297	\$134,519	\$1,152	\$132,863
1581+ - DIF-Parks Dev Zone 3	\$2,096	\$44,585	\$1,152	\$42,929
1601+ - DIF-Roadway Improvements	\$29,217	\$546,243	\$11,479	\$701,240
1620 - DIF-General Government	\$12,487	\$10,842	\$7,329	\$306
1980 - Streets Constr. - 1999 Auth	\$498,427	\$2,703,122	\$28,249	\$2,221,567
2000 - Hurf Street Bonds				\$18,675,000
2040 - Public Safety Construction	\$78,958			
2040 - Public Safety Construction	\$371,101	\$322,542	\$83,741	\$535,583
2060 - Parks Construction	\$28,799	\$126,491	\$11,160	\$252,921
2080 - Gov't Facilities - 1999 Auth	\$100,555	\$64,175		\$64,175
2100 - Economic Dev. Constr-1999 Auth	\$689,066	\$726,528		\$726,528
2130 - Cultural Facility Bond Fund	\$53,945			
2180 - Flood Control Construction	\$432,225	\$1,706,342	\$126,545	\$3,259,444
2210 - Transportation Capital Project	\$8,566,546	\$37,810,188	\$4,815,610	\$41,321,008
TOTAL - CAPITAL PROJECTS FUNDS	\$11,014,860	\$44,809,734	\$5,133,704	\$68,783,832
ENTERPRISE FUNDS				
2360* - Water and Sewer	\$3,551,275	\$9,293,213	\$639,763	\$9,438,400
2400* - Water	\$2,088,603	\$5,254,458	\$89,734	\$17,986,810
2420* - Sewer	\$157,168	\$3,013,364	\$307,012	\$8,725,049
2440 - Landfill	\$887,048	\$11,218,565	\$308,679	\$12,254,529
2480 - Sanitation	\$88,354	\$2,282,200	\$776,672	\$3,985,528
TOTAL - ENTERPRISE FUNDS	\$6,772,448	\$31,061,800	\$2,121,860	\$52,390,316
TOTAL - CAPITAL BUDGET	\$20,532,644	\$99,599,417	\$10,192,133	\$144,471,467

*Funds consolidated on Schedule One as Water and Sewer (2360+)



SCHEDULE SEVEN
Long Term Debt Service

Bond Description	Original Issue	Outstanding 7/2/14	FY 2015 Principal	FY 2015 Interest	FY 2015 Fees	Total Requirements
Excise Tax Funded Debt (Fund 1940)						
Existing						
MPC Bonds-Series 2003 B-Arena Taxable	97,040,000	94,620,000	700,000	5,202,081	5,000	5,907,081
MPC Bonds-Series 2006-GRPSTC/Zanjero	33,250,000	24,145,000	1,540,000	1,112,313	5,000	2,657,313
MPC Bonds-Series 2008A-H/Conv/Media (Taxable)	32,315,000	32,220,000	240,000	1,462,256	5,000	1,707,256
MPC Bonds-Series 2008B-H/Conv/Media (Taxable)	52,780,000	48,835,000	1,345,000	2,954,081	5,000	4,304,081
MPC Bonds-Series 2008C-H/Conv/Media (Taxable)	9,140,000	1,000,000	1,000,000	50,190	5,000	1,055,190
MPC Bonds-Series 2012A-Refunding Bond	8,665,000	8,665,000	-	331,300	2,500	333,800
MPC Bonds-Series 2012B-Refunding Bond	39,620,000	39,620,000	-	1,981,000	2,500	1,983,500
MPC Bonds-Series 2012C-Refunding Bond	183,405,000	183,405,000	-	8,670,250	2,500	8,672,750
MPC Bonds-Series 2012D-Refunding Bond (Taxable)	16,850,000	14,770,000	3,920,000	334,681	2,500	4,257,181
MPC Bonds-AMFP Series 14-Arena	5,055,000	5,055,000	-	259,763	-	259,763
MPC Bonds-AMFP Series 16 Refunding-Arena	7,250,000	7,250,000	-	340,750	-	340,750
Existing Excise Tax Funded Debt Total	485,370,000	459,585,000	8,745,000	22,698,663	35,000	31,478,663
Property Tax Funded Debt (Fund 1900)						
Existing						
General Obligation Bonds-Series 2003	66,400,000	4,335,000	-	86,700	-	86,700
General Obligation Bonds-Series 2004	36,645,000	14,615,000	2,665,000	670,519	35,600	3,371,119
General Obligation Bonds-Series 2005	11,960,000	1,395,000	1,395,000	55,800	7,900	1,458,700
General Obligation Bonds-Series 2006A	29,365,000	15,985,000	2,000,000	712,031	38,400	2,750,431
General Obligation Bonds-Series 2006B	9,065,000	2,010,000	2,010,000	100,500	9,200	2,119,700
General Obligation Bonds-Series 2007	61,000,000	37,155,000	3,960,000	1,723,725	82,700	5,766,425
General Obligation Bonds-Series 2009B	41,650,000	36,490,000	1,335,000	1,809,753	81,300	3,226,053
General Obligation Bonds-Series 2010	38,300,000	35,825,000	5,645,000	1,568,600	79,900	7,293,500
Existing Property Tax Funded Debt Total	294,385,000	147,810,000	19,010,000	6,727,628	335,000	26,072,628
Water & Sewer Revenue Funded Debt (Fund 2380)						
Existing						
Subordinate Lien W&S Rev Bonds-Series 2006	80,000,000	65,285,000	4,140,000	3,031,556	5,000	7,176,556
Subordinate Lien W&S Rev Bonds-Series 2007	44,500,000	35,305,000	2,010,000	1,722,113	5,000	3,737,113
Subordinate Lien W&S Rev Bonds-Series 2008	65,500,000	50,930,000	2,730,000	2,330,588	5,000	5,065,588
Senior Lien W&S Refunding Obligations-Series 2012	77,635,000	75,910,000	4,290,000	3,560,250	5,000	7,855,250
W&S Revenue Obligations-Series 2010	25,685,000	25,685,000	-	1,638,858	5,000	1,643,858
Existing Water & Sewer Revenue Funded Debt Total	293,320,000	253,115,000	13,170,000	12,283,364	25,000	25,478,364
Street/HURF Revenue Funded Debt (Fund 1920)						
Existing						
HURF Revenue Bonds-Series 2006	15,745,000	3,700,000	1,805,000	148,000	5,000	1,958,000
Existing Street/HURF Revenue Funded Debt Total	15,745,000	3,700,000	1,805,000	148,000	5,000	1,958,000
Transportation Sales Tax Funded Debt (Fund 1970)						
Existing						
Transportation Sales Tax Obligations Bond -Series 2008	109,110,000	88,015,000	3,250,000	4,076,081	5,000	7,331,081
Existing Transportation Sales Tax Funded Debt Total	109,110,000	88,015,000	3,250,000	4,076,081	5,000	7,331,081
Proposed						
Transportation Sales Tax Obligations Bond -Series 2015	20,000,000	20,000,000	-	-	-	-
Proposed Transportation Sales Tax Funded Debt Total	20,000,000	20,000,000	-	-	-	-
Transportation Sales Tax Funded Debt Total	129,110,000	108,015,000	3,250,000	4,076,081	5,000	7,331,081
Total Debt Service Payments (All Funds)	1,217,930,000	972,225,000	45,980,000	45,933,736	405,000	92,318,736

SCHEDULE SEVEN
Long Term Debt Service



Bond Description	Date of Issue	FY 2016			
		Principal	Interest	Other Fees	Total
<u>Excise Tax Funded Debt (Fund 1940)</u>					
MPC Bonds-Series 2003 B-Arena Taxable	6/1/2003	800,000	5,165,121	5,000	5,970,121
MPC Bonds-Series 2006-GRPSTC/Zanjero	Refund 2/1/12	1,615,000	1,035,313	5,000	2,655,313
MPC Bonds-Series 2008A-H/Conv/Media (Taxable)	6/1/2008	1,350,000	1,452,656	5,000	2,807,656
MPC Bonds-Series 2008B-H/Conv/Media (Taxable)	6/1/2008	1,425,000	2,880,832	5,000	4,310,832
MPC Bonds-Series 2008C-H/Conv/Media (Taxable)	6/1/2008	-	-	-	-
MPC Bonds-Series 2012A-Refunding Bond	2/2/2012	-	331,300	5,000	336,300
MPC Bonds-Series 2012B-Refunding Bond	12/27/2012	-	1,981,000	5,000	1,986,000
MPC Bonds-Series 2012C-Refunding Bond	12/27/2012	-	8,670,250	5,000	8,675,250
MPC Bonds-Series 2012D-Refunding Bond (Taxable)	12/27/2012	4,365,000	275,878	5,000	4,645,878
MPC Bonds-AMFP Series 14-Arena	6/28/2002	-	259,763	-	259,763
MPC Bonds-AMFP Series 16 Refunding-Arena	7/31/2003	-	340,750	-	340,750
<i>Sub-Total Excise Tax Funded Debt</i>		9,555,000	22,392,862	40,000	31,987,862
<u>Property Tax Funded Debt (Fund 1900)</u>					
General Obligation Bonds-Series 2003	4/1/2003	-	86,700	-	86,700
General Obligation Bonds-Series 2004	6/1/2004	2,795,000	560,588	35,600	3,391,188
General Obligation Bonds-Series 2005	6/1/2005	-	-	-	-
General Obligation Bonds-Series 2006A	6/1/2006	2,080,000	632,031	38,400	2,750,431
General Obligation Bonds-Series 2006B	6/1/2006	-	-	-	-
General Obligation Bonds-Series 2007	6/26/2007	4,120,000	1,555,425	82,700	5,758,125
General Obligation Bonds-Series 2009B	12/22/2009	1,880,000	1,766,365	81,300	3,727,665
General Obligation Bonds-Series 2010	11/30/2010	6,500,000	1,342,800	79,900	7,922,700
<i>Sub-Total Property Tax Funded Debt</i>		17,375,000	5,943,909	317,900	23,636,809
<u>Water & Sewer Revenue Funded Debt (Fund 2380)</u>					
Subordinate Lien W&S Rev Bonds-Series 2006	2/7/2006	4,355,000	2,814,206	5,000	7,174,206
Subordinate Lien W&S Rev Bonds-Series 2007	6/15/2007	2,110,000	1,621,613	5,000	3,736,613
Subordinate Lien W&S Rev Bonds-Series 2008	2/1/2008	2,840,000	2,221,388	5,000	5,066,388
Senior Lien W&S Refunding Obligations-Series 2012	2/1/2012	4,465,000	3,388,650	5,000	7,858,650
W&S Revenue Obligations-Series 2010	11/30/2010	-	1,638,858	5,000	1,643,858
<i>Sub-Total Water & Sewer Revenue Funded Debt</i>		13,770,000	11,684,714	25,000	25,479,714
<u>Street/HURF Revenue Funded Debt (Fund 1920)</u>					
HURF Revenue Bonds-Series 2006	4/11/2006	1,895,000	75,800	5,000	1,975,800
<i>Sub-Total Street/HURF Revenue Funded Debt</i>		1,895,000	75,800	5,000	1,975,800
<u>Transportation Sales Tax Funded Debt (Fund 1970)</u>					
Transportation Sales Tax Obligations Bond -Series 2008	10/16/2007	3,380,000	3,946,081	5,000	7,331,081
Transportation Sales Tax Obligations Bond -Series 2015		538,453	1,192,043	5,000	1,735,495
<i>Sub-Total Transportation Sales Tax Funded Debt</i>		3,918,453	5,138,124	10,000	9,066,576
Total Debt Service Payments (All Funds)		46,513,453	45,235,408	397,900	92,146,761



SCHEDULE SEVEN
Long Term Debt Service

Bond Description	Date of Issue	FY 2017			
		Principal	Interest	Other Fees	Total
<u>Excise Tax Funded Debt (Fund 1940)</u>					
MPC Bonds-Series 2003 B-Arena Taxable	6/1/2003	2,600,000	5,122,881	5,000	7,727,881
MPC Bonds-Series 2006-GRPSTC/Zanjero	Refund 2/1/12	1,700,000	954,563	5,000	2,659,563
MPC Bonds-Series 2008A-H/Conv/Media (Taxable)	6/1/2008	1,405,000	1,398,656	5,000	2,808,656
MPC Bonds-Series 2008B-H/Conv/Media (Taxable)	6/1/2008	1,495,000	2,803,226	5,000	4,303,226
MPC Bonds-Series 2008C-H/Conv/Media (Taxable)	6/1/2008	-	-	-	-
MPC Bonds-Series 2012A-Refunding Bond	2/2/2012	2,175,000	331,300	5,000	2,511,300
MPC Bonds-Series 2012B-Refunding Bond	12/27/2012	-	1,981,000	5,000	1,986,000
MPC Bonds-Series 2012C-Refunding Bond	12/27/2012	-	8,670,250	5,000	8,675,250
MPC Bonds-Series 2012D-Refunding Bond (Taxable)	12/27/2012	-	192,943	5,000	197,943
MPC Bonds-AMFP Series 14-Arena	6/28/2002	-	259,763	-	259,763
MPC Bonds-AMFP Series 16 Refunding-Arena	7/31/2003	-	340,750	-	340,750
<i>Sub-Total Excise Tax Funded Debt</i>		9,375,000	22,055,331	40,000	31,470,331
<u>Property Tax Funded Debt (Fund 1900)</u>					
General Obligation Bonds-Series 2003	4/1/2003	-	86,700	-	86,700
General Obligation Bonds-Series 2004	6/1/2004	2,915,000	441,800	35,600	3,392,400
General Obligation Bonds-Series 2005	6/1/2005	-	-	-	-
General Obligation Bonds-Series 2006A	6/1/2006	2,170,000	528,031	38,400	2,736,431
General Obligation Bonds-Series 2006B	6/1/2006	-	-	-	-
General Obligation Bonds-Series 2007	6/26/2007	4,290,000	1,380,325	82,700	5,753,025
General Obligation Bonds-Series 2009B	12/22/2009	1,920,000	1,694,925	81,300	3,696,225
General Obligation Bonds-Series 2010	11/30/2010	6,750,000	1,082,800	79,900	7,912,700
<i>Sub-Total Property Tax Funded Debt</i>		18,045,000	5,214,581	317,900	23,577,481
<u>Water & Sewer Revenue Funded Debt (Fund 2380)</u>					
Subordinate Lien W&S Rev Bonds-Series 2006	2/7/2006	4,570,000	2,596,456	5,000	7,171,456
Subordinate Lien W&S Rev Bonds-Series 2007	6/15/2007	2,215,000	1,516,113	5,000	3,736,113
Subordinate Lien W&S Rev Bonds-Series 2008	2/1/2008	2,950,000	2,107,788	5,000	5,062,788
Senior Lien W&S Refunding Obligations-Series 2012	2/1/2012	4,640,000	3,210,050	5,000	7,855,050
W&S Revenue Obligations-Series 2010	11/30/2010	-	1,638,858	5,000	1,643,858
<i>Sub-Total Water & Sewer Revenue Funded Debt</i>		14,375,000	11,069,264	25,000	25,469,264
<u>Street/HURF Revenue Funded Debt (Fund 1920)</u>					
HURF Revenue Bonds-Series 2006	4/11/2006	-	-	-	-
<i>Sub-Total Street/HURF Revenue Funded Debt</i>		-	-	-	-
<u>Transportation Sales Tax Funded Debt (Fund 1970)</u>					
Transportation Sales Tax Obligations Bond -Series 2008	10/16/2007	3,550,000	3,777,081	5,000	7,332,081
Transportation Sales Tax Obligations Bond -Series 2015		571,244	1,159,251	5,000	1,735,495
<i>Sub-Total Transportation Sales Tax Funded Debt</i>		4,121,244	4,936,332	10,000	9,067,576
Total Debt Service Payments (All Funds)		45,916,244	43,275,508	392,900	89,584,653

SCHEDULE SEVEN
Long Term Debt Service



Bond Description	Date of Issue	FY 2018			
		Principal	Interest	Other Fees	Total
<u>Excise Tax Funded Debt (Fund 1940)</u>					
MPC Bonds-Series 2003 B-Arena Taxable	6/1/2003	2,805,000	4,985,601	5,000	7,795,601
MPC Bonds-Series 2006-GRPSTC/Zanjero	Refund 2/1/12	1,770,000	882,313	5,000	2,657,313
MPC Bonds-Series 2008A-H/Conv/Media (Taxable)	6/1/2008	1,465,000	1,342,456	5,000	2,812,456
MPC Bonds-Series 2008B-H/Conv/Media (Taxable)	6/1/2008	1,575,000	2,721,809	5,000	4,301,809
MPC Bonds-Series 2008C-H/Conv/Media (Taxable)	6/1/2008	-	-	-	-
MPC Bonds-Series 2012A-Refunding Bond	2/2/2012	1,950,000	253,050	5,000	2,208,050
MPC Bonds-Series 2012B-Refunding Bond	12/27/2012	-	1,981,000	5,000	1,986,000
MPC Bonds-Series 2012C-Refunding Bond	12/27/2012	-	8,670,250	5,000	8,675,250
MPC Bonds-Series 2012D-Refunding Bond (Taxable)	12/27/2012	-	192,943	5,000	197,943
MPC Bonds-AMFP Series 14-Arena	6/28/2002	-	259,763	-	259,763
MPC Bonds-AMFP Series 16 Refunding-Arena	7/31/2003	-	340,750	-	340,750
<i>Sub-Total Excise Tax Funded Debt</i>		9,565,000	21,629,933	40,000	31,234,933
<u>Property Tax Funded Debt (Fund 1900)</u>					
General Obligation Bonds-Series 2003	4/1/2003	4,335,000	86,700	-	4,421,700
General Obligation Bonds-Series 2004	6/1/2004	3,050,000	296,050	35,600	3,381,650
General Obligation Bonds-Series 2005	6/1/2005	-	-	-	-
General Obligation Bonds-Series 2006A	6/1/2006	2,260,000	438,519	38,400	2,736,919
General Obligation Bonds-Series 2006B	6/1/2006	-	-	-	-
General Obligation Bonds-Series 2007	6/26/2007	4,485,000	1,187,275	82,700	5,754,975
General Obligation Bonds-Series 2009B	12/22/2009	1,970,000	1,618,125	81,300	3,669,425
General Obligation Bonds-Series 2010	11/30/2010	2,100,000	812,800	79,900	2,992,700
<i>Sub-Total Property Tax Funded Debt</i>		18,200,000	4,439,469	317,900	22,957,369
<u>Water & Sewer Revenue Funded Debt (Fund 2380)</u>					
Subordinate Lien W&S Rev Bonds-Series 2006	2/7/2006	4,800,000	2,367,956	5,000	7,172,956
Subordinate Lien W&S Rev Bonds-Series 2007	6/15/2007	2,330,000	1,405,363	5,000	3,740,363
Subordinate Lien W&S Rev Bonds-Series 2008	2/1/2008	3,070,000	1,989,788	5,000	5,064,788
Senior Lien W&S Refunding Obligations-Series 2012	2/1/2012	4,875,000	2,978,050	5,000	7,858,050
W&S Revenue Obligations-Series 2010	11/30/2010	-	1,638,858	5,000	1,643,858
<i>Sub-Total Water & Sewer Revenue Funded Debt</i>		15,075,000	10,380,014	25,000	25,480,014
<u>Street/HURF Revenue Funded Debt (Fund 1920)</u>					
HURF Revenue Bonds-Series 2006	4/11/2006	-	-	-	-
<i>Sub-Total Street/HURF Revenue Funded Debt</i>		-	-	-	-
<u>Transportation Sales Tax Funded Debt (Fund 1970)</u>					
Transportation Sales Tax Obligations Bond -Series 2008	10/16/2007	3,730,000	3,599,581	5,000	7,334,581
Transportation Sales Tax Obligations Bond -Series 2015		606,033	1,124,462	5,000	1,735,495
<i>Sub-Total Transportation Sales Tax Funded Debt</i>		4,336,033	4,724,043	10,000	9,070,076
Total Debt Service Payments (All Funds)		47,176,033	41,173,459	392,900	88,742,392



SCHEDULE SEVEN
Long Term Debt Service

Bond Description	Date of Issue	FY 2019			
		Principal	Interest	Other Fees	Total
<u>Excise Tax Funded Debt (Fund 1940)</u>					
MPC Bonds-Series 2003 B-Arena Taxable	6/1/2003	3,035,000	4,837,497	5,000	7,877,497
MPC Bonds-Series 2006-GRPSTC/Zanjero	Refund 2/1/12	1,860,000	793,813	5,000	2,658,813
MPC Bonds-Series 2008A-H/Conv/Media (Taxable)	6/1/2008	1,530,000	1,283,856	5,000	2,818,856
MPC Bonds-Series 2008B-H/Conv/Media (Taxable)	6/1/2008	1,655,000	2,636,034	5,000	4,296,034
MPC Bonds-Series 2008C-H/Conv/Media (Taxable)	6/1/2008	-	-	-	-
MPC Bonds-Series 2012A-Refunding Bond	2/2/2012	2,245,000	194,550	5,000	2,444,550
MPC Bonds-Series 2012B-Refunding Bond	12/27/2012	-	1,981,000	5,000	1,986,000
MPC Bonds-Series 2012C-Refunding Bond	12/27/2012	-	8,670,250	5,000	8,675,250
MPC Bonds-Series 2012D-Refunding Bond (Taxable)	12/27/2012	2,045,000	192,943	5,000	2,242,943
MPC Bonds-AMFP Series 14-Arena	6/28/2002	-	259,763	-	259,763
MPC Bonds-AMFP Series 16 Refunding-Arena	7/31/2003	-	340,750	-	340,750
<i>Sub-Total Excise Tax Funded Debt</i>		12,370,000	21,190,455	40,000	33,600,455
<u>Property Tax Funded Debt (Fund 1900)</u>					
General Obligation Bonds-Series 2003	4/1/2003	-	-	-	-
General Obligation Bonds-Series 2004	6/1/2004	3,190,000	143,550	35,600	3,369,150
General Obligation Bonds-Series 2005	6/1/2005	-	-	-	-
General Obligation Bonds-Series 2006A	6/1/2006	2,370,000	339,644	38,400	2,748,044
General Obligation Bonds-Series 2006B	6/1/2006	-	-	-	-
General Obligation Bonds-Series 2007	6/26/2007	4,710,000	963,025	82,700	5,755,725
General Obligation Bonds-Series 2009B	12/22/2009	2,025,000	1,534,400	81,300	3,640,700
General Obligation Bonds-Series 2010	11/30/2010	4,300,000	707,800	79,900	5,087,700
<i>Sub-Total Property Tax Funded Debt</i>		16,595,000	3,688,419	317,900	20,601,319
<u>Water & Sewer Revenue Funded Debt (Fund 2380)</u>					
Subordinate Lien W&S Rev Bonds-Series 2006	2/7/2006	5,040,000	2,127,956	5,000	7,172,956
Subordinate Lien W&S Rev Bonds-Series 2007	6/15/2007	2,430,000	1,303,425	5,000	3,738,425
Subordinate Lien W&S Rev Bonds-Series 2008	2/1/2008	3,190,000	1,866,988	5,000	5,061,988
Senior Lien W&S Refunding Obligations-Series 2012	2/1/2012	5,020,000	2,831,800	5,000	7,856,800
W&S Revenue Obligations-Series 2010	11/30/2010	-	1,638,858	5,000	1,643,858
<i>Sub-Total Water & Sewer Revenue Funded Debt</i>		15,680,000	9,769,026	25,000	25,474,026
<u>Street/HURF Revenue Funded Debt (Fund 1920)</u>					
HURF Revenue Bonds-Series 2006	4/11/2006	-	-	-	-
<i>Sub-Total Street/HURF Revenue Funded Debt</i>		-	-	-	-
<u>Transportation Sales Tax Funded Debt (Fund 1970)</u>					
Transportation Sales Tax Obligations Bond -Series 2008	10/16/2007	3,915,000	3,413,081	5,000	7,333,081
Transportation Sales Tax Obligations Bond -Series 2015		642,940	1,087,555	5,000	1,735,495
<i>Sub-Total Transportation Sales Tax Funded Debt</i>		4,557,940	4,500,636	10,000	9,068,576
Total Debt Service Payments (All Funds)		49,202,940	39,148,536	392,900	88,744,376

SCHEDULE SEVEN
Long Term Debt Service



Bond Description	Date of Issue	FY 2020 and Beyond			
		Principal	Interest	Other Fees	Total
<u>Excise Tax Funded Debt (Fund 1940)</u>					
MPC Bonds-Series 2003 B-Arena Taxable	6/1/2003	84,680,000	37,909,953	70,000	122,659,953
MPC Bonds-Series 2006-GRPSTC/Zanjero	Refund 2/1/12	15,660,000	2,902,688	35,000	18,597,688
MPC Bonds-Series 2008A-H/Conv/Media (Taxable)	6/1/2008	26,230,000	9,117,425	65,000	35,412,425
MPC Bonds-Series 2008B-H/Conv/Media (Taxable)	6/1/2008	41,340,000	22,792,745	70,000	64,202,745
MPC Bonds-Series 2008C-H/Conv/Media (Taxable)	6/1/2008	-	-	-	-
MPC Bonds-Series 2012A-Refunding Bond	2/2/2012	2,295,000	169,500	10,000	2,474,500
MPC Bonds-Series 2012B-Refunding Bond	12/27/2012	39,620,000	17,440,750	70,000	57,130,750
MPC Bonds-Series 2012C-Refunding Bond	12/27/2012	183,405,000	114,555,550	95,000	298,055,550
MPC Bonds-Series 2012D-Refunding Bond (Taxable)	12/27/2012	4,440,000	138,750	5,000	4,583,750
MPC Bonds-AMFP Series 14-Arena	6/28/2002	5,055,000	3,262,106	-	8,317,106
MPC Bonds-AMFP Series 16 Refunding-Arena	7/31/2003	7,250,000	4,940,875	-	12,190,875
<i>Sub-Total Excise Tax Funded Debt</i>		409,975,000	213,230,341	420,000	623,625,341
<u>Property Tax Funded Debt (Fund 1900)</u>					
General Obligation Bonds-Series 2003	4/1/2003	-	-	-	-
General Obligation Bonds-Series 2004	6/1/2004	-	-	-	-
General Obligation Bonds-Series 2005	6/1/2005	-	-	-	-
General Obligation Bonds-Series 2006A	6/1/2006	5,105,000	353,938	76,800	5,535,738
General Obligation Bonds-Series 2006B	6/1/2006	-	-	-	-
General Obligation Bonds-Series 2007	6/26/2007	15,590,000	1,477,775	248,100	17,315,875
General Obligation Bonds-Series 2009B	12/22/2009	27,360,000	9,536,663	894,300	37,790,963
General Obligation Bonds-Series 2010	11/30/2010	10,530,000	922,900	239,700	11,692,600
<i>Sub-Total Property Tax Funded Debt</i>		58,585,000	12,291,275	1,458,900	72,335,175
<u>Water & Sewer Revenue Funded Debt (Fund 2380)</u>					
Subordinate Lien W&S Rev Bonds-Series 2006	2/7/2006	42,380,000	7,812,469	35,000	50,227,469
Subordinate Lien W&S Rev Bonds-Series 2007	6/15/2007	24,210,000	5,649,900	40,000	29,899,900
Subordinate Lien W&S Rev Bonds-Series 2008	2/1/2008	36,150,000	9,390,675	45,000	45,585,675
Senior Lien W&S Refunding Obligations-Series 2012	2/1/2012	52,620,000	14,295,250	45,000	66,960,250
W&S Revenue Obligations-Series 2010	11/30/2010	25,685,000	15,687,848	55,000	41,427,848
<i>Sub-Total Water & Sewer Revenue Funded Debt</i>		181,045,000	52,836,141	220,000	234,101,141
<u>Street/HURF Revenue Funded Debt (Fund 1920)</u>					
HURF Revenue Bonds-Series 2006	4/11/2006	-	-	-	-
<i>Sub-Total Street/HURF Revenue Funded Debt</i>		-	-	-	-
<u>Transportation Sales Tax Funded Debt (Fund 1970)</u>					
Transportation Sales Tax Obligations Bond -Series 2008	10/16/2007	70,190,000	25,074,619	65,000	95,329,619
Transportation Sales Tax Obligations Bond -Series 2015		17,641,330	10,046,592	80,000	27,767,922
<i>Sub-Total Transportation Sales Tax Funded Debt</i>		87,831,330	35,121,211	145,000	123,097,541
Total Debt Service Payments (All Funds)		737,436,330	313,478,969	2,243,900	1,053,159,198



SCHEDULE SEVEN
Long Term Debt Service

Bond Description	Date of Issue	Grand Total of Remaining Payments			
		Principal	Interest	Other Fees	Total
<u>Excise Tax Funded Debt (Fund 1940)</u>					
MPC Bonds-Series 2003 B-Arena Taxable	6/1/2003	94,620,000	63,223,134	95,000	157,938,134
MPC Bonds-Series 2006-GRPSTC/Zanjero	Refund 2/1/12	24,145,000	7,681,000	60,000	31,886,000
MPC Bonds-Series 2008A-H/Conv/Media (Taxable)	6/1/2008	32,220,000	16,057,306	90,000	48,367,306
MPC Bonds-Series 2008B-H/Conv/Media (Taxable)	6/1/2008	48,835,000	36,788,726	95,000	85,718,726
MPC Bonds-Series 2008C-H/Conv/Media (Taxable)	6/1/2008	1,000,000	50,190	5,000	1,055,190
MPC Bonds-Series 2012A-Refunding Bond	2/2/2012	8,665,000	1,611,000	32,500	10,308,500
MPC Bonds-Series 2012B-Refunding Bond	12/27/2012	39,620,000	27,345,750	92,500	67,058,250
MPC Bonds-Series 2012C-Refunding Bond	12/27/2012	183,405,000	157,906,800	117,500	341,429,300
MPC Bonds-Series 2012D-Refunding Bond (Taxable)	12/27/2012	14,770,000	1,328,136	27,500	16,125,636
MPC Bonds-AMFP Series 14-Arena	6/28/2002	5,055,000	4,560,919	-	9,615,919
MPC Bonds-AMFP Series 16 Refunding-Arena	7/31/2003	7,250,000	6,644,625	-	13,894,625
<i>Sub-Total Excise Tax Funded Debt</i>		459,585,000	323,197,586	615,000	783,397,586
<u>Property Tax Funded Debt (Fund 1900)</u>					
General Obligation Bonds-Series 2003	4/1/2003	4,335,000	346,800	-	4,681,800
General Obligation Bonds-Series 2004	6/1/2004	14,615,000	2,112,506	178,000	16,905,506
General Obligation Bonds-Series 2005	6/1/2005	1,395,000	55,800	7,900	1,458,700
General Obligation Bonds-Series 2006A	6/1/2006	15,985,000	3,004,194	268,800	19,257,994
General Obligation Bonds-Series 2006B	6/1/2006	2,010,000	100,500	9,200	2,119,700
General Obligation Bonds-Series 2007	6/26/2007	37,155,000	8,287,550	661,600	46,104,150
General Obligation Bonds-Series 2009B	12/22/2009	36,490,000	17,960,230	1,300,800	55,751,030
General Obligation Bonds-Series 2010	11/30/2010	35,825,000	6,437,700	639,200	42,901,900
<i>Sub-Total Property Tax Funded Debt</i>		147,810,000	38,305,280	3,065,500	189,180,780
<u>Water & Sewer Revenue Funded Debt (Fund 2380)</u>					
Subordinate Lien W&S Rev Bonds-Series 2006	2/7/2006	65,285,000	20,750,600	60,000	86,095,600
Subordinate Lien W&S Rev Bonds-Series 2007	6/15/2007	35,305,000	13,218,525	65,000	48,588,525
Subordinate Lien W&S Rev Bonds-Series 2008	2/1/2008	50,930,000	19,907,213	70,000	70,907,213
Senior Lien W&S Refunding Obligations-Series 2012	2/1/2012	75,910,000	30,264,050	70,000	106,244,050
W&S Revenue Obligations-Series 2010	11/30/2010	25,685,000	23,882,135	80,000	49,647,135
<i>Sub-Total Water & Sewer Revenue Funded Debt</i>		253,115,000	108,022,523	345,000	361,482,523
<u>Street/HURF Revenue Funded Debt (Fund 1920)</u>					
HURF Revenue Bonds-Series 2006	4/11/2006	3,700,000	223,800	10,000	3,933,800
<i>Sub-Total Street/HURF Revenue Funded Debt</i>		3,700,000	223,800	10,000	3,933,800
<u>Transportation Sales Tax Funded Debt (Fund 1970)</u>					
Transportation Sales Tax Obligations Bond -Series 2008	10/16/2007	88,015,000	43,886,525	90,000	131,991,525
Transportation Sales Tax Obligations Bond -Series 2015		20,000,000	14,609,902	100,000	34,709,902
<i>Sub-Total Transportation Sales Tax Funded Debt</i>		108,015,000	58,496,427	190,000	166,701,427
Total Debt Service Payments (All Funds)		972,225,000	528,245,616	4,225,500	1,504,696,116

SCHEDULE EIGHT
Scheduled Lease Payments



Lease Desc. & Account	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 On
2011 Lease Refinance (Refinanced Northern Crossing, Hickman and ADOT payment)					
1000-11380-560600 (principal)	1,212,300	2,855,000	3,011,200	3,175,900	-
1000-11380-560600 (interest)	537,589	450,244	293,995	129,195	-
Total	1,749,889	3,305,244	3,305,195	3,305,095	-
Fire Trucks & Equipment - '07 Lease					
1000-11380-560600 (principal)	48,286	50,123	-	-	-
1000-11380-560600 (interest)	3,259	1,422	-	-	-
Total	51,545	51,545	-	-	-
<u>1000 - General Fund Total:</u>	<u>1,801,434</u>	<u>3,356,789</u>	<u>3,305,195</u>	<u>3,305,095</u>	<u>-</u>
<u>Grand Total:</u>	<u>1,801,434</u>	<u>3,356,789</u>	<u>3,305,195</u>	<u>3,305,095</u>	<u>-</u>



SCHEDULE NINE
Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
CITY ATTORNEY DEPARTMENT						
<u>City Attorney</u>						
10610 City Attorney						
Asst City Attorney	1000	3	2	2	2	2
Asst City Prosecutor	1000	7	7	6	6	6
City Attorney	1000	1	1	1	1	1
City Prosecutor	1000	1	1	1	1	1
Dep City Attorney	1000	2	3	3	3	3
Exec Legal Asst	1000	1	1	1	1	1
Legal Asst	1000	2	2	2	2	2
Mgmt Asst to the City Attorney	1000	1	1	1	1	1
Public Safety Staff Attorney	1000	-	1	1	1	1
Secretary	1000	2	2	1	1	1
Sr Secretary	1000	5	5	5	5	5
Victim Assistance Caseworker	1000	1	1	1	1	1
CITY ATTORNEY DEPARTMENT TOTAL:		26	27	25	25	25
CITY AUDITOR DEPARTMENT						
<u>City Auditor</u>						
10710 City Auditor						
Asst City Auditor	1000	1	1	1	1	1
City Auditor	1000	1	1	-	-	1
Compliance/Asset Mgmt Exec Dir	1000	-	-	1	1	-
Sr Secretary	1000	-	0.5	0.5	0.5	0.5
CITY AUDITOR DEPARTMENT TOTAL:		2	2.5	2.5	2.5	2.5
CITY CLERK DEPARTMENT						
<u>City Clerk</u>						
10210 City Clerk						
City Clerk	1000	1	1	1	1	1
Dep City Clerk	1000	1	1	1	1	1
Mgmt Aide	1000	1	1	1	1	1
Records Mgmt Asst	1000	-	-	-	-	1
Records Supv	1000	-	-	-	-	1
Sr Secretary	1000	1	1	1	1	1
City Clerk Division Total:		4	4	4	4	6
10220 Records Management						
Records Mgmt Asst	1000	1	1	1	1	-
Records Supv	1000	1	1	1	1	-
Records Management Division Total:		2	2	2	2	-
CITY CLERK DEPARTMENT TOTAL:		6	6	6	6	6
CITY COURT DEPARTMENT						
<u>City Court</u>						
10410 City Court						
Account Spec II	1000	1	1	1	1	1
City Judge	1000	2	2	2	2	2

SCHEDULE NINE
Authorized Staffing



DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
CITY COURT DEPARTMENT						
<u>City Court</u>						
10410 City Court						
Coll Rep	1000	1	1	-	-	-
Court Accounting Supv	1000	1	1	1	1	1
Court Admin	1000	1	1	1	1	1
Court Clerk I	1000	3	3	1	1	-
Court Clerk II	1000	23.2	23.2	20.2	20.2	24.2
Court Clerk III	1000	2	2	2	2	2
Court Hearing Officer	1000	1	1	1	1	1
Court Interpreter	1000	1.75	1.75	1.75	1.5	1.5
Court Supv	1000	-	-	3	3	3
Dep Court Admin	1000	1	1	1	-	-
Judicial Asst	1000	1	1	1	1	1
Police Officer	1000	2	-	-	-	-
Presiding City Judge	1000	1	1	1	1	1
Sr Secretary	1000	0.8	0.8	0.8	0.8	1
Sys Analyst	1000	-	-	-	-	1
City Court Division Total:		42.75	40.75	37.75	36.5	40.7
10510 Court Security						
Mgmt Asst	1240	-	-	1	1	1
Police Officer	1240	1	1	1	1	1
Court Security Division Total:		1	1	2	2	2
10520 Court Time Payments						
Court Clerk II	1240	1	1	1	1	-
CITY COURT DEPARTMENT TOTAL:		44.75	42.75	40.75	39.5	42.7
CITY MANAGER DEPARTMENT						
<u>Admin Svcs Admin.</u>						
11210 Administration Services Admin.						
Dep City Mgr	1000	1	-	-	-	-
Exec Administrative Asst	1000	1	1	-	-	-
Exec Administrative Asst II	1000	1	1	-	-	-
Sr Mgmt Asst	1000	1	-	-	-	-
Administration Services Admin. Division		4	2	-	-	-
<u>City Manager</u>						
10310 City Manager						
Asst City Mgr	1000	1	1	1	1	2
City Mgr	1000	1	1	1	1	1
Exec Administrative Asst	1000	2	2	-	-	-
Mgmt Asst	1000	1	1	1	1	-
Mgmt Asst to the City Mgr	1000	1	1	1	1	1
Sr Mgmt Asst	1000	1	1	1	1	1
City Manager Division Total:		7	7	5	5	5
CITY MANAGER DEPARTMENT TOTAL:		11	9	5	5	5



SCHEDULE NINE
Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
COMMUNICATIONS DEPARTMENT						
<u>Conv./Media/Parking</u>						
10891 Media Center Operations						
Chief Broadcast Engineer	1000	1	1	1	1	1
<u>Marketing and Comm.</u>						
10810 Marketing						
Comm Dir	1000	1	-	-	-	-
Comm Exec Dir	1000	-	-	1	1	-
Communications Director	1000	-	-	-	-	1
Creative Designer	1000	2	1	1	1	1
Creative Services Mgr	1000	1	1	1	1	1
Customer Assistance Rep	1000	-	1	1	-	-
Dep Comm Dir	1000	1	1	2	2	-
Exec Comm Dir	1000	-	1	-	-	-
Marketing & Comm Coord	1000	1	1	-	-	-
Marketing & Comm Mgr	1000	1	1	-	-	-
Marketing & Comm Prog Mgr	1000	-	-	2	2	2
Mgmt Aide	1000	-	-	-	1	1
Mgmt Asst	1000	-	1	1	1	1
Sr Marketing & Comm Mgr	1000	-	-	1	1	-
Sr Secretary	1000	1	-	-	-	-
Sr. Marketing & Comm Mgr	1000	-	-	-	-	1
Web Content Program Mgr	1000	2	2	1	1	1
Marketing Division Total:		10	10	11	11	9
14110 City-Wide Special Events						
Special Events Coord	1000	1	0.75	1	1	1
Special Events Division Mgr	1000	1	1	1	1	1
Special Events Program Manager	1000	2	2	2	2	2
City-Wide Special Events Division Total:		4	3.75	4	4	4
14115 Audio/Visual						
Audio/Visual Coordinator	1000	1	1	-	-	-
Audio/Visual Network Spec	1000	1	1	-	-	-
Media Production Spec	1000	-	-	1	1	-
Audio/Visual Division Total:		2	2	1	1	-
14120 Cable Communications						
Cable Media Administrator	1000	1	1	1	1	1
Media Production Spec	1000	4	4	4	3.5	3.5
Television Exec Prod/Anchor	1000	1	1	-	-	-
Television Producer/Host	1000	1	1	1	-	-
Cable Communications Division Total:		7	7	6	4.5	4.5
Marketing and Comm. Rollup Total:		23	22.75	22	20.5	17.5
<u>Tourism/CVB</u>						
10820 Tourism						
Customer Assistance Rep	1000	0.5	0.5	0.5	-	-
CVB Mgr	1000	-	1	1	-	-
Dep Comm Dir	1000	1	-	-	-	-
Tourism Coordinator	1000	1	1	1	-	-

SCHEDULE NINE
Authorized Staffing



DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
COMMUNICATIONS DEPARTMENT						
<u>Tourism/CVB</u>						
10820 Tourism						
Tourism Manager	1000	1	-	-	-	-
Customer Assistance Rep	1750	-	-	-	0.5	0.5
CVB Mgr	1750	-	-	-	1	1
Tourism Coordinator	1750	-	-	-	1	1
Tourism Division Total:		3.5	2.5	2.5	2.5	2.5
COMMUNICATIONS DEPARTMENT TOTAL:		27.5	26.25	25.5	24	21
COMMUNITY SERVICES DEPARTMENT						
<u>Comm. Services Adm</u>						
14510 Comm. Services Admin.						
Asst Comm Serv Dir	1000	-	-	-	-	1
Community Services Director	1000	-	-	-	-	1
Dep City Mgr	1000	1	-	-	-	-
Management Aide	1000	-	-	-	-	1
Mgmt Aide	1000	-	-	-	-	1
Mgmt Asst	1000	-	-	-	-	1
Office Support Supv	1000	-	-	-	-	2
Secretary	1000	-	-	-	-	2
Comm. Services Admin. Division Total:		1	-	-	-	9
<u>Human Services</u>						
15010 Community Revitalization						
Dep City Mgr	1000	-	1	-	-	-
Human Svcs Administrator	1000	-	-	-	-	1
Revit Mgr	1000	-	-	-	-	1
Revitalization Admin	1000	1	1	1	1	-
Revitalization Grants Supv	1000	1	1	1	1	1
Community Revitalization Division Total:		2	3	2	2	3
17910 Community Housing						
Account Spec II	2500	1	1	1	1	1
Accountant I	2500	1	-	-	-	-
Bldg Maint Leader	2500	1	1	1	1	1
Bldg Maint Supv	2500	1	1	1	1	1
Building Maintenance Worker	2500	2	2	2	2	2
Community Partnerships Dir	2500	1	1	1	-	-
Housing Assistance Rep	2500	10	10	10	10	10
Housing Svcs Admin	2500	1	1	1	1	-
Housing Svcs Mgr	2500	-	-	-	-	1
Housing Supv	2500	1	1	1	1	1
Mgmt Asst	2500	-	1	1	1	1
Neighborhood Svcs Coord	2500	-	-	1	1	1
Secretary	2500	2	2	2	2	2
Sr Mgmt Asst	2500	1	1	1	1	1
Sr Secretary	2500	1	1	1	1	1
Srvc Worker I (Bldg Maint)	2500	1	1	1	1	1



SCHEDULE NINE
Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
COMMUNITY SERVICES DEPARTMENT						
<u>Human Services</u>						
17910 Community Housing						
Community Housing Division Total:		24	24	25	24	24
31001 CDBG Programs						
Account Spec II	1320	1	1	1	1	1
Mgmt Asst	1320	0.75	0.75	0.75	0.75	0.75
Revitalization Coord	1320	4	4	4	4	4
Revitalization Supv	1320	1	1	1	1	1
Secretary	1320	1	1	1	1	1
Sr Secretary	1320	1	1	1	1	1
CDBG Programs Division Total:		8.75	8.75	8.75	8.75	8.75
Human Services Rollup Total:		34.75	35.75	35.75	34.75	35.75
<u>Human Services-Comm Action Prg</u>						
32040 Community Action Program (CAP)						
Community Action Program Admin	1820	1	-	-	-	-
Community Eligibility Rep	1820	2.5	-	-	-	-
Community Eligibility Spec	1820	1	-	-	-	-
Customer Assistance Rep	1820	1	-	-	-	-
Mgmt Aide	1820	1	-	-	-	-
Office Asst	1820	0.5	-	-	-	-
Community Action Program (CAP)		7	-	-	-	-
32056 Case Mgmt Admin						
Community Eligibility Rep	1820	-	2.5	2.5	2	2
Community Eligibility Spec	1820	-	1	1	1	1
Case Mgmt Admin Division Total:		-	3.5	3.5	3	3
32060 Community Svcs Block Grant-Adm						
CAP Mgr	1820	-	-	-	-	1
Community Action Program Admin	1820	-	1	1	1	-
Community Eligibility Rep	1820	-	-	-	0.5	0.5
Customer Assistance Rep	1820	-	1	1	-	-
Mgmt Aide	1820	-	1	1	1	1
Office Asst	1820	-	0.5	0.5	-	-
Community Svcs Block Grant-Adm		-	3.5	3.5	2.5	2.5
Human Services-Comm Action Prg Rollup Total:		7	7	7	5.5	5.5
<u>Library & Arts</u>						
15220 Library						
Account Spec	1000	2	2	-	-	-
Administrative Librarian	1000	-	-	-	-	5
Chief Librarian	1000	-	-	1	1	1
Courier	1000	1	1	0.5	-	-
Librarian	1000	-	-	-	-	11.75
Librarian I	1000	3.5	-	-	-	-
Librarian II	1000	16.25	18.75	16.75	12.75	-
Librarian III	1000	3	3	3	3	-
Librarian IV	1000	4	4	3	1	-

SCHEDULE NINE
Authorized Staffing



DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
COMMUNITY SERVICES DEPARTMENT						
<u>Library & Arts</u>						
15220 Library						
Library Asst I	1000	4	4	3.5	2.5	2
Library Asst II	1000	1.63	1.63	1	1	1.5
Library Asst III	1000	13.25	13.25	11.75	11.75	10.75
Library Dir	1000	1	1	-	-	-
Library Graphics Coord	1000	1	1	-	-	-
Library Mgr	1000	5	4	3	2	1
Library Ops Supv	1000	4	4	4	3	4
Library Technology Coord	1000	2	1	1	-	-
Library Technology Supv	1000	1	1	-	-	-
Mgmt Asst	1000	1	1	-	-	-
PC Support Specialist II	1000	2	2	-	-	-
Public Service Asst	1000	2.63	6.5	5.5	5.5	5.5
Secretary	1000	1	1	1	-	-
Library Division Total:		69.26	70.13	55	43.5	42.5
15310 Arts Maintenance						
Arts Coordinator	1220	-	-	-	-	1
Library Graphics Coord	1220	-	-	1	1	-
Arts Maintenance Division Total:		-	-	1	1	1
Library & Arts Rollup Total:		69.26	70.13	56	44.5	43.5
<u>Parks & Rec</u>						
13010 Pool Maintenance						
Srvc Worker III (Parks)	1000	2	2	2	2	-
13020 Park Irrigation						
Srvc Worker II (Parks)	1000	1	1	-	-	-
Srvc Worker III (Parks)	1000	2	2	-	-	-
Park Irrigation Division Total:		3	3	-	-	-
13030 Parks CIP & Planning						
Parks & Rec Projects Coord	1000	2	2	1	-	-
13040 Parks Maintenance						
Crewleader (Parks)	1000	2	2	2	2	-
Dep Parks & Rec Dir	1000	1	1	1	-	-
Landscape Gard/Horticulturist	1000	1	1	1	1	1
Park Mgr	1000	-	-	-	1	2
Parks & Rec Admin	1000	-	-	-	-	1
Playground Equip Srvc Worker	1000	2	2	2	2	2
Rec Coord	1000	-	-	-	1	1
Rec Mgr	1000	-	-	1	2	-
Secretary	1000	1	1	1	-	-
Service Worker II	1000	-	-	-	-	1
Sr Heavy Equip Srvc Worker	1000	1	1	1	-	-
Sr Rec Coord	1000	-	-	1	1	-
Sr Secretary	1000	-	-	-	1	1
Srvc Worker II (Parks)	1000	10	8	8	9	8
Srvc Worker III (Parks)	1000	5	4	2	2	2



SCHEDULE NINE
Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
COMMUNITY SERVICES DEPARTMENT						
<u>Parks & Rec</u>						
13040 Parks Maintenance						
Support Srvc Supv	1000	-	-	-	1	1
Parks Maintenance Division Total:		23	20	20	23	20
14610 Parks & Recreation Admin.						
Account Spec	1000	-	-	2	-	-
Mgmt Aide	1000	-	-	-	1	-
Mgmt Asst	1000	-	-	-	1	-
Mgmt Asst II	1000	-	-	1	-	-
Parks & Rec Dir	1000	1	1	-	-	-
Parks, Rec & Library Exec Dir	1000	-	-	1	1	-
Rec Coord	1000	-	-	-	1	-
Rec Mgr	1000	-	-	-	1	-
Secretary	1000	-	-	-	2	-
Sr Mgmt Asst	1000	1	-	-	-	-
Sr Secretary	1000	-	-	-	1	-
Parks & Recreation Admin. Division Total:		2	1	4	8	-
14630 Recreation Support Services						
Mgmt Asst	1000	1	1	1	-	-
Rec Accounts Coord	1000	1	1	-	-	-
Rec Mgr	1000	-	-	-	-	2
Secretary	1000	3	3	2	-	-
Sr Rec Coord	1000	-	-	-	-	1
Sr Secretary	1000	1	1	1	-	-
Recreation Support Services Division Total:		6	6	4	-	3
14650 Youth and Teen						
Rec Mgr	1000	1	1	1	-	-
Rec Programmer	1000	4.5	3.75	2.25	-	-
Sr Rec Coord	1000	1	2	1	-	-
Youth and Teen Division Total:		6.5	6.75	4.25	-	-
14660 Special Events and Programs						
Rec Mgr	1000	1	1	-	-	-
14670 Sports and Health						
Dep Parks & Rec Dir	1000	1	1	-	-	-
Park Mgr	1000	1	1	1	-	-
Rec Coord	1000	1	1	1	-	-
Rec Mgr	1000	1	1	1	-	-
Srvc Worker II (Parks)	1000	1	1	1	-	-
Sports and Health Division Total:		5	5	4	-	-
14680 Aquatics						
Rec Coord	1000	-	-	-	-	1
Sr Rec Coord	1000	1	1	-	-	-
Srvc Worker III (Parks)	1000	-	-	-	-	2
Aquatics Division Total:		1	1	-	-	3
14700 Marketing - Parks & Rec						
Mgmt Asst	1000	1	1	-	-	-

SCHEDULE NINE
Authorized Staffing



DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
COMMUNITY SERVICES DEPARTMENT						
<u>Parks & Rec</u>						
14700 Marketing - Parks & Rec						
Rec Programmer	1000	0.75	0.75	-	-	-
Marketing - Parks & Rec Division Total:		1.75	1.75	-	-	-
14710 Park Rangers						
Park Ranger	1000	3	3	3	3	3
14840 Sports Self Sustaining						
Rec Coord	1880	1	1	1	-	-
14850 Youth and Teen Self Sustaining						
Rec Programmer	1880	5	5	5	4	4
15015 Neighborhood Partnership						
Mgmt Aide	1000	-	0.5	-	-	-
Neighborhood Partnership Admin	1000	1	1	1	-	-
Neighborhood Srvc Coord	1000	2	3	1	1	1
Sr Secretary	1000	1	1	-	-	-
Neighborhood Partnership Division Total:		4	5.5	2	1	1
Parks & Rec Rollup Total:		66.25	64	50.25	41	34
<u>Parks & Rec-Fac/Commercial Ops</u>						
11710 Civic Center						
Civic Center Event Coord	1740	3	3	2	2	2
Civic Center Mgr	1740	-	-	1	-	-
Civic Center Ops Coord	1740	1	1	1	1	-
CSG Operations Mgr	1740	-	-	-	-	1
Mgmt Aide	1740	-	1	-	-	-
Secretary	1740	1	-	-	-	-
Srvc Worker III (Bldg Maint)	1740	1	1	1	1	-
Civic Center Division Total:		6	6	5	4	3
14620 Glendale Community Center						
Rec Programmer	1000	1	1	1	-	-
Sr Rec Coord	1000	1	1	-	-	-
Glendale Community Center Division		2	2	1	-	-
14640 Adult Center						
Rec Coord	1000	2	2	1	1	1
Rec Mgr	1000	1	1	1	1	-
Secretary	1000	2	2	1	1	1
Srvc Worker II (Parks)	1000	2	2	1	1	-
Support Srvc Supv	1000	1	1	1	-	-
Adult Center Division Total:		8	8	5	4	2
14690 Audio/Visual/Support Services						
Media Production Spec	1000	-	-	-	-	1
Srvc Worker II (Parks)	1000	-	-	-	-	2
Srvc Worker III (Bldg Maint)	1000	-	-	-	-	1
Audio/Visual/Support Services Division		-	-	-	-	4
14720 Foothills Recreation Center						
Building Maintenance Worker	1000	1	1	1	-	-



SCHEDULE NINE
Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
COMMUNITY SERVICES DEPARTMENT						
<u>Parks & Rec-Fac/Commercial Ops</u>						
14720 Foothills Recreation Center						
Office Support Supv	1000	1	1	1	1	-
Rec Mgr	1000	1	1	1	-	-
Rec Programmer	1000	2	2.75	2	2	1
Sr Rec Coord	1000	2	1	1	1	1
Srvc Worker II (Parks)	1000	1	1	1	-	-
Foothills Recreation Center Division Total:		8	7.75	7	4	2
14760 Historic Sahuaro Ranch						
Rec Coord	1000	1	1	1	-	-
Sr Rec Coord	1000	2	2	-	-	-
Historic Sahuaro Ranch Division Total:		3	3	1	-	-
14830 Rec Self Sust-Foothills Rec						
Rec Coord	1880	1	1	1	1	1
Parks & Rec-Fac/Commercial Ops Rollup Total:		28	27.75	20	13	12
COMMUNITY SERVICES DEPARTMENT TOTAL:		206.26	204.63	169	138.75	139.75
COUNCIL DISTRICTS&OF DEPARTMENT						
<u>Council Office</u>						
10110 Council Office						
Council Asst	1000	3	4	4	4	3
Council Svcs Admin	1000	1	1	1	1	1
Exec Administrative Asst	1000	1	1	2	2	2
Secretary	1000	1	1	-	-	-
Council Office Division Total:		6	7	7	7	6
10120 Cholla District						
Council Member	1000	-	1	1	1	1
Vice Mayor	1000	1	-	-	-	-
Cholla District Division Total:		1	1	1	1	1
10130 Barrel District						
Council Member	1000	1	1	1	-	-
Vice Mayor	1000	-	-	-	1	1
Barrel District Division Total:		1	1	1	1	1
10140 Sahuaro District						
Council Member	1000	1	-	-	1	1
Vice Mayor	1000	-	1	1	-	-
Sahuaro District Division Total:		1	1	1	1	1
10150 Cactus District						
Council Member	1000	1	1	1	1	1
10160 Yucca District						
Council Member	1000	1	1	1	1	1
10170 Ocotillo District						
Council Member	1000	1	1	1	1	1

SCHEDULE NINE
Authorized Staffing



DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
COUNCIL DISTRICTS&OF DEPARTMENT						
COUNCIL DISTRICTS&OF DEPARTMENT TOTAL:		12	13	13	13	12
DEVELOPMENT SERVICES DEPARTMENT						
<u>Building Safety</u>						
15610 Building Safety						
Asst Bldg Safety Dir	1000	1	1	1	-	-
Asst Dep City Mgr	1000	1	1	-	-	-
Bldg Insp	1000	4	3	3	3	3
Bldg Insp Spec	1000	4	4	4	3	4
Bldg Safety Dir	1000	-	-	1	-	-
Bldg Safety Mgr	1000	-	-	-	1	3
Bldg Safety Official	1000	-	-	-	1	1
Development Plans Tech	1000	-	-	-	2	2
Development Srvc Rep	1000	-	-	-	1	1
Development Srvc Supv	1000	-	-	-	-	1
Plans Examiner	1000	2	2	2	2	1
Secretary	1000	1	1	1	1	1
Sr Bldg Insp	1000	4	5	4	4	3
Sr Development Srvc Rep	1000	-	-	-	1	-
Sr Mgmt Asst	1000	1	1	-	-	-
Sr Plans Examiner	1000	1	1	-	-	-
Sr Secretary	1000	1	1	1	1	-
Structural Plans Examiner	1000	1	1	1	1	1
Building Safety Division Total:		21	21	18	21	21
15620 Development Services Center						
Bldg Safety Mgr	1000	1	1	1	-	-
Development Plans Tech	1000	2	2	2	-	-
Development Srvc Rep	1000	1	2	1	-	-
Sr Development Srvc Rep	1000	2	1	1	-	-
Development Services Center Division		6	6	5	-	-
17510 Cross Connection Control						
Bldg Insp	2400	1	1	1	1	1
Secretary	2400	0.75	0.75	0.75	0.75	0.75
Sr Bldg Insp	2400	1	1	1	-	-
Cross Connection Control Division Total:		2.75	2.75	2.75	1.75	1.75
Building Safety Rollup Total:		29.75	29.75	25.75	22.75	22.75
<u>Code Compliance</u>						
14410 Code Compliance						
Asst Code Compliance Dir	1000	1	1	1	1	-
Code Comp Administrator	1000	-	-	-	-	1
Code Compliance Dir	1000	1	1	1	1	-
Code Compliance Supv	1000	2	2	2	2	2
Code Insp I	1000	2	3	3	3	3
Code Insp II	1000	7	6	4	3	3
Code Insp III	1000	2	2	2	2	2
Development Services Director	1000	-	-	-	-	1
Mgmt Asst	1000	1	1	1	1	-



SCHEDULE NINE
Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
DEVELOPMENT SERVICES DEPARTMENT						
<u>Code Compliance</u>						
14410 Code Compliance						
Secretary	1000	2	2	1	1	1
Sr Secretary	1000	1	1	1	1	1
Code Compliance Division Total:		19	19	16	15	14
<u>Community Dev Admin</u>						
15510 CD Deputy City Manager						
Dep City Mgr	1000	1	1	1	-	-
<u>Planning</u>						
13770 Mapping and Records						
Sr Engineering Tech	1000	1	1	1	1	1
15910 Planning Administration						
Asst Planning Dir	1000	-	-	-	1	1
Planner	1000	-	-	-	1	1
Planning Dir	1000	1	1	1	1	1
Planning Tech	1000	-	-	-	1	1
Sr Planner	1000	-	-	-	2	2
Sr Secretary	1000	2	2	2	1	1
Planning Administration Division Total:		3	3	3	7	7
15930 Current Planning						
Asst Planning Dir	1000	-	-	1	-	-
Planner	1000	2	1	1	-	-
Principal Planner	1000	2	1	-	-	-
Sr Planner	1000	2	2	1	-	-
Current Planning Division Total:		6	4	3	-	-
15940 Long-Range Planning & Research						
Planning Tech	1000	1	1	1	-	-
Sr Planner	1000	1	1	1	-	-
Long-Range Planning & Research Division		2	2	2	-	-
Planning Rollup Total:		12	10	9	8	8
DEVELOPMENT SERVICES DEPARTMENT TOTAL:		61.75	59.75	51.75	45.75	44.75

ECONOMIC DEVELOPMENT DEPARTMENT

Economic Development

16010 Economic Development

Asst Economic Dev Director	1000	-	-	-	-	1
Asst Economic Development Dir	1000	-	-	1	-	-
Community & Econ Dev Exec Dir	1000	-	-	-	1	-
Econ Dev Official	1000	-	-	-	1	-
Econ Development Admin Asst	1000	-	-	1	1	1
Economic Development Admin	1000	3	3	1	1	1
Economic Development Dir	1000	1	1	1	-	-
Economic Development Director	1000	-	-	-	-	1
Economic Development Spec	1000	-	-	1	2	1
Mgmt Asst II	1000	-	-	1	-	-

SCHEDULE NINE
Authorized Staffing



DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
ECONOMIC DEVELOPMENT DEPARTMENT						
<u>Economic Development</u>						
16010 Economic Development						
Programs Admin	1000	-	-	-	-	1
Sr Mgmt Asst	1000	1	1	-	-	-
ECONOMIC DEVELOPMENT DEPARTMENT TOTAL:		5	5	6	6	6
FINANCE & TECHNOLOGY DEPARTMENT						
<u>Finance</u>						
11310 Finance Administration						
Asst Finance Dir	1000	-	-	-	-	1
Chief Financial Officer	1000	-	-	1	1	-
Dep Finance Dir	1000	1	-	-	-	-
Finance & Technology Director	1000	-	-	-	-	1
Finance Dir	1000	-	1	-	-	-
Mgmt Asst	1000	1	1	1	-	-
Office Support Supv	1000	1	1	1	1	1
Revenue Admin	1000	-	1	1	1	1
Secretary	1000	-	2	-	-	-
Sr Secretary	1000	1	-	-	-	-
Finance Administration Division Total:		4	6	4	3	4
11320 Accounting Services						
Account Spec	1000	3	2	2	2	2
Account Spec II	1000	2	2	2	2	2
Accountant I	1000	4	4	3	4	3
Accountant II	1000	4	4	3	3	3
Accounting Mgr	1000	2	2	2	2	2
Financial Svcs Supv	1000	-	-	-	1	1
Payroll & Accts Payable Supv	1000	1	1	1	-	-
Accounting Services Division Total:		16	15	13	14	13
11340 License/Collection						
Account Spec	1000	-	-	-	1	1
Coll Rep	1000	1	1	1	-	-
Licensing & Taxpayer Analyst	1000	-	-	-	3	3
Reg Licensing & Compl Analyst	1000	2	2	1	-	-
Sr Applications Analyst	1000	1	1	1	1	1
Sr Billing & Compliance Spec	1000	0.5	-	-	1	1
Tax & License Mgr	1000	1	1	1	1	1
Tax Auditor	1000	3	2	3	3	3
License/Collection Division Total:		8.5	7	7	10	10
17020 Customer Service Office						
Account Spec	2360	1	1	1	-	-
Account Spec II	2360	4	4	4	3	3
Accountant I	2360	-	-	-	1	1
Billing & Compliance Spec	2360	7	9	9	9	9
Billing Supv	2360	1	1	1	-	-
Business Equip Tech	2360	2	2	2	2	-
Cashier	2360	6	6	6	6	6



SCHEDULE NINE
Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
FINANCE & TECHNOLOGY DEPARTMENT						
<u>Finance</u>						
17020 Customer Service Office						
Coll Rep	2360	3	2	2	-	1
Customer Relations Supv	2360	1	-	-	-	-
Customer Service Manager	2360	-	-	-	1	1
Duplicating Coord	2360	1	-	-	-	-
Financial Svcs Supv	2360	-	-	-	4	4
Mgmt Asst	2360	-	-	-	-	1
Office Asst	2360	-	-	-	-	1
Reg Licensing & Compl Analyst	2360	-	1	1	-	-
Revenue Recovery Supv	2360	1	1	1	1	-
Secretary	2360	1	-	-	-	-
Sr Account Spec	2360	5	4	4	-	-
Sr Billing & Compliance Spec	2360	-	2	2	-	-
Sr Customer Assistance Rep	2360	2.5	2.5	2.5	2.5	1.5
Sr Secretary	2360	-	-	-	-	1
Customer Service Office Division Total:		35.5	35.5	35.5	29.5	29.5
Finance Rollup Total:		64	63.5	59.5	56.5	56.5
<u>Info. Technology</u>						
11510 Information Technology						
Applications Analyst	1000	1	1	1	1	1
Assoc Sys Admin	1000	1	1	-	-	-
Chief Info Technology Officer	1000	1	1	-	-	-
CIO	1000	-	-	-	-	1
Database Admin	1000	1	2	1	1	1
Dep Chief Info Tech Officer	1000	1	1	1	1	1
GIS Analyst	1000	-	-	-	1	1
Help Desk Support Spec	1000	2	3	3	2	2
Help Desk Supv	1000	1	1	1	1	1
Info Technology Mgr	1000	4	4	3	3	3
Innovate Admin	1000	-	-	1	1	-
Library Technology Supv	1000	-	-	1	-	-
Network Engineer	1000	1	1	1	1	1
PC Support Specialist II	1000	-	-	2	2	2
Sr Applications Analyst	1000	1	1	-	-	-
Sr Database Admin	1000	-	-	1	1	1
Sr GIS Analyst	1000	1	1	1	1	1
Sr Network Engineer	1000	1	1	1	1	1
Sr Sys Admin	1000	1	1	1	1	1
Sr Sys Analyst	1000	-	-	1	1	1
Sys Admin	1000	3	3	3	3	3
Sys Analyst	1000	5	3	4	3	3
Tech & Innovation Exec Dir	1000	-	-	1	1	-
Information Technology Division Total:		25	25	28	26	25
11520 Telephones						
Voice Comms Admin	1100	1	1	1	1	1

SCHEDULE NINE
Authorized Staffing



DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
FINANCE & TECHNOLOGY DEPARTMENT						
<u>Info. Technology</u>						
11530 Technology Replacement						
Mgmt Aide	1140	1	1	1	1	1
Info. Technology Rollup Total:		27	27	30	28	27
<u>Management & Budget</u>						
11360 Materials Management						
Contract Analyst	1000	3	2	2	2	4
Materials Mgr	1000	1	-	-	-	-
Purch & Materials Control Mgr	1000	-	-	1	-	-
Purch & Materials Mgr	1000	-	-	-	-	1
Materials Management Division Total:		4	2	3	2	5
11610 Budget & Research						
Asst Budget Dir	1000	1	1	-	-	-
Budget Admin	1000	-	-	-	-	1
Budget Analyst	1000	1	1	-	-	-
Budget Coord	1000	1	1	-	-	-
Budget Dir	1000	1	1	-	-	-
Chief Budget Officer	1000	-	-	1	1	-
Financial Svcs Exec Dir	1000	-	-	1	1	-
Sr Budget Analyst	1000	2	2	2	2	1
Budget & Research Division Total:		6	6	4	4	2
11620 Grants Administration						
Sr Mgmt Asst	1000	1	1	1	1	-
Management & Budget Rollup Total:		11	9	8	7	7
FINANCE & TECHNOLOGY DEPARTMENT TOTAL:		102	99.5	97.5	91.5	90.5

FIRE SERVICES DEPARTMENT

Fire Department

12410 Fire Administration

Asst Fire Chief	1000	2	2	2	2	2
Customer Assistance Rep	1000	-	-	-	-	1
Dep Fire Chief (40 hrs)	1000	2	2	1	1	2
Fire Battalion Chief (40 Hrs)	1000	-	-	1	1	-
Fire Captain (40 Hrs)	1000	1	-	-	-	-
Fire Captain (52 Hrs)	1000	-	1	-	-	-
Fire Chief	1000	1	1	1	1	1
Fire Comm Outreach Coord	1000	1	2	2	1	1
Fire Crisis Response Vol Coord	1000	-	-	-	-	2
Fire Dept Staff Counselor	1000	-	-	-	-	1
Fire EMS Coordinator	1000	-	-	-	-	1
Fire Fighter (52 Hrs)	1000	-	-	1	-	-
Fire Finance/Budget Coord	1000	1	1	1	1	-
Fire Mgmt Analyst	1000	1	1	1	1	1
Mgmt Aide	1000	1	1	1	1	3
Mgmt Asst	1000	2	2	1	-	-
Programs Admin	1000	1	1	1	-	-



SCHEDULE NINE
Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
FIRE SERVICES DEPARTMENT						
<u>Fire Department</u>						
12410 Fire Administration						
Sr Mgmt Asst	1000	-	-	-	-	1
Fire Administration Division Total:		13	14	13	9	16
12422 Fire Operations						
Dep Fire Chief (40 hrs)	1000	-	-	2	1	1
Dep Fire Chief (52 hrs)	1000	3	3	1	2	3
Fire Battalion Chief (40 Hrs)	1000	-	1	3	2	3
Fire Battalion Chief (52 Hrs)	1000	5	4	3	4	4
Fire Captain (40 Hrs)	1000	8	1	5	7	9
Fire Captain (52 Hrs)	1000	44	51	45	40	44
Fire Comm Outreach Coord	1000	1	1	1	1	1
Fire Crisis Response Vol Coord	1000	1	1	1	-	-
Fire Engineer (40 Hrs)	1000	3	1	1	-	2
Fire Engineer (52 Hrs)	1000	43	46	45	45	47
Fire Fighter (40 Hrs)	1000	4	4	5	7	9
Fire Fighter (52 Hrs)	1000	75	74	76	74	97
Programs Admin	1000	1	1	-	-	-
Fire Operations Division Total:		188	188	188	183	220
12433 Fire Resource Management						
Mgmt Analyst	1000	-	-	-	-	1
Programs Admin	1000	1	1	1	1	1
Public Safety Tech Svcs Admin	1000	1	1	1	1	1
Shop Maint Coord	1000	-	-	-	-	1
Srvc Worker II	1000	2	2	1	1	1
Srvc Worker III	1000	-	-	-	-	1
Sys Analyst	1000	-	1	1	1	-
Fire Resource Management Division Total:		4	5	4	4	6
12438 Fire-Emergency Mgmt						
Emergency Mgmt Admin	1000	-	-	-	-	1
Emergency Svcs Coord	1000	-	-	-	-	1
Police Ops Mgr	1000	-	-	-	1	-
Sys Admin	1000	-	-	-	1	1
Fire-Emergency Mgmt Division Total:		-	-	-	2	3
12441 Fire Marshal's Office						
Asst Fire Marshal	1000	1	1	1	1	1
Fire Insp I	1000	3	2	1	1	1
Fire Insp II	1000	3	5	5	5	6
Fire Marshal	1000	1	1	1	1	1
Mgmt Aide	1000	1	-	-	-	-
Plans Examiner	1000	1	1	1	1	1
Fire Marshal's Office Division Total:		10	10	9	9	10
12490 Arena - Fire Event Staffing						
Secretary	1282	1	1	1	1	-
12491 Ambulance Services						
Fire Captain (52 Hrs)	1000	1	1	1	1	1
Sr Secretary	1000	1	1	1	1	1

SCHEDULE NINE
Authorized Staffing



DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
FIRE SERVICES DEPARTMENT						
<u>Fire Department</u>						
12491 Ambulance Services						
Ambulance Services Division Total:		2	2	2	2	2
12492 Air-Med & Logistics Ops (HALO)						
Fire Engineer (40 Hrs)	1000	-	-	1	1	1
Fire Fighter (52 Hrs)	1000	3	3	2	2	2
Mgmt Aide	1000	1	1	1	1	1
Air-Med & Logistics Ops (HALO) Division		4	4	4	4	4
12590 PS Training Ops - Fire						
Dep Fire Chief (40 hrs)	2530	1	1	1	1	1
Fire Captain (40 Hrs)	2530	1	1	1	1	-
Fire Captain (52 Hrs)	2530	-	-	-	-	1
Mgmt Aide	2530	1	1	1	1	1
Mgmt Asst	2530	1	1	1	1	1
Secretary	2530	1	1	1	1	1
Srvc Worker II	2530	1	1	-	-	-
PS Training Ops - Fire Division Total:		6	6	5	5	5
12610 Fire - Special Revenue Fund						
Customer Assistance Rep	1720	1	1	1	1	-
Emergency Svcs Coord	1720	-	1	1	1	-
Fire Battalion Chief (40 Hrs)	1720	1	-	-	-	-
Fire Battalion Chief (52 Hrs)	1720	1	2	3	3	-
Fire Captain (40 Hrs)	1720	1	1	1	-	-
Fire Captain (52 Hrs)	1720	5	5	4	5	-
Fire Crisis Response Vol Coord	1720	2	2	2	2	-
Fire Dept Staff Counselor	1720	1	1	1	1	-
Fire EMS Coordinator	1720	1	1	1	1	-
Fire Engineer (40 Hrs)	1720	-	-	1	-	-
Fire Engineer (52 Hrs)	1720	4	4	3	4	-
Fire Fighter (40 Hrs)	1720	3	1	4	5	-
Fire Fighter (52 Hrs)	1720	26	27	24	20	-
Fire Insp II	1720	1	1	1	1	-
Mgmt Aide	1720	2	2	2	2	-
Shop Maint Coord	1720	1	1	1	1	-
Srvc Worker III	1720	1	1	1	1	-
Fire - Special Revenue Fund Division Total:		51	51	51	48	-
34088 2013 Safer Grant						
Fire Fighter (52 Hrs)	1840	-	-	-	-	15
FIRE SERVICES DEPARTMENT TOTAL:		279	281	277	267	281
HR & RISK MGT DEPARTMENT						
<u>Human Resources</u>						
11010 Risk Management/Safety						
Customer Assistance Rep	1000	-	-	-	-	1
Loss Control Supervisor	1000	1	-	-	-	-
Risk & Safety Analyst	1000	-	-	-	3	1



SCHEDULE NINE
Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
HR & RISK MGT DEPARTMENT						
<u>Human Resources</u>						
11010 Risk Management/Safety						
Risk Mgr	1000	-	1	1	1	1
Worker's Comp Claims Analyst	1000	1	-	-	-	-
Risk Management/Safety Division Total:		2	1	1	4	3
11020 Benefits						
Asst HR Dir	1000	-	-	-	-	1
Employee Benefits Rep	1000	0.25	-	-	-	-
HR Admin	1000	-	-	-	1	-
HR Generalist	1000	1	1	1	1	1
HR Tech	1000	-	-	-	1	2
Sr Customer Assistance Rep	1000	-	1	-	1	-
Benefits Division Total:		1.25	2	1	4	4
11030 Human Resources Administration						
Asst HR Dir	1000	1	1	1	1	-
HR & Risk Mgmt Dir	1000	1	1	-	-	-
HR & RM Director	1000	-	-	-	-	1
HR Coord	1000	-	1	1	1	-
HR Program Mgr	1000	1	-	-	-	-
HR Technology Analyst	1000	-	1	-	-	-
Mgmt Analyst	1000	-	-	-	-	1
Mgmt Asst	1000	1	1	1	1	1
Sr HR Technology Analyst	1000	1	-	-	-	-
Human Resources Administration Division		5	5	3	3	3
11040 Employment Services						
Benefits Analyst	1000	-	-	1	-	-
HR Admin	1000	-	1	1	1	1
HR Coord	1000	-	1	-	-	-
HR Generalist	1000	-	2	2	2	2
HR Program Coord	1000	1	-	-	-	-
HR Program Mgr	1000	2	-	-	-	-
Employment Services Division Total:		3	4	4	3	3
11050 Employee Relations						
HR Admin	1000	-	1	1	1	1
HR Generalist	1000	-	1	1	1	1
HR Program Mgr	1000	2	-	-	-	-
Employee Relations Division Total:		2	2	2	2	2
11060 Compensation						
Dep HR Dir	1000	1	1	1	-	-
HR Admin	1000	-	1	1	1	-
HR Coord	1000	-	1	1	1	1
HR Program Mgr	1000	1	-	-	-	-
HR Tech	1000	3	1	1	-	-
Mgmt Asst	1000	1	-	-	-	-
Sr Customer Assistance Rep	1000	-	0.75	0.75	-	-
Sr HR Analyst	1000	-	-	-	-	1
Compensation Division Total:		6	4.75	4.75	2	2

SCHEDULE NINE
Authorized Staffing



DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
HR & RISK MGT DEPARTMENT						
<u>Human Resources</u>						
11070 Organizational Development						
Dep HR Dir	1000	-	1	-	-	-
Employee Devel Coord	1000	-	1	1	1	1
HR Generalist	1000	-	1	1	-	-
HR Program Mgr	1000	1	-	-	-	-
Organizational Development Division		1	3	2	1	1
18010 Risk Mgmt Trust Fund						
Occ Health & Wellness Nurse	2540	-	0.75	-	-	-
Risk & Safety Analyst	2540	-	3	3	-	-
Risk Mgmt Claims Analyst	2540	1	-	-	-	-
Risk Mgmt Trust Fund Division Total:		1	3.75	3	-	-
HR & RISK MGT DEPARTMENT TOTAL:		21.25	25.5	20.75	19	18
INTERGOVT. RELATIONS DEPARTMENT						
<u>Intergovt. Programs</u>						
10910 Intergovernmental Programs						
Intergov Programs Admin	1000	2	2	2	1	1
Intergov Programs Dir	1000	1	1	1	1	1
Mgmt Asst	1000	1	1	1	1	1
INTERGOVT. RELATIONS DEPARTMENT TOTAL:		4	4	4	3	3
MAYOR'S OFFICE DEPARTMENT						
<u>Mayor</u>						
10010 Office of the Mayor						
Asst to the Mayor	1000	1	1	1	1	1
Mayor	1000	1	1	1	1	1
Mgmt Aide	1000	1	1	1	1	1
Sr Mgmt Asst	1000	1	1	1	-	-
MAYOR'S OFFICE DEPARTMENT TOTAL:		4	4	4	3	3
MISCELLANEOUS GRANTS DEPARTMENT						
<u>Grants</u>						
32136 DV Pilot Project Grant						
Mgmt Asst	1840	1	1	-	-	-
MISCELLANEOUS GRANTS DEPARTMENT TOTAL:		1	1	-	-	-
POLICE SERVICES DEPARTMENT						
<u>Police Department</u>						
12110 Police Legal Services						
Public Safety Staff Attorney	1000	1	-	-	-	-
12120 Police Administration						
Asst Police Chief	1000	2	2	2	2	2
Mgmt Aide	1000	-	-	-	-	2
Mgmt Asst	1000	3	3	2	2	3



SCHEDULE NINE
Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
POLICE SERVICES DEPARTMENT						
<u>Police Department</u>						
12120 Police Administration						
Police Chief	1000	1	1	1	1	1
Police Commander	1000	-	-	-	1	-
Police Crime/Stats Analyst	1000	-	-	1	-	1
Police Lieutenant	1000	1	1	1	1	1
Police Officer	1000	2	4	4	4	4
Police Plan & Research Analyst	1000	1	1	1	1	1
Police Sergeant	1000	5	4	4	4	5
Police Support Svcs Supv	1000	-	2	-	-	-
Police Tech Svcs Mgr	1000	1	-	-	-	-
Sr Mgmt Asst	1000	-	-	1	1	1
Sr Secretary	1000	3	3	1	1	-
Sys Analyst	1000	-	-	-	1	-
Police Administration Division Total:		19	21	18	19	21
12130 Gateway Patrol						
Police Commander	1000	1	1	1	1	1
Police Crime Prevention Spec	1000	-	3	2	3	2
Police Lieutenant	1000	5	5	5	5	5
Police Officer	1000	101	94	87	77	109
Police Officer Trainee	1000	-	-	-	-	3
Police Sergeant	1000	13	15	14	14	14
Secretary	1000	-	-	-	-	1
Gateway Patrol Division Total:		120	118	109	100	135
12135 Training						
Police Commander	1000	-	-	-	-	1
Police Lieutenant	1000	-	-	-	-	1
Police Officer	1000	-	-	-	-	8
Police Sergeant	1000	-	-	-	-	3
Training Division Total:		-	-	-	-	13
12150 Crime Investigations						
Mgmt Aide	1000	3	2	2	1	3
Police Commander	1000	1	1	2	1	1
Police Community Svcs Officer	1000	-	-	1	1	1
Police Crime/Stats Analyst	1000	1	1	1	1	-
Police Identification Supv	1000	1	1	1	1	1
Police Identification Tech	1000	5	5	4	4	4
Police Lieutenant	1000	3	3	2	3	3
Police Officer	1000	57	60	60	62	67
Police Sergeant	1000	9	9	9	9	10
Secretary	1000	-	-	-	1	1
Sr Secretary	1000	1	1	1	-	-
Victim Assistance Caseworker	1000	2	2	2	2	3
Crime Investigations Division Total:		83	85	85	86	94
12160 Police Personnel Management						
Police Commander	1000	1	1	-	-	-
Police Hiring Coord	1000	-	-	-	-	1

SCHEDULE NINE
Authorized Staffing



DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
POLICE SERVICES DEPARTMENT						
<u>Police Department</u>						
12160 Police Personnel Management						
Police Officer	1000	14	14	12	4	2
Police Sergeant	1000	5	4	4	3	1
Police Tech Svcs Mgr	1000	-	-	-	1	1
Police Volunteer Coord	1000	1	1	-	1	-
Secur Officer	1000	3	3	3	4	-
Secur Svcs Coord	1000	1	1	1	1	-
Police Personnel Management Division		25	24	20	14	5
12170 Foothills Patrol Bureau						
Mgmt Aide	1000	-	-	-	-	1
Police Commander	1000	1	1	1	1	1
Police Community Svcs Officer	1000	-	1	-	-	-
Police Crime Prevention Spec	1000	-	3	3	1	2
Police Crime/Stats Analyst	1000	1	1	1	1	-
Police Lieutenant	1000	4	4	4	3	4
Police Officer	1000	92	92	94	86	100
Police Officer Trainee	1000	-	-	-	-	4
Police Sergeant	1000	11	12	14	14	14
Secretary	1000	1	1	1	1	1
Foothills Patrol Bureau Division Total:		110	115	118	107	127
12180 Police Support Services						
Mgmt Analyst	1000	-	-	-	-	1
Mgmt Asst	1000	-	-	-	-	1
Police Community Svcs Officer	1000	-	5	2	1	1
Police Lieutenant	1000	-	-	1	1	-
Police Officer	1000	-	-	-	1	1
Police Property/Evid Custodian	1000	3	3	3	3	3
Police Records Tech	1000	12.5	11.5	12.5	10.5	13.5
Police Support Svcs Supv	1000	1	1	-	-	1
Police Tech Svcs Bureau Admin	1000	1	-	-	-	-
Police Tech Svcs Mgr	1000	1	1	1	1	1
Property Room Supv	1000	1	1	1	1	1
Public Safety Tech Svcs Admin	1000	-	1	1	1	1
Srvc Worker III (Fleet)	1000	-	1	-	-	-
Sys Analyst	1000	-	-	-	-	1
Police Support Services Division Total:		19.5	24.5	21.5	19.5	25.5
12190 Arena-PD Event Staffing						
Public Safety Events Scheduler	1282	1	1	1	1	1
12215 PD - Tow Administration						
Mgmt Aide	1000	1	1	1	1	1
12220 PD - Detention						
Police Detention Officer	1000	6	6	6	6	14
Police Support Svcs Supv	1000	3	2	3	3	4
Police Tech Svcs Mgr	1000	1	1	1	1	1
PD - Detention Division Total:		10	9	10	10	19



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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
POLICE SERVICES DEPARTMENT						
<u>Police Department</u>						
12230 PD - Communications						
Comm Sys Tech	1000	1	1	1	1	1
Police Comm Spec	1000	24.5	23.5	22.5	20.5	30.5
Police Comm Supv	1000	5	4	5	5	5
Police Comm Sys Spec	1000	1	1	1	1	1
Police Ops Mgr	1000	1	1	1	1	1
PD - Communications Division Total:		32.5	30.5	30.5	28.5	38.5
12231 Stadium - PD Event Staffing						
Mgmt Aide	1281	1	1	1	1	1
Public Safety Events Scheduler	1281	1	1	1	1	1
Stadium - PD Event Staffing Division Total:		2	2	2	2	2
12233 PD - Special Operations						
Police Aide	1000	-	-	-	-	1
Police Commander	1000	1	1	1	1	1
Police Lieutenant	1000	3	3	3	3	3
Police Officer	1000	24	26	23	21	28
Police Officer (Assignment)	1000	1	1	1	1	1
Police Sergeant	1000	9	8	7	8	9
Police Support Svcs Supv	1000	-	-	-	-	1
Police Volunteer Coord	1000	-	-	-	-	1
Secur Officer	1000	-	-	-	-	5
PD - Special Operations Division Total:		38	39	35	34	50
12235 PD - Emergency Management						
Asst Homeland Security Dir	1000	1	-	-	-	-
Building Maintenance Worker	1000	1	1	1	-	-
Emergency Mgmt Admin	1000	-	1	-	-	-
Emergency Svcs Coord	1000	1	1	-	-	-
Homeland Security Dir	1000	1	-	-	-	-
Mgmt Aide	1000	1	1	-	-	-
Police Ops Mgr	1000	-	1	1	-	-
Police Volunteer Coord	1000	-	-	1	-	-
Sys Admin	1000	1	1	1	-	-
PD - Emergency Management Division		6	6	4	-	-
12310 Patrol - Special Revenue Fund						
Database Admin	1700	1	-	-	-	-
Info Technology Mgr	1700	1	1	1	1	-
Legal Asst	1700	1	-	-	-	-
Mgmt Aide	1700	4	5	5	4	-
Mgmt Asst	1700	-	2	2	2	-
Police Aide	1700	1	1	1	1	-
Police Comm Spec	1700	10	9	9	10	-
Police Detention Officer	1700	9	8	8	8	-
Police Hiring Coord	1700	1	1	1	1	-
Police Lieutenant	1700	1	1	1	1	-
Police Officer	1700	74	74	70	71	-
Police Officer Trainee	1700	1	1	5	-	-

SCHEDULE NINE
Authorized Staffing



DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
POLICE SERVICES DEPARTMENT						
<u>Police Department</u>						
12310 Patrol - Special Revenue Fund						
Police Records Tech	1700	3	3	3	3	-
Police Sergeant	1700	4	4	4	4	-
Police Support Srvcs Supv	1700	1	2	2	2	-
Police Tech Srvcs Mgr	1700	1	1	1	-	-
Programs Admin	1700	1	1	1	-	-
Secretary	1700	1	1	1	1	-
Secur Officer	1700	2	1	1	1	-
Sys Analyst	1700	-	1	1	-	-
Victim Assistance Caseworker	1700	1	1	1	1	-
Patrol - Special Revenue Fund Division		118	118	118	111	-
12390 PS Training Ops - Police						
Police Lieutenant	2530	1	1	1	1	1
Secur Officer	2530	1	1	1	1	1
PS Training Ops - Police Division Total:		2	2	2	2	2
32030 State RICO						
Secretary	1860	0.5	0.5	0.5	0.5	0.5
33002 Victim Rights - PD						
Victim Assistance Caseworker	1840	1	1	1	1	1
33018 VOCA						
Victim Assistance Caseworker	1840	1	1	1	1	1
33213 2013 COPS Hiring Program						
Police Officer	1840	-	-	-	-	10
POLICE SERVICES DEPARTMENT TOTAL:		590.5	598.5	577.5	537.5	546.5
PUBLIC WORKS DEPARTMENT						
<u>Airport</u>						
16410 Airport Operations						
Airport Administrator	1760	1	1	1	1	1
Crewleader (Airport)	1760	1	1	1	1	1
Mgmt Aide	1760	-	-	1	1	-
Mgmt Asst	1760	-	-	-	-	1
Sr Secretary	1760	1	1	-	-	-
Srv Worker II (Airport)	1760	2	2	3	3	3
Airport Operations Division Total:		5	5	6	6	6
<u>Engineering</u>						
13720 Engineering Administration						
City Engineer	1000	1	1	-	-	1
Engineering Project Mgr	1000	1	1	1	1	1
Mgmt Aide	1000	-	1	-	-	-
Mgmt Asst	1000	1	1	1	1	1
Programs Admin	1000	-	-	-	-	1
Property Mgr	1000	1	1	-	-	-
Sr Secretary	1000	1	1	1	1	1



SCHEDULE NINE
Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
PUBLIC WORKS DEPARTMENT						
<u>Engineering</u>						
13720 Engineering Administration						
Engineering Administration Division Total:		5	6	3	3	5
13730 Design Division						
Asst City Engineer	1000	1	1	-	-	-
Engineering Insp II	1000	-	1	1	1	-
Engineering Project Mgr	1000	2	2	2	2	2
Mgmt Asst	1000	1	-	-	-	-
Principal Engineer	1000	2	2	1	1	1
Programs Admin	1000	1	1	1	1	-
Sr Civil Engineer	1000	2	2	1	-	1
Design Division Division Total:		9	9	6	5	4
13780 Land Development Division						
Asst City Engineer	1000	1	1	1	1	-
Mgmt Aide	1000	1	-	-	-	-
Sr Civil Engineer	1000	3	2	2	2	1
Land Development Division Division Total:		5	3	3	3	1
13790 Construction Inspection						
Engineering Insp II	1000	1	2	2	2	3
Engineering Project Mgr	1000	1	1	1	1	1
Materials Tech	1000	-	-	-	-	2
Sr Engineering Insp	1000	2	2	1	1	1
Sr Materials Tech	1000	-	-	-	-	1
Construction Inspection Division Total:		4	5	4	4	8
13800 Materials Testing						
Materials Tech	1000	1	2	2	2	-
Sr Materials Tech	1000	1	1	1	1	-
Materials Testing Division Total:		2	3	3	3	-
13820 Utility Inspection						
Engineering Insp II	1000	2	-	-	-	-
16920 Street Light Management						
Programs Admin	1340	-	-	-	-	1
16940 Traffic Studies						
Principal Engineer	1340	1	1	1	1	-
Sr Traffic Engineering Spec	1340	-	-	-	-	1
Traffic Education Program Mgr	1340	1	1	1	1	-
Traffic Engineering Tech	1340	2	2	2	2	1
Transportation Engineer	1340	-	-	-	-	1
Traffic Studies Division Total:		4	4	4	4	3
Engineering Rollup Total:		31	30	23	22	22
<u>Field Operations</u>						
11370 Materials Control Warehouse						
Materials Control Spec	1000	2.75	2.75	2.75	1.75	-
Materials Logistics Mgr	1000	1	1	-	-	-
Secretary	1000	1	1	1	1	-

SCHEDULE NINE
Authorized Staffing



DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
PUBLIC WORKS DEPARTMENT						
<u>Field Operations</u>						
11370 Materials Control Warehouse						
Materials Control Warehouse Division		4.75	4.75	3.75	2.75	-
13410 Field Operations Admin.						
Dep Field Ops Dir	1000	1	1	1	1	-
Dep Public Works Dir	1000	-	-	-	-	1
Field Ops Dir	1000	1	1	-	-	-
Public Works Exec Dir	1000	-	-	1	-	-
Field Operations Admin. Division Total:		2	2	2	1	1
13420 Cemetery						
Crewleader (Parks)	1000	1	1	1	1	1
Srvc Worker III (Parks)	1000	1	1	1	-	-
Cemetery Division Total:		2	2	2	1	1
13440 Graffiti Removal						
Srvc Worker II	1000	1	1	-	-	-
Srvc Worker II (Airport)	1000	1	1	-	-	-
Srvc Worker II (Streets)	1000	1	1	2	-	-
Graffiti Removal Division Total:		3	3	2	-	-
13450 Facilities Management						
Bldg Maint Leader	1000	2	1	1	1	2
Bldg Maint Supv	1000	1	2	2	2	1
Building Maintenance Worker	1000	14	13	7	7	7
Facilities Management Division Total:		17	16	10	10	10
13460 Custodial Services						
Custodial Supv	1000	1	1	1	1	-
Custodian	1000	13	10	8	6	4
Custodian Lead	1000	4	4	4	4	2
Custodial Services Division Total:		18	15	13	11	6
13480 PS Training Ops - Fac. Mgmt.						
Building Maintenance Worker	2530	-	1	1	1	1
Custodian	2530	2	3	2	1	1
PS Training Ops - Fac. Mgmt. Division		2	4	3	2	2
13510 Equipment Management						
Buyer I	1040	1	1	1	1	1
Equip Mechanic I	1040	4	3	3	3	3
Equip Mechanic II	1040	9	9	9	6	6
Equip Mechanic Spec	1040	15	14	14	14	14
Equip Mgmt Supt	1040	1	1	1	1	1
Shop Maint Coord	1040	2	2	2	2	2
Shop Supv	1040	2	2	2	2	2
Srvc Worker I	1040	1	1	1	1	1
Welder\Fabricator	1040	1	-	-	-	-
Equipment Management Division Total:		36	33	33	30	30
13530 Parts Store Operations						
Buyer II	1040	1	1	1	1	1



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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
PUBLIC WORKS DEPARTMENT						
<u>Field Operations</u>						
16040 Downtown Beaut. & Promotion						
Secur Officer	1000	2	2	2	-	-
Srvc Worker II	1000	2	2	-	-	-
Downtown Beaut. & Promotion Division		4	4	2	-	-
16720 Street Maintenance						
Crewleader (Streets)	1340	5	5	2	2	2
Engineering Insp II	1340	2	2	-	-	-
Heavy Equip Oper	1340	1	1	-	-	-
Mgmt Asst	1340	1	1	-	-	-
Service Worker III (Streets)	1340	5	6	2	2	2
Srvc Worker II (Streets)	1340	11	9	-	-	-
Streets Superintendent	1340	-	-	-	-	1
Streets Supt	1340	1	1	-	-	-
Streets Supv	1340	2	2	1	1	1
Street Maintenance Division Total:		28	27	5	5	6
16731 Graffiti Removal - ROW						
Srvc Worker II (Streets)	1340	-	-	-	2	2
16820 Signs & Markings						
Crewleader (Streets)	1340	1	1	2	2	2
Service Worker III (Streets)	1340	1	1	-	-	-
Srvc Worker II (Streets)	1340	5	5	4	4	4
Traffic Signs & Markings Supv	1340	1	1	1	1	-
Signs & Markings Division Total:		8	8	7	7	6
17710 Landfill						
Cashier	2440	-	-	3	3	3
Crewleader (Landfill)	2440	1	1	1	1	1
Landfill Insp	2440	1	1	1	1	1
Landfill Oper	2440	5	5	5	5	5
Landfill Supv	2440	1	1	1	1	1
Mgmt Asst	2440	1	1	1	1	1
Sr Equip Mechanic Special	2440	1	1	1	1	1
Srvc Worker I	2440	2	2	1	1	-
Srvc Worker I (Landfill)	2440	1	1	-	-	1
Srvc Worker II (Landfill)	2440	2	2	2	2	2
Weigh Scale Oper	2440	4	4	-	-	-
Landfill Division Total:		19	19	16	16	16
17730 Solid Waste Admin						
Account Spec II	2440	2	2	2	2	5
Accountant II	2440	-	-	1	1	1
Dep Field Ops Dir	2440	1	1	1	-	-
Field Ops Admin Supv	2440	1	1	1	1	1
Landfill Supt	2440	1	1	1	1	1
Public Works Director	2440	-	-	-	-	1
Public Works Exec Dir	2440	-	-	-	1	-
Sanitation Supt	2440	1	1	1	1	1
Sr Budget Analyst	2440	1	1	1	1	1

SCHEDULE NINE
Authorized Staffing



DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
PUBLIC WORKS DEPARTMENT						
<u>Field Operations</u>						
17730 Solid Waste Admin						
Sr Mgmt Asst	2440	-	-	-	-	1
Sr Secretary	2440	1	1	1	1	-
Solid Waste Admin Division Total:		8	8	9	9	12
17740 Recycling						
Recycling Coord	2440	1	1	1	1	1
Sanitation Insp	2440	4	4	4	4	4
Sr Sanitation Insp	2440	1	1	1	1	1
Recycling Division Total:		6	6	6	6	6
17750 MRF Operations						
Account Spec II	2440	1	1	1	1	1
Crewleader (Sanitation)	2440	1	1	1	1	1
Engineering Insp II	2440	-	1	-	-	-
Equip Mechanic I	2440	1	1	1	1	-
Equip Mechanic II	2440	1	1	1	1	-
Sanitation Supv	2440	1	-	1	1	1
Sr Equip Mechanic Special	2440	-	-	-	-	2
Srvc Worker I	2440	1	2	-	-	-
Srvc Worker I (Sanitation)	2440	1	-	-	-	-
Srvc Worker II	2440	2	2	2	2	2
Srvc Worker II (Landfill)	2440	2	2	1	1	1
MRF Operations Division Total:		11	11	8	8	8
17810 Sanitation Roll-off						
Account Spec II	2480	1	1	1	1	-
Equip Operator (Sanitation)	2480	3	2	1	1	1
Sanitation Roll-off Division Total:		4	3	2	2	1
17820 Sanitation Frontload						
Account Spec II	2480	1	1	1	1	-
Commercial Sanitation Insp	2480	1	1	1	1	1
Crewleader (Sanitation)	2480	1	1	1	1	1
Equip Operator (Sanitation)	2480	9	9	9	9	9
Sr Mgmt Asst	2480	1	1	1	1	-
Srvc Worker III (Sanitation)	2480	2	2	1	1	1
Sanitation Frontload Division Total:		15	15	14	14	12
17830 Curb Service						
Crewleader (Sanitation)	2480	2	2	2	2	2
Custodian	2480	-	1	-	-	-
Equip Mechanic I	2480	2	2	2	2	2
Equip Operator	2480	2	2	-	-	-
Equip Operator (Sanitation)	2480	31	30	30	30	30
Sanitation Supv	2480	1	1	1	1	1
Srvc Worker II (Sanitation)	2480	2	2	2	2	2
Curb Service Division Total:		40	40	37	37	37
17840 Residential-Loose Trash Collec						
Building Maintenance Worker	2480	-	1	-	-	-
Crewleader (Sanitation)	2480	1	1	1	1	1



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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
PUBLIC WORKS DEPARTMENT						
<u>Field Operations</u>						
17840 Residential-Loose Trash Collec						
Equip Operator (Sanitation)	2480	15	14	16	16	16
Equipment Operator (Streets)	2480	2	2	2	2	2
Sanitation Insp	2480	1	1	1	1	1
Sanitation Supv	2480	1	1	1	1	1
Service Worker III (Streets)	2480	1	1	-	-	-
Residential-Loose Trash Collec Division		21	21	21	21	21
Field Operations Rollup Total:		249.75	242.75	196.75	185.75	178
<u>Public Works Admin.</u>						
13310 Public Works Administration						
Dep City Mgr	1000	1	-	-	-	-
<u>Right-of-Way</u>						
16710 Right-of-Way Maintenance						
Crewleader (Streets)	1340	2	2	1	-	-
Engineering Insp II	1340	1	-	1	1	1
Parks & Rec Projects Coord	1340	-	-	-	1	1
Service Worker III (Streets)	1340	7	7	5	5	5
Srvc Worker II (Streets)	1340	3	3	4	4	4
Streets Supv	1340	-	1	-	-	-
Right-of-Way Maintenance Division Total:		13	13	11	11	11
<u>Transportation</u>						
16510 Transportation Program Mgmt						
Dep Public Works Dir	1660	-	-	-	-	1
Dep Trans Dir	1660	1	1	1	1	-
Mgmt Asst	1660	-	-	-	1	1
Planning Mgr	1660	1	1	1	1	1
Secretary	1660	1	-	-	-	-
Sr Secretary	1660	-	1	1	1	1
Sr. Trans Analyst	1660	-	-	-	-	1
Trans Dir	1660	1	1	-	-	-
Trans Planner	1660	1	1	1	1	1
Trans Svcs Exec Dir	1660	-	-	1	1	-
Transportation Engineer	1660	-	-	-	-	1
Transportation Program Mgmt Division		5	5	5	6	7
16520 Transportation Education						
Sr. Trans Analyst	1660	1	1	1	1	-
Traffic Education Program Mgr	1660	-	-	-	-	1
Transportation Education Division Total:		1	1	1	1	1
16525 Transit Management						
Mgmt Aide	1660	1	-	-	-	-
Sr Mgmt Asst	1660	-	-	-	-	1
Trans Planner	1660	-	1	1	1	-
Transit Administrator	1660	1	1	1	1	1
Transit Mgr	1660	2	2	2	2	2

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Authorized Staffing



DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
PUBLIC WORKS DEPARTMENT						
<u>Transportation</u>						
16525 Transit Management						
Transit Management Division Total:		4	4	4	4	4
16530 Dial-A-Ride						
Dispatcher/Router	1660	5.5	5.5	5.5	5.5	5.5
Lead Transit Rep	1660	8	8	8	7	7.75
Programs Admin	1660	1	1	1	1	-
Secretary	1660	1	-	-	-	-
Transit Coord	1660	1	2	2	2	2
Transit Oper	1660	16.75	16.75	16.75	16.75	16
Transit Supv	1660	1	1	1	1	1
Dial-A-Ride Division Total:		34.25	34.25	34.25	33.25	32.25
16570 Intelligent Transportation Sys						
Intelligent Trans Sys Analyst	1660	1	1	1	1	1
Intelligent Trans Sys Mgr	1660	1	1	-	-	-
Intelligent Trans Sys Tech	1660	1	1	1	1	2
Principal Engineer	1660	1	1	1	1	-
Trans Sys Mgr	1660	-	-	1	1	1
Transportation Engineer	1660	-	-	-	-	1
Intelligent Transportation Sys Division		4	4	4	4	5
16580 Traffic Mitigation						
Traffic Engineer I	1660	1	1	1	1	1
16810 Traffic Signals						
Traffic Ops Electronic Tech	1340	1	1	1	1	1
Traffic Signal Supv	1340	1	1	1	1	1
Traffic Signal Tech I	1340	1	1	-	1	1
Traffic Signal Tech II	1340	2	2	2	2	2
Traffic Signal Tech III	1340	2	2	1	1	1
Traffic Signals Division Total:		7	7	5	6	6
16910 Transportation Administration						
Intelligent Trans Sys Tech	1340	1	1	1	1	-
Mgmt Aide	1340	1	-	-	-	-
Mgmt Asst	1340	-	1	-	-	-
Sr Mgmt Asst	1340	1	1	1	1	1
Sr Secretary	1340	1	-	-	-	-
Transportation Administration Division		4	3	2	2	1
16950 Traffic Design and Development						
Dep Trans Dir	1340	1	1	-	-	-
Sr Traffic Engineering Spec	1340	1	1	1	1	-
Traffic Engineering Spec	1340	1	1	1	1	1
Traffic Engineering Tech	1340	-	-	-	-	1
Traffic Design and Development Division		3	3	2	2	2
Transportation Rollup Total:		63.25	62.25	58.25	59.25	59.25
PUBLIC WORKS DEPARTMENT TOTAL:		363	353	295	284	276.25



SCHEDULE NINE
Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
WATER SERVICES DEPARTMENT						
<u>Env. Resources</u>						
17010 Environmental Resources						
Civil Engineer	2360	-	-	-	-	1
Dep Water Svcs Dir	2360	-	-	-	-	1
Environmental Program Mgr	2360	3	3	3	3	3
Environmental Resource Dir	2360	1	1	1	1	-
Principal Engineer	2360	-	-	-	-	1
Sr Secretary	2360	1	1	1	1	1
Environmental Resources Division Total:		5	5	5	5	7
17410 Water Conservation						
Environmental Program Mgr	2400	1	1	1	1	1
Water Conservation Spec	2400	1	1	1	1	1
Water Conservation Division Total:		2	2	2	2	2
17420 Water Quality						
Chemist	2360	5	5	5	5	5
Laboratory Tech	2360	3	3	3	3	3
Water Quality Assurance Coord	2360	-	-	-	-	1
Water Quality Data Coord	2360	1	1	1	1	1
Water Quality Lab Mgr	2360	1	1	1	1	1
Water Quality Division Total:		10	10	10	10	11
Env. Resources Rollup Total:		17	17	17	17	20
<u>Utilities</u>						
17110 Utilities Administration						
Account Spec	2360	1	1	-	-	-
Dep Utilities Dir	2360	2	2	2	2	-
Dep Water Svcs Dir	2360	-	-	-	-	2
Dept Accting & Budget Mgr	2360	1	1	-	-	-
HR Generalist	2360	-	-	1	1	1
Mgmt Aide	2360	1	1	1	1	1
Mgmt Asst	2360	-	-	1	1	2
Secretary	2360	1	1	1	1	1
Sr Civil Engineer	2360	1	1	1	1	-
Sr Mgmt Asst	2360	1	1	-	1	1
Sr Secretary	2360	1	1	2	2	1
Utilities Dir	2360	1	1	-	-	-
Water Services Director	2360	-	-	-	-	1
Water Svcs Admin	2360	-	-	2	2	2
Water Svcs Exec Dir	2360	-	-	1	1	-
Utilities Administration Division Total:		10	10	12	13	12
17115 Safety Administration						
Util Safety Spec	2360	1	-	-	-	-
Water Svcs Safety/Security Coord	2360	-	-	-	-	1
Safety Administration Division Total:		1	-	-	-	1
17120 Information Management						
GIS Coord	2360	1	1	1	1	1
PC Support Specialist II	2360	-	-	-	-	1

SCHEDULE NINE
Authorized Staffing



DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
WATER SERVICES DEPARTMENT						
Utilities						
17120 Information Management						
Sys Admin	2360	1	1	1	1	1
Utilities Network Engineer	2360	2	2	2	2	-
Utilities Technology Mgr	2360	1	1	1	1	-
Utility Data Coord	2360	1	1	1	1	-
Water Svcs Data Coord	2360	-	-	-	-	2
Water Svcs Network Engineer	2360	-	-	-	-	2
Water Svcs Technology Mgr	2360	-	-	-	-	1
Information Management Division Total:		6	6	6	6	8
17130 Public Service Representatives						
Public Srvc Rep	2360	4	3	4	5	3
Sr. Water Svcs Syst Tech	2360	-	-	-	-	1
Utility Locator	2360	-	-	-	-	2
Water Svcs Supv	2360	-	-	-	-	1
Public Service Representatives Division		4	3	4	5	7
17140 System Security						
Secur Officer	2360	5	6	6	5	5
Security Systems Tech	2360	-	1	1	-	-
Sr Mgmt Asst	2360	1	1	1	-	-
Util Safety/Security Coor	2360	1	1	1	2	-
Utilities Secur Supt	2360	1	1	1	1	-
Water Svcs Safety/Security Coor	2360	-	-	-	-	1
Water Svcs Secur Supt	2360	-	-	-	-	1
System Security Division Total:		8	10	10	8	7
17160 Arrowhead Reclamation Plant						
Plant Maint Mechanic II	2360	2	2	2	2	-
Sr Plant Instrument Tech	2360	1	1	1	1	-
Sr Water Reclam Facility Oper	2360	1	1	1	1	1
Water Reclam Facility Oper I	2360	1	1	-	-	-
Water Reclam Facility Oper II	2360	7	7	7	7	7
Water Reclam Facility Supv	2360	1	1	1	1	-
Water/Wastewater Ops Supv	2360	-	-	-	-	1
Arrowhead Reclamation Plant Division		13	13	12	12	9
17170 West Area Plant						
PC Oper	2360	-	1	1	1	1
Plant Instrument Tech II	2360	1	1	1	1	-
Sr Plant Instrument Tech	2360	1	1	1	1	-
Sr Plant Maint Mechanic	2360	1	1	1	1	-
Sr Water Reclam Facility Oper	2360	1	1	1	1	1
Utility Ops Supt	2360	1	1	1	1	-
Water Reclam Facility Oper I	2360	2	-	-	-	-
Water Reclam Facility Oper II	2360	6	7	8	8	8
Water Reclam Facility Supv	2360	1	1	1	1	-
Water Svcs Ops Supt	2360	-	-	-	-	1
Water/Wastewater Ops Supv	2360	-	-	-	-	1
West Area Plant Division Total:		14	14	15	15	12



SCHEDULE NINE
Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
WATER SERVICES DEPARTMENT						
Utilities						
17180 Materials Control Warehouse						
Materials Control Spec	2360	-	-	-	-	1.75
17210 Customer Service - Field						
Lead Water Svc Rep	2400	1	2	2	2	2
Sr Applications Analyst	2400	-	1	1	1	1
Utilities Supv	2400	1	1	1	1	-
Utility Ops Supt	2400	1	1	1	1	-
Water Svc Rep	2400	12	11	11	11	10
Water Svc Ops Supt	2400	-	-	-	-	1
Water Svc Supv	2400	-	-	-	-	1
Customer Service - Field Division Total:		15	16	16	16	15
17220 Irrigation						
Crewleader (Water)	2400	1	1	1	-	-
17240 Central System Control						
HR Generalist	2400	1	1	-	-	-
Plant Maint Mechanic II	2400	-	-	1	1	-
Sr Water Plant Oper	2400	1	1	1	1	-
Utility Ops Supt	2400	1	1	1	-	-
Water Control Room Oper	2400	5	5	5	5	6
Water Plant Ops Supv	2400	1	1	1	1	-
Water/Wastewater Ops Supv	2400	-	-	-	-	1
Central System Control Division Total:		9	9	9	8	7
17250 Pyramid Peak Plant						
Sr Plant Instrument Tech	2400	1	1	1	1	-
Sr Plant Maint Mechanic	2400	1	1	1	1	-
Sr Water Plant Oper	2400	1	1	1	1	1
Water Plant Operator II	2400	7	8	7	7	7
Water Plant Ops Supv	2400	-	-	1	1	-
Water/Wastewater Ops Supv	2400	-	-	-	-	1
Pyramid Peak Plant Division Total:		10	11	11	11	9
17260 Cholla Treatment Plant						
Plant Maint Mechanic II	2400	1	1	-	-	-
Sr Plant Instrument Tech	2400	1	1	1	1	-
Sr Plant Maint Mechanic	2400	-	-	1	1	-
Sr Water Plant Oper	2400	2	2	2	2	2
Water Plant Operator II	2400	5	4	5	5	5
Cholla Treatment Plant Division Total:		9	8	9	9	7
17280 Central System Maintenance						
Plant Instrument Tech II	2400	2	2	2	2	3
Plant Maint Mechanic II	2400	-	-	-	-	3
Sr Plant Instrument Tech	2400	1	1	1	1	5
Sr Plant Maint Mechanic	2400	1	1	-	-	4
Srv Worker II (Water)	2400	1	1	1	1	-
Water Plant Ops Supv	2400	1	1	1	1	-
Water Svc Supv	2400	-	-	-	-	1
Water/Wastewater Ops Supv	2400	-	-	-	-	1

SCHEDULE NINE
Authorized Staffing



DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
WATER SERVICES DEPARTMENT						
<u>Utilities</u>						
17280 Central System Maintenance						
Central System Maintenance Division						
		6	6	5	5	17
17290 Water Distribution						
Lead Water Srvc Rep	2400	1	-	-	-	-
Public Srvc Rep	2400	-	1	-	-	-
Secretary	2400	-	1	-	-	-
Sr Utility Sys Tech	2400	2	2	2	2	-
Sr. Water Srvc Syst Tech	2400	-	-	-	-	2
Srvc Worker II (Water)	2400	-	-	-	-	1
Utilities Supv	2400	2	2	2	2	-
Utility Sys Tech I	2400	16	12	10	10	-
Utility Sys Tech II	2400	9	11	12	12	-
Water Srvc Supv	2400	-	-	-	-	2
Water Srvc Syst Tech I	2400	-	-	-	-	10
Water Srvc Syst Tech II	2400	-	-	-	-	11
Water Distribution Division Total:		30	29	26	26	26
17300 Meter Maintenance						
Sr Utility Sys Tech	2400	1	1	1	1	-
Sr. Water Srvc Syst Tech	2400	-	-	-	-	1
Utilities Supv	2400	1	1	1	1	-
Utility Locator	2400	4	4	3	3	-
Utility Sys Tech I	2400	3	3	3	3	-
Utility Sys Tech II	2400	2	2	3	3	-
Water Srvc Supv	2400	-	-	-	-	1
Water Srvc Syst Tech I	2400	-	-	-	-	3
Water Srvc Syst Tech II	2400	-	-	-	-	3
Meter Maintenance Division Total:		11	11	11	11	8
17310 Oasis Surface WTP						
Building Maintenance Worker	2400	1	1	1	1	1
Custodian	2400	1	1	1	-	-
Plant Instrument Tech II	2400	1	1	1	1	-
Public Srvc Rep	2400	1	1	1	-	-
Sr Plant Instrument Tech	2400	1	1	1	1	-
Sr Plant Maint Mechanic	2400	1	1	1	1	-
Sr Water Plant Oper	2400	1	1	1	1	1
Srvc Worker II (Water)	2400	1	1	1	1	1
Utility Ops Supt	2400	-	-	-	1	-
Water Plant Operator II	2400	5	5	5	5	5
Water Plant Ops Supv	2400	2	2	1	1	-
Water Srvc Ops Supt	2400	-	-	-	-	1
Water/Wastewater Ops Supv	2400	-	-	-	-	1
Oasis Surface WTP Division Total:		15	15	14	13	10
17610 Pretreatment Program						
Pretreatment Insp	2420	2	2	3	4	4
Pretreatment Program Mgr	2420	1	1	1	1	1
Sr Pretreatment Insp	2420	3	3	2	1	1



SCHEDULE NINE
Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
WATER SERVICES DEPARTMENT						
<u>Utilities</u>						
17610 Pretreatment Program						
Pretreatment Program Division Total:		6	6	6	6	6
17630 Wastewater Collection						
PC Oper	2420	1	1	1	1	1
Sr Utility Sys Tech	2420	1	1	1	1	-
Sr. Water Srvc Syst Tech	2420	-	-	-	-	2
Srvc Worker I	2420	-	1	-	-	-
Utilities Supv	2420	1	1	1	1	-
Utility Ops Supt	2420	1	1	1	1	-
Utility Sys Tech I	2420	9	8	8	8	-
Utility Sys Tech II	2420	6	6	5	5	-
Water Srvc Ops Supt	2420	-	-	-	-	1
Water Srvc Supv	2420	-	-	-	-	1
Water Srvc Sys Tech I	2420	-	-	-	-	8
Water Srvc Sys Tech II	2420	-	-	-	-	4
Wastewater Collection Division Total:		19	19	17	17	17
17699 Storm Water						
Sr Utility Sys Tech	2420	-	-	-	1	-
Sr. Water Srvc Syst Tech	2420	-	-	-	-	1
Utility Sys Tech I	2420	-	-	2	2	-
Utility Sys Tech II	2420	-	-	1	1	-
Water Srvc Sys Tech I	2420	-	-	-	-	2
Water Srvc Sys Tech II	2420	-	-	-	-	1
Storm Water Division Total:		-	-	3	4	4
Utilities Rollup Total:		187	187	187	185	183.75
WATER SERVICES DEPARTMENT TOTAL:		204	204	204	202	203.75
Grand Total		1,971.01	1,966.38	1,824.25	1,712.50	1,726.70

**SCHEDULE TEN
SALARY RANGES**



Position Description	Grade	# of FTE's	Range Min	Range Max
NON-REPRESENTED STAFF				
Account Spec	15	3.00	\$30,356	\$42,499
Account Spec II	19	14.00	\$36,899	\$51,658
Accountant I	21	4.00	\$40,680	\$56,952
Accountant II	25	4.00	\$49,446	\$69,225
Accounting Mgr	31	2.00	\$66,264	\$92,769
Administrative Librarian	29	5.00	\$60,103	\$84,144
Airport Administrator	34	1.00	\$76,709	\$107,392
Applications Analyst	26	1.00	\$51,919	\$72,687
Arts Coordinator	29	1.00	\$60,103	\$84,144
Asst City Attorney	35	2.00	\$80,544	\$112,761
Asst City Auditor	33	1.00	\$73,056	\$102,278
Asst City Mgr	62	2.00	\$144,646	\$202,504
Asst City Prosecutor	31	6.00	\$66,264	\$92,769
Asst Comm Serv Dir	39	1.00	\$97,901	\$137,062
Asst Economic Dev Director	35	1.00	\$80,544	\$112,761
Asst Finance Dir	38	1.00	\$93,239	\$130,535
Asst Fire Chief	39	2.00	\$97,901	\$137,062
Asst Fire Marshal	33	1.00	\$73,056	\$102,278
Asst HR Dir	36	1.00	\$84,571	\$118,400
Development Services Director	57	1.00	\$113,333	\$158,666
Asst Planning Administrator	35	1.00	\$80,544	\$112,761
Asst Police Chief	39	2.00	\$97,901	\$137,062
Communications Director	56	1.00	\$107,936	\$151,111
Asst to the Mayor	33	1.00	\$73,056	\$102,278
Billing & Compliance Spec	19	9.00	\$36,899	\$51,658
Community Services Director	57	1.00	\$113,333	\$158,666
Bldg Insp	24	4.00	\$47,092	\$65,929
Bldg Insp Spec	27	4.00	\$54,515	\$76,321
Economic Development Director	56	1.00	\$107,936	\$151,111
Bldg Maint Leader	22	3.00	\$42,714	\$59,800
Bldg Maint Supv	25	2.00	\$49,446	\$69,225
Bldg Safety Mgr	31	3.00	\$66,264	\$92,769
Bldg Safety Official	36	1.00	\$84,571	\$118,400
Budget Admin	36	1.00	\$84,571	\$118,400
Building Maintenance Worker	20	11.00	\$38,743	\$54,240
Buyer I	22	1.00	\$42,714	\$59,800
Buyer II	25	1.00	\$49,446	\$69,225
Cable Media Administrator	30	1.00	\$63,108	\$88,351
CAP Mgr	32	1.00	\$69,576	\$97,407
Cashier	15	9.00	\$30,356	\$42,499
Chemist	24	5.00	\$47,092	\$65,929
Chief Broadcast Engineer	28	1.00	\$57,241	\$80,137
Chief Librarian	36	1.00	\$84,571	\$118,400
CIO	56	1.00	\$107,936	\$151,111



**SCHEDULE TEN
SALARY RANGES**

Position Description	Grade	# of FTE's	Range Min	Range Max
City Attorney	509	1.00	Negotiated	Negotiated
City Auditor	54	1.00	\$97,901	\$137,062
City Clerk	504	1.00	Negotiated	Negotiated
City Engineer	54	1.00	\$97,901	\$137,062
City Judge	506	2.00	Negotiated	Negotiated
City Mgr	505	1.00	Negotiated	Negotiated
City Prosecutor	38	1.00	\$93,239	\$130,535
Civic Center Event Coord	23	2.00	\$44,850	\$62,790
Civil Engineer	29	1.00	\$60,103	\$84,144
Code Comp Administrator	33	1.00	\$73,056	\$102,278
Code Compliance Supv	26	2.00	\$51,919	\$72,687
Code Insp I	21	3.00	\$40,680	\$56,952
Code Insp II	22	3.00	\$42,714	\$59,800
Code Insp III	23	2.00	\$44,850	\$62,790
Coll Rep	21	1.00	\$40,680	\$56,952
Comm Sys Tech	23	1.00	\$44,850	\$62,790
Commercial Sanitation Insp	19	1.00	\$36,899	\$51,658
Community Eligibility Rep	18	2.50	\$35,141	\$49,197
Community Eligibility Spec	21	1.00	\$40,680	\$56,952
Contract Analyst	28	4.00	\$57,241	\$80,137
Council Asst	27	3.00	\$54,515	\$76,321
Council Member	502	5.00	\$34,000	\$34,000
Council Svcs Admin	33	1.00	\$73,056	\$102,278
Court Accounting Supv	25	1.00	\$49,446	\$69,225
Court Admin	36	1.00	\$84,571	\$118,400
Court Clerk II	17	24.20	\$33,468	\$46,855
Court Clerk III	19	2.00	\$36,899	\$51,658
Court Hearing Officer	508	1.00	Negotiated	Negotiated
Court Interpreter	20	1.50	\$38,743	\$54,240
Court Supv	25	3.00	\$49,446	\$69,225
Creative Designer	25	1.00	\$49,446	\$69,225
Creative Services Mgr	28	1.00	\$57,241	\$80,137
Crewleader (Airport)	21	1.00	\$40,680	\$56,952
Crewleader (Landfill)	21	1.00	\$40,680	\$56,952
Crewleader (Parks)	21	1.00	\$40,680	\$56,952
Crewleader (Sanitation)	21	5.00	\$40,680	\$56,952
Crewleader (Streets)	21	4.00	\$40,680	\$56,952
CSG Operations Mgr	32	1.00	\$69,576	\$97,407
Custodian	12	5.00	\$26,223	\$36,712
Custodian Lead	15	2.00	\$30,356	\$42,499
Customer Assistance Rep	15	2.50	\$30,356	\$42,499
Customer Service Manager	28	1.00	\$57,241	\$80,137
CVB Mgr	28	1.00	\$57,241	\$80,137
Database Admin	32	1.00	\$69,576	\$97,407
Dep Chief Info Tech Officer	39	1.00	\$97,901	\$137,062

**SCHEDULE TEN
SALARY RANGES**



Position Description	Grade	# of FTE's	Range Min	Range Max
Dep City Attorney	39	3.00	\$97,901	\$137,062
Dep City Clerk	31	1.00	\$66,264	\$92,769
Dep Fire Chief (40 hrs)	36	4.00	\$84,571	\$118,400
Dep Fire Chief (52 hrs)	36	3.00	\$84,571	\$118,400
Dep Public Works Dir	35	1.00	\$80,544	\$112,761
Dep Trans Dir	36	1.00	\$84,571	\$118,400
Dep Water Svcs Dir	37	3.00	\$88,799	\$124,319
Development Plans Tech	21	2.00	\$40,680	\$56,952
Development Svcs Rep	21	1.00	\$40,680	\$56,952
Development Svcs Supv	25	1.00	\$49,446	\$69,225
Dispatcher/Router	16	5.50	\$31,874	\$44,624
Econ Development Admin Asst	23	1.00	\$44,850	\$62,790
Economic Development Admin	31	1.00	\$66,264	\$92,769
Economic Development Spec	27	1.00	\$54,515	\$76,321
Emergency Mgmt Admin	35	1.00	\$80,544	\$112,761
Emergency Svcs Coord	29	1.00	\$60,103	\$84,144
Employee Devel Coord	28	1.00	\$57,241	\$80,137
Engineering Insp II	24	4.00	\$47,092	\$65,929
Engineering Project Mgr	31	4.00	\$66,264	\$92,769
Environmental Program Mgr	32	4.00	\$69,576	\$97,407
Equip Mechanic I	19	5.00	\$36,899	\$51,658
Equip Mechanic II	21	6.00	\$40,680	\$56,952
Equip Mechanic Spec	24	14.00	\$47,092	\$65,929
Equip Mgmt Supt	33	1.00	\$73,056	\$102,278
Equip Operator (Sanitation)	18	56.00	\$35,141	\$49,197
Equipment Operator (Streets)	18	2.00	\$35,141	\$49,197
Exec Administrative Asst	21	2.00	\$40,680	\$56,952
Exec Legal Asst	23	1.00	\$44,850	\$62,790
Field Ops Admin Supv	25	1.00	\$49,446	\$69,225
Finance & Technology Director	57	1.00	\$113,333	\$158,666
Financial Svcs Supv	25	5.00	\$49,446	\$69,225
Fire Battalion Chief (40 Hrs)	35	3.00	\$80,544	\$112,761
Fire Battalion Chief (52 Hrs)	35	4.00	\$80,544	\$112,761
Fire Chief	60	1.00	\$131,198	\$183,677
Fire Comm Outreach Coord	26	2.00	\$51,919	\$72,687
Fire Crisis Response Vol Coord	24	2.00	\$47,092	\$65,929
Fire Dept Staff Counselor	24	1.00	\$47,092	\$65,929
Fire EMS Coordinator	25	1.00	\$49,446	\$69,225
Fire Insp I	21	1.00	\$40,680	\$56,952
Fire Insp II	27	6.00	\$54,515	\$76,321
Fire Marshal	36	1.00	\$84,571	\$118,400
Fire Mgmt Analyst	28	1.00	\$57,241	\$80,137
GIS Analyst	27	1.00	\$54,515	\$76,321
GIS Coord	26	1.00	\$51,919	\$72,687
Help Desk Support Spec	24	2.00	\$47,092	\$65,929



**SCHEDULE TEN
SALARY RANGES**

Position Description	Grade	# of FTE's	Range Min	Range Max
Help Desk Supv	28	1.00	\$57,241	\$80,137
Housing Assistance Rep	19	10.00	\$36,899	\$51,658
Housing Svcs Mgr	32	1.00	\$69,576	\$97,407
Housing Supv	28	1.00	\$57,241	\$80,137
HR & RM Director	56	1.00	\$107,936	\$151,111
HR Admin	31	2.00	\$66,264	\$92,769
HR Coord	26	1.00	\$51,919	\$72,687
HR Generalist	27	5.00	\$54,515	\$76,321
HR Tech	21	2.00	\$40,680	\$56,952
Human Svcs Administrator	35	1.00	\$80,544	\$112,761
Info Technology Mgr	34	3.00	\$76,709	\$107,392
Intelligent Trans Sys Analyst	28	1.00	\$57,241	\$80,137
Intelligent Trans Sys Tech	26	2.00	\$51,919	\$72,687
Intergov Programs Admin	32	1.00	\$69,576	\$97,407
Intergov Programs Dir	56	1.00	\$107,936	\$151,111
Judicial Asst	28	1.00	\$57,241	\$80,137
Laboratory Tech	18	3.00	\$35,141	\$49,197
Landfill Insp	21	1.00	\$40,680	\$56,952
Landfill Oper	19	5.00	\$36,899	\$51,658
Landfill Supt	32	1.00	\$69,576	\$97,407
Landfill Supv	26	1.00	\$51,919	\$72,687
Landscape Gard/Horticulturist	20	1.00	\$38,743	\$54,240
Lead Transit Rep	18	7.75	\$35,141	\$49,197
Lead Water Srvc Rep	22	2.00	\$42,714	\$59,800
Legal Asst	21	2.00	\$40,680	\$56,952
Librarian	25	11.75	\$49,446	\$69,225
Library Asst I	16	2.00	\$31,874	\$44,624
Library Asst II	18	1.50	\$35,141	\$49,197
Library Asst III	20	10.75	\$38,743	\$54,240
Library Mgr	32	1.00	\$69,576	\$97,407
Library Ops Supv	25	4.00	\$49,446	\$69,225
Licensing & Taxpayer Analyst	23	3.00	\$44,850	\$62,790
Management Aide	20	1.00	\$38,743	\$54,240
Marketing & Comm Prog Mgr	24	2.00	\$47,092	\$65,929
Materials Control Spec	16	1.75	\$31,874	\$44,624
Materials Tech	21	2.00	\$40,680	\$56,952
Mayor	501	1.00	\$48,000	\$48,000
Media Production Spec	24	4.50	\$47,092	\$65,929
Mgmt Aide	20	20.00	\$38,743	\$54,240
Mgmt Analyst	28	3.00	\$57,241	\$80,137
Mgmt Asst	24	18.75	\$47,092	\$65,929
Mgmt Asst to the City Attorney	26	1.00	\$51,919	\$72,687
Mgmt Asst to the City Mgr	27	1.00	\$54,515	\$76,321
Neighborhood Svcs Coord	28	2.00	\$57,241	\$80,137
Network Engineer	29	1.00	\$60,103	\$84,144

**SCHEDULE TEN
SALARY RANGES**



Position Description	Grade	# of FTE's	Range Min	Range Max
Office Asst	13	1.00	\$27,534	\$38,548
Office Support Supv	22	3.00	\$42,714	\$59,800
Park Mgr	28	2.00	\$57,241	\$80,137
Park Ranger	16	3.00	\$31,874	\$44,624
Parks & Rec Admin	35	1.00	\$80,544	\$112,761
Parks & Rec Projects Coord	27	1.00	\$54,515	\$76,321
PC Oper	16	2.00	\$31,874	\$44,624
PC Support Specialist II	23	3.00	\$44,850	\$62,790
Planner	27	1.00	\$54,515	\$76,321
Planning Dir	55	1.00	\$102,797	\$143,916
Planning Mgr	34	1.00	\$76,709	\$107,392
Planning Tech	21	1.00	\$40,680	\$56,952
Plans Examiner	26	2.00	\$51,919	\$72,687
Plant Instrument Tech II	22	3.00	\$42,714	\$59,800
Plant Maint Mechanic II	22	3.00	\$42,714	\$59,800
Playground Equip Srvc Worker	19	2.00	\$36,899	\$51,658
Police Aide	17	1.00	\$33,468	\$46,855
Police Chief	60	1.00	\$131,198	\$183,677
Police Comm Spec	21	30.50	\$40,680	\$56,952
Police Comm Supv	25	5.00	\$49,446	\$69,225
Police Comm Sys Spec	25	1.00	\$49,446	\$69,225
Police Commander	37	5.00	\$88,799	\$124,319
Police Community Srvcs Officer	18	2.00	\$35,141	\$49,197
Police Crime Prevention Spec	22	4.00	\$42,714	\$59,800
Police Crime/Stats Analyst	21	1.00	\$40,680	\$56,952
Police Detention Officer	18	14.00	\$35,141	\$49,197
Police Hiring Coord	20	1.00	\$38,743	\$54,240
Police Identification Supv	24	1.00	\$47,092	\$65,929
Police Identification Tech	21	4.00	\$40,680	\$56,952
Police Lieutenant	35	18.00	\$80,544	\$112,761
Police Ops Mgr	32	1.00	\$69,576	\$97,407
Police Plan & Research Analyst	25	1.00	\$49,446	\$69,225
Police Property/Evid Custodian	18	3.00	\$35,141	\$49,197
Police Records Tech	17	13.50	\$33,468	\$46,855
Police Support Srvcs Supv	23	6.00	\$44,850	\$62,790
Police Tech Srvcs Mgr	29	3.00	\$60,103	\$84,144
Police Volunteer Coord	23	1.00	\$44,850	\$62,790
Presiding City Judge	507	1.00	Negotiated	Negotiated
Pretreatment Insp	19	4.00	\$36,899	\$51,658
Pretreatment Program Mgr	27	1.00	\$54,515	\$76,321
Principal Engineer	34	3.00	\$76,709	\$107,392
Programs Admin	31	4.00	\$66,264	\$92,769
Property Room Supv	24	1.00	\$47,092	\$65,929
Public Safety Events Scheduler	18	2.00	\$35,141	\$49,197
Public Safety Staff Attorney	37	1.00	\$88,799	\$124,319



**SCHEDULE TEN
SALARY RANGES**

Position Description	Grade	# of FTE's	Range Min	Range Max
Public Safety Tech Svcs Admin	33	2.00	\$73,056	\$102,278
Public Service Asst	14	5.50	\$28,911	\$40,475
Public Svc Rep	18	3.00	\$35,141	\$49,197
Public Works Director	57	1.00	\$113,333	\$158,666
Purch & Materials Mgr	33	1.00	\$73,056	\$102,278
Rec Coord	25	4.00	\$49,446	\$69,225
Rec Mgr	29	2.00	\$60,103	\$84,144
Rec Programmer	19	5.00	\$36,899	\$51,658
Records Mgmt Asst	15	1.00	\$30,356	\$42,499
Records Supv	21	1.00	\$40,680	\$56,952
Recycling Coord	26	1.00	\$51,919	\$72,687
Revenue Admin	33	1.00	\$73,056	\$102,278
Revit Mgr	32	1.00	\$69,576	\$97,407
Revitalization Coord	25	4.00	\$49,446	\$69,225
Revitalization Grants Supv	28	1.00	\$57,241	\$80,137
Revitalization Supv	28	1.00	\$57,241	\$80,137
Risk & Safety Analyst	27	1.00	\$54,515	\$76,321
Risk Mgr	34	1.00	\$76,709	\$107,392
Sanitation Insp	19	5.00	\$36,899	\$51,658
Sanitation Supt	32	1.00	\$69,576	\$97,407
Sanitation Supv	26	3.00	\$51,919	\$72,687
Secretary	15	15.25	\$30,356	\$42,499
Secur Officer	16	11.00	\$31,874	\$44,624
Service Worker II	17	1.00	\$33,468	\$46,855
Service Worker III (Streets)	20	7.00	\$38,743	\$54,240
Shop Maint Coord	24	3.00	\$47,092	\$65,929
Shop Supv	26	2.00	\$51,919	\$72,687
Special Events Coord	22	1.00	\$42,714	\$59,800
Special Events Division Mgr	29	1.00	\$60,103	\$84,144
Special Events Program Manager	27	2.00	\$54,515	\$76,321
Sr Applications Analyst	30	2.00	\$63,108	\$88,351
Sr Billing & Compliance Spec	21	1.00	\$40,680	\$56,952
Sr Bldg Insp	30	3.00	\$63,108	\$88,351
Sr Budget Analyst	31	2.00	\$66,264	\$92,769
Sr Civil Engineer	33	2.00	\$73,056	\$102,278
Sr Customer Assistance Rep	17	1.50	\$33,468	\$46,855
Sr Database Admin	33	1.00	\$73,056	\$102,278
Sr Engineering Insp	25	1.00	\$49,446	\$69,225
Sr Engineering Tech	23	1.00	\$44,850	\$62,790
Sr Equip Mechanic Special	25	3.00	\$49,446	\$69,225
Sr GIS Analyst	30	1.00	\$63,108	\$88,351
Sr HR Analyst	29	1.00	\$60,103	\$84,144
Sr Materials Tech	25	1.00	\$49,446	\$69,225
Sr Mgmt Asst	28	8.00	\$57,241	\$80,137
Sr Network Engineer	32	1.00	\$69,576	\$97,407

**SCHEDULE TEN
SALARY RANGES**



Position Description	Grade	# of FTE's	Range Min	Range Max
Sr Planner	29	2.00	\$60,103	\$84,144
Sr Plant Instrument Tech	24	5.00	\$47,092	\$65,929
Sr Plant Maint Mechanic	23	4.00	\$44,850	\$62,790
Sr Pretreatment Insp	22	1.00	\$42,714	\$59,800
Sr Rec Coord	27	2.00	\$54,515	\$76,321
Sr Sanitation Insp	22	1.00	\$42,714	\$59,800
Sr Secretary	18	18.50	\$35,141	\$49,197
Sr Sys Admin	29	1.00	\$60,103	\$84,144
Sr Sys Analyst	32	1.00	\$69,576	\$97,407
Sr Traffic Engineering Spec	26	1.00	\$51,919	\$72,687
Sr Water Plant Oper	23	4.00	\$44,850	\$62,790
Sr Water Reclam Facility Oper	23	2.00	\$44,850	\$62,790
Sr. Marketing & Comm Mgr	30	1.00	\$63,108	\$88,351
Sr. Trans Analyst	29	1.00	\$60,103	\$84,144
Sr. Water Srvcs Syst Tech	22	7.00	\$42,714	\$59,800
Srvc Worker I	14	1.00	\$28,911	\$40,475
Srvc Worker I (Bldg Maint)	14	1.00	\$28,911	\$40,475
Srvc Worker I (Landfill)	14	1.00	\$28,911	\$40,475
Srvc Worker II	17	3.00	\$33,468	\$46,855
Srvc Worker II (Airport)	17	3.00	\$33,468	\$46,855
Srvc Worker II (Landfill)	17	3.00	\$33,468	\$46,855
Srvc Worker II (Parks)	17	10.00	\$33,468	\$46,855
Srvc Worker II (Sanitation)	17	2.00	\$33,468	\$46,855
Srvc Worker II (Streets)	17	10.00	\$33,468	\$46,855
Srvc Worker II (Water)	17	2.00	\$33,468	\$46,855
Srvc Worker III	20	1.00	\$38,743	\$54,240
Srvc Worker III (Bldg Maint)	20	1.00	\$38,743	\$54,240
Srvc Worker III (Parks)	20	4.00	\$38,743	\$54,240
Srvc Worker III (Sanitation)	20	1.00	\$38,743	\$54,240
Streets Superintendent	33	1.00	\$73,056	\$102,278
Streets Supv	26	1.00	\$51,919	\$72,687
Structural Plans Examiner	28	1.00	\$57,241	\$80,137
Support Srvc Supv	22	1.00	\$42,714	\$59,800
Sys Admin	28	5.00	\$57,241	\$80,137
Sys Analyst	30	5.00	\$63,108	\$88,351
Tax & License Mgr	28	1.00	\$57,241	\$80,137
Tax Auditor	25	3.00	\$49,446	\$69,225
Tourism Coordinator	25	1.00	\$49,446	\$69,225
Traffic Education Program Mgr	27	1.00	\$54,515	\$76,321
Traffic Engineer I	28	1.00	\$57,241	\$80,137
Traffic Engineering Spec	25	1.00	\$49,446	\$69,225
Traffic Engineering Tech	23	2.00	\$44,850	\$62,790
Traffic Ops Electronic Tech	22	1.00	\$42,714	\$59,800
Traffic Signal Supv	26	1.00	\$51,919	\$72,687
Traffic Signal Tech I	19	1.00	\$36,899	\$51,658



**SCHEDULE TEN
SALARY RANGES**

Position Description	Grade	# of FTE's	Range Min	Range Max
Traffic Signal Tech II	21	2.00	\$40,680	\$56,952
Traffic Signal Tech III	23	1.00	\$44,850	\$62,790
Trans Planner	27	1.00	\$54,515	\$76,321
Trans Sys Mgr	32	1.00	\$69,576	\$97,407
Transit Administrator	34	1.00	\$76,709	\$107,392
Transit Coord	20	2.00	\$38,743	\$54,240
Transit Mgr	32	2.00	\$69,576	\$97,407
Transit Oper	17	16.00	\$33,468	\$46,855
Transit Supv	27	1.00	\$54,515	\$76,321
Transportation Engineer	34	2.00	\$76,709	\$107,392
Utility Locator	18	2.00	\$35,141	\$49,197
Vice Mayor	503	1.00	\$34,000	\$34,000
Victim Assistance Caseworker	24	6.00	\$47,092	\$65,929
Voice Comms Admin	25	1.00	\$49,446	\$69,225
Water Conservation Spec	25	1.00	\$49,446	\$69,225
Water Control Room Oper	23	6.00	\$44,850	\$62,790
Water Plant Operator II	21	17.00	\$40,680	\$56,952
Water Quality Assurance Coord	29	1.00	\$60,103	\$84,144
Water Quality Data Coord	25	1.00	\$49,446	\$69,225
Water Quality Lab Mgr	32	1.00	\$69,576	\$97,407
Water Reclam Facility Oper II	21	15.00	\$40,680	\$56,952
Water Services Director	57	1.00	\$113,333	\$158,666
Water Srvc Rep	18	10.00	\$35,141	\$49,197
Water Srvc Admin	31	2.00	\$66,264	\$92,769
Water Srvc Data Coord	28	2.00	\$57,241	\$80,137
Water Srvc Network Engineer	31	2.00	\$66,264	\$92,769
Water Srvc Ops Supt	33	4.00	\$73,056	\$102,278
Water Srvc Safety/Security Coor	28	2.00	\$57,241	\$80,137
Water Srvc Secur Supt	30	1.00	\$63,108	\$88,351
Water Srvc Supv	28	7.00	\$57,241	\$80,137
Water Srvc Sys Tech I	17	23.00	\$33,468	\$46,855
Water Srvc Sys Tech II	20	19.00	\$38,743	\$54,240
Water Srvc Technology Mgr	33	1.00	\$73,056	\$102,278
Water/Wastewater Ops Supv	27	6.00	\$54,515	\$76,321
Web Content Program Mgr	28	1.00	\$57,241	\$80,137
TOTAL NON-REPRESENTED STAFF:		1,104.70		

POLICE REPRESENTED STAFF

Police Officer Step 1	211	29.00	\$52,492	\$52,492
Police Officer Step 2	211	7.00	\$55,116	\$55,116
Police Officer Step 3	211	63.00	\$57,872	\$57,872
Police Officer Step 4	211	25.00	\$60,765	\$60,765
Police Officer Step 5	211	33.00	\$63,804	\$63,804
Police Officer Step 6	211	21.00	\$66,994	\$66,994
Police Officer Step 7	211	38.00	\$70,344	\$70,344

**SCHEDULE TEN
SALARY RANGES**



Position Description	Grade	# of FTE's	Range Min	Range Max
Police Officer Step 8	211	114.00	\$73,861	\$73,861
Police Officer (Assignment) Step 8	212	1.00	\$77,554	\$77,554
Police Officer Trainee Step 2	210	7.00	\$51,242	\$51,242
Police Sergeant Step 1	213	6.00	\$85,309	\$85,309
Police Sergeant Step 2	213	4.00	\$89,575	\$89,575
Police Sergeant Step 3	213	46.00	\$94,054	\$94,054
TOTAL POLICE REPRESENTED STAFF:		394.00		
FIRE REPRESENTED STAFF				
Fire Fighter (52 Hrs) Step 1	131	15.00	\$42,043	\$42,043
Fire Fighter (52 Hrs) Step 3	131	6.00	\$46,353	\$46,353
Fire Fighter (52 Hrs) Step 5	131	4.00	\$51,103	\$51,103
Fire Fighter (52 Hrs) Step 6	131	1.00	\$53,659	\$53,659
Fire Fighter (52 Hrs) Step 7	131	13.00	\$56,342	\$56,342
Fire Fighter (52 Hrs) Step 8	131	19.00	\$59,159	\$59,159
Fire Fighter (40 Hrs) Step 8	131	1.00	\$59,159	\$59,159
Fire Fighter (40 Hrs) Step 9	131	8.00	\$62,117	\$62,117
Fire Fighter (52 Hrs) Step 9	131	56.00	\$62,117	\$62,117
Fire Captain (52 Hrs) Step 7	137	3.00	\$75,504	\$75,504
Fire Captain (40 Hrs) Step 9	137	9.00	\$83,243	\$83,243
Fire Captain (52 Hrs) Step 9	137	43.00	\$83,243	\$83,243
Fire Engineer (40 Hrs) Step 9	132	3.00	\$71,908	\$71,908
Fire Engineer (52 Hrs) Step 9	132	47.00	\$71,908	\$71,908
TOTAL FIRE REPRESENTED STAFF:		228.00		
GRAND TOTAL:		1,726.70		



SCHEDULE ELEVEN
Historical Property Tax Information

DESCRIPTION	BUDGET FY 2011	BUDGET FY 2012	BUDGET FY 2013	BUDGET FY 2014	PROJECTED FY 2015
Fiscal Year Budget Amount	\$676,000,000	\$638,000,000	\$579,000,000	\$576,000,000	\$642,000,000
Qualifiable Exclusions (estimated)	\$227,271,294	\$218,302,009	\$196,076,577	\$202,072,306	\$212,754,492
Total Estimated Expenditures	\$448,728,706	\$419,697,991	\$382,923,423	\$373,927,694	\$429,245,508
Expenditure Limitation	\$547,475,967	\$503,458,845	\$516,173,179	\$528,504,325	\$528,312,730
b1. Maximum Allowable Primary Property Tax Levy (ARS 42-17051)					
Primary Assessed Valuation	\$1,653,702,774	\$1,307,087,287	\$1,146,680,633	\$1,044,786,020	\$1,095,616,087
Maximum Allowable Primary Tax Levy	\$4,701,477	\$4,896,349	\$5,043,101	\$5,196,766	\$5,364,136
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	\$1,753,569,410	\$1,313,557,625	\$1,149,264,817	\$1,050,893,890	\$1,148,164,650
A. Secondary Property Tax Levy	\$24,022,147	\$17,994,426	\$18,985,812	\$18,496,280	\$19,065,274
B. Primary Property Tax Levy	\$3,724,139	\$2,943,561	\$2,536,663	\$5,086,376	\$5,364,136
Total Property Tax Levy Amount	\$27,746,286	\$20,937,987	\$21,522,475	\$23,582,656	\$24,429,410
b4. Property Taxes Collected (Estimated)					
A. Primary Property Tax	\$3,649,656	\$2,884,690	\$2,490,052	\$5,071,423	\$5,289,960
Prior Year's	\$74,483	\$58,871	\$46,611	\$14,953	\$74,176
B. Secondary Property Tax	\$23,541,704	\$17,634,537	\$18,730,018	\$18,360,614	\$18,767,444
Prior Year's	\$480,443	\$359,889	\$255,794	\$135,666	\$297,830
Total Current Year's Collections	\$27,191,360	\$20,519,227	\$21,220,070	\$23,432,037	\$24,057,404
Total Prior Year's Collections	\$554,926	\$418,760	\$302,405	\$150,619	\$372,006
Total Property Tax Levy Collected	\$27,746,286	\$20,937,987	\$21,522,475	\$23,582,656	\$24,429,410
City of Glendale Tax Rate					
A. Primary Property Tax Rate	\$0.2252	\$0.2252	\$0.2252	\$0.4974	\$0.4896
B. Secondary Property Tax Rate	\$1.3699	\$1.3699	\$1.6753	\$1.7915	\$1.6605
Total Property Tax Rate	\$1.5951	\$1.5951	\$1.9005	\$2.2889	\$2.1501

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 assessed valuation	\$1,148,164,650
Bond Indebtedness Limitation	\$229,632,930
Debt Outstanding as of 07/01/14	\$149,425,000
Principal Payments FY15	\$17,190,000
Proposed Debt FY15	\$0
Estimated Debt outstanding FY15	\$132,235,000
Remaining limitation available	\$97,397,930
6% Bonds	
Secondary assessed valuation	\$1,148,164,650
Bond Indebtedness Limitation	\$68,889,879
Debt Outstanding as of 07/01/14	\$2,880,000
Principal Payments FY15	\$2,880,000
Proposed Debt FY15	\$0
Estimated Debt outstanding FY15	\$0
Remaining limitation available	\$68,889,879

Truth in Taxation Calculation

Previous year's primary levy	=	Tax Rate
Current net assessed valuation(AV)		
	\$5,196,766	= \$0.4800
	\$1,082,668,682	
Current AV-Existing Property	\$1,082,668,682	
Prior year Levy	\$5,196,766	
Prior Year Tax Rate	\$0.4974	
Rate to Receive Prior Year Levy	\$0.4800	
New property valuation	\$12,947,405	
Growth in Levy-New Property	\$62,148	
Increase-Exclusive of New Property	\$105,179	

SCHEDULE TWELVE
Internal Service Premiums



Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
1000 - General						
<u>Mayor</u>						
	Office of the Mayor	\$1,665	\$117	-	-	\$1,235
<u>Council Office</u>						
	Cholla District	-	-	-	-	\$997
	Council Office	\$6,875	\$8,477	-	-	\$2,655
<u>City Clerk</u>						
	City Clerk	\$3,294	\$255	-	-	\$2,855
	Elections	\$72	-	-	-	-
<u>City Manager</u>						
	City Manager	\$3,565	\$195	-	-	\$1,737
<u>City Auditor</u>						
	City Auditor	\$1,523	\$57	-	-	\$538
<u>Intergovt. Programs</u>						
	Intergovernmental Programs	\$2,124	\$117	-	-	\$1,020
<u>City Court</u>						
	City Court	\$21,898	\$1,954	-	-	\$14,374
<u>City Attorney</u>						
	City Attorney	\$40,734	\$2,375	-	-	\$7,306
<u>Marketing and Comm.</u>						
	Cable Communications	\$2,664	\$175	-	-	-
	City-Wide Special Events	\$2,091	\$318	-	-	\$1,114
	Marketing	\$6,171	\$428	-	-	\$3,596
<u>Conv./Media/Parking</u>						
	Convention/Media/Parking	\$661	-	-	-	-
	Media Center Operations	\$674	\$542	-	-	\$9,829
<u>Human Services-Comm Action Prg</u>						
	CAP Local Match	\$66	-	-	-	\$3,637
<u>Human Resources</u>						
	Benefits	\$2,008	\$182	-	-	-
	Compensation	\$1,118	\$78	-	-	-
	Employee Relations	\$1,113	\$486	-	-	-
	Employment Services	\$1,615	\$156	-	-	-
	Human Resources Administration	\$1,780	\$117	-	-	\$5,354
	Organizational Development	\$516	\$39	-	-	-
	Risk Management/Safety	\$2,194	\$212	-	-	-
<u>Finance</u>						
	Accounting Services	\$6,619	\$682	-	-	-
	Finance Administration	\$3,183	\$76	-	-	\$4,286
	License/Collection	\$5,417	\$692	-	-	\$2,962



SCHEDULE TWELVE
Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
<u>Info. Technology</u>						
	Information Technology	\$16,463	\$2,214	-	\$467,398	\$10,686
<u>Management & Budget</u>						
	Budget & Research	\$3,129	\$195	-	-	\$1,152
	Materials Management	\$1,093	\$78	-	-	\$695
<u>Police Department</u>						
	Crime Investigations	-	\$98,593	-	-	-
	Foothills Patrol Bureau	-	\$127,505	-	-	-
	Gateway Patrol	-	\$202,878	-	-	-
	PD - Communications	-	\$1,496	-	-	-
	PD - Detention	-	\$14,595	-	-	-
	PD - Fiscal Management	\$875,646	\$129,446	-	\$22,262	\$160,449
	PD - Special Operations	-	\$58,035	-	-	-
	PD - Tow Administration	-	\$39	-	-	-
	Police Administration	-	\$10,674	-	-	-
	Police Personnel Management	-	\$9,407	-	-	-
	Police Support Services	-	\$18,642	-	-	-
<u>Fire Department</u>						
	Air-Med & Logistics Ops (HALO)	-	\$6,905	-	-	-
	Ambulance Services	-	\$1,182	-	-	-
	Fire Administration	\$212,632	\$60,759	-	-	-
	Fire Marshal's Office	-	\$5,380	-	-	-
	Fire Operations	-	\$370,046	-	-	-
	Fire Resource Management	-	\$7,542	-	\$11,215	\$93,635
	Fire-Emergency Mgmt	-	\$78	-	-	-
<u>Comm. Services Adm</u>						
	Comm. Services Admin.	\$5,427	\$2,642	-	-	\$20,276
<u>Parks & Rec</u>						
	Aquatics	\$2,391	\$7,338	-	-	-
	Neighborhood Partnership	\$577	\$53	-	-	\$1,513
	Park Rangers	\$2,555	\$1,865	-	-	-
	Parks Maintenance	\$35,952	\$22,915	-	-	\$8,437
	Recreation Support Services	\$34,944	\$312	-	-	-
	Youth and Teen	-	\$4,087	-	-	-
<u>Parks & Rec-Fac/Commercial Ops</u>						
	Adult Center	-	\$2,367	-	-	-
	Audio/Visual/Support Services	\$603	\$39	-	-	-
	Foothills Recreation Center	\$4,235	\$8,774	-	-	\$8,009
<u>Human Services</u>						
	Community Revitalization	\$1,298	\$58	-	-	\$2,433

SCHEDULE TWELVE
Internal Service Premiums



Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
<u>Library & Arts</u>						
	Library	\$26,950	\$9,666	-	-	\$36,781
<u>Building Safety</u>						
	Building Safety	\$13,787	\$8,588	-	-	\$6,884
<u>Planning</u>						
	Mapping and Records	\$560	\$39	-	-	-
	Planning Administration	\$4,060	\$272	-	-	\$2,419
<u>Economic Development</u>						
	Economic Development	\$3,744	\$289	-	-	\$1,902
<u>Code Compliance</u>						
	Code Compliance	\$8,095	\$1,151	-	-	\$4,255
<u>Field Operations</u>						
	Cemetery	\$6,115	\$547	-	-	\$2,623
	Custodial Services	\$5,987	\$36,154	-	-	-
	Downtown Parking Garage	\$116	-	-	-	-
	Facilities Management	\$29,582	\$40,783	-	-	\$18,750
	Field Operations Admin.	\$1,491	\$39	-	-	\$20,760
	Graffiti Removal	\$42	-	-	-	-
	Manistee Ranch Maintenance	\$13	-	-	-	-
<u>Engineering</u>						
	Construction Inspection	-	\$12,350	-	-	\$3,615
	Design Division	-	\$156	-	-	-
	Engineering Administration	\$16,026	\$221	-	-	\$2,558
	Land Development Division	-	\$39	-	-	-
<u>Total General</u>		<u>\$1,433,153</u>	<u>\$1,304,163</u>	<u>-</u>	<u>\$500,875</u>	<u>\$471,327</u>
1040 - General Services						
<u>Field Operations</u>						
	Equipment Management	\$41,742	\$26,684	-	-	\$7,309
	Parts Store Operations	-	\$39	-	-	-
<u>Total General Services</u>		<u>\$41,742</u>	<u>\$26,723</u>	<u>-</u>	<u>-</u>	<u>\$7,309</u>
1100 - Telephone Services						
<u>Info. Technology</u>						
	Telephones	\$1,265	\$39	-	-	-
<u>Total Telephone Services</u>		<u>\$1,265</u>	<u>\$39</u>	<u>-</u>	<u>-</u>	<u>-</u>
1140 - PC Replacement						
<u>Info. Technology</u>						
	Technology Replacement	-	\$39	-	-	\$174



SCHEDULE TWELVE
Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
<u>Total PC Replacement</u>		-	<u>\$39</u>	-	-	<u>\$174</u>
1220 - Arts Commission Fund						
<u>Library & Arts</u>						
	Arts Maintenance	-	\$65	-	-	-
<u>Total Arts Commission Fund</u>		-	<u>\$65</u>	-	-	-
1281 - Stadium Event Operations						
<u>Marketing and Comm.</u>						
	Mkt'g - Stadium Events	\$13,494	-	-	-	-
<u>Police Department</u>						
	PD - Fiesta Bowl Event	\$970	-	-	-	-
	Stadium - PD Event Staffing	\$31,871	\$24,221	-	-	-
<u>Fire Department</u>						
	Fire - Fiesta Bowl Event	\$395	-	-	-	-
	Stadium - Fire Event Staffing	\$567	-	-	-	-
<u>Transportation</u>						
	Stadium - Transportation Ops.	\$2,533	-	-	-	-
	Transp - Fiesta Bowl Event	\$255	-	-	-	-
<u>Total Stadium Event Operations</u>		<u>\$50,085</u>	<u>\$24,221</u>	-	-	-
1282 - Arena Event Operations						
<u>Police Department</u>						
	Arena-PD Event Staffing	\$2,636	\$39	-	-	-
<u>Fire Department</u>						
	Arena - Fire Event Staffing	\$1,379	\$39	-	-	-
<u>Transportation</u>						
	Arena - Transportation Ops.	\$48	-	-	-	-
<u>Total Arena Event Operations</u>		<u>\$4,063</u>	<u>\$78</u>	-	-	-
1340 - Highway User Gas Tax						
<u>Right-of-Way</u>						
	Right-of-Way Maintenance	\$25,763	\$24,180	-	-	-
<u>Field Operations</u>						
	Graffiti Removal - ROW	\$2,598	\$3,416	-	-	-
	Signs & Markings	\$10,119	\$14,135	-	-	-
	Street Maintenance	\$66,425	\$11,060	-	-	-
<u>Engineering</u>						
	Street Light Management	\$6,890	-	-	-	-

SCHEDULE TWELVE
Internal Service Premiums



Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
<u>Engineering</u>						
	Traffic Studies	\$5,422	\$156	-	-	-
<u>Transportation</u>						
	Traffic Design and Development	\$2,655	\$3,416	-	-	-
	Traffic Signals	\$36,755	\$17,924	-	-	-
	Transportation Administration	\$2,635	\$1,747	-	-	\$5,590
<u>Total Highway User Gas Tax</u>		<u>\$159,262</u>	<u>\$76,034</u>	<u>-</u>	<u>-</u>	<u>\$5,590</u>
1660 - Transportation Sales Tax						
<u>Transportation</u>						
	Dial-A-Ride	\$68,208	\$44,365	-	-	\$15,994
	Intelligent Transportation Sys	-	\$1,825	-	-	\$2,974
	Traffic Mitigation	-	\$39	-	-	-
	Transit Management	-	\$156	-	-	-
	Transportation Education	-	\$65	-	-	-
	Transportation Program Mgmt	-	\$289	-	\$33,477	-
<u>Total Transportation Sales Tax</u>		<u>\$68,208</u>	<u>\$46,739</u>	<u>-</u>	<u>\$33,477</u>	<u>\$18,968</u>
1740 - Civic Center						
<u>Parks & Rec-Fac/Commercial Ops</u>						
	Civic Center	\$2,709	\$1,573	-	-	\$5,616
<u>Total Civic Center</u>		<u>\$2,709</u>	<u>\$1,573</u>	<u>-</u>	<u>-</u>	<u>\$5,616</u>
1750 - City Sales Tax-Bed Tax						
<u>Tourism/CVB</u>						
	Glendale CVB - Bed Tax	\$1,032	-	-	-	-
	Tourism	\$1,375	\$1,103	-	-	\$4,026
<u>Total City Sales Tax-Bed Tax</u>		<u>\$2,407</u>	<u>\$1,103</u>	<u>-</u>	<u>-</u>	<u>\$4,026</u>
1760 - Airport Special Revenue						
<u>Airport</u>						
	Airport Operations	\$132,032	\$4,846	-	-	\$7,545
<u>Total Airport Special Revenue</u>		<u>\$132,032</u>	<u>\$4,846</u>	<u>-</u>	<u>-</u>	<u>\$7,545</u>
1880 - Parks & Recreation Self Sust						
<u>Parks & Rec</u>						
	Aquatic Self Sustaining	-	\$875	-	-	-
	Rec Self Sust-Administration	-	\$53	-	-	-
	Sports Self Sustaining	-	\$850	-	-	-



SCHEDULE TWELVE
Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
<u>Parks & Rec</u>						
	Youth and Teen Self Sustaining	-	\$2,961	-	-	-
<u>Parks & Rec-Fac/Commercial Ops</u>						
	Adult Center Self Sustaining	-	\$744	-	-	-
	Rec Self Sust-Foothills Rec	-	\$1,732	-	-	-
	SRPHA Sahuaro Ranch Hist	-	\$222	-	-	-
	<u>Total Parks & Recreation Self S</u>	<u>-</u>	<u>\$7,437</u>	<u>-</u>	<u>-</u>	<u>-</u>
2360 - Water and Sewer						
<u>Env. Resources</u>						
	Environmental Resources	-	\$195	-	-	-
	Water Quality	-	\$4,981	-	-	\$1,027
<u>Finance</u>						
	Customer Service Office	-	\$1,710	-	-	\$30,192
<u>Utilities</u>						
	Arrowhead Reclamation Plant	-	\$10,017	-	-	-
	Information Management	-	\$887	-	-	-
	Materials Control Warehouse	\$1,682	\$4,030	-	-	\$1,546
	Public Service Representatives	-	\$5,795	-	-	-
	System Security	-	\$3,641	-	-	-
	Utilities Administration	\$346,328	\$506	-	-	\$73,597
	West Area Plant	-	\$7,299	-	-	-
	<u>Total Water and Sewer</u>	<u>\$348,010</u>	<u>\$39,061</u>	<u>-</u>	<u>-</u>	<u>\$106,362</u>
2400 - Water						
<u>Env. Resources</u>						
	Water Conservation	-	\$150	-	-	\$512
<u>Building Safety</u>						
	Cross Connection Control	-	\$808	-	-	\$347
<u>Utilities</u>						
	Central System Control	-	\$5,168	-	-	-
	Central System Maintenance	-	\$2,273	-	-	-
	Cholla Treatment Plant	-	\$6,329	-	-	-
	Customer Service - Field	-	\$14,864	-	-	-
	Irrigation	-	\$434	-	-	-
	Meter Maintenance	-	\$10,445	-	-	-
	Oasis Surface WTP	-	\$40,063	-	-	-
	Pyramid Peak Plant	-	\$29,151	-	-	-
	Water Distribution	-	\$36,831	-	-	-

SCHEDULE TWELVE
Internal Service Premiums



Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
Total Water		<u>-</u>	<u>\$146,516</u>	<u>-</u>	<u>-</u>	<u>\$859</u>
2420 - Sewer						
	Utilities					
	Pretreatment Program	-	\$3,321	-	-	-
	Storm Water	-	\$2,214	-	-	-
	Wastewater Collection	-	\$15,528	-	-	-
Total Sewer		<u>-</u>	<u>\$21,063</u>	<u>-</u>	<u>-</u>	<u>-</u>
2440 - Landfill						
	Field Operations					
	Landfill	\$40,524	\$23,607	-	-	\$3,394
	MRF Operations	-	\$8,711	-	-	\$2,529
	Recycling	-	\$8,421	-	-	\$703
	Solid Waste Admin	-	\$2,781	-	-	\$887
Total Landfill		<u>\$40,524</u>	<u>\$43,520</u>	<u>-</u>	<u>-</u>	<u>\$7,513</u>
2480 - Sanitation						
	Field Operations					
	Curb Service	\$52,774	\$46,259	-	-	\$530
	Residential-Loose Trash Collec	\$40,182	\$36,120	-	-	-
	Sanitation Frontload	\$26,476	\$56,893	-	-	\$2,475
	Sanitation Roll-off	\$4,296	\$2,155	-	-	-
Total Sanitation		<u>\$123,728</u>	<u>\$141,427</u>	<u>-</u>	<u>-</u>	<u>\$3,005</u>
2500 - Pub Housing Budget Activities						
	Human Services					
	Community Housing	\$73,596	\$4,622	-	-	-
Total Pub Housing Budget Activ		<u>\$73,596</u>	<u>\$4,622</u>	<u>-</u>	<u>-</u>	<u>-</u>
2530 - Training Facility Revenue Fund						
	Police Department					
	PS Training Ops - Police	\$4,233	\$1,193	-	-	\$12,212
	Fire Department					
	PS Training Ops - Fire	\$13,358	\$2,425	-	-	\$24,903
	Field Operations					
	PS Training Ops - Fac. Mgmt.	\$3,062	\$1,264	-	-	-
Total Training Facility Revenue		<u>\$20,653</u>	<u>\$4,882</u>	<u>-</u>	<u>-</u>	<u>\$37,115</u>



SCHEDULE TWELVE
Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
2538 - Glendale Health Center						
<u>Fire Department</u>						
	Glendale Health Center	\$63	-	-	-	\$2,461
<u>Total Glendale Health Center</u>		<u>\$63</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>\$2,461</u>

FY 2015 Total Internal Service Premiums:

\$2,501,500	\$1,894,151	-	\$534,352	\$677,870
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City of Glendale
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Schedule G—Full-Time Employees and Personnel Compensation

City of Glendale
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2015

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2014	ACTUAL EXPENDITURES/ EXPENSES** 2014	FUND BALANCE/ NET POSITION*** July 1, 2014**	PROPERTY TAX REVENUES 2015	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2015	OTHER FINANCING 2015		INTERFUND TRANSFERS 2015		TOTAL FINANCIAL RESOURCES AVAILABLE 2015	BUDGETED EXPENDITURES/ EXPENSES 2015
						SOURCES	<USES>	IN	<OUT>		
1. General Funds	\$ 174,184,356	\$ 171,956,300	\$ 30,751,525	Primary: \$ 5,364,136	\$ 203,756,070	\$	\$	46,802,683	55,083,224	231,591,190	\$ 210,057,023
Special Revenue											
2. Funds	92,028,884	67,297,357	59,817,765		107,024,227			1,826,737	74,071,808	94,596,921	72,515,747
Debt Service Funds				Secondary: 19,065,274	633,413			40,787,454		71,528,072	66,840,371
3. Available	64,252,877	64,252,877	11,041,931								
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	64,252,877	64,252,877	11,041,931	19,065,274	633,413			40,787,454		71,528,072	66,840,371
6. Capital Projects Funds	62,151,381	5,138,794	26,009,869		1,725,185	20,000,000		39,673,602	209,713	87,198,943	87,198,943
7. Permanent Funds	5,638,226		5,635,870		20,000					5,655,870	5,655,870
Enterprise Funds											
8. Available	149,229,810	116,838,090	92,416,095		125,687,356			274,269		218,377,720	170,832,088
9. Less: Amounts for Future Debt Retirement											
10. Total Enterprise Funds	149,229,810	116,838,090	92,416,095		125,687,356			274,269		218,377,720	170,832,088
11. Internal Service Funds	28,514,466	27,155,823	9,737,569		27,554,737					37,292,306	28,899,958
12. TOTAL ALL FUNDS	\$ 576,000,000	\$ 452,639,241	\$ 235,410,624	\$ 24,429,410	\$ 466,400,988	\$ 20,000,000	\$	\$ 129,364,745	\$ 129,364,745	\$ 746,241,022	\$ 642,000,000

EXPENDITURE LIMITATION COMPARISON

	2014	2015
1. Budgeted expenditures/expenses	\$ 576,000,000	\$ 642,000,000
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	576,000,000	642,000,000
4. Less: estimated exclusions	202,072,306	212,754,492
5. Amount subject to the expenditure limitation	\$ 373,927,694	\$ 429,245,508
6. EEC or voter-approved alternative expenditure limitation	\$ 528,504,325	\$ 528,312,730

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 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 in this column 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 2015**

	2014	2015
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 5,196,766	\$ 5,364,136
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	\$ 5,196,766	\$ 5,364,136
B. Secondary property taxes	18,826,764	19,065,274
C. Total property tax levy amounts	\$ 24,023,530	\$ 24,429,410
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ 5,071,423	
(2) Prior years' levies	14,953	
(3) Total primary property taxes	\$ 5,086,376	
B. Secondary property taxes		
(1) Current year's levy	\$ 18,360,614	
(2) Prior years' levies	135,666	
(3) Total secondary property taxes	\$ 18,496,280	
C. Total property taxes collected	\$ 23,582,656	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.4974	0.4896
(2) Secondary property tax rate	1.7915	1.6605
(3) Total city/town tax rate	2.2889	2.1501
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 2015**

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
GENERAL FUNDS			
Local taxes			
City Sales Tax	\$ 85,805,067	\$ 90,149,759	\$ 96,060,623
Arena Fees		426,743	440,826
Licenses and permits			
Gas/Electric Franchise Fees	\$ 2,722,000	\$ 2,722,000	\$ 2,733,977
Cable Franchise Fees	1,547,000	1,547,000	1,572,061
Building Permits	1,000,000	1,005,005	1,106,000
Fire Department Other Fees	873,968	873,968	873,968
Sales Tax Licenses	655,950	655,950	660,542
Right-of-Way Permits	630,000	359,676	345,000
Fire Dept CD Fees	395,842	318,643	318,643
Liquor Licenses	200,000	200,000	201,400
Planning/Zoning	182,400	262,322	180,000
Bus./Prof. Licenses	110,000	110,000	110,770
Miscellaneous CD Fees	105,000	105,000	110,000
Business Licenses	80,000	80,000	80,560
Arena Fees	71,794	156,948	71,794
Engineering Plan Check Revenue	19,207	5,468	9,000
Plan Check Fees		35,454	4,000
Intergovernmental			
State Income Tax	\$ 25,294,112	\$ 25,294,112	\$ 27,444,369
State Shared Sales Tax	18,988,867	18,988,867	20,486,143
Motor Vehicle In-Lieu	7,557,299	7,557,299	8,016,651
Partner Revenue	315,392	315,392	315,392
Arena Fees	211,676	174,236	211,676
Miscellaneous	102,000	132,250	132,250
Charges for services			
Internal Charges	\$ 13,820,800	\$ 13,820,800	\$ 10,412,222
Staff & Adm Chargebacks	9,200,000	9,200,000	9,700,000
Arena Fees	350,000	5,129,615	6,129,615
Facility Rental Income	1,726,838	1,703,009	1,921,310
Recreation Revenue	1,435,456	1,280,100	1,355,120
Partner Revenue	1,172,308	1,172,308	1,172,308
Security Revenue	733,203	733,203	733,203
Plan Check Fees	675,000	675,000	700,000
Miscellaneous	246,950	488,122	488,509
Fire Department Other Fees	394,740	231,695	439,695
Right-of-Way Permits		359,447	310,000
City Property Rental	6,198	6,198	303,120
Engineering Plan Check Revenue	135,793	95,859	155,191
Health Care Revenue	61,250	61,250	61,250
Court Revenue	74,024	74,024	61,000
Camelback Ranch Rev - Fire	28,852	53,000	53,000
Traffic Engineering Plan Check	30,000	30,000	30,210
Equipment Rental	25,000	25,000	25,000

* 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 2015**

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
Fines and forfeits			
<u>Court Revenue</u>	\$ 3,029,768	\$ 3,025,106	\$ 3,041,705
<u>Miscellaneous</u>	123,500	196,271	250,100
<u>Library Fines/Fees</u>	172,000	117,000	122,000
Interest on investments			
<u>Interest</u>	\$ 274,063	\$ 282,811	\$ 265,414
In-lieu property taxes			
<u></u>	\$	\$	\$
Contributions			
<u>SRP In-Lieu</u>	\$ 28,315	\$ 28,315	\$ 278,315
Miscellaneous			
<u>Miscellaneous</u>	\$ 3,025,773	\$ 2,620,269	\$ 2,329,885
<u>Fire Department Other Fees</u>	941,039	987,785	987,785
<u>City Property Rental</u>	379,481	379,481	342,768
<u>Lease Proceeds</u>	210,200	210,200	210,200
<u>Cemetery Revenue</u>	180,000	180,000	185,000
<u>Library Fines/Fees</u>	180,252	128,000	131,000
<u>Other</u>	93,300	75,500	75,500
Total General Fund	\$ 185,621,677	\$ 194,845,460	\$ 203,756,070

* 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 2015**

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
SPECIAL REVENUE FUNDS			
Community Services Funds			
Recreation Revenue	\$ 1,061,246	\$ 901,796	\$ 976,861
Facility Rental Income	98,500	112,500	115,000
Interest	500	365	300
Miscellaneous	5,000	4,500	
	<u>\$ 1,165,246</u>	<u>\$ 1,019,161</u>	<u>\$ 1,092,161</u>
Human Services Grants			
Grants	\$ 7,651,874	\$ 5,661,274	\$ 8,946,755
Miscellaneous	1,324,704	1,048,511	646,067
	<u>\$ 8,976,578</u>	<u>\$ 6,709,785</u>	<u>\$ 9,592,822</u>
Other Grants			
Grants	\$ 9,705,271	\$ 7,841,556	\$ 15,992,136
	<u>\$ 9,705,271</u>	<u>\$ 7,841,556</u>	<u>\$ 15,992,136</u>
Public Safety Funds			
City Sales Tax	\$ 11,853,815	\$ 12,583,301	\$ 12,992,893
City Sales Tax - PS .4	8,060,148	8,616,699	8,906,707
State Forfeitures	1,053,055	1,053,055	1,000,000
Federal Forfeitures	15,000	15,000	15,000
Miscellaneous	234,585	234,585	
Interest	7,500	7,500	
	<u>\$ 21,224,103</u>	<u>\$ 22,510,140</u>	<u>\$ 22,914,600</u>
Transportation/HURF Funds			
City Sales Tax	\$ 22,357,634	\$ 22,357,634	\$ 23,432,936
Grants	18,477,325	2,583,261	17,741,847
Highway User Revenues	12,791,191	12,791,191	12,903,286
Miscellaneous	2,010,750	10,750	2,011,000
LTA - Lottery	666,707	666,707	666,707
Airport Fees	470,425	452,015	467,925
Transit Revenue	139,582	139,582	128,807
Interest	80,000	80,000	80,000
	<u>\$ 56,993,614</u>	<u>\$ 39,081,140</u>	<u>\$ 57,432,508</u>
Total Special Revenue Funds	<u>\$ 98,064,812</u>	<u>\$ 77,161,782</u>	<u>\$ 107,024,227</u>
DEBT SERVICE FUNDS			
Debt Service Funds			
Miscellaneous	\$ 647,221	\$ 600,621	\$ 633,413
SRP In-Lieu	150,000	246,816	
	<u>\$ 797,221</u>	<u>\$ 847,437</u>	<u>\$ 633,413</u>
Total Debt Service Funds	<u>\$ 797,221</u>	<u>\$ 847,437</u>	<u>\$ 633,413</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 2015**

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
CAPITAL PROJECTS FUNDS			
Development Impact Fee Funds			
Development Impact Fees	\$ 705,514	\$ 1,636,927	\$ 1,653,291
Interest	39,417	47,975	47,792
	<u>\$ 744,931</u>	<u>\$ 1,684,902</u>	<u>\$ 1,701,083</u>
G.O. Bond Funds			
Interest	\$ 4,356	\$ 3,558	\$ 2,696
	<u>\$ 4,356</u>	<u>\$ 3,558</u>	<u>\$ 2,696</u>
Other Capital Funds			
Interest	\$ 1,264	\$ 1,020	\$ 21,406
	<u>\$ 1,264</u>	<u>\$ 1,020</u>	<u>\$ 21,406</u>
Total Capital Projects Funds	<u>\$ 750,551</u>	<u>\$ 1,689,480</u>	<u>\$ 1,725,185</u>
PERMANENT FUNDS			
Cemetery Perpetual Care			
Interest	\$ 20,000	\$ 20,000	\$ 20,000
	<u>\$ 20,000</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>
Total Permanent Funds	<u>\$ 20,000</u>	<u>\$ 20,000</u>	<u>\$ 20,000</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 2015**

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
ENTERPRISE FUNDS			
Water/Sewer Funds			
Water Revenues	\$ 44,473,584	\$ 44,473,584	\$ 48,694,016
Sewer Revenue	30,760,603	30,760,603	33,051,526
Miscellaneous	1,639,316	1,214,547	1,022,203
Water Development Impact Fees	990,086	990,086	990,086
Sewer Development Impact Fees	125,000	125,000	125,000
Interest	120,000	120,000	120,000
Staff & Adm Chargebacks	82,000	82,000	82,000
City Property Rental	65,000	65,000	65,000
Facility Rental Income	6,000	6,000	6,000
	\$ 78,261,589	\$ 77,836,820	\$ 84,155,831
Landfill			
Tipping Fees	\$ 3,515,920	\$ 4,051,194	\$ 5,174,760
Recycling Sales	1,400,000	1,976,000	2,478,380
Internal Charges	2,313,000	2,252,800	2,204,800
Staff & Adm Chargebacks	431,000	431,000	525,000
Miscellaneous	1,297,597	543,430	489,703
Other		100,000	102,000
Interest	50,000	50,000	40,000
	\$ 9,007,517	\$ 9,404,424	\$ 11,014,643
Sanitation			
Residential Sanitation	\$ 10,401,000	\$ 10,630,000	\$ 10,630,000
Commercial Sanitation Frontload	3,400,000	3,387,094	3,400,000
Commercial Sanitation Rolloff	600,000	574,000	600,000
Miscellaneous	270,295	134,388	145,588
Internal Charges	150,000	115,000	115,000
Miscellaneous Bin Service	90,000	90,000	100,000
Interest	4,000	4,000	4,000
	\$ 14,915,295	\$ 14,934,482	\$ 14,994,588
Pub Housing Budget Activities			
Grants	\$ 10,813,943	\$ 10,813,943	\$ 15,522,294
Miscellaneous	4,563,668	4,563,668	
	\$ 15,377,611	\$ 15,377,611	\$ 15,522,294
Total Enterprise Funds	\$ 117,562,012	\$ 117,553,337	\$ 125,687,356

* 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 2015**

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
INTERNAL SERVICE FUNDS			
Risk Management Self Insurance			
Internal Charges	\$ 2,472,006	\$ 2,472,006	\$ 2,500,000
Security Revenue	30,000	24,750	24,750
Interest		10,000	8,200
	<u>\$ 2,502,006</u>	<u>\$ 2,506,756</u>	<u>\$ 2,532,950</u>
Workers Comp. Self Insurance			
Internal Charges	\$ 1,894,000	\$ 1,894,000	\$ 1,894,001
Security Revenue	30,000	24,750	24,750
Interest	9,000	15,065	11,200
Miscellaneous		1,500,000	
	<u>\$ 1,933,000</u>	<u>\$ 3,433,815</u>	<u>\$ 1,929,951</u>
Benefits Trust Fund			
City Contributions	\$ 13,748,023	\$ 13,709,819	\$ 13,726,767
Employee Contributions	5,217,303	5,143,632	5,118,861
Retiree Contributions	5,400,335	4,154,143	4,154,143
Miscellaneous		90,000	90,000
Right-of-Way Permits	786	1,394	1,394
Interest	18,000	671	671
Internal Charges		(1,330)	
	<u>\$ 24,384,447</u>	<u>\$ 23,098,329</u>	<u>\$ 23,091,836</u>
Total Internal Service Funds	<u>\$ 28,819,453</u>	<u>\$ 29,038,900</u>	<u>\$ 27,554,737</u>
TOTAL ALL FUNDS	<u>\$ 431,635,726</u>	<u>\$ 421,156,396</u>	<u>\$ 466,400,988</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 2015

FUND	OTHER FINANCING 2015		INTERFUND TRANSFERS 2015	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUNDS				
1000 - General	\$	\$	\$ 24,442,419	\$ 38,367,189
1010 - National Events			1,790,271	
1280 - Youth Sports Complex			208,000	
1281 - Stadium Event Operations			2,309,724	
1282 - Arena Event Operations			16,825,463	
1283 - Camelback Ranch Event Operations			784,663	
1740 - Civic Center			158,498	
1770 - Zanjero Special Revenue				2,207,097
1780 - Arena Special Revenue				14,508,938
1870 - Marketing Self Sust			283,645	
Total General Funds	\$	\$	\$ 46,802,683	\$ 55,083,224
SPECIAL REVENUE FUNDS				
1340 - Highway User Gas Tax	\$	\$	\$	\$ 19,310,594
1640 - Local Transp. Assistance				666,707
1660 - Transportation Sales Tax			1,566,707	29,652,088
1700 - Police Special Revenue				16,550,770
1720 - Fire Special Revenue				7,891,649
1760 - Airport Special Revenue			244,981	
1820 - CAP Grant			15,049	
Total Special Revenue Funds	\$	\$	\$ 1,826,737	\$ 74,071,808
DEBT SERVICE FUNDS				
1900 - G.O. Bond Debt Service	\$	\$	\$ 209,713	\$
1920 - HURF Debt Service			1,958,000	
1940 - M.P.C. Debt Service			31,288,661	
1970 - Transportation Debt Service			7,331,080	
Total Debt Service Funds	\$	\$	\$ 40,787,454	\$
CAPITAL PROJECTS FUNDS				
1481+ - DIF-Citywide Recreation Fac	\$	\$	\$	\$ 209,713
2000 - Hurf Street Bonds			18,352,594	
2210 - Transportation Capital Project	20,000,000		21,321,008	
Total Capital Projects Funds	\$ 20,000,000	\$	\$ 39,673,602	\$ 209,713
PERMANENT FUNDS				
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
2500 - Pub Housing Budget Activities			274,269	
Total Enterprise Funds	\$	\$	\$ 274,269	\$
INTERNAL SERVICE FUNDS				
Total Internal Service Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$ 20,000,000	\$	\$ 129,364,745	\$ 129,364,745

**City of Glendale
Expenditures/Expenses by Fund
Fiscal Year 2015**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
GENERAL FUND				
City Attorney	\$ 3,067,621	\$	\$ 3,067,621	\$ 2,881,214
City Auditor	297,466		297,466	301,079
City Clerk	596,572		708,286	718,680
City Court	4,162,645	36,883	4,104,719	4,273,803
City Manager	804,914		804,914	872,264
Communications	4,490,309		4,574,851	3,287,119
Community & Econ Dev	4,236,010		4,169,759	
Community Services				14,128,523
Council Districts&Of	1,122,899		1,122,899	1,066,101
Development Services				4,221,737
Economic Development				941,088
Finance & Technology				31,779,531
Financial Services	16,379,125	6,680,160	21,172,013	
Fire Services	29,330,889	1,328,070	30,721,827	39,207,074
HR & Risk Mgt	1,776,974		1,736,160	1,736,121
Intergovt. Programs	476,818		476,818	
Intergovt. Relations				477,640
Mayor's Office	291,078		291,078	281,127
N'Hood & Human Svcs	1,629,355		1,632,555	
Non-Departmental	983,465		983,465	1,485,704
Parks, Rec & Library	12,551,440		13,178,832	
Police Services	54,887,767		54,887,767	74,775,765
Public Works	20,393,145	(126,293)	20,105,982	22,292,453
Tech. & Innovation	7,438,144		6,996,680	
Transportation Svcs	887,703		922,608	
Carryover Reserve		126,293		
Contingency	8,380,017	(8,045,113)		5,330,000
Total General Fund	\$ 174,184,356	\$	\$ 171,956,300	\$ 210,057,023
SPECIAL REVENUE FUNDS				
Community Services	\$	\$	\$	\$ 1,251,072
Community Services Grants				450,000
Financial Services Grants	15,000			
Fire Grants	500,000	1,000,000	500,000	5,001,610
Fire Services	6,913,425		6,913,425	
Human Services Grants				9,604,071
Misc. Capital Grants	2,000,000			2,000,000
Misc. Grants	3,724,494	(1,219,640)	3,649,494	3,293,649
N'Hood Human Svcs Grants	9,069,410		6,803,192	
Parks, Rec & Library	3,918,587		4,214,251	
Parks, Rec & Library Grants	450,000		450,000	
Police Grants	3,192,778		3,192,778	5,246,877
Police RICO	3,896,249		3,896,249	2,445,733
Police Services	15,627,787		15,627,787	
Public Works	4,197,556		1,522,556	21,680,888
Public Works Grants				12,919,409
Transportation Grants	7,833,888	(538,408)	2,337,602	6,822,438
Transportation Svcs	30,654,710	(271,566)	17,967,017	
Water Services Grants	35,000	219,640	223,006	
Carryover Reserve		809,974		
Contingency				1,800,000
Total Special Revenue Funds	\$ 92,028,884	\$	\$ 67,297,357	\$ 72,515,747

**City of Glendale
Expenditures/Expenses by Fund
Fiscal Year 2015**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
DEBT SERVICE FUNDS				
General Obligation	\$ 22,729,785	\$	\$ 22,729,785	\$ 26,072,628
Highway User (HURF)	4,695,875		4,695,875	1,958,000
Municipal Property Corp	29,496,137		29,496,137	31,478,662
Transportation Obligation	7,331,080		7,331,080	7,331,081
Total Debt Service Funds	\$ 64,252,877	\$	\$ 64,252,877	\$ 66,840,371
CAPITAL PROJECTS FUNDS				
Community & Econ Dev	\$ 1,239,124	\$	\$	\$ 1,275,876
Community Services				726,528
Economic Development				3,818
Finance & Technology				
Financial Services	8,500		5,090	
Fire Services	8,614	(1,983)	4,530	2,101
Parks, Rec & Library	903,022	127,851	51,274	
Police Services	330,658	(71,622)	88,688	536,587
Public Works	4,097,555	(203,926)	166,980	66,242,740
Transportation Svcs	38,230,761	(2,509,060)	4,822,232	
Carryover Reserve		2,794,870		
Contingency	17,333,147	(136,130)		18,411,293
Total Capital Projects Funds	\$ 62,151,381	\$	\$ 5,138,794	\$ 87,198,943
PERMANENT FUNDS				
Contingency	\$ 5,638,226	\$	\$	\$ 5,655,870
Total Permanent Funds	\$ 5,638,226	\$	\$	\$ 5,655,870
ENTERPRISE FUNDS				
Community & Econ Dev	\$ 142,222	\$	\$ 138,022	\$
Development Services				136,798
Finance & Technology				2,904,338
Financial Services	2,643,052		2,837,052	
Human Services Grants				15,884,596
N'HoodHuman Svcs Grants	15,912,427		15,914,727	
Public Works	35,047,249	(9,318)	22,202,898	38,336,336
Water Services	87,984,860		75,745,391	82,591,655
Water Services Debt				25,478,365
Carryover Reserve		9,318		
Contingency	7,500,000			5,500,000
Total Enterprise Funds	\$ 149,229,810	\$	\$ 116,838,090	\$ 170,832,088
INTERNAL SERVICE FUNDS				
HR & Risk Mgt	\$ 26,514,466	\$	\$ 27,155,823	\$ 28,899,958
Contingency	2,000,000			
Total Internal Service Funds	\$ 28,514,466	\$	\$ 27,155,823	\$ 28,899,958
TOTAL ALL FUNDS	\$ 576,000,000	\$	\$ 452,639,241	\$ 642,000,000

* 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 2015**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES / EXPENSES* 2014	BUDGETED EXPENDITURES / EXPENSES 2015
City Attorney				
1000 - General	\$ 3,067,621	\$	\$ 3,067,621	\$ 2,881,214
City Attorney Total	\$ 3,067,621	\$	\$ 3,067,621	\$ 2,881,214
City Auditor				
1000 - General	\$ 297,466	\$	\$ 297,466	\$ 301,079
City Auditor Total	\$ 297,466	\$	\$ 297,466	\$ 301,079
City Clerk				
1000 - General	\$ 596,572	\$	\$ 708,286	\$ 718,680
City Clerk Total	\$ 596,572	\$	\$ 708,286	\$ 718,680
City Court				
1000 - General	\$ 3,494,961	\$ 36,883	\$ 3,494,961	\$ 3,742,767
1240 - Court Security/Bonds	667,684		609,758	531,036
City Court Total	\$ 4,162,645	\$ 36,883	\$ 4,104,719	\$ 4,273,803
City Manager				
1000 - General	\$ 804,914	\$	\$ 804,914	\$ 872,264
City Manager Total	\$ 804,914	\$	\$ 804,914	\$ 872,264
Communications				
1000 - General	\$ 2,462,262	\$	\$ 2,469,187	\$ 1,909,338
1281 - Stadium Event Operations	27,844		27,844	13,494
1740 - Civic Center	636,180		636,180	
1750 - City Sales Tax-Bed Tax	655,431		655,431	655,695
1870 - Marketing Self Sust	708,592		786,209	708,592
Communications Total	\$ 4,490,309	\$	\$ 4,574,851	\$ 3,287,119
Community & Econ Dev				
1000 - General	\$ 4,236,010	\$	\$ 4,169,759	\$
1980 - Streets Constr. - 1999 Auth	512,596			
2100 - Economic Dev. Constr-1999 Auth	726,528			
2360+ - Water and Sewer	142,222		138,022	
Community & Econ Dev Total	\$ 5,617,356	\$	\$ 4,307,781	\$
Community Services				
1000 - General	\$	\$	\$	\$ 12,727,793
1220 - Arts Commission Fund				473,162
1260 - Library				120,000
1280 - Youth Sports Complex				233,000
1300 - Home Grant				1,625,895
1310 - Neighborhood Stabilization Pgm				1,320,000
1311 - N'hood Stabilization Pgm III				600,000
1320 - C.D.B.G.				4,549,500
1460 - DIF-Citywide Parks				234
1480 - DIF-Citywide Recreation Fac				234

**City of Glendale
Expenditures/Expenses by Department
Fiscal Year 2015**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES / EXPENSES* 2014	BUDGETED EXPENDITURES / EXPENSES 2015
1500 - DIF-Libraries				373,817
1520 - DIF-Citywide Open Spaces				351,822
1540 - DIF-Parks Dev Zone 1				121,056
1560 - DIF-Parks Dev Zone 2				132,863
1580 - DIF-Parks Dev Zone 3				42,929
1740 - Civic Center				574,568
1820 - CAP Grant				1,299,684
1830 - Emergency Shelter Grants				208,992
1840 - Grants				450,000
1880 - Parks & Recreation Self Sust				1,135,704
1885 - Parks & Recreation Designated				115,368
2060 - Parks Construction				252,921
2500 - Pub Housing Budget Activities				15,884,596
Community Services Total	\$	\$	\$	\$ 42,594,138

Contingency

1000 - General	\$ 8,045,113	\$ (8,045,113)	\$	\$ 5,000,000
1010 - National Events	334,904			330,000
1340 - Highway User Gas Tax				600,000
1380 - DIF Library Bldg	1,749,399			1,755,130
1420 - DIF-Fire Protection Facilities	311,621			737,391
1440 - DIF-Police Facilities	1,436,006			1,719,834
1460 - DIF-Citywide Parks	360,390			380,559
1480 - DIF-Citywide Recreation Fac	906,326			720,885
1500 - DIF-Libraries	2,933,288			2,871,254
1520 - DIF-Citywide Open Spaces	241,496			151,036
1540 - DIF-Parks Dev Zone 1	82,432			73,178
1560 - DIF-Parks Dev Zone 2	48,671			50,941
1580 - DIF-Parks Dev Zone 3	40,366			67,280
1600 - DIF-Roadway Improvements	1,719,961			3,432,993
1620 - DIF-General Government	160,751			161,637
1660 - Transportation Sales Tax				1,200,000
1980 - Streets Constr. - 1999 Auth	441,567			504,582
2000 - Hurf Street Bonds	281,352			
2040 - Public Safety Construction	1,745,161			1,561,451
2060 - Parks Construction	151,808	(136,130)		18,747
2080 - Gov't Facilities - 1999 Auth				4,864
2100 - Economic Dev. Constr-1999 Auth	62,648			395,670
2130 - Cultural Facility Bond Fund	237,691			262,088
2140 - Open Space/Trails Constr-99 Au	587,036			587,700
2180 - Flood Control Construction	3,835,177			2,954,073
2280 - Cemetery Perpetual Care	5,638,226			5,655,870
2360+ - Water and Sewer	5,000,000			4,200,000
2440 - Landfill	2,000,000			600,000
2480 - Sanitation	500,000			700,000
2540 - Risk Management Self Insurance	2,000,000			
Contingency Total	\$ 40,851,390	\$ (8,181,243)	\$	\$ 36,697,163

**City of Glendale
Expenditures/Expenses by Department
Fiscal Year 2015**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES / EXPENSES* 2014	BUDGETED EXPENDITURES / EXPENSES 2015
Council Districts&Of				
1000 - General	\$ 1,122,899	\$	\$ 1,122,899	\$ 1,066,101
Council Districts&Of Total	\$ 1,122,899	\$	\$ 1,122,899	\$ 1,066,101
Development Services				
1000 - General	\$	\$	\$	\$ 4,103,318
1010 - National Events				118,419
2360+ - Water and Sewer				136,798
Development Services Total	\$	\$	\$	\$ 4,358,535
Economic Development				
1000 - General	\$	\$	\$	\$ 916,088
1010 - National Events				25,000
2100 - Economic Dev. Constr-1999 Auth				726,528
Economic Development Total	\$	\$	\$	\$ 1,667,616
Finance & Technology				
1000 - General	\$	\$	\$	\$ 8,409,473
1100 - Telephone Services				1,178,404
1140 - PC Replacement				4,174,223
1282 - Arena Event Operations				16,001,610
1790 - Stadium City Sales Tax - AZSTA				2,015,821
1900 - G.O. Bond Debt Service				26,072,628
1940 - M.P.C. Debt Service				31,478,662
2040 - Public Safety Construction				855
2060 - Parks Construction				83
2100 - Economic Dev. Constr-1999 Auth				465
2180 - Flood Control Construction				2,415
2360+ - Water and Sewer				2,904,338
Finance & Technology Total	\$	\$	\$	\$ 92,238,977
Financial Services				
1000 - General	\$ 4,750,645	\$	\$ 4,757,801	\$
1282 - Arena Event Operations	9,500,000	6,680,160	14,405,695	
1790 - Stadium City Sales Tax - AZSTA	2,128,480		2,008,517	
1842 - ARRA Stimulus Grants	15,000			
1900 - G.O. Bond Debt Service	22,729,785		22,729,785	
1940 - M.P.C. Debt Service	29,496,137		29,496,137	
2040 - Public Safety Construction	2,000		1,140	
2060 - Parks Construction	500		110	
2100 - Economic Dev. Constr-1999 Auth	1,000		620	
2180 - Flood Control Construction	5,000		3,220	
2360+ - Water and Sewer	2,643,052		2,837,052	
Financial Services Total	\$ 71,271,599	\$ 6,680,160	\$ 76,240,077	\$
Fire Services				
1000 - General	\$ 27,794,499	\$ 1,328,070	\$ 29,136,437	\$ 37,365,811
1010 - National Events				392,000

**City of Glendale
Expenditures/Expenses by Department
Fiscal Year 2015**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES / EXPENSES* 2014	BUDGETED EXPENDITURES / EXPENSES 2015
1281 - Stadium Event Operations	389,803		389,803	362,138
1282 - Arena Event Operations	303,094		303,094	260,297
1283 - CamelbackRanch EventOperations	28,852		28,852	55,852
1420 - DIF-Fire Protection Facilities	8,614	(1,983)	4,530	2,101
1720 - Fire Special Revenue	6,913,425		6,913,425	
1840 - Grants	500,000	1,000,000	500,000	5,001,610
2530 - Training Facility Revenue Fund	760,631		809,631	722,386
2538 - Glendale Health Center	54,010		54,010	48,590
Fire Services Total	\$ 36,752,928	\$ 2,326,087	\$ 38,139,782	\$ 44,210,785
HR & Risk Mgt				
1000 - General	\$ 1,756,974		\$ 1,716,160	\$ 1,716,121
1190 - Employee Groups	20,000		20,000	20,000
2540 - Risk Management Self Insurance	2,758,640		3,400,000	4,000,000
2560 - Workers Comp. Self Insurance	1,407,000		1,407,000	1,608,000
2580 - Benefits Trust Fund	22,348,826		22,348,823	23,291,958
HR & Risk Mgt Total	\$ 28,291,440	\$	\$ 28,891,983	\$ 30,636,079
Intergovt. Programs/Relations				
1000 - General	\$ 476,818		\$ 476,818	\$ 477,640
Intergovt. Programs/Relations Total	\$ 476,818	\$	\$ 476,818	\$ 477,640
Mayor's Office				
1000 - General	\$ 291,078		\$ 291,078	\$ 281,127
Mayor's Office Total	\$ 291,078	\$	\$ 291,078	\$ 281,127
Misc. Grants & Misc Capital Grants				
1840 - Grants	\$ 5,724,494	\$ (1,219,640)	\$ 3,649,494	\$ 5,293,649
Misc. Grants & Misc Capital Grants Total	\$ 5,724,494	\$ (1,219,640)	\$ 3,649,494	\$ 5,293,649
N'Hood & Human Svcs				
1000 - General	\$ 1,629,355		\$ 1,632,555	
1300 - Home Grant	1,625,895		1,461,272	
1310 - Neighborhood Stabilization Pgm	1,320,000		1,100,000	
1311 - N'hood Stabilization Pgm III	1,601,026		1,334,188	
1320 - C.D.B.G.	3,194,359		1,367,131	
1820 - CAP Grant	1,119,138		1,208,734	
1830 - Emergency Shelter Grants	208,992		331,137	
1842 - ARRA Stimulus Grants			730	
2500 - Pub Housing Budget Activities	15,912,427		15,914,727	
N'Hood & Human Svcs Total	\$ 26,611,192	\$	\$ 24,350,474	\$
Non-Departmental				
1000 - General	\$ 783,465		\$ 783,465	\$ 1,285,704
1200 - Utility Bill Donation	200,000		200,000	200,000
Non-Departmental Total	\$ 983,465	\$	\$ 983,465	\$ 1,485,704

**City of Glendale
Expenditures/Expenses by Department
Fiscal Year 2015**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES / EXPENSES* 2014	BUDGETED EXPENDITURES / EXPENSES 2015
Parks, Rec & Library				
1000 - General	\$ 11,733,957	\$	\$ 12,509,340	\$
1220 - Arts Commission Fund	356,677		206,611	
1260 - Library	148,905		120,000	
1280 - Youth Sports Complex	262,000		262,000	
1282 - Arena Event Operations	49,901		49,901	
1283 - CamelbackRanch EventOperations			30,980	
1340 - Highway User Gas Tax	2,632,413		3,009,527	
1460 - DIF-Citywide Parks	1,890	(504)	1,152	
1480 - DIF-Citywide Recreation Fac	1,890	(504)	1,152	
1500 - DIF-Libraries	209,572	(2,553)	33,202	
1520 - DIF-Citywide Open Spaces	261,363	(504)	1,152	
1540 - DIF-Parks Dev Zone 1	122,712	(504)	1,152	
1560 - DIF-Parks Dev Zone 2	134,519	(504)	1,152	
1580 - DIF-Parks Dev Zone 3	44,585	(504)	1,152	
1840 - Grants	450,000		450,000	
1880 - Parks & Recreation Self Sust	1,156,806		1,104,156	
1885 - Parks & Recreation Designated	129,368		100,568	
2060 - Parks Construction	126,491	133,428	11,160	
Parks, Rec & Library Total	\$ 17,823,049	\$ 127,851	\$ 17,894,357	\$
Police Services				
1000 - General	\$ 51,943,624	\$	\$ 51,943,624	\$ 70,907,376
1010 - National Events				899,852
1281 - Stadium Event Operations	1,753,224		1,753,224	1,802,557
1282 - Arena Event Operations	812,392		812,392	832,035
1283 - CamelbackRanch EventOperations	28,482		28,482	
1440 - DIF-Police Facilities	8,116	(2,165)	4,947	1,004
1700 - Police Special Revenue	15,627,787		15,627,787	
1840 - Grants	3,192,778		3,192,778	5,246,877
1860 - RICO Funds	3,896,249		3,896,249	2,445,733
2040 - Public Safety Construction	322,542	(69,457)	83,741	535,583
2530 - Training Facility Revenue Fund	350,045		350,045	333,945
Police Services Total	\$ 77,935,239	\$ (71,622)	\$ 77,693,269	\$ 83,004,962
Public Works				
1000 - General	\$ 7,280,230	\$ (73,512)	\$ 7,232,773	\$ 7,936,691
1010 - National Events				325,000
1040 - General Services	9,362,930		9,326,416	9,175,021
1120 - Vehicle Replacement	2,795,693		2,767,719	2,452,791
1280 - Youth Sports Complex	60,000		48,000	50,000
1281 - Stadium Event Operations				864,738
1282 - Arena Event Operations				14,991
1283 - CamelbackRanch EventOperations	479,048	(52,781)	277,153	1,001,945
1340 - Highway User Gas Tax	4,197,556		1,522,556	8,471,957
1600 - DIF-Roadway Improvements	546,243	(5,024)	11,479	701,240
1620 - DIF-General Government	10,842	(3,207)	7,329	306
1650 - Transportation Grants				6,822,438
1660 - Transportation Sales Tax				12,485,025

**City of Glendale
Expenditures/Expenses by Department
Fiscal Year 2015**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES / EXPENSES* 2014	BUDGETED EXPENDITURES / EXPENSES 2015
1760 - Airport Special Revenue				723,906
1920 - HURF Debt Service				1,958,000
1970 - Transportation Debt Service				7,331,081
1980 - Streets Constr. - 1999 Auth	1,769,953	(6,516)	21,627	2,221,567
2000 - Hurf Street Bonds				18,675,000
2080 - Gov't Facilities - 1999 Auth	64,175			64,175
2120 - Airport Capital Grants				12,919,409
2180 - Flood Control Construction	1,706,342	(189,179)	126,545	3,259,444
2210 - Transportation Capital Project				41,321,008
2440 - Landfill	19,079,051	(9,318)	7,764,908	21,017,810
2480 - Sanitation	15,968,198		14,437,990	17,318,526
2530 - Training Facility Revenue Fund	415,244		453,921	471,276
Public Works Total	\$ 63,735,505	\$ (339,537)	\$ 43,998,416	\$ 177,583,345
Tech. & Innovation				
1000 - General	\$ 3,845,142		\$ 3,345,142	
1100 - Telephone Services	885,104		885,104	
1140 - PC Replacement	2,707,898		2,766,434	
Tech. & Innovation Total	\$ 7,438,144		\$ 6,996,680	
Transportation Svcs				
1010 - National Events	\$		\$ 34,905	
1281 - Stadium Event Operations	872,722		872,722	
1282 - Arena Event Operations	14,981		14,981	
1340 - Highway User Gas Tax	4,945,307		4,670,307	
1650 - Transportation Grants	7,833,888	(538,408)	2,341,190	
1660 - Transportation Sales Tax	12,380,915		12,380,915	
1760 - Airport Special Revenue	674,219		674,219	
1842 - ARRA Stimulus Grants			(3,588)	
1920 - HURF Debt Service	4,695,875		4,695,875	
1970 - Transportation Debt Service	7,331,080		7,331,080	
1980 - Streets Constr. - 1999 Auth	420,573	(45,568)	6,622	
2120 - Airport Capital Grants	12,654,269	(271,566)	241,576	
2210 - Transportation Capital Project	37,810,188	(2,463,492)	4,815,610	
Transportation Svcs Total	\$ 89,634,017	\$ (3,319,034)	\$ 38,076,414	
Water Services				
1842 - ARRA Stimulus Grants	\$ 35,000	\$ 219,640	\$ 223,006	
2360+ - Water and Sewer	87,984,860		75,745,391	108,070,020
Water Services Total	\$ 88,019,860	\$ 219,640	\$ 75,968,397	\$ 108,070,020
Carryover Reserve				
1000 - General	\$	\$ 73,512		
1283 - CamelbackRanch EventOperations		52,781		
1420 - DIF-Fire Protection Facilities		1,983		
1440 - DIF-Police Facilities		2,165		
1460 - DIF-Citywide Parks		504		
1480 - DIF-Citywide Recreation Fac		504		
1500 - DIF-Libraries		2,553		

**City of Glendale
Expenditures/Expenses by Department
Fiscal Year 2015**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES / EXPENSES* 2014	BUDGETED EXPENDITURES / EXPENSES 2015
1520 - DIF-Citywide Open Spaces		504		
1540 - DIF-Parks Dev Zone 1		504		
1560 - DIF-Parks Dev Zone 2		504		
1580 - DIF-Parks Dev Zone 3		504		
1600 - DIF-Roadway Improvements		5,024		
1620 - DIF-General Government		3,207		
1650 - Transportation Grants		538,408		
1980 - Streets Constr. - 1999 Auth		52,084		
2040 - Public Safety Construction		69,457		
2060 - Parks Construction		2,702		
2120 - Airport Capital Grants		271,566		
2180 - Flood Control Construction		189,179		
2210 - Transportation Capital Project		2,463,492		
2440 - Landfill		9,318		
Carryover Reserve Total	\$	\$ 3,740,455	\$	\$
TOTAL ALL DEPARTMENTS	\$ 576,000,000	\$	\$ 452,639,241	\$ 642,000,000

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

**City of Glendale
Full-Time Employees and Personnel Compensation
Fiscal Year 2015**

FUND	Full-Time Equivalent (FTE) 2015	Employee Salaries and Hourly Costs 2015	Retirement Costs 2015	Healthcare Costs 2015	Other Benefit Costs 2015	Total Estimated Personnel Compensation 2015
GENERAL FUNDS						
1000 - General	1,160.20	\$ 82,600,346	\$ 18,383,740	\$ 10,735,117	\$ 5,126,931	= \$ 116,846,134
1040 - General Services	31.00	1,641,625	190,443	266,868	125,613	2,224,549
1100 - Telephone Services	1.00	68,930	7,996	8,946	5,274	91,146
1140 - PC Replacement	1.00	46,638	5,411	8,914	3,569	64,532
1220 - Arts Commission Fund	1.00	65,800	7,633	5,464	5,035	83,932
1240 - Court Security/Bonds	2.00	135,203	31,499	21,604	10,345	198,651
1281 - Stadium Event Operations	2.00	87,381	10,138	11,075	6,687	115,281
1282 - Arena Event Operations	1.00	42,232	4,899	9,217	3,232	59,580
1740 - Civic Center	3.00	192,426	22,323	34,316	14,724	263,789
1750 - City Sales Tax-Bed Tax	2.50	145,367	16,864	18,296	11,124	191,651
2530 - Training Facility Revenue Fund	9.00	563,901	115,782	91,746	27,132	798,561
Total General Funds	1,213.70	\$ 85,589,849	\$ 18,796,728	\$ 11,211,563	\$ 5,339,666	= \$ 120,937,806
SPECIAL REVENUE FUNDS						
1320 - C.D.B.G.	8.75	\$ 512,210	\$ 59,420	\$ 70,385	\$ 39,190	= \$ 681,205
1340 - Highway User Gas Tax	38.00	2,008,382	232,991	331,320	153,682	2,726,375
1660 - Transportation Sales Tax	50.25	2,597,616	301,349	426,752	198,771	3,524,488
1760 - Airport Special Revenue	6.00	323,314	37,507	41,828	24,740	427,389
1820 - CAP Grant	5.50	275,330	31,941	56,411	21,068	384,750
1840 - Grants	27.00	1,383,561	367,070	225,099	62,114	2,037,844
1860 - RICO Funds	0.50	21,781	2,527	3,500	1,667	29,475
1880 - Parks & Recreation Self Sust	5.00	204,368	23,710	27,554	15,640	271,272
Total Special Revenue Funds	141.00	\$ 7,326,562	\$ 1,056,515	\$ 1,182,849	\$ 516,872	= \$ 10,082,798
DEBT SERVICE FUNDS						
Total Debt Service Funds		\$	\$	\$	\$	= \$
CAPITAL PROJECTS FUNDS						
Total Capital Projects Funds		\$	\$	\$	\$	= \$
PERMANENT FUNDS						
Total Permanent Funds		\$	\$	\$	\$	= \$

**City of Glendale
Full-Time Employees and Personnel Compensation
Fiscal Year 2015**

FUND	Full-Time Equivalent (FTE) 2015	Employee Salaries and Hourly Costs 2015	Retirement Costs 2015	Healthcare Costs 2015	Other Benefit Costs 2015	Total Estimated Personnel Compensation 2015
ENTERPRISE FUNDS						
2360+ - Water and Sewer	235.00	\$ 12,321,861	\$ 1,429,446	\$ 1,949,958	\$ 940,967	= \$ 16,642,232
2440 - Landfill	42.00	2,240,481	259,914	336,266	169,266	3,005,927
2480 - Sanitation	71.00	3,008,493	349,022	628,113	230,220	4,215,848
2500 - Pub Housing Budget Activities	24.00	1,193,220	138,426	198,434	91,304	1,621,384
Total Enterprise Funds	372.00	\$ 18,764,055	\$ 2,176,808	\$ 3,112,771	\$ 1,431,757	= \$ 25,485,391
TOTAL ALL FUNDS	1,726.70	\$ 111,680,466	\$ 22,030,051	\$ 15,507,183	\$ 7,288,295	= \$ 156,505,995



A woman in a black and white costume is breathing fire at night. She is wearing a black corset with white lace and a white skirt. She has a large, ornate headpiece. The fire is bright orange and yellow, and it is being breathed out in a long, continuous stream. The background is a brick wall with a light-colored horizontal stripe. The sky is dark blue.

Glendale, Arizona

Appendix

2014-2015 Annual Budget



RESOLUTION NO. 4812 NEW SERIES

A RESOLUTION OF THE COUNCIL OF THE CITY OF GLENDALE, MARICOPA COUNTY, ARIZONA, ADOPTING THE ESTIMATES OF THE AMOUNTS REQUIRED FOR THE PUBLIC EXPENSE FOR THE CITY OF GLENDALE FOR THE FISCAL YEAR 2014-15; ADOPTING A FINAL BUDGET; AND SETTING FORTH THE REVENUE AND THE AMOUNT TO BE RAISED BY DIRECT PROPERTY TAXATION FOR THE VARIOUS PURPOSES.

WHEREAS, pursuant to the provisions of the laws of the United States Government, the State of Arizona, and the charter and ordinances of the City of Glendale, the Council must adopt a final budget for the fiscal year beginning July 1, 2014 and ending June 30, 2015; and

WHEREAS, the tentative budget has been advertised in the City's newspaper of record; and

WHEREAS, the tentative budget was approved by Council on May 27, 2014, by Resolution No. 4803, New Series; and

WHEREAS, as of this date the City Council has conducted a public hearing and entered a special meeting in connection with the adoption of the final budget; and

WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate, exceed that amount for primary property taxes as computed in A.R.S. § 42-17051(A); and

WHEREAS, the proposed expenditures of the Housing Fund are necessary in the efficient and economical operation of the housing for the purpose of serving low-income families; and

WHEREAS, the financial plan of the Housing Fund is reasonable in that: (a) it includes a source of funding adequate to cover all proposed expenditures; (b) it does not provide for use of federal funding in excess of that payable under the Performance Funding System regulations; (c) that all proposed rental charges and expenditures will be consistent with provisions of law and the Annual Contributions Contract; and (d) that no public Housing Authority employee, reflected in the budget, is serving in a variety of positions which will exceed 100% allocation of his/her time.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF GLENDALE as follows:

SECTION 1. That the schedules herein contained are hereby adopted for the purpose as hereinafter set forth as the final budget for the City of Glendale for the fiscal year 2014-15.

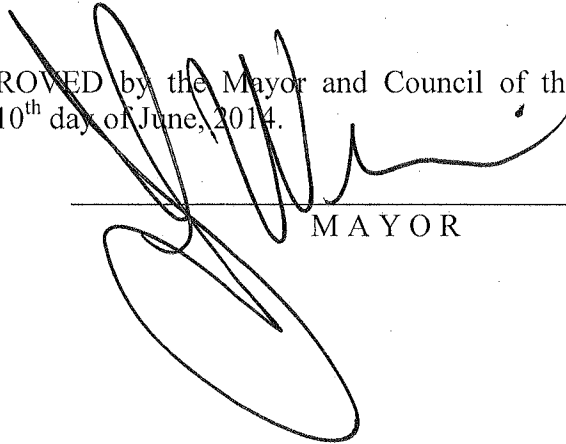
SECTION 2. That the Council will set the property tax levy on June 24, 2014.

SECTION 3. That upon the recommendation by the City Manager and with the approval of the City Council, expenditures may be made from the appropriation for contingencies; and the transfer of any sums within any specific appropriations may be made only upon the approval of the City Council. The City Manager may use her discretion in utilizing an appropriation that is authorized for a single department so long as the utilization is consistent with the purpose of the appropriation as set forth in the budget.

SECTION 4. That money from any fund may be used for any and all of these appropriations, except monies specifically restricted by Federal and State law, City Charter and ordinances.

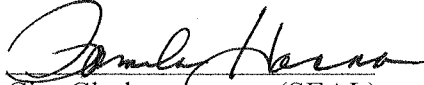
SECTION 5. That all sums contained in said estimated expenditures shall be considered as specific appropriation and authority for the expenditures thereof, as provided for and in said budget, the laws of the United States Government, the State of Arizona, the Charter and ordinances of the City of Glendale.

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Glendale, Maricopa County, Arizona, this 10th day of June, 2014.



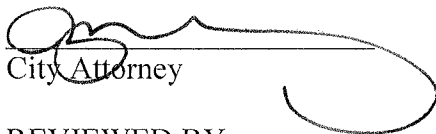
MAYOR

ATTEST:



City Clerk (SEAL)

APPROVED AS TO FORM:



City Attorney

REVIEWED BY:



City Manager



CITY STATISTICS

Year Founded: 1892
Date of Incorporation: June 18, 1910

Form of Government:
Council/City Manager

County: Maricopa
Elevation: 1,152 Ft.

Top Five Glendale Employers:

U.S. Air Force-Luke (Military/Civil)	5,617
Banner Health System	2,900
Wal-Mart (FT & PT)	2,175
Glendale Union High School District	1,944
Glendale Community College (FT & PF)	1,797

Annexed Area in Sq. Miles:

<u>Year</u>	<u>Total</u>
1910	1
1910-1969	15
1970-1979	39
1980-1989	49
1990-2003	54
2004	56
2005	57
2006-2009	58
2010-2013	59

Population:

1970	36,228
1980	97,172
1985 (Special Census)	122,392
1990 (Census)	148,134
1995* (Special Census)	182,615
2000 (Census)	218,812
2010 (Census)	226,721
2013 (Estimate)	232,035
2014 (Estimate)	234,632

* All population numbers 1995 and after include the population of Luke AFB.

City Authorized Staffing as of July 1, 2014:
Full-Time & Part-Time, Permanent 1,726.7

Elections:

Number of votes cast:

August 2012 Primary Elec. (8/12) (Mayoral + 3 Districts)	24,978
November 2012 General Elec. (11/12) (Mayoral + 3 District runoff elec.)	69,558

Percentage of registered voters voting in:

August 2012 Primary Elec. (8/12)	24.46%
November 2012 General Elec. (11/12)	71.35%

Building Permits:

<u>Fiscal Year</u>	<u>Number</u>	<u>Value of Buildings</u>
2000	7,925	\$292,105,521
2001	6,944	\$287,722,622
2002	5,439	\$219,539,420
2003	6,299	\$327,352,955
2004	4,819	\$359,027,305
2005	6,980	\$546,094,645
2006	6,844	\$445,703,739
2007	6,185	\$582,249,673
2008	6,883	\$452,658,952
2009	5,289	\$324,754,646
2010	5,181	\$158,806,092
2011	5,594	\$115,544,634
2012	5,278	\$172,102,612
2013	6,383	\$271,481,707

Fire Protection (for CY 2012):

Number of Stations	9
% of time units arrived on-scene in 4:00 min. or less	62%
Number of Incidents:	
EMS	29,857
Fire	3,610
Miscellaneous	1,805
<u>Special Operations</u>	<u>632</u>
Total Calls	35,904
Fire FTE's (FY 2015)	281

Police Protection (for CY 2013):

Number of Stations	3
Calls Processed*	452,717
Vehicular Patrol Units**	116
Number of Reserves	4
*Includes incoming, outgoing and 911 calls	
**Marked by lights/sirens & uniformed patrol officers	
Police FTE's (FY 2015)	546.5

Court Offenses Processed (FY 2014 thru May):

DUI	1,267
Serious Traffic	299
Other Criminal Traffic	1,666
Civil Traffic	18,169
<u>Non-Traffic Misdemeanor</u>	<u>5,966</u>
Total Citations Issued	27,367
Protective Orders	2,632

APPENDIX
Miscellaneous Statistics



Parks and Recreation (FY 2013):

Number of:	
Neighborhood Parks	55
Community Parks	9
Sports Complexes	4
Total Park Acreage	2,188.5
Playgrounds	97
Ramadas	147
Tennis Courts	38
Racquetball Courts	46
Basketball Courts	56
Volleyball Courts	47
Soccer/Football Fields	55
Softball Fields	54
Swimming Pools	2
Splash Pads	2
Dog Parks	3
Skate Parks	2
Reservable Ramadas	45
Area Lights	1,491
Park Benches	542
Drinking Fountains	139
Barbeques	252
Picnic Tables	703
Miles of Trails	41
Linear Feet of Multiuse Walkways	92,892

Transportation Services (FY 2014 thru May):

Number of:	
Streetlights	19,892
Signalized Intersections	192
High-Intensity Activated Crosswalks	2
Total Bus Stops	530
Bus Stops w/ Shelters	170
Bus Stops w/ Benches Only	52
Total Glendale Transit Ridership	2,308,007
Dial-a-Ride Total/ADA	71,958/20,442
Glendale Urban Shuttle (GUS)	107,920
Taxi Program	6,008
Fixed Route	2,323,788
Avg. Monthly Aircraft Based at Airport	280

Transportation (FY 2014):

Miles of Streets Maintained	
Arterial	108.5
Residential	488.5
Collector Major	81.5
Collector Minor	70.5
Alleys	25

Water Utilities (for FY 2013):

Number of Active Customers	61,580
Miles of System (lines)	994
Annual Consumption	13.7 B Gal
Avg. gallons/user/month	17.50 K Gal
Avg. gallons/user/year	210.0 K Gal
Available Storage Capacity	67 M Gal
Avg. Treatment Plant Capacities	
Cholla	30.0 MGD
Pyramid Peak	37.0 MGD
Oasis	22.5 MGD
Groundwater Wells	<u>14.6 MGD</u>
Total Capacity	109.1 MGD
Avg. Daily Water Produced	37.5 MGD

Wastewater Utilities (for FY 2013):

Number of Active Customers	51,169
Miles of Collection Lines	707
Treatment Plant Capacities	
WAWRF	11.5 MGD
Arrowhead	4.5 MGD
SROG	13.2 MGD
Annual Wastewater Treated	6.1 B Gal
Avg. Daily Water Treated	16.6 MGD

Sanitation (FY 2014):

Number of Customers	52,500
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Landfill & MRF (FY 2014 thru May):

Number of Customer Transactions	141,494
Tonnage Processed	
Residential	162,278
Commercial	87,091
Recycle	<u>9,258</u>
Total	258,627

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: 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. Total anticipated revenues plus total fund balance (all resources) must be equal to or greater than total expenditure appropriations for the fiscal year.

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.

ACRONYMS

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
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
GEMS	Glendale's Exceptional Municipal Staff
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	Information 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

ACRONYMS

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PAYGO	Pay-As-You-Go Capital
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WIFA	Water Infrastructure Finance Authority
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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. The “2015 Annual Budget” or “Fiscal Year 2014-15 (FY 2015)” refers to the period that begins July 1, 2014 and concludes on June 30, 2015.

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 2015 budget will be formally adopted by the City Council at a public meeting in June 2014, 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 one-time expenses such as supplies, equipment or special contracts that were budgeted for but not purchased (or paid for) in the previous fiscal year. For example, if a piece of equipment was ordered in June (the last month in a fiscal year) but not received until July (the start of the next fiscal year), then the “savings” from the previous budget year could be used to purchase the equipment in the next budget year using carryover appropriation.

What is a debt ratio? The debt ratio is total debt divided by total assets. This is one measurement of fiscal health. If the city, or a family, owes substantially more money than the value of the things it owns or its ability to generate revenue, a dangerous financial situation exists. The lower the debt ratio, the better interest rates the city can receive when it wants to sell more bonds to finance additional capital improvements for Glendale.

What is debt service? A family’s debt service is the payments they make on loans, such as a mortgage and credit cards. Principal and interest payments on outstanding bonds are referred to as debt service. Just like a family cannot skip on mortgage or credit card payments, the city must always keep up on its debt service, so this will always be a part of the city’s budget.

What is an encumbrance? An encumbrance refers to the formal accounting recognition of commitments to expend resources in the future. For example, when a purchase order is issued for equipment, that funding is encumbered until delivery. Once the equipment is received, the invoice is paid and the encumbrance becomes an expense.

What is an expenditure? Expenditures represent a decrease in fund resources or, stated simply, a recorded expense.

What is an expenditure limitation or permanent base adjustment? 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, Communications, Community Services, Development Services, Economic Development, Finance & Technology, Human Resources & Risk Management, Intergovernmental Programs, , Public Safety, 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 \$2.1501 in property tax per \$100 of assessed valuation (\$0.4896 primary rate and \$1.6605 secondary rate).

How much does the city receive from my property tax bill and how is it used? Primary Property tax revenue represents 3.1% of the city's General Fund revenue, which is estimated at \$5.4 million in this year's budget. Secondary Property Tax, used to pay off General Obligation bonds, will generate approximately \$19.1 million in FY 2015. The City of Glendale is one of several entities that receive a portion of the property taxes residents pay, with school districts

typically receiving the majority. Each year the Glendale City Council levies the property tax one week after final budget adoption.

Primary Tax: Arizona law limits the primary property tax levy amount and municipalities may use revenue from this tax for any lawful purpose. Glendale's FY 2015 primary property tax rate of \$0.4896 per \$100 of assessed valuation is used for General Fund operations.

Secondary Tax: Arizona does not limit the secondary tax levy amount and municipalities may only use this levy to retire the principal and interest or redemption charges on bond debt. Glendale's FY 2015 secondary tax rate of \$1.6605 per \$100 of assessed valuation is used to pay debt service on General Obligation bonds.

Where does the city's revenue come from? Glendale's revenue comes from a variety of sources, including sales tax, property tax, user charges and other levels of government.

What is state-shared revenue? The state of Arizona shares a portion of its tax revenues (from sales, income and motor vehicle in-lieu taxes) with Arizona cities and towns. This funding is divided among the cities and towns using population formulas supplied by state law. These state-shared revenues comprise a large portion of most city and town budgets.

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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