



Annual Budget Book

Glendale, Arizona







Fiscal Year 2015-2016 Annual Budget Book

Introduction



**CITY OF GLENDALE, ARIZONA
FY15-16 ANNUAL BUDGET**

TABLE OF CONTENTS

Introduction	Page
Table of Contents	i
City Council Key Priorities	1
Glendale City Officials	2
City Council District Map	3
City Organizational Chart	4
Map of Glendale and Neighboring Communities	5
Community Profile	6
Budget Presentation Award	13
Financial Organizational Chart	14
How to Make the Most of this Document	16
Budget Calendar	18
Budget Process	20
Budget Message	
City Manager’s Budget Message	23
Financial Guidelines	
Five-Year Financial Forecast	27
Financial Policies	48
Budget Summaries	
Budget Summary	55
Revenues	68
Expenditures	81
Operating Budget	
Operating Budget Table of Contents	97
Capital Improvement Plan (2016-2025)	
CIP Table of Contents	207
CIP Preparation	209
CIP Ten-Year Plan	249

Debt Service Budget

Page

Debt Service Budget.....	341
Secondary Property Tax Funded Debt.....	344
Excise Tax Funded Debt.....	348
Water & Sewer Revenue Funded Debt.....	351
HURF Revenue Funded Debt.....	353
Transportation Sales Tax Funded Debt.....	353

Schedules

Why Include Schedules?.....	355
Schedule 1: Fund Balance (Analysis by Fund).....	356
Schedule 2: Estimated Financial Sources & Uses.....	358
Schedule 3: Revenue by Fund.....	359
Schedule 4: Transfers Between Funds.....	371
Schedule 5: Operating Budget (Analysis by Dept; by Fund).....	372
Schedule 6: Capital Budget (Analysis by Fund).....	395
Schedule 7: Long Term Debt Service.....	396
Schedule 8: Lease Payments.....	397
Schedule 9: Authorized Staffing.....	398
Schedule 10: Salary Ranges.....	466
Schedule 11: Property Tax.....	475
Schedule 12: Internal Service Premiums.....	476

State of Arizona Auditor General Budget Schedules

Schedule A: Summary Schedule of Estimated Revenues and Expenditures/Expenses.....	484
Schedule B: Tax Levy and Tax Rate Information.....	485
Schedule C: Revenues Other Than Property Taxes.....	486
Schedule D: Other Financing Sources/<Uses> and Interfund Transfers.....	491
Schedule E: Expenditures/Expenses by Fund.....	492
Schedule F: Expenditures/Expenses by Department.....	494
Schedule G: Full-Time Employees and Personnel Compensation.....	499

Appendix

Budget Adoption Resolution.....	501
Miscellaneous Statistics.....	503
Glossary of Terms.....	505
Acronyms.....	509
Frequently Asked Questions.....	511



**City Council
City of Glendale, Arizona**

**KEY PRIORITIES
Fiscal Year 2015-2016**

- **Transparency** in all we do as City Council members in order to continue building trust with the community, staff and each other as a policy body. The openness of policy discussion is also reflected in the variety of rules and guidelines adopted by the City Council with the obligation that all adhere to that guiding principle.
- **Fiscal Sustainability** is always a standing goal for the City as a matter of course. It rises to a Key Priority level in the face of major fiscal concerns and recovery strategies. The 2015 – 2016 Budget will move the City in a very positive direction toward sustainability.
- **Economic Development** is acknowledged as a key element of fiscal sustainability. It could easily be a subset of that priority. However, the level of significance of a strong economic development effort is seen by the City Council as an item that warrants its own special focus for policy level support. This is a critical component of the fiscal recovery process.
- **Signature Events** are seen as defining elements for Glendale's regional identity. Failure to present expected celebrations that have long drawn crowds to downtown Glendale will have substantial impact on the community well-being, economics of shop owners and ability to attract commerce. This will require the City Council attention to the policies needed to encourage long planned Centerline activity to expand the capacity of downtown.
- **Creative, Innovative, Efficient Systems** and processes will continue to gain the highest level of service given the limitations of budget capacity. Staff talent and comment will continue to be the critical element of customer service despite difficult financial challenges.
- **Continuous Business Policy Improvement** to assist Mayor and City Council in establishing policy necessary to continually improve the business and citizen attraction to the downtown core and Centerline.
- **Public Safety** – Prepare a five-year Public Safety plan to ensure public safety capacity to provide a level of service that is consistent with the needs of the community, the budgetary capacity and the standards of performance in generally acceptable national guidelines. Encourage innovation and the application of creative new approaches, where necessary and applicable.

GLENDALE CITY OFFICIALS



Jerry Weiers
Mayor



Ian Hugh
Vice Mayor/
Councilmember
Cactus District



Bart Turner
Councilmember
Barrell District



Lauren Tolmachoff
Councilmember
Cholla District



Jamie Aldama
Councilmember
Ocotillo District

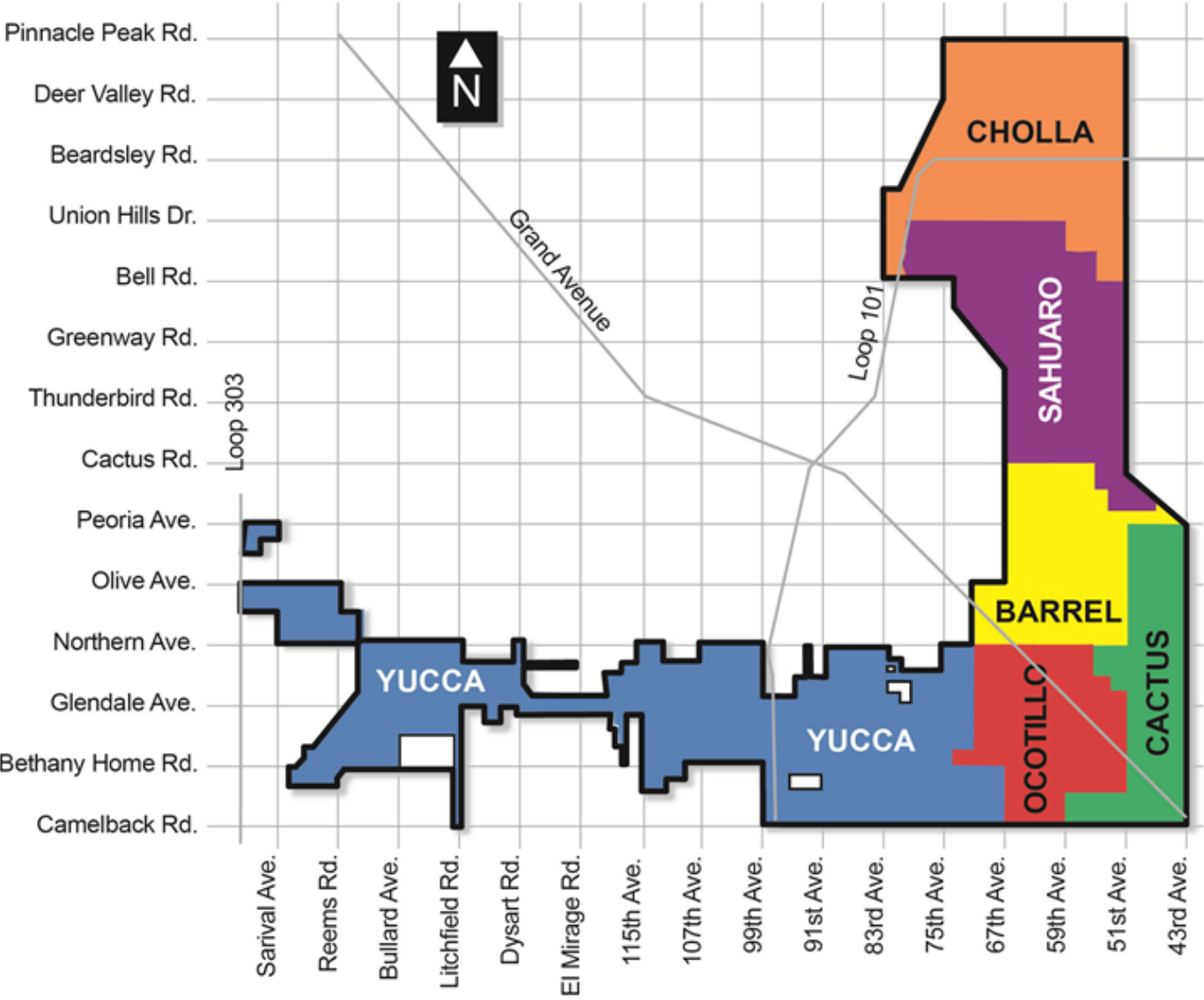


Gary D. Sherwood
Councilmember
Sahuaro District

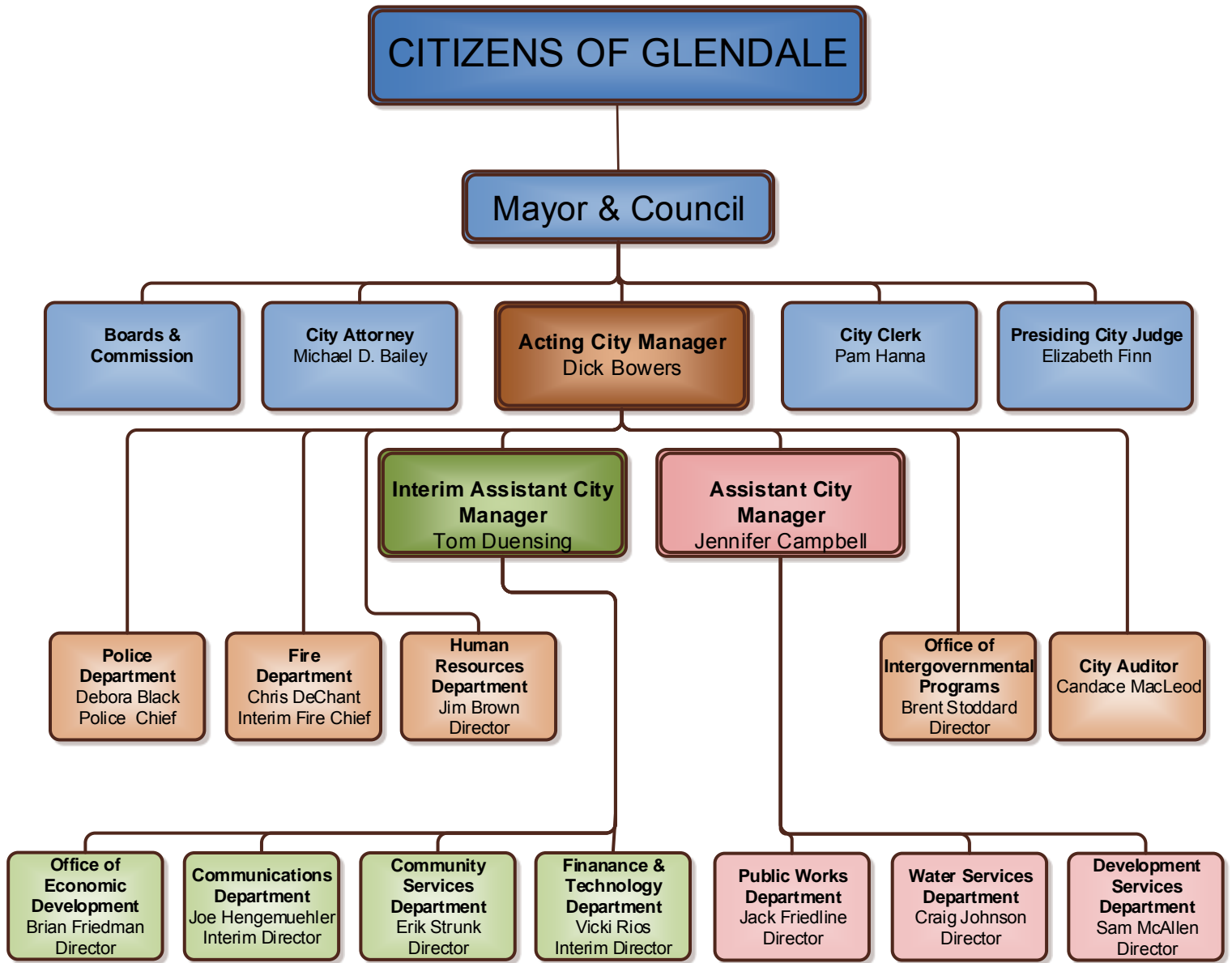


Samuel U. Chavira
Councilmember
Yucca District

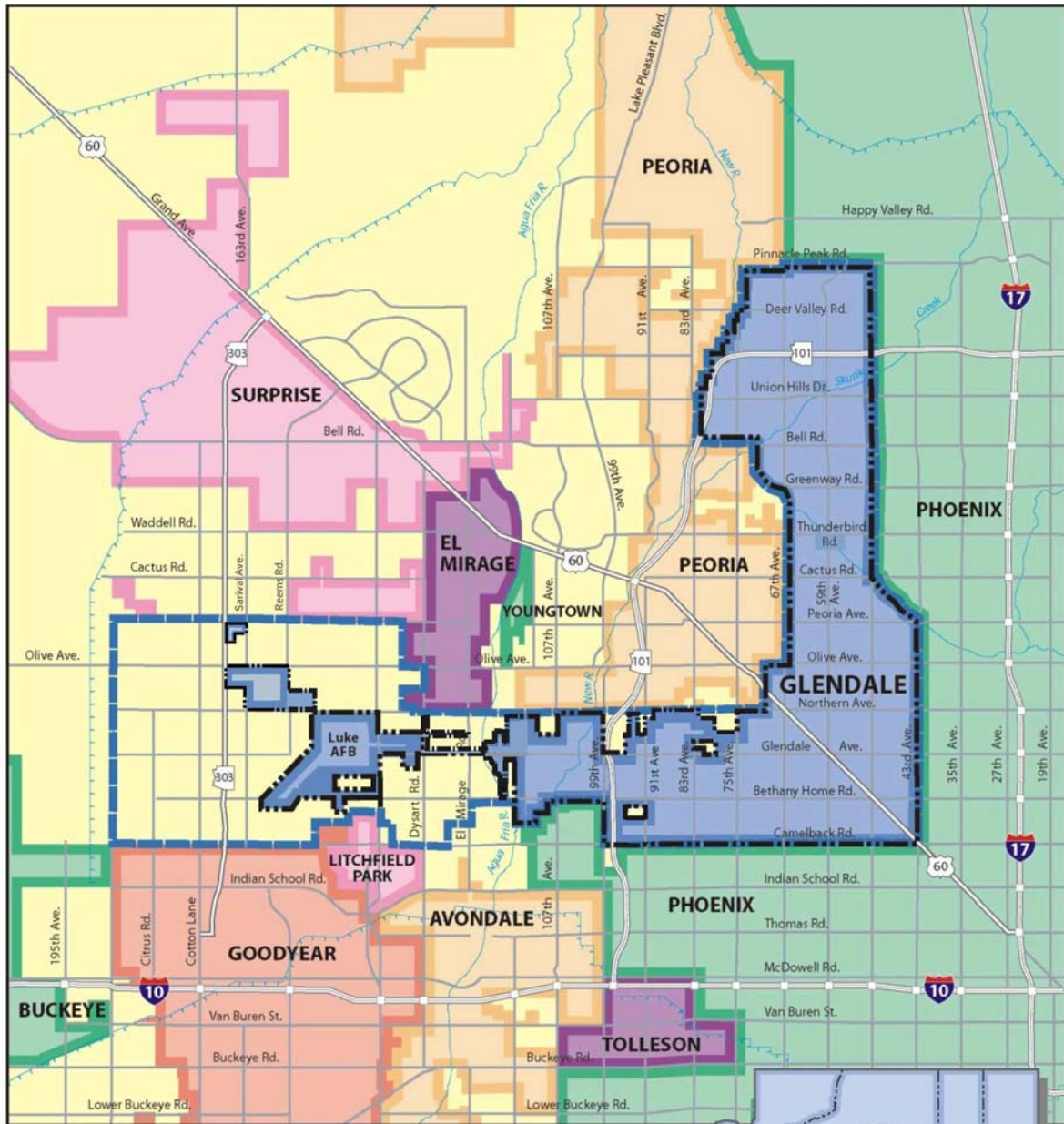
GLENDALE COUNCIL DISTRICT BOUNDARIES



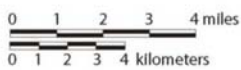
GLENDALE ORGANIZATIONAL CHART



MAP OF GLENDALE AND NEIGHBORING COMMUNITIES

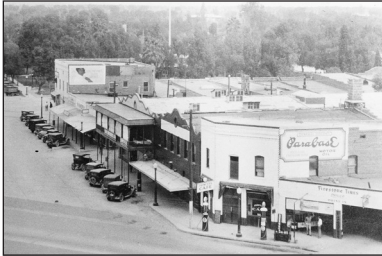


- City of Glendale
- Glendale 2025 Municipal Planning Area
- City of Glendale Municipal Boundary

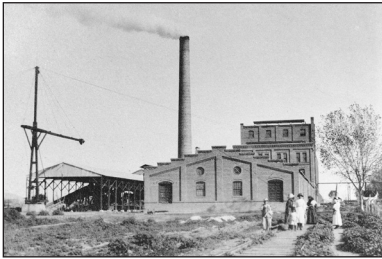


Glendale, Arizona
Community Profile
2015-2016 Annual Budget

History



58th & Grand Ave.



Beet Sugar Factory



Thunderbird Field

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

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

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

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

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

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

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



Glendale, Arizona
Community Profile
2015-2016 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
2015-2016 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 three convenient routes. Fare is only 25 cents, with reduced fare (10 cents) for seniors and persons with disabilities between the hours of 10 a.m. and 2 p.m. One of the routes operates seven days a week, 365 days a year. The other two routes operate Monday through Friday. In addition, the city provides a taxi-subsidy for persons with special transportation needs. The program is designed to assist people making repetitive trips for medical treatments and therapies.

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



Glendale, Arizona
Community Profile
2015-2016 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
- Gila River 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, hosted the 2015 Super Bowl and will host the 2016 College Football Playoff Championship and 2017 NCAA Men's Final Four
- Camelback-Ranch Glendale, the spring training home of the Los Angeles Dodgers and Chicago White Sox
- Myriad shopping experiences that include Arrowhead Towne Center, Cabela's, Tanger Outlets, 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 2,188 acres, two aquatics centers, six community centers, a racquet center, two municipal golf courses, four sports complexes, more than 44 miles of hiking and equestrian trails and more than 500 programs and classes offered yearly
- A short distance, 15 to 25 minutes, from other Valley of the Sun amenities including downtown Phoenix, Phoenix Sky Harbor International Airport, Phoenix International Raceway and high-end resorts and spas



Sports & Entertainment District



Special Events



Parks & Trails



Glendale, Arizona
Community Profile
2015-2016 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. 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.

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.

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 Visitor Center



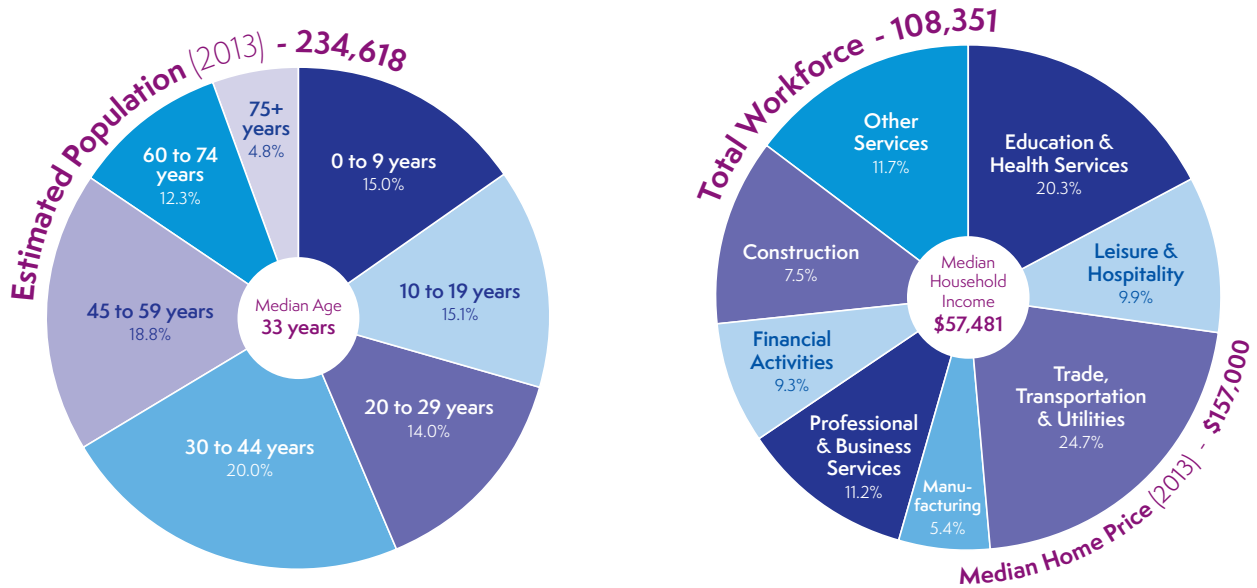
Near World-Class Golf



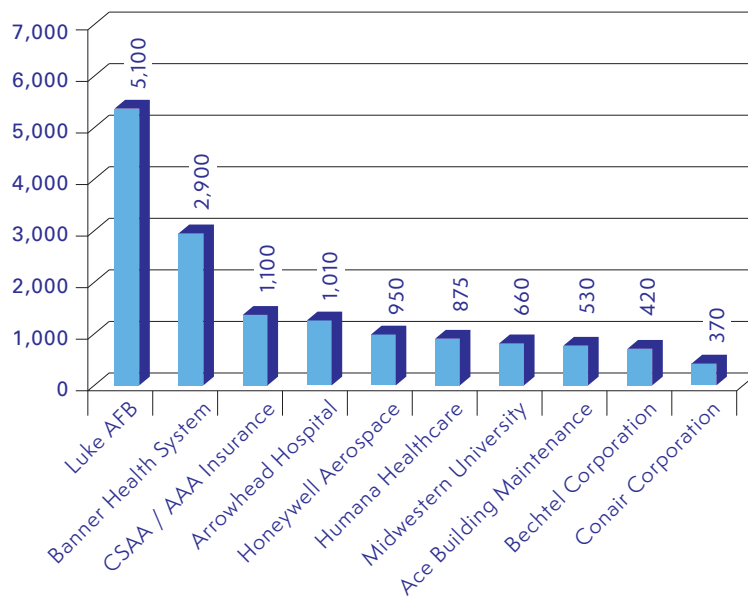
Glendale, Arizona
Community Profile
 2015-2016 Annual Budget

Glendale at a Glance

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



Glendale's Major Employers / # of Employees



Glendale, Arizona
Community Profile
2015-2016 Annual Budget



Glendale H.S. Centennial Parade

Primary Education

- Glendale is covered by twelve elementary, secondary and unified school districts. The majority of the city's public schools fall under the following districts: Glendale Elementary School District, Glendale Union High School District, Deer Valley Unified School District and Peoria Unified School District
- There are over 46,900 school aged children (5-17) in Glendale, 20% of the population



Midwestern University

Higher Education

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



DeVry University Westgate

Other Quick Facts About Glendale

- High School Diploma or Higher
81.7%
- Persons Per Household
2.9
- Non-English Language at Home
32%
- Number of Businesses
15,878
- Land in Square Miles
59.98

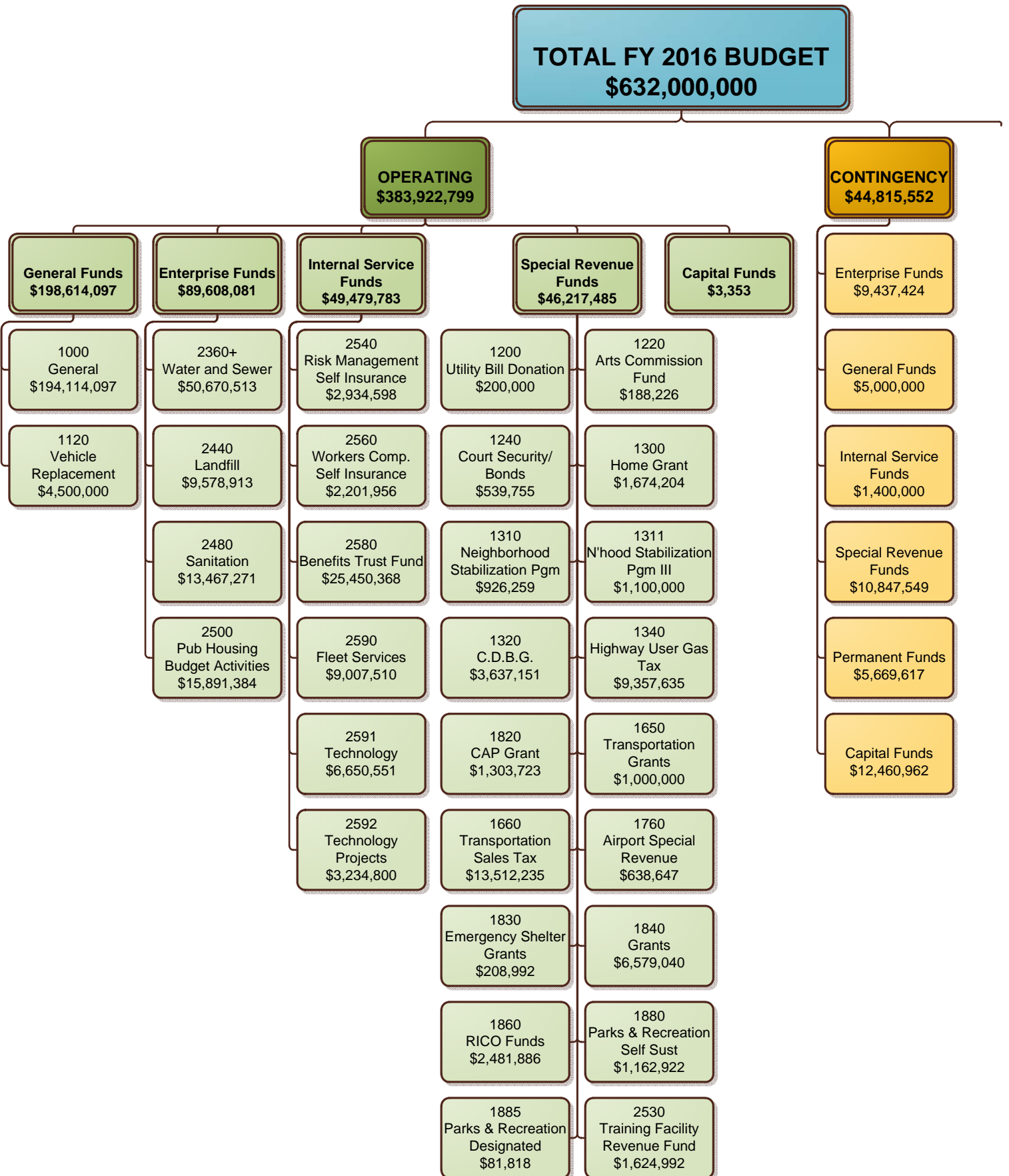


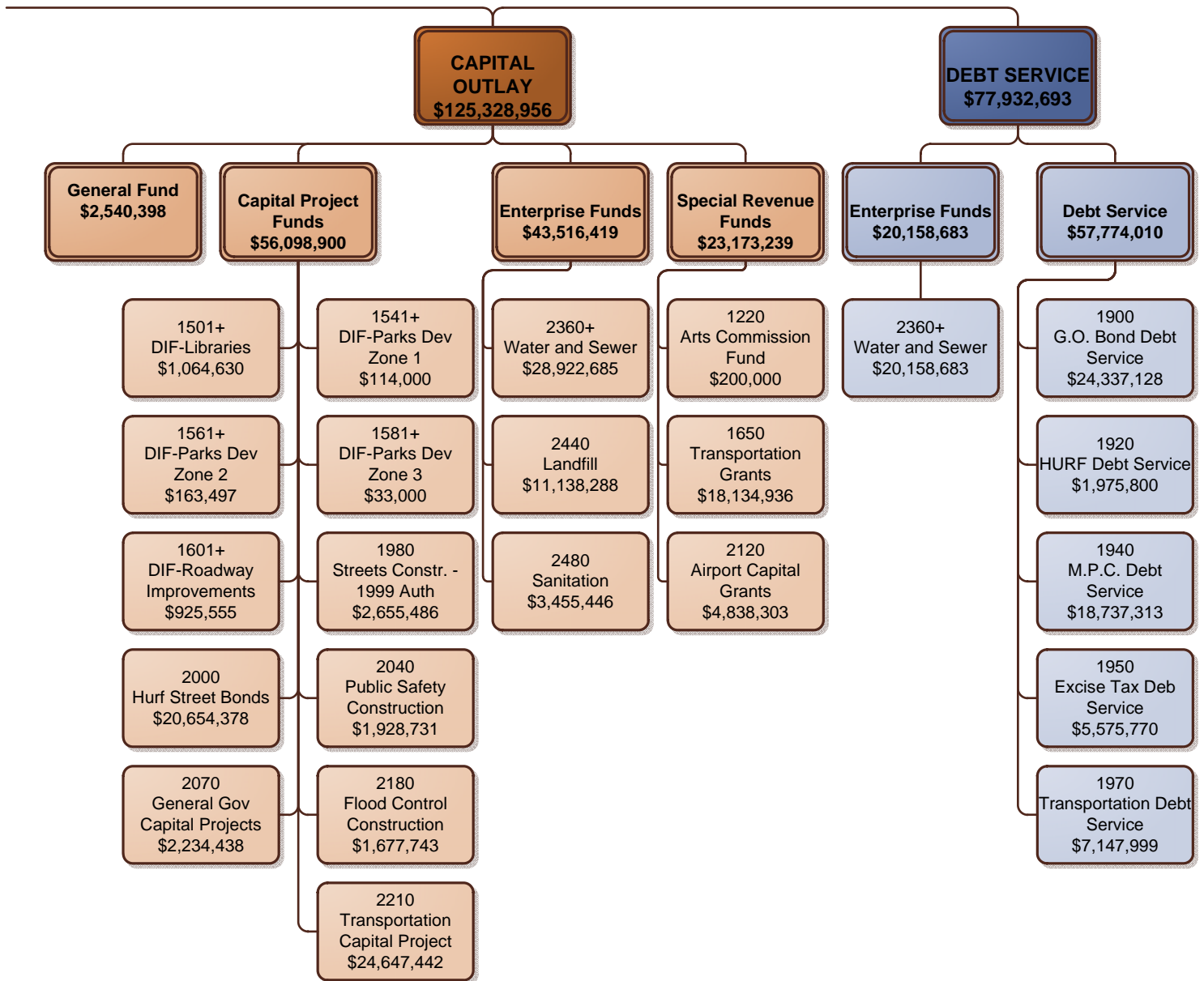


The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Glendale, Arizona for its annual budget for the fiscal year beginning July 1, 2014.

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 award eligibility.





HOW TO MAKE THE MOST OF THIS DOCUMENT

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

The document begins with a financial organization chart and provides a high level look at the operating, capital, debt service and contingency budgets. The budget calendar and a description of the budget process will help the user understand the time and effort that the City puts into developing a balanced budget and a glossary of terms will help the reader understand the acronyms used throughout the budget book.

Budget Message

The city manager's budget message articulates the balancing strategy used to develop the annual budget as well as policy issues and priorities for the fiscal year. It describes significant changes from the prior year budget and the factors that led to those changes. It also outlines key components of the upcoming budget and discusses underlying administrative practices that support the city's organizational goals.

Financial Guidelines

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

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

Budget Summaries

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

Operating Budget

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

The Capital Improvement Plan (CIP)

The CIP section outlines all infrastructure improvements and additions and their respective funding sources, along with estimates for the associated operating impacts of each capital project. It starts with a narrative summary and is followed by detailed information such as funding source, project number and project description for both capital and operating costs by year for the first five years of the plan. In addition, the CIP includes five additional “out years” for future planning and discussion purposes.

Debt Service Budget

The debt service information has historically been included within the preceding CIP section in past budget books. This year, a new format has been developed which 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 required by the State of Arizona’s Auditor General’s Office.

Appendix

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

FY15-16 BUDGET CALENDAR

July 2014 – February 2015

Budget staff analyzed revenue and expenditure data to assess the budget and economic outlook for FY15-16. Discussions with the City Manager’s Office and other executive management staff occurred during this time regarding numerous balancing options for the FY15-16 revenue, operating, and debt service budgets.

Preparation of FY15-16 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.

October 2014 – February 2015

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 2016-2025 CIP document for City Council review.

December 2014

A Five – Year Financial Forecast of the General Fund and all major operating funds was presented to council December 16, 2014 at a council workshop. This discussion primarily focused on the General Fund and opportunities to strengthen the city’s financial position. FY15-16 operating budget kickoff meeting with department directors and staff to commence budget input was held. Input continued through January 2015.

January 2015

Department’s base budgets submissions were due mid-January 2015.

February 2015

Review with City Council information on the upcoming FY15-16 Budget calendar, budget process and discussion on policy guidance and input. Present information on long-term and short term options and potential financing opportunities for upcoming budget balancing.

March 2015

Council discussion continues on upcoming financial strategies. Employee compensation and benefit packages are presented to council for FY15-16 budget. Ten-year Capital Improvement Plan is also presented.

April 2015

City Council holds budget workshop on presentation of the Draft FY15-16 operating budget. An overview of the draft FY15-16 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 FY15-16 budget.

May 2015

Council holds a follow-up budget workshop on budget requests and items for policy consideration.

City Council adopted a resolution approving the FY15-16 tentative budget, directing publication of the tentative budget, giving notice of the June 9th date for the public hearing on the FY15-16 final budget and a separate public hearing on the FY15-16 property tax levy and giving notice of the June 23rd date for the adoption of the FY15-16 property tax levy.

June 2015

City Council conducted a public hearing on the FY15-16 property tax levy. City Council conducted a separate public hearing on the FY15-16 budget and convened a special meeting to adopt a resolution approving the FY15-16 budget.

City Council adopted an ordinance approving the FY15-16 property tax levy.

July 2015

Start of fiscal year 2015-2016.

FY15-16 BUDGET PROCESS

Overview

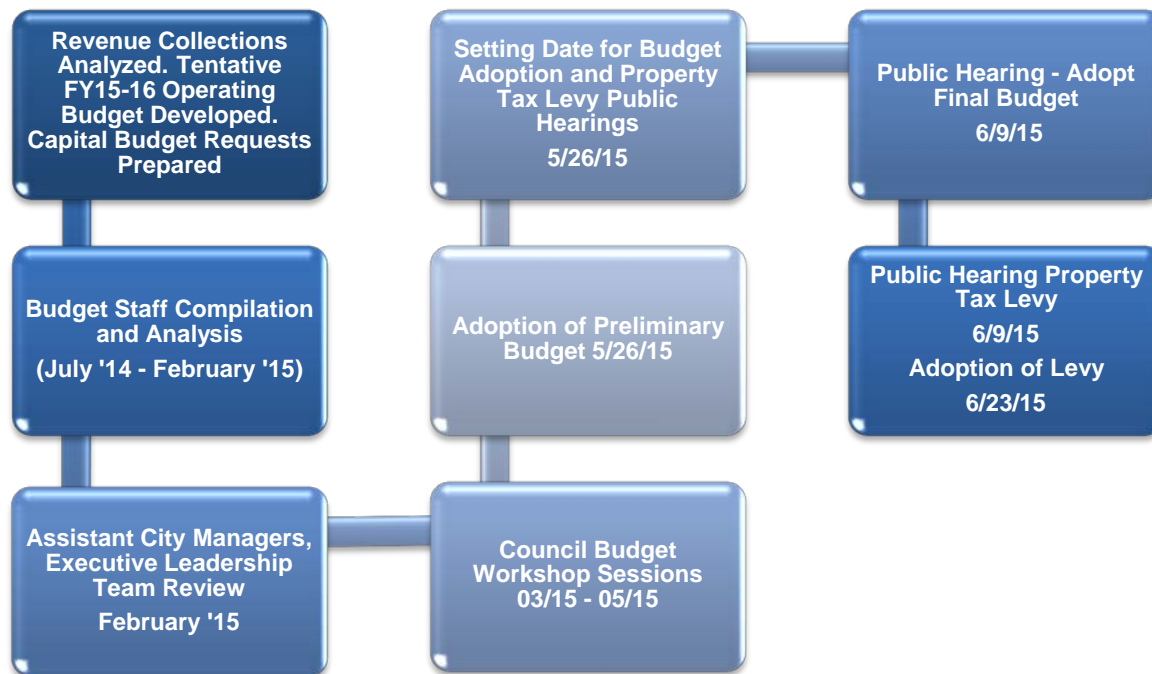
The FY15-16 operating and capital budgets are based on council's continuing key priorities and strategic goal themes;



Principal issues for the FY15-16 budget were the ongoing challenges of the economy, the level of General Fund contractual obligations, and exploring strategies to improve General Fund fiscal stability. These are discussed in detail in the *City Manager's Message* in this document.

Over the course of several months various balancing options and fiscal strategies for both the FY15-16 operating budget and the FY 2016-2025 capital improvement plans were evaluated. A series of budget workshops were held from February to April 2015. A final balanced plan was established in May 2015 and resulted in the recommended budget.

At the conclusion of these budget workshops, the proposed budget was presented to Council for tentative adoption and then, 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 FY15-16 budget, the Council adopted the budget and thereby set the expenditure limitation for FY15-16. A separate public hearing on the FY15-16 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 FY15-16 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. Enterprise funds also recognize expenditures as encumbered when a commitment is made (e.g., through a purchase order). 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 FY2002, 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 expensed 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 expensed 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:

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

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



Fiscal Year 2015-2016 Annual Budget Book

Budget Message





To the Citizens of Glendale and the Mayor and Council:

I am pleased to present the Fiscal Year 2015-2016 (FY15-16) Annual Budget and Ten – Year Capital Improvement Plan for the city of Glendale. This budget is balanced and represents months of hard work and decisions by the Mayor and City Council, our employees and city management.

Budget Approach

The FY15-16 Final Budget totals \$632 million. This represents a 2% decrease over the prior year (FY14-15) budget. The planned spending reduction is mainly attributable to a decrease in debt service payments as the result of a recent bond refinancing and a reduction in capital project carryover funding.

The City's Annual Budget can be broken down into four major components; revenues, operations, capital, and debt service. As the General Fund is the largest operating fund in the city, this was the primary focus for much of the budget discussions over the past several months.

Overall the goal of the FY15-16 budget is to improve service delivery by leveraging technology, retaining dedicated staff, and continuing to improve the city's financial stability. The key priorities used in preparing the budget centered on the following:

- Transparency
- Fiscal Stability
- Economic Development
- Signature Events
- Creative, Innovative, Efficient Systems
- Continuous Business Policy Improvement
- Public Safety

Fiscal Position

Through sound financial planning and positive economic conditions, the city's budget is showing signs of improvement. The General Fund operating budget is structurally balanced (ongoing revenues are sufficient to cover the ongoing expenses) for the first time in several years. With the city's fiscal position improving, a hold-the-line approach was implemented during the FY15-16 budget development process. Departments used a zero-based budget approach and increases, such as inflationary cost increases, were included.

A number of key financial measures were taken over the last year which set the stage for the FY15-16 Budget. From the policy perspective, the City adopted a General Fund, fund balance

policy identifying a minimum fund balance level to stabilize the city's financial position and provide the financial flexibility for future economic downturns.

The City also refinanced \$361 million in bonds which saves \$48 million in debt service costs. Most notably, a total of \$131 million in MPC debt was refinanced saving \$26 million in debt service costs over the next several years. High debt-to-income ratios have plagued the city in recent years causing reductions in service levels and the deferral of capital maintenance items. The debt restructuring provides savings to the General Fund and allows the city to begin replenishing reserves which had been significantly depleted over the recession years. This is a key strategy in balancing the budget and moves the city toward financial stability.

In addition, Council took action to reclassify FY09-10 and FY10-11 inter-fund advances between the General Fund and various Enterprise Funds to inter-fund transfers. This removed the long-term liability from the General Fund balance sheet. Even though no cash was involved in the transactions, this change improved the General Fund's fund balance. In lieu of structured repayments, the FY15-16 budget includes maintenance of effort transfers of \$600,000 from the General Fund to the Enterprise Funds to support their operations. Maintenance of effort transfers are planned for future fiscal years as requested by Council.

Finally, the FY15-16 General Fund absorbs the impacts of eliminating what were formally referred to as the General Fund, Sub-Funds. The General Fund Sub-Funds, totaling 23, were supported primarily by the General Fund and several of these funds had appropriated spending deficiencies throughout the past fiscal years. Combining these funds into the General Fund ensures financial transparency, financial stability for the activities they support, and simplification of General Fund financial presentations. It is also consistent with best budget practices.

Revenues

Overall, budgeted revenues are anticipated to increase slightly over the prior year. Major sources continue to be Sales Taxes, State Shared Revenues and Property Taxes. Although all these categories have projected increases for FY15-16, there are two pending legislative actions which could have significant impacts on these revenues. First, a number of high growth valley cities have put forward an initiative to obtain a mid-decade census count. If successful, a mid-decade adjustment to the population formula used to determine some State Shared Revenues could have a negative impact on the proportion of revenue that Glendale receives. The extent of this impact on Glendale's share of revenues is unknown and staff will remain conservative in our approach to future forecasts.

Second, like many larger Arizona municipalities, Glendale currently administers the collection and enforcement of its own transaction privilege (sales) taxes. A new law commonly referred to as transaction privilege tax (TPT) Simplification, made changes to the collection process for such taxes. Beginning January 1, 2016, the Arizona Department of Revenue ("ADOR") is scheduled

to become the single point of administration for licensing, filing and payment of all State, county and municipal transaction privilege taxes. Arizona cities and towns affected by this legislation are working cooperatively with ADOR to ensure a smooth transition of tax administration.

The ADOR currently collects transaction privilege (sales) taxes for the State and many political subdivisions in the State. It is critical that there is no impact to the city's transaction privilege tax revenues due to the change in administration, collection or enforcement by ADOR. Nevertheless, upon initial implementation, some delays in cash flows from the state are anticipated to occur and the city will prepare for those delays as necessary.

Glendale residents continue to benefit from some of the lowest utility rates in the West Valley. Once again, there are no planned FY15-16 rate increases for water, sewer or sanitation services. However, to ensure financial stability of these enterprise funds, rate reviews are planned during the upcoming fiscal year.

Priorities

Police and fire services remain a top priority for the City Council. The FY15-16 budget includes funding for increased Public Safety MOU costs and advanced contributions to the Public Safety Personnel Retirement System, as recommended and supported by the Arizona League of Cities and Towns. The goal of the advanced funding is to reduce the city's unfunded liability and future Annual Required Contribution by leveraging the PSPRS's greater investment earnings potential. . In addition and to enhance police officer safety, the purchase of body cameras is also included in this year's budget.

The city of Glendale continues to be a mecca for national sporting events. The city is proud to host the National College Football Playoffs in January 2016 and one-time costs associated with the event are also included in the budget. Other important budget initiatives include:

- Enhancing operations through advanced technology and innovation projects such as business intelligence (BI) solutions
- Implementation of an electronic plan review and permitting system.
- Addressing high employee turnover by funding 2.5 % non-represented employee pay increases

Capital Improvement Program (CIP)

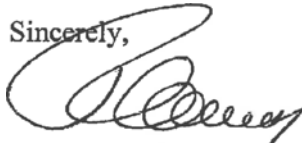
The city's investment in infrastructure and capital planning continues to enhance economic development and quality of life for our citizens. Significant streets and pavement maintenance projects are a top priority for the city council. A total of \$51.6 million has been incorporated into the capital plan for these improvements over the next five fiscal years. Transportation is another key component of the city's viability. Continuation of the Northern Avenue Super Street, an important regional east-west corridor project, is budgeted at \$4.6 million in FY15-16. In the

northern area of the city, a Regional Transit “Park and Ride” hub along the Loop 101 and Beardsley Road is scheduled to start construction. In addition to this project, a Transit Center is planned for at the Arrowhead Mall. Both of these projects will enhance connectivity for citizens to valley wide destinations.

Conclusion

Exciting opportunities abound throughout the city of Glendale. As the economy continues to rebound, the city is positioned toward a bright, sustainable future. The FY15-16 budget is dedicated to improving the city’s financial stability and preserving our vital reserves, while enhancing services through technology and efficiencies. I continue to be confident that the Mayor and Council’s vision will ensure an outstanding quality of life for the citizens and visitors of the city of Glendale.

Sincerely,



Richard A. Bowers
Acting City Manager



Fiscal Year 2015-2016 Annual Budget Book

Financial Guidelines



FIVE-YEAR FINANCIAL FORECAST

Introduction

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

The Five-Year Financial Forecast provides a five-year perspective on the financial condition of the City's General Fund and other appropriated funds as deemed necessary. For the FY15-16 budget process, five year forecasts were prepared for the General Fund; the Highway User Revenue (HURF), Transportation Sales Tax, Police Sales Tax, and Fire Sales Tax Special Revenue Funds; and the Sanitation, Landfill, and Water & Sewer Enterprise Funds. These forecasts are prepared at the beginning of the annual budget process and provide a long-range context for staff and the City Council to make budgetary decisions for the upcoming fiscal year.

The FY15-16 forecasts were utilized to examine the revenue and expenditure structures for the five year period of FY15-16 through FY19-20. These models include forecasted fund balance information.

The General Fund forecast model shown herein was presented to the City Council on December 16, 2014 and initially assumed \$3 million in anticipated police and fire service increases. It is important to understand that subsequently, on January 27, 2015, the Superior Court of Arizona ruled against state legislation to address rising public safety pension costs. The anticipated annual impact of this ruling is approximately \$4 million annually; therefore, in order to ensure financial stability beyond the immediate budget year, increased police and fire services were not part of the FY15-16 adopted budget.

Also presented to the City Council at that time were the forecasts for the other major operating funds listed above. The context of this year's forecast centered on balancing the General Fund sources and uses, while continuing to maintain adequate fund balances. The overall financial goal was to maintain or improve service levels, where necessary, while preserving the level of fund reserves. This is a dramatic change in focus over the prior year forecast, where a structural deficit and pending sales tax reduction were defining the financial situation of the City. Overall, the prior year model showed a General Fund deficit in FY 14-15 through FY 16-17 averaging \$14 million per year. Upon the elimination of a temporary sales tax increase (FY 17-18) the annual structural deficit was projected to reach \$30 million per year. It is important to note that based on the significant impact of the temporary tax, which was estimated to be \$24 million in FY14-15, the City Council passed an ordinance on June 24, 2014 eliminating the August 1, 2017 sunset. For all future years, the sufficiency of the sales tax rate will be analyzed during the annual budget process. For FY15-16, the sales tax rate remains unchanged.

The FY15-16 budgets were formulated using these forecasts as a starting point. As such, the forecast provides the long-term context used as the foundation for budget development and serves to provide a prospective look at the future impacts of current year budget choices.

The City Forecast

The Five-Year Financial Forecast is guided by City Council's continued vision and supports the City's strategic goals and key objectives. Best practice recommends financial forecasts be updated each year to adjust for changes in national and local economic conditions and trends, changes in Council priorities and policies, and other variables that might affect the city's ability to provide needed services and maintain its financial integrity in future years. Consequently, the forecast identifies the direction in which the city is headed based on information known at the time it is updated for the annual budget document.

Forecasting is one of the most powerful tools available to help make informed decisions and guide budgetary decisions, based on the information currently available. By evaluating important trends and economic conditions and including them in financial forecasts, the City is better able to gauge its ability to provide essential services over an extended period of time and make decisions affecting the long term financial stability of the City.

LONG RANGE FORECASTING MODELS

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

Forecasting used in this report refers to estimating future values of revenue and expenditures. It provides an estimate of how much revenue will be available and what are the resources required to meet current service levels over the forecast period, along with an understanding of how the total financial program will be affected by economic factors. The value of forecasting lies in estimating and whether or not, given assumptions about local financial policies and economic trends, the City will have sufficient resources to meet the requirements of ongoing, planned, or mandated programs. Forecasting provides an estimate of the financial flexibility of the City, as well as insight into tax, revenue, and service options the Council must address.

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

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

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

BALANCED BUDGET AND FUND BALANCE REQUIREMENT

Arizona state law and Glendale city financial policies require that each annual city budget be a balanced budget. A balanced budget means total financial resources available cannot exceed the budgeted period's expenditures. The adopted FY15-16 budget complies with the balanced budget requirement in all City funds.

City policy states that the minimum unrestricted (*the total amount of the committed, assigned, and unassigned*) fund balance in the General Fund shall total 25% of projected annual ongoing revenues. Inclusive in the 25% General Fund unrestricted fund balance; an assigned Budget Stabilization Reserve will be maintained at 10% of the General Fund operating revenues to be used in the event of unexpected revenue shortfalls if needed, and to be adjusted at year end. Also, inclusive in the 25% General Fund unrestricted fund balance, an assigned Operating Reserve will begin to be established in FY14-15 for amounts over the General Fund Budget Stabilization Reserve and will increase incrementally each year until it reaches at least 15% of the General Fund operating revenues by FY19-20, which is the ensuing five fiscal years. Finally, the policy states that the City Manager may establish additional assigned fund balance reserves for certain anticipated obligations or other purposes.

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

Expenditure Assumptions

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

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

INFLATION RATES

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

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

CPI - 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	238.9	1.30%
1991	137.3	4.41%	2003	188.6	2.11%	2015*	241.2	1.00%
1992	142.0	3.42%	2004	193.0	2.33%	1985 - 2014 Avg	2.83%	
1993	146.2	2.96%	2005	198.9	3.06%	2005 - 2014 Avg	2.16%	
1994	149.6	2.33%	2006	205.7	3.42%	2010 - 2014 Avg	1.77%	
1995	153.5	2.61%	2007	212.2	3.16%	* 2015 = Jan to May Average		

The annual inflation rate has averaged 2.83% since 1984. The ten-year period inflation rate averaged 2.16% and the five-year inflation rate averaged 1.77%. 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. 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.

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%		
	2009	229,241	-0.61%		
f	2010	226,721	-1.10%		
	2011	227,416	0.31%		
	2012	229,008	0.70%		
	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 cost in the major operating funds which provide services to the public is personnel costs. These costs primarily consist of the cost of salaries and wages, health insurance, and retirement contributions.

The forecasting models are programmed to include pay range adjustments for city employees. However, Council must specifically approve merit and/or pay range adjustments for non-step plan employees for the upcoming fiscal year as part of the budget development process. Increases are also based on the city's ability to pay in any given year. The FY15-16 five-year

forecasted 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.

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

EMPLOYEE BENEFITS

Employee benefit costs primarily consist of 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 in health insurance costs averaging 5.5%.

RETIREMENT CONTRIBUTIONS

City of Glendale employees contribute to two public retirement plans: the Arizona State Retirement System (ASRS) and the Public Safety Personnel Retirement System (PSPRS) which includes covered police, fire, and elected officials. The annual employer’s portion of the contribution rates differ by retirement system. With the financial conditions of the retirement plans, especially the PSPRS plans, it is anticipated the contributions to the plans will increase through the forecast period. The rates, as a percentage of earnings, used in the forecast for FY15-16 through FY19-20 were estimated as follows.

	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Arizona State Retirement System	11.60%	11.66%	11.72%	11.77%	11.83%
Public Safety Retirement – Police	35.90%	36.19%	36.48%	36.77%	37.06%
Public Safety Retirement – Fire	31.45%	31.70%	31.96%	32.21%	32.47%
Elected Officials Retirement System	23.50%	23.50%	23.50%	23.50%	23.50%

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 the vehicle replacement fund attributed primarily to the ability to control costs in prior years, the forecast assumed no FY15-16 contributions. Ongoing contributions to the technology fund are assumed throughout the five-year forecast period. Other measures that have been implemented regarding the replacement funds include the following:

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

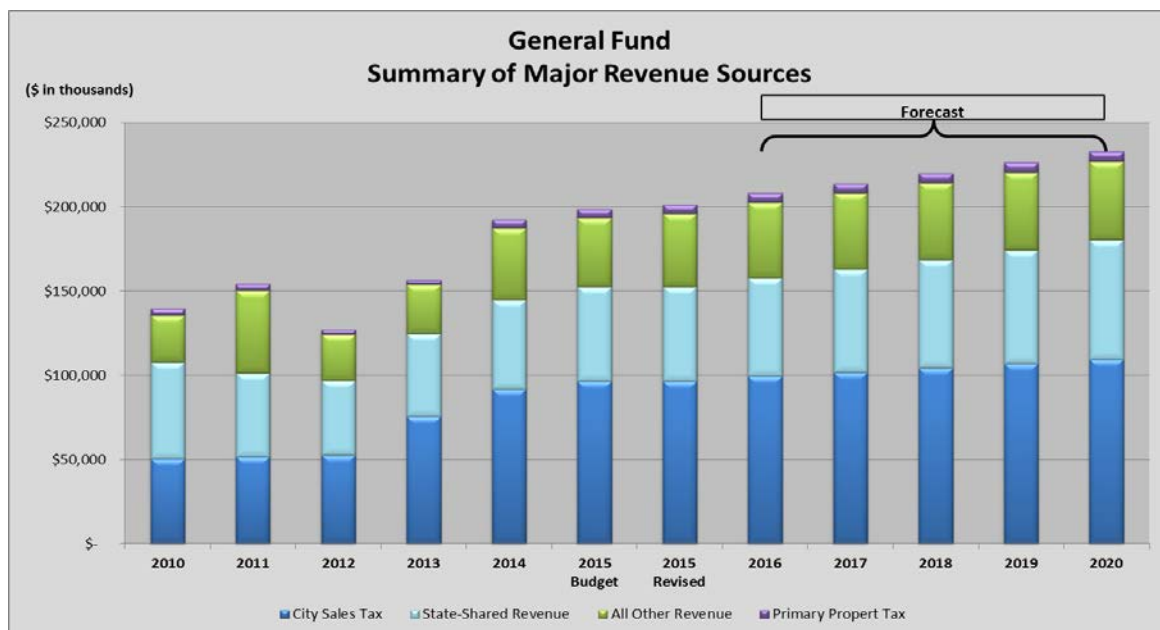
DEBT SERVICE OBLIGATIONS

The forecast includes no additional debt financed projects will be supported by the General Fund. The current Municipal Property Corporation (MPC) debt service supported the previously financed regional public safety training facility, infrastructure improvements for the Zanjero development, and the new convention center/media center/parking garage facilities at the Westgate development. 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 \$19.8 to \$34.6 million throughout the five-year forecast period. It is important to note that in March 2015, subsequent to the five-year forecast, \$130.6 million in outstanding MPC debt was refunded into Excise Tax Revenue Obligations.

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, property tax, General Obligation, and enterprise and special revenue funds debt service.

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.



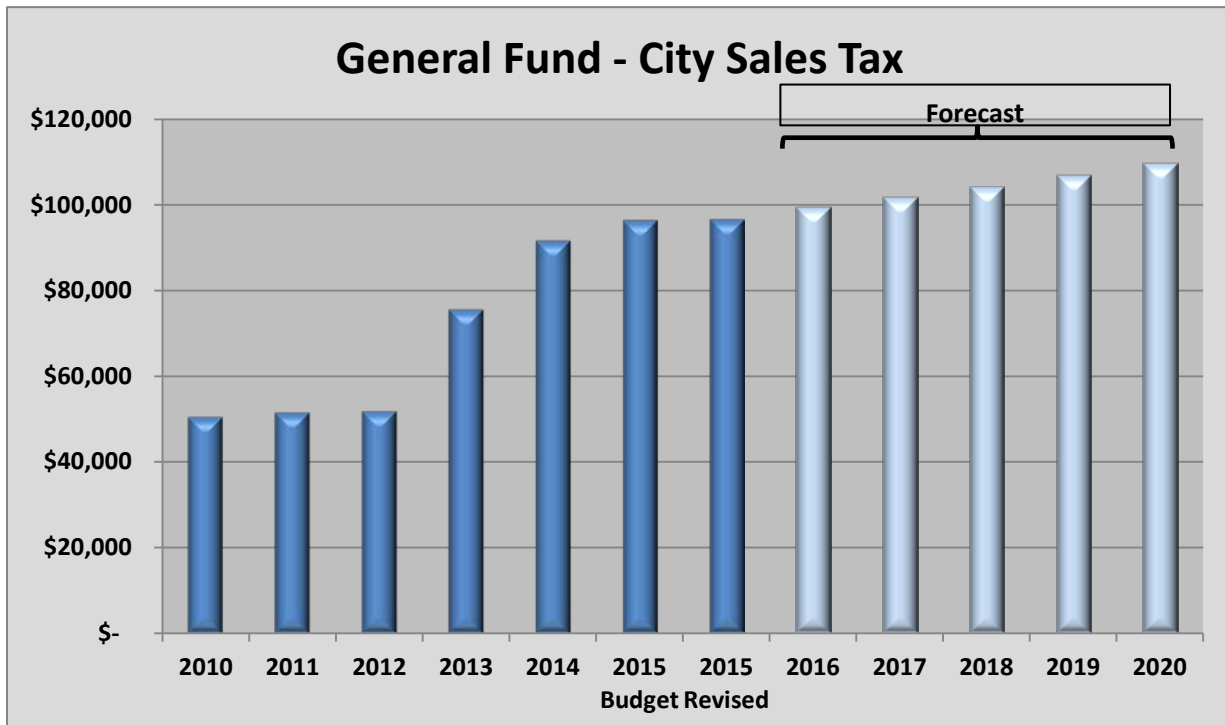
Beginning in FY08-09, a significant economic recession began to impact sales tax and other City revenues. National conditions deteriorated rapidly during the summer and fall of 2008 and continued into 2009 as the credit markets froze for consumers and businesses resulting in a decline in business investment 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 order to maintain service levels address the financial challenges, and create financial stability the City Council increased the City's sales tax rate by .7% beginning in August 2012.

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

CITY SALES TAX

City sales tax revenue is highly elastic and varies directly with the economic conditions. During times of economic expansion, tax revenues increase, primarily due to higher levels of consumer spending. During an economic downturn, the opposite is true and tax revenue levels decline. City sales tax receipts comprise approximately 47.4% of the city's General Fund revenue through FY19-20.

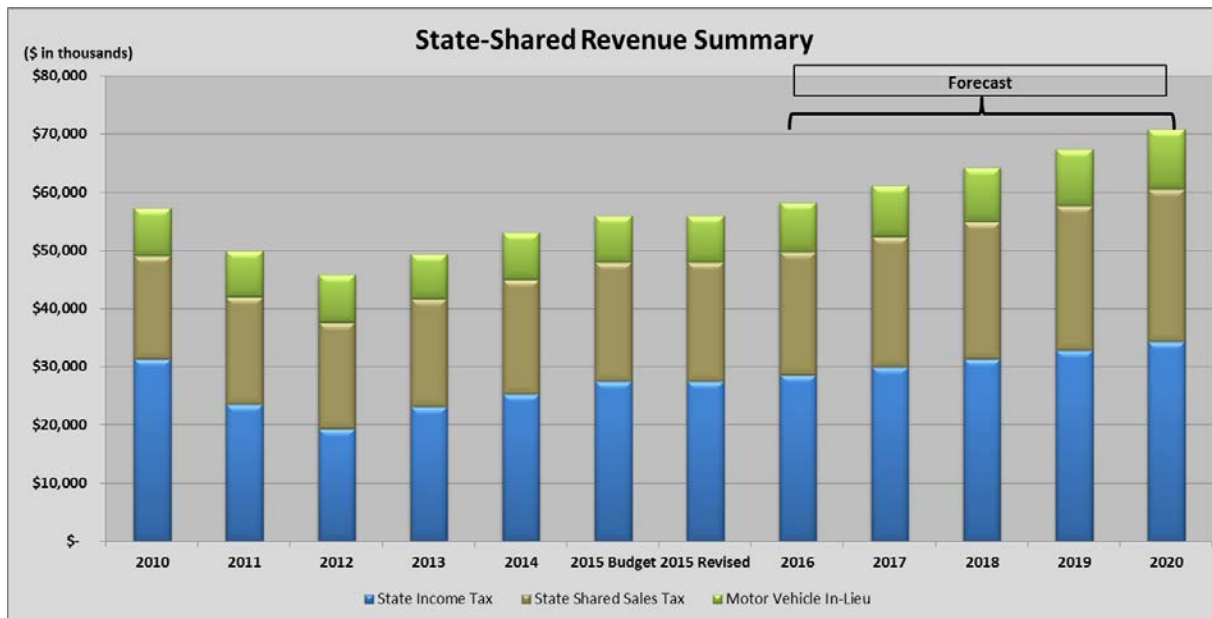


City sales tax collections remained relatively flat from FY09-10 through FY11-12. Beginning in August 2012, the 0.7% sales tax increase generated approximately \$22 million in FY12-13 representing eleven months in the fiscal year. Taxable sales estimates assume growth of 3.3% in FY15-16 and average approximately 3.5% 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.

STATE-SHARED REVENUE

Cities and towns in Arizona are beneficiaries of a state-shared revenue program that distributes state sales, income, and vehicle license taxes (commonly referred to as “State Shared Revenues”). This category represents 28%, or \$58.3 million of estimated operating revenue in FY15-16. 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 assumes an overall percentage of State-Shared revenue averaging 28.9% through FY19-20. The forecast for each State-Shared revenue source is developed separately and compared to the state’s forecast for these revenue sources. The forecast assumes continued state sales tax revenue growth consistent with projections from the State Finance Advisory Committee. State-Shared revenue is also dependent upon state law. It is impossible to predict the actions of future legislatures, and therefore, the forecast assumes there will be no changes in future state shared revenue formulae. The average annual growth rate for State-Shared Revenue is projected to be between 4% and 5% during the five-year forecast period.

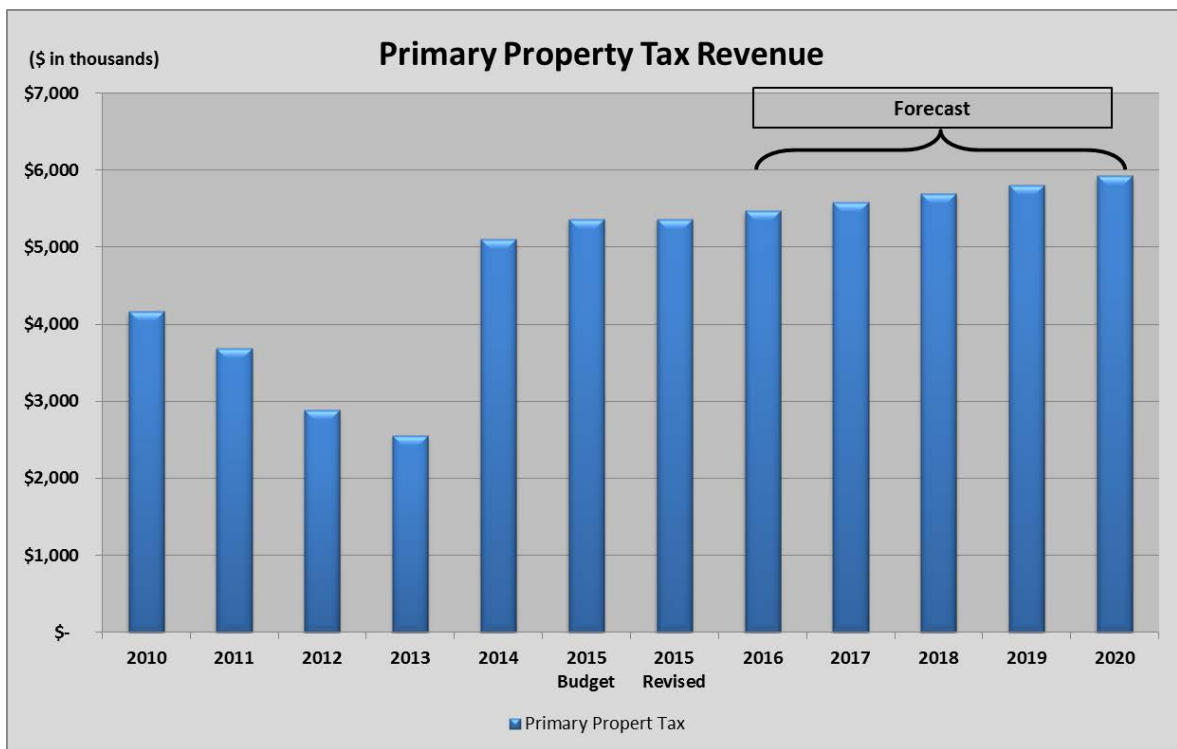


PROPERTY TAX

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

Primary property tax is a relatively small revenue source for the General Fund as it is only 3% of the total General Fund revenue, or approximately \$5.3 million forecasted for FY15-16. The city’s property tax revenue projection is based on the state-mandated levy limits and increases are estimated at 2% per year. The City’s financial policies indicate the primary property tax levy will be set each year at the maximum allowable amount.

The sharp increase in primary property tax revenue in FY13-14 is the direct result of raising the primary property tax to the maximum state allowable limit which the city had deferred for several years. As a result, the increase in FY13-14 equated to a 120.8% increase in the levy as described in the previous paragraph.



OTHER REVENUE

This category covers a variety of city fees and charges for city services such as building permits, right-of-way permits, construction plan check reviews, barricade fees, business and sales tax licenses, liquor licenses, fire inspection fees, park and recreation fees, court fees and fines, library fees and fines, and fees related to planning and zoning issues. This category also includes revenues from cable, gas and electric franchise fees, income from the rental of city facilities, cemetery services, interest income, and other miscellaneous revenues.

This revenue also includes general staff and administrative service charges. Departments whose operations are supported by the General Fund, such as the Finance and Technology, 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 the other funds operations would have to pay outside contractors to provide if city departments did not provide them. Consequently, each of the identified operations is required to pay its fair share of the cost for these services, which are called general staff and administrative service charges.

The Finance and Technology Department established these charges based on an indirect cost allocation model that uses various accepted allocation methods. The charges are applied to the other fund's operating budgets in equal amounts (i.e. 1/12) each month. The total general staff and administrative service charges for FY15-16 were forecasted at \$9.7 million or about 22% of the other revenue category which is projected to total \$43.4 million in FY15-16. The other revenue category is forecasted to increase by 9% in FY15-16 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 demonstrated that the annual structural deficit identified in the prior year forecast had been eliminated, which meant ongoing operating revenues were sufficient to cover ongoing expenditures. The ongoing operating expenditures assumed an increase in police and fire services, continuation of other service levels, continuation of current obligations, moderate revenue growth, controlling operating costs, and achieving savings from an Excise Tax Bond refunding. The forecast also assumed a steady reduction in the General Fund sales tax rate each year and absorbing significant costs increases in health insurance and public safety retirement. Subsequent to the forecast, the Council adopted the FY15-16 budget without reducing the sales tax rate.

Finally, the General Fund forecast absorbs the impacts of eliminating what were formally referred to as the General Fund, Sub-Funds. The General Fund Sub-Funds, totaling 23, were supported primarily by the General Fund and several of these funds had appropriated spending

deficiencies throughout the past fiscal years. Combining these funds into the General Fund ensures financial transparency, financial stability for those activities, and simplification of General Fund financial presentations. It is also consistent with best budget practices.



The anticipated structural deficit described in the prior year was due primarily to an anticipated elimination of the 0.7% sales tax increase in August 2017. The tax was originally expected to be in effect for only five years and expire in FY17-18. Glendale City Council subsequently passed an ordinance on June 24, 2014 eliminating the August 1, 2017 expiration date in order to preserve future services. The chart below summarizes the forecast.

General Fund Forecast

	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Beginning Fund Balance	30,175,492	30,222,973	24,390,988	20,784,141	21,557,774
Operating Revenue	208,010,787	213,814,538	219,951,035	226,305,286	232,886,057
Operating Expenditures	(205,263,432)	(213,333,337)	(211,298,792)	(211,754,398)	(215,835,109)
Net Transfers	2,300,126	(1,313,187)	(7,259,089)	(8,777,255)	(9,196,229)
Contingency	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)
Total Annual Structural Surplus/(Deficit)	47,481	(5,831,986)	(3,606,846)	773,633	2,854,719
Ending Fund Balance	30,222,973	24,390,987	20,784,142	21,557,774	24,412,493

The detailed General Fund Five-Year Financial Forecast, as presented on December 16, 2014 follows:

**General Fund - Five-Year Financial Forecast
FY15-16 Through FY19-20 with FY13-14 & FY14-15 Comparative Data**

	FY13-14	FY14-15		Forecast				
	Actual	Budget	Revised	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Operating Revenue								
<i>Local Taxes</i>								
City Sales Tax	91,755,447	96,501,449	96,760,623	100,300,169	103,741,303	107,312,169	111,007,821	114,832,638
Sales Tax Reduction	-	-	-	(909,790)	(1,883,266)	(2,923,770)	(4,034,803)	(5,220,026)
Primary Property Tax	5,096,745	5,364,136	5,364,136	5,471,419	5,580,847	5,692,464	5,806,313	5,922,439
Total Local Taxes	96,852,192	101,865,585	102,124,759	104,861,798	107,438,884	110,080,863	112,779,331	115,535,051
<i>Intergovernmental</i>								
State Shared Revenue	53,091,782	55,947,163	55,947,163	58,313,147	61,129,013	64,207,390	67,441,610	70,839,605
Other Intergovernmental	-	-	500,000	1,400,000	1,428,000	1,456,560	1,485,691	1,515,405
Total Intergovernmental	53,091,782	55,947,163	56,447,163	59,713,147	62,557,013	65,663,950	68,927,301	72,355,010
<i>Fees, Licenses, Permits, & Arena Fees</i>								
Fees, Licenses, & Permits	23,057,760	20,573,253	22,077,212	22,345,260	22,616,937	22,892,285	23,171,361	23,454,213
Arena Fees	4,825,836	6,413,085	6,413,085	6,477,216	6,541,988	6,607,408	6,673,482	6,740,217
Total Fees, Licenses & Permits	27,883,596	26,986,338	28,490,297	28,822,476	29,158,925	29,499,693	29,844,843	30,194,430
<i>Other & Miscellaneous</i>								
Other Revenues	2,182,827	2,812,395	2,812,395	2,837,736	2,863,330	2,889,180	2,915,289	2,941,659
Staff Admin. Chargeback Revenue	9,200,000	9,700,000	9,700,000	9,700,000	9,700,000	9,700,000	9,700,000	9,700,000
Internal Charges	2,794,573	1,212,222	1,212,222	1,671,630	1,688,346	1,705,229	1,722,281	1,739,504
Interest Income	407,283	255,000	400,000	404,000	408,040	412,120	416,241	420,403
Total Other & Miscellaneous	14,584,683	13,979,617	14,124,617	14,613,366	14,659,716	14,706,529	14,753,811	14,801,566
Total Operating Revenue	192,412,253	198,778,703	201,186,836	208,010,787	213,814,538	219,951,035	226,305,286	232,886,057
Expenditures & Other Financing Sources/Uses								
<i>Expenditures</i>								
Wages and Salaries	(72,116,157)	(88,435,393)	(88,435,393)	(92,378,035)	(94,105,107)	(95,487,668)	(97,607,985)	(98,801,019)
Overtime	(4,396,655)	(6,425,467)	(6,425,467)	(5,504,947)	(6,563,947)	(5,504,947)	(5,504,947)	(5,504,947)
Benefits	(27,435,210)	(37,106,158)	(37,106,158)	(43,943,309)	(45,262,154)	(46,804,100)	(48,255,849)	(49,261,906)
Supplies and Contracts	(17,967,410)	(26,266,857)	(26,266,857)	(24,842,678)	(25,297,358)	(25,760,927)	(26,233,563)	(26,715,443)
Utilities	(5,588,878)	(6,497,705)	(6,497,705)	(6,405,809)	(6,533,925)	(6,664,604)	(6,797,896)	(6,933,854)
Vehicle Maintenance & Fuel	(2,883,709)	(3,197,286)	(3,197,286)	(3,192,202)	(3,256,046)	(3,321,167)	(3,387,590)	(3,455,342)
Vehicles, Technology, Risk Mgt., Workers' Comp.	(5,300,823)	(3,872,090)	(3,872,090)	(3,949,532)	(4,028,522)	(4,109,093)	(4,191,275)	(4,275,100)
Capital Outlay	(1,091,238)	(2,291,013)	(3,694,565)	(4,920,865)	(2,720,865)	(2,720,865)	(2,720,865)	(2,720,865)
Arena Management Fee/Capital	(14,002,055)	(15,500,000)	(15,500,000)	(15,500,000)	(15,500,000)	(15,500,000)	(15,500,000)	(15,500,000)
NHL Management Fee	-	-	-	-	(5,000,000)	-	-	-
Camelback Ranch - Phoenix IGA	-	-	(345,750)	(668,646)	(668,646)	(668,646)	-	(1,086,822)
Lease Payments	(1,329,454)	(1,801,434)	(1,801,434)	(3,358,809)	(3,307,216)	(3,307,115)	(1,179)	-
Interfund Loan	(403,640)	(501,610)	(501,610)	(598,600)	(1,089,550)	(1,449,660)	(1,553,250)	(1,579,810)
Total Expenditures	(152,515,228)	(191,895,013)	(193,644,315)	(205,263,432)	(213,333,337)	(211,298,792)	(211,754,398)	(215,835,109)
<i>Other Financing Sources/Uses</i>								
<i>Transfers In</i>								
Other Transfers In	340,981	-	-	-	-	-	-	-
Special Revenue - PSST Police	-	16,550,770	16,550,770	15,945,955	16,457,517	17,002,030	17,565,601	18,148,897
Special Revenue - PSST Fire	-	7,891,649	7,891,649	7,676,332	7,933,927	8,208,114	8,491,898	8,785,614
Total Transfers In	340,981	24,442,419	24,442,419	23,622,287	24,391,444	25,210,144	26,057,499	26,934,511
<i>Transfers Out</i>								
Special Revenue - HURF	(15,000)	-	-	-	-	-	-	-
Special Revenue - Transportation	(900,000)	(900,000)	(900,000)	(900,000)	(900,000)	(900,000)	(900,000)	(900,000)
Special Revenue - Other	(467,221)	(534,299)	(534,299)	(534,299)	(534,299)	(534,299)	(534,299)	(534,299)
Debt Service - MPC	(29,496,134)	(31,288,661)	(31,288,661)	(19,887,862)	(24,270,332)	(31,034,934)	(33,400,455)	(34,696,441)
Total Transfers Out	(30,878,355)	(32,722,960)	(32,722,960)	(21,322,161)	(25,704,631)	(32,469,233)	(34,834,754)	(36,130,740)
Total Expenditures & Other Financing Sources/Uses	(183,052,602)	(200,175,554)	(201,924,856)	(202,963,306)	(214,646,524)	(218,557,881)	(220,531,653)	(225,031,338)
Total Surplus/(Deficit) Before Contingency	9,359,651	(1,396,851)	(738,020)	5,047,481	(831,986)	1,393,154	5,773,633	7,854,719
<i>Contingency</i>	-	(5,330,000)	(3,580,698)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)
Total Surplus/(Deficit) After Contingency	9,359,651	(6,726,851)	(4,318,718)	47,481	(5,831,986)	(3,606,846)	773,633	2,854,719
Beginning Fund Balance - With Contingency	25,134,560	34,494,210	34,494,210	30,175,492	30,222,973	24,390,988	20,784,141	21,557,774
Ending Fund Balance - With Contingency	34,494,210	27,767,359	30,175,492	30,222,973	24,390,988	20,784,141	21,557,774	24,412,493

Other Major Funds

Five-year forecasts for the other major funds were also presented to the Council on December 16, 2014 and used as a basis to set the FY15-16 budget for the respective funds. The five-year forecasts include the following funds: Highway User Revenue Fund (HURF), Transportation Sales Tax, Police Sales Tax, Fire Sales Tax Special Revenue Funds; and the , Sanitation, Landfill and Water & Sewer Enterprise Funds. These forecasts were prepared using the same tools and methods described in detail in the preceding General Fund five-year forecast section. Therefore, this section will only include a brief overview of each major fund with the five-year forecast pictured in the same format as was used in the preceding General Fund section.

HIGHWAY USER REVENUE FUND (HURF)

The anticipated rate of revenue growth is estimated at approximately 1% annually. Revenue estimates are provided by the League of Arizona Cities and Towns each March. Substantial expenditures forecasted over the next five years include major street improvements totaling \$31 million with approximately \$10 million of street improvements anticipated to be 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 in December of 2013. The fund is considered healthy; however, care must be taken to ensure financial stability of the fund.

Highway User Revenue Funds - Five-Year Financial Forecast
FY15-16 Through FY19-20 with FY13-14 & FY14-15 Comparative Date

	FY13-14	FY14-15		Forecast				
	Actual	Budget	Rev Est	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Revenue & Other Financing Sources								
<i>HURF Revenue</i>	12,789,798	12,903,286	12,903,286	13,032,319	13,162,642	13,294,268	13,427,211	13,561,483
<i>Interest</i>	5,375	21,406	21,406	21,620	21,836	22,054	22,275	22,498
<i>Other Revenue</i>	917	-	-	-	-	-	-	-
<i>Bond Proceeds</i>	-	-	-	10,000,000	-	-	-	-
<i>Transfers In</i>	1,015,000	1,000,000	1,000,000	1,000,000	-	-	-	-
Total Revenue & Other Financing Sources	13,811,091	13,924,692	13,924,692	24,053,939	13,184,478	13,316,322	13,449,486	13,583,981
Expenditures & Other Financing Uses								
<i>Wages and Salaries</i>	(1,842,196)	(2,137,680)	(2,137,680)	(2,067,896)	(2,108,816)	(2,147,536)	(2,184,976)	(2,222,514)
<i>Overtime</i>	(36,914)	(61,103)	(61,103)	(61,103)	(61,103)	(61,103)	(61,103)	(61,103)
<i>Benefits</i>	(661,319)	(739,758)	(739,758)	(782,133)	(810,700)	(835,762)	(857,030)	(878,761)
<i>Supplies and Contracts</i>	(2,342,369)	(2,408,180)	(2,408,180)	(2,391,475)	(2,484,185)	(2,533,869)	(2,584,546)	(2,636,237)
<i>Utilities</i>	(2,442,409)	(2,580,301)	(2,580,301)	(2,607,386)	(2,659,534)	(2,712,725)	(2,766,979)	(2,822,319)
<i>Vehicle Maintenance & Fuel</i>	(290,090)	(304,049)	(304,049)	(310,130)	(316,333)	(322,659)	(329,112)	(335,695)
<i>Vehicles, Technology, Risk Mgt., Workers' Comp.</i>	(279,297)	(240,886)	(240,886)	(261,423)	(368,399)	(373,722)	(379,152)	(384,689)
<i>Capital Outlay</i>	-	(18,675,000)	(11,675,000)	(16,000,000)	(9,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
<i>Debt Service - Principal</i>	(4,355,000)	(1,805,000)	(1,805,000)	(1,895,000)	(758,680)	(804,200)	(852,452)	(903,599)
<i>Debt Service - Interest & Fiscal Agent Fees</i>	(330,875)	(153,000)	(153,000)	(75,800)	(600,000)	(554,480)	(506,228)	(455,081)
<i>Transfers Out</i>	(21,014)	-	-	-	-	-	-	-
Total Expenditures & Other Financing Uses	(12,601,482)	(29,104,957)	(22,104,957)	(26,452,346)	(19,167,749)	(12,346,055)	(12,521,578)	(12,699,997)
Total Income (Loss)	1,209,608	(15,180,265)	(8,180,265)	(2,398,407)	(5,983,271)	970,267	927,908	883,984
Contingency	-	(600,000)	(600,000)	(650,000)	(660,000)	(670,000)	(670,000)	(680,000)
Total Income/(Loss) w/ Contingency	1,209,608	(15,780,265)	(8,780,265)	(3,048,407)	(6,643,271)	300,267	257,908	203,984
Beginning Fund Balance - With Contingency	18,853,666	20,063,274	20,063,274	11,283,009	8,234,602	1,591,331	1,891,597	2,149,506
Ending Fund Balance - With Contingency	20,063,274	4,283,009	11,283,009	8,234,602	1,591,331	1,891,597	2,149,506	2,353,489

TRANSPORTATION SALES TAX

The Transportation Sales Tax funds began FY14-15 with a \$30.6 million fund balance. Despite the fact that the FY14-15 capital outlay was budgeted and forecasted to be \$41.3 million, the estimated June 30, 2015 fund balance was updated to be \$18.5 million. This was primarily due to lower than anticipated spending on planned capital projects which were delayed or deferred into subsequent years. In addition, the FY14-15 budget included a planned bond sale of \$20 million to help fund capital projects which did not occur. Operating expenditures were forecasted at \$12.8 million in FY15-16 with ongoing inflationary adjustments planned throughout the forecast period. Assuming \$15.0 million in debt is issued in FY16-17, the debt service payments will total approximately \$8.5 million beginning in FY17-18.

Transportation Sales Tax Funds - Five-Year Financial Forecast
FY15-16 Through FY19-20 with FY13-14 & FY14-15 Comparative Date

	FY13-14	FY14-15		Forecast				
	Actual	Budget	Rev Est	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Revenue & Other Financing Sources								
<i>City Sales Tax</i>	22,919,182	23,432,936	23,432,936	24,206,223	25,029,235	25,905,258	26,811,942	27,750,360
<i>Transit Revenue</i>	118,897	128,807	128,807	128,807	128,807	128,807	128,807	128,807
<i>Interest</i>	114,114	80,000	80,000	80,000	-	80,000	-	80,000
<i>Other Revenue</i>	88,486	-	-	-	-	-	-	-
<i>Bond Proceeds</i>	-	20,000,000	-	-	15,000,000	-	-	-
<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	24,140,679	45,208,450	25,208,450	25,981,737	41,724,749	27,680,772	28,507,456	29,525,874
Expenditures & Other Financing Uses								
<i>Wages and Salaries</i>	(2,471,628)	(2,922,916)	(2,922,916)	(3,095,194)	(3,155,187)	(3,212,402)	(3,269,852)	(3,324,704)
<i>Overtime</i>	(39,945)	(36,750)	(36,750)	(36,750)	(36,750)	(36,750)	(36,750)	(36,750)
<i>Benefits</i>	(767,445)	(865,883)	(865,883)	(936,387)	(946,568)	(978,959)	(1,006,463)	(1,034,010)
<i>Supplies and Contracts</i>	(3,360,020)	(6,118,202)	(6,118,202)	(6,256,532)	(6,381,663)	(6,509,296)	(6,639,482)	(6,772,272)
<i>Utilities</i>	(159,530)	(285,022)	(285,022)	(274,756)	(280,252)	(285,857)	(291,574)	(297,405)
<i>Vehicle Maintenance & Fuel</i>	(530,606)	(683,560)	(683,560)	(697,231)	(711,176)	(725,399)	(739,907)	(754,705)
<i>Vehicles, Technology, Risk Mgt., Workers' Comp.</i>	(1,566,596)	(1,572,692)	(1,572,692)	(1,575,370)	(1,641,557)	(1,644,343)	(1,647,186)	(1,650,085)
<i>Capital Outlay</i>	(6,711,041)	(41,321,008)	(15,321,008)	(16,364,821)	(15,575,468)	(3,098,083)	(3,430,204)	(9,591,954)
<i>Debt Service - Principal</i>	(3,125,000)	(3,250,000)	(3,250,000)	(3,380,000)	(3,550,000)	(4,137,768)	(4,347,234)	(4,528,168)
<i>Debt Service - Interest & Fiscal Agent Fees</i>	(4,202,781)	(4,081,081)	(4,081,081)	(3,946,081)	(3,777,081)	(4,499,581)	(4,288,615)	(4,106,081)
<i>Transfers Out</i>	(1,041,110)	(1,000,000)	(1,000,000)	(1,000,000)	-	-	-	-
Total Expenditures & Other Financing Uses	(23,975,702)	(62,137,114)	(36,137,114)	(37,563,123)	(36,055,701)	(25,128,439)	(25,697,267)	(32,096,134)
Total Income (Loss)	164,977	(16,928,664)	(10,928,664)	(11,581,386)	5,669,048	2,552,333	2,810,189	(2,570,260)
Contingency		(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,300,000)	(1,300,000)	(1,300,000)
Total Income/(Loss) w/ Contingency	164,977	(18,128,664)	(12,128,664)	(12,781,386)	4,469,048	1,252,333	1,510,189	(3,870,260)
Beginning Fund Balance - With Contingency	30,501,147	30,666,124	30,666,124	18,537,460	5,756,074	10,225,123	11,477,456	12,987,645
Ending Fund Balance - With Contingency	30,666,124	12,537,460	18,537,460	5,756,074	10,225,123	11,477,456	12,987,645	9,117,385

PUBLIC SAFETY SALES TAX (POLICE & FIRE)

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

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



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

**PSST - Police Sales Tax Fund - Five-Year Financial Forecast
FY14-15 Through FY18-19 with FY13-14 & FY14-15 Comparative Date**

	FY13-14	FY14-15		Forecast				
	Actual	Budget	Rev Est	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Revenue & Other Financing Sources								
City Sales Tax	14,051,940	14,565,300	14,565,300	15,045,955	15,557,517	16,102,030	16,665,601	17,248,897
Other Revenue	175,939	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue & Other Financing Sources	14,227,879	14,565,300	14,565,300	15,045,955	15,557,517	16,102,030	16,665,601	17,248,897
Expenditures & Other Financing Uses								
Wages and Salaries	(6,551,220)	-	-	-	-	-	-	-
Overtime	(474,686)	-	-	-	-	-	-	-
Benefits	(3,064,083)	-	-	-	-	-	-	-
Supplies and Contracts	(2,609,493)	-	-	-	-	-	-	-
Vehicle Maintenance & Fuel	(356,918)	-	-	-	-	-	-	-
Vehicles, Technology, Risk Mgt., Workers' Comp.	(373,693)	-	-	-	-	-	-	-
Transfers Out	-	(16,550,770)	(16,550,770)	(15,945,955)	(16,457,517)	(17,002,030)	(17,565,601)	(18,148,897)
Total Expenditures & Other Financing Uses	(13,430,093)	(16,550,770)	(16,550,770)	(15,945,955)	(16,457,517)	(17,002,030)	(17,565,601)	(18,148,897)
Total Income (Loss)	797,785	(1,985,470)	(1,985,470)	(900,000)	(900,000)	(900,000)	(900,000)	(900,000)
Contingency	-	-	-	-	-	-	-	-
Total Income/(Loss) w/ Contingency	797,785	(1,985,470)	(1,985,470)	(900,000)	(900,000)	(900,000)	(900,000)	(900,000)
Beginning Fund Balance - With Contingency	8,614,760	9,412,545	9,412,545	7,427,075	6,527,075	5,627,075	4,727,075	3,827,075
Ending Fund Balance - With Contingency	9,412,545	7,427,075	7,427,075	6,527,075	5,627,075	4,727,075	3,827,075	2,927,075

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

**PSST - Fire Sales Tax Fund - Five-Year Financial Forecast
FY14-15 Through FY18-19 with FY13-14 & FY14-15 Comparative Date**

	FY13-14	FY14-15		Forecast				
	Actual	Budget	Rev Est	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Revenue & Other Financing Sources								
City Sales Tax	7,020,940	7,334,300	7,334,300	7,576,332	7,833,927	8,108,114	8,391,898	8,685,614
Total Revenue & Other Financing Sources	7,020,940	7,334,300	7,334,300	7,576,332	7,833,927	8,108,114	8,391,898	8,685,614
Expenditures & Other Financing Uses								
Wages and Salaries	(3,256,468)	-	-	-	-	-	-	-
Overtime	(701,377)	-	-	-	-	-	-	-
Benefits	(1,416,511)	-	-	-	-	-	-	-
Supplies and Contracts	(976,496)	-	-	-	-	-	-	-
Vehicle Maintenance & Fuel	(18,883)	-	-	-	-	-	-	-
Vehicles, Technology, Risk Mgt., Workers' Comp.	(147,371)	-	-	-	-	-	-	-
Transfers Out	-	(7,891,649)	(7,891,649)	(7,676,332)	(7,933,927)	(8,208,114)	(8,491,898)	(8,785,614)
Total Expenditures & Other Financing Uses	(6,517,107)	(7,891,649)	(7,891,649)	(7,676,332)	(7,933,927)	(8,208,114)	(8,491,898)	(8,785,614)
Total Income (Loss)	503,834	(557,349)	(557,349)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Contingency	-	-	-	-	-	-	-	-
Total Income/(Loss) w/ Contingency	503,834	(557,349)	(557,349)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Beginning Fund Balance - With Contingency	990,160	1,493,994	1,493,994	936,645	836,645	736,645	636,645	536,645
Ending Fund Balance - With Contingency	1,493,994	936,645	936,645	836,645	736,645	636,645	536,645	436,645

SANITATION ENTERPRISE FUND

This fund supports refuse collection and disposal services to homes and businesses in the city. Over the five-year forecast period, revenues are expected to remain stable with no assumed rate increases. It is important to note that, depending on the timing of capital outlay projects and fund performance, future rate adjustments may be necessary. Fund balance over the forecasted period is projected to decrease from \$1 million in FY15-16 to a negative \$1.6 million in FY19-20. Residential and commercial sanitation revenues are projected to grow from \$15 million, starting in FY15-16, to \$15.3 million in FY19-20, 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. Staff will continue to monitor and update the financial operations for potential changes in capital planning or potential rate adjustments.

Sanitation Fund - Five-Year Financial Forecast
FY15-16 Through FY19-20 with FY13-14 & FY14-15 Comparative Date

	FY13-14	FY14-15		Forecast				
	Actual	Budget	Rev Est	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Revenue & Other Financing Sources								
<i>Commercial Sanitation Revenue</i>	3,336,433	3,400,000	3,400,000	3,417,000	3,434,085	3,451,255	3,468,511	3,485,854
<i>Commercial Sanitation Rolloff</i>	560,386	600,000	600,000	603,000	606,015	609,045	612,090	615,150
<i>Outside City Commercial</i>	55,482	-	-	-	-	-	-	-
<i>Residential Sanitation</i>	10,606,128	10,630,000	10,630,000	10,683,150	10,736,566	10,790,249	10,844,200	10,898,421
<i>Miscellaneous Bin Service</i>	89,917	100,000	100,000	100,500	101,003	101,508	102,016	102,526
<i>Internal Charges</i>	84,293	115,000	115,000	115,000	115,000	115,000	115,000	115,000
<i>Interfund Loan Proceeds</i>	35,846	44,588	44,450	52,967	125,392	136,154	145,714	148,404
<i>Interest</i>	4,345	4,000	4,000	4,020	4,040	4,060	4,080	4,100
<i>Other Revenue</i>	182,377	101,000	101,000	101,000	101,000	101,000	101,000	101,000
<i>Lease Proceeds</i>	-	-	-	4,070,000	3,635,000	1,925,000	1,470,000	2,739,000
Total Revenue & Other Financing Sources	14,955,206	14,994,588	14,994,450	19,146,637	18,858,101	17,233,271	16,862,611	18,209,455
Expenses & Other Financing Uses								
<i>Wages and Salaries</i>	(2,937,654)	(3,008,493)	(3,008,493)	(3,026,239)	(3,092,447)	(3,156,520)	(3,218,047)	(3,277,946)
<i>Overtime</i>	(192,939)	(131,000)	(131,000)	(131,000)	(131,000)	(131,000)	(131,000)	(131,000)
<i>Benefits</i>	(1,158,492)	(1,233,150)	(1,233,150)	(1,303,041)	(1,353,614)	(1,398,077)	(1,435,464)	(1,473,355)
<i>Supplies and Contracts</i>	(3,125,588)	(3,004,028)	(3,004,028)	(572,972)	(584,431)	(596,120)	(608,042)	(620,203)
<i>Utilities</i>	(825)	(2,700)	(2,700)	(1,020)	(1,040)	(1,061)	(1,082)	(1,104)
<i>Vehicle Maintenance & Fuel</i>	(3,184,046)	(3,550,667)	(3,550,667)	(3,621,680)	(3,694,114)	(3,767,996)	(3,843,356)	(3,920,223)
<i>Vehicles, Technology, Risk Mgt., Workers' Comp.</i>	(2,331,807)	(2,402,960)	(2,402,960)	(4,862,994)	(4,868,678)	(4,874,476)	(4,880,390)	(4,886,422)
<i>Capital Outlay</i>	(776,673)	(3,985,528)	(3,985,528)	(4,070,010)	(3,635,000)	(1,925,000)	(1,470,000)	(2,739,000)
<i>Debt Service - Principal</i>	(246,416)	-	-	(515,301)	(996,139)	(1,279,708)	(1,517,011)	(1,924,474)
<i>Debt Service - Interest & Fiscal Agent Fees</i>	(3,461)	-	-	(162,800)	(287,588)	(324,743)	(332,356)	(381,236)
<i>Transfers Out</i>	(39,872)	-	-	-	-	-	-	-
Total Expenses & Other Financing Uses	(13,997,772)	(17,318,526)	(17,318,526)	(18,267,058)	(18,644,052)	(17,454,701)	(17,436,748)	(19,354,963)
Total Income (Loss)	957,434	(2,323,938)	(2,324,076)	879,579	214,049	(221,430)	(574,137)	(1,145,508)
Contingency	-	(700,000)	(700,000)	(750,000)	(760,000)	(760,000)	(760,000)	(770,000)
Total Income/(Loss) w/ Contingency	957,434	(3,023,938)	(3,024,076)	129,579	(545,951)	(981,430)	(1,334,137)	(1,915,508)
Beginning Fund Balance - With Contingency	3,111,034	4,068,468	4,068,468	1,044,392	1,173,971	628,021	(353,409)	(1,687,546)
Ending Fund Balance - With Contingency	4,068,468	1,044,530	1,044,392	1,173,971	628,021	(353,409)	(1,687,546)	(3,603,055)

LANDFILL ENTERPRISE FUND

This fund includes the activities at the Glendale Landfill such as recycling, the materials recovery facility, and potential by-product services. Over the five-year forecast period, revenues are expected to remain stable with no assumed rate increases. It is important to note that, depending on the timing of capital outlay projects and fund performance, future rate adjustments may be necessary. Of the nearly \$11 million in FY14-15 annual budgeted revenue (excluding bond proceeds), approximately 22.5% or \$2.4 million is generated from the sale of recyclables. Large capital improvement projects in the later years of the plan include closure of the south quadrant of the landfill and major soil excavation. Declining fund balances due to these major projects indicates future bond sales may be necessary. Staff will continue to monitor the performance of the fund for future financing options.

Landfill Fund - Five-Year Financial Forecast
FY15-16 Through FY19-20 with FY13-14 & FY14-15 Comparative Date

	FY13-14	FY14-15		Forecast				
	Actual	Budget	Rev Est	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Revenue & Other Financing Sources								
<i>Recycling Sales</i>	1,719,266	2,478,380	2,478,380	2,503,164	2,528,196	2,553,478	2,579,013	2,604,803
<i>Tipping Fees</i>	4,107,327	5,174,760	5,174,760	5,226,508	5,278,773	5,331,561	5,384,877	5,438,726
<i>Staff & Adm Chargebacks</i>	431,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000
<i>Internal Charges</i>	2,687,112	2,204,800	2,204,800	2,226,848	2,249,116	2,271,607	2,294,323	2,317,266
<i>Interfund Loan Proceeds</i>	438,071	358,503	233,361	278,074	658,308	714,807	764,997	779,117
<i>Interest</i>	39,141	40,000	40,000	40,400	40,804	41,212	41,624	42,040
<i>Other Revenue</i>	254,154	233,200	233,200	233,200	233,200	233,200	233,200	233,200
<i>Bond Proceeds</i>	-	-	-	15,000,000	5,000,000	5,000,000	-	-
Total Revenue & Other Financing Sources	9,676,071	11,014,643	10,889,501	26,033,194	16,513,397	16,670,865	11,823,034	11,940,152
Expenses & Other Financing Uses								
<i>Wages and Salaries</i>	(1,906,367)	(2,241,531)	(2,241,531)	(2,232,530)	(2,276,984)	(2,321,837)	(2,364,557)	(2,405,671)
<i>Overtime</i>	(94,730)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)
<i>Benefits</i>	(664,343)	(772,339)	(772,339)	(830,028)	(860,026)	(886,975)	(910,049)	(933,276)
<i>Supplies and Contracts</i>	(2,040,743)	(3,723,823)	(3,723,823)	(3,779,028)	(3,854,608)	(3,931,700)	(4,010,334)	(4,090,541)
<i>Utilities</i>	(281,438)	(333,160)	(333,160)	(327,420)	(333,968)	(340,648)	(347,461)	(354,410)
<i>Vehicle Maintenance & Fuel</i>	(566,978)	(513,971)	(513,971)	(553,886)	(564,963)	(576,262)	(587,788)	(599,543)
<i>Vehicles, Technology, Risk Mgt., Workers' Comp.</i>	(1,109,428)	(1,143,457)	(1,143,457)	(1,167,668)	(1,169,944)	(1,172,264)	(1,174,632)	(1,177,046)
<i>Capital Outlay</i>	(723,220)	(12,254,529)	(6,474,416)	(19,902,893)	(8,094,830)	(6,136,310)	-	(785,341)
<i>Debt Service - Principal</i>	-	-	-	-	(407,768)	(568,157)	(738,169)	(782,459)
<i>Debt Service - Interest & Fiscal Agent Fees</i>	-	-	-	-	(900,000)	(1,175,534)	(1,441,445)	(1,397,155)
<i>Transfers Out</i>	(21,014)	-	-	-	-	-	-	-
Total Expenses & Other Financing Uses	(7,408,261)	(21,017,810)	(15,237,697)	(28,828,452)	(18,498,092)	(17,144,688)	(11,609,434)	(12,560,442)
Total Income (Loss)	2,267,810	(10,003,167)	(4,348,196)	(2,795,258)	(1,984,695)	(473,823)	213,600	(620,290)
Contingency	-	(600,000)	(600,000)	(550,000)	(580,000)	(580,000)	(590,000)	(600,000)
Total Income/(Loss) w/ Contingency	2,267,810	(10,603,167)	(4,948,196)	(3,345,258)	(2,564,695)	(1,053,823)	(376,400)	(1,220,290)
Beginning Fund Balance - With Contingency	9,834,861	12,102,671	12,102,671	7,154,475	3,809,217	1,244,522	190,699	(185,701)
Ending Fund Balance - With Contingency	12,102,671	1,499,504	7,154,475	3,809,217	1,244,522	190,699	(185,701)	(1,405,991)

WATER & SEWER ENTERPRISE FUND

The FY15-16 beginning fund balance of \$58.5 million will be used to fund extensive capital projects over the next four fiscal years. For example, improvements at the Arrowhead Reclamation Facility (\$19.4 million), water line replacements/extensions (\$10.8 million) and sewer line replacements (\$16.7 million including Arrowhead sewer lines) are major capital improvements occurring between FY15-16 and FY19-20 that are being funded through pay-as-you-go financing.

Total water and sewer revenues, totaling \$81.6 million in FY15-16, are expected to grow by 1% throughout the forecast period due to growth in accounts. A rate study is currently being planned for FY15-16 to ensure both capital and operating needs can be funded through user fees. The operating budget averages \$50.4 million over the five-year forecast period, including the planned 4% inflationary adjustments in FY16-17 and 2% inflationary adjustments through the end of the forecast period. In addition, the debt service budget averages \$25.3 million per year.

**Water & Sewer Funds - Five-Year Financial Forecast
FY15-16 Through FY19-20 with FY13-14 & FY14-15 Comparative Date**

	FY13-14	FY14-15		Forecast				
	Actual	Budget	Rev Est	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Revenue & Other Financing Sources								
<i>Water Revenue</i>	46,686,517	49,076,386	46,535,731	46,768,410	47,002,252	47,331,267	47,757,246	48,234,819
<i>Sewer Revenue</i>	32,581,238	33,514,156	33,032,630	33,197,793	33,363,783	33,597,330	33,899,706	34,238,703
<i>Development Permits/Fees/Impact</i>	810,683	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>	134,700	167,203	167,203	200,670	229,388	449,025	481,905	489,218
<i>Interest</i>	255,839	120,000	200,000	200,000	200,000	200,000	200,000	200,000
<i>Other Revenue</i>	1,019,384	81,000	81,000	81,080	81,160	81,273	81,420	81,585
<i>Bond Proceeds</i>	-	-	-	-	-	-	-	-
Total Revenue & Other Financing Sources	81,570,360	84,155,831	81,213,650	81,645,039	82,073,669	82,855,981	83,617,363	84,441,411
Expenses & Other Financing Uses								
<i>Wages and Salaries</i>	(11,097,173)	(12,823,423)	(12,823,423)	(13,043,914)	(13,312,575)	(13,570,735)	(13,810,828)	(14,043,120)
<i>Overtime</i>	(321,588)	(293,060)	(293,060)	(293,060)	(293,060)	(293,060)	(293,060)	(293,060)
<i>Benefits</i>	(3,754,943)	(4,454,808)	(4,454,808)	(4,806,271)	(4,985,018)	(5,143,027)	(5,275,699)	(5,409,479)
<i>Supplies and Contracts</i>	(16,129,058)	(20,855,816)	(17,700,000)	(18,231,000)	(18,777,930)	(19,341,268)	(19,921,506)	(20,519,151)
<i>Utilities</i>	(3,736,894)	(3,983,041)	(3,983,041)	(3,785,669)	(3,861,382)	(3,938,610)	(4,017,382)	(4,097,730)
<i>Vehicle Maintenance & Fuel</i>	(618,659)	(782,313)	(782,313)	(797,959)	(813,918)	(830,197)	(846,801)	(863,737)
<i>Vehicles, Technology, Risk Mgt., Workers' Comp.</i>	(6,954,156)	(6,290,071)	(6,290,071)	(6,817,292)	(7,426,945)	(7,459,991)	(7,493,698)	(7,528,079)
<i>Capital Outlay</i>	(2,091,677)	(36,150,259)	(31,408,919)	(16,693,495)	(27,656,004)	(24,756,740)	(19,947,557)	(18,521,225)
<i>Debt Service - Principal</i>	(15,725,000)	(13,170,000)	(13,170,000)	(13,770,000)	(14,375,000)	(15,075,000)	(15,680,000)	(16,005,000)
<i>Debt Service - Interest & Fiscal Agent Fees</i>	(12,747,318)	(12,308,365)	(12,308,365)	(11,709,714)	(11,094,264)	(10,405,014)	(9,794,026)	(9,103,326)
<i>Transfer Out</i>	(125,677)	-	-	-	-	-	-	-
Total Expenses & Other Financing Uses	(73,302,142)	(111,111,156)	(103,214,000)	(89,948,374)	(102,596,097)	(100,813,642)	(97,080,557)	(96,383,906)
Total Income (Loss)	8,268,218	(26,955,325)	(22,000,350)	(8,303,335)	(20,522,428)	(17,957,661)	(13,463,194)	(11,942,495)
Contingency	-	(4,200,000)	(4,200,000)	(2,000,000)	(2,100,000)	(2,100,000)	(2,100,000)	(2,100,000)
Total Income/(Loss) w/ Contingency	8,268,218	(31,155,325)	(26,200,350)	(10,303,335)	(22,622,428)	(20,057,661)	(15,563,194)	(14,042,495)
Beginning Fund Balance - With Contingency	76,482,245	84,750,463	84,750,463	58,550,113	48,246,778	25,624,350	5,566,689	(9,996,505)
Ending Fund Balance - With Contingency	84,750,463	53,595,138	58,550,113	48,246,778	25,624,350	5,566,689	(9,996,505)	(24,039,000)

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 2015-16 (FY15-16) budget is the adoption of the Council's financial policies. This budget document includes the Council's financial policies that were approved in the FY13-14 budget adoption process and revised in FY14-15.

While established financial policies existed, the existing financial policies needed to be expanded during the prior year. As the City focuses on long-term financial stability in its financial planning, it will become necessary to again revise the financial policies in FY15-16 to ensure the policies align with the expectations of the Council.

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

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

- b. A cost containment strategy means total costs for health insurance premiums will be shared between the employer, employees and retirees. Total premiums will be evaluated on an annual basis to ensure they are reasonable, competitive and expected to address anticipated claims plus the maintenance of an adequate reserve for the Employee Benefits Fund. Funding will be based on an annual actuarial report and its 75% confidence funding level recommendation.
 - c. A policy will be developed regarding the continuation of retiree health insurance after the completion of a comprehensive evaluation of the impact of GASB 67 and the presentation of results to Council.
11. Ideas for improving the efficiency and effectiveness of the city's programs and the productivity of its employees will be considered during the budget process.
12. Carryover of unspent appropriation from one fiscal year to the next is not automatic. The Finance and Technology Department staff will evaluate carryover requests and make recommendations to the City Manager. Recommended requests will be included in the City Manager's budget presented to Council.
13. Salary savings will be retained to the greatest extent possible to build fund balance. Salary savings may be used for expenses upon City Manager's approval. Salary savings may be used for expenses between funds/departments upon Council approval within the last three months of the fiscal year.
14. Total fund appropriation changes must be approved by the Council. These changes must also comply with the city's Alternative Expenditure Limitation in accordance with Article IX, Section 20, Constitution of Arizona and A.R.S. § 41-563 where final budget adoption sets the maximum allowable appropriation for the upcoming fiscal year.
 - a. Council must approve use of any fund's contingency appropriation.
 - b. The City Manager may authorize a transfer of unencumbered appropriation balance within an individual city office, department or agency at any time during the fiscal year.
 - c. Council must approve any inter-departmental appropriation transfers during the last three months of the fiscal year.
 - d. Council must approve inter-fund cash and appropriation transfers (i.e., transfers between funds) during the last three months of the fiscal year.
 - e. Procedures for requesting Council approval of appropriation transfers and delegation of budget responsibility will be set by the City Manager.
 - f. If a budget appropriation is restricted to the last three months of the fiscal year for a necessary expenditure in the first nine months of a fiscal year, staff will seek approval from Council to exceed budget appropriation with a corresponding transfer in the last three months of the fiscal year. In order to maintain budgetary control, staff may seek Council approval to reduce budgetary appropriation, throughout the fiscal year, in order to ensure adequate funding exists to process the transfer within the last three months of the fiscal year.

- g. For restricted fund transfers, the Council shall be provided with a) justification that such transfers are consistent with the restricted fund purposes, b) assurance that the transfer has been legally reviewed by the City Attorney, and c) assurance that the transfer meets the restrictions set out in this transfer policy.
 - h. There may be emergency situations where a transfer is required before it is possible to obtain formal Council approval. In such cases, the Finance and Technology Department will advise the City Manager of the emergency condition and request approval. Upon approval, the Finance and Technology Department will seek Council ratification at the first possible Council meeting.
15. The replacement of General Fund capital equipment and related support for technology, vehicles and telephonic equipment [except cell phones] will be accomplished through the use of a “rental rate structure” that is revised annually as part of the annual budget process.
 - a. Any equipment purchased with grant funding will be considered for ongoing replacement and ongoing replacement premium funding only if specifically authorized by the city manager and noted in the budget submittal.
 - b. The ongoing replacement costs for new technology and new vehicle purchases will be incorporated into the upcoming fiscal year’s rental rate structure regardless of whether they are initially purchased through a lease or pay-as-you-go funding.
 - c. Replacements will be based on equipment lifecycle analyses by the Public Works Department for City vehicles, or the Finance and Technology Department for technology and telephonic systems.
16. The City Council supports economic development objectives that support the creation and retention of quality jobs (25% greater than the median average wage in Maricopa County), add revenue, and enhance the quality of life in Glendale. City Council will consider incentives when the circumstances of the economic development opportunity warrant them necessary and appropriate for the opportunity and in the best interest of the City.

Expenditure Control

Management will ensure compliance with the City Council adopted budget.

1. Expenditures will be controlled by an annual appropriated budget. Council will establish appropriations through the budget process. Council may transfer these appropriations as necessary through the budget amendment process as previously described.
2. The purchasing system will provide commodities and services in a timely manner to avoid interruptions in the delivery of services. All purchases will be made in accordance with the procurement code, purchasing policies, guidelines and procedures and applicable state and federal laws. The city may join various cooperative purchasing agreements to obtain supplies, equipment and services at the best value.

3. A system of internal controls and procedures using best practices will be maintained for the procurement and payment processes.
4. The State of Arizona sets a limit on the expenditures of local jurisdictions. Compliance with these expenditure limitations is required. The city will submit an audited expenditure limitation report as defined by the Uniform Expenditure Reporting System (A.R.S. Section 41-1279.07) along with audited financial statements to the State Auditor General within the required timeframe.

Capital Asset and Debt Management

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

The city will not give or loan its credit in aid of, nor make any donation, grant or payment of any public funds, by subsidy or otherwise, to any individual, association, or corporation, except where there is a clearly identified public purpose and the city either receives direct consideration substantially equal to its expenditure or provides direct assistance to those in need.

Long-term debt will not be used to fund current operations or smaller projects that can be financed from current revenues or resources.

1. A 10-year capital improvement plan will be updated annually as part of the budget process. It will include projected life cycle costing. Only the first year of the plan will be appropriated. The remainder will be projections to be addressed in subsequent years.
 - a. Life cycle costing is a method of calculating the total cost of a physical asset throughout its life. It is concerned with all costs of ownership and takes into account all of the costs incurred by an asset from its acquisition to its disposal, including design, installation, operating and maintenance costs.
2. The 10-year 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 supported by General Fund revenues such as Municipal Property Corporation (MPC) bonds, excise tax bonds, and lease obligations will be used only when a dedicated ongoing revenue source is identified to pay the associated debt service obligations. This type of debt service will not exceed 10% of the 5-year average of the General Fund's operating revenue available to support the debt service obligations.
 - a. For FY15-16, debt service is 11.75% of the FY15-16 General Fund ongoing operating revenue as defined above.
6. For non-voter approved debt, the following considerations will be made prior to the pledging of projected revenues for the ongoing payment of associated ongoing debt service obligations:
 - a. The project requires ongoing revenue not available from other sources.
 - b. Matching monies are available that may be lost if not applied for in a timely manner.
 - c. Catastrophic conditions.
7. Short-term borrowing or lease/purchase contracts should be considered for financing major operating capital equipment only when:
 - a. The repayment term does not exceed the expected useful life of the equipment to be purchased;
 - b. An ongoing revenue source is identified to pay the annual debt service; and
 - c. The 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. Adequate fund balances are maintained to allow the City to continue providing services to the community in case of economic downturns and/or unexpected emergencies or requirements. To ensure the continuance of sound financial management of public resources, committed, assigned, or unassigned General Fund, fund balance will be maintained to provide resources to address emergencies, sudden loss of revenue, or unexpected downturns in the economy. Use of fund

balance will be limited to address unanticipated, non-recurring needs and planned future one-time or non-recurring obligations. Unassigned balances may, however, be used to allow time to restructure operations and must be approved by the City Council.

1. The minimum unrestricted (*the total amount of the committed, assigned, and unassigned*) fund balance in the General Fund shall total 25% of projected annual ongoing revenues. For the other major governmental operating funds, the total minimum restricted fund balance shall be 10% of projected revenues.
 - a. If a situation arises where unassigned fund balance at the end of the current fiscal year is less than the Council approved fund balance level, the deficiency should be replenished in the coming fiscal years, not to exceed a total of five consecutive years.
 - b. Inclusive in the 25% General Fund unrestricted fund balance, an assigned Budget Stabilization Reserve will be maintained at 10% of the General Fund operating revenues to be used in the event of unexpected revenue shortfalls if needed, and to be adjusted at year end.
 - c. Inclusive in the 25% General Fund unrestricted fund balance, an assigned Operating Reserve will begin to be established in FY14-15 for amounts over the General Fund Budget Stabilization Reserve and which will increase incrementally each year until it reaches at least 15% of the General Fund operating revenues by FY19-20, which is the ensuing five fiscal years. Any usage of this reserve must be approved by the majority of the City Council, and the City shall strive to replenish the Operating Reserve the following fiscal year. Examples of potential usage would be to provide funding to deal with fluctuations in fiscal cycles and Council approved operating requirements.
 - d. The City Manager may establish additional assigned fund balance reserves for certain anticipated obligations or other purposes.
2. Any balance in excess of the fund balance reserves may be used to support one-time expenditures. Council's approval is required to use these funds to supplement "pay-as-you-go" capital outlay, one-time operating expenditures or to prepay existing debt.
3. 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.
4. 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 those established by these goals.



Fiscal Year 2015-2016 Annual Budget Book

Budget Summaries

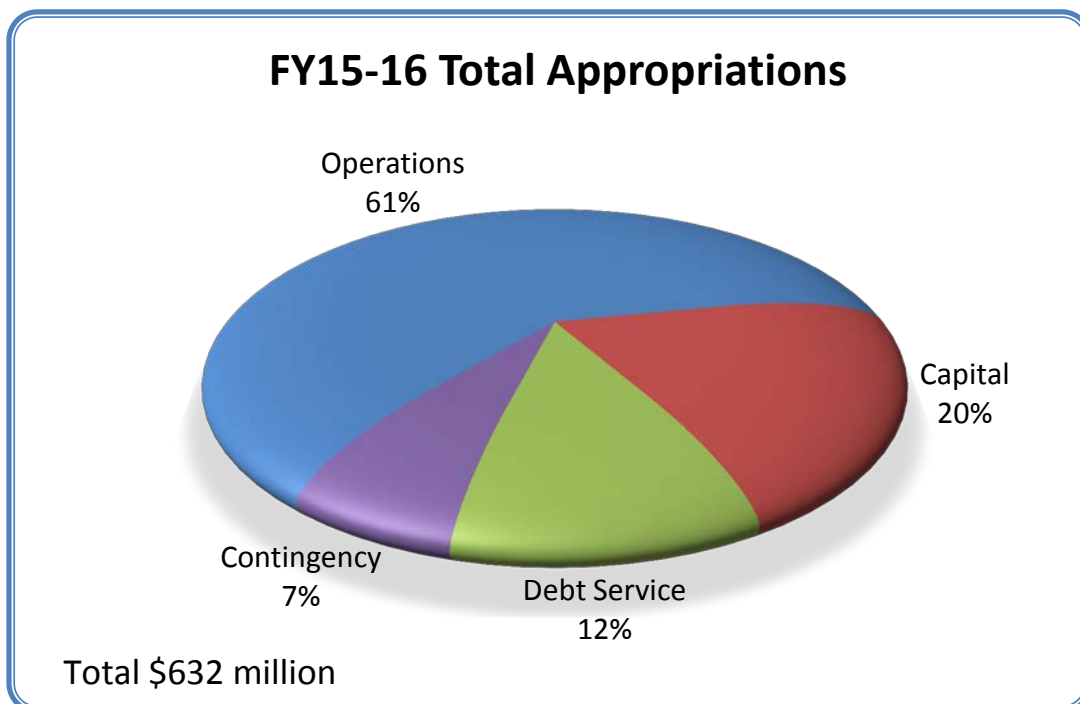


BUDGET SUMMARY

The annual budget for the City of Glendale is divided into four major components that include all appropriations for the city and are explained below. The total budget, including all four components, is \$632 million for Fiscal Year 2015-2016 (FY15-16). This represents a 2% decrease over the prior year total budget of \$642 million. The planned spending reduction is mainly attributed to a decrease in debt service payments, as a result of the recent bond refinancing. A reduction in capital project carryover is also impacting the budget variance over the prior year.

- The *operating budget* finances the day-to-day provision of city services and totals \$383.9 million.
- The *capital improvement budget* funds the construction of city facilities, such as police/fire stations, libraries, roads, public amenities and other infrastructure throughout the city. This year the capital improvement budget totals \$125.3 million.
- The *debt service budget* is used to repay money borrowed by the city, primarily for capital improvements, and totals to \$77.9 million.
- The final component of the budget is the *contingency appropriation* at \$44.8 million. This appropriation is made up of fund reserves and is available to cover emergency expenses, revenue shortages or capital project acceleration which may arise during the fiscal year.

As the pie chart below illustrates, the operating (61%) and capital (20%) appropriations are the largest components of the FY15-16 budget and account for 81% of the total appropriations. Both are discussed on the following pages.



The following chart outlines the financial plan for FY15-16. The city’s total sources are estimated at \$611.8 million and total uses are projected at \$732.6 million (including inter-fund transfers). A summary of the city’s major revenues and expenditures, including other financing sources and uses, provides an overview of the total resources budgeted by the organization. This summary is located in the *Schedules* section of this book and is titled *Schedule One by Category*.

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

Fund Type	Estimated Balance 7/1/2015 <i>(millions)</i>	Total Sources	Total Uses	Estimated Balance 6/30/2016
General	\$32.8	\$227.1	\$227.9	\$32.0
Special Revenue	\$62.3	\$117.3	\$158.8	\$20.8
Debt Service	\$16.6	\$49.0	\$57.7	\$7.9
Capital Projects	\$23.4	\$45.4	\$68.8	\$0.0
Enterprise	\$87.5	\$123.3	\$162.7	\$48.1
Internal Service/Other	\$14.8	\$49.7	\$56.7	\$7.9
Totals	\$237.4	\$611.8	\$732.6	\$116.7

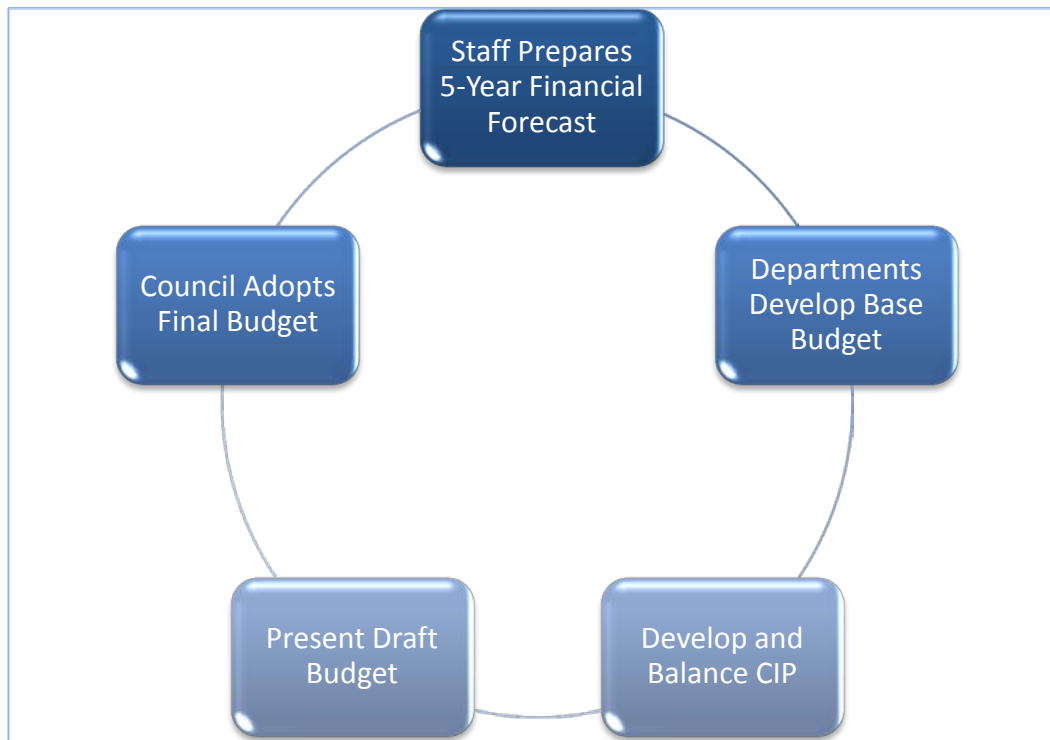
Other includes Permanent Funds

Operating Budget

The development of Glendale’s FY15-16 budget was an open process designed to reflect the needs and desires of the community. Throughout the year, the Mayor, Council and city staff obtained input from the community through neighborhood meetings, citizen boards and commissions, and other contacts with individuals and groups. In addition, citizen feedback about the proposed FY15-16 budget was sought at the public hearing on June 9th.

During December 2014, staff presented the city’s *Five-Year Financial Forecast*. The forecast allows various budget scenarios to be tested for their effect on the city’s financial condition on a long-range basis. At the same time, the city’s CIP Management Team began the process of updating the *Ten-Year Capital Improvement Plan*.

Budget Process

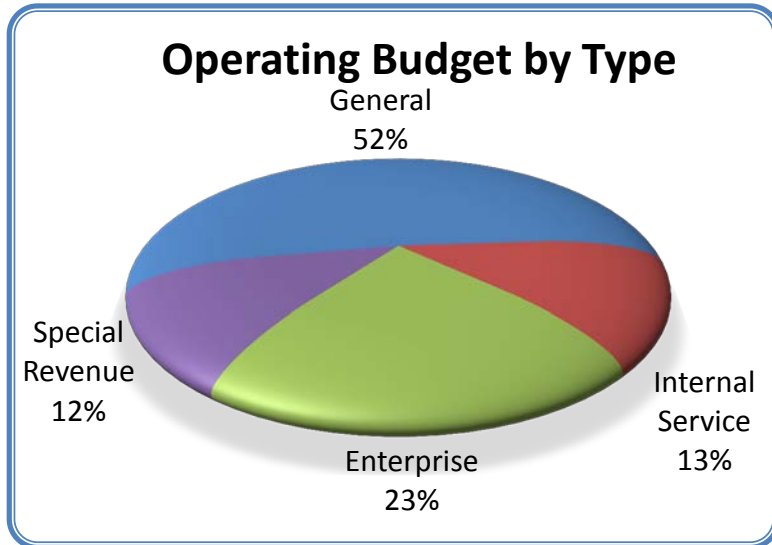


In December 2014, the Finance and Technology Department kicked off the budget process for FY15-16. This meeting provided an assessment of current economic trends, the revenue outlook for the upcoming fiscal year and the city manager's direction for the development of a balanced budget.

The principal issues addressed in the FY15-16 budget were fiscal sustainability and maintaining adequate fund balances/reserves. This meant a hold-the-line approach was taken with the department operating budgets. The overall goal of the FY15-16 budget was to improve service delivery by leveraging technology, retaining dedicated staff, and continuing to improve the City's financial stability. Another principal issue for the FY15-16 budget continued 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.

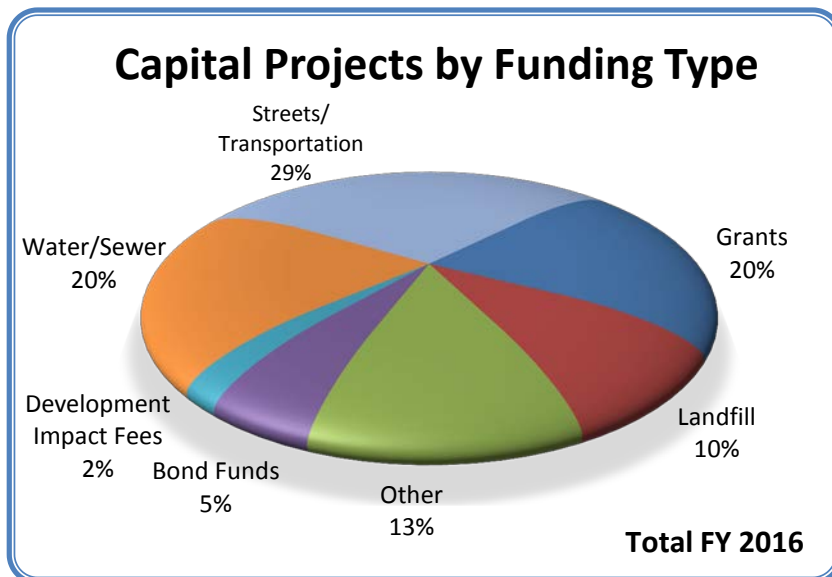
This was the first year, in seven consecutive years, that a budget deficit was not projected. This meant that ongoing revenues were sufficient (and projected forward) to cover ongoing expenditures. This was accomplished through a series of past budget reductions and also Council's decision to continue the temporary sales tax increase scheduled to sunset in FY16-17. With the General Fund forecast being cautiously optimistic, a series of financial options were presented to the Council for consideration. After numerous budget workshops, a balanced and fiscally conservative budget was drafted and presented to the Council.

The Council reviewed the city manager’s proposed balanced budget in the publically televised workshop sessions held in April and May 2015 and discussed the pertinent issues surrounding the upcoming fiscal year operating, capital and debt service budgets. The draft budget, as revised by Council, became the tentative FY15-16 budget. It was published and made available for further public review prior to the public hearing and formal adoption of the final budget on June 9, 2015. 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 2016 through FY 2025 and includes \$792 million in projects. The first year of the plan is the only year appropriated by Council. For FY15-16, \$125.3 million in capital investments is planned. A summary of funding by type is illustrated in the graph below. The remaining nine years are for planning purposes and funding is not guaranteed to occur in the year planned. The final decision to fund a project is made by the Council. Projects include renovations to city buildings, street improvements including pavement preservation, police/fire department communications enhancements and upgrades to water treatment and wastewater collection facilities.



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

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

Amending the Budget

Once the Council adopts the annual budget, total expenditures cannot exceed the final appropriation of \$632 million for FY15-16. However, with Council's formal approval, the city can adjust the total appropriations within the funds provided that the budget does not exceed final appropriation for the FY. This means that if one fund's total appropriation is increased, appropriations from another fund or funds must be reduced by an equal amount. Council could also choose to amend the budget to a figure lower than the final appropriation for the fiscal year.

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

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

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 126 separate funds. For example, enterprise funds are expected to be self-supporting through revenue for the services provided. For these funds, the city charges a fee for a specific service, such as sanitation collection, just like any other business would do. A brief description of some of the more significant funds within each fund category is provided on the pages that follow.

General Fund Group

General (Fund 1000): The General Fund includes all sources of revenue the city receives that are not designated for a specific purpose. General Fund revenue may be used by the Council for any legal public purpose. The FY15-16 General Fund budget now includes a number of Sub-funds that had previously been segregated from the General Fund. A number of these funds were established to track revenues and expenditures related to specific events or activities.

The following Sub-Funds were eliminated and absorbed in the General Fund or reclassified to another fund type through Council action for FY15-16:

Fund Name	Proposed
Nat'l Events	Omit
General Svcs. (Fleet)	ISF
Telephone Svcs.	ISF
Vehicle Replc.	GF Sub-Fund
PC Replc.	ISF
Employee Groups	General Fund
Utility Bill Donation	Special Revenue Fund
Arts Commission	Special Revenue Fund
Court Security	Special Revenue Fund
Library	General Fund
Youth Sports Complex	General Fund
Stadium Event Ops	General Fund
Arena Event Ops	General Fund
Camelback Ranch Ops	General Fund
Civic Center	General Fund
Bed Tax-Sales Tax	General Fund
Zanjero Special Revenue	General Fund
Arena Special Revenue	General Fund
Stadium Tax- AZSTA	General Fund
Marketing Self Sustaining	General Fund
Training Facility Revenue Fund	Special Revenue Fund
Glendale Health Center	General Fund
• <i>Internal Service Fund (ISF)</i>	

Vehicle (Fund 1120): This replacement fund was designed to allow the city to accumulate the money needed to replace at regular intervals the city's fleet of cars, trucks and other rolling stock. In prior years, the departments would pay annually into the fund based on the amount of equipment in its inventory, the expected life span of the equipment in use and any residual value of the equipment. For FY15-16, no departmental contributions will be made to the fund. Replacement equipment will be purchased according to the established replacement schedule and fund balance will be utilized to make such purchases. The city will review this fund in FY15-16 to determine how this fund will be funded in future years.

Special Revenue Fund Group

Arts Commission (Fund 1220): Assigned to the Special Revenue fund group in FY15-16. One percent (1%) of eligible construction projects funds included in the city's Capital Improvement Program are deposited into the municipal arts fund. The funds are used to administer the city's public art and performing arts program. Expenditures from the fund are recommended by the Glendale Arts Commission through its annual art projects plan and are subject to approval by the Council.

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

HURF/Streets (Fund 1340): This fund is used to track Highway User Revenue Fund (HURF) monies that the State of Arizona distributes to cities, towns and counties. This revenue source is commonly referred to as the gasoline tax although there are several additional transportation-related fees that comprise this revenue, including a portion of vehicle license taxes. Overall, much of this revenue source is based on the volume of fuel sold rather than the price of fuel. There is a state constitutional restriction on the use of HURF revenues; they must be used solely for street and highway purposes such as maintenance, repair, reconstruction and roadside development. In Glendale, the fund supports street cleaning and maintenance, traffic signs and signals, street lighting and other street-related activities.

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

Typically, the city will issue revenue bonds to fund transportation capital projects and deposit the bond proceeds into the Transportation Construction Fund. Debt service payments are then funded with the revenues collected in the Transportation Sales Tax Fund. Each year the

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

Police (Fund 1700) and Fire Special Revenue (Fund 1720): In 1994, Glendale voters passed a citizens' initiative that increased the local sales tax by 0.1% to add police and fire personnel and related equipment. In September 2007, Glendale voters passed a separate initiative that increased the local sales tax by another 0.4%, bringing the total public safety tax rate to 0.5%, effective November 1, 2007. Both taxes specified that two-thirds of the revenue would go to police operations and one-third to fire operations.

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

Public Safety Training Center (Fund 2530): All revenues and expenditures associated with the Glendale Regional Public Safety Training Center are tracked in this fund. The facility was built with capital contributions from the City of Glendale (74.8%), Maricopa County Community College District (8.2%), City of Surprise (6.6%), City of Peoria (6.5%), City of Avondale (3.9%) and the federal government. The training center provides fire and police departments with the tools required to train new firefighters and conduct continuing education and training for fire and police personnel. Facility management operating costs are shared proportionately with the police and fire partners based upon the initial capital contribution. In addition, direct operating costs incurred at the facility by the Glendale Police and Fire Departments are shared with the partners of those respective disciplines/departments.

Airport Operating (Fund 1760): This fund was established to track the operating revenues and expenses of the Glendale Municipal Airport. The long-range goal for the airport is to become a self-sustaining operation, at which time the Airport Fund will become an enterprise fund. The airport has already attracted more commercial business traffic with the development of Westgate, the Gila River Arena, University of Phoenix Stadium and Camelback Ranch (spring training baseball facility). The Airport Fund is projected to receive a General Fund transfer of \$92,868 to augment projected revenue collections of \$545,779 in FY15-16.

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

Stabilization Program III (Fund 1311), Community Development Block Grant (Fund 1320) and Emergency Shelter Grant (Fund 1830).

The Community Action Program (Fund 1820) tracks grant funds received from Maricopa County. A Transportation Grant (Fund 1650) fund is used to track grant activity for projects covered by the Glendale Onboard transportation program and a fund titled Airport Capital Grants (Fund 2120) is used for any grant related project involving the city airport. 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 FY15-16 projected revenues of \$1,094,167 will be offset by projected expenditures totaling \$1,162,922

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 \$124,619 to \$52,101 in FY15-16 as a result of planned expenditures related to designated facilities. This fund also includes a separate division used to track the costs associated with the maintenance of the Elsie McCarthy Park in accordance with a generous donation made by a private party and designated for this purpose only.

Debt Service Fund Group

Bond financing is the primary financing mechanism for long-term capital projects and infrastructure. The City's debt management plan is an important tool and addresses debt issues for this and other financing mechanisms that the city is allowed to use. Outstanding debt, debt limitations, voter authorization and cash flow projections are reviewed as part of the capital budgeting process, while the annual debt service payments are incorporated into the debt service

budget. Depending on the need and the type of project being financed, several different types of bonds are available to the City.

Separate funds are used to track payments made on the city's outstanding debt obligations. Each type of debt (General Obligation, Revenue Bonds, Excise Tax and Municipal Property Corporation) is tracked separately. Fund balances fluctuate according to established debt payment schedules.

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

General Obligation (G.O.) Bond Debt (Fund 1900): G.O. bonds require voter authorization and are backed by the taxing authority of the City. These bonds finance projects that Council selects as part of the annual budget process. Arizona law limits the amount of G.O. bonds the City can have outstanding based on the limited property value of both commercial and residential property located within the city limits. More information about G.O. bonds is found in the *Capital Improvement Plan* section of this document. Secondary property tax revenue is recorded directly into this fund and used to pay G.O. bond debt.

The FY 2016 secondary property tax rate will increase from \$1.6605 to \$1.7067, an increase of \$0.0462 in order to maintain the minimum fund balance requirements. Council will continue to perform annual reviews of the property tax rates to ensure future tax rates are set in accordance with required debt service obligations.

Municipal Property Corp (MPC) Bond Debt (Fund 1940): The MPC is a non-profit corporation organized under the laws of the State of Arizona to assist the City in the acquisition and financing of municipal projects and facilities. MPC bonds require Council approval but do not require voter authorization. These bonds are backed by the city's excise taxes.

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

Excise Tax Bonds (Fund 1950): Excise Tax bonds require Council approval but do not require voter authorization. These bonds are backed by the city's excise taxes. This is a newly created fund for FY15-16 as a result of the recent bond issue/refinancing. All debt service is paid for through sales taxes collected in the General Fund and then transferred to this debt service fund.

Street (Fund 1920) and Transportation Revenue Bond Debt (Fund 1970): Highway User Revenue Fund (HURF) or "Street" bonds were used for street projects that are backed by a pledge of the HURF monies the city receives from the state. Street capital projects financed with HURF monies require voter authorization. Given the legislative uncertainty regarding how future HURF revenue will be distributed, these contributions will be monitored closely going forward.

The 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 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.

Cash is invested pursuant to the city's investment policy and related investment earnings accumulate in the perpetual care fund. Although monies may be withdrawn from the fund for cemetery expansion and improvements, none are budgeted in FY 2016. Interest income of \$22,000 will increase the projected FY 2016 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 Finance and Technology Department, which handles the billing accounts for both water and sewer operations, are recorded in Fund 2360.

The Water/Sewer Enterprise fund balance is expected to decrease from \$71.6 million to \$44.6 million in FY15-16 due to planned capital expenditures totaling \$28.9 million and the debt service requirements associated with revenue bond funded projects totaling \$20.1 million. Examples of FY15-16 capital projects include groundwater treatment plant improvements, water reclamation facility improvements, as well as planned line replacements and extensions. A revenue budget of \$81.1 million helps cover the previous expenditures, in addition to the operating budget which accounts for salaries, electricity, chemical treatments, supplies, etc. totaling \$50.6 million.

Landfill (Fund 2440): The Landfill Enterprise Fund supports the operation of the Glendale Landfill. Customers including city departments and private haulers, pay tipping fees (based on tonnage disposed) to use the city's landfill. City Code requires that any excess of budgeted revenues over budgeted expenditures be reserved each year for major landfill improvements, major equipment purchases and the eventual closure costs. The city's successful recycling program has helped to extend the life of the landfill and contribute to our community's effort to improve the environment.

The Landfill fund balance is expected to decrease from about \$11 million to \$821,626 in FY15-16. The FY15-16 operating budget totals \$9.5 million and planned capital expenditures related to a landfill soil excavation, scale-house/road relocation project, gas system modifications and heavy equipment purchases total \$11.1 million. The FY15-16 projected revenues total \$10.7 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 \$2.4 million to \$344,304 in FY15-16 as a result of planned expenditures for large capital equipment (i.e., roll-off trucks, front and side-load trucks, loose trash equipment, etc.). Projected revenues of \$14.9 million are offset by operating expenditures totaling \$13.4 million

Community Housing Services (Fund 2500): The Housing Fund supports Glendale's public housing program that is part of the Community Services Department. The fund has a \$15.8 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. FY15-16 projected revenues total \$15.5 million and the scheduled General Fund transfer is \$310,490.

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 FY15-16 with a \$474,628 fund balance, which is a decrease from the beginning fund balance estimate of \$1.7 million. The Workers' Compensation Fund ending fund balance is projected to remain stable at \$7 million in FY15-16 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.

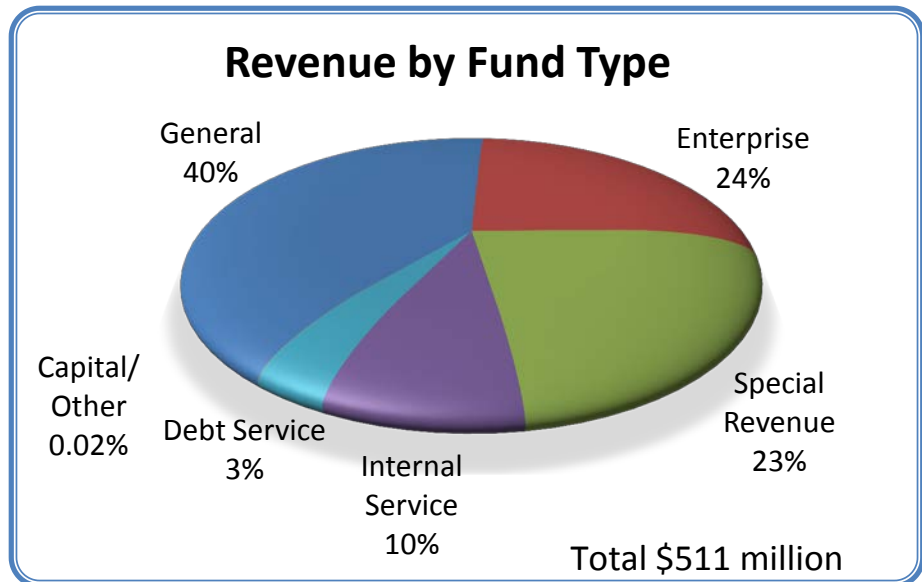
Benefits Trust (Fund 2580): The Benefits Trust Fund was created in FY00-01. An actuarial study of health insurance funding recommended the creation of a separate fund would be the best way to develop reserves to meet future cost increases for health-related insurance. During the course of the year, employer 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.

Fleet Services (Fund 1040): The Fleet Services Fund is used to track income and expenses of the internal services provided to city departments. The Fleet Services Fund specifically covers vehicle maintenance needs and fuel purchased for city vehicles.

Technology and Technology Projects (Fund 2591 and 2592): The Technology and Technology Project Funds are used to track income and expenses of the internal services provided to city departments for telephone services, information technology services, and support. The Technology Fund specifically supports all the city's computers and hardware and software. This includes both the everyday operations and also the replacement of equipment. City departments pay for these services on an allocation base. The funds are designed to balance, with the rates (revenues) set to recover the actual expenses each year. An exception to this general practice occurs with the Technology Projects Fund for which a fund balance may accrue in anticipation of future upgrades and potential carry over of project funding.

REVENUES

Total revenues available to the city in FY15-16 from all sources are estimated at \$511.2 million, of which \$202.9 million or 40% goes into the General Fund (GF) group. Other revenues include Enterprise Funds 24% or \$122 million, mainly generated through user fees. Special Revenue Fund sources at 23% or \$116 million are restricted for the special

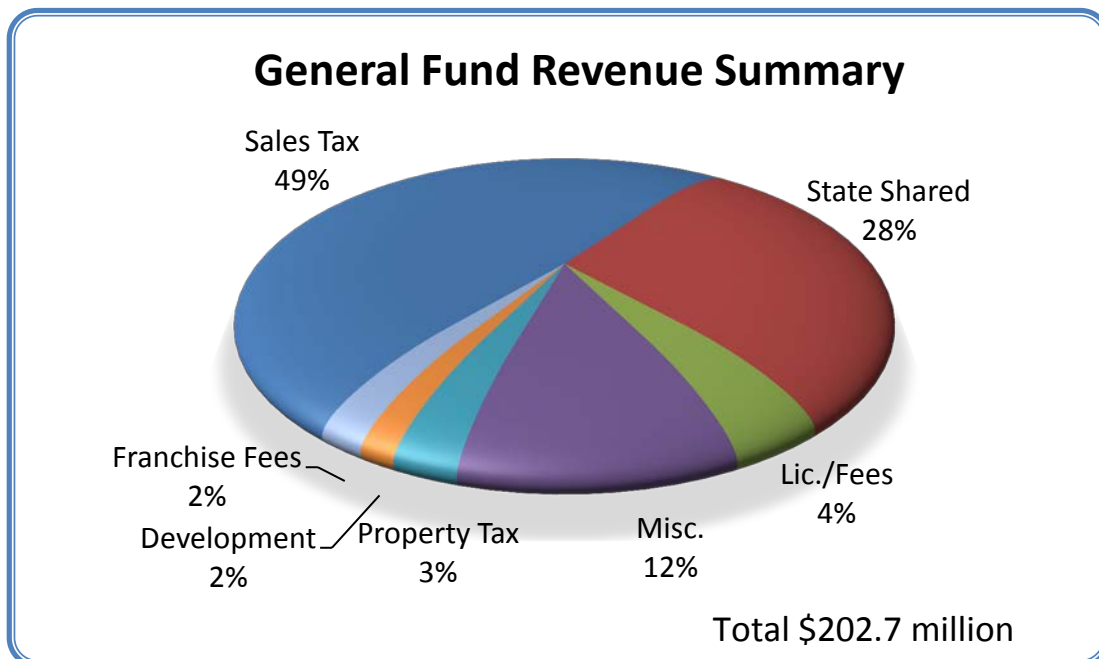


purpose of each fund's activity. The largest of this type is from the Transportation Sales Tax Fund at \$24 million. A number of Federal and State grants are also included in this revenue type.

General Fund Group

General Fund (Fund 1000)

The city expects to collect \$202.7 million in total General Fund (GF) revenue in FY15-16. Sales tax represents the largest category at \$98.6 million.



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 does not apply to single item purchases over \$5,000, such as automobiles.

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

The average annual growth rate for total ongoing GF revenue was a robust 8% between FY01-02 and FY07-08. This rate was the result of very strong growth in city sales tax and state income tax receipts, with more moderate growth in state sales tax, motor vehicle in lieu fees, and development-related permits and fees.

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 once again began to grow, mainly due to the sales tax rate increase, as mentioned above, and better income tax revenue collections at the state. For FY15-16, total general fund revenue is expected to grow in line with the economic forecast from local and state experts. The main growth is expected in the following areas (also see detail explanation under specific revenue category):

- City sales tax – For FY15-16, this revenue is expected to grow by 3.4% from the FY14-15 estimate. The growth can be attributed to the economic development activities which are expected to generate additional construction sales tax revenue. An additional increase is due to the consolidation of the General Fund Sub-Funds into the General Fund. Sales Tax revenue for the following activities are now recorded in the General Fund for FY15-16;
 - Arena
 - Civic Center
 - Zanjero
 - Stadium
 - Marketing
 - Youth Sports Complex
 - Camelback Ranch Operations
 - Library
 - Bed Tax
- 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 FY15-16.

- State income tax – this revenue is projected to grow by 4.1% for FY15-16 based on the improved collections in FY13-14 [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 FY15-16, the primary property tax levy is set at the allowable levy per the City’s financial policy. As a result, the budget includes an additional \$165,746 in primary property tax revenue.

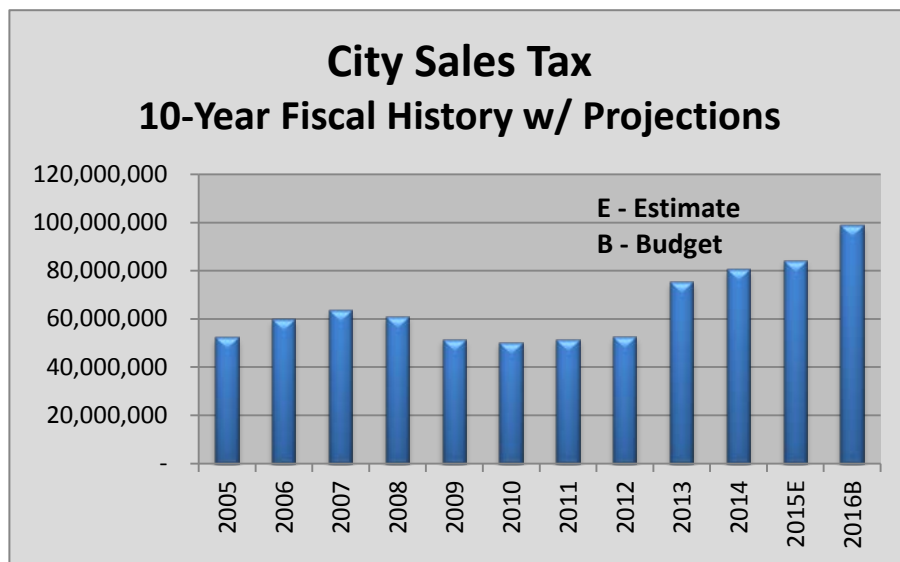
The two major sources of revenue for the GF continue to be city sales taxes and state-shared revenues. They have comprised between two-thirds and three-fourths of the GF revenue since FY01-02. For FY15-16, city sales tax, state sales tax, state income tax and motor vehicle in-lieu revenues are expected to comprise 77% of all GF revenue, or \$156 million of the \$202 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.

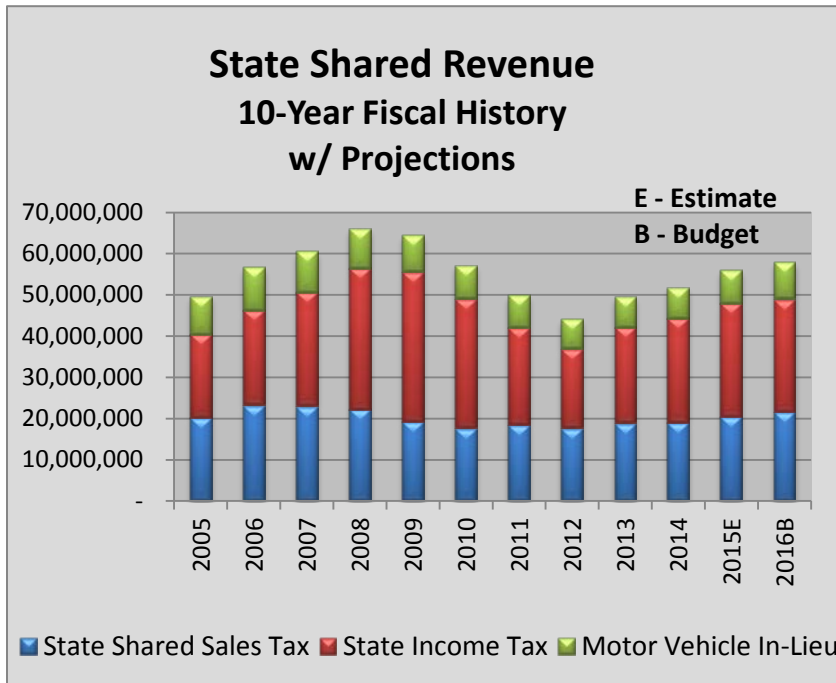
City Sales Tax

This revenue represents 49% 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 Council has authority, unlike the state sales tax, state income tax, the gas tax or vehicle license fees. For FY15-16, the revenue budget is \$98.7 million. This is a substantial increase over the prior year due to the consolidation of General Fund Sub-Funds. This year’s sales tax projection also includes tax received from the Arena, Stadium, Zanjero and the Bed Tax.



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 \$57.9 million by the end of FY15-16, 4% more than the FY14-15 estimate of \$55.9 million, as explained below.



However, starting in FY08-09, a decline started and resulted in four consecutive years of reductions. State shared revenue is expected to grow to \$57.9 million by the end of FY15-16, 4% more than the FY14-15 estimate of \$55.9 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 their portion of state-shared tax revenues as growing cities tend to receive a greater share of the revenue distribution.

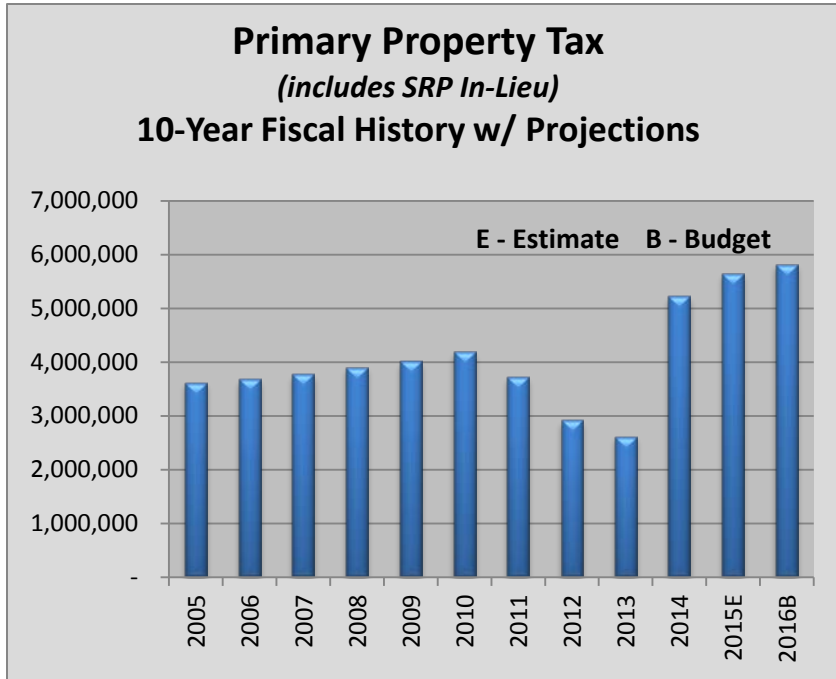
The most significant component of state-shared revenue is income tax and it is primarily driven by personal income rather than business income as personal income tax receipts comprise about two-thirds of all Arizona income tax receipts. Income tax revenue distribution to the cities lags by two years. This means the state income tax distribution for FY15-16 will reflect the income tax the state collected in FY13-14. The state’s 2014 income tax receipts were lower than the 2013 receipts. As a result, Glendale’s share of state income tax revenue is expected to decrease by \$147,191 from \$27.4 million in FY14-15 to \$27.3 million in FY15-16.

State sales tax revenues are distributed to cities and towns based on current year collections. State sales tax distribution is based on a formula by which varying percentages of different types of sales taxes – such as retail – are used to calculate the distribution amount. The projection for FY15-16 is \$21.7 million.

The FY15-16 motor vehicle in-lieu tax projection is \$8.9 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 yields the maximum limit under state law. Primary property tax revenue can be used by a city for any purpose. The primary property tax revenue is included in the GF operating budget. For FY15-16, the primary property tax rate will increase from \$0.4896 to \$0.4898, yielding an additional \$165,746 in primary property tax revenue.

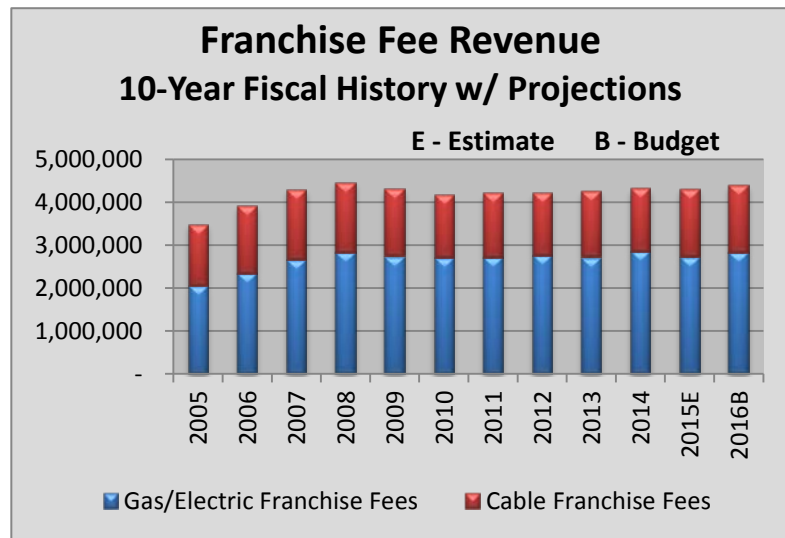


Salt River Project (SRP) in-lieu revenue represents the quasi-governmental agency’s

payment in-lieu of a property tax, which it is exempt from paying. This revenue source is projected at \$278,315 for FY15-16.

Franchise Fees

Franchise fees are paid to the city by the electric, gas and cable companies operating within the city. These fees increase when the various utilities increase their rates and, to a lesser extent, when their customer base within the city grows. In all cases, the fees due to the city are based on gross receipts for the franchised organization. The FY15-16 projection of \$4.4 million is essentially flat compared to FY14-15. In fact, collections have been at this level since FY09-10 due to minimal customer growth and competition from alternate service providers.

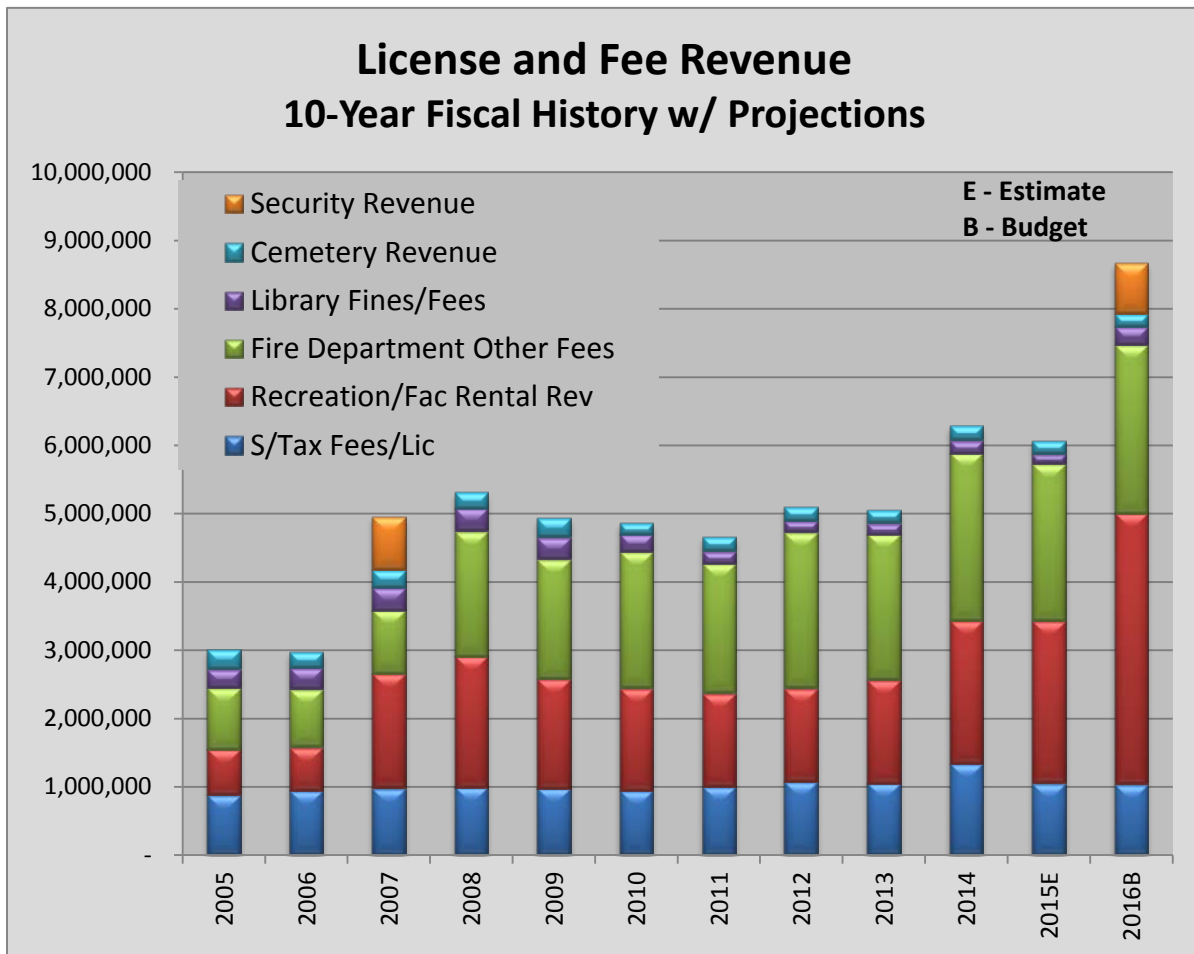


Development Fees

Development-related fees include building permits, right-of-way permits, plan check fees, planning and zoning fees, engineering and traffic engineering plan check fees, fire service related development fees and miscellaneous development related fees. These sources essentially reflect a range of activities related to commercial and residential development and construction. The estimated revenue in FY15-16 is \$3.3 million.

License and Fee Revenues

This revenue category includes business and professional licenses, sales tax licenses, liquor licenses, recreation revenues, fire department fees not related to construction development, library fines and fees, cemetery fees, rental income from the use of city facilities, and security revenues. As a group these sources are expected to generate \$8.6 million in FY15-16.

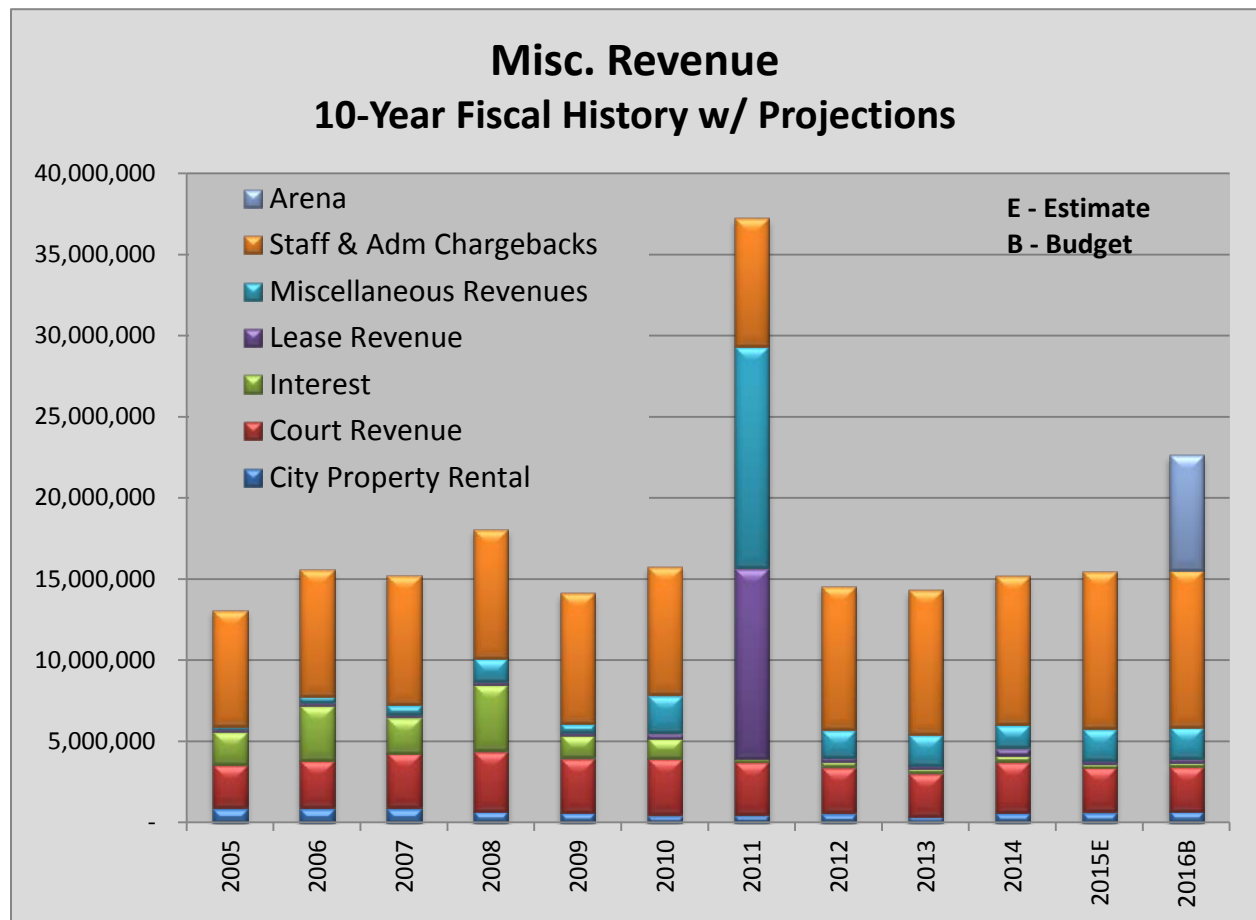


Miscellaneous Revenues

This revenue category includes staff and administrative chargebacks, miscellaneous revenues (E-billboard rental income, police department impound administrative fee, police department false alarm fee, application fee for pawn shop/resale store, etc.), lease revenue (capital lease and wireless cell site rental), interest revenue, court revenue and city property rental (Bank of America and Promenade buildings). The main revenue source for this category is staff and administration chargebacks of \$9.7 million, followed by court revenue estimated at \$3 million. For FY15-16 this category includes Arena fees which are estimated at \$7 million.

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

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

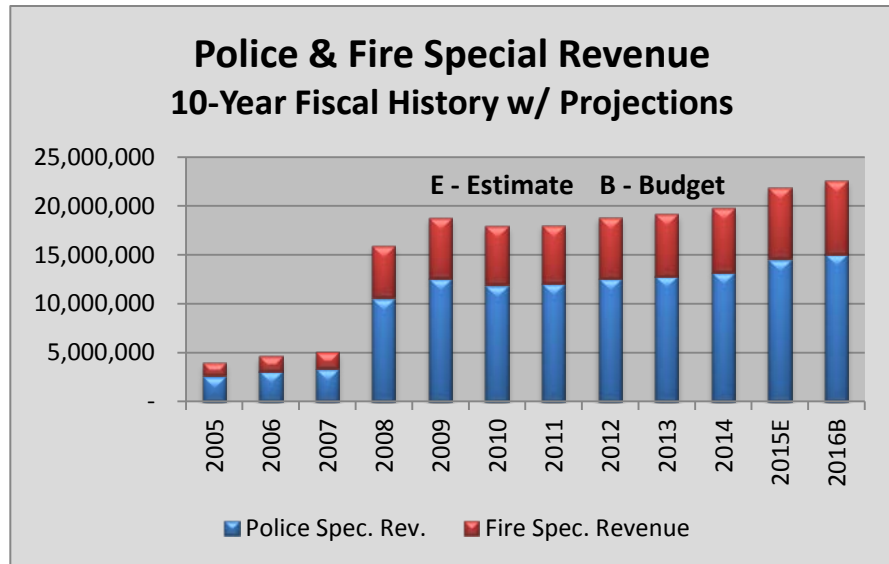


Special Revenue Fund Group

Police and Fire Sales Tax (Funds 1700 & 1720)

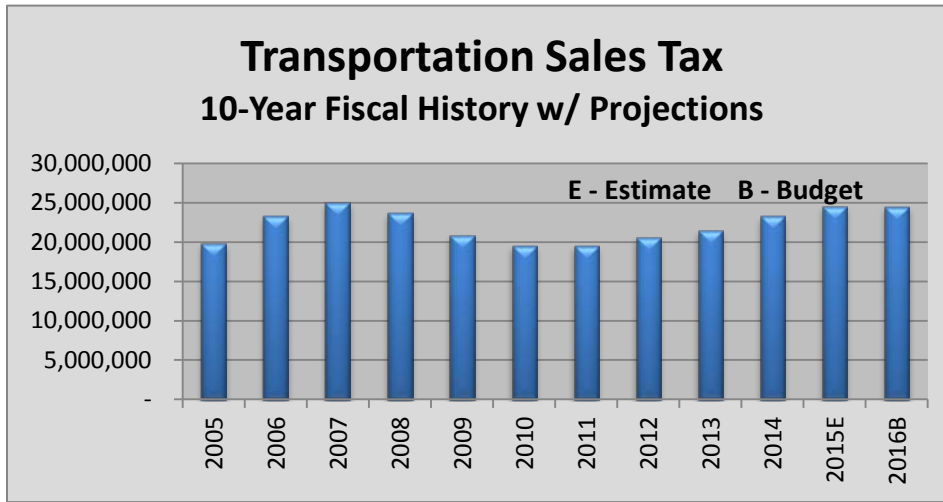
The source of revenue for these funds is the 0.5% dedicated sales tax levied within the city boundaries, which include all special districts (Arena/Westgate, Stadium and Zanjero). The revenue is deposited in the Police (Fund 1700) and Fire (Fund 1720) special revenue funds to pay for police and fire services. A sales tax rate of 0.1% was originally adopted by voters on March 15, 1994 under Proposition 200 to fund police and fire personnel and related equipment. On September 11, 2007, Glendale voters approved Proposition 401 to increase the designated sales tax rate to 0.5%, with an effective date of November 1, 2007, to enhance public safety funding.

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



The FY15-16 revenue projection is \$15 million for Police and \$7.6 million for Fire. Recent changes to the accounting methodology for these two special revenue funds, now tracks the entire cost of Police and Fire operations within the General Fund. Dedicated sales tax revenues are used based on a cost of service formula that is calculated annually to determine the estimated costs to provide “enhanced” public safety services based on the ballot language and city ordinances restricting use of the special revenue to the enhancement of public safety services. The costing methodology is calculated taking the base year of service, prior to each election year and analyzing the cost of service on a per capita (cost per 1,000 residents) amount. The increases in population along with the increased cost and types of services provided are taken into account each year to come up with a new cost of service and allowable sales tax use.

Transportation Sales Tax (Fund 1660)



The primary source of revenue for this fund is the 0.5% sales tax levied within the city boundaries, which include all special districts (Arena/Westgate, Stadium and Zanjero). The revenue is deposited in the Transportation Sales Tax Fund (Fund 1660).

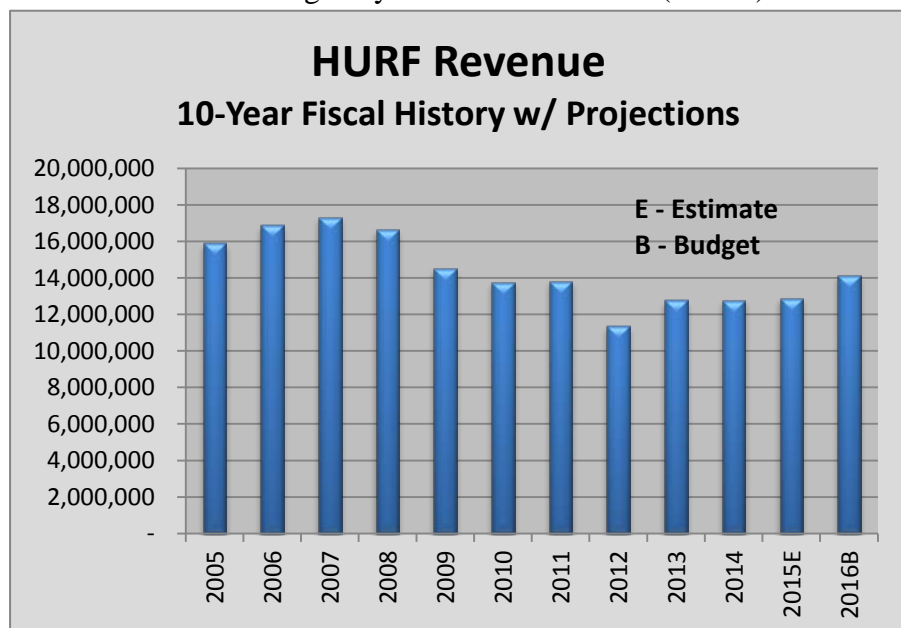
Proposition 402 was approved by Glendale voters on November 6, 2001. This proposition called for a designated sales tax rate of .05% to pay for the costs of creating and implementing a comprehensive transportation plan to improve traffic flow, relieve traffic congestion, increase transportation choices, reduce air pollution, promote economic vitality and provide for regional transit connections. It is expected to generate an estimated \$24.2 million in FY15-16 compared to the \$24.3 million estimated for FY14-15.

Other sources of FY15-16 revenue within the Transportation Sales Tax Fund include \$124,000 in transit revenues and \$140,000 in interest revenue. In total, transportation sales tax fund revenues are projected to be \$24.5 million in FY15-16. 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.

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.

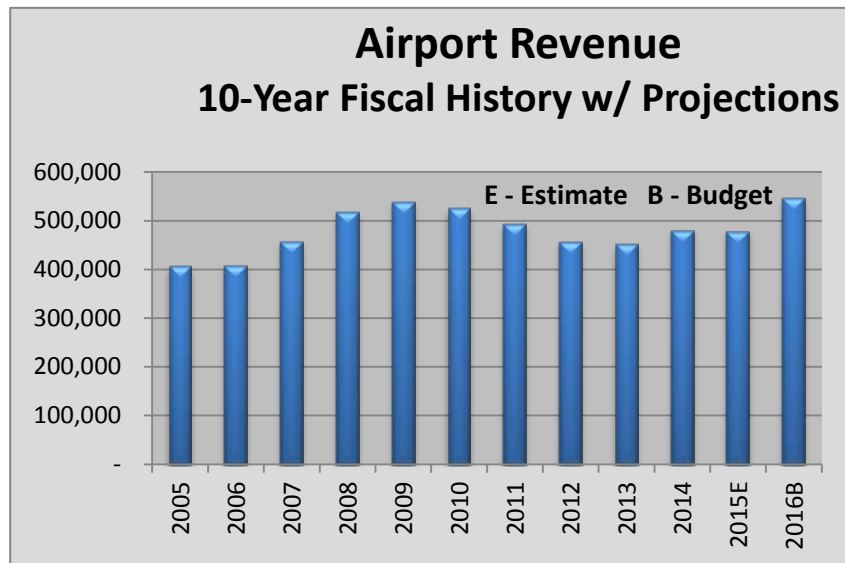
HURF collections are affected by the general health of the economy, as well as the vigor of specific industries such as tourism and trucking. The Arizona state legislature has made formula modifications from time to time that have affected Glendale’s share of HURF dollars. Formula modifications that 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 FY15-16 are expected to be \$14.2 million, just slightly over the FY14-15 projection of \$12.9 million.

Airport (Fund 1760):

Airport revenues consist of user fees, lease proceeds, commercial activities and other fees, and are projected to generate \$545,779 FY15-16.

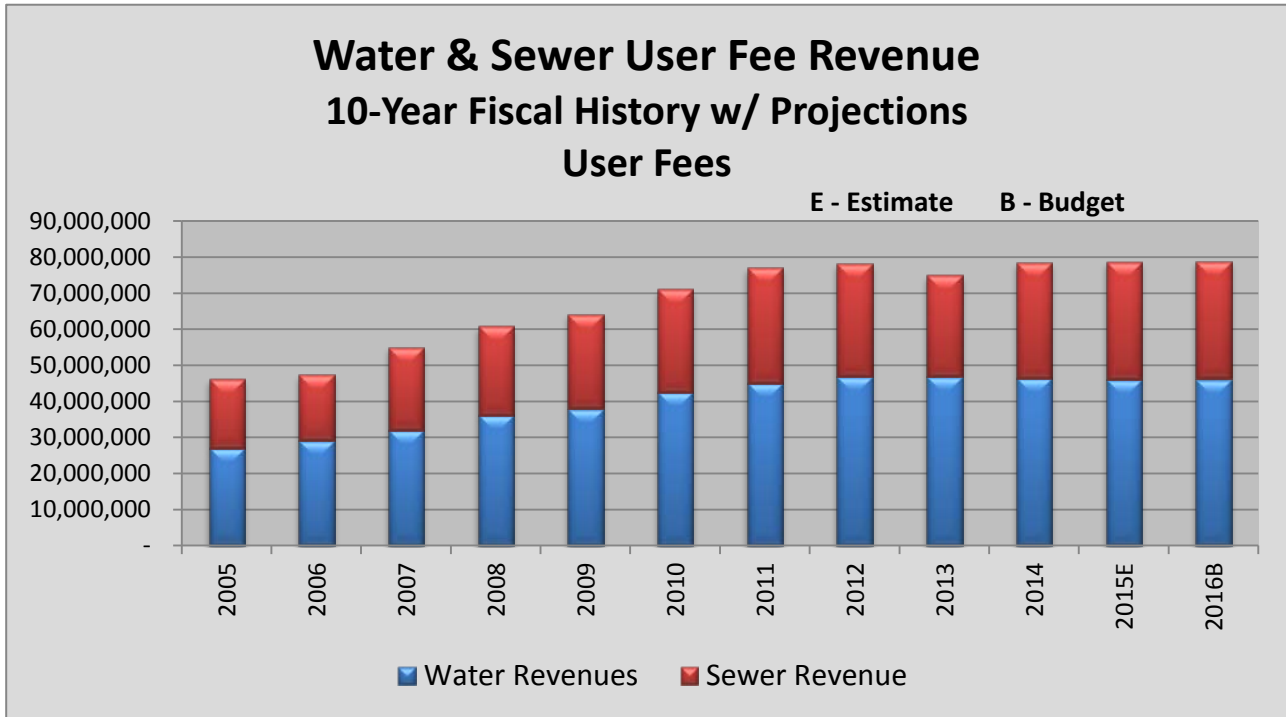
This fund is supplemented with \$92,868 from the General Fund to support the cost of airport operations. Airport user fee revenue comes from activities such as transient tie down fees and tenant fees. The strategic goal for

airport is to become a self – sustaining operation. Glendale is aggressively pursuing additional airport facility users with an ultimate goal of airport self-sufficiency. Sporting events as well as concerts that are being held at Gila River Arena and University of Phoenix Stadium continue to attract corporate jet customers and are expected to provide additional business opportunities for the airport.



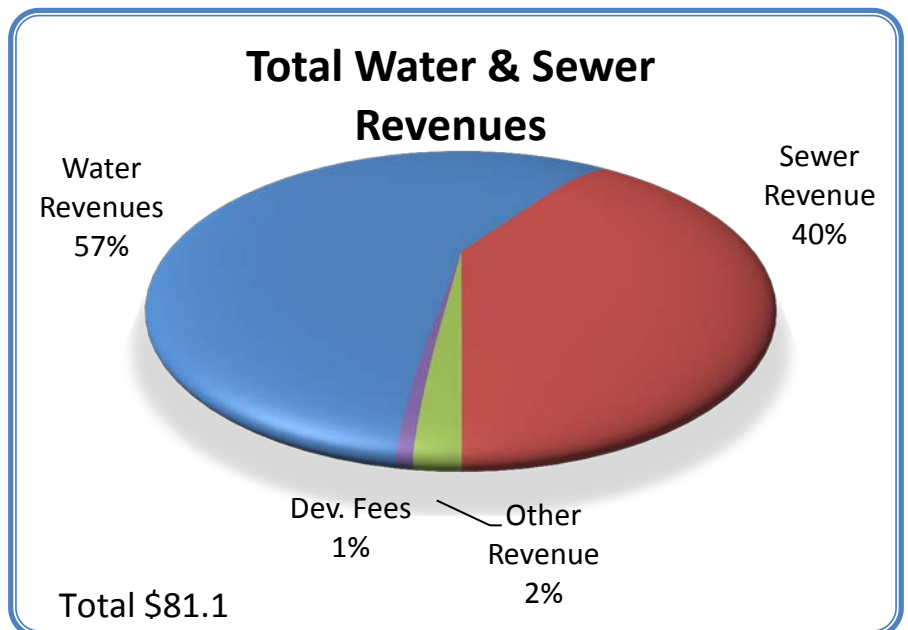
Enterprise Fund Group

Water/Sewer (Funds 2360, 2400 & 2420)

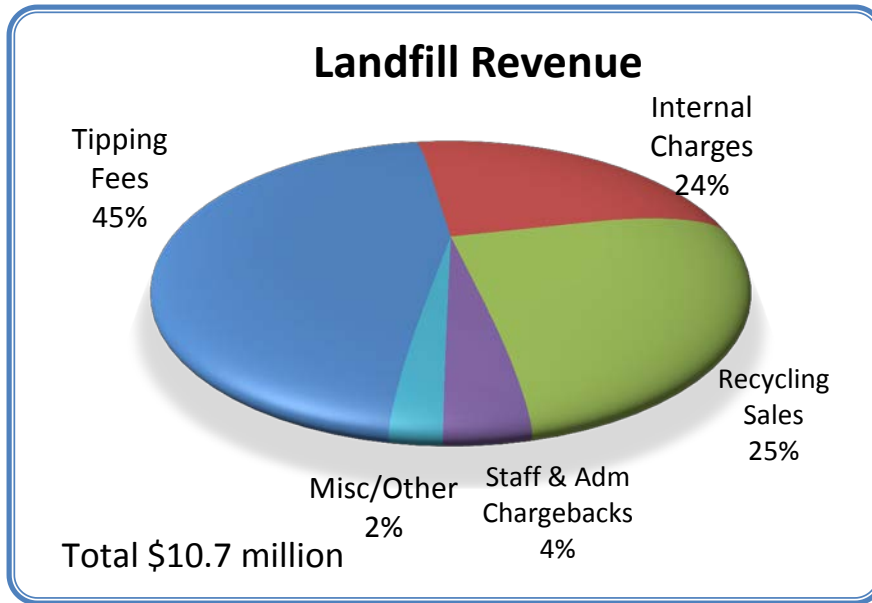


Water and Sewer User Fees, budgeted at \$78.9 million (illustrated in chart above) represent nearly 97% of all utility fees for FY15-16. The majority of this revenue is derived from user fees for delivery of water and wastewater services. Total Water and Sewer revenues are budget at \$81.1 million and include other sources such as; Development Impact Fees (DIF), projected at \$455,200 and other miscellaneous revenues totaling \$1.4 million.

Staff prepares water and sewer revenue projection by applying several factors such as historical trend data, statistical analyses, economic and legal consideration as well consulting with independent consulting firm. Additionally, the city periodically hires an independent consulting firm to review the utilities' financial status and recommend rate adjustments, if needed. There will be no rate increases for FY15-16.



Landfill (Fund 2440)

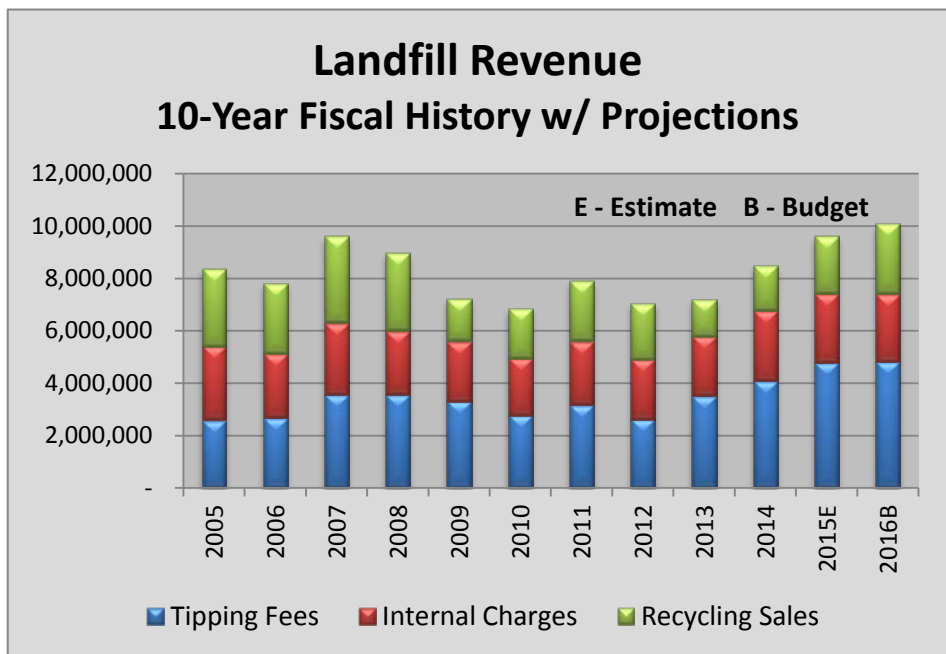


The city annually reviews the five-year financial plan for the Landfill Enterprise Fund. This annual evaluation takes into account operating and capital costs, equipment replacement, rate structures and service demands. Budget decisions are largely based on this long-range plan.

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 \$7.5 million in revenue for the Landfill. The tipping fees paid by private haulers, as well as businesses and individuals not located in Glendale, will continue to be \$32.25 per ton in FY15-16.

Staff prepares landfill revenue projection by applying several factors such as historical trend data, statistical analyses, economic and legal considerations, as well as consulting with an independent consulting firm. In FY15-16, the recycling sales program is projected to bring in \$2.7 million.

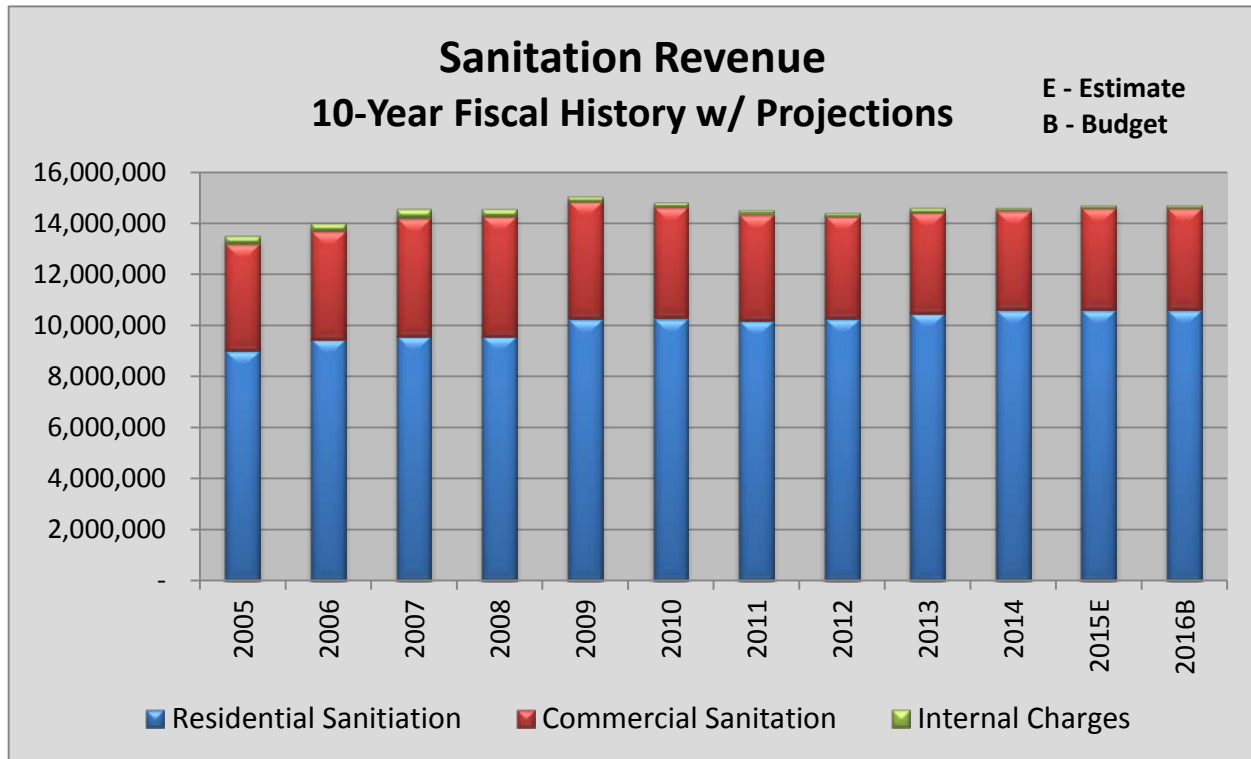


Additional miscellaneous revenue comes from interest earnings, impact fees, chargebacks and other fees, accounting for \$0.7 million. Total projected revenues for FY15-16 are \$10.8 million.

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 considerations. Landfill fees for the disposal of the solid waste collected from residences and businesses represent a significant part of the expenses incurred by the sanitation enterprise operation. Consequently, adjustments to landfill rates have a major impact on sanitation rates.

Glendale’s residential monthly sanitation rate for FY15-16 is \$16.30 and includes weekly trash and recycling collection as well as monthly loose trash collection. This rate remains unchanged since January 2005.



The FY15-16 total revenue of \$14.9 million comes primarily from two sources: residential collection fees are projected at \$10.6 million, and commercial collection fees, projected at \$4 million. The residential and commercial collection programs account for 98% of the sanitation revenues.

EXPENDITURES

Operating Budget

The FY15-16 operating budget totals \$383.9 million, which is a 4% increase over the FY14-15 budget of \$368.5 million. The budget continues to focus on the Mayor and Council key priorities and reflects economic conditions that continue to challenge local government. The graph (right) shows five years of historical operating budgets. The FY 2016 operating budget includes increases for all salary and personnel related increases, as well as one-time costs for technology and equipment.

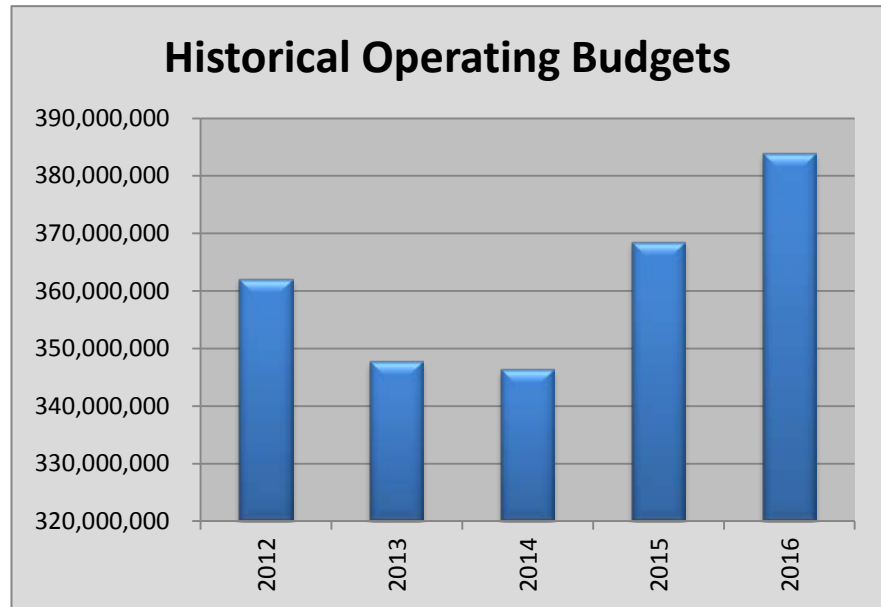


Table 1, on the following page, shows the year over year changes in the operating budgets for some of the City's largest operating funds within the general, special revenue, capital, enterprise and internal service fund groupings. It also calculates the percentage change for the fund from the FY14-15 operating base budget. The operating summary that follows Table 1 describes each of these main fund groupings and provides explanations for material changes year-over-year.

Table 1
Comparison of Operating Budgets

Fund Name	FY 2015	FY 2016	% Change
General (1000) <i>including Sub-Funds</i>	199,683,219	194,114,097	-2.8%
Vehicle Replacement (1120)	2,452,791	4,500,000	83.5%
Sub-Total General Fund Group	202,136,010	198,614,097	-1.7%
Transportation Sales Tax (1660)	12,485,025	13,512,235	8.2%
Highway User Gas Tax (1340)	8,471,957	9,357,635	10.5%
Other Federal & State Grants (1840)	13,992,136	6,579,040	-53.0%
RICO Funds (1860)	2,445,733	2,481,886	1.5%
C.D.B.G. (1320)	4,549,500	3,637,151	-20.1%
Home Grant (1300)	1,625,895	1,674,204	3.0%
N'hood Stabilization Pgm III (1311)	600,000	1,100,000	83.3%
Neighborhood Stabilization Pgm (1310)	1,320,000	926,259	-29.8%
All Other Funds	4,519,195	6,949,075	53.8%
Sub-Total Special Rev Fund Group	50,009,441	46,217,485	-7.6%
Sub-Total Capital Fund Group	3,818	3,353	-12.2%
Water/Sewer (2360/2400/2420)	49,482,532	50,670,513	2.4%
Landfill (2440)	8,763,281	9,578,913	9.3%
Community Housing Services (2500)	15,884,596	15,891,384	0.0%
Sanitation (2480)	13,332,998	13,467,271	1.0%
Sub-Total Enterprise Fund Group	87,467,225	89,608,081	2.4%
Benefits Trust Fund (2580)	23,291,958	25,450,368	9.3%
Risk Management Self Insurance (2540)	4,000,000	2,934,598	-26.6%
Workers Comp. Self Insurance (2560)	1,608,000	2,201,956	36.9%
Fleet Services (2590)	0	9,007,510	
Technology (2591/2592)	0	9,885,351	
Sub-Total Internal Svc Fund Group	28,899,958	49,479,783	71.2%
Grand Total: Operating Budget	\$ 368,516,452	\$383,922,799	4.2%

Operating Budget Summary

Budgeted operating expenditures include services and programs for the community such as public safety, community services, economic development, general government and administration, 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 largest operating budget is within the General Fund and totals \$194 million for FY15-16. For comparative analysis, the FY14-15 General Fund amount of \$199 million includes the General Fund Sub-Funds as well. There is a slight decrease of 2.8% in the FY15-16 budget, mainly due to certain costs moving to the new internal service funds for Technology and Risk Management.

The next group is the special revenue fund group with a slight decrease of 7.6% in budgeted expenditures for FY15-16. Significant changes within the individual funds include the Federal and State Grants (Fund 1840) operating budget reductions of over \$7 million or 53%. Budget appropriation to accommodate grant opportunities that may arise during the course of the fiscal year, or those that have already been awarded to the city is also included within the special revenue fund group. These grant funds include 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 and enterprise fund group 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 increased expenses are a result of new contracts for services and additional customers. The Internal Service Fund Group increases are a result of the creation of additional funds due to the General Fund Sub-Fund restructuring. Three additional internal service funds were added for FY15-16, Fleet Services,

**Table 2
Operating Budgets by Department (All Funds)**

Department Name	FY 2015	FY 2016	% Change
Police Services	82,468,375	84,076,267	1.9%
Public Works	65,049,866	69,425,128	6.7%
Water Services	49,482,532	47,500,463	-4.0%
Fire Services	43,948,387	45,610,601	3.8%
Community Services	40,938,262	40,141,377	-1.9%
Finance and Technology	31,024,602	34,639,485	11.7%
Human Resources & Risk Mgt	30,636,079	32,363,889	5.6%
Non-Departmental	1,485,704	10,226,201	588.3%
City Court	4,273,803	4,417,849	3.4%
Development Services	4,358,535	4,372,578	0.3%
Communications	3,287,119	3,474,896	5.7%
City Attorney	2,881,214	2,944,274	2.2%
Mayor & Council	1,347,228	1,321,766	-1.9%
Economic Development	1,667,616	924,260	-44.6%
City Manager	872,264	917,044	5.1%
City Clerk	718,680	566,826	-21.1%
Intergovt. Programs	477,640	512,016	7.2%
City Auditor	301,079	337,879	12.2%
Miscellaneous Grants	3,293,649	150,000	-95.4%
Total Operating Budget	\$365,218,985	\$383,772,799	5.1%

Technology and Technology Projects. The largest variances overall are a result of elimination of the General Fund Sub-Funds, and establishing a number of new Internal Service Funds- which are then charged back to each department, with the exception of the technology premium. Table 2 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 prior year operating base budget.

The largest operating department is **Police Services**, which accounts for \$84 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 \$69 million, which makes up 18% of the total operating budget. This department is made up of Field Operations, Engineering and Transportation programs and staff. 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;
- Transit Services
- Street Lighting and Striping
- Airport Operations
- 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 \$47.5 million, which makes up 12% of the total operating budget. This department is responsible for the enterprise funds that cover treating and distributing potable water that meets all federal and state standards, collecting and treating wastewater in compliance with all regulatory requirements, implementing odor and pest infestation control measures and all meter reading. Environmental Services provides water conservation programs including the treatment of wastewater for water reclamation purposes, water quality testing services for the city's drinking water and reclaimed water, and long-term water resource planning.

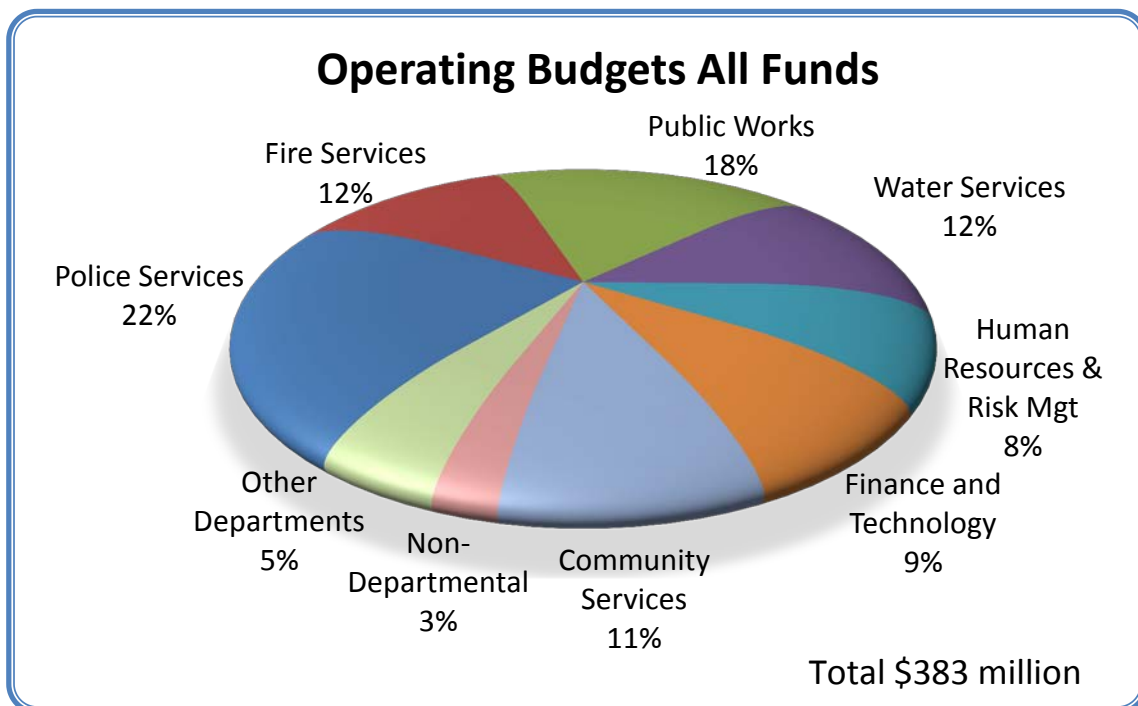
Fire Services accounts for \$45.6 million or 12% of the total operating budget. This department provides fire protection, emergency medical services and natural disaster planning. It also provides core life safety services involving fire suppression, property preservation, basic and advanced life support (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 \$32.3 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 \$34.6 million or 9% of the total operating budget. It is important to note that \$15.5 million of the Financial Services operating budget is related to the city-owned Gila River Arena. 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. As of FY14-15, this department now includes the information technology services. These services support the City's technology infrastructure such as application support, network, data services and email.

The **Community Services 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, parks, open space, recreational facilities and activities for residents. This department accounts for \$40.1 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 Miscellaneous Grants reduction 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 large variance is reported in the Non-Departmental group as the General Funds' portion (\$8.4 million) of the Internal Service Fund premium charges for Information and Technology and Projects are being allocated as to this grouping.

The remaining departments in the Other category include: Communications, Development Services, Economic Development, City Court, City Attorney, Mayor and Council, City Manager, City Clerk, Intergovernmental Programs, Miscellaneous Grants, and Internal Audit. These departments make up the remaining \$19.9 million or 5% 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, 43% or \$166 million of the \$383 million FY15-16 operating budget is attributable to wages, salaries and benefits, as shown in Table 3. Approximately 61% of the General Fund operating costs are for salaries and related benefits costs.

Table 3
Salaries and Benefit Related Costs by Fund

Fund	Wages & Salaries	Retirement Costs	Healthcare Costs	Other Benefit Costs	Total Estimated Personnel Compensation
General Fund	82,640,613	21,607,777	11,955,386	5,096,900	121,300,676
Special Revenue	9,198,643	1,584,223	1,669,050	640,969	13,092,895
Enterprise	19,082,672	2,188,778	3,640,935	1,456,165	26,368,550
Other	4,012,433	460,229	587,074	305,151	5,364,887
Total	\$114,934,361	\$25,841,017	\$17,852,445	\$7,499,185	\$166,127,008

Table 4 on the next page, provides a comparison of staffing levels in recent years for all funds which accounts for all changes in authorized staffing city-wide. For FY15-16 a total of 15.5 Full-Time Equivalent (FTE) positions were added. These included four positions in Public Works to aide in the implementation of the Pavement Management Program. Seven School Resource Officers were moved from the General Fund to the Misc. Grants Fund, as these positions are primarily funded by the school districts via grants. Additional positions include a Management Assistant in the Mayor’s Office, a .5 Secretary in the Police Department funded through RICO – which brings the current position to full time status. Other positions added include a Police Records Technician, Victim Assistance Caseworker (Police Department) and a Risk and Safety Analyst.

The bar chart to the right provides a historical view of this measure for City of Glendale staffing. It shows that the estimated FY15-16 ratio of 7.3 FTEs per 1,000 in population is less than the 8 FTEs per 1,000 in FY05-06. Schedule 9, found in the *Schedules* section of this document, provides detail on the city’s authorized staffing by position.

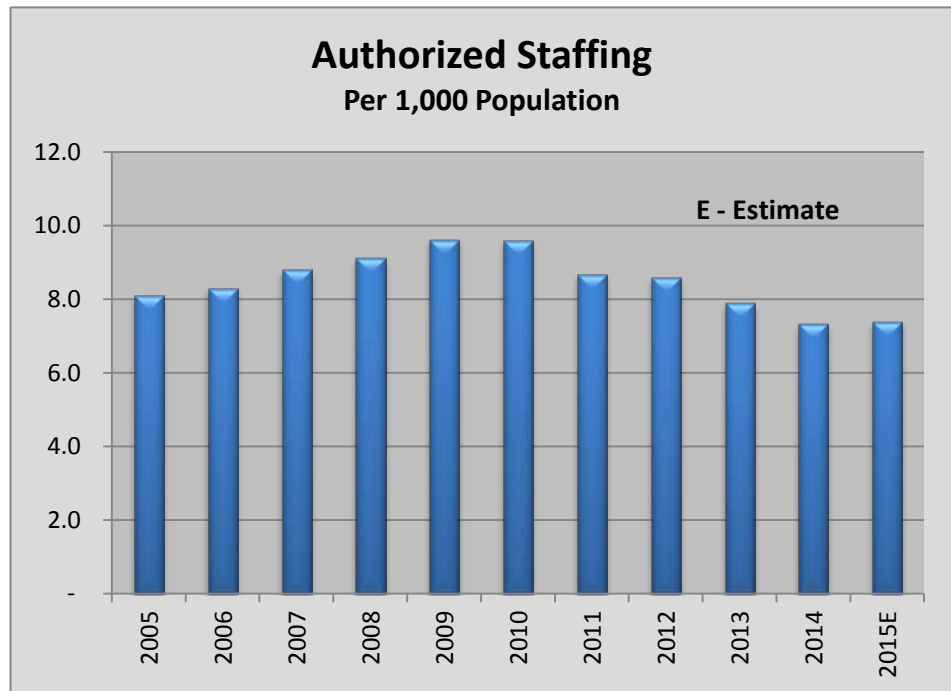


Table 4
Staffing Levels by Fund
(Full-Time Equivalents)

Fund	2011-12	2012-13	2013-14	2014-15	2015-16
General-1000	1,198.88	1,096.50	1,010.75	1,158.95	1,143.75
Water and Sewer-2360/2400/2420	242.25	242.25	233.25	234.25	235.00
Police Special Revenue-1700	118.00	118.00	111.00	0.00	0.00
Sanitation-2480	79.00	74.00	74.00	71.00	70.00
Fire Special Revenue-1720	51.00	51.00	48.00	0.00	0.00
Transportation Sales Tax-1660	49.25	49.25	49.25	50.25	50.25
Landfill-2440	44.00	39.00	39.00	42.00	44.00
Highway User Gas Tax-1340	65.00	36.00	39.00	40.00	42.00
General Services-1040	34.00	34.00	31.00	31.00	0.00
Pub Housing Budget Activities-2500	24.00	25.00	24.00	24.00	24.00
Public Safety Training Center-2530	12.00	10.00	9.00	9.00	9.00
C.D.B.G.-1320	8.75	8.75	8.75	8.75	8.75
CAP Grant-1820	7.00	7.00	5.50	5.50	5.50
Parks & Recreation Self Sust-1880	7.00	7.00	5.00	5.00	5.00
Airport Special Revenue-1760	5.00	6.00	6.00	6.00	6.00
Civic Center-1740	6.00	5.00	4.00	3.00	0.00
Risk Management Self Ins.-2540	3.75	3.00	0.00	0.00	2.00
Court Security/Bonds-1240	2.00	3.00	3.00	2.00	2.00
City Sales Tax-Bed Tax-1750	0.00	0.00	2.50	2.50	0.00
Grants-1840	3.00	2.00	2.00	27.00	34.00
Stadium Event Operations-1281	2.00	2.00	2.00	2.00	0.00
Arena Event Operations-1282	2.00	2.00	2.00	1.00	0.00
Telephone Services-1100	1.00	1.00	1.00	1.00	0.00
Arts Commission Fund-1220	0.00	1.00	1.00	1.00	1.00
PC Replacement-1140	1.00	1.00	1.00	1.00	0.00
RICO Funds-1860	0.50	0.50	0.50	0.50	1.00
Workman's Compensation-2560					1.00
Technology-2591					27.00
Fleet Services-2590					31.00
Total	1,966.38	1,824.25	1,712.50	1,726.70	1,742.25

Fund Summary

Table 5 below outlines the impact of budget decisions on the City’s financial position highlighting the estimated fund balances for all fund types for FY15-16. Beginning balances for all funds are estimated at \$237 million and the ending fund balances are estimated at \$116 million. As outlined in the financial forecast, planned use of fund balance drawdowns will to fund significant capital projects and one time expenditures. Significant changes to fund balance are discussed in the specific fund sections below.

Table 5
Fund Summary

Fund	Est. Beg. Fund Balance	Revenue	Expenditures	Adj. Financial Resources	Transfers In	Transfers Out	Est. Ending Fund Balance
General Funds	32,764,724	202,999,071	206,154,495	29,609,300	24,144,445	(21,817,014)	31,936,731
Special Revenue	62,316,563	116,315,433	80,238,273	98,393,723	1,018,662	(78,549,737)	20,862,648
Debt Service	16,643,219	19,841,880	57,774,010	(21,288,920)	29,221,374	0	7,932,454
Capital Projects	23,398,662	92,773	68,563,215	(45,071,780)	45,281,493	(209,713)	0
Permanent Funds	5,647,617	22,000	5,669,617	0	0	0	0
Enterprise	87,534,773	122,443,717	162,720,607	47,257,883	910,490	0	48,168,373
Internal Service	9,237,933	49,498,186	50,879,783	7,856,336	0	0	7,856,336
Total	\$ 237,543,491	\$ 511,213,060	\$ 632,000,000	\$ 116,756,542	\$ 100,576,464	\$ (100,576,464)	\$116,756,542

General Fund (Fund 1000) Operating Expenditures

The total General Fund operating budget for FY15-16 is \$194.1 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 40% or \$78 million, is the largest component of the General Fund budget. It is followed by Fire Services at approximately 22% or \$41.6 million. Community Services represents 7% or \$13.9 million and Finance and Technology Services represents 11%. Public Works is at 4% or \$7.8 million. . These departments represent 84% of the General Fund operating budget. The remaining 16% is represented by all other departments detailed below.

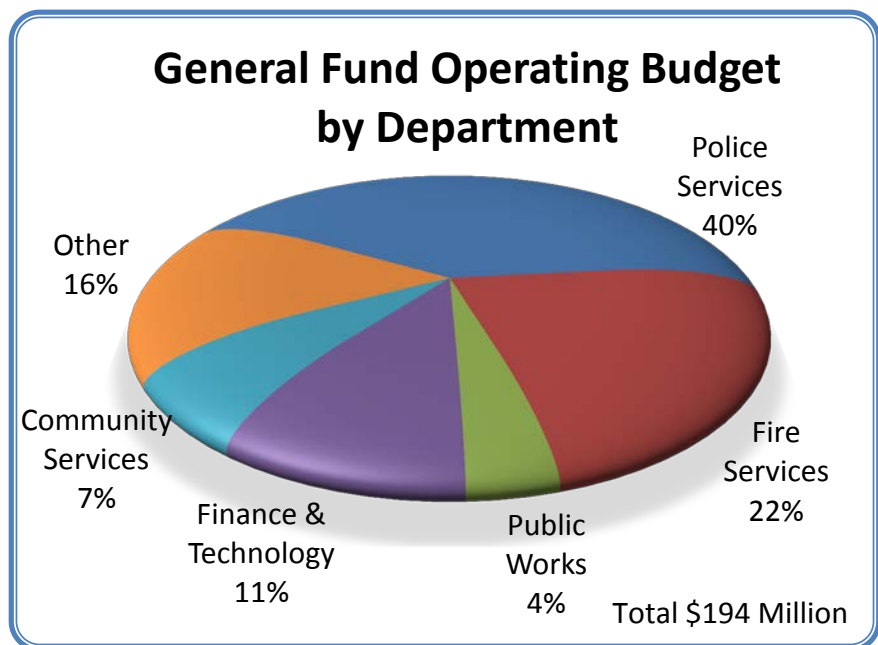


Table 6
General Fund Operating Budget By Dept

The Other 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.

Table 6 compares the FY14-15 General Fund operating budgets by department to FY15-16.

Dept Name	FY 2015 Budget	FY 2016 Budget	% Change
Police Services	70,907,376	78,014,086	10.0%
Fire Services	37,365,811	41,665,248	11.5%
Community Services	12,727,793	13,916,698	9.3%
Public Works	7,421,472	7,884,531	6.2%
Finance & Technology	8,409,473	21,721,378	158.3%
Economic Development	916,088	924,260	0.9%
Development Services	4,103,318	4,231,931	3.1%
City Court	3,742,767	3,878,094	3.6%
City Attorney	2,881,214	2,944,274	2.2%
Communications	1,909,338	3,474,896	82.0%
HR & Risk Mgt	1,716,121	1,776,967	3.5%
Mayor & Council	1,347,228	1,321,766	-1.9%
City Manager	872,264	917,044	5.1%
Non-Departmental	1,285,704	10,026,202	679.8%
City Clerk	718,680	566,826	-21.1%
Intergovt. Programs	477,640	512,016	7.2%
City Auditor	301,079	337,879	12.2%
Total	\$ 157,103,366	\$ 194,114,096	23.6%

General Fund Transfers to Other Funds

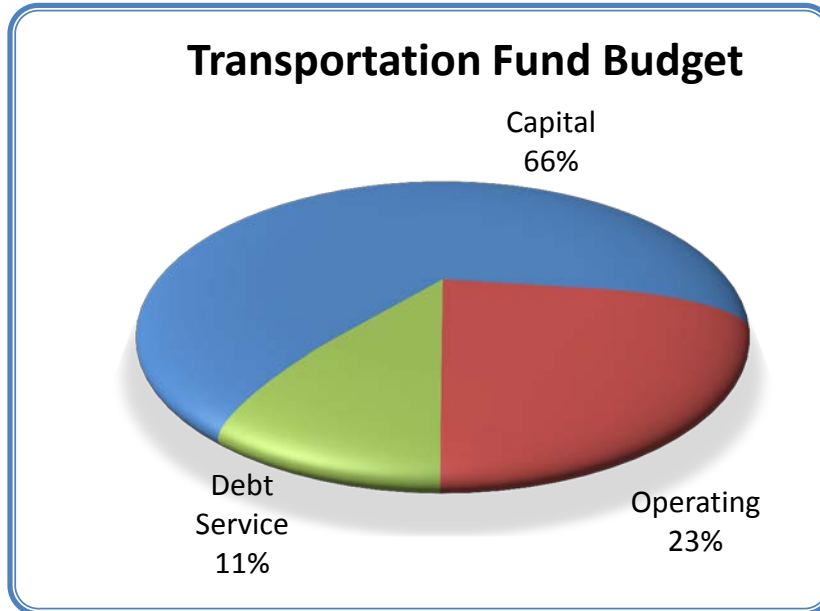
The General Fund supports a number of other funds within the city and these transfers compete with normal operating budget needs for General Fund operating resources. The amount of support can vary from year to year based on projected revenues and expenditures for the supported funds, as well as debt service requirements. A transfer amount of \$21.8 million is projected in FY15-16. This amount is considerable less in FY15-16 primarily due to the restructuring of the General Fund Sub-Funds and recent bond refinancing.

A transfer of \$14.2 million to the Municipal Property Corporation debt service fund and another \$5.6 million to the Excise Tax Debt Service Fund are both to cover principal and interest payments related to several capital projects such as the Glendale Media Center and Expo Hall, Convention Center and Parking Garage in the west area, infrastructure for the Zanjero development, the Gila River Arena, a portion of the Glendale Regional Public Safety Training Center and the Camelback Ranch spring training ballpark.

\$900,000 will be transferred to the Transportation Fund and is maintained annually per the 2001 election approving the transportation sales tax. Other transfers help to offset operations of the Airport (\$92,868), and CAP and Housing Grant Funds (\$336,284).

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

Transportation Fund Expenditures



The Transportation Fund includes operating, capital and debt service expenses related to providing a range of transportation services in accordance with the ballot initiative that Glendale voters approved in a 2001 election. Total FY15-16 expenses are budgeted at \$13.5 million for operations. This includes transit services, dial-a-ride and fixed route bus lines. \$24.6 million is planned for Capital Improvements and Transportation Debt Service is estimated at \$7.1 million.

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 \$2.4 million. The remaining \$2.9 million, or 22% of the operating budget, is used for traffic engineering, safety education, traffic mitigation, management oversight and grant related operating appropriation.

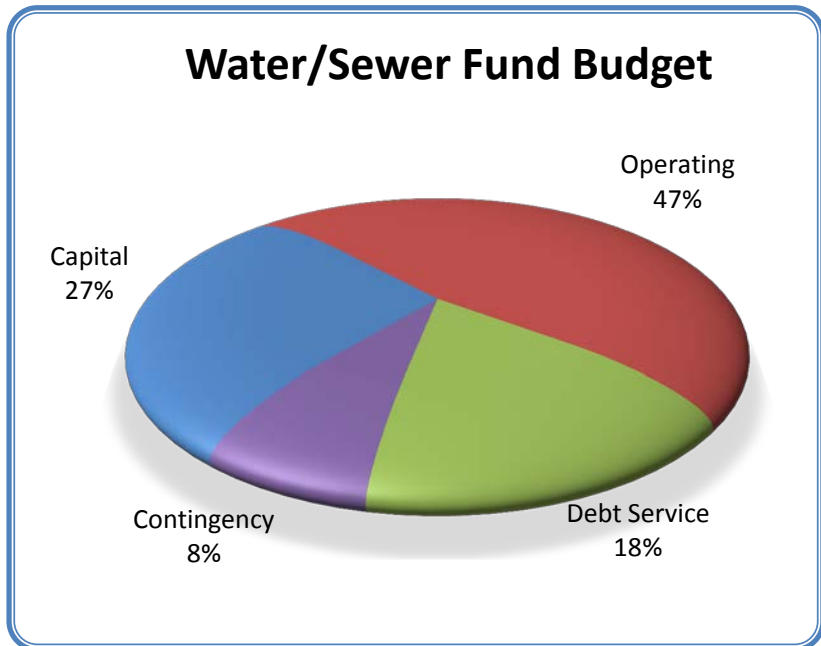
Airport Fund Expenditures

The Airport Fund operating budget is \$638,647. It is funded by airport revenues of \$545,779 with the remaining \$92,868 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 \$50.6 million for FY15-16. Customer and Environmental Services are budgeted at \$3.75 million and service both water and wastewater customers. Nearly \$11.8 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 \$19.2 million and include Pyramid Peak, Cholla, and Oasis Water Treatment facilities. This budget also maintains the city’s irrigation system and purchase of raw water for treatment; administration; pretreatment; storm water; and security account for the remaining budget.

Significant capital projects are planned for FY15-16 and they account for the \$28.9 million in capital expenditures. Debt service is budgeted at \$20.1 million is for capital projects completed in past fiscal years. The *Capital Improvement Plan* of this book includes project descriptions and detailed cost estimates for all planned water and sewer capital projects. A \$8.6 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

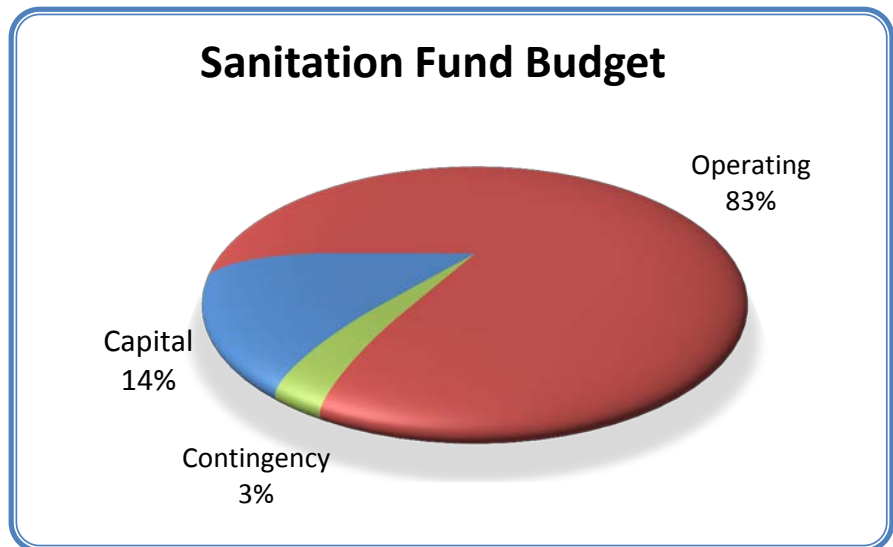
The total FY15-16 operating budget for the Landfill Fund is \$9.5 million. Landfill operations total \$4.4 million, the materials recycling facility accounts for \$2.6 million and other recycling is \$980,837 which combined accounts for nearly 80% of the operating budget. The remaining \$1.5 million is for solid waste administration and landfill gas management.

The FY15-16 capital budget totals \$28.9 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 FY15-16 is \$13.4 million, relatively unchanged from FY14-15. Residential curb service includes trash, recycling and loose trash collection and accounts for \$9.6 million or 70% of the operating budget. The commercial front-load and roll-off divisions account for another \$3.6 million.



The FY15-16 capital budget includes \$3.4 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 \$200,000 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 and claims for employees and retirees. This fund currently administers the medical, dental, life insurance and vision plans and coverage for both premiums and claims related expenses. The fund has an operating budget of \$25.4 million for FY15-16.

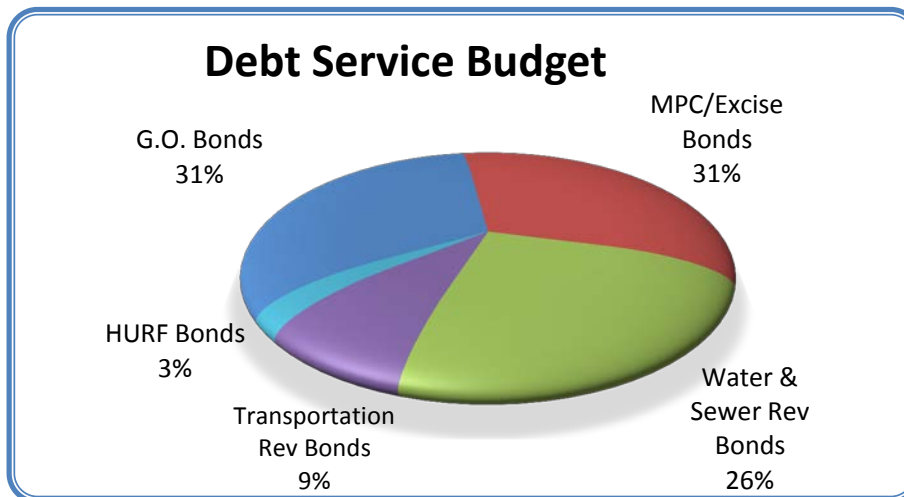
Capital Improvement Plan Expenditures

The total capital budget for FY15-16 is \$125.3 million. Of this, \$51.8 million is carryover funding from the prior year. The annual budget appropriation for FY15-16 represents the first year of funding of the ten year Capital Improvement Plan (CIP). Transportation and Street

projects total \$63.4 million, representing 51% of the Capital Improvement budget. Water and Sewer projects total \$22.3 million and account for 18% of the CIP budget. For more details, please refer to the *Capital Improvement Plan* section of this document.

The carryover funding of \$51.8 million represents projects that have been budgeted in prior years, but not yet completed. New project funding for the FY15-16 CIP totals \$7.34 million. The majority of the CIP is pay-as-you-go, and funded with fund balance or current revenues. Significant projects include major street overlay and reconstruction, 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 FY15-16 is \$77.9 million, compared to \$92.3 million in FY14-15. As previously noted, a significant bond refinancing took place in FY14-15 with the resulting savings portrayed in the FY15-16 budget. 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 FY15-16 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.

Documents comprising the foundation for Glendale's annual budgeting process have been included in this budget document as well. The *Financial Plan* and *Financial Policies* documents identify and explain the strategies used to meet and stabilize city revenues and expenses, and ensure the continuity and reliability of basic services. The *Five-Year Forecast* addresses the long-term financial projection for city revenues and expenditures.

The long-range blueprint for the financing and construction of large projects is contained in the *Capital Improvement Plan*. The *Schedules* section contains detailed information about the City of Glendale's fund accounting system, operating revenues and expenditures, debt service and authorized staffing levels.

A *Frequently Asked Questions* (FAQ) guide is included in the appendix to help clarify words and phrases that may have specialized meaning when applied to municipal government budgeting practices. This FAQ document is a good primer for those who wish to brush up on their financial terminology or want to find parallels between their own personal budgets and the city's overall budget.

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*, the *Debt Management Plan*, available from the Finance and Technology 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. Inquiries regarding this annual budget document should be directed to the City's Budget Office at:

City of Glendale
Finance and Technology Department
5850 West Glendale Avenue, 3rd Floor
Glendale, Arizona 85301
Phone: (623) 930-2480





Fiscal Year 2015-2016 Annual Budget Book

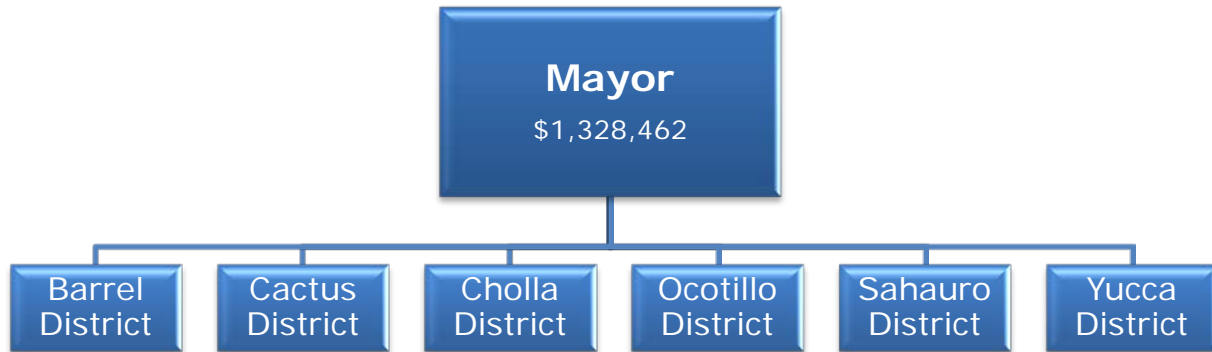
Operating Budget



	Page
Mayor & Council.....	99
City Attorney.....	103
City Auditor.....	106
City Clerk.....	109
City Court.....	113
City Manager’s Office.....	117
Communications.....	121
Community Services.....	127
Development Services.....	138
Economic Development.....	146
Finance & Technology.....	151
Fire Services.....	158
Human Resources.....	166
Intergovernmental Programs.....	172
Misc. Grants.....	176
Non-Departmental.....	177
Police Services.....	178
Public Works.....	187
Water Services.....	200



Performance Report



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

One of the highest priorities of the Mayor and Council is to involve the public in their decision making process through public participation. They regularly appoint citizens to 17 advisory boards and commissions and often form public committees to address specific citywide issues.

The Mayor and Council each become involved in the support and economic development of Glendale’s six districts. Councilmembers host meetings in their districts or meet with small groups of citizens throughout the year to resolve local issues. These meetings ensure citizens are informed on projects in and around their neighborhoods and businesses and give the Council input from their constituents. The Mayor and Council also communicate with citizens through electronic media such as websites, electronic bulletins and programming on Glendale 11, the city’s cable station.

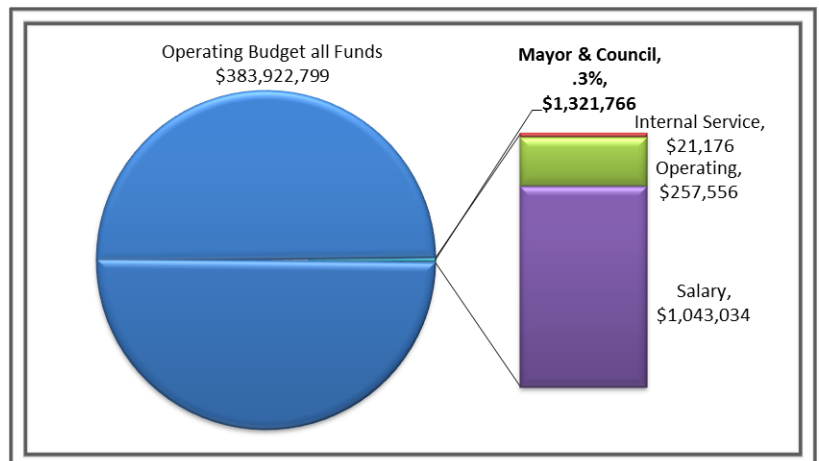
The Mayor and Council represent Glendale as members and leaders on numerous city, regional, and national organizations and committees.

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

Operating Budget

The total City Operating Budget is \$383.9 million. The departmental operating budget is comprised of three categories:

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



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:

Transparency

- Transparency in all we do as City Council members in order to continue building trust with the community, staff and each other as a policy body. The openness of policy discussion is also reflected in the variety of rules and guidelines adopted by the City Council with the obligation that all adhere to that guiding principle.

Fiscal Sustainability

- Fiscal Sustainability is always a standing goal for the City as a matter of course. It rises to a Key Priority level in the face of major fiscal concerns and recovery strategies. The 2015 – 2016 Budget will move the City in a very positive direction toward sustainability.

Economic Development

- Economic Development is acknowledged as a key element of fiscal sustainability. It could easily be a subset of that priority. However, the level of significance of a strong economic development effort is seen by the City Council as an item that warrants its own special focus for policy level support. This is a critical component of the fiscal recovery process.

Signature Events

- Signature Events are seen as defining elements for Glendale's regional identity. Failure to present expected celebrations that have long drawn crowds to downtown Glendale will have substantial impact on the community well-being, economics of shop owners and ability to attract commerce. This will require the City Council attention to the policies needed to encourage long planned Centerline activity to expand the capacity of downtown.

Creative, Innovative, Efficient Systems

- Creative, Innovative, Efficient Systems and processes will continue to gain the highest level of service given the limitations of budget capacity. Staff talent and comment will continue to be the critical element of customer service despite difficult financial challenges.

Continuous Business Policy Improvement

- Continuous Business Policy Improvement to assist Mayor and City Council in establishing policy necessary to continually improve the business and citizen attraction to the downtown core and Centerline.

Public Safety

- Public Safety – Prepare a five-year Public Safety plan to ensure public safety capacity to provide a level of service that is consistent with the needs of the community, the budgetary capacity and the standards of performance in generally acceptable national guidelines. Encourage innovation and the application of creative new approaches, where necessary and applicable.

**MAYOR AND CITY COUNCIL
MAYOR ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-10010) Office of the Mayor	\$269,599	\$281,127	\$281,127	\$391,288	39%
Total - Mayor	\$269,599	\$281,127	\$281,127	\$391,288	39%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$248,463	\$261,937	\$261,937	\$343,874	31%
(A7000) Non-Salary Operating Budget	\$14,850	\$16,173	\$16,173	\$42,673	164%
(A7500) Premiums/Controlled Budget	\$6,286	\$3,017	\$3,017	\$4,741	57%
Total - Mayor	\$269,599	\$281,127	\$281,127	\$391,288	39%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-10010) Office of the Mayor	3	3	3	4	33%
Total -Mayor	3	3	3	4	33%

**MAYOR AND CITY COUNCIL
COUNCIL OFFICE ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-10110) Council Office	\$550,130	\$527,191	\$527,191	\$418,168	-21%
(1000-10120) Cholla District	\$68,528	\$91,086	\$91,086	\$91,137	0%
(1000-10130) Barrel District	\$64,365	\$87,928	\$87,928	\$82,411	-6%
(1000-10140) Sahuaro District	\$77,938	\$94,750	\$94,750	\$87,418	-8%
(1000-10150) Cactus District	\$96,098	\$91,408	\$91,408	\$87,418	-4%
(1000-10160) Yucca District	\$86,395	\$85,917	\$85,917	\$81,963	-5%
(1000-10170) Ocotillo District	\$74,804	\$87,821	\$87,821	\$81,963	-7%
Total - Council Office	\$1,018,258	\$1,066,101	\$1,066,101	\$930,478	-13%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$838,928	\$840,315	\$840,315	\$699,160	-17%
(A7000) Non-Salary Operating Budget	\$153,400	\$206,782	\$206,782	\$214,883	4%
(A7500) Premiums/Controlled Budget	\$25,930	\$19,004	\$19,004	\$16,435	-14%
Total - Council Office	\$1,018,258	\$1,066,101	\$1,066,101	\$930,478	-13%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-10110) Council Office	7	6	6	5	-17%
(1000-10120) Cholla District	1	1	1	1	0%
(1000-10130) Barrel District	1	1	1	1	0%
(1000-10140) Sahuaro District	1	1	1	1	0%
(1000-10150) Cactus District	1	1	1	1	0%
(1000-10160) Yucca District	1	1	1	1	0%
(1000-10170) Ocotillo District	1	1	1	1	0%
Total -Council Office	13	12	12	11	-8%

Performance Report



Mission Statement

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

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

Department Description

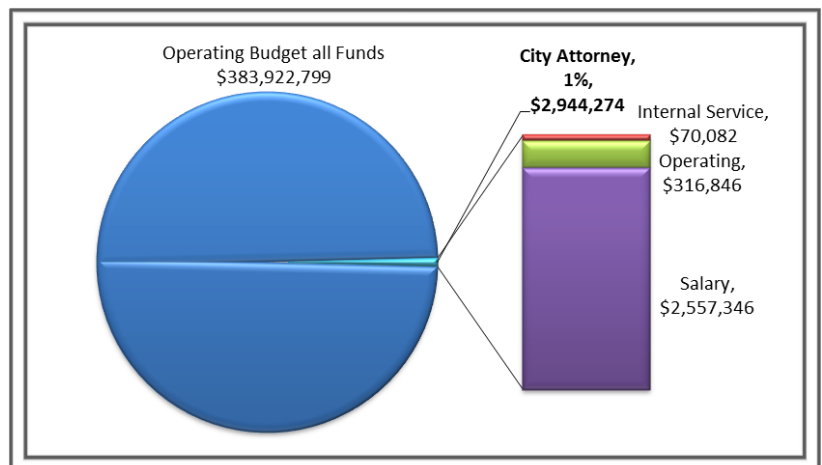
The City Attorney is appointed by the City Council and acts as legal adviser to the city, its officials, departments, as well as boards and commissions on matters that affect the conduct of city business. The City Attorney’s Office represents the city in all legal proceedings and directs the legal services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

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

Operating Budget

The total City Operating Budget is \$383.9 million. The departmental operating budget is comprised of three categories:

- Internal services = internal charges for technology, insurance, workmans compensation, indirect charges, etc.
- Operating = operating and contractual costs
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Accomplishments, Enhancements, and Efficiencies

- A one-year extension was received for the Stop Violence Against Women grant in the amount of \$147,709 from the Arizona Governor's Office for Children, Youth, and Families. Funding from this grant is used to hire a 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.
- The Prosecutor's Office continues to use law student interns as well as paralegal students.
- There were 87 cases that went to trial FY2014-15. Of those cases 80 were bench trials and 7 were jury trials. The conviction rate for bench trials was 81% and 100% for jury trials.

Goal, Objectives, and Performance Measures

Department Goal	Provide high-quality, professional and timely legal services to the Mayor, City Council and city staff.			
Council Priority	Transparency			
Performance Objective	One community committed to public safety.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
% of the meetings/hearings attended (as needed or requested)	100%	100%	100%	100%

Department Goal	Work to ensure the consistent and ethical application of criminal justice.			
Council Priority	Transparency			
Performance Objective	Ensure the consistent and ethical application of criminal justice			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Number of cases adjudicated	5671		5114	
% conviction rate or plea agreements on misdemeanor charges	90.47%	80%	95.62%	80%
Number of facilitated resolutions of cases by successful completion of diversion programs	339		390	

**CITY ATTORNEY
CITY ATTORNEY ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-10610) City Attorney	\$2,481,507	\$2,681,214	\$2,681,214	\$2,744,274	2%
(1000-10615) Outside Legal Fees	\$463,614	\$200,000	\$200,000	\$200,000	0%
Total - City Attorney	\$2,945,121	\$2,881,214	\$2,881,214	\$2,944,274	2%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$2,298,092	\$2,513,953	\$2,513,953	\$2,557,346	2%
(A7000) Non-Salary Operating Budget	\$586,462	\$316,846	\$316,846	\$316,846	0%
(A7500) Premiums/Controlled Budget	\$60,567	\$50,415	\$50,415	\$70,082	39%
Total - City Attorney	\$2,945,121	\$2,881,214	\$2,881,214	\$2,944,274	2%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-10610) City Attorney	25	25	25	25	0%
Total -City Attorney	25	25	25	25	0%

Performance Report



Mission Statement




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

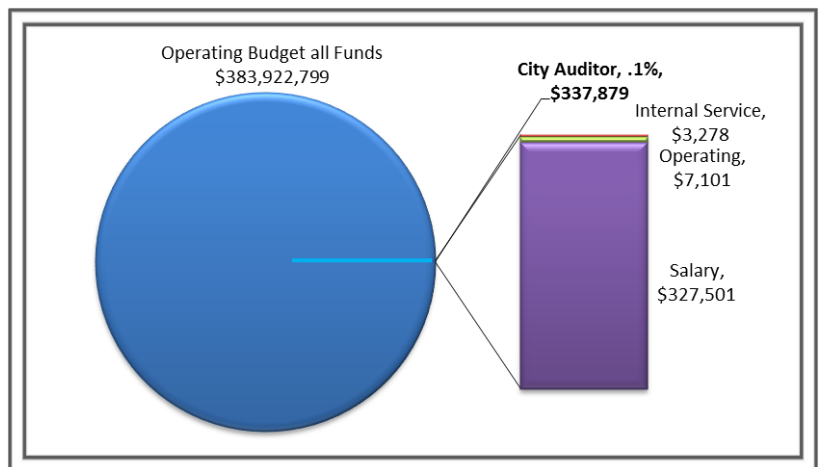
Department Description

The City Auditor's Office conducts performance audits of City operations and reports the results accordingly to City Departments, the City Manager, City Council and the public.

Operating Budget

The total City Operating Budget is \$383.9 million. The departmental operating budget is comprised of three categories:

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-  Salary = salary and related costs



Accomplishments, Enhancements, and Efficiencies

- Completed 14 audit reports that identified opportunities to enhance controls, increase efficiency and safeguard assets.
- Provided over 225 recommendations to management to correct internal control deficiencies.
- Continued to monitor the City's Ethics Hotline, allowing employees to report potential ethical violations at the City.

Goal, Objectives, and Performance Measures

Department Goal	Allocate audit resources to the areas that pose the greatest risk to the city.			
Council Priority	Fiscal Sustainability			
Performance Objective	Develop a risk-based audit plan that strengthens internal controls and reduces risk to the City.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Number of Audits and Management Reports Completed	17	15	14	15
% Audit Recommendations Accepted by Management	95%	95%	99.5%	95%
% Annual Audit Plan Completed	100%	80%	93%	80%
Number of Management Requests	5	5	6	5

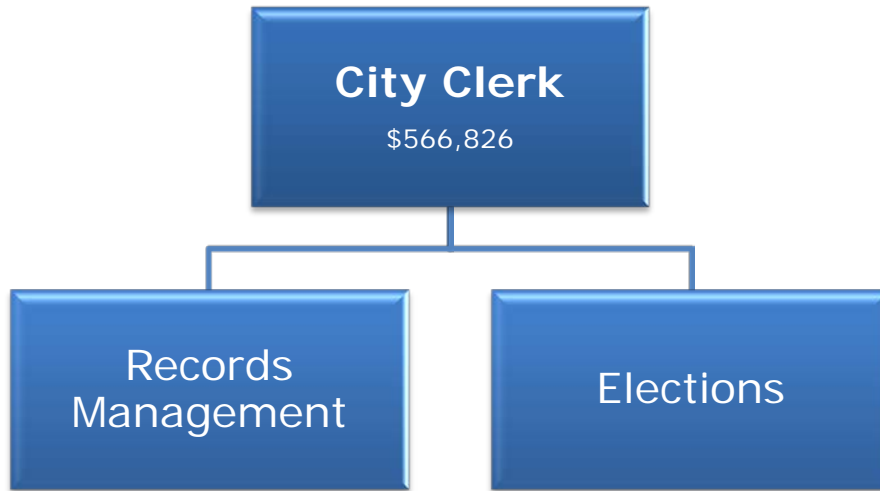
**CITY AUDITOR
CITY AUDITOR ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-10710) City Auditor	\$295,031	\$301,079	\$301,079	\$337,879	12%
Total - City Auditor	\$295,031	\$301,079	\$301,079	\$337,879	12%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$284,446	\$291,861	\$291,861	\$327,501	12%
(A7000) Non-Salary Operating Budget	\$7,183	\$7,100	\$7,100	\$7,100	0%
(A7500) Premiums/Controlled Budget	\$3,402	\$2,118	\$2,118	\$3,278	55%
Total - City Auditor	\$295,031	\$301,079	\$301,079	\$337,879	12%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 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 Report



Mission Statement

The City Clerk Department’s mission is to provide excellent service to the citizens, elected officials and the organization; to consistently meet all legal requirements; and to proactively support transparency in city government.

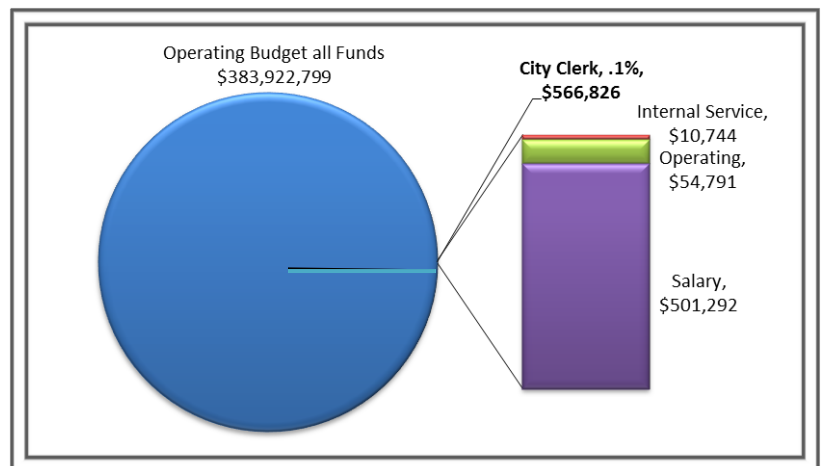
Department Description

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. The 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.

Operating Budget

The total City Operating Budget is \$383.9 million. The departmental operating budget is comprised of three categories:

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



Accomplishments, Enhancements, and Efficiencies

- Successful 2014 Primary and General Elections compliant with Federal Laws, State Statutes and City Charter;
- Record Center: emergency removal of records, sustained service from off-site storage; efficient and enhanced reorganization of returned records;
- Organizational Record Purge 2015 planned and implemented at no cost to the city for shredder truck/drivers, pre-Purge Day class, 38 departments participating, and 30,020 pounds of paper purged and recycled.

Goal, Objectives, and Performance Measures

Department Goal	Provide the citizens with timely notice and access to public information			
Council Priority	Transparency			
Performance Objective	All City Council and City Commission/Board meeting agendas/legal notices, resolutions, ordinances posted/published in compliance with state statutes			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
# Agendas/Legal Notices / % Compliance	816/100%	100%	926/100%	100%
# Resolutions posted or read in full, published / % Compliance	118/100%	100%	142/100%	100%
# Ordinances posted and published / % Compliance	44/100%	100%	46/100%	100%

Department Goal	Provide the citizens with timely access to city records in compliance with state statutes and city code.			
Council Priority	Transparency			
Performance Objective	All media/record requests, minutes, recorded documents, and contracts are processed in compliance with State Statutes/City Code.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
# Public/Media Record Requests / % Compliance	909/100%	100%	1,442/100%	100%
# City Council Minutes / % Compliance	53/100%	100%	45/100%	100%
# Recorded Documents / % Compliance	475/100%	100%	398/100%	100%
# City Contracts / % Compliance	799/100%	100%	1,014/100%	100%

Department Goal	Increase volume of digitized records available to internet/organization; reduce paper storage.			
Council Priority	Transparency			
Performance Objective	Increase volume of indexing and scanning, focusing on high demand record series.			
Performance Measures	FY2014 Actual	FY2015 Target/ Projected	FY2015 Actual	FY2016 Target/ Projected
Pages scanned	279,749	155,000	158,848	165,000
Pages Indexed	6,298	2,800	2,817	3,000
Purge Day–Pounds of Records shred/recycled	18,520	20,000	30,020	31,000

**CITY CLERK
CITY CLERK ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-10210) City Clerk	\$417,838	\$582,808	\$582,808	\$565,381	-3%
(1000-10220) Records Management	\$153,207	\$0	\$0	\$0	NA
(1000-10240) Elections	\$5,001	\$135,872	\$135,872	\$1,445	-99%
Total - City Clerk	\$576,046	\$718,680	\$718,680	\$566,826	-21%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$510,445	\$515,469	\$513,069	\$501,292	-3%
(A7000) Non-Salary Operating Budget	\$53,661	\$196,735	\$199,135	\$54,790	-72%
(A7500) Premiums/Controlled Budget	\$11,940	\$6,476	\$6,476	\$10,744	66%
Total - City Clerk	\$576,046	\$718,680	\$718,680	\$566,826	-21%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-10210) City Clerk	4	6	6	6	0%
(1000-10220) Records Management	2				
Total - City Clerk	6	6	6	6	0%

Performance Report



Mission Statement




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

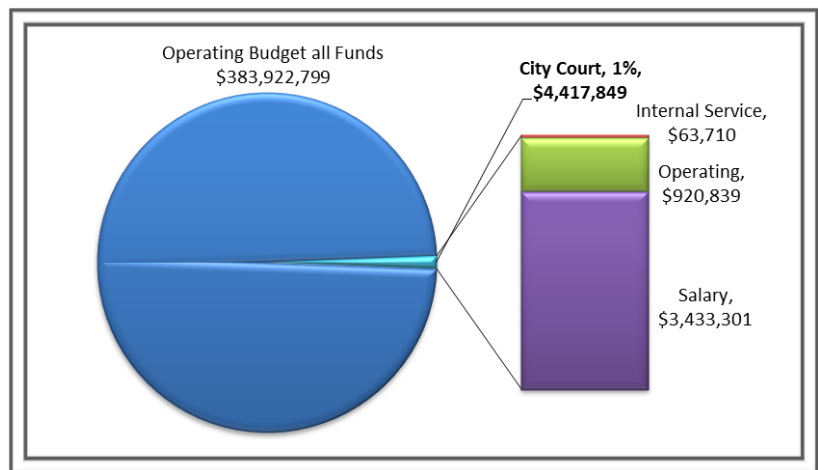
Department Description

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

Operating Budget

The total City Operating Budget is \$383.9 million. The departmental operating budget is comprised of three categories:

-  Internal services = internal charges for technology, insurance, workmans compensation, indirect charges, etc.
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Accomplishments, Enhancements, and Efficiencies:

- Developed an automated outbound telephone dialing program to initiate calls for missed court dates, upcoming court payments and missed payments.
- Created comprehensive case file audit checklists for the Court Operations, Fines Management and Records Divisions of Glendale City Court.

- Coordinated all judicial and legal services for military veterans participating in Glendale’s 2015 “Stand Up for Veterans” community outreach event.
- Formed the Glendale Mental Health Task Force with partner stakeholders from Glendale Police and Prosecutor’s Offices, Mercy Maricopa Integrated Care and local behavioral health experts.

Goal, Objectives, and Performance Measures

Department Goal	Maintain professional development opportunities for all court staff and judges.			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	Comply with Arizona Supreme Court Administrative Orders 2014-135 and 2012-60 and Arizona Code of Judicial Administration 1-302 regarding Education and Training.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Each full time judicial officer and Court employee to complete at least 16 credit hours of judicial education each year.	100% compliance	100% compliance	100% compliance	100% compliance
Each Court employee to complete ethics training and a core curriculum educational component annually (computer security/network security education for 2015).	100% compliance	100% compliance	100% compliance	100% compliance
Each Court judge to attend the annual Supreme Court judicial education training conference.	100% compliance	100% compliance	100% compliance	100% compliance

Department Goal	Adjudicate all criminal cases in a timely manner.			
Council Priority	Transparency			
Performance Objective	Comply with Arizona Supreme Court Phase I misdemeanor DUI case processing time standards. Comply with Phase III non-DUI misdemeanor case processing time standards beginning July 1, 2015.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
% of DUI cases resolved within 120 days	64%	85%	64%	85%
% of DUI cases resolved within 180 days	83%	93%	84%	93%
% of non-DUI criminal misdemeanors resolved within 180 days	n/a	n/a	n/a	98%

Department Goal	Adjudicate all civil cases in a timely manner.			
Council Priority	Transparency			
Performance Objective	Comply with Arizona Supreme Court Phase II case processing time standards on all civil traffic cases (excluding parking) beginning July 1, 2015.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
% of civil traffic cases resolved within 30 days	n/a	n/a	n/a	65%
% of civil traffic cases resolved within 60 days	n/a	n/a	n/a	80%
% of civil traffic cases resolved within 90 days	n/a	n/a	n/a	95%

**CITY COURT
CITY COURT ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-10410) City Court	\$3,485,169	\$3,742,767	\$3,742,767	\$3,878,094	4%
(1240-10510) Court Security	\$345,106	\$391,599	\$342,999	\$400,318	2%
(1240-10520) Court Time Payments	\$114,486	\$82,437	\$71,829	\$82,437	0%
(1240-10530) Fill the Gap	\$868	\$57,000	\$57,000	\$57,000	0%
Total - City Court	\$3,945,629	\$4,273,803	\$4,214,595	\$4,417,849	3%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$3,019,652	\$3,350,237	\$3,350,237	\$3,433,301	2%
(A7000) Non-Salary Operating Budget	\$878,412	\$885,340	\$826,132	\$920,838	4%
(A7500) Premiums/Controlled Budget	\$47,565	\$38,226	\$38,226	\$63,710	67%
Total - City Court	\$3,945,629	\$4,273,803	\$4,214,595	\$4,417,849	3%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-10410) City Court	36.5	40.7	40.7	40.75	0%
(1240-10510) Court Security	2	2	2	2	0%
(1240-10520) Court Time Payments	1				
Total - City Court	39.5	42.7	42.7	42.75	0%

Performance Report



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.

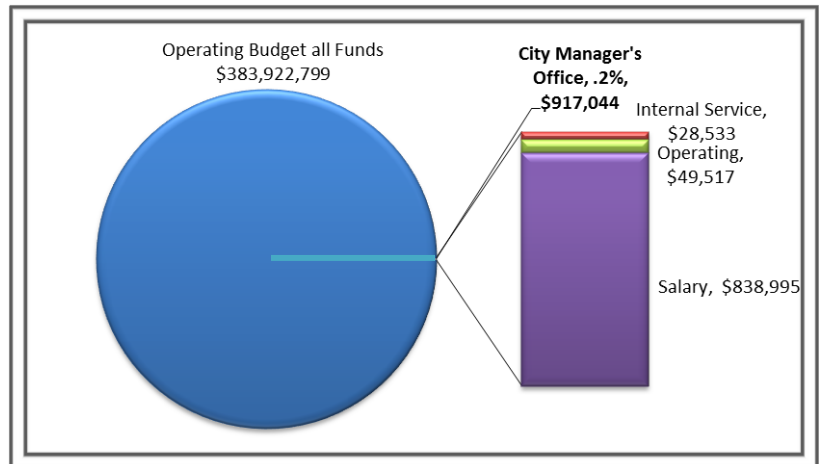
Department Description

The City Manager's Office provides the organizational leadership necessary to successfully implement the policy direction of the City Council; communicates that direction to the organization; ensures the efficient; effective and economical delivery of city services to Glendale's citizens; and fosters a diverse and inclusive organization and community.

Operating Budget

The total City Operating Budget is \$383.9 million. The departmental operating budget is comprised of three categories:

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



Accomplishments, Enhancements, and Efficiencies

- Successfully hosted the 2015 Super Bowl, ensuring the best possible visitor experience. Glendale provided a safe environment with quality customer service and without impact to the regular delivery of public services for residents and businesses.
- Glendale's bond outlook was upgraded from negative to stable by Moody's Investor Services
- Transitioned to a paperless City Council meeting agenda process. This transition streamlined the process, resulting in reduced staff time and printing costs.

Goal, Objectives, and Performance Measures

Department Goal	Provide leadership, vision and accountability for the organization through vigilant oversight of the City's budget.			
Council Priority	Fiscal Sustainability			
Performance Objective	Provide public forum communication regarding the budget, to allow for timely review and transparency regarding departmental budgeting, forecasting, and revenue generating opportunities.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Produce a balanced budget that complies with the city's adopted financial policies * The budget will be balanced, by fund, when all projected ongoing revenue sources do not exceed all ongoing expenses proposed for the current FY and for the upcoming FY. Use of the unassigned fund balance will occur only as authorized by Council and to address one-time costs, not ongoing costs or planned utilization of fund balance.	Yes	Yes	Yes	Yes
Produce a Five-Year Forecast for each major operating fund, in compliance with the city's adopted financial policies	Yes	Yes	Yes	Yes
Prepare City Manager's recommended budget in accordance with the city's adopted financial policies	Yes	Yes	Yes	Yes

Department Goal	Pursue quality economic development and ensure long-term financial stability, while safeguarding current economic investments.			
Council Priority	Fiscal Sustainability; Economic Development			
Performance Objective	Expand the tax base and job market in the community			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
New businesses recruited or existing companies expanding	20	10	13	10
Jobs generated by new or expanding companies	2,753	500	1,352	1,000

Department Goal	Provide consistent, timely and accurate agenda materials to the City Council, City Management, and citizens.			
Council Priority	Transparency; Creative, Innovative, Efficient Systems			
Performance Objective	Utilize agenda management software to facilitate concise and timely agenda documentation.			
Performance Measures	FY2014 Actual	FY2015 Target/ Projected	FY2015 Actual	FY2016 Target/ Projected
Meet legal posting requirements	100%	100%	100%	100%
On-time agenda publishing/posting	100%	100%	100%	100%

**CITY MANAGER
CITY MANAGER ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-10310) City Manager	\$696,866	\$872,264	\$872,264	\$917,044	5%
Total - City Manager	\$696,866	\$872,264	\$872,264	\$917,044	5%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$651,493	\$815,551	\$815,551	\$838,995	3%
(A7000) Non-Salary Operating Budget	\$37,330	\$51,216	\$51,216	\$49,516	-3%
(A7500) Premiums/Controlled Budget	\$8,043	\$5,497	\$5,497	\$28,533	419%
Total - City Manager	\$696,866	\$872,264	\$872,264	\$917,044	5%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-10310) City Manager	5	5	5	5	0%
Total -City Manager	5	5	5	5	0%

Performance Report



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.

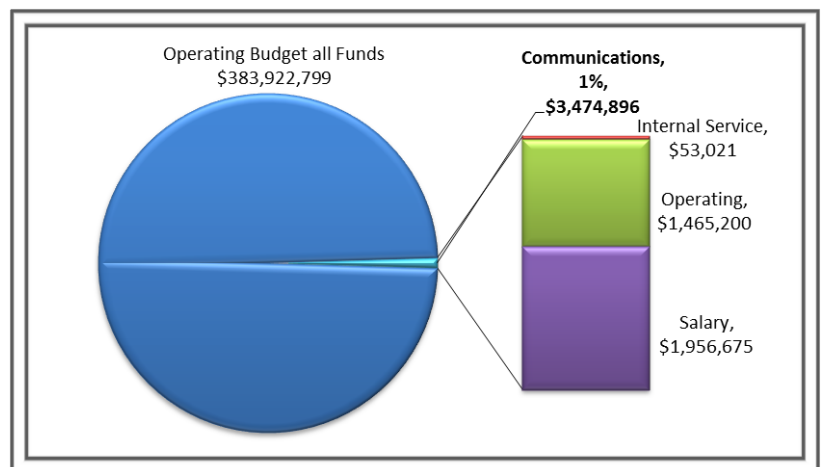
Department Description

The Communications Department consists of nine divisions, including the Public Information Office, Special Events, Tourism and the Glendale Convention & Visitors Bureau (GCVB), Glendale 11, Glendale Media Center, Digital 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.

Operating Budget

The total City Operating Budget is \$383.9 million. The departmental operating budget is comprised of three categories:

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



Accomplishments, Enhancements, and Efficiencies

- The Glendale CVB reached a social media milestone on January 22, with 10,000 fans on the CVB's Facebook page. This record number is due in part to the CVB's week-long social media ticket contest in partnership with the DIRECTV Super Fan Festival and The Tonight Show Starring Jimmy Fallon. These contests had more than 12,000 entries which resulted in a 185% increase in social media engagement. In addition, visits to the CVB's website,

VisitGlendale.com, are up 83%. The number of visitors is up 83% (12,603 to 23,103); Page views are up 92% and the average session duration is up almost 10%.

- The Communications Department had a comprehensive strategy to showcase Glendale on multiple platforms in the months leading up to Super Bowl XLIX in Glendale. Efforts included customized welcome messages to media outlets in Seattle and Boston, the two Super Bowl cities that sent teams to the big game, the city’s most successful Facebook contest (Jimmy Fallon show tickets) as well as interaction with media from around the globe. A significant piece of the local coverage was a series of 10 TV stories showcasing how Glendale prepared for the Super Bowl. The stories not only aired on Glendale 11 and the city’s YouTube channel, they also aired on two network affiliates in the Phoenix market. In all, an estimated 140,000 viewers saw those stories.
- A milestone year as Glendale’s Chocolate Affaire celebrated its 20th anniversary, coinciding with the Super Bowl XLIX weekend and Glendale playing host to the game. More than 30 chocolatiers and 90 vendors filled Historic Downtown and surrounding streets, with a special twist called “Super Street,” adding to the event with team logos, colors, décor, interactive games and an entire street of football-themed inflatables.

Goal, Objectives, and Performance Measures

Department Goal	Historic Downtown Glendale Marketing and Promotion. Increase visitation to the area; foster a positive image and increase economic impact.			
Council Priority	Fiscal Sustainability; Economic Development; Continuous Business Policy Improvements			
Performance Objective	Enhance marketing strategies with increased advertising placements and enhancements to monthly shopping promotions.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Number of downtown specific ad placements in CVB advertising flight plan	5	8	8	15
% Increase in social media presence through the CVB’s digital assets including Facebook and Blog	+15%	+20%	+232%	+25%
% Increase in annual visitation to the shopping promotions	+2%	+3%	+3%	+5%

Department Goal	Increase attendance at city's signature festivals			
Council Priority	Signature Event; Economic Development			
Performance Objective	Bring in more visitors from across the valley and state, benefiting the merchants' sales and overall economic impact to the downtown area.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Increase in festival attendance annually by 5%	340,000	357,000	305,000	320,250
Increase social media responses/interactions annually by 10%	n/a	25,000	30,693	33,762
Increase sponsorship revenue for festivals annually by 5%	116,500	123,000	129,600	136,080

Department Goal	Increase and improve communications and transparency with residents, stakeholders, community partners, businesses and visitors			
Council Priority	Transparency; Creative, Innovative, Efficient Systems			
Performance Objective	Increase outreach and provide city news and information about the city's programs, services, and amenities. Implement new web content management system to better serve our digital audience and increase visitors to city websites.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Social Media presence. (growth in page "likes," engagement and reach - the number of people who see our posts on all digital channels)	n/a	n/a	n/a	35,000
Number of video online and on Glendale 11 air (more video with an emphasis on shorter clips in line with consumer preference)	n/a	n/a	n/a	225
Number of website visits	n/a	n/a	n/a	6,300,000

**COMMUNICATIONS
COMMUNICATIONS ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-10810) Communications	\$1,014,782	\$825,834	\$825,834	\$1,043,466	26%
(1000-14100) City Sales Tax - Bed Tax	\$0	\$0	\$0	\$240,191	NA
(1000-14102) Glendale CVB - Memberships	\$0	\$0	\$0	\$30,000	NA
(1000-14103) Tourism - Souvenir Program	\$0	\$0	\$0	\$5,000	NA
(1000-14104) Glitter Spectacular	\$0	\$0	\$0	\$124,865	NA
(1000-14105) Enchanted Evening	\$0	\$0	\$0	\$89,268	NA
(1000-14106) Glitter and Glow	\$0	\$0	\$0	\$170,751	NA
(1000-14107) Chocolate Affaire	\$0	\$0	\$0	\$102,676	NA
(1000-14108) Glitters Light	\$0	\$0	\$0	\$154,182	NA
(1000-14109) Other Special Events	\$0	\$0	\$0	\$103,415	NA
(1000-14110) City-Wide Special Events	\$351,738	\$349,228	\$349,228	\$361,518	4%
(1000-14111) Summer Band	\$0	\$0	\$0	\$3,435	NA
(1000-14115) Audio/Visual	\$113,710	\$0	\$0	\$0	NA
(1000-14120) Cable Communications	\$497,636	\$462,305	\$462,305	\$343,620	-26%
(1000-14130) Glendale CVB - Bed Tax	\$0	\$0	\$0	\$419,502	NA
(1281-10840) Mkt'g - Stadium Events	\$24,851	\$13,494	\$13,494	\$0	-100%
(1870-14321) Glitter Spectacular	\$95,160	\$124,865	\$124,865	\$0	-100%
(1870-14322) Enchanted Evening	\$111,301	\$89,268	\$89,268	\$0	-100%
(1870-14323) Glitter and Glow	\$80,584	\$95,751	\$95,751	\$0	-100%
(1870-14324) Chocolate Affaire	\$93,260	\$102,676	\$102,676	\$0	-100%
(1870-14326) Glitters Light	\$154,182	\$154,182	\$154,182	\$0	-100%
(1870-14327) Other Special Events	\$57,326	\$103,415	\$103,415	\$0	-100%
(1870-14328) Summer Band	\$7,002	\$3,435	\$3,435	\$0	-100%
Total - Communications	\$2,601,532	\$2,324,453	\$2,324,453	\$3,191,889	37%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$1,806,737	\$1,569,703	\$1,537,003	\$1,848,863	18%
(A7000) Non-Salary Operating Budget	\$691,057	\$724,699	\$757,399	\$1,311,207	81%
(A7500) Premiums/Controlled Budget	\$103,738	\$30,051	\$30,051	\$31,819	6%
Total - Communications	\$2,601,532	\$2,324,453	\$2,324,453	\$3,191,889	37%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-10810) Communications	11	9	9	10	11%
(1000-14100) City Sales Tax - Bed Tax				2.5	
(1000-14110) City-Wide Special Events	4	4	4	4	0%
(1000-14115) Audio/Visual	1				
(1000-14120) Cable Communications	4.5	4.5	4.5	3.5	-22%
Total -Communications	20.5	17.5	17.5	20	14%

**COMMUNICATIONS
CONV./MEDIA/PARKING ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-10890) Convention/Media/Parking	\$260,725	\$133,963	\$133,963	\$133,740	0%
(1000-10891) Media Center Operations	\$135,892	\$138,008	\$138,008	\$149,267	8%
Total - Conv./Media/Parking	\$396,617	\$271,971	\$271,971	\$283,007	4%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$103,517	\$106,272	\$106,272	\$107,812	1%
(A7000) Non-Salary Operating Budget	\$150,956	\$153,993	\$153,993	\$153,993	0%
(A7500) Premiums/Controlled Budget	\$142,144	\$11,706	\$11,706	\$21,202	81%
Total - Conv./Media/Parking	\$396,617	\$271,971	\$271,971	\$283,007	4%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 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 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1750-10820) Tourism	\$228,132	\$236,533	\$236,533	\$0	-100%
(1750-14312) Bed Tax - Tourism	\$116,011	\$419,162	\$419,162	\$0	-100%
(1870-14310) Tourism - Souvenir Program	\$1,230	\$5,000	\$5,000	\$0	-100%
(1870-14311) Glendale CVB - Memberships	\$6,898	\$30,000	\$30,000	\$0	-100%
Total - Tourism/CVB	\$352,271	\$690,695	\$690,695	\$0	-100%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$190,586	\$191,651	\$191,651	\$0	-100%
(A7000) Non-Salary Operating Budget	\$152,970	\$491,508	\$491,508	\$0	-100%
(A7500) Premiums/Controlled Budget	\$8,715	\$7,536	\$7,536	\$0	-100%
Total - Tourism/CVB	\$352,271	\$690,695	\$690,695	\$0	-100%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1750-10820) Tourism	2.5	2.5	2.5		
Total - Tourism/CVB	2.5	2.5	2.5		

Performance Report



Mission Statement

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

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.

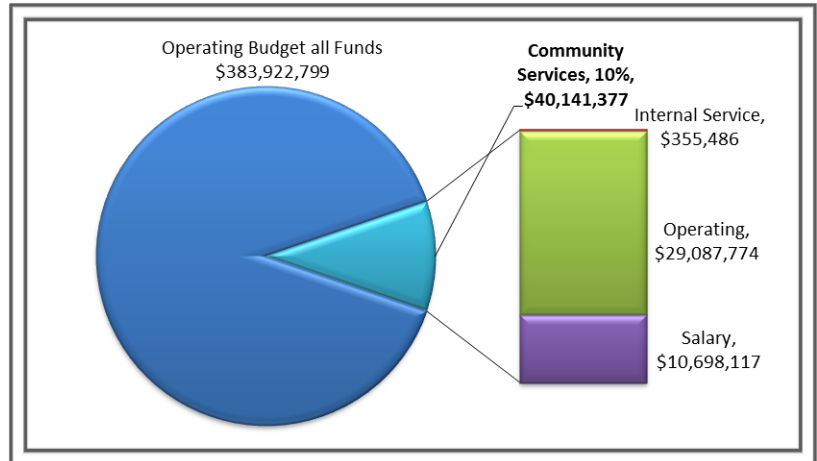
The Parks, Recreation and Neighborhood Services Division offers opportunities to enhance the social, physical, mental and economic health of our community through a variety of diverse programs. The Division maintains, protects and manages all public parks, open spaces, trails, aquatic and recreational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

Operating Budget

The total City Operating Budget is \$383.9 million. The departmental operating budget is comprised of three categories:

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



Accomplishments, Enhancements, and Efficiencies

- Provided services and programs to approximately 1.1 million patrons at community facilities.
- Partnered with 2118 individuals for 35,538 hours of volunteers service valued at \$801,382.
- Received \$325,534 in grant funds to improve the quality of life in Glendale.
- Received HUD High Performer rating for Section Housing Choice Voucher and Conventional Public Housing programs.

Goal, Objectives, and Performance Measures

Department Goal	Maximize CSG Department Revenue			
Council Priority	Fiscal Sustainability			
Performance Objective	Key department managers will work to identify existing and potentially new revenue streams to enhance the General Fund and self-sustaining funds and offset existing operational expenditures.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Total efficiency efforts that result in operational savings to the provision of a service or program by at least 25%.	n/a	1	1	1
Implement new initiatives to offset operational costs using sustainable sources.	n/a	2	3*	2
Total dollar value of non-federal grants and contributions for department programs and services.	\$207,715	\$275,000	\$325,534	\$350,000

Department Goal	Provide excellent customer service to all patrons of the CSG Department.			
Council Priority	Create, Innovative, Efficient Systems			
Performance Objective	Key department managers will work to identify existing and potentially new revenue streams to enhance the General Fund and self-sustaining funds to improve program/service delivery and enhance efficiency in the ongoing maintenance of CSG facilities.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Number of physical library materials (books, dvd's, CD's) checked out per resident.	7.2	6.6	6.6	7.0
Number of community programs/events/services funded through partnerships and/or outside revenue sources.	3	4	3	4
Number of electronic library materials (e-books, e-music, e-movies) checked out per resident.	0.5	0.6	0.6	0.7
Number of activities/projects for the Neighborhood Services Community Volunteer program.	67	45	45	50
Number of community volunteer hours leveraged by the department.	18,836	18,200	18,200*	20,000
Number of persons receiving housing assistance from Housing Rehab and New Home Ownership grants.	1,476	1,209	1,525	1,209
Number of people attending public art programs (Gallery Glendale and Performing Arts Grants).	28,600	28,000	29,000*	28,000
Number of households directly assisted through Community Action Program with state or federal funds.	226	237	225*	215
Cost per acre of park maintenance.	\$2,164	\$1,996	\$1,996*	\$2,000

*Fiscal year-end estimates

**COMMUNITY SERVICES
HUMAN SERVICES-COMM ACTION PRG ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-14420) CAP Local Match	\$25,115	\$5,954	\$5,954	\$8,569	44%
(1820-32040) Community Action Program (CAP)	\$0	\$73,111	\$73,111	\$73,111	0%
(1820-32050) Case Mgmt-LIHEAP Voucher	\$552,305	\$648,297	\$648,297	\$605,964	-7%
(1820-32055) Case Mgmt-TANF Voucher	\$44,985	\$45,000	\$45,000	\$45,000	0%
(1820-32056) Case Mgmt Admin	\$197,176	\$224,636	\$312,655	\$326,976	46%
(1820-32057) Case Mgmt-NHN Voucher	\$1,280	\$1,581	\$1,581	\$1,373	-13%
(1820-32060) Community Svcs Block Grant-Adm	\$183,336	\$207,029	\$119,010	\$141,258	-32%
(1820-32070) ACAA HEAF Program	\$6,663	\$7,330	\$7,330	\$7,330	0%
(1820-32071) ACAA SW Gas Assistance	\$7,090	\$8,693	\$8,693	\$8,693	0%
(1820-32072) ACAA URRD Program	\$17,793	\$37,471	\$37,471	\$30,000	-20%
(1820-32073) ACAA SRP Assistance	\$40,033	\$41,036	\$41,036	\$50,000	22%
(1820-32074) ACAA APS Assistance	\$12,084	\$5,500	\$5,500	\$14,018	155%
Total - Human Services-Comm Action Prg	\$1,087,860	\$1,305,638	\$1,305,638	\$1,312,292	1%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$324,664	\$385,904	\$385,904	\$401,402	4%
(A7000) Non-Salary Operating Budget	\$738,660	\$916,031	\$916,031	\$904,572	-1%
(A7500) Premiums/Controlled Budget	\$24,536	\$3,703	\$3,703	\$6,318	71%
Total - Human Services-Comm Action Prg	\$1,087,860	\$1,305,638	\$1,305,638	\$1,312,292	1%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1820-32056) Case Mgmt Admin	3	3.5	3.5	4.5	29%
(1820-32060) Community Svcs Block Grant-Adm	2.5	2	2	1	-50%
Total -Human Services-Comm Action Prg	5.5	5.5	5.5	5.5	0%

**COMMUNITY SERVICES
COMM. SERVICES ADM ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-14510) Comm. Services Admin.	\$0	\$854,372	\$854,372	\$656,411	-23%
Total - Comm. Services Adm	\$0	\$854,372	\$854,372	\$656,411	-23%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$0	\$771,047	\$749,047	\$558,091	-28%
(A7000) Non-Salary Operating Budget	\$0	\$54,980	\$76,980	\$59,269	8%
(A7500) Premiums/Controlled Budget	\$0	\$28,345	\$28,345	\$39,051	38%
Total - Comm. Services Adm	\$0	\$854,372	\$854,372	\$656,411	-23%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-14510) Comm. Services Admin.		9	9	5	-44%
Total -Comm. Services Adm		9	9	5	-44%

**COMMUNITY SERVICES
PARKS & REC ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-13010) Pool Maintenance	\$178,679	\$0	\$0	\$0	NA
(1000-13020) Park Irrigation	\$197,478	\$0	\$0	\$0	NA
(1000-13030) Parks CIP & Planning	\$1,710	\$0	\$0	\$0	NA
(1000-13040) Parks Maintenance	\$3,886,078	\$4,760,614	\$4,767,614	\$4,936,058	4%
(1000-14610) Parks & Recreation Admin.	\$644,075	\$0	\$0	\$0	NA
(1000-14630) Recreation Admin & Events	\$129,093	\$308,310	\$308,310	\$501,393	63%
(1000-14650) Youth and Teen	\$4,637	\$20,260	\$20,260	\$0	-100%
(1000-14660) Special Events and Programs	\$2,952	\$0	\$0	\$0	NA
(1000-14670) Sports and Health	\$5,337	\$0	\$0	\$0	NA
(1000-14680) Aquatics Rose Lane & Splash Pa	\$144,986	\$437,347	\$437,347	\$398,625	-9%
(1000-14710) Park Rangers	\$277,314	\$271,924	\$271,924	\$339,009	25%
(1000-15015) Neighborhood Services	\$84,985	\$107,805	\$100,805	\$124,327	15%
(1280-13290) YSC - Parks & Rec	\$142,221	\$233,000	\$233,000	\$0	-100%
(1840-35004) Grant Approp - Parks & Rec	\$0	\$25,000	\$25,000	\$25,000	0%
(1840-35015) Misc P&R Grants	\$5,340	\$0	\$0	\$0	NA
(1840-35021) P&R Youth Scholarship Donation	\$2,834	\$0	\$0	\$0	NA
(1840-35022) GRASP Fitness & Nutrition Prog	\$17,831	\$0	\$0	\$0	NA
(1840-35023) Glendale Adult Ctr Donation	\$4,170	\$0	\$0	\$0	NA
(1880-14810) Recreation Self-Sustaining	\$1,005	\$4,360	\$4,360	\$0	-100%
(1880-14820) Rec. Admin & Events Self Sust.	\$26,923	\$16,053	\$16,053	\$20,500	28%
(1880-14840) Sports Self Sustaining	\$206,941	\$277,619	\$277,619	\$303,474	9%
(1880-14850) Youth and Teen Self Sustaining	\$234,755	\$278,499	\$278,499	\$295,091	6%
(1880-14890) Aquatics Rose Lane Self Sust.	\$44,499	\$61,421	\$61,421	\$61,292	0%
(1880-14891) GESD-Reimb Division	\$305	\$0	\$0	\$0	NA
(1885-13135) City-Wide Aquatics	\$3,836	\$10,500	\$10,500	\$13,700	30%
(1885-13170) Dedicate A Tree	\$1,889	\$7,500	\$7,500	\$4,000	-47%
(1885-13180) Desert Valley Park	\$0	\$8,000	\$8,000	\$9,000	13%
(1885-13190) GESD ES Ballfields	\$0	\$13,000	\$13,000	\$0	-100%
(1885-13210) Desert Mirage Park	\$0	\$10,000	\$10,000	\$5,000	-50%
(1885-13220) Desert Gardens Park	\$0	\$10,985	\$10,985	\$6,000	-45%
(1885-13230) Discovery Park	\$0	\$4,000	\$4,000	\$4,000	0%
(1885-13235) Elsie McCarthy Pk. Maint	\$7,946	\$46,383	\$46,383	\$35,118	-24%
(1885-13237) Paseo Racquet Center	\$0	\$5,000	\$5,000	\$5,000	0%
Total - Parks & Rec	\$6,257,819	\$6,917,580	\$6,917,580	\$7,086,587	2%

**COMMUNITY SERVICES
PARKS & REC ROLLUP**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$2,573,290	\$2,334,027	\$2,327,777	\$2,593,187	11%
(A7000) Non-Salary Operating Budget	\$3,478,478	\$4,455,875	\$4,462,125	\$4,401,999	-1%
(A7500) Premiums/Controlled Budget	\$206,051	\$127,678	\$127,678	\$91,401	-28%
Total - Parks & Rec	\$6,257,819	\$6,917,580	\$6,917,580	\$7,086,587	2%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-13010) Pool Maintenance	2				
(1000-13040) Parks Maintenance	23	20	20	20	0%
(1000-14610) Parks & Recreation Admin.	8				
(1000-14630) Recreation Admin & Events		3	3	6	100%
(1000-14680) Aquatics Rose Lane & Splash Pa		3	3	3	0%
(1000-14710) Park Rangers	3	3	3	3	0%
(1000-15015) Neighborhood Services	1	1	1	1	0%
(1880-14850) Youth and Teen Self Sustaining	4	4	4	4	0%
Total -Parks & Rec	41	34	34	37	9%

**COMMUNITY SERVICES
PARKS & REC-FAC/COMMERCIAL OPS ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-14620) Glendale Community Center	\$21,370	\$0	\$0	\$0	NA
(1000-14640) Adult Center	\$261,314	\$139,670	\$139,670	\$131,486	-6%
(1000-14690) Audio/Visual/Support Services	\$0	\$278,596	\$278,596	\$298,304	7%
(1000-14720) Foothills Recreation Center	\$1,115,222	\$1,074,137	\$1,074,137	\$1,148,545	7%
(1000-14725) Civic Center	\$0	\$0	\$0	\$562,512	NA
(1000-14760) Historic Sahuaro Ranch	\$12,369	\$0	\$0	\$0	NA
(1740-11710) Civic Center	\$599,737	\$539,568	\$539,568	\$0	-100%
(1880-14825) Adult Center Self Sustaining	\$129,829	\$136,615	\$136,615	\$136,723	0%
(1880-14830) Rec Self Sust-Foothills Rec	\$237,230	\$291,047	\$291,047	\$275,501	-5%
(1880-14860) SRPHA Sahuaro Ranch Hist	\$87,417	\$70,090	\$70,090	\$70,341	0%
(1880-14892) Glendale Community Center	\$1,783	\$0	\$0	\$0	NA
Total - Parks & Rec-Fac/Commercial Ops	\$2,466,271	\$2,529,723	\$2,529,723	\$2,623,412	4%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$917,401	\$918,246	\$912,246	\$1,005,875	10%
(A7000) Non-Salary Operating Budget	\$1,457,876	\$1,574,854	\$1,580,854	\$1,561,478	-1%
(A7500) Premiums/Controlled Budget	\$90,994	\$36,623	\$36,623	\$56,059	53%
Total - Parks & Rec-Fac/Commercial Ops	\$2,466,271	\$2,529,723	\$2,529,723	\$2,623,412	4%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-14640) Adult Center	4	2	2	2	0%
(1000-14690) Audio/Visual/Support Services		4	4	4	0%
(1000-14720) Foothills Recreation Center	4	2	2	3	50%
(1000-14725) Civic Center				3	
(1740-11710) Civic Center	4	3	3		
(1880-14830) Rec Self Sust-Foothills Rec	1	1	1	1	0%
Total -Parks & Rec-Fac/Commercial Ops	13	12	12	13	8%

**COMMUNITY SERVICES
HUMAN SERVICES ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-15010) Community Revitalization	\$257,738	\$386,825	\$386,825	\$401,648	4%
(1300-30001) HOME Program	(\$25,000)	\$1,625,895	\$1,625,895	\$1,419,035	-13%
(1300-30002) Single Family Rehabilitation	\$251,277	\$0	\$0	\$250,713	NA
(1300-30004) Rehab Delivery	\$18,263	\$0	\$0	\$4,456	NA
(1300-30005) Rehabilitation Delivery	\$26,326	\$0	\$0	\$0	NA
(1300-30008) Replacement Housing Prog/NR	\$110,948	\$0	\$0	\$0	NA
(1300-30010) Habitat-Valley of the Sun	\$319,483	\$0	\$0	\$0	NA
(1310-30900) NSP Programs	\$531,632	\$1,320,000	\$1,320,000	\$926,259	-30%
(1311-30910) NSP III	\$573,511	\$600,000	\$600,000	\$600,000	0%
(1311-30912) Habitat for Humanity	\$920,979	\$0	\$0	\$500,000	NA
(1320-31001) CDBG Programs	(\$2)	\$4,549,500	\$4,299,500	\$3,637,151	-20%
(1320-31002) Voluntary Demo - L/M	\$9,200	\$0	\$0	\$0	NA
(1320-31003) Voluntary Demo - S/B	\$20,362	\$0	\$0	\$0	NA
(1320-31004) Lead-Based Paint Haz Reduction	\$12,580	\$0	\$0	\$0	NA
(1320-31006) Temporary Relocation	\$24,695	\$0	\$0	\$0	NA
(1320-31017) Single Family Residential	\$57,612	\$0	\$0	\$0	NA
(1320-31018) Paint Reimbursement Program	\$24,344	\$0	\$0	\$0	NA
(1320-31019) Rehabilitation Staff	\$98,284	\$0	\$0	\$0	NA
(1320-31020) Rehabilitation Delivery	\$5,708	\$0	\$0	\$0	NA
(1320-31022) Roof Repair Program	\$84,026	\$0	\$0	\$0	NA
(1320-31028) General Administration	\$304,237	\$0	\$0	\$0	NA
(1320-31030) Fair Housing-Commun Legal Svcs	\$5,759	\$0	\$0	\$0	NA
(1320-31039) PS YWCA Senior Congregate Meal	\$40,000	\$0	\$0	\$0	NA
(1320-31040) CASS-Employment Counseling	\$15,000	\$0	\$0	\$0	NA
(1320-31045) PS Glendale Home Accessibility	\$57,833	\$0	\$0	\$0	NA
(1320-31050) St Vincent de Paul-OLPH	\$59,022	\$0	\$0	\$0	NA
(1320-31051) Home Food Delivery-Westside FB	\$30,000	\$0	\$0	\$0	NA
(1320-31078) PI-Code Compliance Clean-up	\$9,829	\$0	\$0	\$0	NA
(1320-31079) PS-CAP Rent Utility Assist	\$67,745	\$0	\$0	\$0	NA
(1320-31081) Code Prof. Svcs, Clean & Lien	\$23,241	\$0	\$0	\$0	NA
(1320-31084) PS-Central Arizona Shelter	\$10,000	\$0	\$0	\$0	NA
(1320-31085) PS-Chrysalis	\$15,000	\$0	\$0	\$0	NA
(1320-31086) PS-Duet, Partners In Aging	\$13,500	\$0	\$0	\$0	NA
(1320-31089) PF-Comm Housing	\$8,176	\$0	\$0	\$0	NA
(1320-31096) PF-COG Parks & Rec	\$20,667	\$0	\$0	\$0	NA
(1320-31098) Habitat- Emergency Home Repair	\$466,546	\$0	\$0	\$0	NA
(1320-31099) COG Housing Div Modern of Bath	\$47,255	\$0	\$0	\$0	NA
(1320-31102) Field Operations-Street Recon	\$201,439	\$0	\$0	\$0	NA
(1320-31103) East Catlin Court Improv.	\$23,842	\$0	\$0	\$0	NA
(1320-31104) Community Housing 12/13	\$168,818	\$0	\$0	\$0	NA
(1320-31107) Economic Dev. VIP 12/13	\$60,966	\$0	\$0	\$0	NA
(1320-31108) PS-YWCA Meal on Wheels	\$40,000	\$0	\$0	\$0	NA
(1320-31110) Valley Life -PF 13/14	\$1,146	\$0	\$0	\$0	NA
(1320-31111) COG-Field Operations 13/14	\$255	\$0	\$58,700	\$0	NA
(1320-31112) COG-Parks and Rec. 13/14	\$713	\$0	\$0	\$0	NA
(1320-31114) CASS Vis Colina-PF 13/14	\$14,710	\$0	\$0	\$0	NA
(1320-31115) CASS SINGL SHELTL 13/14	\$24,918	\$0	\$0	\$0	NA
(1830-31900) ESG General Administration	\$11,399	\$208,992	\$208,992	\$208,992	0%
(1830-31902) Central AZ Shelter Svcs-ESG	\$18,900	\$0	\$0	\$0	NA
(1830-31903) Homeward Bound-ESG	\$23,510	\$0	\$0	\$0	NA

**COMMUNITY SERVICES
HUMAN SERVICES ROLLUP**

(1830-31904) PREHAB Faith House-ESG	\$15,272	\$0	\$0	\$0	NA
(1830-31905) ESG Emergency Solution Grant	\$16,636	\$0	\$0	\$0	NA
(1830-31908) CAP Homeless Prevention	\$26,265	\$0	\$0	\$0	NA
(1830-31909) CAP Rapid Re-Housing	\$18,491	\$0	\$0	\$0	NA
(1830-31911) CAP Homeless Prev 12/13	\$26,178	\$0	\$0	\$0	NA
(1830-31912) CAP Rapid Re 12/13	\$25,389	\$0	\$0	\$0	NA
(1842-37020) Homeless Prevention HPRP	\$687	\$0	\$0	\$0	NA
(2500-17910) Community Housing	\$1,564,382	\$15,884,596	\$15,884,596	\$15,891,384	0%
Total - Human Services	\$6,799,695	\$24,575,808	\$24,384,508	\$23,839,638	-3%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$2,068,421	\$2,943,295	\$2,943,295	\$2,892,490	-2%
(A7000) Non-Salary Operating Budget	\$4,617,731	\$21,550,506	\$21,359,206	\$20,912,579	-3%
(A7500) Premiums/Controlled Budget	\$113,543	\$82,007	\$82,007	\$34,569	-58%
Total - Human Services	\$6,799,695	\$24,575,808	\$24,384,508	\$23,839,638	-3%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-15010) Community Revitalization	2	3	3	3	0%
(1320-31001) CDBG Programs	8.75	8.75	8.75	8.75	0%
(2500-17910) Community Housing	24	24	24	24	0%
Total -Human Services	34.75	35.75	35.75	35.75	0%

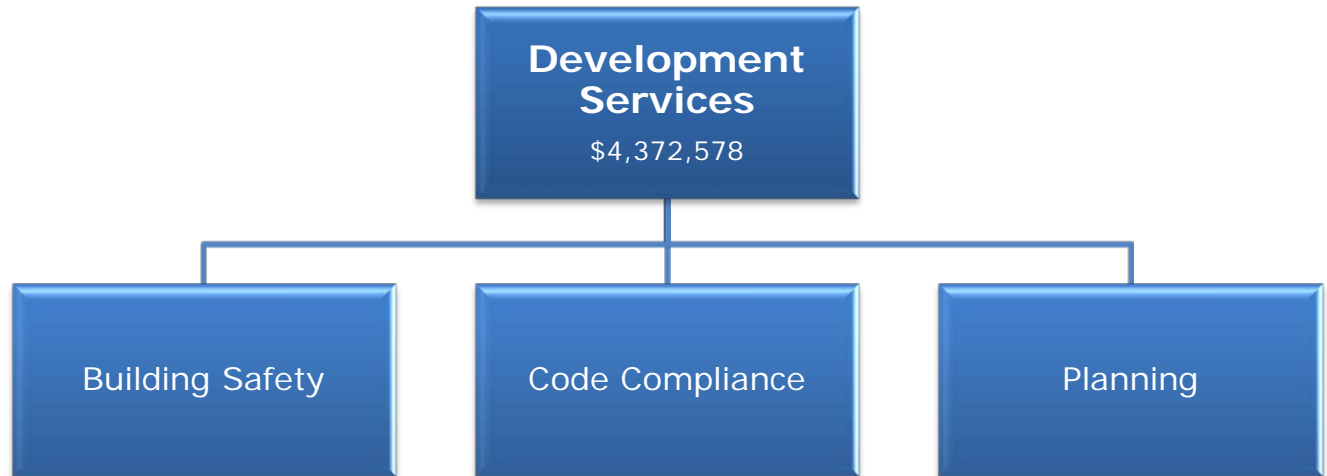
**COMMUNITY SERVICES
LIBRARY & ARTS ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-15220) Library	\$4,007,466	\$4,081,979	\$4,081,979	\$4,409,811	8%
(1220-15310) Arts Program	\$197,430	\$173,162	\$184,912	\$188,226	9%
(1260-15410) Library Book Fund	\$72,867	\$120,000	\$120,000	\$0	-100%
(1840-36001) State Grant In Aid 2005	\$15,268	\$0	\$0	\$0	NA
(1840-36006) Grant Approp - Library	\$0	\$25,000	\$25,000	\$25,000	0%
(1840-36038) Books for AZ Libraries	\$1,814	\$0	\$0	\$0	NA
(1840-36045) Memorial Donations-Library	\$7	\$0	\$0	\$0	NA
(1840-36046) Library Donations	\$3,019	\$0	\$0	\$0	NA
(1840-36048) Library Teen Program Donations	\$245	\$0	\$0	\$0	NA
(1840-36049) STEM at the Library Grant	\$15,933	\$0	\$0	\$0	NA
Total - Library & Arts	\$4,314,049	\$4,400,141	\$4,411,891	\$4,623,037	5%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$2,973,347	\$3,167,317	\$3,134,163	\$3,247,072	3%
(A7000) Non-Salary Operating Budget	\$1,181,145	\$1,159,362	\$1,204,266	\$1,247,877	8%
(A7500) Premiums/Controlled Budget	\$159,557	\$73,462	\$73,462	\$128,088	74%
Total - Library & Arts	\$4,314,049	\$4,400,141	\$4,411,891	\$4,623,037	5%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-15220) Library	43.5	42.5	42.5	42.5	0%
(1220-15310) Arts Program	1	1	1	1	0%
Total -Library & Arts	44.5	43.5	43.5	43.5	0%

Performance Report



Division Mission Statements

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, 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.

Division Descriptions

Building Safety:

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

Code Compliance:

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

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

Planning:

The Planning Division provides quality customer service in a friendly responsive manner in order to: assist the public, elected and appointed officials in planning for future land use, development, and redevelopment in harmony with community values; facilitate community involvement in decision-making processes; administer adopted regulations and guidelines in a fair and impartial manner; manage the annexation, zoning, subdivision, and design review process efficiently and maintain the Geographic Information System (GIS) layers for the city.




Planning works closely with the City Council, Planning Commission, Board of Adjustment and Historic Preservation Commission, each of which sets various policy related to these services.

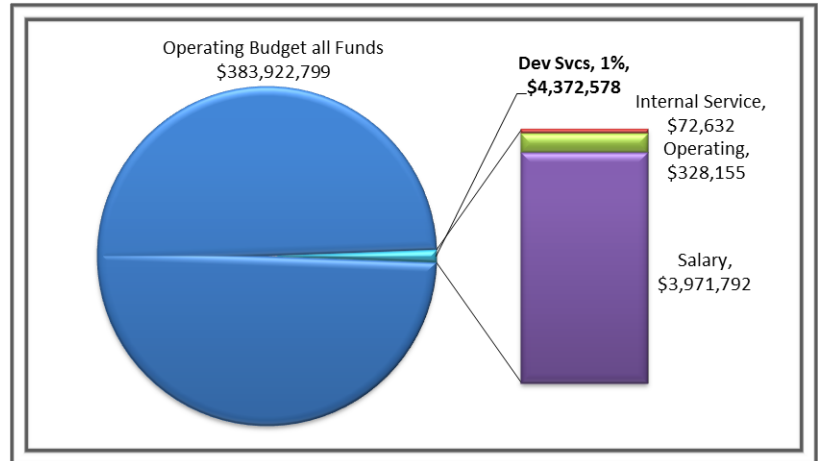
Planning consists of several primary functions: Administration, Long Range Planning, Current Planning and Mapping & Records. Mapping and Records maintains the GIS database which includes layers for City Council districts, water, sewer, storm drains, streets, addresses, parcels, and subdivisions. These GIS layers are the largest database in the City with over 400+ users accessing this data through the EMS Fieldmap Viewer.

The benefit of Planning services in one statement, is “a well planned city with high quality development.” The City Council takes pride in the design and aesthetics of Glendale. Cities over 50,000 in population are required by State Statute to have a General Plan. Every property in Glendale has a land use designation and zoning. The General Plan sets land use policy and Zoning regulates the land use, densities, setbacks and building heights. These regulations are local laws adopted by the Glendale City Council and represent community standards. These community standards have been established to promote health and safety, protect the community from blight and deterioration, and enhance the livability of Glendale.

Operating Budget

The total City Operating Budget is \$383.9 million. The departmental operating budget is comprised of three categories:

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



Accomplishments, Enhancements, and Efficiencies

- Building Safety - Plan reviewed and inspected over 1.5 million square feet of commercial buildings including the only Veterinary Clinic in the state of Arizona, located at Midwestern University.
- Building Safety - Reviewed and inspected all permanent and temporary construction associated with the 2015 Pro Bowl and Super Bowl XLIX. This included work done to University of Phoenix Stadium, onsite special events and offsite special events including the DirecTV location which included several structures with one comprising 60,000 square feet.
- Code Compliance - Secured Community Development Block Grant (CDBG) funding which allowed the Division to increase code enforcement activities in CDBG eligible neighborhoods without increasing General Fund expenditures.
- Code Compliance - Provided Clean Zone inspections and enforcement during the National Football League's 2015 Pro Bowl and Super Bowl XLIX events.
- Planning - Completed a comprehensive update of the Annexation Policy with unanimous City Council approval in 2014. This was the first update since 2005.
- Planning - Completed a Pre-Annexation Development Agreement which culminated in the annexation and land use approvals for Zanjero Pass in the Loop 303 Corridor and completed the annexation of Sabre Business Park on the Loop 303.
- Planning - Continued making advancements with the city wide General Plan Update including holding regularly scheduled steering committee meetings and providing public input opportunities.

Goal, Objectives, and Performance Measures

Department Goal	Enhance current service levels through innovation and efficient processes.			
Council Priority	Economic Development; Creative, Innovative, Efficient Systems			
Performance Objective	Provide thorough and timely review of development cases to the development community; and attempt to resolve conflicts through civic engagement.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Number building permits issued	4,372	5,000	5,264*	5,500
Number of plan reviews completed electronically	142	200	250*	250
% of plans approved at first review	81%	85%	85%*	85%
% of plans approved at second review	17%	13%	13%*	13%
% of building inspections completed within one (1) day	95%	95%	98%*	95%

*Fiscal year-end estimates

Department Goal	Maintain compliance with City Codes that relate to nuisances, property maintenance, rental housing and Zoning Ordinance requirements.			
Council Priority	Economic Development; Creative, Innovative, Efficient Systems			
Performance Objective	Resolve code compliance violations in an effective and efficient manner.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Code Compliance cases opened	6,898	6,500	7,458	6,700
Code compliance cases resolved	7,381	6,500	7,518	6,500
Number Code Compliance inspections performed	20,794	20,000	19,822	22,000
Initial response time (work days) to inspect a reported Code Compliance violation	2	3	2	3
Code Compliance cases addressed through voluntary compliance or with no violation	97%	95%	98%	95%

*Fiscal year-end estimates

Department Goal	Provide customer service at the highest level possible.			
Council Priority	Economic Development; Creative, Innovative, Efficient Systems			
Performance Objective	Provide thorough and timely review of development cases to the development community; and attempt to resolve conflicts through the Citizen Participation process.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Number of service requests filed.	123	150	150*	200
Number of filed cases	263	250	273*	325
Complete (percentage) of Design Review applications by due date	95%	95%	90%*	90%
% of Design Review application decisions upheld (not appealed)	100%	100%	100%*	95%
Planning customers assisted at the Development Services Center counter	756	1,000	1,239*	1,100

*Fiscal year-end estimates

**DEVELOPMENT SERVICES
BUILDING SAFETY ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-15610) Building Safety	\$1,902,984	\$2,030,317	\$2,030,317	\$2,131,049	5%
(1010-15890) Building Safety-Super Bowl	\$0	\$118,419	\$118,419	\$0	-100%
(2400-17510) Cross Connection Control	\$134,602	\$136,798	\$136,798	\$140,647	3%
Total - Building Safety	\$2,037,586	\$2,285,534	\$2,285,534	\$2,271,696	-1%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$1,898,903	\$2,021,018	\$2,021,018	\$2,077,571	3%
(A7000) Non-Salary Operating Budget	\$84,323	\$234,102	\$234,102	\$152,354	-35%
(A7500) Premiums/Controlled Budget	\$54,360	\$30,414	\$30,414	\$41,771	37%
Total - Building Safety	\$2,037,586	\$2,285,534	\$2,285,534	\$2,271,696	-1%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-15610) Building Safety	21	21	21	21	0%
(2400-17510) Cross Connection Control	1.75	1.75	1.75	1.75	0%
Total -Building Safety	22.75	22.75	22.75	22.75	0%

**DEVELOPMENT SERVICES
PLANNING ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-13770) Mapping and Records	\$83,844	\$96,627	\$96,627	\$96,542	0%
(1000-15910) Planning Administration	\$723,230	\$769,640	\$769,640	\$770,255	0%
Total - Planning	\$807,074	\$866,267	\$866,267	\$866,797	0%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$714,956	\$754,147	\$754,147	\$781,580	4%
(A7000) Non-Salary Operating Budget	\$77,526	\$104,770	\$104,770	\$74,770	-29%
(A7500) Premiums/Controlled Budget	\$14,592	\$7,350	\$7,350	\$10,447	42%
Total - Planning	\$807,074	\$866,267	\$866,267	\$866,797	0%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-13770) Mapping and Records	1	1	1	1	0%
(1000-15910) Planning Administration	7	7	7	7	0%
Total - Planning	8	8	8	8	0%

**DEVELOPMENT SERVICES
CODE COMPLIANCE ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-14410) Code Compliance	\$1,158,976	\$1,206,734	\$1,206,734	\$1,234,085	2%
Total - Code Compliance	\$1,158,976	\$1,206,734	\$1,206,734	\$1,234,085	2%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$1,041,959	\$1,101,506	\$1,101,506	\$1,112,641	1%
(A7000) Non-Salary Operating Budget	\$88,503	\$91,727	\$91,727	\$101,030	10%
(A7500) Premiums/Controlled Budget	\$28,514	\$13,501	\$13,501	\$20,414	51%
Total - Code Compliance	\$1,158,976	\$1,206,734	\$1,206,734	\$1,234,085	2%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-14410) Code Compliance	15	14	14	14	0%
Total -Code Compliance	15	14	14	14	0%

Performance Report



Mission Statement




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

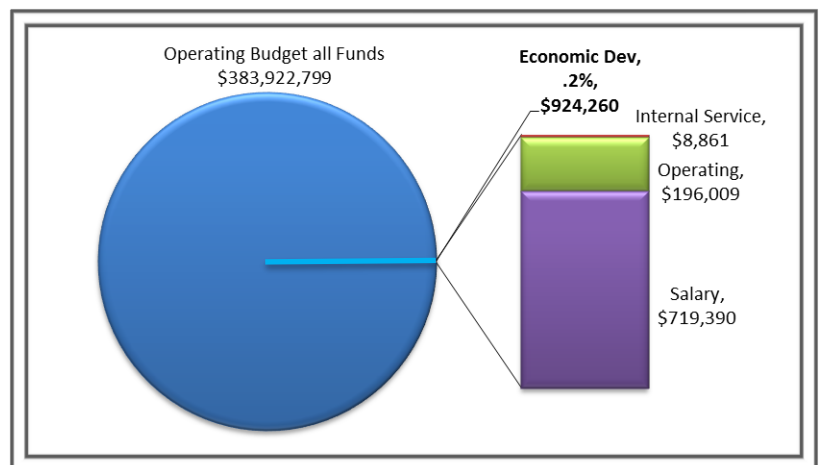
Department Description

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

Operating Budget

The total City Operating Budget is \$383.9 million. The departmental operating budget is comprised of three categories:

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



Accomplishments, Enhancements, and Efficiencies

- Developed new marketing material that profiles Glendale’s five targeted industries of Aerospace & Defense, Manufacturing, Retail & Entertainment, Medical Technology, and Advanced Business Services.
- In collaboration with Westmarc, developed a new tool to measure the workforce in the West Valley based on where workers live that increases the marketability of Glendale.
- Successfully secured the opportunity to host one of Super Bowl’s premier parties in our community combined with a first-ever, three-day food and music festival, the DIRECTV Super Fan Festival and Super Saturday Night events.
- Obtained a \$7,500 grant from the Glendale Industrial Development Authority to fund an industry-based assessment of a portion of the Glendale Centerline area to identify opportunities for redevelopment that are supported by the existing market (study to be completed in FY2016).
- Successfully negotiated terms for two settlement agreements that resolved outstanding payment issues resulting in one-time revenue of \$450,000 and new ongoing revenue of at least \$240,000 in the first full year of operation with a 2% increase per annum.

Goal, Objectives, and Performance Measures

Department Goal	Business Attraction & Retention/Expansion: Increase the number of businesses and jobs in our community to ensure long-term financial stability.			
Council Priority	Fiscal Sustainability; Economic Development			
Performance Objective	Leverage industry resources to increase Glendale’s visibility in the local, state, and national market to increase the number of businesses and jobs in our community.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
New Businesses & Expansions	20	10	13	10
Jobs Generated	2,753	500	1,352	1,000
GPEC Project Responses	39	30	37	30
Participation in Recruitment Initiatives	n/a	5	7	6

Department Goal	Redevelopment: Support on-going city-wide efforts to create redevelopment opportunities in the Glendale Centerline area.			
Council Priority	Fiscal Sustainability, Economic Development, Centerline			
Performance Objective	Engage the local business community to promote revitalization and repurpose underutilized properties.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
CDBG Grant Award (to the department)	\$49,000	\$300,000	\$0	\$100,000
Visual Improvement Program: # of Projects	2	4	4	2
Grant Awards	\$13,585	\$25,000	\$26,087	\$100,000
Targeted Outreach Contacts	n/a	n/a	n/a	25

Department Goal	Business Assistance and Retention & Expansion: Provide assistance and support to existing Glendale businesses to keep them growing and thriving in our community.			
Council Priority	Fiscal Sustainability; Economic Development			
Performance Objective	Improve visibility and outreach with existing Glendale businesses and offer support services.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Targeted Outreach Contacts	n/a	100	169	125
Job Fair Assistance	n/a	n/a	5	1
Bi-Annual Procurement Fair	n/a	1	1	n/a

Department Goal	Major Events: Lead the city-wide planning effort in support of major events that take place in our community to provide the signature level of service that Glendale is known for.			
Council Priority	Fiscal Sustainability, Economic Development, Major Events			
Performance Objective	Successfully execute operational plans for major events that are within budget and implement creative service delivery when possible.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Cost Avoidance	n/a	\$200,000	\$251,156	\$10,000
Unbudgeted Revenue	n/a	n/a	\$130,408	\$10,000
Project's Within Budget	n/a	Yes	Yes	Yes

**ECONOMIC DEVELOPMENT
ECONOMIC DEVELOPMENT ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-16010) Economic Development	\$657,503	\$762,914	\$762,914	\$781,951	2%
(1000-16025) Business Development	\$132,154	\$153,174	\$141,619	\$142,309	-7%
(1010-16120) National Events Pre-Planning	\$0	\$25,000	\$25,000	\$0	-100%
Total - Economic Development	\$789,657	\$941,088	\$929,533	\$924,260	-2%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$590,589	\$702,679	\$702,679	\$719,390	2%
(A7000) Non-Salary Operating Budget	\$189,218	\$232,474	\$220,919	\$196,009	-16%
(A7500) Premiums/Controlled Budget	\$9,850	\$5,935	\$5,935	\$8,861	49%
Total - Economic Development	\$789,657	\$941,088	\$929,533	\$924,260	-2%

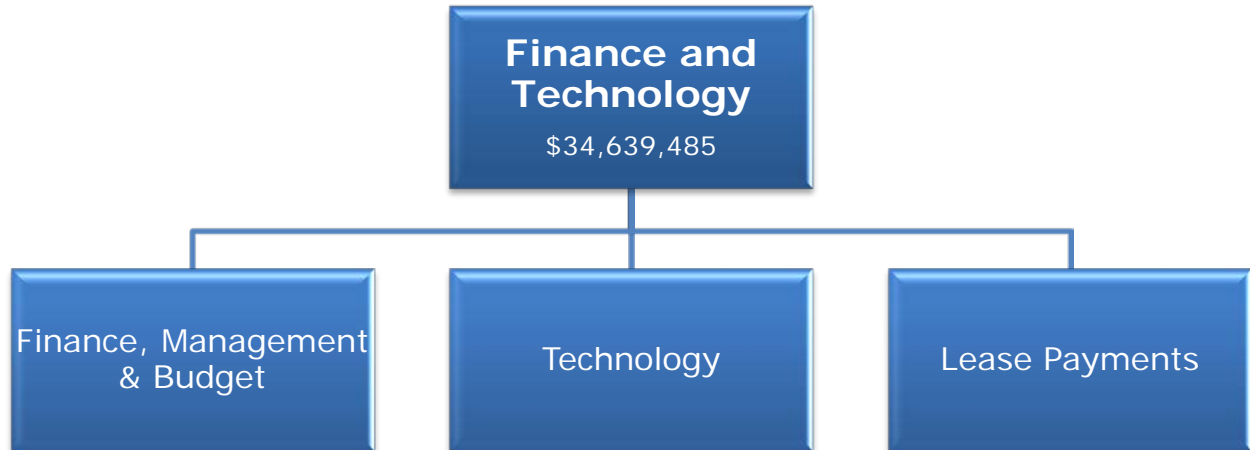
FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-16010) Economic Development	6	6	6	6	0%
Total -Economic Development	6	6	6	6	0%

**ECONOMIC DEVELOPMENT
REBATES & INCENTIVES ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-16210) Rebates & Incentives	\$458,090	\$0	\$0	\$0	NA
Total - Rebates & Incentives	\$458,090	\$0	\$0	\$0	0%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A7000) Non-Salary Operating Budget	\$458,090	\$0	\$0	\$0	N/A
Total - Rebates & Incentives	\$458,090	\$0	\$0	\$0	#Div/0!

Performance Report



Mission Statement

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

Department Description

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

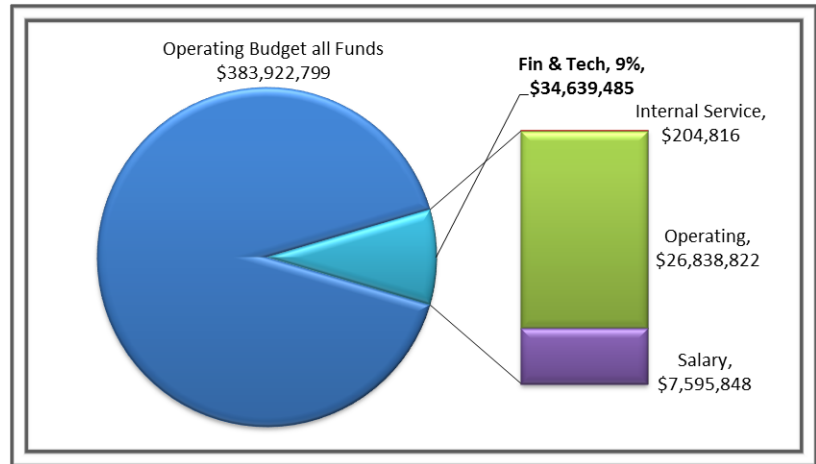
- The Management and Budget Division conducts independent, objective analyses and forecasts of expenditures and revenues, monitoring of the budget for the current fiscal year, and development of the budget for the next fiscal year.
- The Finance Division's main responsibilities are debt management, banking services, investment management, financial analysis, sales tax administration, and utility services billing for the city. Finance provides financial information to the public, state agencies, bond holders, grantors, auditors, city management, and the City Council. Finance also provides customer service for utility services and 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 policies and state statutes.
- The Grants Administration Division is responsible for coordinating the city's efforts to identify and obtain alternative funding for priority projects that advance the mission, goals and objectives established by the City Council and executive management.

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

Operating Budget

The total City Operating Budget is \$383.9 million. The departmental operating budget is comprised of three categories:

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



Accomplishments, Enhancements, and Efficiencies

- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation awards.
- Achieved \$48 million in net present value savings through bond refunding transactions.
- Upgraded the PeopleSoft Human Capital Management (HCM) system and added modernizations for more efficient payroll and human resources management.
- Redesigned customer service call flow structures which improved response times to 80% of calls answered within 2 minutes.

Goal, Objectives, and Performance Measures

Department Goal	Prudent fiscal stewardship.			
Council Priority	Fiscal Sustainability			
Performance Objective	Employ strong fiscal management practices that encourage sustainable fiscal decision-making.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Bond ratings for general obligation bonds: - Standard & Poor's - Moody's Investor Services	BBB+ A3	AA+ Aa1	BBB+ A3	AA+ Aa1
Bond ratings for Water and Sewer revenue bonds: - Standard & Poor's - Moody's Investor Services	AA A1	AA+ Aa1	AA A1	AA+ Aa1
Annualized amortized cost basis return on portfolio (net of fees)	0.49%	0.8%	0.64%	0.8%
Number of grants received through Grants Administration	n/a	15	15	20
Compliance with Council adopted Financial Policies (# complied with/# of policies)	5/7*	7/7	5/7*	7/7

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

Department Goal	Prudent fiscal stewardship.			
Council Priority	Fiscal Sustainability, Transparency			
Performance Objective	Provide accurate and timely financial analysis, forecasting, and reporting.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Maintain a +/- 5% variance in general fund revenue forecasts from the final actual revenue to the adopted budget.	+4.5%	±5%	-0.2%	±5%
% of month-end reports completed within 10 business days	0%	100%	17%	100%
Obtain the GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes
Obtain the GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes

Department Goal	Improve service levels			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	Perform customer service and procurement activities effectively, accurately and timely.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
% of vendor invoices paid within 30 days of invoice date	74%	75%	73%	85%
% of employees receiving electronic W-2's	n/a	n/a	n/a	85%
Number of vendor protests filed/number upheld	2/2	0/0	1/1	0/0
Number of RFP's and IFB's issued	42	50	44	50
% of contract renewals completed on-time	n/a	100%	75%	100%
% of sole source/special procurements processed within 10 days	32%	90%	77%	90%
% of call center calls answered within 1 minute	46%	70%	74%	80%
% of call center calls abandoned	12.8%	3.0%	2.6%	2.5%
Number of sales tax audits/reviews completed	28	120	135	120

Department Goal	Improve service levels			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	Provide effective and efficient information technology support by ensuring technologies are highly available, recoverable, and the integrity of data is maintained.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
% City external website uptime	n/a	99.9%	99.74%	99.9%
% of City desktop computer assets which have exceeded their replacement date	n/a	n/a	63%	50%

**FINANCE & TECHNOLOGY
FINANCE ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-11310) Finance Administration	\$410,678	\$588,451	\$588,451	\$633,486	8%
(1000-11320) Accounting Services	\$821,572	\$848,923	\$848,923	\$890,448	5%
(1000-11340) License/Collection	\$944,530	\$1,066,975	\$1,066,975	\$1,101,334	3%
(1000-11351) Arena Events	\$0	\$0	\$0	\$15,500,000	NA
(1000-11352) AZSTA - Stadium Tax Refund	\$0	\$0	\$0	\$2,377,616	NA
(1000-11360) Materials Management	\$192,876	\$480,844	\$480,844	\$471,136	-2%
(1000-11610) Budget & Research	\$499,979	\$259,490	\$253,990	\$269,931	4%
(1000-11620) Grants Administration	\$13,480	\$5,000	\$10,500	\$129,881	2498%
(1282-11415) Arena Management Fee	\$14,405,694	\$16,001,610	\$15,501,610	\$0	-100%
(1790-11400) AZSTA - Stadium Tax Refund	\$2,264,397	\$2,015,821	\$2,015,821	\$0	-100%
(2360-17020) Customer Service Office	\$2,356,500	\$2,904,338	\$2,904,338	\$3,029,403	4%
Total - Finance	\$21,909,706	\$24,171,452	\$23,671,452	\$24,403,235	1%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$3,821,759	\$4,595,142	\$4,589,642	\$4,911,887	7%
(A7000) Non-Salary Operating Budget	\$17,546,758	\$19,012,539	\$18,518,039	\$19,375,884	2%
(A7500) Premiums/Controlled Budget	\$541,189	\$563,771	\$563,771	\$115,464	-80%
Total - Finance	\$21,909,706	\$24,171,452	\$23,671,452	\$24,403,235	1%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-11310) Finance Administration	3	4	4	4	0%
(1000-11320) Accounting Services	14	13	13	13	0%
(1000-11340) License/Collection	10	10	10	10	0%
(1000-11360) Materials Management	2	5	5	5	0%
(1000-11610) Budget & Research	4	2	2	2	0%
(1000-11620) Grants Administration	1			1	
(2360-17020) Customer Service Office	29.5	29.5	29.5	29.5	0%
Total -Finance	63.5	63.5	63.5	64.5	2%

**FINANCE & TECHNOLOGY
LEASE PMTS/OTHERFEES ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-11380) Lease Payments	\$1,327,029	\$1,801,434	\$11,051,434	\$51,546	-97%
(1000-11390) Merchant Fees	\$214,266	\$206,000	\$206,000	\$206,000	0%
(1000-89800) 1000 Advisor Fees	\$78,581	\$90,000	\$90,000	\$90,000	0%
(2040-89806) 2040 Advisor Fees	\$694	\$855	\$855	\$855	0%
(2060-89804) 2060 Advisor Fees	\$67	\$83	\$83	\$83	0%
(2100-89815) 2100 Advisor Fees	\$367	\$465	\$465	\$0	-100%
(2180-89808) 2180 Advisor Fees	\$1,956	\$2,415	\$2,415	\$2,415	0%
Total - Lease Pmts/OtherFees	\$1,622,960	\$2,101,252	\$11,351,252	\$350,899	-83%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A7000) Non-Salary Operating Budget	\$295,931	\$299,818	\$299,818	\$299,353	0%
(A7500) Premiums/Controlled Budget	\$1,327,029	\$1,801,434	\$11,051,434	\$51,546	-97%
Total - Lease Pmts/OtherFees	\$1,622,960	\$2,101,252	\$11,351,252	\$350,899	-83%

**FINANCE & TECHNOLOGY
INFO. TECHNOLOGY ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-11510) Information Technology	\$3,190,810	\$3,062,356	\$3,062,356	\$0	-100%
(1100-11520) Telephones	\$821,403	\$1,178,404	\$1,178,404	\$0	-100%
(1140-11530) Technology Replacement	\$2,590,487	\$3,419,294	\$3,419,294	\$0	-100%
(2591-18400) Telephones	\$0	\$0	\$0	\$1,135,400	NA
(2591-18401) Technology Replacement	\$0	\$0	\$0	\$2,859,943	NA
(2591-18402) Information Technology	\$0	\$0	\$0	\$2,655,208	NA
(2592-18500) Technology Projects	\$0	\$0	\$0	\$3,234,800	NA
Total - Info. Technology	\$6,602,700	\$7,660,054	\$7,660,054	\$9,885,351	29%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$2,590,648	\$2,626,325	\$2,626,325	\$2,683,961	2%
(A7000) Non-Salary Operating Budget	\$3,338,707	\$4,535,451	\$4,535,451	\$7,163,584	58%
(A7500) Premiums/Controlled Budget	\$673,345	\$498,278	\$498,278	\$37,806	-92%
Total - Info. Technology	\$6,602,700	\$7,660,054	\$7,660,054	\$9,885,351	29%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-11510) Information Technology	26	25	25		
(1100-11520) Telephones	1	1	1		
(1140-11530) Technology Replacement	1	1	1		
(2591-18400) Telephones				1	
(2591-18401) Technology Replacement				1	
(2591-18402) Information Technology				25	
Total -Info. Technology	28	27	27	27	0%

Performance Report



Mission Statement

Fast - Caring - Innovative - Professional

Department Description




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

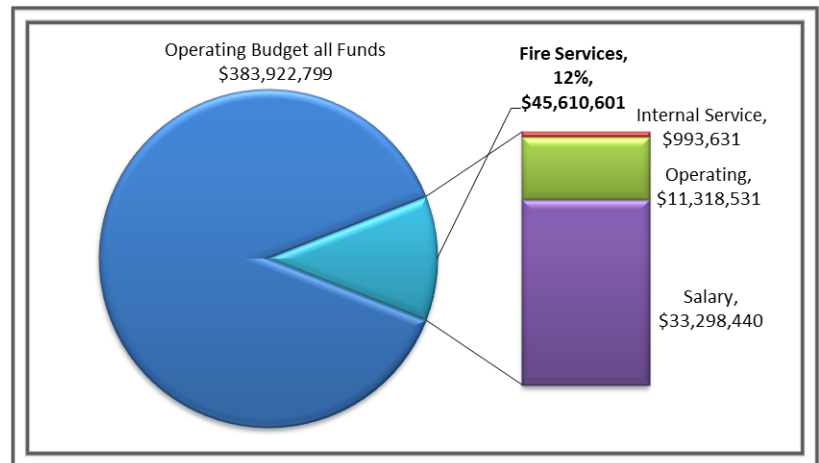
- Fire Prevention & Education (Public Education, Inspections, Investigations, Code Adoption)
- Fire Suppression (Firefighting)
- Emergency Medical Services (Advanced Life Support and Basic Life Support)
- Special Operations (Hazardous Materials and Technical Rescue)
- Crisis Response (Social Services)

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

Operating Budget

The total City Operating Budget is \$383.9 million. The departmental operating budget is comprised of three categories:

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



Accomplishments, Enhancements, and Efficiencies

- Received a two-year, \$2.2 million federal Staffing for Adequate Fire and Emergency Response grant to hire 15 firefighters.
- Received a \$425,000 grant through the Salt River Pima-Maricopa Indian Community to purchase a new engine pumper.
- Relocated fire headquarters from the Bank of America Plaza to the Sine Building.
- Successfully revised and adopted the City of Glendale Emergency Operations Plan
- Successfully mitigated severe rainstorm damage and flooding, and coordinated disaster recovery.
- Successfully managed fire and emergency medical services for three national sporting events.
- Successfully completed the department’s annual division self-assessments and accreditation compliance reporting to maintain accredited agency status.

Goal, Objectives, and Performance Measures

Department Goal	Provide fast, effective emergency response to our community through proper support and deployment of staffing, apparatus and equipment.			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	Provide citizens with effective and efficient all hazards response and ensure long-term sustainment of quality services.			
Performance Measures*	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Average response time**	5:55	5:50	6:01	5:50
Response time at the 90 th percentile**	7:53	7:50	7:57	7:50
Number of fire suppression calls within City limits	1,280	1,280	1,156	1,200
Number of ALS/BLS emergency calls	23,637	24,200	24,435	25,200
Number of other call types	2,782	2,750	2,718	2,700
Automatic Aid Received	3,662	3,800	3,932	3,900
Automatic Aid Given	5,570	5,650	5,682	5,750
Maintain quality Insurance Services Office (ISO) rating of 3 or better	2	2	2	2

*Calendar year

**Calls include alarm processing time

Department Goal	Reduce the loss of life and property within our community through pro-active public education programs.			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	Promote safety awareness in the community through proactive life safety and fire prevention education programs.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Number of life safety classes and events held annually	174	200	232	275
Customer contacts	9,230	9,000	6,463	11,000
Maintain Self-Assessments, Annual Compliance Reports and Accredited Agency status	100%	100%	100%	100%

Department Goal	Improve our internal and external customer service through continuous assessment, progressive management and quality personnel practices.			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	Ensure department personnel receive sufficient annual training to maintain compliance with State and National standards.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Number of target training hours per firefighter	308	308	308	308
Number of training hours	158	308	101*	308
% target hours attained	51.3%	50%	32.8%	50%
Firefighters certified at State Firefighter I and Firefighter II levels of proficiency	100%	100%	100%	100%
Training compliance with National Fire Protection Association standards	100%	100%	100%	100%

*5-month training hiatus due to heavy call volume

Department Goal	Prevent and reduce the loss of lives and property within our community through fair and consistent fire code management.			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	Prevent fires through comprehensive plans review and inspections; Investigate structure fire cause and origin to identify potential prevention measures			
Performance Measures	FY2014 Actual	FY2015 Target/ Projected	FY2015 Actual	FY2016 Target/ Projected
Number of inspections completed	2,381	2,500	1,175	2,861
Number of new construction inspections	1,050	1,200	1,250	1,400
Number of plans reviewed	1,065	1,279	1,034	1,424
% of plans review turn-around compliance	97%	98%	97%	99%
Structure Fire Investigations	87	80	72	80
Structure Values Saved	87%	90%	89%	90%

**FIRE SERVICES
FIRE DEPARTMENT ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-12410) Fire Administration	\$1,405,245	\$2,038,058	\$1,964,567	\$2,225,123	9%
(1000-12421) Fire Special Operations	\$14,198	\$16,293	\$16,293	\$16,293	0%
(1000-12422) Fire Operations	\$21,452,678	\$27,714,343	\$27,714,343	\$30,924,878	12%
(1000-12433) Fire Resource Management	\$3,065,770	\$3,723,630	\$3,881,233	\$3,807,585	2%
(1000-12434) Fire Training	(\$33)	\$0	\$0	\$0	NA
(1000-12436) Fire Medical Services & Health	\$37,108	\$352,175	\$352,175	\$247,363	-30%
(1000-12438) Fire-Emergency Mgmt	\$298,764	\$463,258	\$463,258	\$502,357	8%
(1000-12441) Fire Marshal's Office	\$708,102	\$936,082	\$851,970	\$983,450	5%
(1000-12444) Fire Community Services	\$9,869	\$22,250	\$22,250	\$22,250	0%
(1000-12491) Ambulance Services	\$526,570	\$510,191	\$510,191	\$566,041	11%
(1000-12494) Fire - Fiesta Bowl Event	\$0	\$0	\$0	\$58,816	NA
(1000-12495) Stadium - Fire Event Staffing	\$0	\$0	\$0	\$377,441	NA
(1000-12496) Arena - Fire Event Staffing	\$0	\$0	\$0	\$139,752	NA
(1000-12497) CBRanch - Fire Event Staffing	\$0	\$0	\$0	\$55,852	NA
(1000-12498) Fire - College FB Playoffs	\$0	\$0	\$0	\$48,780	NA
(1000-12499) Glendale Health Center	\$0	\$0	\$0	\$46,129	NA
(1010-12560) Fire - Super Bowl Event	\$0	\$392,000	\$392,000	\$0	-100%
(1281-12515) Fire - Fiesta Bowl Event	\$47,323	\$132,900	\$132,900	\$0	-100%
(1281-12520) Stadium - Fire Event Staffing	\$309,458	\$229,238	\$229,238	\$0	-100%
(1282-12490) Arena - Fire Event Staffing	\$120,890	\$260,297	\$260,297	\$0	-100%
(1283-12485) CBRanch - Fire Event Staffing	\$45,368	\$55,852	\$55,852	\$0	-100%
(1720-12610) Fire - Special Revenue Fund	\$6,517,097	\$0	\$0	\$0	NA
(1840-34001) Grant Approp - Fire Dept	\$0	\$2,000,000	\$1,365,000	\$2,000,000	0%
(1840-34006) Paramedic Refresher Programs-D	\$614	\$0	\$0	\$0	NA
(1840-34007) Employee Recognition-Donations	\$220	\$0	\$0	\$0	NA
(1840-34008) Crisis Response - Donations	\$3,746	\$0	\$0	\$0	NA
(1840-34033) Fire Dept Cadet Pgm-Donations	\$715	\$0	\$0	\$0	NA
(1840-34060) 2009/10 Childhood Immunization	\$5,832	\$0	\$0	\$0	NA
(1840-34072) AHIMT-Wildland Special Ops	\$416,795	\$0	\$0	\$0	NA
(1840-34076) 2011 MMRS	\$4,894	\$0	\$0	\$0	NA
(1840-34077) 2012 UASI GFD RRT	\$14,003	\$0	\$0	\$0	NA
(1840-34078) 2012 UASI GFD TLO	\$8,092	\$0	\$0	\$0	NA
(1840-34080) 2012 MMRS	\$35,820	\$0	\$0	\$0	NA
(1840-34081) GCC Educ Svc Agreement	\$13,674	\$0	\$0	\$0	NA
(1840-34082) 2011 UASI GFD TRT Equip&Train	\$21,659	\$0	\$0	\$0	NA
(1840-34083) 2011 UASI GFD TLO Sustainment	\$51,707	\$0	\$0	\$0	NA
(1840-34084) 2011 MMRS Reallocation Grant	\$7,182	\$0	\$0	\$0	NA
(1840-34085) 2013 UASI GFD RRT	\$99,825	\$0	\$0	\$0	NA
(1840-34086) 2013 UASI GFD TLO	\$32,438	\$0	\$0	\$0	NA
(1840-34088) 2013 Safer Grant	\$0	\$1,001,610	\$1,001,610	\$1,158,123	16%
(2530-12590) PS Training Ops - Fire	\$614,386	\$722,386	\$722,386	\$787,230	9%
(2538-12711) Glendale Health Center	\$45,183	\$48,590	\$48,590	\$0	-100%
Total - Fire Department	\$35,935,192	\$40,619,153	\$39,984,153	\$43,967,463	8%

**FIRE SERVICES
FIRE DEPARTMENT ROLLUP**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$26,722,205	\$31,397,731	\$30,605,128	\$32,892,904	5%
(A7000) Non-Salary Operating Budget	\$8,163,430	\$8,413,363	\$8,570,966	\$10,084,702	20%
(A7500) Premiums/Controlled Budget	\$1,049,557	\$808,059	\$808,059	\$989,857	22%
Total - Fire Department	\$35,935,192	\$40,619,153	\$39,984,153	\$43,967,463	8%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-12410) Fire Administration	9	16	16	16	0%
(1000-12422) Fire Operations	183	220	220	220	0%
(1000-12433) Fire Resource Management	4	6	6	6	0%
(1000-12438) Fire-Emergency Mgmt	2	3	3	3	0%
(1000-12441) Fire Marshal's Office	9	10	10	10	0%
(1000-12491) Ambulance Services	2	2	2	2	0%
(1282-12490) Arena - Fire Event Staffing	1				
(1720-12610) Fire - Special Revenue Fund	48				
(1840-34088) 2013 Safer Grant		15	15	15	0%
(2530-12590) PS Training Ops - Fire	5	5	5	5	0%
Total -Fire Department	263	277	277	277	0%

**FIRE SERVICES
GRPS TRAINING CENTER - FIRE ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-12521) PS Training Ctr - Fire	\$537,740	\$581,875	\$581,875	\$642,827	10%
Total - GRPS Training Center - Fire	\$537,740	\$581,875	\$581,875	\$642,827	10%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A7000) Non-Salary Operating Budget	\$537,740	\$581,875	\$581,875	\$642,827	10%
Total - GRPS Training Center - Fire	\$537,740	\$581,875	\$581,875	\$642,827	10%

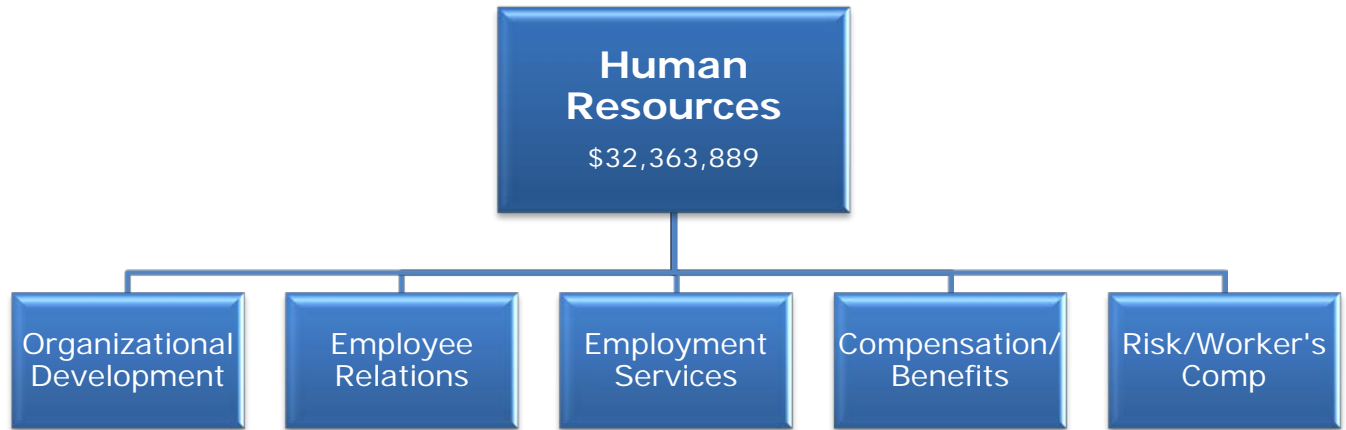
FIRE SERVICES
AIR MED & LOGISTICS OPS ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-12492) Air-Med & Logistics Ops (HALO)	\$917,479	\$1,007,656	\$1,007,656	\$1,000,311	-1%
Total - Air Med & Logistics Ops	\$917,479	\$1,007,656	\$1,007,656	\$1,000,311	-1%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$401,258	\$409,750	\$409,750	\$405,536	-1%
(A7000) Non-Salary Operating Budget	\$508,979	\$591,001	\$591,001	\$591,001	0%
(A7500) Premiums/Controlled Budget	\$7,242	\$6,905	\$6,905	\$3,774	-45%
Total - Air Med & Logistics Ops	\$917,479	\$1,007,656	\$1,007,656	\$1,000,311	-1%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-12492) Air-Med & Logistics Ops (HALO)	4	4	4	4	0%
Total -Air Med & Logistics Ops	4	4	4	4	0%

Performance Report



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.

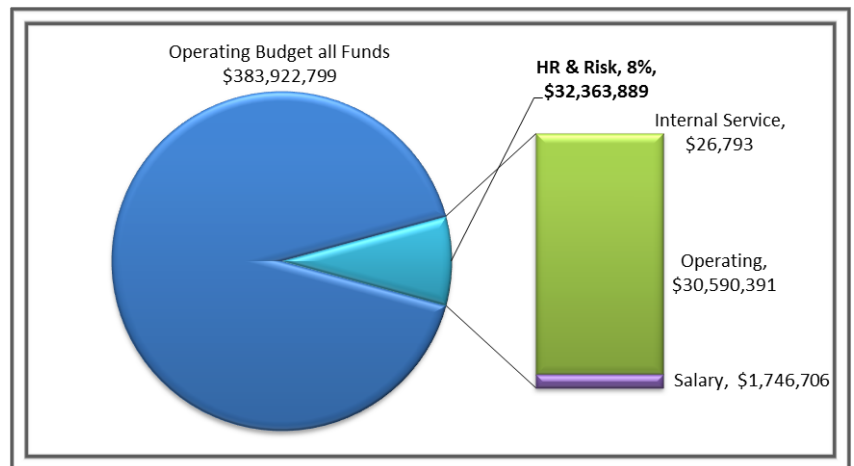
Department Description

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

Operating Budget

The total City Operating Budget is \$383.9 million. The departmental operating budget is comprised of three categories:

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



Accomplishments, Enhancements, and Efficiencies

- Revised 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.
- Successfully conducted a request for proposal process for dental, vision, life insurance, long term disability and short term disability which resulted in an overall reduction in costs.
- Implemented the Safety and Security Alliance to create a culture of safety at every level of the organization and rolled out an organization wide safety training system.

Goal, Objectives, and Performance Measures

Department Goal	Foster and influence a climate of mutual respect and inclusiveness that is open, creative and people centered.			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	<ol style="list-style-type: none"> 1. Obtain top level management support for diversity initiatives. 2. Form a Diversity Committee to develop, communicate and implement a diversity strategy. 			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2015 Target/Projected
Number of organizational diversity events held	n/a	n/a	2	TBD by committee
Number of diversity training opportunities held	n/a	n/a	n/a	TBD by committee
Number of employees attending diversity training/events	n/a	n/a	n/a	TBD
Increase diversity ratio of new hires	n/a	n/a	n/a	Develop Baseline
Increase our diversity ratio to better reflect the Glendale community	n/a	n/a	n/a	Develop Baseline

Department Goal	Maintain a fiscally sustainable employee benefits program that provides high quality healthcare which promotes and enhances the well-being of employees.			
Council Priority	Fiscal Sustainability			
Performance Objective	<ol style="list-style-type: none"> 1. Collaborate with employees, stakeholders and healthcare organizations to review options for implementing a fiscally sustainable health plan. 2. Develop a plan to promote greater participation in the wellness program. 			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2015 Target/Projected
Cost increases remain at or below the medical rate of inflation	n/a	n/a	6.9%	6.8% or less
Increase enrollment in the wellness program by 10%	n/a	n/a	28%	38%+
Reduction of overall health insurance costs	n/a	n/a	n/a	10%

Department Goal	Provide and maintain a low risk, safe environment for City of Glendale employees and its citizens.			
Council Priority	Fiscal Sustainability			
Performance Objective	<ol style="list-style-type: none"> 1. Utilize risk avoidance, risk reduction, risk transfer and risk retention strategies to protect against losses that would negatively impact City assets and its ability to provide ongoing services. 2. Manage property and liability claims to minimize costs. 3. Promote employee safety awareness programs. 			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2015 Target/Projected
Reduce litigation costs by 10% with more use of in-house counsel	n/a	n/a	\$408,618	\$367,756
Total number of incidents resulting in days away from work or restricted duty	25	n/a	48	48
Total number of workplace injuries	158	n/a	121	121
Maintain total cost of risk	n/a	n/a	n/a	<5%

Department Goal	Implement and maintain a competitive non-represented compensation structure, policy, practices and philosophy in order to attract, motivate and retain highly skilled employees.			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	<ol style="list-style-type: none"> 1. Monitor external market on regular basis to ensure competitiveness. 2. Complete job studies as appropriate in a timely manner to ensure classifications are current. 3. Comply with appropriate federal and state laws. 4. Complete classification and compensation study to determine critical areas requiring attention. 			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2015 Target/Projected
Reduce turnover for non-represented employees	18.2%	n/a	16.2%	14.2%
Salary ranges are within +/- 5% of the average midpoint for comparative organizations	n/a	n/a	n/a	100%

**HR & RISK MGT
HUMAN RESOURCES ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-11010) Risk Management/Safety	\$289,436	\$265,531	\$266,031	\$0	-100%
(1000-11020) Benefits	\$264,609	\$341,676	\$336,750	\$323,061	-5%
(1000-11030) Human Resources Administration	\$364,575	\$350,285	\$349,445	\$358,567	2%
(1000-11040) Employment Services	\$271,996	\$285,661	\$286,061	\$327,973	15%
(1000-11050) Employee Relations	\$196,757	\$201,967	\$207,313	\$266,165	32%
(1000-11060) Compensation	\$175,806	\$177,715	\$177,235	\$370,329	108%
(1000-11070) Organizational Development	\$81,185	\$93,286	\$93,286	\$110,872	19%
(1000-11080) Employee Programs	\$0	\$0	\$0	\$20,000	NA
(2540-18010) Risk Mgmt Trust Fund	\$2,567,556	\$4,000,000	\$4,000,000	\$2,934,598	-27%
(2560-18110) Worker's Compensation	\$1,297,854	\$1,608,000	\$1,608,000	\$2,201,956	37%
(2580-18210) Benefit Programs	\$23,112,548	\$23,291,958	\$23,291,958	\$25,450,368	9%
(2580-18211) Deferred Compensation	\$5,621	\$0	\$0	\$0	NA
Total - Human Resources	\$28,627,943	\$30,616,079	\$30,616,079	\$32,363,889	6%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$1,516,421	\$1,642,233	\$1,631,787	\$1,746,706	6%
(A7000) Non-Salary Operating Budget	\$27,083,024	\$28,956,878	\$28,967,324	\$30,590,390	6%
(A7500) Premiums/Controlled Budget	\$28,498	\$16,968	\$16,968	\$26,793	58%
Total - Human Resources	\$28,627,943	\$30,616,079	\$30,616,079	\$32,363,889	6%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-11010) Risk Management/Safety	4	3	3		
(1000-11020) Benefits	4	4	4	4	0%
(1000-11030) Human Resources Administration	3	3	3	3	0%
(1000-11040) Employment Services	3	3	3	3	0%
(1000-11050) Employee Relations	2	2	2	3	50%
(1000-11060) Compensation	2	2	2	2	0%
(1000-11070) Organizational Development	1	1	1	1	0%
(2540-18010) Risk Mgmt Trust Fund				2	
(2560-18110) Worker's Compensation				1	
Total -Human Resources	19	18	18	19	6%

**HR & RISK MGT
EMPLOYEE GROUPS ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1190-11110) GEMS	\$10,949	\$20,000	\$20,000	\$0	-100%
Total - Employee Groups	\$10,949	\$20,000	\$20,000	\$0	-100%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A7000) Non-Salary Operating Budget	\$10,949	\$20,000	\$20,000	\$0	-100%
Total - Employee Groups	\$10,949	\$20,000	\$20,000	\$0	-100%

Performance Report



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.

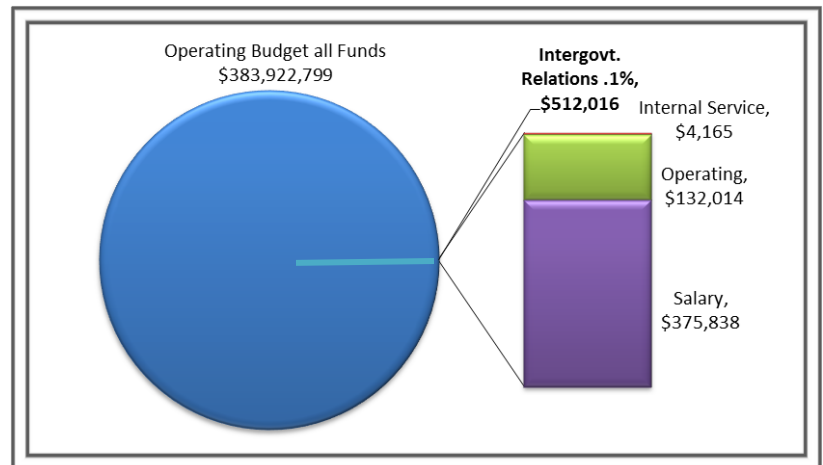
Department Description

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.

Operating Budget

The total City Operating Budget is \$383.9 million. The departmental operating budget is comprised of three categories:

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



Accomplishments, Enhancements, and Efficiencies

- Successfully oversaw the transition process and installation ceremony for three new Councilmembers.
- Successfully transitioned the supervision for the Mayor and Council Office staff into the Intergovernmental Programs Department, resulting in a reduction of 1 FTE position.
- Participated in the citywide team working on the Super Bowl and other major events and staffed the Mayor and Council at those events.

Goal, Objectives, and Performance Measures

Department Goal	Legislative awareness and impact			
Council Priority	Fiscal Sustainability; Economic Development			
Performance Objective	Successfully advocate the city’s position on issues at the Arizona Legislature, United States Congress, and other governmental bodies.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Total number of bills posted	1,205	1,200	1,163	1,200
Number of bills tracked that have a direct impact to City and have received staff input	423	500	711	500
Number of new laws being enacted	278	300	324	300

Department Goal	Keep residents and the Council informed of legislative issues affecting the city or neighborhoods			
Council Priority	Transparency; Fiscal Sustainability			
Performance Objective	Keep the public and the Council informed of the city’s legislative agenda and bills being considered by the Legislature that would have a direct impact on the city or neighborhoods.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Number of Legislative Link subscribers	n/a	n/a	85	100
Number of legislative reports posted to the website	6	10	6	10

Department Goal	Develop an enhanced presence on regional and national committees			
Council Priority	Fiscal Sustainability; Creative, Innovative, Efficient Systems			
Performance Objective	Work with local and regional partners and agencies to ensure that our projects are funded and completed in the appropriate times, successfully keep Glendale's projects funded and moving forward.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Number of Councilmembers serving on regional committees	5	5	4	5
Number of Councilmembers serving on national committees	3	6	6	6
Total number of regional and national groups on which Glendale is represented	12	13	13	13

**INTERGOVT. RELATIONS
INTERGOVT. PROGRAMS ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-10910) Intergovernmental Programs	\$386,524	\$477,640	\$477,640	\$512,016	7%
Total - Intergovt. Programs	\$386,524	\$477,640	\$477,640	\$512,016	7%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$304,951	\$342,366	\$342,366	\$375,838	10%
(A7000) Non-Salary Operating Budget	\$75,785	\$132,013	\$132,013	\$132,013	0%
(A7500) Premiums/Controlled Budget	\$5,788	\$3,261	\$3,261	\$4,165	28%
Total - Intergovt. Programs	\$386,524	\$477,640	\$477,640	\$512,016	7%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-10910) Intergovernmental Programs	3	3	3	3	0%
Total -Intergovt. Programs	3	3	3	3	0%

**MISCELLANEOUS GRANTS
GRANTS ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1840-32105) Victim's Rights-Cty Atty	\$10,100	\$0	\$0	\$0	NA
(1840-32108) Prop. 302	\$155,563	\$0	\$0	\$0	NA
(1840-32109) Nina Mason Pulliam Grant	\$5,984	\$0	\$0	\$0	NA
(1840-32111) Donations - Glendale Univ.	\$3,047	\$0	\$0	\$0	NA
(1840-32115) MYAC Fundraising	\$453	\$0	\$0	\$0	NA
(1840-32118) Miscellaneous Grants	\$0	\$150,000	\$150,000	\$150,000	0%
(1840-32133) Community Connections Donation	\$5	\$0	\$0	\$0	NA
(1840-32149) Centennial HP Bus Tour Donat	\$576	\$0	\$0	\$0	NA
(1840-32156) STOP Violence Prosecutors Off	\$119,158	\$0	\$0	\$0	NA
(1840-32157) DV Lethality Assessment Grant	\$134,498	\$0	\$0	\$0	NA
(1840-32158) CAP Donations	\$516	\$0	\$0	\$0	NA
(1842-37060) ARWRF Facility UV System Imp	\$122,262	\$0	\$0	\$0	NA
(1842-37061) Well 43 Variable Drive Retrofi	\$75,000	\$0	\$0	\$0	NA
(1842-37067) Energy Matters Public Educat	\$25,663	\$0	\$0	\$0	NA
Total - Grants	\$652,825	\$150,000	\$150,000	\$150,000	0%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$179,000	\$150,000	\$150,000	\$0	-100%
(A7000) Non-Salary Operating Budget	\$473,825	\$0	\$0	\$150,000	N/A
Total - Grants	\$652,825	\$150,000	\$150,000	\$150,000	0%

**NON-DEPARTMENTAL
NON-DEPARTMENTAL ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-11801) Fund 1000 Non-Dept	\$542,438	\$1,285,704	\$1,285,704	\$10,026,202	680%
(1200-36502) From the Heart	\$151,500	\$200,000	\$200,000	\$200,000	0%
Total - Non-Departmental	\$693,938	\$1,485,704	\$1,485,704	\$10,226,202	588%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A7000) Non-Salary Operating Budget	\$693,938	\$1,485,704	\$1,485,704	\$1,741,251	17%
(A7500) Premiums/Controlled Budget	\$0	\$0	\$0	\$8,484,951	N/A
Total - Non-Departmental	\$693,938	\$1,485,704	\$1,485,704	\$10,226,202	588%

Performance Report



Mission Statement

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

Department Description

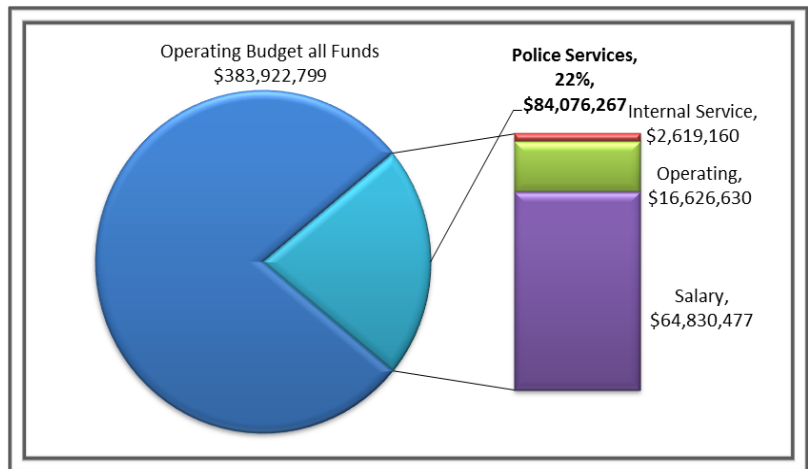
The Glendale Police Department is committed to serving the people of Glendale with the highest quality services in preventing crime, maintaining order, and providing support to numerous events held within the city. The organization continues to emphasize the development of professional knowledge and leadership skills for exemplary men and women and the utilization of progressive, innovative techniques and emerging technologies. A partnership with our citizens and consistent engagement of our community allow us to formulate policing strategies that are critical to our mission. The Glendale Police Department provides the most effective possible response to law enforcement emergencies, neighborhood problems and the enforcement of traffic laws, ensuring that Glendale continues to be a desirable place to live, raise a family, educate, recreate and do business. Everything done, collectively or individually, is done in accordance with department values and objectives. The Department is made up of two major functional units; the Operations Bureau and the Investigative and Administrative Services Bureau; each headed by an Assistant Chief.

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

Operating Budget

The total City Operating Budget is \$383.9 million. The departmental operating budget is comprised of three categories:

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



Accomplishments, Enhancements, and Efficiencies

- Implementing/Developing new technologies – Computer Aided Dispatch/Records Management System, Tablets, Bluetooth scanners, on-line reporting, and a restructuring of our major events staffing model.
- Increased the School Resource Officer Program through grant and school district funding.
- Enhanced focus on Community Oriented Policing by redefining the roles of the Neighborhood Response Squads and the Street Crimes Squad as well as the creation of an Intelligence Led Policing detective.
- Established a Gun Violence program with three (3) grant funded Gun Violence Detectives and two (2) detectives specifically focused on gun violence related to street gang activities.
- Implemented a new Strategic Planning Program to ensure every area of the Department remains focused on our mission and vision.

Goal, Objectives, and Performance Measures¹

Department Goal	Reduce Violent and Property Crime			
Council Priority	Public Safety; Fiscal Sustainability			
Performance Objective	Decrease the level of crime, while increasing satisfaction of police services			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
UCR Part I - % change				
- Violent Crimes % change	-18.6%	-5.0%	-0.9%	-5.0%
- Property Crimes % change	-8.8%	-5.0%	-7.7%	-5.0%
UCR Part 1 crimes	14,608	13,878	13,546	12,869
- Violent Crime	930	884	922	876
- Property Crime	13,678	12,994	12,624	11,993
% of UCR Part I Crimes Cleared	17.6%		17.4%	18.0%
- Violent Crimes	36.3%	n/a	29.2%	30.0%
- Property Crimes	16.3%		16.5%	17.0%
Cleared by Arrest or Submitted to Prosecutor				
- Violent Crimes [#total]	25.8% [232/898]	n/a	30.3% [265/875]	32.0%
- Property Crimes [#total]	6.8% [766/11,301]		7.1% [753/10,568]	8.0%

Department Goal	Promote a sense of community through safe and healthy neighborhoods, effective response to requests, maintain high visibility, and enforce traffic safety laws throughout the city			
Council Priority	Public Safety; Fiscal Sustainability			
Performance Objective	Timely response to calls for service, increased proactive patrol, and judicious enforcement to promote traffic safety			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Calls for Service	130,059	126,274	161,543*	157,553
% responses meet desired standard time				
- Priority 1 Calls	74.2%	80%	74.1%	80%
- Priority 2 Calls	57.9%	80%	56.9%	80%
Traffic collisions with Injuries	1,163	n/a	1,122	1,066
DUI Arrests	1,248	n/a	1,561	1,500
Officer initiated call volume (25% not coded)	7,615	n/a	44,351*	48,786
Traffic Stops	3,556		22,027*	23,128
Communications				
- % calls answered in 10 secs. (est.)	n/a	90%	94%	90%
- % calls dispatched in 60 secs.	96.2%	90%	94.9%	90%

* New CAD system increased documentation

Department Goal	Enhance safety and security in the City by providing preparing and maintaining high quality services to the community			
Council Priority	Public Safety; Fiscal Sustainability			
Performance Objective	Maintain a high quality work force through application and maintenance of professional standards for service			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Revised policies	19	n/a	23	25
Training				
- E-Learning sessions	37	n/a	29	30
- AOT Session conducted	21	n/a	21	21
- Professional Development Expenditure	\$75,000 <i>(Allocated)</i>	n/a	\$89,280	\$75,000
Total Investigations Completed	105		125	105
- Internal Complaints Sustained	32 of 65		34 of 75	27 of 67
- - Accidents Sustained	18 of 37	n/a	15 of 32	11 of 27
- Response to Resistance				
- - Investigations Sustained	0 of 11		2 of 34	0 of 28
- External Complaints Sustained	16 of 20		6 of 16	0 of 0

Department Goal	Provide public safety support services that contribute to the Signature Events in the City and surrounds to ensure the safety and enjoyment for the participating public			
Council Priority	Public Safety; Signature Events			
Performance Objective	Provide effective and efficient event-related services to ensure citizens and visitors an enjoyable experience and a safe environment while attending stadium events.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Stadium/Arena Overtime				
- Expenditures	\$691,082	\$1,336,647	\$911,368	\$1,286,647
- Hours	13,275	n/a	15,024	n/a
Coalition ²				
- IGAs in Effect	15	n/a	16	16
- Hours	12,023	n/a	13,274	n/a
% responses meet desired standard time				
- Cardinal Home Game 12/21/14 P1 calls	n/a	n/a	75%	80%
- Fiesta Bowl 12/31/14 P1 calls	n/a	n/a	75%	80%
- Super Bowl 2/1/15 P1 Calls	n/a	n/a	80%	80%

¹ Performance Measurements are calculated on the CY prior to the end of the noted FY

² Coalition: The City of Glendale entered into Intergovernmental Agreements with various governments in the state to provide assistance to the City in providing public safety and security services at the University of Phoenix Stadium.

POLICE SERVICES
POLICE DEPARTMENT ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-12110) Police Legal Services	\$1,922	\$0	\$0	\$0	NA
(1000-12120) Police Administration	\$2,770,371	\$3,429,186	\$3,202,446	\$2,868,652	-16%
(1000-12121) Stadium - PD Event Staffing	\$0	\$0	\$0	\$1,455,726	NA
(1000-12122) PD - Fiesta Bowl Event	\$0	\$0	\$0	\$245,795	NA
(1000-12123) Arena-PD Event Staffing	\$0	\$0	\$0	\$541,231	NA
(1000-12124) PD - College FB Playoffs	\$0	\$0	\$0	\$302,210	NA
(1000-12125) CBRanch-Police Event Staffing	\$0	\$0	\$0	\$32,384	NA
(1000-12130) Gateway Patrol	\$10,814,991	\$17,339,104	\$16,921,481	\$17,984,153	4%
(1000-12135) Training	\$0	\$2,059,641	\$2,621,463	\$2,877,061	40%
(1000-12150) Crime Investigations	\$10,743,983	\$12,274,310	\$11,642,707	\$12,739,491	4%
(1000-12160) Police Personnel Management	\$807,376	\$685,502	\$672,091	\$704,308	3%
(1000-12170) Foothills Patrol Bureau	\$12,947,471	\$16,061,383	\$16,567,483	\$17,841,073	11%
(1000-12180) Police Support Services	\$1,289,986	\$1,935,164	\$1,935,164	\$2,535,138	31%
(1000-12210) PD - Fiscal Management	\$2,784,230	\$2,771,027	\$2,771,027	\$3,745,068	35%
(1000-12215) PD - Tow Administration	\$54,566	\$62,823	\$62,823	\$63,781	2%
(1000-12220) PD - Detention	\$1,783,119	\$3,241,837	\$3,241,837	\$2,714,759	-16%
(1000-12230) PD - Communications	\$2,360,625	\$3,583,103	\$3,583,103	\$3,241,019	-10%
(1000-12233) PD - Special Operations	\$5,136,394	\$6,882,421	\$7,103,876	\$7,479,410	9%
(1010-12360) PD - Super Bowl Event	\$0	\$899,852	\$899,852	\$0	-100%
(1281-12231) Stadium - PD Event Staffing	\$1,251,114	\$1,405,203	\$1,405,203	\$0	-100%
(1281-12234) PD - Fiesta Bowl Event	\$146,056	\$397,354	\$397,354	\$0	-100%
(1282-12190) Arena-PD Event Staffing	\$375,422	\$832,035	\$832,035	\$0	-100%
(1283-12195) CBRanch-Police Event Staffing	\$12,327	\$0	\$0	\$0	NA
(1700-12310) Patrol - Special Revenue Fund	\$13,430,316	\$0	\$0	\$0	NA
(1840-33002) Victim Rights - PD	\$83,998	\$83,250	\$83,250	\$84,000	1%
(1840-33006) Police K-9 Donation	\$243	\$0	\$0	\$0	NA
(1840-33010) PD DEA Grant - Overtime	\$18,931	\$0	\$0	\$0	NA
(1840-33014) CAT Donations	\$1,414	\$0	\$0	\$0	NA
(1840-33018) VOCA	\$84,563	\$110,477	\$110,477	\$111,663	1%
(1840-33021) Grant Approp - Police Dept	\$0	\$2,000,000	\$1,567,248	\$2,000,000	0%
(1840-33032) Joint Terrorism Task Force-OT	\$15,571	\$0	\$0	\$0	NA
(1840-33041) DPS VTTF	\$90,287	\$0	\$0	\$0	NA
(1840-33047) Advocacy Donations	\$786	\$0	\$0	\$0	NA
(1840-33057) PD Volunteers	\$278	\$0	\$0	\$0	NA
(1840-33105) DEA OCDETF Overtime	\$119,651	\$0	\$0	\$0	NA
(1840-33135) ICAC Task Force	\$5,000	\$0	\$0	\$0	NA
(1840-33163) GPD Cold Case Investigation	\$53,492	\$0	\$0	\$0	NA
(1840-33164) GPD Technology Enhancement Pro	\$277,029	\$0	\$0	\$0	NA
(1840-33165) FCTF/MFTF	\$17,200	\$0	\$0	\$0	NA
(1840-33167) USMS Violent Offend Task Force	\$9,000	\$0	\$0	\$0	NA
(1840-33169) USS Electronic Crime Task Forc	\$556	\$0	\$0	\$0	NA
(1840-33172) 2011 Smart Policing Initiative	\$83,615	\$0	\$0	\$0	NA
(1840-33173) 2011 JAG CAD/RMS Replacement	\$42,278	\$0	\$0	\$0	NA
(1840-33180) USPS Taskforce	\$223	\$0	\$0	\$0	NA
(1840-33181) HIDTA	\$37,636	\$0	\$0	\$0	NA
(1840-33183) 2013 GOHS DUI Enforcement	\$1,397	\$0	\$0	\$0	NA
(1840-33185) 2013 GOHS Robotic Accident Inv	\$20,000	\$0	\$0	\$0	NA

POLICE SERVICES
POLICE DEPARTMENT ROLLUP

(1840-33186) 2013 GOHS Vehicle Crime Squad	\$6,000	\$0	\$0	\$0	NA
(1840-33187) 2012 JAG	\$94,602	\$0	\$0	\$0	NA
(1840-33188) State Farm Safety Education	\$8,198	\$0	\$0	\$0	NA
(1840-33189) 2012 UASI GPD RRT	\$56,730	\$0	\$0	\$0	NA
(1840-33190) 2012 UASI GPD TLO	\$21,967	\$0	\$0	\$0	NA
(1840-33193) 2013 DUI Know Your Limits	\$38,823	\$0	\$0	\$0	NA
(1840-33195) 2013 DUI Enforcement OT	\$27,652	\$0	\$0	\$0	NA
(1840-33196) 2013 GOHS DUI Equipment 164	\$44,500	\$0	\$0	\$0	NA
(1840-33197) 2013 DUI Service and Equipment	\$75,699	\$0	\$0	\$0	NA
(1840-33198) 2013 DUI Abatement DUIAC-E-015	\$49,997	\$0	\$0	\$0	NA
(1840-33200) 2011 UASI GPD RRT Mast Camera	\$27,220	\$0	\$0	\$0	NA
(1840-33201) 2011 UASI GPD RRT Comm	\$20,701	\$0	\$0	\$0	NA
(1840-33202) Rutgers Partnership	\$29,296	\$0	\$0	\$0	NA
(1840-33203) 2013 UASI GPD RRT	\$55,521	\$0	\$0	\$0	NA
(1840-33204) 2013 UASI GPD TLO	\$940	\$0	\$0	\$0	NA
(1840-33206) STEP Aggressive Driving Equip	\$5,000	\$0	\$0	\$0	NA
(1840-33207) STEP Speed Enforce/DUI Equip	\$26,743	\$0	\$0	\$0	NA
(1840-33208) STEP Overtime	\$14,476	\$0	\$0	\$0	NA
(1840-33209) DUI Enforcement Overtime	\$40,490	\$0	\$0	\$0	NA
(1840-33211) Police Awards Ceremony Donate	\$5,696	\$0	\$0	\$0	NA
(1840-33212) 2012 UASI GPD Non-EnergeticRAT	\$34,230	\$0	\$0	\$0	NA
(1840-33213) 2013 COPS Hiring Program	\$11,537	\$553,150	\$553,150	\$515,827	-7%
(1840-33214) 2014 Buckle Up Az	\$7,999	\$0	\$0	\$0	NA
(1840-33228) School Resource Officer IGAs	\$0	\$0	\$0	\$509,427	NA
(1860-32020) Federal RICO	\$7,551	\$225,000	\$225,000	\$225,000	0%
(1860-32030) State RICO	\$2,418,416	\$2,220,733	\$2,220,733	\$2,256,886	2%
(2530-12390) PS Training Ops - Police	\$322,488	\$333,945	\$333,945	\$359,377	8%
Total - Police Department	\$71,125,889	\$79,386,500	\$78,953,748	\$83,433,439	5%

**POLICE SERVICES
POLICE DEPARTMENT ROLLUP**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$52,927,746	\$62,701,032	\$62,237,440	\$64,830,477	3%
(A7000) Non-Salary Operating Budget	\$15,369,861	\$14,878,426	\$14,909,266	\$15,983,802	7%
(A7500) Premiums/Controlled Budget	\$2,828,282	\$1,807,042	\$1,807,042	\$2,619,160	45%
Total - Police Department	\$71,125,889	\$79,386,500	\$78,953,748	\$83,433,439	5%

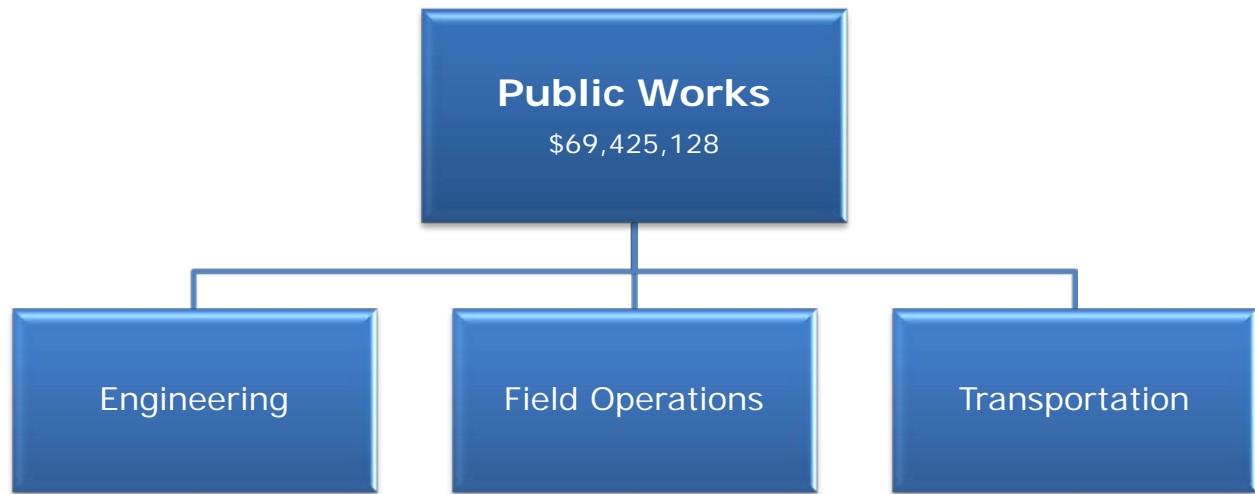
FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-12120) Police Administration	19	21	21	20	-5%
(1000-12121) Stadium - PD Event Staffing				2	
(1000-12123) Arena-PD Event Staffing				1	
(1000-12130) Gateway Patrol	100	135	135	131	-3%
(1000-12135) Training		13	13	17	31%
(1000-12150) Crime Investigations	86	94	94	91	-3%
(1000-12160) Police Personnel Management	14	5	5	5	0%
(1000-12170) Foothills Patrol Bureau	107	127	127	131	3%
(1000-12180) Police Support Services	19.5	25.5	25.5	28.5	12%
(1000-12215) PD - Tow Administration	1	1	1	1	0%
(1000-12220) PD - Detention	10	19	19	19	0%
(1000-12230) PD - Communications	28.5	38.5	38.5	36.5	-5%
(1000-12233) PD - Special Operations	34	50	50	51	2%
(1281-12231) Stadium - PD Event Staffing	2	2	2		
(1282-12190) Arena-PD Event Staffing	1	1	1		
(1700-12310) Patrol - Special Revenue Fund	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	10	10	0%
(1840-33228) School Resource Officer IGAs				7	
(1860-32030) State RICO	0.5	0.5	0.5	1	100%
(2530-12390) PS Training Ops - Police	2	2	2	2	0%
Total -Police Department	537.5	546.5	546.5	556	2%

POLICE SERVICES
GRPS TRAINING CENTER - POLICE ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-12232) PS Training Ctr - Police	\$537,740	\$581,875	\$581,875	\$642,827	10%
Total - GRPS Training Center - Police	\$537,740	\$581,875	\$581,875	\$642,827	10%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A7000) Non-Salary Operating Budget	\$537,740	\$581,875	\$581,875	\$642,827	10%
Total - GRPS Training Center - Police	\$537,740	\$581,875	\$581,875	\$642,827	10%

Performance Report



Mission Statement

Our mission is to develop and maintain public facilities and infrastructure, as well as to provide services that promote, support and enhance a high quality of life for our residents, businesses and visitors.

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 Engineering, Field Operations and Transportation.

Engineering includes five (5) primary functions:

- 1) providing properly designed, constructed and inspected public facilities and rights-of-way infrastructure.
- 2) responsible for the implementation of the city's capital improvement program.
- 3) oversees floodplain management and the city-adopted National Flood Insurance Program.
- 4) management and oversight of cell tower equipment in the public rights-of-way and on city-owned facilities.
- 5) responsible for the city's street lighting system and traffic mitigation services.

Field Operations includes five (5) primary functions:

- 1) solid waste collection, including residential and commercial refuse collection, recycling, household hazardous waste collection, loose trash collection and street sweeping.
- 2) solid waste disposal, including the Glendale Municipal Landfill and Materials Recovery Facility (MRF) operations.

- 3) street maintenance, including pothole patching, concrete repair, street striping, traffic sign maintenance, rights-of-way (ROW) landscaping, graffiti removal and operation of Glendale Memorial Park Cemetery.
- 4) equipment management for the maintenance and repair of over 1,300 city vehicles and other associated equipment.
- 5) facilities management for the maintenance and cleaning of over 3.5 million square feet of facility space (150 city-owned buildings and 80 city parks).

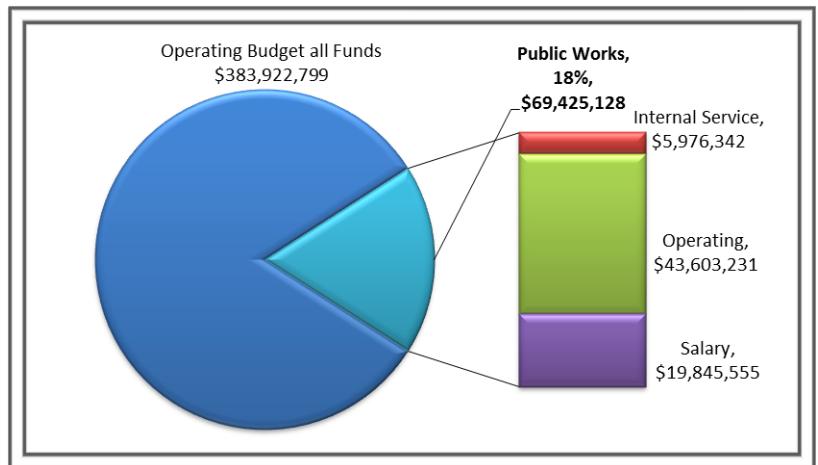
Transportation includes five (5) primary functions:

- 1) coordination of fixed route bus service, city-operated Dial-A-Ride and GUS programs, and the taxi voucher program.
- 2) participation in regional planning and coordination of such projects as Northern Parkway and Loop 303.
- 3) management of traffic signals and intelligent transportation systems and large event transportation management.
- 4) design and planning for improvements to the transportation system for pedestrians, bicycles and vehicles.
- 5) operation and management of the Glendale Municipal Airport.

Operating Budget

The total City Operating Budget is \$383.9 million. The departmental operating budget is comprised of three categories:

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



Accomplishments, Enhancements, and Efficiencies

The September 8, 2014 storm caused considerable damage throughout the city and Public Works personnel responded and continued to work long after the storm event to clean-up and restore public services to the community. Streets staff cleared roads and sidewalks of downed trees and debris and completed emergency repairs to damaged public roadways. Sanitation staff collected debris in the city rights of way and assisted citizens and businesses with solid waste removal and disposal at the city's landfill. Transportation staff provided traffic management and emergency repairs to inoperative traffic signals and provided barricading services. Engineering staff assisted the public with flooding and drainage issues and assisted with roadway and city facilities damage assessment and design/ construction repair services.

Engineering

- The Engineering Division provided project management to a total of 71 projects with estimated total project cost of \$112.5 million (19 projects completed, 38 are in design, and 14 are in construction).
- Glendale Municipal Airport Apron Rehabilitation and Lighting Improvements were completed. The \$2.8 million dollar project included the renovation and replacement of approximately 58,000 square yards of asphalt pavement. This project also reconfigured and replaced the existing apron lighting and aircraft tie-downs.
- Engineering Division in collaboration with MCDOT provided construction engineering inspection services for the Northern Parkway (Phase I), from Sarival Avenue to Dysart Road.
- The Engineering Division processed over \$15.5 million in construction agreements for the pavement management program. \$8.0 million in completed street improvements, and \$7.5M approved by City Council to be completed the first half of fiscal year 2015-16.

Field Operations

- The Solid Waste division provided garbage collection services for several Mega Events that occurred in the city last year, including the Fiesta Bowl (Dec 27), Glendale Glitter & Glow Block Party (Jan 10), Glendale Chocolate Affaire (Jan 30 & 31), the 2015 Direct TV Super Fan Festival (Jan 28, 29 & 30), Direct TV Super Saturday Night (Jan 31), and Direct TV Super Fan Tailgate (Feb 1). The Direct TV events produced 114 tons of refuse material and generated \$38,635 in revenue to the city.
- The Landfill and Materials Recovery Facility (MRF) received additional tonnage through Intergovernmental Agreements (IGA) totaling \$2.8 million in annual revenue to the city. The IGA's with Avondale and Peoria totaled to 56,000 additional tons of solid waste refuse at the Landfill, and the MRF received an additional 7,800 tons of recyclables from Peoria.
- Facilities Management managed \$1.9 million dollars in capital repairs to city buildings and facilities to extend the useful life of city's assets, to include upgrades to cooling tower and air conditioning units, electrical and lighting repairs/ replacements, and installing new tile and carpeting. The following facilities received some level of capital repairs: City Hall, Public Safety Main Building, City Court, Civic Center, and Glendale Main and Foothills Libraries.
- Equipment Management maintained and serviced the city fleet of over 1,300 vehicles and equipment. Staff prepared 42 new vehicles for service, performed repairs on 14,075 vehicles, and completed preventative maintenance service on 4,029 vehicles. In total, Vehicle Technicians clocked 27,396 labor hours and the city fleet drove 6.2 million miles during the course of providing service to the community.
- Street Maintenance provided Traffic Signs & Markings services to include 1,500 sign repair/ replacements, fabricated 600 traffic signs and 300 street name signs, and staff removed 9,500 graffiti tags throughout the city.

Transportation

- Northern Parkway (Phase One), from Sarival Avenue to Dysart Road, was awarded Westmarc's Best of the West Economic Engine Award and the Desert Peaks Public Partnership Award. The overpass bridges at Litchfield and Reems Roads were opened to traffic in January 2015, and landscaping along the right-of-way in Phase One is complete. Phase Two, from Dysart Road to 111th Avenue, is currently under design.

- The division successfully coordinated and executed traffic management for the Super Bowl XLIX, Pro Bowl and related events.
- An upgrade of the Transportation Management Center was completed in November 2014, and Transportation staff completed several Intelligent Transportation System (ITS) infrastructure installation projects. ITS infrastructure enhances the management of traffic by allowing remote communication to 147 traffic signals, 114 CCTV cameras and 14 Dynamic Message Signs, including four that were recently installed near the downtown area.
- The Airport Apron Rehabilitation and Lighting Improvement Project is substantially complete at Glendale Municipal Airport at a cost of approximately \$2.6 million, mostly funded through Federal Aviation Administration and Arizona Department of Transportation grants. The city’s grant match totalled approximately \$115,000 for this project.

Goals, Objectives, and Performance Measures

Engineering

Department Goal	Deliver a capital improvement program that provides accurate information, optimizes available resources, and provides needed projects for our community.			
Council Priority	Fiscal Sustainability; Transparency; Creative, Innovative, Efficient Systems			
Performance Objective	Design, procure and manage Engineering and Construction Consultant Services to all city departments for Capital and Operating projects.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
% of all projects scheduled completed	n/a	n/a	n/a	90%

Department Goal	Ensure citizen safety and high quality of life by providing properly operating streetlights.			
Council Priority	Transparency; Creative, Innovative, Efficient Systems			
Performance Objective	Maintain street lighting system with less than 1% of lights reported as not working. If malfunctions exceed this level, repairs accomplished within 30 days to restore system performance to less than a 1% outage rate.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Repairs made within 30 days to restore system performance to less than 1% street light outage rate.	.57%	<1%	.63%	<1%

Field Operations

Department Goal	Collect and dispose of all Solid Waste as scheduled			
Council Priority	Fiscal Sustainability; Creative, Innovative, Efficient Systems			
Performance Objective	Provide excellent service to all customers by effectively and efficiently managing solid waste collected; reduce missed collections; and increase efficient disposal.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Residential containers missed pickup – reduce by 5%	302	287	251	239
Increase compaction of garbage at Landfill by 3% - Measured in pounds per cubic yard compaction	1,690	1,724	1730*	1,775

*Estimated compaction rate. Aerial flyover performed on 6/30/ 2015 and the report will be completed in late July 2015.

Department Goal	To manage fleet operations and facility assets in the most cost effective and efficient manner possible optimizing resources and minimizing downtime while providing safe and reliable transportation/ buildings to all City departments.			
Council Priority	Fiscal Sustainability; Transparency; Public Safety ; Creative, Innovative, Efficient Systems			
Performance Objective	Maintain a consistent level of achieving/ surpassing key performance indicator targets to reach a maximum efficiency with available resources.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Fleet Vehicle and Equipment Preventative Maintenance (PM) Compliance	61%	70%	74%	80%
Fleet Direct Labor Rate	60.2%	62%	63%	70%
Fleet Downtime Rate	n/a	<5%	4.61%	<5%
Facilities Heating, Ventilating, and Air Conditioning PM Compliance	n/a	n/a	n/a	70%

Department Goal	Provide street maintenance and maintain rights of way (ROW) landscaping in a manner that is aesthetically pleasing and safe for visitors, residents and businesses			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	Manage the city's pavement infrastructure through ongoing maintenance and repair of paved streets, alleys, concrete sidewalks and walkways, and provide graffiti removal and weed abatement for developed and undeveloped ROW in the city.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
% Respond to Requests for Services (RFS) and call-ins within 24 hours	n/a	n/a	90%	95%

Transportation

Department Goal	Ensure the safe, efficient transport of people and goods within and through the City of Glendale by providing effective systems to manage traffic.			
Council Priority	Public Safety; Fiscal Sustainability; Signature Events			
Performance Objective	Complete improvement projects on schedule and on budget by leveraging federal funding.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
% Intersections connected to the central signal system (194 total intersections, including two HAWK pedestrian crosswalks)	75%	81%	82%	86%
% Traffic Signal Cabinet PM Compliance	50%	50%	50%	75%
Flashing Yellow Arrow Study – Number of Intersections Studied – 45 Locations	n/a	n/a	5	45

Department Goal	Provide quality alternative transportation options for Glendale citizens and visitors.			
Council Priority	Fiscal Sustainability; Signature Events; Economic Development; Continuous Business Policy Improvements; Creative, Innovative, Efficient Systems			
Performance Objective	Encourage more Glendale residents to take advantage of alternative modes of transportation.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Number of Paratransit (Dial-a-Ride) Passengers Transported per hour of Service	2.77	3.0	2.65	3.0
Number of Passengers served on Glendale's Transit System (Dial-a-Ride, GUS, Valley Metro)	2,658,941	2,700,000	2,747,348*	2,800,000
Bus Shelter Refurbishment (150 total Shelters) Benches and Cans (52 locations)	10%	25%	26%	20%
Number of Participants in the Glendale Family Bike Ride	606	500	480	600

*Fiscal Year Estimate

Department Goal	Plan for Glendale's transportation future.			
Council Priority	Fiscal Sustainability; Economic Development; Transparency; Public Safety; Creative, Innovative, Efficient Systems			
Performance Objective	Develop a system-wide holistic transportation master plan and advance regional and local priorities identified, while encouraging economic development opportunities.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Evaluation of current and future transportation needs, as well as initial public outreach in the Transportation Plan Update process	n/a	n/a	n/a	90%
Complete the Airport Layout Plan Update (once completed, update sent to FAA for final approval, could take up to 24 months)	n/a	n/a	n/a	6/1/2016

PUBLIC WORKS
FIELD OPERATIONS ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-11370) Materials Control Warehouse	\$153,085	\$0	\$0	\$0	NA
(1000-13410) Field Operations Admin.	\$478,284	\$479,048	\$468,290	\$162,628	-66%
(1000-13420) Cemetery	\$189,671	\$211,849	\$211,849	\$218,004	3%
(1000-13430) Manistee Ranch Maintenance	\$5,481	\$6,613	\$8,109	\$0	-100%
(1000-13440) Graffiti Removal	\$12,009	\$17,096	\$17,096	\$17,110	0%
(1000-13450) Facilities Management	\$3,707,687	\$3,976,724	\$3,881,263	\$3,931,542	-1%
(1000-13460) Custodial Services	\$759,534	\$841,619	\$841,619	\$843,640	0%
(1000-13461) Downtown Parking Garage	\$49,300	\$46,600	\$55,380	\$0	-100%
(1000-13556) CBRanch - ROW Maintenance	\$0	\$0	\$0	\$16,080	NA
(1040-13510) Equipment Management	\$3,598,725	\$3,896,514	\$3,825,237	\$0	-100%
(1040-13520) Fuel Services	\$3,625,292	\$3,780,944	\$2,997,815	\$0	-100%
(1040-13530) Parts Store Operations	\$1,419,616	\$1,497,563	\$1,497,563	\$0	-100%
(1120-13610) Equipment Replacement	\$1,227,183	\$2,452,791	\$2,452,791	\$4,500,000	83%
(1280-13470) YSC - Facilities Mgt.	\$44,057	\$50,000	\$50,000	\$0	-100%
(1282-16740) Arena - ROW Maintenance	\$5,135	\$0	\$0	\$0	NA
(1283-16741) CBRanch - ROW Maintenance	\$0	\$16,080	\$16,080	\$0	-100%
(1340-16710) Right-of-Way Maintenance	\$2,316,457	\$2,609,721	\$2,615,625	\$2,641,663	1%
(1340-16720) Street Maintenance	\$1,320,453	\$1,156,500	\$1,156,500	\$1,198,748	4%
(1340-16731) Graffiti Removal - ROW	\$156,099	\$163,759	\$157,759	\$162,372	-1%
(1340-16820) Signs & Markings	\$491,270	\$648,241	\$648,337	\$636,758	-2%
(2440-17710) Landfill	\$3,139,464	\$4,393,966	\$4,393,966	\$4,416,402	1%
(2440-17720) Gas Management System	\$172,611	\$166,800	\$166,800	\$166,800	0%
(2440-17730) Solid Waste Admin	\$974,984	\$1,287,352	\$1,343,260	\$1,411,312	10%
(2440-17740) Recycling	\$855,587	\$964,247	\$964,247	\$980,837	2%
(2440-17750) MRF Operations	\$1,517,688	\$1,950,916	\$2,377,133	\$2,603,562	33%
(2480-17810) Sanitation Roll-off	\$600,681	\$705,076	\$615,076	\$629,903	-11%
(2480-17820) Sanitation Frontload	\$3,194,689	\$3,086,265	\$3,086,265	\$3,087,503	0%
(2480-17830) Curb Service	\$6,742,366	\$6,844,938	\$6,844,938	\$6,972,815	2%
(2480-17840) Residential-Loose Trash Collec	\$2,643,456	\$2,696,719	\$2,696,719	\$2,777,050	3%
(2530-13480) PS Training Ops - Fac. Mgmt.	\$442,559	\$471,276	\$471,276	\$478,385	2%
(2590-18300) Fleet Management	\$0	\$0	\$0	\$3,995,613	NA
(2590-18301) Fuel Services	\$0	\$0	\$0	\$3,511,944	NA
(2590-18302) Parts Store Operations	\$0	\$0	\$0	\$1,499,953	NA
Total - Field Operations	\$39,843,423	\$44,419,217	\$43,860,993	\$46,860,624	5%

**PUBLIC WORKS
FIELD OPERATIONS ROLLUP**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$11,428,824	\$12,454,481	\$12,462,077	\$12,808,553	3%
(A7000) Non-Salary Operating Budget	\$24,180,191	\$28,017,521	\$27,451,701	\$29,879,664	7%
(A7500) Premiums/Controlled Budget	\$4,234,408	\$3,947,215	\$3,947,215	\$4,172,407	6%
Total - Field Operations	\$39,843,423	\$44,419,217	\$43,860,993	\$46,860,624	5%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-11370) Materials Control Warehouse	2.75				
(1000-13410) Field Operations Admin.	1	1	1	1	0%
(1000-13420) Cemetery	1	1	1	1	0%
(1000-13450) Facilities Management	10	10	10	10	0%
(1000-13460) Custodial Services	11	6	6	6	0%
(1040-13510) Equipment Management	30	30	30		
(1040-13530) Parts Store Operations	1	1	1		
(1340-16710) Right-of-Way Maintenance	11	11	11	11	0%
(1340-16720) Street Maintenance	5	6	6	6	0%
(1340-16731) Graffiti Removal - ROW	2	2	2	2	0%
(1340-16820) Signs & Markings	7	6	6	5	-17%
(2440-17710) Landfill	16	16	16	16	0%
(2440-17730) Solid Waste Admin	9	12	12	14	17%
(2440-17740) Recycling	6	6	6	6	0%
(2440-17750) MRF Operations	8	8	8	8	0%
(2480-17810) Sanitation Roll-off	2	1	1	1	0%
(2480-17820) Sanitation Frontload	14	12	12	12	0%
(2480-17830) Curb Service	37	37	37	37	0%
(2480-17840) Residential-Loose Trash Collec	21	21	21	20	-5%
(2530-13480) PS Training Ops - Fac. Mgmt.	2	2	2	2	0%
(2590-18300) Fleet Management				30	
(2590-18302) Parts Store Operations				1	
Total -Field Operations	196.75	189	189	189	0%

**PUBLIC WORKS
ENGINEERING ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-13710) BofA Bank Building	\$291,702	\$293,178	\$293,178	\$293,178	0%
(1000-13715) Promenade at Palmaire	\$66,443	\$57,400	\$57,400	\$57,400	0%
(1000-13720) Engineering Administration	\$461,796	\$543,242	\$543,242	\$561,744	3%
(1000-13730) Design Division	\$27,760	\$127,670	\$127,670	\$16,313	-87%
(1000-13780) Land Development Division	\$109,838	\$110,784	\$110,784	\$128,727	16%
(1000-13790) Construction Inspection	\$588,133	\$709,649	\$709,649	\$735,928	4%
(1000-13800) Materials Testing	\$24,426	\$0	\$0	\$0	NA
(1340-16920) Street Light Management	\$2,054,304	\$2,089,094	\$2,089,094	\$2,281,469	9%
(1340-16925) Pavement Management	\$800	\$0	\$0	\$620,051	NA
(1340-16940) Traffic Studies	\$366,807	\$323,589	\$323,589	\$327,087	1%
(1660-16311) GO Street Light Mgmt	\$0	\$0	\$0	\$499,100	NA
Total - Engineering	\$3,992,009	\$4,254,606	\$4,254,606	\$5,520,997	30%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$1,424,682	\$1,749,514	\$1,749,514	\$2,190,973	25%
(A7000) Non-Salary Operating Budget	\$2,498,099	\$2,457,659	\$2,457,659	\$3,268,970	33%
(A7500) Premiums/Controlled Budget	\$69,228	\$47,433	\$47,433	\$61,054	29%
Total - Engineering	\$3,992,009	\$4,254,606	\$4,254,606	\$5,520,997	30%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-13720) Engineering Administration	3	5	5	5	0%
(1000-13730) Design Division	5	4	4	3	-25%
(1000-13780) Land Development Division	3	1	1	1	0%
(1000-13790) Construction Inspection	4	8	8	8	0%
(1000-13800) Materials Testing	3				
(1340-16920) Street Light Management		1	1	1	0%
(1340-16925) Pavement Management				5	
(1340-16940) Traffic Studies	4	3	3	3	0%
Total -Engineering	22	22	22	26	18%

**PUBLIC WORKS
TRANSPORTATION ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1000-11890) Stadium - Transportation Ops.	\$0	\$0	\$0	\$794,339	NA
(1000-11891) Transp - Fiesta Bowl Event	\$0	\$0	\$0	\$92,873	NA
(1000-11892) Arena - Transportation Ops.	\$0	\$0	\$0	\$15,025	NA
(1010-16360) Transp - Super Bowl Event	\$0	\$325,000	\$325,000	\$0	-100%
(1281-16840) Stadium - Transportation Ops.	\$428,268	\$793,792	\$793,792	\$0	-100%
(1281-16845) Transp - Fiesta Bowl Event	\$5,793	\$70,946	\$70,946	\$0	-100%
(1282-16830) Arena - Transportation Ops.	\$38	\$14,991	\$14,991	\$0	-100%
(1340-16810) Traffic Signals	\$844,896	\$1,201,559	\$1,201,559	\$1,201,495	0%
(1340-16910) Transportation Administration	\$163,296	\$112,038	\$112,038	\$115,491	3%
(1340-16950) Traffic Design and Development	\$181,124	\$167,456	\$167,456	\$172,502	3%
(1650-37200) Grant Approp - Transportation	\$0	\$1,000,000	\$1,000,000	\$1,000,000	0%
(1650-37201) JARC - GUS 1 & 2	\$86,053	\$0	\$0	\$0	NA
(1650-37203) New Freedom-Bus Buddies BAG IT	\$12,779	\$0	\$0	\$0	NA
(1650-37206) HSIP Ped Countdown Signals	\$0	\$35,541	\$0	\$0	-100%
(1650-37208) LTAF II - Fixed Route	\$668,952	\$0	\$0	\$0	NA
(1660-16510) Transportation Program Mgmt	\$2,226,273	\$2,338,398	\$2,457,420	\$2,496,273	7%
(1660-16520) Transportation Education	\$191,017	\$212,480	\$212,480	\$215,509	1%
(1660-16525) Transit Management	\$356,005	\$400,068	\$400,068	\$414,317	4%
(1660-16530) Dial-A-Ride	\$2,302,696	\$2,538,880	\$2,538,880	\$2,670,544	5%
(1660-16540) Fixed Route	\$3,013,008	\$4,338,971	\$3,812,695	\$4,883,203	13%
(1660-16550) Demand Management	\$21,803	\$40,300	\$40,300	\$40,300	0%
(1660-16570) Intelligent Transportation Sys	\$526,847	\$665,151	\$546,129	\$699,685	5%
(1660-16580) Traffic Mitigation	\$121,902	\$361,444	\$361,444	\$300,675	-17%
(1660-16590) Transportation CIP O&M	\$136,170	\$1,011,577	\$1,011,577	\$1,173,766	16%
(1660-16610) GO Traffic Signals	\$0	\$18,600	\$18,600	\$10,050	-46%
(1660-16620) GO Signs & Marking	\$0	\$53,813	\$53,813	\$53,813	0%
(1660-16630) GO Street Light Mgmt	\$0	\$505,343	\$505,343	\$0	-100%
(1660-16640) Rail Transit	\$0	\$0	\$55,000	\$55,000	NA
Total - Transportation	\$11,286,920	\$16,206,348	\$15,699,531	\$16,404,860	1%

**PUBLIC WORKS
TRANSPORTATION ROLLUP**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$3,682,833	\$4,241,702	\$4,241,702	\$4,405,011	4%
(A7000) Non-Salary Operating Budget	\$5,957,758	\$10,318,396	\$9,811,579	\$10,303,935	0%
(A7500) Premiums/Controlled Budget	\$1,646,329	\$1,646,250	\$1,646,250	\$1,695,914	3%
Total - Transportation	\$11,286,920	\$16,206,348	\$15,699,531	\$16,404,860	1%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1340-16810) Traffic Signals	6	6	6	6	0%
(1340-16910) Transportation Administration	2	1	1	1	0%
(1340-16950) Traffic Design and Development	2	2	2	2	0%
(1660-16510) Transportation Program Mgmt	6	7	7	7	0%
(1660-16520) Transportation Education	1	1	1	1	0%
(1660-16525) Transit Management	4	4	4	4	0%
(1660-16530) Dial-A-Ride	33.25	32.25	32.25	32.25	0%
(1660-16570) Intelligent Transportation Sys	4	5	5	5	0%
(1660-16580) Traffic Mitigation	1	1	1	1	0%
Total -Transportation	59.25	59.25	59.25	59.25	0%

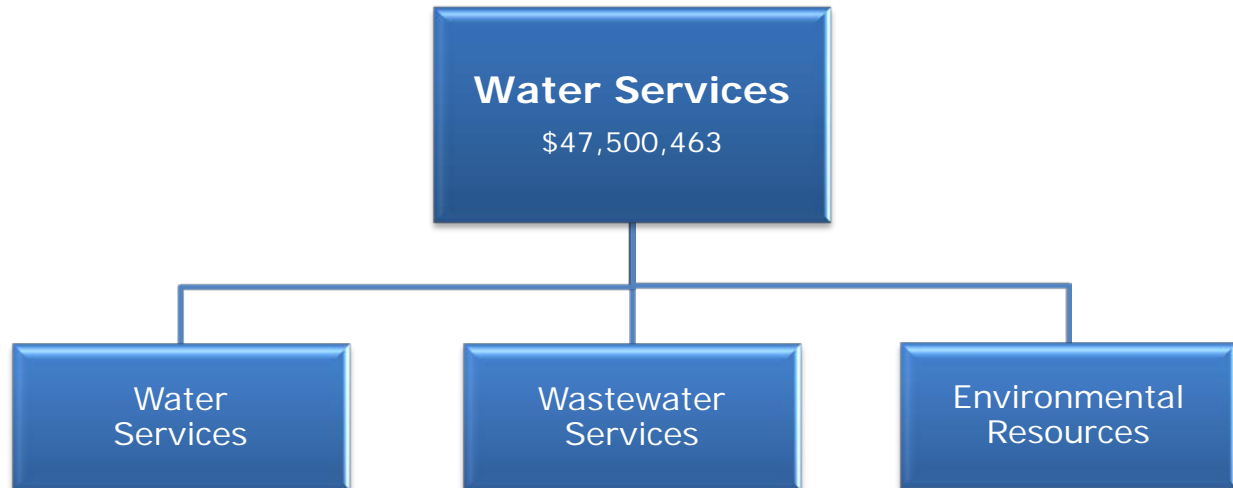
**PUBLIC WORKS
AIRPORT ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1760-16410) Airport Operations	\$651,664	\$723,906	\$723,906	\$638,647	-12%
Total - Airport	\$651,664	\$723,906	\$723,906	\$638,647	-12%

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$397,180	\$428,821	\$428,821	\$441,018	3%
(A7000) Non-Salary Operating Budget	\$126,563	\$150,662	\$150,662	\$150,662	0%
(A7500) Premiums/Controlled Budget	\$127,921	\$144,423	\$144,423	\$46,967	-67%
Total - Airport	\$651,664	\$723,906	\$723,906	\$638,647	-12%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(1760-16410) Airport Operations	6	6	6	6	0%
Total -Airport	6	6	6	6	0%

Performance Report



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 delivers over 14 billion gallons of drinking water annually to over 61,000 residential and commercial accounts. The Department is also responsible for 57,000 sewer accounts, collecting and treating wastewater to an A+ effluent standard, the highest quality recognized in Arizona, for recharge or reuse. Water and wastewater services are accomplished through the redundant networks of four water treatment plants, two water reclamation facilities, a partnership in the regional reclamation facility, an extensive network of water distribution service mains and lines, and a wastewater collection system.

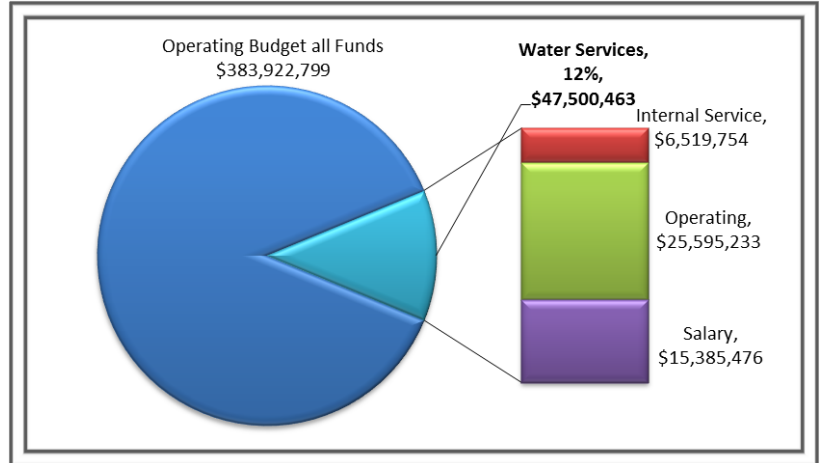
In addition to water and wastewater services, the Department administrates the department and citywide environmental programs. The programs include: water resources and sustainability, water quality testing, wastewater pre-treatment, storm water quality management, hazardous material management, and air quality monitoring.

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

Operating Budget

The total City Operating Budget is \$383.9 million. The departmental operating budget is comprised of three categories:

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



Accomplishments, Enhancements, and Efficiencies

- February 25, 2015 marked the City of Glendale Water Services Department's 100th year of providing safe, reliable, high quality water services to the community.
- The Water Services Department has improved the City's water sustainability efforts by contracting with the Central Arizona Water Conservation District to recharge a portion of the City of Glendale's Central Arizona Project water underground for future use in the event of drought, shortages, or to meet additional demand.
- The Water Services Department recently initiated contracts to improve 3.6 miles of the water distribution system and sewage collection system.
- The Water Services Department contracted to do assessments and improvements at two water treatment plants and one water reclamation facility to improve processes and replace aging infrastructure.
- The Water Services Department has implemented a cross training program where water plant operations and field staff gain valuable knowledge and experience across the organization in order to strengthen the department's ability to provide a high level of customer service 24 hours a day 7 days a week.

Goal, Objectives, and Performance Measures

Department Goal	Operate water facilities and distribution system in a safe, efficient and effective manner.			
Council Priority	Fiscal Sustainability; Creative, Innovative, Efficient Systems			
Performance Objective	Meet the potable water demand service level. Maintain O&M cost and cost per thousand gallons below target. Meet annual current and future water recharge targets.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
Potable water delivered to customers (billion gallons)	13.70	14.00	13.11*	14.10
O&M cost of raw water, treatment, and distribution (million)	\$14.6	\$16.8	\$14.8*	\$17.1
O&M cost per thousand gallons of water delivered	\$1.07	\$1.20	\$1.13*	\$1.21
CAP water recharged for future water credit (acre feet, 1af = 325,851 gallons)	0	1,980	1,700*	1,846
Reclaimed water recharged for current and future use water credit (acre feet)	5,547	6,000	7,373*	6,000

Department Goal	Operate wastewater collection system and water reclamation facilities in a safe, efficient and effective manner.			
Council Priority	Fiscal Sustainability; Creative, Innovative, Efficient Systems			
Performance Objective	Maintain O&M costs and cost per thousand gallons below target. Clean 235 (1/3 of 707 total) miles of sewer lines annually. Achieve the rate of 2.7 or lower of Sanitary Sewer Overflow per 100 miles of sewer annually.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
O&M cost of collection and treatment of wastewater (million)	\$11.0	\$11.9	\$9.6*	\$12.0
O&M cost per thousand gallons of wastewater treated	\$1.75	\$1.91	\$1.57*	\$1.91
% of 235 miles of sewer line cleaned	106%	100%	96%*	100%
Sanitary Sewer Overflow per 100 miles	0.6	2.7	0.3*	2.7

*Fiscal year-end estimate

Department Goal	Comply with all government environmental, health, and safety regulations.			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	Submit all federal, state, and local regulatory reports by required dates. Perform >95% of water quality tests in-house. Perform 100% of pretreatment inspections. Inspect 100% of industrial and commercial facilities for storm water compliance. Achieve zero lost-time-injury incidents.			
Performance Measures	FY2014 Actual	FY2015 Target/Projected	FY2015 Actual	FY2016 Target/Projected
% of all water, wastewater and storm water regulatory reports submitted on time	100%	100%	100%*	100%
% of water quality tests performed in-house	95%	95%	96%*	95%
% of pretreatment inspections target performed	n/a	100%	102%*	100%
% of industrial and commercial facilities inspected for storm water compliance	100%	100%	100%*	100%
Number of lost-time-injury incidents	2	0	3*	0

*Fiscal year-end estimate

**WATER SERVICES
WATER SERVICES ROLLUP**

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(2360-17010) Environmental Resources	\$480,474	\$736,296	\$736,296	\$726,136	-1%
(2360-17110) Water Services Administration	\$7,277,415	\$7,711,049	\$7,711,049	\$8,057,553	4%
(2360-17115) Safety Administration	\$0	\$129,333	\$129,333	\$143,879	11%
(2360-17120) Information Management	\$1,099,633	\$1,109,612	\$1,109,612	\$1,038,000	-6%
(2360-17130) Public Service Representatives	\$306,638	\$652,701	\$652,701	\$642,976	-1%
(2360-17140) System Security	\$587,857	\$519,072	\$519,072	\$612,547	18%
(2360-17150) Property Management	\$55,700	\$65,500	\$65,500	\$65,700	0%
(2360-17160) Arrowhead Reclamation Plant	\$1,928,430	\$2,056,290	\$2,056,290	\$2,091,543	2%
(2360-17170) West Area Plant	\$3,447,026	\$3,546,843	\$3,546,843	\$3,321,319	-6%
(2360-17180) Materials Control Warehouse	\$0	\$118,567	\$118,567	\$152,908	29%
(2360-17420) Water Quality	\$1,171,665	\$1,306,762	\$1,306,762	\$1,261,080	-3%
(2400-17210) Customer Service - Field	\$992,421	\$1,179,734	\$1,179,734	\$1,196,629	1%
(2400-17220) Irrigation	\$143,212	\$195,542	\$195,542	\$195,000	0%
(2400-17230) Raw Water Usage	\$3,530,340	\$4,134,838	\$4,134,838	\$4,504,000	9%
(2400-17240) Central System Control	\$1,340,428	\$1,316,158	\$1,316,158	\$1,481,488	13%
(2400-17250) Pyramid Peak Plant	\$1,796,062	\$1,825,267	\$1,825,267	\$1,902,798	4%
(2400-17260) Cholla Treatment Plant	\$2,241,140	\$2,887,595	\$2,887,595	\$2,825,852	-2%
(2400-17280) Central System Maintenance	\$359,000	\$1,679,583	\$1,679,583	\$1,670,421	-1%
(2400-17290) Water Distribution	\$2,973,900	\$3,197,733	\$3,197,733	\$3,264,007	2%
(2400-17300) Meter Maintenance	\$1,025,007	\$1,033,874	\$1,033,874	\$1,112,515	8%
(2400-17310) Oasis Surface WTP	\$2,604,387	\$2,836,661	\$2,836,661	\$2,759,239	-3%
(2400-17320) Oasis Groundwater WTP	\$114,206	\$613,500	\$613,500	\$409,400	-33%
(2400-17410) Water Conservation	\$306,326	\$368,075	\$368,075	\$468,111	27%
(2420-17610) Pretreatment Program	\$410,905	\$505,422	\$505,422	\$466,916	-8%
(2420-17620) SROG (91st Ave) Plant	\$3,245,244	\$3,279,448	\$3,279,448	\$3,472,000	6%
(2420-17625) 99th Avenue Interceptor	\$8,127	\$200,000	\$200,000	\$100,000	-50%
(2420-17630) Wastewater Collection	\$2,315,657	\$2,861,963	\$2,861,963	\$3,005,950	5%
(2420-17699) Storm Water	\$358,142	\$373,978	\$373,978	\$552,496	48%
Total - Water Services	\$40,119,342	\$46,441,396	\$46,441,396	\$47,500,463	2%

**WATER SERVICES
WATER SERVICES ROLLUP**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(A6000) Salary & Related Budget	\$12,892,431	\$14,922,677	\$14,922,677	\$15,385,476	3%
(A7000) Non-Salary Operating Budget	\$20,365,359	\$25,268,905	\$25,268,905	\$25,595,233	1%
(A7500) Premiums/Controlled Budget	\$6,861,552	\$6,249,814	\$6,249,814	\$6,519,754	4%
Total - Water Services	\$40,119,342	\$46,441,396	\$46,441,396	\$47,500,463	2%

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	Percent Over FY 2015 Budget
(2360-17010) Environmental Resources	5	7	7	6	-14%
(2360-17110) Water Services Administration	13	12	12	13	8%
(2360-17115) Safety Administration		1	1	1	0%
(2360-17120) Information Management	6	8	8	8	0%
(2360-17130) Public Service Representatives	5	7	7	7	0%
(2360-17140) System Security	8	7	7	7	0%
(2360-17160) Arrowhead Reclamation Plant	12	9	9	9	0%
(2360-17170) West Area Plant	15	12	12	12	0%
(2360-17180) Materials Control Warehouse		1.75	1.75	1.75	0%
(2360-17420) Water Quality	10	11	11	11	0%
(2400-17210) Customer Service - Field	16	15	15	15	0%
(2400-17240) Central System Control	8	7	7	7	0%
(2400-17250) Pyramid Peak Plant	11	9	9	9	0%
(2400-17260) Cholla Treatment Plant	9	7	7	7	0%
(2400-17280) Central System Maintenance	5	17	17	17	0%
(2400-17290) Water Distribution	26	26	26	26	0%
(2400-17300) Meter Maintenance	11	8	8	8	0%
(2400-17310) Oasis Surface WTP	13	10	10	10	0%
(2400-17410) Water Conservation	2	2	2	3	50%
(2420-17610) Pretreatment Program	6	6	6	5	-17%
(2420-17630) Wastewater Collection	17	17	17	17	0%
(2420-17699) Storm Water	4	4	4	4	0%
Total -Water Services	202	203.75	203.75	203.75	0%





Fiscal Year 2015-2016 Annual Budget Book

Capital Improvement Plan



	Page
Capital Improvement Plan Table of Content	207
Capital Improvement Plan Preparation	209
Summary by Funding Type	222
Fund Summaries	
Bond Construction Funds	223
Street/Parking	224
1980 – Street/Parking Bonds.....	225
Open Space & Trails	227
2140 – Open Space/Trails Construction.....	228
Parks	231
2060 – Parks Construction.....	232
Library	239
2160 – Library Construction.....	240
Public Safety	241
2040 – Public Safety Construction.....	242
Government Facilities	246
2080 – Government Facilities Construction.....	247
Cultural Facilities/Historical Preservation	248
2130 – Cultural Facility Construction.....	249
Economic Development	250
2100 – Economic Development Construction.....	251
Flood Control	253
2180 – Flood Control Construction.....	254
Development Impact Fee Funds	258
Roadway Improvements	
1601+ – DIF – Roadway Improvements.....	259
Open Space	
1520 – DIF – Citywide Open Space.....	261

	Page
Parks & Recreation	
1460+ – DIF – Citywide Parks	262
1480+ – DIF – Citywide Rec Facility	263
1540+ – DIF – Park Dev Zone 1	264
1560+ – DIF – Park Dev Zone 2	265
1580+ – DIF – Park Dev Zone 3	266
Library	
1380 – DIF – Library Buildings	267
1500+ – DIF – Libraries	268
Public Safety	
1440+ – DIF-Police Dept Facilities	270
1420+ – DIF-Fire Protection Facilities	271
Enterprise and other Funds	272
Water & Sewer	273
2360 – Water & Sewer	274
2400 – Water	277
2420 – Sewer	286
Transportation	291
2210 – Transportation Construction	292
2000 – HURF/Street Bonds	304
1650 – Transportation Grants	307
Sanitation	312
2480 – Sanitation	313
Landfill	315
2440 – Landfill	316
Airport Capital Grants	324
2120 – Airport Capital Grants	325
Other Capital Project Funds	329
1000 – General Fund	330
2070 – General Gov Capital Projects	336
2150 – Technology Infrastructure	337
1220 – Arts Commission	340

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 adding 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 2005 include the following:

2015	Landfill Scalehouse and Road Relocation
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 – 59 th Avenue and 67 th 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 99 th 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	99 th Avenue Metering Station Improvements

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

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

Additional considerations include the following:

- Does a project qualify as a capital project, i.e., cost more than \$50,000 and have an expected useful life of at least five years?
- Does a project satisfactorily address all federal, state and city legal and financial requirements?
- Does a project support the city's favorable investment ratings and financial integrity?
- Does a project support the city's goal of ensuring all geographic areas of the city have comparable quality in the types of services that are defined in the Public Facilities section of the General Plan?

- Does a project prevent the deterioration of the city’s existing infrastructure?
- Does a project respond to and, if possible, anticipate future growth in the city?
- Does a project encourage and sustain quality economic development?
- Can a project be financed through growth in the tax base or development fees, when possible, if constructed in response to residential or commercial development?
- Is a project responsive to the needs of residents and businesses within the constraints of reasonable taxes and fees?
- Does a project leverage funds provided by other units of government (e.g., Maricopa County Flood Control District, Arizona Department of Transportation, etc.) where appropriate?

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, including the overall debt incurred for past projects and any new debt for future projects. The following section of this budget document, *Debt Service Budget*, outlines the bond covenants, state statutes 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: Highway User Revenue Fund (HURF) bonds, general obligation (G.O.) bonds, federal or state grants, development impact fees (DIFs), Glendale's dedicated transportation sales tax or Glendale's general fund excise taxes. In many cases, a large or multi-year project will be financed using a mix of these funding sources. 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 Gila River 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 to be paid with water and sewer revenue.

Development Impact Fee Funded Projects

Impact fees are one-time charges to developers that are used to offset a city's capital costs resulting from new development. Developers pay Development Impact Fees (DIF) when they construct new residential and commercial developments. These fees are designed to cover a city's increased costs for providing new or expanded infrastructure in the following categories: 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 Development Impact Fee (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 a growing economic condition, a number of DIF funded projects would more likely be included in the capital plan to supplement the growth related portion of projects funded with other resources such as G.O. bonds. However with the drastic decline in property values and the imperativeness to pay existing G.O. debt service with secondary property tax revenue, most capital projects requiring a new issuance of G.O. bonds were deferred or moved 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.

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. Also under the new legislation, impact fees may not be used to pay for building furnishings such as library book shelves and equipment such as books for new library buildings. The new legislation also required cities to implement a new fee structure that incorporated 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 date of July 31, 2014.

It is important to note that the new law allows funds 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 previously collected fees. Additionally, new funds were created for the Development Impact Fees that were effective July 31, 2014. However, the segregated funds are presented together in this budget document.

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 usually funded with revenue bonds. Instead sanitation projects are funded with user revenues and cash balances. However, inter-funds loans and capital leases have been used as a funding option in the past.

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

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

Street (HURF) Revenue Funded Projects: The State of Arizona shares with cities a portion of the revenues it collects from highway user fees. This revenue is tracked 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 within the city's General Fund. This means MPC debt service is paid with General Fund operating dollars – for FY16, the 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),
- Gila River Arena,
- Glendale Media Center and Expo Hall, Convention Center and Parking Garage adjacent to the Westgate development in west Glendale,
- a portion of the Glendale Regional Public Safety Training Facility and infrastructure for the Zanjero development, and
- the Camelback Ranch development [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 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.

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 2016 – 2025 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;

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.

The table below summarizes the projected cumulative impact of the CIP on the city's operating budget over the next five 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.

Operating Impact by CIP Project Type

Project Type	S/A	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Water & Sewer Projects	S	-	-	-	-	-
	A	-	-	-	-	-
Transportation Sales Tax Projects	S	220,000	226,472	729,611	751,502	774,047
	A	278	286	515	531	546
All Other Transportation Projects (DIF, HURF & Streets)	S	-	18,233	18,779	19,343	19,923
	A	-	-	-	-	46,700
Park Projects	S	-	-	-	-	-
	A	-	-	-	-	-
Library/Arts Projects	S	-	-	-	-	-
	A	-	24,205	24,931	25,680	26,449
Public Safety Projects	S	-	-	-	-	-
	A	-	-	-	-	-
Landfill Sanitation Projects	S	-	-	-	-	-
	A	-	220,554	220,554	220,554	220,554
Economic Development Projects	S	-	-	-	-	-
	A	-	-	-	-	-
Other Projects	S	-	-	-	-	-
	A	-	-	-	-	-
TOTAL Operating Impact	S	\$220,000	\$244,705	\$748,390	\$770,845	\$793,970
	A	\$278	\$245,045	\$246,000	\$246,765	\$294,249
	TOTAL	\$220,278	\$489,750	\$994,390	\$1,017,610	\$1,088,219

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

Fund # - Name	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25	Total
BOND CONSTRUCTION FUNDS							
1980 - Street/Parking Bonds	2,655,486	20,428,599	24,645,218	527,918	0	0	48,257,221
2140 - Open Space/Trails	0	0	0	0	0	7,259,516	7,259,516
2060 - Parks	0	0	0	0	0	80,052,683	80,052,683
2160 - Library	0	0	0	0	0	11,590,260	11,590,260
2040 - Public Safety	1,928,731	0	0	0	0	66,268,838	68,197,569
2080 - Government Facilities	0	0	0	0	0	1,675,193	1,675,193
2130 - Cultural Facility	0	0	0	0	0	252,980	252,980
2100 - Economic Development	0	0	0	0	0	22,426,465	22,426,465
2180 - Flood Control	1,677,743	291,886	291,886	291,886	0	42,395,509	44,948,910
Sub-Total	\$6,261,960	\$20,720,485	\$24,937,104	\$819,804	\$0	\$231,921,444	\$284,660,797
DIF FUNDS							
1601+-Roadway Improvements	925,555	1,997,298	0	34,553	0	3,047,053	6,004,459
1520 - Citywide Open Space	0	0	0	0	0	83,739	83,739
1461+-Citywide Parks	0	0	0	3,467	0	3,467	6,934
1481+-Citywide Rec Facility	0	0	0	153,469	0	3,469	156,938
1541+-Park Dev Zone 1	114,000	0	0	3,469	0	3,469	120,938
1561+-Park Dev Zone 2	163,497	0	0	3,469	0	3,469	170,435
1581+-Park Dev Zone 3	33,000	0	0	3,469	0	3,469	39,938
1380 - Library Buildings	0	0	0	100,000	0	0	100,000
1501+-Libraries	1,064,630	500,000	500,000	517,563	500,000	517,563	3,599,756
1441+-Police Dept Facilities	0	0	0	14,890	0	14,890	29,780
1421+-Fire Protection Facilities	0	0	0	15,654	0	15,654	31,308
1620 - General Government	0	0	0	0	0	0	0
Sub-Total	\$2,300,682	\$2,497,298	\$500,000	\$850,003	\$500,000	\$3,696,242	\$10,344,225
ENTERPRISE/OTHER FUNDS							
2360 - Water & Sewer	8,468,154	10,885,000	10,316,500	7,000,000	4,000,000	1,000,000	41,669,654
2400 - Water	13,914,415	8,498,275	8,884,235	9,763,210	16,340,580	23,150,000	80,550,715
2420 - Sewer	6,540,116	6,248,000	5,625,000	4,703,000	4,800,000	17,250,000	45,166,116
2210 - Transportation Construction	24,647,442	5,770,140	3,959,698	3,943,681	3,981,839	82,867,338	125,170,138
2000 - HURF/Street Bonds	20,654,378	7,513,664	7,513,664	6,813,664	241,664	13,442,919	56,179,953
1650 - Transportation Grants	18,134,936	0	0	0	0	0	18,134,936
2480 - Sanitation	3,455,446	2,512,081	2,377,897	1,603,249	2,100,444	10,841,823	22,890,940
2440 - Landfill	11,138,288	18,252,216	6,205,961	124,947	772,416	3,973,634	40,467,462
2120 - Airport Capital Grants	4,838,303	1,278,505	238,825	1,194,125	1,385,185	0	8,934,943
1000 - General Fund	2,540,398	3,961,488	3,532,235	1,871,752	2,958,574	17,845,118	32,709,565
2070 - General Gov Cap	2,234,438	0	0	0	0	0	2,234,438
2150 - Technology Infrastructure	0	0	0	1,000,000	0	21,065,625	22,065,625
1220 - Arts Commission	200,000	200,000	200,000	200,000	200,000	400,000	1,400,000
Sub-Total	\$116,766,314	\$65,119,369	\$48,854,015	\$38,217,628	\$36,780,702	\$191,836,457	\$497,574,485
Grand Total	\$125,328,956	\$88,337,152	\$74,291,119	\$39,887,435	\$37,280,702	\$427,454,143	\$792,579,507

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.

Fund # - Name	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25	Total
1980 - Street/Parking Bonds	2,655,486	20,428,599	24,645,218	527,918	0	0	48,257,221
2140 - Open Space/Trails	0	0	0	0	0	7,259,516	7,259,516
2060 - Parks	0	0	0	0	0	80,052,683	80,052,683
2160 - Library	0	0	0	0	0	11,590,260	11,590,260
2040 - Public Safety	1,928,731	0	0	0	0	66,268,838	68,197,569
2080 - Government Facilities	0	0	0	0	0	1,675,193	1,675,193
2130 - Cultural Facility	0	0	0	0	0	252,980	252,980
2100 - Economic Development	0	0	0	0	0	22,426,465	22,426,465
2180 - Flood Control	1,677,743	291,886	291,886	291,886	0	42,395,509	44,948,910
Total Bond Funds	\$6,261,960	\$20,720,485	\$24,937,104	\$819,804	\$0	\$231,921,444	\$284,660,797

STREET/PARKING CONSTRUCTION FUNDS

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

In FY 2016, carryover funding is available for street scallops 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 Westgate.



Litchfield Road Interchange

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

		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FYs 21-25:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
68103 Street Scallop	0	0	333,088	333,088	333,088	0	0
<i>Replacement of Existing Assets</i>							
68122 Capital Bridge Repair Program	58,798	192,351	94,799	314,400	194,830	0	0
Sub-Total - Existing Assets	58,798	192,351	427,887	647,488	527,918	0	0
New Assets							
0							
68124 Parking Garage at Westgate	0	2,404,337	20,000,712	23,997,730	0	0	0
Sub-Total - New Assets	0	2,404,337	20,000,712	23,997,730	0	0	0
Total Project Expenses:	\$58,798	\$2,596,688	\$20,428,599	\$24,645,218	\$527,918	\$0	\$0
Total FY 2015 Funding:	\$2,655,486						

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.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Design	\$0	\$0	\$22,000	\$22,000	\$22,000	\$0	\$0
Construction	\$0	\$0	\$290,000	\$290,000	\$290,000	\$0	\$0
Finance Charges	\$0	\$0	\$2,900	\$2,900	\$2,900	\$0	\$0
Engineering Charges	\$0	\$0	\$15,288	\$15,288	\$15,288	\$0	\$0
Arts	\$0	\$0	\$2,900	\$2,900	\$2,900	\$0	\$0
TOTAL	\$0	\$0	\$333,088	\$333,088	\$333,088	\$0	\$0

Operating Description:

O and M costs are not expected for this project.

PROJECT DETAIL: 1980-Street/Parking Bonds

Category: 20%

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

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

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$16,000	\$8,000	\$30,000	\$20,000	\$0	\$0
Construction	\$58,798	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$165,000	\$80,000	\$270,000	\$160,000	\$0	\$0
Finance Charges	\$0	\$2,606	\$1,183	\$2,700	\$4,200	\$0	\$0
Engineering Charges	\$0	\$7,095	\$4,816	\$9,000	\$9,030	\$0	\$0
Arts	\$0	\$1,650	\$800	\$2,700	\$1,600	\$0	\$0
TOTAL	\$58,798	\$192,351	\$94,799	\$314,400	\$194,830	\$0	\$0

Operating Description: No additional O and M is required.

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$2,380,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$17,919,000	\$21,500,000	\$0	\$0	\$0
Finance Charges	\$0	\$20,487	\$400,014	\$479,955	\$0	\$0	\$0
Engineering Charges	\$0	\$3,850	\$68,988	\$82,775	\$0	\$0	\$0
Arts	\$0	\$0	\$179,190	\$215,000	\$0	\$0	\$0
Contingency	\$0	\$0	\$1,433,520	\$1,720,000	\$0	\$0	\$0
TOTAL	\$0	\$2,404,337	\$20,000,712	\$23,997,730	\$0	\$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.

<u>Operating Costs</u>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Supplies/Contr	\$0	\$0	\$0	\$7,700	\$7,700	\$92,400
Utilities	\$0	\$0	\$0	\$39,000	\$39,000	\$195,000
TOTAL	\$0	\$0	\$0	\$7,700	\$7,700	\$92,400

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.



Trail Signs and Posts



Man-Made Stone Benches

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

	FY 2016:	FY 2017:	FY 2018:	FY 2019:	FY 2020:	FYs 21-25:
Capital Project Expenses	<u>Carryover</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
Sub-Total - Existing Assets	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>4,638,573</i>
New Assets						
<i>0</i>						
70003 City-Wide Trails System	0	0	0	0	0	1,020,000
70005 West Valley Multi-Modal Corrid	0	0	0	0	0	1,600,943
Sub-Total - New Assets	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>2,620,943</i>
Total Project Expenses:	\$0	\$0	\$0	\$0	\$0	\$7,259,516
Total FY 2015 Funding:	\$0					

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

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

Project Description:

This project is for park improvements and renovations to maintain the 55 acre Thunderbird Paseo Linear Park. This includes tree replacement and additions, enhance landscaping with drought tolerant plant material; signage replacement; removal of asphalt surface; addition of concrete surface where asphalt existed; pedestrian/equestrian bridges; replacement of equipment located in the linear park; and address all mandated accessibility issues.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</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 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$96,174
Landscape	\$0	\$0	\$0	\$0	\$0	\$315,188
TOTAL	\$0	\$0	\$0	\$0	\$0	\$96,174

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>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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.

<u>Operating Costs</u>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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	\$458,320

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

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

Project Description: This project 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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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. A supplemental budget request will be submitted once the project is near completion.

<u>Operating Costs</u>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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	\$141,909

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

Project Description: This is to construct a multimodal trail system along the 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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$270,277
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,110,057
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$43,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$11,101
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$166,508
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,600,943

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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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	\$6,010

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.



Red Tailed Hawk and 2 chicks

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

		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FYs 21-25:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
70510 Park Enhancements	0	0	0	0	0	0	10,921,641
70515 T-Bird Park Improvements	0	0	0	0	0	0	2,902,993
70540 Grounds & Facilities Imprvmnts	0	0	0	0	0	0	3,914,523
T1715 Play Structure Improvements	0	0	0	0	0	0	2,874,890
<i>Replacement of Existing Assets</i>							
70500 Parks Redevelopment	0	0	0	0	0	0	27,417,240
70512 Facilities Renovation	0	0	0	0	0	0	9,906,161
70526 Multiuse Sports Field Lighting	0	0	0	0	0	0	4,723,297
70535 Paseo Racquet Center Park	0	0	0	0	0	0	7,045,478
70541 Parks Capital Equipment	0	0	0	0	0	0	1,224,490
T1712 Aquatic Facility Renovation	0	0	0	0	0	0	7,232,945
T1713 Foothills Center Renovation	0	0	0	0	0	0	1,889,025
<i>Sub-Total - Existing Assets</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>80,052,683</i>
Total Project Expenses:	\$0	\$0	\$0	\$0	\$0	\$0	\$80,052,683
Total FY 2015 Funding:		\$0					

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

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$926,587
Construction	\$0	\$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	\$0	\$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.

<u>Operating Costs</u>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$147,960
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$105,250
Landscape	\$0	\$0	\$0	\$0	\$0	\$584,820
TOTAL	\$0	\$0	\$0	\$0	\$0	\$147,960

PROJECT DETAIL: 2060-Parks Construction

Category: 20%

Project: 70515 - T-Bird Park Improvements (I)

Funding Source:

General Obligation Bonds

Project Description:

This project will continue the implementation of 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. It will also address the continuation of re-vegetation, as well as the installation of new park elements, such as ramadas and parking lot improvements.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$646,739
Construction	\$0	\$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	\$0	\$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 two 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.

<u>Operating Costs</u>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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	\$485,932

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$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	\$0	\$0	\$0	\$0	\$0	\$0	\$3,914,523

Operating Description:

No additional O and M is needed.

PROJECT DETAIL: 2060-Parks Construction

Category: 20%

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 evaluations 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 annual audit identified multiple playgrounds requiring varying levels of update to meet the new ADA, CPSC, and/or the ASTM laws, guidelines, and/or regulations. External audits of the playgrounds confirmed CPSI findings

Capital Costs	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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.

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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$6,283,947
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$18,239,851
Finance Charges	\$0	\$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	\$0	\$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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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	\$36,990



PROJECT DETAIL: 2060-Parks Construction

Category: 20%

Project: 70512 - Facilities Renovation (R)

Funding Source:

General Obligation Bonds

Project Description:

The proposed 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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$1,213,970
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$9,906,161

Operating Description:

New O and M expenses are not usually encountered with restoration activities.

Project: 70526 - Multiuse Sports Field Lighting (R)

Funding Source:

General Obligation Bonds

Project Description:

The Parks and Recreation has 25 lighted sports fields that are used for various youth and adult sports program and cultural events. Of the 25 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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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 DETAIL: 2060-Parks Construction

Category: 20%

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 will include the replacement of the lighting system, outdoor sound system, all fencing, restroom and concessions building. At the Paseo Racquet Center, necessary repairs include court overlays, court resurfacing, lighting, fencing and building restoration and improvements.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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.

Project: 70541 - Parks Capital Equipment (R)

Funding Source:

General Obligation Bonds

Project Description:

The Parks Department has 10 pieces of equipment currently in the fleet that are 10 years or older, and 18 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, 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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$24,490
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,200,000
TOTAL	\$0	\$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 (Foothills and Rose Lane) owned by the City and operated by the 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

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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 span 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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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.



Foothills Branch Library

FUND SUMMARY: 2160-Library Construction **Category: 6%**

	FY 2016:	FY 2017:	FY 2018:	FY 2019:	FY 2020:	FYs 21-25:
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
T2810 Int. Renovation-Main, VT, FH	0	0	0	0	0	11,590,260
<i>Sub-Total - Existing Assets</i>	0	0	0	0	0	11,590,260
Total Project Expenses:	\$0	\$0	\$0	\$0	\$0	\$0 \$11,590,260
Total FY 2015 Funding:	\$0					

PROJECT DETAIL: 2160-Library Construction **Category: 6%**

Project: T2810 - Int. Renovation-Main, VT, FH (I) **Funding Source:** General Obligation Bonds

Project Description: Modernize the three branch libraries to meet the expectations of the community. This project includes renovating and updating the interior spaces at the Velma Teague Branch Library (built in 1969) , Main Library (built in 1987) and Foothills Branch Library (built in 1999) branch libraries. There will be no structural changes to walls, plumbing or HVAC. Functional improvements would include paint, tile, sinks, fixtures, etc. and electrical for technology-based improvements.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$227,260
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$11,363,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$11,590,260

Operating Description: No additional O and M is needed for this project.

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.



Gateway Public Safety Facility

FUND SUMMARY: 2040-Public Safety Construction **Category: 20%**

	FY 2016:	FY 2017:	FY 2018:	FY 2019:	FY 2020:	FYs 21-25:
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
75012 PS Digital Comm. System	0	1,928,731	0	0	0	5,051,477
<i>Replacement of Existing Assets</i>						
75024 800MHz Comm Equip	0	0	0	0	0	1,408,819
75034 Engine & Ladder Replacement	0	0	0	0	0	3,920,612
<i>Sub-Total - Existing Assets</i>	<i>0</i>	<i>1,928,731</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>10,380,908</i>
New Assets						
<i>0</i>						
75020 City Court Building	0	0	0	0	0	43,075,302
T5536 Fire Station - Western Area	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>55,887,930</i>
Total Project Expenses:	\$0	\$1,928,731	\$0	\$0	\$0	\$0
Total FY 2015 Funding:	\$1,928,731					

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, as will portable and mobile radios used in the field which have reached their recommended end of life. In addition this includes upgrades to our radio hardware due to known and anticipated upgrades and mandates which will make our current radio system obsolete.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
IT/Phone/Security	\$0	\$1,928,731	\$0	\$0	\$0	\$0	\$5,051,477
TOTAL	\$0	\$1,928,731	\$0	\$0	\$0	\$0	\$5,051,477

Operating Description: Maintenance costs on hardware/software. The costs associated with equipment maintenance includes the additional fees of \$28,800 per year (including a 3% inflation rate) for the software subscription agreement which upgrades the actual software that operates the handheld and mobile radios is covered in the Police Department's operating budget.

<u>Operating Costs</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0

PROJECT DETAIL: 2040-Public Safety Construction **Category: 20%**

Project: 75024 - 800MHz Comm Equip (R) **Funding Source:** General Obligation Bonds

Project Description: Replacement and/or upgrade of existing radios for the Regional Wireless Cooperative to assure the department continues to meet Federal Communications Commission requirements for Public Safety radio transmissions as mandated and/or to replace radios that have met or exceeded their life expectancy and require technology upgrades. The life expectancy for radios is 8 to 10 years.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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.

<u>Operating Costs</u>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$224,476
TOTAL	\$0	\$0	\$0	\$0	\$0	\$224,476

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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 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 the future years. 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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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.

<u>Operating Costs</u>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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	\$1,453,002

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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 2021. Staffing includes the salary and benefits for 12 Firefighters, 3 Captains, 3 Engineers and .5 FTE Building Maintenance Worker. Also includes promotions, training, medic pay, station supplies, station and equipment maintenance, telephone charges, grounds maintenance, insurance and one-time cost in the amount of \$486,895 to recruit, test, hire and to send 18 firefighters to the training academy and six to medic school. Utilities, building maintenance, supplies and custodial services for 15,000 sq ft of space. PC replacement contributions for 3 computers and 1 color printer replacement = \$2,182. Landscaping estimated at \$0.22 per sq ft for 15,000 sq ft. Water estimated at \$0.195 per sq ft. Refuse estimated at \$342.26 x 12 months. A supplemental budget request will be submitted once the project is near completion.

<u>Operating Costs</u>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Staffing	\$0	\$0	\$0	\$0	\$0	\$3,844,622
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$703,502
Utilities	\$0	\$0	\$0	\$0	\$0	\$146,398
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$434,875
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$57,327
Insurance	\$0	\$0	\$0	\$0	\$0	\$36,165
Electrical	\$0	\$0	\$0	\$0	\$0	\$72,695
PC/Vehicle Replacement	\$0	\$0	\$0	\$0	\$0	\$62,820
Landscape	\$0	\$0	\$0	\$0	\$0	\$9,501
Water	\$0	\$0	\$0	\$0	\$0	\$8,421
Refuse	\$0	\$0	\$0	\$0	\$0	\$11,824
TOTAL	\$0	\$0	\$0	\$0	\$0	\$3,844,622

GOVERNMENT FACILITIES CONSTRUCTION FUND

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.

FUND SUMMARY: 2080-Government Facilities Construction **Category: 6%**

	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FYs 21-25:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
T1160 City Hall Parking Garage	0	0	0	0	0	1,675,193
<i>Sub-Total - Existing Assets</i>	0	0	0	0	0	1,675,193
Total Project Expenses:	\$0	\$0	\$0	\$0	\$0	\$1,675,193
Total FY 2015 Funding:	\$0					

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 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</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.

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.



Sahuaro Ranch Park Improvements

FUND SUMMARY: 2130-Cultural Facility Construction **Category: 6%**

	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FYs 21-25:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Replacement of Existing Assets</i>						
84308 Sahuaro Ranch Facility Repairs	0	0	0	0	0	252,980
<i>Sub-Total - Existing Assets</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>252,980</i>
Total Project Expenses:	\$0	\$0	\$0	\$0	\$0	\$252,980
Total FY 2015 Funding:	\$0					

PROJECT DETAIL: 2130-Cultural Facility Construction **Category: 6%**

Project: 84308 - Sahuaro Ranch Facility Repairs (R) **Funding Source:** General Obligation Bonds

Project Description: Repair and enhance of several historic structures at Sahuaro Ranch Historic Area. Repairs needs are based on a building assessment conducted by Motley Design Group. Repairs to include: the interior and exterior areas of the Carriage House, exterior bricks and roof on Fruit Packing Shed, exterior wood on Blacksmith Shop, repairs to Stable/Granary area, and repairs to facility infrastructure .

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
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

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.



Myrtle Gateway

FUND SUMMARY: 2100-Economic Development Constructi **Category: 6%**

	FY 2016:	FY 2017:	FY 2018:	FY 2019:	FY 2020:	FYs 21-25:
Capital 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
Sub-Total - Existing Assets	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>7,142,857</i>
New Assets						
<i>0</i>						
84406 Loop 303 Infrastructure	0	0	0	0	0	5,966,771
84407 New Development Infrastructure	0	0	0	0	0	9,316,837
Sub-Total - New Assets	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>15,283,608</i>
Total Project Expenses:	\$0	\$0	\$0	\$0	\$0	\$22,426,465
Total FY 2015 Funding:	\$0					

PROJECT DETAIL: 2100-Economic Development Constructi **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.

Capital Costs	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$7,000,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$142,857
TOTAL	\$0	\$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.

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).

Capital Costs	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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 Construct **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>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Land	\$0	\$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	\$0	\$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 2016 carryover will be used for local draining problem and collector drain programs where needed. 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.

FUND SUMMARY: 2180-Flood Control Construction **Category: 20%**

		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FYs 21-25:</u>
Capital Project Expenses	<u>Carryover</u> <u>New Funding</u>						
Existing Assets							
<i>Improvement of Existing Assets</i>							
79004 Local Drainage Problems	0	1,677,743	291,886	291,886	291,886	0	0
T2944 51st Ave. SD, Northern - Olive	0	0	0	0	0	0	2,679,540
Sub-Total - Existing Assets	0	1,677,743	291,886	291,886	291,886	0	2,679,540
New Assets							
0							
79001 Bethany Home SD, 58th - 51st	0	0	0	0	0	0	5,024,601
79007 Greenway SD, 59th - 67th	0	0	0	0	0	0	3,684,352
79013 Bethany Home SD, 79th-67th	0	0	0	0	0	0	10,832,548
79014 59th Ave & Thunderbird Rd SD	0	0	0	0	0	0	1,993,011
T2910 Bethany Home SD, 67th-58th	0	0	0	0	0	0	8,261,956
T2940 Greenway SD, 51st-59th	0	0	0	0	0	0	3,666,089
T7901 *83rd Ave BethanyHm to Camelbac	0	0	0	0	0	0	3,126,706
T7902 *Camelback Rd. 51st to 58th	0	0	0	0	0	0	3,126,706
Sub-Total - New Assets	0	0	0	0	0	0	39,715,969
Total Project Expenses:	\$0	\$1,677,743	\$291,886	\$291,886	\$291,886	\$0	\$42,395,509
Total FY 2015 Funding:		\$1,677,743					

PROJECT DETAIL: 2180-Flood Control Construction **Category: 20%**

Project: 79004 - Local Drainage Problems (I) **Funding Source:** General Obligation Bonds

Project Description: Construct localized storm drain improvements to mitigate drainage and/or flooding problems. This is an ongoing program that typically addresses drainage problems in older neighborhoods, residential areas and extends existing storm drain systems.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Design	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$1,580,000	\$280,000	\$280,000	\$280,000	\$0	\$0
Finance Charges	\$0	\$15,800	\$2,800	\$2,800	\$2,800	\$0	\$0
Engineering Charges	\$0	\$36,143	\$6,286	\$6,286	\$6,286	\$0	\$0
Arts	\$0	\$15,800	\$2,800	\$2,800	\$2,800	\$0	\$0
TOTAL	\$0	\$1,677,743	\$291,886	\$291,886	\$291,886	\$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 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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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.



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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$24,000
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$58,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,700,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$29,666
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$48,345
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$17,000
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$116,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,993,011

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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.

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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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.

Project: T7901* - 83rd Ave BethanyHm to Camelbac (N) **Funding Source:** General Obligation Bonds

Project Description: Installation of storm drain ion 83rd from Bethany Home Rd. to Camelback Ave. as identified in the Stormwater Management Plan

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$46,206
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$55,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,126,706

Operating Description:

Project: T7902* - Camelback Rd. 51st to 58th (N) **Funding Source:** General Obligation Bonds

Project Description: Installation of storm drain Camelback Rd. from 51st to 58th Ave. Identified in the Stormwater Management Plan

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$46,206
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$55,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,126,706

Operating Description:

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. Development Impact Fee (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. 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 2016 to identify appropriate uses of DIF revenues.

Fund # - Name	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25	Total
1601+-Roadway Improvements	925,555	1,997,298	0	34,553	0	3,047,053	6,004,459
1520 - Citywide Open Space	0	0	0	0	0	83,739	83,739
1461+-Citywide Parks	0	0	0	3,467	0	3,467	6,934
1481+-Citywide Rec Facility	0	0	0	153,469	0	3,469	156,938
1541+-Park Dev Zone 1	114,000	0	0	3,469	0	3,469	120,938
1561+-Park Dev Zone 2	163,497	0	0	3,469	0	3,469	170,435
1581+-Park Dev Zone 3	33,000	0	0	3,469	0	3,469	39,938
1380 - Library Buildings	0	0	0	100,000	0	0	100,000
1501+-Libraries	1,064,630	500,000	500,000	517,563	500,000	517,563	3,599,756
1441+-Police Dept Facilities	0	0	0	14,890	0	14,890	29,780
1421+-Fire Protection Facilities	0	0	0	15,654	0	15,654	31,308
Total DIF Funds	\$2,300,682	\$2,497,298	\$500,000	\$850,003	\$500,000	\$3,696,242	\$10,344,225

FUND SUMMARY: 1600-DIF-Roadway Improvements **Category: DIF**

		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FYs 21-25:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
67802 Dev. Agree. - Arterials	0	65,110	0	0	0	0	0
67814 *59th & Olive Ave	0	210,445	1,997,298	0	0	0	0
<i>Replacement of Existing Assets</i>							
67809 DIF Update	0	0	0	0	34,553	0	34,553
Sub-Total - Existing Assets	<i>0</i>	<i>275,555</i>	<i>1,997,298</i>	<i>0</i>	<i>34,553</i>	<i>0</i>	<i>34,553</i>
New Assets							
<i>0</i>							
67815 *95th Ave Camelback to Missouri	0	0	0	0	0	0	3,012,500
67816 *Bethany Home Road	0	650,000	0	0	0	0	0
Sub-Total - New Assets	<i>0</i>	<i>650,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>3,012,500</i>
Total Project Expenses:	\$0	\$925,555	\$1,997,298	\$0	\$34,553	\$0	\$3,047,053
Total FY 2015 Funding:		\$925,555					

PROJECT DETAIL: 1600-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.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Miscellaneous/Other	\$0	\$65,110	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$65,110	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed at this time.

Project: 67814* - 59th & Olive Ave (I) **Funding Source:** Development Impact Fees

Project Description: This project includes the local match necessary to purchase right-of-way and construct improvements at the 59th and Olive avenues intersection. Improvements include installation of center medians and street lights, along with reconfiguration of the eastbound and westbound bus bays, traffic signal modifications, and sidewalk enhancements. Federal safety funds in the amount of \$1,495,528 are available for this portion of the project.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Land	\$0	\$130,050	\$486,181	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$80,395	\$1,511,117	\$0	\$0	\$0	\$0
TOTAL	\$0	\$210,445	\$1,997,298	\$0	\$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.

PROJECT DETAIL: 1600-DIF-Roadway Improvements

Category: DIF

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$34,553	\$0	\$34,553
TOTAL	\$0	\$0	\$0	\$0	\$34,553	\$0	\$34,553

Operating Description: No additional O and M is needed.

Project: 67815* - 95th Ave Camelback to Missouri (N) **Funding Source:** Development Impact Fees

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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.

Project: 67816* - Bethany Home Road (N) **Funding Source:** Development Impact Fees

Project Description: This program is to fund transportation improvements included in the City infrastructure improvement program (IIP) including streets, traffic signals, and intelligent transportation systems equipment.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Land	\$0	\$650,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$650,000	\$0	\$0	\$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.

FUND SUMMARY: 1520-DIF-Citywide Open Space

Category: DIF

	FY 2016:	FY 2017:	FY 2018:	FY 2019:	FY 2020:	FYs 21-25:
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
70453 Discovery Park	0	0	0	0	0	36,648
70454 Pasadena Park	0	0	0	0	0	47,091
<i>Sub-Total - Existing Assets</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>83,739</i>
Total Project Expenses:	\$0	\$0	\$0	\$0	\$0	\$83,739
Total FY 2015 Funding:	\$0					

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>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$30,118
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$3,636
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$301
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$2,593
TOTAL	\$0	\$0	\$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>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$38,724
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$4,647
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$387
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$3,333
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$47,091

Operating Description: No additional O and M is needed at this time.

FUND SUMMARY: 1460-DIF-Citywide Parks **Category: DIF**

	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FYs 21-25:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Replacement of Existing Assets</i>						
72502 DIF Update	0	0	0	0	3,467	0 3,467
<i>Sub-Total - Existing Assets</i>	0	0	0	0	3,467	0 3,467
Total Project Expenses:	\$0	\$0	\$0	\$0	\$3,467	\$0 \$3,467
Total FY 2015 Funding:	\$0					

PROJECT DETAIL: 1460-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.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$3,467	\$0	\$3,467
TOTAL	\$0	\$0	\$0	\$0	\$3,467	\$0	\$3,467

Operating Description: No additional O and M is needed.

FUND SUMMARY: 1480-DIF-Citywide Rec Facility

Category: DIF

	FY 2016:	FY 2017:	FY 2018:	FY 2019:	FY 2020:	FYs 21-25:
Capital Project Expenses	<u>Carryover</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	0	0	0	0	3,469	3,469
<i>Sub-Total - Existing Assets</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>153,469</i>	<i>3,469</i>
Total Project Expenses:	\$0	\$0	\$0	\$0	\$153,469	\$0
Total FY 2015 Funding:	\$0					

PROJECT DETAIL: 1480-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 capital. 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.

Capital Costs	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$150,000	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$150,000	\$0	\$0

Operating Description: No additional O&M is required for this project.

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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$3,469	\$0	\$3,469
TOTAL	\$0	\$0	\$0	\$0	\$3,469	\$0	\$3,469

Operating Description: No additional O and M is needed.

FUND SUMMARY: 1540-DIF-Park Dev Zone 1

Category: DIF

	FY 2016:	FY 2017:	FY 2018:	FY 2019:	FY 2020:	FYs 21-25:
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
73104 Orangewood Vista	0	114,000	0	0	0	0
<i>Replacement of Existing Assets</i>						
73102 DIF Update	0	0	0	0	3,469	3,469
<i>Sub-Total - Existing Assets</i>	<i>0</i>	<i>114,000</i>	<i>0</i>	<i>0</i>	<i>3,469</i>	<i>3,469</i>
Total Project Expenses:	\$0	\$114,000	\$0	\$0	\$3,469	\$3,469
Total FY 2015 Funding:		\$114,000				

PROJECT DETAIL: 1540-DIF-Park Dev Zone 1

Category: DIF

Project: 73104 - Orangewood 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 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Construction	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$1,000	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$12,000	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$1,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$114,000	\$0	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is needed for this project. Ramada cleaning would simply be incorporated into the park maintenance routine.

Project: 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.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$3,469	\$0	\$3,469
TOTAL	\$0	\$0	\$0	\$0	\$3,469	\$0	\$3,469

Operating Description:

No additional O and M is needed.

FUND SUMMARY: 1560-DIF-Park Dev Zone 2

Category: DIF

	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FYs 21-25:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
73404 Paseo Linear Park Additions	0	163,497	0	0	0	0
<i>Replacement of Existing Assets</i>						
73403 DIF Update	0	0	0	0	3,469	3,469
<i>Sub-Total - Existing Assets</i>	<i>0</i>	<i>163,497</i>	<i>0</i>	<i>0</i>	<i>3,469</i>	<i>3,469</i>
Total Project Expenses:	\$0	\$163,497	\$0	\$0	\$3,469	\$3,469
Total FY 2015 Funding:		\$163,497				

PROJECT DETAIL: 1560-DIF-Park Dev Zone 2

Category: DIF

Project: 73404 - Paseo Linear Park Additions (I) **Funding Source:** Development Impact Fees

Project Description: Additional amenities consist of accommodating community growth by adding active recreation elements, such as playground equipment, shade structures or exercise equipment stations into Paseo Linear Park.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Design	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$121,500	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$1,632	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$11,000	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$1,215	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$18,150	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$163,497	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed for these projects.

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.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$3,469	\$0	\$3,469
TOTAL	\$0	\$0	\$0	\$0	\$3,469	\$0	\$3,469

Operating Description: No additional O and M is needed.

FUND SUMMARY: 1580-DIF-Park Dev Zone 3

Category: DIF

	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FYs 21-25:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
73704 Thunderbird Park Kiosks	0	33,000	0	0	0	0
<i>Replacement of Existing Assets</i>						
73702 DIF Update	0	0	0	0	3,469	3,469
<i>Sub-Total - Existing Assets</i>	<i>0</i>	<i>33,000</i>	<i>0</i>	<i>0</i>	<i>3,469</i>	<i>3,469</i>
Total Project Expenses:	\$0	\$33,000	\$0	\$0	\$3,469	\$3,469
Total FY 2015 Funding:	\$33,000					

PROJECT DETAIL: 1580-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.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Equipment	\$0	\$33,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$33,000	\$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.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$3,469	\$0	\$3,469
TOTAL	\$0	\$0	\$0	\$0	\$3,469	\$0	\$3,469

Operating Description: No additional O and M is needed.

FUND SUMMARY: 1380-DIF-Library Buildings **Category: DIF**

	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FYs 21-25:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
New Assets						
0						
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				

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 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0

Operating Description: No additional O and M is needed at this time.

FUND SUMMARY: 1500-DIF-Libraries **Category: DIF**

		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FYs 21-25:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
Existing Assets							
<i>Replacement of Existing Assets</i>							
74752 DIF Update	0	0	0	0	17,563	0	17,563
Sub-Total - Existing Assets	0	0	0	0	17,563	0	17,563
New Assets							
0							
74751 Library Books - Pop. Growth	0	500,000	500,000	500,000	500,000	500,000	500,000
74753 *Automated Book Distrib Machine	0	564,630	0	0	0	0	0
Sub-Total - New Assets	0	1,064,630	500,000	500,000	500,000	500,000	500,000
Total Project Expenses:	\$0	\$1,064,630	\$500,000	\$500,000	\$517,563	\$500,000	\$517,563
Total FY 2015 Funding:		\$1,064,630					

PROJECT DETAIL: 1500-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>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$17,563	\$0	\$17,563
TOTAL	\$0	\$0	\$0	\$0	\$17,563	\$0	\$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: This project requests the use of collected DIF to continue the phased-in approach of increasing the number of library material at the three Glendale libraries using remaining DIF balance previously collected during the high-growth phase of Glendale.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Miscellaneous/Other	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
TOTAL	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000

Operating Description: No additional O and M is needed for this project.

PROJECT DETAIL: 1500-DIF-Libraries

Category: DIF

Project: 74753* - Automated Book Distrib Machine (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. Funds will be used to purchase a library materials vending dispenser for placement in the Glendale Heroes Regional Park. The 24/7 library dispenser would cost \$275,000. Internet connectivity would cost \$55,000 to connect the machine to the Internet and the library's databases; structural alterations may cost up to \$55,000; and additional parking improvements may cost up to \$137,500. This project would provide services to this area of Glendale residents as an express library concept. Those residents would be able to place holds and pick up holds on library materials, using the dispensing machine. This would benefit residents with limited or no access to transportation, making library materials available to them 24/7.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Construction	\$0	\$192,500	\$0	\$0	\$0	\$0	\$0
IT/Phone/Security	\$0	\$55,000	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$12,705	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$1,925	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$275,000	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$27,500	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$564,630	\$0	\$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.

<u>Operating Costs</u>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Equip. Maint.	\$20,600	\$21,218	\$21,855	\$22,510	\$0	\$123,095
Electrical	\$3,605	\$3,713	\$3,825	\$3,939	\$0	\$21,542
TOTAL	\$20,600	\$21,218	\$21,855	\$22,510	\$0	\$123,095

FUND SUMMARY: 1440-DIF-Police Dept Facilities **Category: DIF**

	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FYs 21-25:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Replacement of Existing Assets</i>						
77300 DIF Update	0	0	0	0	14,890	0 14,890
<i>Sub-Total - Existing Assets</i>	0	0	0	0	14,890	0 14,890
Total Project Expenses:	\$0	\$0	\$0	\$0	\$14,890	\$0 \$14,890
Total FY 2015 Funding:	\$0					

PROJECT DETAIL: 1440-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.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$14,890	\$0	\$14,890
TOTAL	\$0	\$0	\$0	\$0	\$14,890	\$0	\$14,890

Operating Description: No additional O and M is needed.

FUND SUMMARY: 1420-DIF-Fire Protection Facilities **Category: DIF**

	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FYs 21-25:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Replacement of Existing Assets</i>						
77001 DIF Update	0	0	0	0	15,654	0 15,654
<i>Sub-Total - Existing Assets</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>15,654</i>	<i>0 15,654</i>
Total Project Expenses:	\$0	\$0	\$0	\$0	\$15,654	\$0 \$15,654
Total FY 2015 Funding:	\$0					

PROJECT DETAIL: 1420-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.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$15,654	\$0	\$15,654
TOTAL	\$0	\$0	\$0	\$0	\$15,654	\$0	\$15,654

Operating Description: No additional O and M is needed.

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.

Fund # - Name	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25	Total
2360 - Water & Sewer	8,468,154	10,885,000	10,316,500	7,000,000	4,000,000	1,000,000	41,669,654
2400 - Water	13,914,415	8,498,275	8,884,235	9,763,210	16,340,580	23,150,000	80,550,715
2420 - Sewer	6,540,116	6,248,000	5,625,000	4,703,000	4,800,000	17,250,000	45,166,116
2210 - Transportation Construction	24,647,442	5,770,140	3,959,698	3,943,681	3,981,839	82,867,338	125,170,138
2000 - HURF/Street Bonds	20,654,378	7,513,664	7,513,664	6,813,664	241,664	13,442,919	56,179,953
1650 - Transportation Grants	18,134,936	0	0	0	0	0	18,134,936
2480 - Sanitation	3,455,446	2,512,081	2,377,897	1,603,249	2,100,444	10,841,823	22,890,940
2440 - Landfill	11,138,288	18,252,216	6,205,961	124,947	772,416	3,973,634	40,467,462
2120 - Airport Capital Grants	4,838,303	1,278,505	238,825	1,194,125	1,385,185	0	8,934,943
1000 - General Fund	2,540,398	3,961,488	3,532,235	1,871,752	2,958,574	17,845,118	32,709,565
2070 - General Gov. Capital Projects	2,234,438						2,234,438
2150 - Technology Infrastructure	0	0	0	1,000,000	0	21,065,625	22,065,625
1220 - Arts Commission	200,000	200,000	200,000	200,000	200,000	400,000	1,400,000
Total Enterprise & Other Funds	\$116,766,314	\$65,119,369	\$48,854,015	\$38,217,628	\$36,780,702	\$191,836,457	\$497,574,485

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 2016-2025 budget reflects recommendations from the Red Oak rate study completed in 2013.

The combined Water/Sewer Fund (2360) reflects new funding in FY 2016 for upgrades at the Arrowhead Water Reclamation Facility to ensure regulatory requirements are met.

FY 2016 for the Water Fund (2400) most notably reflects new funding for water line replacements, Cholla Water Plant Improvements and rehabilitation of well sites citywide

In FY 2016, the Sewer Fund (2420) projects include new funding for sewer line replacements, the rehabilitation of manhole covers citywide and upgrades for the 99th Avenue Interceptor line.



FUND SUMMARY: 2360-Water & Sewer **Category: Revenue**

		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FYs 21-25:</u>
Capital Project Expenses	<u>Carryover</u> <u>New Funding</u>						
Existing Assets							
<i>Improvement of Existing Assets</i>							
60007 Arrwhd Wtr Reclam Fac Imps	3,610,984	3,084,500	7,985,000	4,816,500	0	0	0
60008 WAWRF Phase IV	312,670	660,000	600,000	0	0	0	0
60016 *West Area WRF Improvements	0	250,000	1,500,000	4,500,000	4,000,000	4,000,000	0
<i>Replacement of Existing Assets</i>							
60010 Lab Data Management System	300,000	0	0	0	0	0	0
60014 *SCADA Study & Replacement	0	250,000	500,000	0	0	0	1,000,000
Sub-Total - Existing Assets	4,223,654	4,244,500	10,585,000	9,316,500	4,000,000	4,000,000	1,000,000
New Assets							
0							
60015 *Asset Mangement Program	0	0	300,000	0	1,500,000	0	0
T2285 Integrated Water Master Plan	0	0	0	1,000,000	1,500,000	0	0
Sub-Total - New Assets	0	0	300,000	1,000,000	3,000,000	0	0
Total Project Expenses:	\$4,223,654	\$4,244,500	\$10,885,000	\$10,316,500	\$7,000,000	\$4,000,000	\$1,000,000
Total FY 2015 Funding:	\$8,468,154						

PROJECT DETAIL: 2360-Water & Sewer **Category: Revenue**

Project: 60007 - Arrwhd Wtr Reclam Fac Imps (I) **Funding Source:** Water & Sewer Revenues

Project Description: This project replaces 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.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Design	\$0	\$250,000	\$500,000	\$375,000	\$0	\$0	\$0
Construction	\$3,465,577	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$2,500,000	\$7,000,000	\$3,750,000	\$0	\$0	\$0
Finance Charges	\$99,525	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$37,500	\$105,000	\$61,875	\$0	\$0	\$0
Engineering Charges	\$0	\$22,000	\$60,000	\$33,000	\$0	\$0	\$0
Engineering Charges	\$1,691	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$25,000	\$70,000	\$37,500	\$0	\$0	\$0
Arts	\$44,191	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$250,000	\$250,000	\$359,125	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$0	\$0	\$200,000	\$0	\$0	\$0
TOTAL	\$3,610,984	\$3,084,500	\$7,985,000	\$4,816,500	\$0	\$0	\$0

Operating Description: No additional O and M is needed for this project.

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 including odor control at the WAWRF.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$307,380	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$500,000	\$500,000	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$7,500	\$7,500	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$24,000	\$24,000	\$0	\$0	\$0	\$0
Engineering Charges	\$3,344	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$5,000	\$5,000	\$0	\$0	\$0	\$0
Arts	\$1,946	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$123,500	\$63,500	\$0	\$0	\$0	\$0
TOTAL	\$312,670	\$660,000	\$600,000	\$0	\$0	\$0	\$0

Operating Description:

Project: 60016* - West Area WRF Improvements (I) **Funding Source:** Water & Sewer Revenues

Project Description: This project includes the study, design and construction of improvements to process areas, raw sewage pump station (RSPS), and ultraviolet (UV) system to continue to produce A+ effluent for reuse and recharge storage.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$250,000	\$750,000	\$2,000,000	\$500,000	\$500,000	\$0
Construction	\$0	\$0	\$650,000	\$1,800,000	\$3,000,000	\$3,000,000	\$0
Finance Charges	\$0	\$0	\$9,000	\$27,000	\$45,000	\$45,000	\$0
Engineering Charges	\$0	\$0	\$13,197	\$35,820	\$32,992	\$32,992	\$0
Arts	\$0	\$0	\$6,500	\$18,000	\$30,000	\$30,000	\$0
Contingency	\$0	\$0	\$71,303	\$619,180	\$392,008	\$392,008	\$0
TOTAL	\$0	\$250,000	\$1,500,000	\$4,500,000	\$4,000,000	\$4,000,000	\$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: 60010 - Lab Data Management System (R) **Funding Source:** Water & Sewer Revenues

Project Description: Purchase of a new information management system to replace the 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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Miscellaneous/Other	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$300,000	\$0	\$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: 60014* - SCADA Study & Replacement (R) **Funding Source:** Water & Sewer Revenues

Project Description: The Supervisory Control and Data Acquisition (SCADA) system gathers process data for monitoring and controlling the treatment processes. This project will study current information and communication systems to develop a plan for improvements and upgrade to new technologies to increase functionality.

Capital Costs	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Miscellaneous/Other	\$0	\$250,000	\$500,000	\$0	\$0	\$0	\$1,000,000
TOTAL	\$0	\$250,000	\$500,000	\$0	\$0	\$0	\$1,000,000

Operating Description:

Project: 60015* - Asset Mangement Program (N) **Funding Source:** Water & Sewer Revenues

Project Description: Study the current asset management information system functions and operational needs. Procure new management system and implement.

Capital Costs	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Miscellaneous/Other	\$0	\$0	\$300,000	\$0	\$1,500,000	\$0	\$0
TOTAL	\$0	\$0	\$300,000	\$0	\$1,500,000	\$0	\$0

Operating Description:

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, reclaimed water, and stormwater master plans. A comprehensive study will include a review of the water resources, facilities, and infrastructure needed to serve the City of Glendale now and in the future.

Capital Costs	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Miscellaneous/Other	\$0	\$0	\$0	\$1,000,000	\$1,500,000	\$0	\$0
TOTAL	\$0	\$0	\$0	\$1,000,000	\$1,500,000	\$0	\$0

Operating Description: No additional O and M is needed at this time.

FUND SUMMARY: 2400-Water **Category: Revenue**

		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FYs 21-25:</u>
Capital Project Expenses	<u>Carryover</u> <u>New Funding</u>						
Existing Assets							
<i>Improvement of Existing Assets</i>							
61023 Water System Security	0	100,000	100,000	0	100,000	0	500,000
61024 Cholla Water Plant Process Imp	677,138	1,894,000	1,992,000	1,992,000	0	0	0
61043 Pyramid Peak WTP Process Imp.	1,247,271	0	1,718,025	2,137,925	688,210	0	0
61045 Thunderbird Reservoir Misc. Im	237,868	950,000	250,000	0	0	0	0
61047 Citywide Meter Vault Imp	824,610	550,000	500,000	600,000	0	0	0
61049 Zone 3 Water Supply Imp.	2,089,385	0	0	0	0	0	0
61054 *Distrib Sys Imprv - Citywide	0	837,750	263,250	0	0	0	0
61055 *Oasis WTP Improvements	0	0	150,000	150,000	750,000	1,500,000	0
T3540 WTPs Chlorine Gas Elimination	0	0	0	0	1,400,000	4,000,000	4,000,000
<i>Replacement of Existing Assets</i>							
61001 Fire Hydrant Replacement	0	720,000	650,000	650,000	650,000	650,000	3,250,000
61013 Water Line Replacement	836,393	2,000,000	2,000,000	1,000,000	3,000,000	2,000,000	10,000,000
61015 Outer Loop Effluent Line	0	0	0	623,360	0	0	0
61048 City Wide Well Rehab	0	500,000	500,000	0	0	0	0
Sub-Total - Existing Assets	5,912,665	7,551,750	8,123,275	7,153,285	6,588,210	8,150,000	17,750,000
New Assets							
0							
61009 Drinking Water Well Head Trmt	0	0	75,000	175,000	1,525,000	0	0
61019 Storage and Recovery Well	0	0	0	745,000	0	1,000,000	2,900,000
61027 Water Line Extension	0	0	0	310,950	1,150,000	0	0
61051 Accrual of Long-term Water Sto	0	300,000	300,000	500,000	500,000	500,000	2,500,000
61052 Recharge Storage Assessment	150,000	0	0	0	0	0	0
61056 *White Mtn Apache Water Rights	0	0	0	0	0	6,690,580	0
Sub-Total - New Assets	150,000	300,000	375,000	1,730,950	3,175,000	8,190,580	5,400,000
Total Project Expenses:	\$6,062,665	\$7,851,750	\$8,498,275	\$8,884,235	\$9,763,210	\$16,340,580	\$23,150,000
Total FY 2015 Funding:	\$13,914,415						

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, distribution system and materials control warehouse.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Miscellaneous/Other	\$0	\$100,000	\$100,000	\$0	\$100,000	\$0	\$500,000
TOTAL	\$0	\$100,000	\$100,000	\$0	\$100,000	\$0	\$500,000

Operating Description: No additional O and M is needed for this project.

PROJECT DETAIL: 2400-Water **Category: Revenue**

Project: 61024 - Cholla Water Plant Process Imp (I) **Funding Source:** Water & Sewer Revenues

Project Description: This project includes improvements at Cholla Water Treatment Plant to continue to meet regulatory requirements. The improvements include: installation of new variable frequency drive systems and booster station improvements; odor control improvements; solids handling facility repair and improvements; and reservoir lining rehabilitation or replacement.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$550,000	\$200,000	\$200,000	\$0	\$0	\$0
Construction	\$0	\$1,200,000	\$1,600,000	\$1,600,000	\$0	\$0	\$0
Construction	\$619,568	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$10,500	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$12,000	\$16,000	\$16,000	\$0	\$0	\$0
Engineering Charges	\$36,423	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$120,000	\$160,000	\$160,000	\$0	\$0	\$0
Arts	\$10,647	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$12,000	\$16,000	\$16,000	\$0	\$0	\$0
TOTAL	\$677,138	\$1,894,000	\$1,992,000	\$1,992,000	\$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 includes a process improvement study and evaluation at the Pyramid Peak Water Treatment Plant. Design and construction of improvements will also be part of this project.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$0	\$150,000	\$50,000	\$50,000	\$0	\$0
Design	\$1,201,991	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$1,500,000	\$2,000,000	\$610,000	\$0	\$0
Finance Charges	\$0	\$0	\$22,500	\$30,000	\$9,900	\$0	\$0
Finance Charges	\$15,375	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$27,905	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$0	\$30,525	\$37,925	\$12,210	\$0	\$0
Arts	\$0	\$0	\$15,000	\$20,000	\$6,100	\$0	\$0
Arts	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,247,271	\$0	\$1,718,025	\$2,137,925	\$688,210	\$0	\$0

Operating Description: No additional O and M is required for this project.

PROJECT DETAIL: 2400-Water **Category: Revenue**

Project: 61045 - Thunderbird Reservoir Misc. Im (I) **Funding Source:** Water & Sewer Revenues

Project Description: The project includes a study to evaluate alternatives for enhancing water quality and the feasibility of adding 3-phase power at the Thunderbird Reservoir. Once the study is completed, design and construction of the recommended improvements are projected to proceed.

Capital Costs	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Construction	\$0	\$850,000	\$230,000	\$0	\$0	\$0	\$0
Construction	\$208,276	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$5,507	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$12,750	\$2,500	\$0	\$0	\$0	\$0
Engineering Charges	\$21,585	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$37,778	\$10,222	\$0	\$0	\$0	\$0
Arts	\$2,500	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$8,500	\$2,300	\$0	\$0	\$0	\$0
Contingency	\$0	\$40,972	\$4,978	\$0	\$0	\$0	\$0
TOTAL	\$237,868	\$950,000	\$250,000	\$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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$70,429	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$176,325	\$100,000	\$100,000	\$0	\$0	\$0
Construction	\$0	\$300,000	\$300,000	\$400,000	\$0	\$0	\$0
Construction	\$700,000	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$4,500	\$4,500	\$6,000	\$0	\$0	\$0
Finance Charges	\$11,841	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$34,362	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$14,882	\$12,497	\$15,621	\$0	\$0	\$0
Arts	\$0	\$3,000	\$3,000	\$4,000	\$0	\$0	\$0
Arts	\$7,978	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$51,293	\$80,003	\$74,379	\$0	\$0	\$0
TOTAL	\$824,610	\$550,000	\$500,000	\$600,000	\$0	\$0	\$0

Operating Description: No additional O and M is needed for this project.

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$236,744	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$1,761,058	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$28,020	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$48,658	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$14,905	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$2,089,385	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed at this time.

Project: 61054* - Distrib Sys Imprv - Citywide (I) **Funding Source:** Water & Sewer Revenues

Project Description: To fund water distribution system improvements - city wide rehab & replacement of PRVs, water instrumentation, flow meters, transmission line assessment, and water modeling.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$550,000	\$250,000	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$32,250	\$10,750	\$0	\$0	\$0	\$0
Arts	\$0	\$5,500	\$2,500	\$0	\$0	\$0	\$0
Contingency	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$837,750	\$263,250	\$0	\$0	\$0	\$0

Operating Description:

Project: 61055* - Oasis WTP Improvements (I) **Funding Source:** Water & Sewer Revenues

Project Description: Study the Oasis groundwater treatment plant condition. Design and construct efficiency and operation upgrades. Replace underdrains and make improvements to brine ponds.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$0	\$0	\$120,000	\$100,000	\$300,000	\$0
Construction	\$0	\$0	\$0	\$0	\$500,000	\$900,000	\$0
Finance Charges	\$0	\$0	\$0	\$0	\$7,500	\$14,000	\$0
Engineering Charges	\$0	\$0	\$0	\$3,300	\$16,500	\$33,000	\$0
Arts	\$0	\$0	\$0	\$0	\$5,000	\$9,000	\$0
Miscellaneous/Other	\$0	\$0	\$150,000	\$26,700	\$121,000	\$244,000	\$0
TOTAL	\$0	\$0	\$150,000	\$150,000	\$750,000	\$1,500,000	\$0

Operating Description:

PROJECT DETAIL: 2400-Water

Category: Revenue

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$0	\$0	\$0	\$1,300,000	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$2,955,347	\$3,850,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$124,500	\$40,000
Engineering Charges	\$0	\$0	\$0	\$0	\$14,836	\$33,727	\$43,937
Arts	\$0	\$0	\$0	\$0	\$0	\$29,553	\$38,500
Contingency	\$0	\$0	\$0	\$0	\$0	\$758,653	\$0
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$85,164	\$98,220	\$27,563
TOTAL	\$0	\$0	\$0	\$0	\$1,400,000	\$4,000,000	\$4,000,000

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.

<u>Operating Costs</u>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$760,280
Utilities	\$0	\$0	\$0	\$0	\$0	\$570,210
TOTAL	\$0	\$0	\$0	\$0	\$0	\$760,280

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$175,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
Construction	\$0	\$500,000	\$487,500	\$487,500	\$487,500	\$487,500	\$2,437,500
Engineering Charges	\$0	\$10,091	\$9,157	\$9,157	\$9,157	\$9,157	\$45,783
Arts	\$0	\$5,000	\$4,875	\$4,875	\$4,875	\$4,875	\$24,375
Contingency	\$0	\$29,909	\$23,468	\$23,468	\$23,468	\$23,468	\$117,342
TOTAL	\$0	\$720,000	\$650,000	\$650,000	\$650,000	\$650,000	\$3,250,000

Operating Description:

No additional O and M is needed for this project.

PROJECT DETAIL: 2400-Water **Category: Revenue**

Project: 61013 - Water Line Replacement (R) **Funding Source:** Water & Sewer Revenues

Project Description: This project is for the replacement and rehabilitation of water lines program as identified in the Water Distribution System Evaluation Study conducted by CH2M-Hill. This project is for scheduled for design and construction is the coming year.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$800,566	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$120,000	\$140,000	\$200,000	\$200,000	\$200,000	\$2,500,000
Construction	\$0	\$1,736,000	\$1,704,000	\$596,000	\$2,596,000	\$1,596,000	\$7,276,111
Finance Charges	\$0	\$12,000	\$13,000	\$17,000	\$17,000	\$17,000	\$100,000
Finance Charges	\$21,944	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$120,000	\$130,000	\$170,000	\$170,000	\$170,000	\$63,889
Engineering Charges	\$7,883	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$12,000	\$13,000	\$17,000	\$17,000	\$17,000	\$60,000
Arts	\$6,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$836,393	\$2,000,000	\$2,000,000	\$1,000,000	\$3,000,000	\$2,000,000	\$10,000,000

Operating Description: No additional O and M is needed for this project.

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$490,000	\$0	\$0	\$0
Engineering Charges	\$0	\$0	\$0	\$26,460	\$0	\$0	\$0
Arts	\$0	\$0	\$0	\$4,900	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$52,000	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$623,360	\$0	\$0	\$0

Operating Description: No additional O and M is needed for this project.

Project: 61048 - City Wide Well Rehab (R) **Funding Source:** Water & Sewer Revenues

Project Description: This project includes ongoing improvements to existing city wells to maintain high water quality and meet the demand within the water distribution system.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$100,000	\$100,000	\$0	\$0	\$0	\$0
Construction	\$0	\$300,000	\$300,000	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$4,500	\$4,500	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$17,200	\$17,200	\$0	\$0	\$0	\$0
Arts	\$0	\$3,000	\$3,000	\$0	\$0	\$0	\$0
Contingency	\$0	\$75,300	\$75,300	\$0	\$0	\$0	\$0
TOTAL	\$0	\$500,000	\$500,000	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed for this project.



PROJECT DETAIL: 2400-Water **Category: Revenue**

Project: 61009 - Drinking Water Well Head Trmt (N) **Funding Source:** Water & Sewer Revenues

Project Description: This project includes 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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$0	\$71,908	\$100,000	\$200,000	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$0
Engineering Charges	\$0	\$0	\$2,254	\$3,134	\$37,612	\$0	\$0
Arts	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$275,000	\$0	\$0
Miscellaneous/Other	\$0	\$0	\$838	\$71,866	\$2,388	\$0	\$0
TOTAL	\$0	\$0	\$75,000	\$175,000	\$1,525,000	\$0	\$0

Operating Description: No additional O and M is needed.

Project: 61019 - Storage and Recovery Well (N) **Funding Source:** Water & Sewer Revenues

Project Description: The project will install 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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$0	\$0	\$148,000	\$0	\$500,000	\$0
Construction	\$0	\$0	\$0	\$450,000	\$0	\$400,000	\$2,700,000
Finance Charges	\$0	\$0	\$0	\$7,500	\$0	\$0	\$57,000
Engineering Charges	\$0	\$0	\$0	\$11,063	\$0	\$16,650	\$49,950
Arts	\$0	\$0	\$0	\$4,500	\$0	\$4,000	\$27,000
Contingency	\$0	\$0	\$0	\$123,937	\$0	\$79,350	\$66,050
TOTAL	\$0	\$0	\$0	\$745,000	\$0	\$1,000,000	\$2,900,000

Operating Description:

<u>Operating Costs</u>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$338,310
Utilities	\$0	\$0	\$0	\$0	\$0	\$241,650
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$108,740
TOTAL	\$0	\$0	\$0	\$0	\$0	\$338,310

PROJECT DETAIL: 2400-Water **Category: Revenue**

Project: 61027 - Water Line Extension (N) **Funding Source:** Water & Sewer Revenues

Project Description: Water line extensions are installed where needed to extend the city's water transmission and distribution systems to meet projected demand from future development. Projects funded from this account typically involve city participation in pipeline over sizing and other distribution piping extensions as needed to accommodate projected growth.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$0	\$0	\$30,000	\$100,000	\$0	\$0
Construction	\$0	\$0	\$0	\$270,000	\$1,000,000	\$0	\$0
Finance Charges	\$0	\$0	\$0	\$2,700	\$10,000	\$0	\$0
Engineering Charges	\$0	\$0	\$0	\$8,250	\$30,000	\$0	\$0
Arts	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0
TOTAL	\$0	\$0	\$0	\$310,950	\$1,150,000	\$0	\$0

Operating Description: No additional O and M is needed for this project.

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Miscellaneous/Other	\$0	\$300,000	\$300,000	\$500,000	\$500,000	\$500,000	\$2,500,000
TOTAL	\$0	\$300,000	\$300,000	\$500,000	\$500,000	\$500,000	\$2,500,000

Operating Description: No additional O and M is needed at this time.

Project: 61052 - Recharge Storage Assessment (N) **Funding Source:** Water & Sewer Revenues

Project Description: Assessment of additional aquifer recharge capacity options and related hydrologic analyses required for obtaining required regulatory approvals and permits.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$139,000	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$11,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed at this time.

PROJECT DETAIL: 2400-Water **Category: Revenue**

Project: 61056* - White Mtn Apache Water Rights (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 impact 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 for FY2016.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$143,250	\$0
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$6,547,330	\$0
TOTAL	\$0	\$0	\$0	\$0	\$0	\$6,690,580	\$0

Operating Description: O&M costs includes projected payment to Central Arizona Water Conservation District (CAP) for water delivery costs and city treatment costs relating to the additional water supply. A supplemental budget request will be submitted once the project is near completion.

FUND SUMMARY: 2420-Sewer **Category: Revenue**

		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FYs 21-25:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
63006 Arrowhead Sewer Lines	0	700,000	500,000	500,000	0	0	0
63010 91st Ave. Construction	0	644,000	1,023,000	710,000	528,000	500,000	2,500,000
T3613 *Lift Station Recond. Program	0	0	150,000	0	0	150,000	1,000,000
<i>Replacement of Existing Assets</i>							
63003 99th Ave Interceptor Line	800,000	800,000	800,000	0	0	0	0
63016 Sewer Line Replacement	688,465	2,184,000	2,000,000	1,500,000	1,000,000	1,000,000	5,000,000
63024 Citywide Manhole Rehab	73,651	650,000	650,000	650,000	650,000	650,000	3,250,000
63026 *Arrowhead Sewer Lines-phase 2	0	0	0	640,000	2,500,000	2,500,000	0
63027 *Arrowhead Sewer Lines-phase 3	0	0	0	0	0	0	5,500,000
Sub-Total - Existing Assets	1,562,116	4,978,000	5,123,000	4,000,000	4,678,000	4,800,000	17,250,000
New Assets							
0							
63008 Sewers for Areas on Septic Sys	0	0	25,000	25,000	25,000	0	0
63017 Sewer Line Extension	0	0	600,000	1,000,000	0	0	0
T3611 Glendale Ave 93rd-99th Ave	0	0	500,000	600,000	0	0	0
Sub-Total - New Assets	0	0	1,125,000	1,625,000	25,000	0	0
Total Project Expenses:	\$1,562,116	\$4,978,000	\$6,248,000	\$5,625,000	\$4,703,000	\$4,800,000	\$17,250,000
Total FY 2015 Funding:		\$6,540,116					

PROJECT DETAIL: 2420-Sewer **Category: Revenue**

Project: 63006 - Arrowhead Sewer Lines (I) **Funding Source:** Water & Sewer Revenues

Project Description: To replace or rehabilitate various wastewater collection lines in the Arrowhead Ranch area to improve sewer flow conditions and reduce sewer odors as identified in a report completed by Damon Williams and Associates. Phase 1 - from 79th Ave under loop 101 to ARWRF.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Design	\$0	\$350,000	\$200,000	\$0	\$0	\$0	\$0
Construction	\$0	\$300,000	\$200,000	\$400,000	\$0	\$0	\$0
Finance Charges	\$0	\$4,500	\$3,000	\$6,000	\$0	\$0	\$0
Engineering Charges	\$0	\$19,276	\$11,862	\$11,862	\$0	\$0	\$0
Arts	\$0	\$3,000	\$2,000	\$4,000	\$0	\$0	\$0
Contingency	\$0	\$23,224	\$83,138	\$78,138	\$0	\$0	\$0
TOTAL	\$0	\$700,000	\$500,000	\$500,000	\$0	\$0	\$0

Operating Description: No additional O and M is needed for this project.

PROJECT DETAIL: 2420-Sewer **Category: Revenue**

Project: 63010 - 91st Ave. Construction (I) **Funding Source:** Water & Sewer Revenues

Project Description: 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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Miscellaneous/Other	\$0	\$644,000	\$1,023,000	\$710,000	\$528,000	\$500,000	\$2,500,000
TOTAL	\$0	\$644,000	\$1,023,000	\$710,000	\$528,000	\$500,000	\$2,500,000

Operating Description: No additional O and M is needed for this project.

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$0	\$30,000	\$0	\$0	\$30,000	\$200,000
Construction	\$0	\$0	\$100,000	\$0	\$0	\$100,000	\$650,000
Finance Charges	\$0	\$0	\$1,500	\$0	\$0	\$1,500	\$10,000
Engineering Charges	\$0	\$0	\$5,036	\$0	\$0	\$5,036	\$32,928
Arts	\$0	\$0	\$1,000	\$0	\$0	\$1,000	\$6,500
Contingency	\$0	\$0	\$10,000	\$0	\$0	\$10,000	\$50,000
Miscellaneous/Other	\$0	\$0	\$2,464	\$0	\$0	\$2,464	\$50,572
TOTAL	\$0	\$0	\$150,000	\$0	\$0	\$150,000	\$1,000,000

Operating Description: No additional O and M is needed at this time.

Project: 63003 - 99th Ave Interceptor Line (R) **Funding Source:** Water & Sewer Revenues

Project Description: The Sewer Condition Assessment Study conducted by Project Engineering Consultants recommended repairs and rehabilitations to the 99th Avenue Interceptor line to the 91st Avenue Wastewater Treatment Plant. Glendale owns 70% of the 99th Avenue sewer line. Pipe lining will be replaced and the corroded manhole structures will be rehabilitated.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
	\$800,000	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$800,000	\$800,000	\$0	\$0	\$0	\$0
TOTAL	\$800,000	\$800,000	\$800,000	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed.

PROJECT DETAIL: 2420-Sewer **Category: Revenue**

Project: 63016 - Sewer Line Replacement (R) **Funding Source:** Water & Sewer Revenues

Project Description: This project is for the replacement and rehabilitation of sanitary sewer lines program and manholes as identified by the Sewer Evaluation Study prepared by HDR and Camp, Dresser and McKee (CDM) Engineers. As specific projects are scheduled for design and construction, a new project number and amounts will be deducted from this project.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$130,000	\$130,000	\$130,000	\$0	\$0	\$0
Construction	\$655,104	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$1,990,400	\$1,806,400	\$1,306,400	\$1,000,000	\$1,000,000	\$5,000,000
Finance Charges	\$0	\$12,800	\$12,800	\$12,800	\$0	\$0	\$0
Finance Charges	\$21,552	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$38,000	\$38,000	\$38,000	\$0	\$0	\$0
Engineering Charges	\$6,809	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$12,800	\$12,800	\$12,800	\$0	\$0	\$0
TOTAL	\$688,465	\$2,184,000	\$2,000,000	\$1,500,000	\$1,000,000	\$1,000,000	\$5,000,000

Operating Description: No additional O and M is needed for this project.

Project: 63024 - Citywide Manhole Rehab (R) **Funding Source:** Water & Sewer Revenues

Project Description: This project includes rehabilitation of existing sewer manholes located throughout the city based on the Sewer Master Plan.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
Construction	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Construction	\$47,859	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$7,820	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$7,820	\$7,820	\$7,820	\$7,820	\$7,820	\$39,100
Engineering Charges	\$0	\$9,250	\$9,250	\$9,250	\$9,250	\$9,250	\$46,250
Engineering Charges	\$8,381	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Arts	\$9,591	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$52,930	\$52,930	\$52,930	\$52,930	\$52,930	\$264,650
TOTAL	\$73,651	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000	\$3,250,000

Operating Description: No additional O and M is needed for this project.

PROJECT DETAIL: 2420-Sewer **Category: Revenue**

Project: 63026* - Arrowhead Sewer Lines-phase 2 (R) **Funding Source:** Water & Sewer Revenues

Project Description: To replace or rehabilitate various sewer collection lines in the Arrowhead Ranch area to improve sewer flow conditions and reduce sewer odors as identified in a report by Damon Williams and Associates. Phase 2 - in Union Hills road from 67th Avenue to 79th Avenue.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$0	\$0	\$600,000	\$400,000	\$400,000	\$0
Construction	\$0	\$0	\$0	\$0	\$1,550,000	\$1,550,000	\$0
Finance Charges	\$0	\$0	\$0	\$0	\$23,250	\$23,250	\$0
Engineering Charges	\$0	\$0	\$0	\$11,100	\$36,075	\$36,075	\$0
Arts	\$0	\$0	\$0	\$0	\$15,500	\$15,500	\$0
Contingency	\$0	\$0	\$0	\$28,900	\$475,175	\$475,175	\$0
TOTAL	\$0	\$0	\$0	\$640,000	\$2,500,000	\$2,500,000	\$0

Operating Description:

Project: 63027* - Arrowhead Sewer Lines-phase 3 (R) **Funding Source:** Water & Sewer Revenues

Project Description: To replace or rehabilitate various sewer collection lines in the Arrowhead Ranch area to improve sewer flow conditions and reduce sewer odors as identified in a report by Damon Williams and Associates. Phase 3 - in 67th Avenue from Union Hills to Utopia.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$3,100,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$46,500
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$85,100
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$31,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$737,400
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$5,500,000

Operating Description:

Project: 63008 - Sewers for Areas on Septic Sys (N) **Funding Source:** Water & Sewer Revenues

Project Description: This project installs 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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$0	\$12,500	\$12,500	\$12,500	\$0	\$0
Construction	\$0	\$0	\$9,933	\$9,933	\$9,933	\$0	\$0
Engineering Charges	\$0	\$0	\$2,468	\$2,468	\$2,468	\$0	\$0
Arts	\$0	\$0	\$99	\$99	\$99	\$0	\$0
TOTAL	\$0	\$0	\$25,000	\$25,000	\$25,000	\$0	\$0

Operating Description: No additional O and M is needed for this project.

PROJECT DETAIL: 2420-Sewer **Category: Revenue**

Project: 63017 - Sewer Line Extension (N) **Funding Source:** Water & Sewer Revenues

Project Description: This project extends the sewer line from 95th Avenue.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$0	\$450,000	\$200,000	\$0	\$0	\$0
Construction	\$0	\$0	\$90,000	\$700,000	\$0	\$0	\$0
Finance Charges	\$0	\$0	\$1,500	\$10,000	\$0	\$0	\$0
Engineering Charges	\$0	\$0	\$16,125	\$26,875	\$0	\$0	\$0
Arts	\$0	\$0	\$900	\$7,000	\$0	\$0	\$0
Contingency	\$0	\$0	\$41,475	\$56,125	\$0	\$0	\$0
TOTAL	\$0	\$0	\$600,000	\$1,000,000	\$0	\$0	\$0

Operating Description: No additional O and M is needed for this project.

Project: T3611 - Glendale Ave 93rd-99th Ave (N) **Funding Source:** Water & Sewer Revenues

Project Description: This project includes design and construction for a parallel relief sewer line on Glendale Avenue from 93rd to 99th Avenue as growth occurs in the area.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$0	\$200,000	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$250,000	\$500,000	\$0	\$0	\$0
Engineering Charges	\$0	\$0	\$19,350	\$21,500	\$0	\$0	\$0
Arts	\$0	\$0	\$2,500	\$5,000	\$0	\$0	\$0
Contingency	\$0	\$0	\$28,150	\$73,500	\$0	\$0	\$0
TOTAL	\$0	\$0	\$500,000	\$600,000	\$0	\$0	\$0

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 portion of FY 2016 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 both HURF revenue and Transportation Sales Tax. Significant street improvements are planned in the next five years. 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 2016

included grant funding for the design of the transit center at Arrowhead and Grand Avenue infrastructure improvements.



FUND SUMMARY: 2210-Transportation Construction **Category: Transportation**

		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FYs 21-25:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
65005 Smart Traffic Signals	161,257	0	0	0	0	0	0
65006 Bus Pullouts	0	0	0	0	330,630	337,904	1,808,340
65007 Grand Ave Access Enhancements	500,000	0	0	0	0	0	0
65008 Intersection Improvements	526,710	0	0	0	0	0	0
65013 Bus Stops and Shelters	161,954	112,858	115,454	118,225	115,037	117,567	629,178
65016 Northern Ave Super Street	3,000,000	1,666,247	666,247	666,247	666,247	666,247	3,331,235
65022 PE & Oversight for Transp. Pkg	740,266	254,625	586,590	591,990	270,687	276,642	1,480,489
65069 Glendale Transportation Plan	621,169	0	0	0	0	0	890,936
65072 Expanded Safety Program	0	113,022	115,621	118,396	115,203	117,738	630,090
65078 Airport Matching Funds	650,000	145,471	48,359	0	0	10,055	0
65086 51st Avenue HES Projects	102,385	0	0	0	0	0	0
65088 Downtown Alley Improvements	84,424	0	0	0	0	0	0
65089 Pavement Management	729,980	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
65092 Maryland Ave Bike Rte Spot Imp	29,239	0	0	0	0	0	0
65094 Myrtle Avenue Improvements	9,182	0	0	0	0	0	0
65096 *59th Ave & Olive Ave Safety	115,086	0	783,926	0	0	0	0
<i>Replacement of Existing Assets</i>							
65004 Buses/Vans	0	237,724	286,132	293,000	278,673	284,804	1,524,169
65014 Transit Support Capital	0	142,637	167,811	171,840	167,204	170,882	914,503
65083 Speed Cushions	0	167,145	0	0	0	0	0
Sub-Total - Existing Assets	7,431,652	4,839,729	4,770,140	3,959,698	3,943,681	3,981,839	21,208,940
New Assets							
0							
65017 Rail System	0	0	1,000,000	0	0	0	61,658,398
65030 Multi-Use Pathway Grand Canal	1,068,580	0	0	0	0	0	0
65062 Glendale Sports Facilities Sgn	440,000	0	0	0	0	0	0
65063 New River - Multi-use Pathway	1,633,837	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	211,784	0	0	0	0	0	0
65091 Airport RPZ Acquisition	628,467	6,000,000	0	0	0	0	0
65097 New River North Shareduse Path	207,433	39,998	0	0	0	0	0
65098 Widen 55th Ave for bike lanes	54,466	50,371	0	0	0	0	0
65099 Neighborhood Pathways Connect	0	41,125	0	0	0	0	0
Sub-Total - New Assets	6,244,567	6,131,494	1,000,000	0	0	0	61,658,398
Total Project Expenses:	\$13,676,219	\$10,971,223	\$5,770,140	\$3,959,698	\$3,943,681	\$3,981,839	\$82,867,338
Total FY 2015 Funding:	\$24,647,442						

PROJECT DETAIL: 2210-Transportation Construction **Category: Transportation**

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$161,257	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$161,257	\$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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Land	\$0	\$0	\$0	\$0	\$49,595	\$50,686	\$271,251
Design	\$0	\$0	\$0	\$0	\$33,063	\$33,790	\$180,834
Construction	\$0	\$0	\$0	\$0	\$181,847	\$185,847	\$994,587
Finance Charges	\$0	\$0	\$0	\$0	\$4,959	\$5,069	\$27,125
Engineering Charges	\$0	\$0	\$0	\$0	\$5,910	\$6,040	\$32,324
Arts	\$0	\$0	\$0	\$0	\$1,818	\$1,858	\$9,946
Contingency	\$0	\$0	\$0	\$0	\$33,063	\$33,790	\$180,834
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$20,375	\$20,824	\$111,439
TOTAL	\$0	\$0	\$0	\$0	\$330,630	\$337,904	\$1,808,340

Operating Description: No additional O and M is needed.

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>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Land	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$500,000	\$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>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Supplies/Contr	\$18,040	\$18,580	\$19,130	\$19,710	\$0	\$107,770
Utilities	\$94,120	\$96,950	\$99,850	\$102,850	\$0	\$562,420
Landscape	\$430,940	\$443,870	\$457,190	\$470,900	\$0	\$2,575,080
Refuse	\$84,460	\$86,990	\$89,600	\$92,290	\$0	\$504,690
TOTAL	\$18,040	\$18,580	\$19,130	\$19,710	\$0	\$107,770

PROJECT DETAIL: 2210-Transportation Construction **Category: Transportation**

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>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$526,710	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$526,710	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed.

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$11,286	\$11,545	\$11,823	\$11,504	\$11,757	\$62,918
Design	\$24,278	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$73,358	\$75,045	\$76,846	\$74,774	\$76,419	\$408,966
Construction	\$112,430	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$1,693	\$1,732	\$1,773	\$1,726	\$1,764	\$9,438
Finance Charges	\$4,906	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$3,640	\$3,723	\$3,813	\$3,710	\$3,792	\$20,291
Arts	\$0	\$734	\$750	\$768	\$748	\$764	\$4,090
Arts	\$2,138	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$11,286	\$11,545	\$11,823	\$11,504	\$11,757	\$62,918
Contingency	\$18,202	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$10,861	\$11,114	\$11,379	\$11,071	\$11,314	\$60,557
TOTAL	\$161,954	\$112,858	\$115,454	\$118,225	\$115,037	\$117,567	\$629,178

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.

<u>Operating Costs</u>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0

PROJECT DETAIL: 2210-Transportation Construction **Category: Transportation**

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 \$31.8 million towards this project. Other jurisdictions involved include Maricopa County, Peoria, and El Mirage.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Construction	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$24,994	\$9,994	\$9,994	\$9,994	\$9,994	\$49,969
Miscellaneous/Other	\$0	\$1,641,253	\$656,253	\$656,253	\$656,253	\$656,253	\$3,281,266
TOTAL	\$3,000,000	\$1,666,247	\$666,247	\$666,247	\$666,247	\$666,247	\$3,331,235

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.

<u>Operating Costs</u>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Utilities	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$740,266	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$3,819	\$8,799	\$8,880	\$4,060	\$4,150	\$22,207
Miscellaneous/Other	\$0	\$250,806	\$577,791	\$583,110	\$266,627	\$272,492	\$1,458,282
TOTAL	\$740,266	\$254,625	\$586,590	\$591,990	\$270,687	\$276,642	\$1,480,489

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$9,318	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$13,364
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$877,572
Miscellaneous/Other	\$611,851	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$621,169	\$0	\$0	\$0	\$0	\$0	\$890,936

Operating Description: This Plan update does not require O and M funding.

PROJECT DETAIL: 2210-Transportation Construction **Category: Transportation**

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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$0	\$1,695	\$1,734	\$1,776	\$1,728	\$1,766	\$9,451
Miscellaneous/Other	\$0	\$111,327	\$113,887	\$116,620	\$113,475	\$115,972	\$620,639
TOTAL	\$0	\$113,022	\$115,621	\$118,396	\$115,203	\$117,738	\$630,090

Operating Description: No additional O and M is needed.

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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$20,170	\$6,705	\$0	\$0	\$1,404	\$0
Construction	\$0	\$114,295	\$37,995	\$0	\$0	\$7,955	\$0
Construction	\$650,000	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$2,017	\$671	\$0	\$0	\$70	\$0
Engineering Charges	\$0	\$7,846	\$2,608	\$0	\$0	\$546	\$0
Arts	\$0	\$1,143	\$380	\$0	\$0	\$80	\$0
TOTAL	\$650,000	\$145,471	\$48,359	\$0	\$0	\$10,055	\$0

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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$102,385	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$102,385	\$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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Landscape	\$2,860	\$2,950	\$3,040	\$3,130	\$0	\$17,120
TOTAL	\$2,860	\$2,950	\$3,040	\$3,130	\$0	\$17,120

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>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Construction	\$84,424	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$84,424	\$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>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Supplies/Contr	\$26,520	\$27,320	\$28,140	\$28,980	\$0	\$158,470
Utilities	\$3,180	\$3,280	\$3,380	\$3,480	\$0	\$19,030
Equip. Maint.	\$25,860	\$26,640	\$27,440	\$28,260	\$0	\$154,540
Water	\$12,730	\$13,510	\$13,920	\$0	\$0	\$76,120
TOTAL	\$26,520	\$27,320	\$28,140	\$28,980	\$0	\$158,470

Project: 65089 - Pavement Management (I) **Funding Source:** Half Cent Sales Tax

Project Description: Project provides for street pavement maintenance and reconstruction work as identified in the Annual Pavement Management Program. The annual program is funded by Transportation Half Cent Sales Tax through this project #2210-65089, and by Highway User Revenue Fund (HURF) bonds through project #2000-68917. Street maintenance and rehabilitation is necessary to maximize the life of the city's residential, collector, and arterial street network. Streets are selected and scheduled annually within the available funding. Specific activities included in this project are: surface preparation, repairs and treatments, milling and asphalt overlays, and partial to full reconstruction work as needed. In FY2016, this funding will support the rehabilitation of approximately 60 miles of streets throughout the city.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Construction	\$0	\$1,933,268	\$1,933,268	\$1,933,268	\$1,933,268	\$1,933,268	\$9,666,340
Construction	\$655,000	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
Finance Charges	\$74,980	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$17,399	\$17,399	\$17,399	\$17,399	\$17,399	\$86,995
Arts	\$0	\$19,333	\$19,333	\$19,333	\$19,333	\$19,333	\$96,665
TOTAL	\$729,980	\$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 for this project.

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Construction	\$26,859	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$2,380	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$29,239	\$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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Construction	\$8,554	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$628	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$9,182	\$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 includes the local match necessary to acquire right-of-way and construct intersection safety improvements at the 59th and Olive avenues intersection. Improvements include installation of center medians and street lights, along with reconfiguration of the eastbound and westbound bus bays, traffic signal modifications, and sidewalk enhancements. Federal safety funds in the amount of \$1,495,528 are available for this portion of the project.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$0	\$0	\$11,585	\$0	\$0	\$0	\$0
Finance Charges	\$1,701	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$0	\$772,341	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$113,385	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$115,086	\$0	\$783,926	\$0	\$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.

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.

Capital Costs	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$0	\$3,566	\$4,292	\$4,395	\$4,180	\$4,272	\$22,863
Equipment	\$0	\$210,386	\$253,227	\$259,305	\$246,626	\$252,052	\$1,348,889
Contingency	\$0	\$23,772	\$28,613	\$29,300	\$27,867	\$28,480	\$152,417
TOTAL	\$0	\$237,724	\$286,132	\$293,000	\$278,673	\$284,804	\$1,524,169

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.

Capital Costs	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$0	\$2,140	\$2,517	\$2,578	\$2,508	\$2,563	\$13,718
Contingency	\$0	\$14,264	\$16,781	\$17,184	\$16,720	\$17,088	\$91,450
Miscellaneous/Other	\$0	\$126,233	\$148,513	\$152,078	\$147,976	\$151,231	\$809,335
TOTAL	\$0	\$142,637	\$167,811	\$171,840	\$167,204	\$170,882	\$914,503

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.

Capital Costs	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Construction	\$0	\$141,503	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$2,507	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$9,339	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$1,415	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$12,381	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$167,145	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed.

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 also reflect Glendale conducting a light rail study in FY 2017.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$0	\$0	\$15,000	\$0	\$0	\$0	\$924,876
Contingency	\$0	\$0	\$100,000	\$0	\$0	\$0	\$6,165,840
Miscellaneous/Other	\$0	\$0	\$885,000	\$0	\$0	\$0	\$54,567,682
TOTAL	\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$61,658,398

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$1,068,580	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,068,580	\$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.

<u>Operating Costs</u>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Utilities	\$194,670	\$200,510	\$206,530	\$212,720	\$0	\$1,163,250
Landscape	\$233,600	\$240,610	\$247,830	\$255,270	\$0	\$1,395,900
TOTAL	\$194,670	\$200,510	\$206,530	\$212,720	\$0	\$1,163,250

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Equipment	\$440,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$440,000	\$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.

<u>Operating Costs</u>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Supplies/Contr	\$11,940	\$12,300	\$12,670	\$13,050	\$0	\$71,360
Utilities	\$11,940	\$12,300	\$12,670	\$13,050	\$0	\$71,360
Equip. Maint.	\$53,040	\$54,630	\$56,270	\$57,960	\$0	\$316,950
TOTAL	\$11,940	\$12,300	\$12,670	\$13,050	\$0	\$71,360



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 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Design	\$25,718	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$1,570,814	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$26,872	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$10,433	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,633,837	\$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 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Utilities	\$100,530	\$103,540	\$106,650	\$109,850	\$0	\$600,700
Landscape	\$120,630	\$124,250	\$127,980	\$131,820	\$0	\$720,840
TOTAL	\$100,530	\$103,540	\$106,650	\$109,850	\$0	\$600,700

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 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</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 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Design	\$211,784	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$211,784	\$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 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Water	\$1,122,290	\$1,155,960	\$1,190,640	\$1,226,360	\$0	\$6,706,240
TOTAL	\$1,122,290	\$1,155,960	\$1,190,640	\$1,226,360	\$0	\$6,706,240

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
	\$628,467	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$6,000,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$628,467	\$6,000,000	\$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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$2,933	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$204,500	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$39,998	\$0	\$0	\$0	\$0	\$0
TOTAL	\$207,433	\$39,998	\$0	\$0	\$0	\$0	\$0

Operating Description: O and M associated with 20,000 sq ft of landscape identified currently, which could change depending on design options.

<u>Operating Costs</u>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Utilities	\$0	\$20,000	\$20,600	\$21,220	\$0	\$116,030
Landscape	\$0	\$24,000	\$24,720	\$25,460	\$0	\$139,230
TOTAL	\$0	\$20,000	\$20,600	\$21,220	\$0	\$116,030

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$0	\$744	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$2,966	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$51,500	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$19,627	\$0	\$0	\$0	\$0	\$0
TOTAL	\$54,466	\$50,371	\$0	\$0	\$0	\$0	\$0

Operating Description: There is no additional O and M anticipated due to this project.

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>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$0	\$608	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$10,517	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$41,125	\$0	\$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>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Utilities	\$0	\$1,000	\$1,030	\$1,060	\$0	\$5,800
Landscape	\$0	\$1,200	\$1,240	\$1,270	\$0	\$6,960
TOTAL	\$0	\$1,000	\$1,030	\$1,060	\$0	\$5,800

FUND SUMMARY: 2000-HURF/Street Bonds **Category: HURF**

		FY 2016:	FY 2017:	FY 2018:	FY 2019:	FY 2020:	FYs 21-25:
Capital Project Expenses	Carryover	New Funding					
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	13,256,315	7,272,000	7,272,000	7,272,000	6,572,000	0	0
T2710 67th Ave Glendale to Frier	0	0	0	0	0	0	6,921,892
Sub-Total - Existing Assets	13,256,315	7,272,000	7,272,000	7,272,000	6,572,000	0	12,076,659
New Assets							
0							
68918 *Infill Lighting Program	0	126,063	241,664	241,664	241,664	241,664	1,366,260
Sub-Total - New Assets	0	126,063	241,664	241,664	241,664	241,664	1,366,260
Total Project Expenses:	\$13,256,315	\$7,398,063	\$7,513,664	\$7,513,664	\$6,813,664	\$241,664	\$13,442,919
Total FY 2015 Funding:	\$20,654,378						

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.

Capital Costs	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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.

Operating Costs	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Utilities	\$0	\$0	\$0	\$0	\$0	\$485,130
TOTAL	\$0	\$0	\$0	\$0	\$0	\$485,130

PROJECT DETAIL: 2000-HURF/Street Bonds

Category: HURF

Project: 68917 - Pavement Management-HURF (I)

Funding Source:

HURF Bonds

Project Description:

Project provides for street pavement maintenance and reconstruction work as identified in the Annual Pavement Management Program. The annual program is funded by Highway User Revenue Fund (HURF) bonds through this project #2000-68917, and by Transportation Half Cent Sales Tax through project #2210-65089. Street maintenance and rehabilitation is necessary to maximize the life of the city's residential, collector, and arterial street network. Streets are selected and scheduled annually within the available funding. Specific activities included in this project are: surface preparation, repairs and treatments, and milling and asphalt overlays as needed throughout the city. Furthermore, funding is allocated in FY2016 to complete a full reconstruction on Camelback Road from 43rd Avenue to 57th Avenue. In FY2016, this funding will support the rehabilitation of approximately 60 miles of streets throughout the city.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$0	\$700,000	\$700,000	\$700,000	\$0	\$0	\$0
Construction	\$0	\$6,500,000	\$6,500,000	\$6,500,000	\$6,500,000	\$0	\$0
Construction	\$13,256,315	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$0	\$0
Engineering Charges	\$0	\$52,000	\$52,000	\$52,000	\$52,000	\$0	\$0
TOTAL	\$13,256,315	\$7,272,000	\$7,272,000	\$7,272,000	\$6,572,000	\$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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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.

<u>Operating Costs</u>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Utilities	\$0	\$0	\$0	\$0	\$0	\$184,680
Landscape	\$0	\$0	\$0	\$0	\$0	\$282,870
TOTAL	\$0	\$0	\$0	\$0	\$0	\$184,680

PROJECT DETAIL: 2000-HURF/Street Bonds

Category: HURF

Project: 68918* - Infill Lighting Program (N)

Funding Source:

HURF Bonds

Project Description:

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

Capital Costs	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Construction	\$0	\$120,000	\$230,000	\$230,000	\$230,000	\$230,000	\$1,270,630
Finance Charges	\$0	\$2,010	\$3,731	\$3,731	\$3,731	\$3,731	\$55,965
Engineering Charges	\$0	\$2,953	\$5,783	\$5,783	\$5,783	\$5,783	\$28,915
Arts	\$0	\$1,100	\$2,150	\$2,150	\$2,150	\$2,150	\$10,750
TOTAL	\$0	\$126,063	\$241,664	\$241,664	\$241,664	\$241,664	\$1,366,260

Operating Description:

O and M identified provides for up to 22 requested street light installations per year. Expenses cover electricity and maintenance for a light at \$125 per year, including monitoring.

FUND SUMMARY: 1650-Transportation Grants **Category: Other**

		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FYs 21-25:</u>
Capital Project Expenses	<u>Carryover</u> <u>New Funding</u>						
Existing Assets							
<i>Improvement of Existing Assets</i>							
67540 NF Supplemental Taxi AZ57-X013	5,250	0	0	0	0	0	0
<i>Replacement of Existing Assets</i>							
67542 Grand Ave Infrastructure Imps	80,694	0	0	0	0	0	0
67551 FTA AZ-37-X018	336,208	0	0	0	0	0	0
67555 Sign Upgrade HSIP	120,000	0	0	0	0	0	0
Sub-Total - Existing Assets	542,152	0	0	0	0	0	0
New Assets							
0							
67505 CIP Transport. Grant Reserve	0	2,000,000	0	0	0	0	0
67530 Fiber & Conduit - DMS	43	0	0	0	0	0	0
67537 FTA X006 Predesign ArrowheadTC	251,574	0	0	0	0	0	0
67538 FTA 0203 Design ArrowheadTC	753,527	0	0	0	0	0	0
67546 Pedestrian Countdown Signals	23,477	0	0	0	0	0	0
67550 FTA AZ-04-0014	7,458	0	0	0	0	0	0
67552 FTA AZ-57-X016 New Freedom	183,959	0	0	0	0	0	0
67553 FTA AZ-90-X114	454,386	0	0	0	0	0	0
67556 *FTA AZ 90-X124	852,387	0	0	0	0	0	0
67558 *FTA AZ 90X023	268,827	0	0	0	0	0	0
67559 *Park-and-Ride Land Acquisition	0	4,318,923	0	0	0	0	0
67560 *Transit Construct-Park & Ride	0	8,478,223	0	0	0	0	0
Sub-Total - New Assets	2,795,638	14,797,146	0	0	0	0	0
Total Project Expenses:	\$3,337,790	\$14,797,146	\$0	\$0	\$0	\$0	\$0
Total FY 2015 Funding:	\$18,134,936						

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 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
	\$5,250	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$5,250	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed due to this project.

PROJECT DETAIL: 1650-Transportation Grants

Category: Other

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Construction	\$80,694	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$80,694	\$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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
	\$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.

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>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Equipment	\$120,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$120,000	\$0	\$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>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Miscellaneous/Other	\$0	\$2,000,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$2,000,000	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed.

PROJECT DETAIL: 1650-Transportation Grants **Category: Other**

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
	\$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: 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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$251,574	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$251,574	\$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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$753,527	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$753,527	\$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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Construction	\$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 DETAIL: 1650-Transportation Grants **Category: Other**

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Equipment	\$7,458	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$7,458	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: This replacement project will not require additional O and M funding.

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Construction	\$183,959	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$183,959	\$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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Equipment	\$454,386	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$454,386	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed for this project.

Project: 67556* - FTA AZ 90-X124 (N) **Funding Source:** Grants

Project Description: Federal grant funding for bus purchase

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
	\$216,056	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$636,331	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$852,387	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

PROJECT DETAIL: 1650-Transportation Grants

Category: Other

Project: 67558* - FTA AZ 90X023 (N) **Funding Source:** Grants

Project Description: Federal grant funding for purchase of bus

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Equipment	\$268,827	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$268,827	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 67559* - Park-and-Ride Land Acquisition (N) **Funding Source:** Grants

Project Description: Acquisition of land for the construction of a park-and-ride lot in the vicinity of Loop 101 & Union Hills Drive. The site is located on the west side of Loop 101 between Union Hills Drive and Beardsley Road. This acquisition will proceed once Federal Transit Administration (FTA) approval is received. The project funding includes \$3,514,570 from FTA and \$804,353 in regional transit funds.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Land	\$0	\$4,318,923	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$4,318,923	\$0	\$0	\$0	\$0	\$0

Operating Description: There is no staffing planned for this park-and-ride location. There will be O and M costs associated with the construction project.

Project: 67560* - Transit Construct-Park & Ride (N) **Funding Source:** Grants

Project Description: This project is to construct a park-and-ride lot and a transit center in north Glendale. The site selected for the park-and-ride lot is located on the west side of Loop 101 between Union Hills Drive and Beardsley Road. The transit center related construction improvements will be done near the north side of the Arrowhead Mall.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Construction	\$0	\$8,275,468	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$120,000	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$82,755	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$8,478,223	\$0	\$0	\$0	\$0	\$0

Operating Description: The O and M costs for this project will be developed once the project design starts in FY 2015. This information will be provided as soon as it becomes available. The O and M request will be included in the Transportation sales tax funded Program.

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 FY15-16, funding for a replacement frontload truck, sideload trucks and a replacement pick-up truck.

FUND SUMMARY: 2480-Sanitation **Category: Other**

	FY 2016:	FY 2017:	FY 2018:	FY 2019:	FY 2020:	FYs 21-25:
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Replacement of Existing Assets</i>						
78001 Rolloff Trucks-Commercial	0	0	220,000	0	0	258,000 260,760
78002 Frontload Trucks-Commercial	266,689	519,498	262,529	265,338	268,178	107,000 1,953,125
78003 Sideload Trucks-Residential	313,250	1,389,715	1,404,585	1,419,615	860,883	1,160,124 6,591,582
78004 Loose Trash Equip.-Residential	747,230	92,054	557,241	563,203	474,188	575,320 2,036,356
78005 Repl Pickup Trucks-Sanitation	0	127,010	67,726	129,741	0	0 0
Sub-Total - Existing Assets	1,327,169	2,128,277	2,512,081	2,377,897	1,603,249	2,100,444 10,841,823
Total Project Expenses:	\$1,327,169	\$2,128,277	\$2,512,081	\$2,377,897	\$1,603,249	\$2,100,444 \$10,841,823
Total FY 2015 Funding:		\$3,455,446				

PROJECT DETAIL: 2480-Sanitation **Category: Other**

Project: 78001 - Rolloff Trucks-Commercial (R) **Funding Source:** Sanitation Revenues

Project Description: Sanitation currently has three roll-off trucks in its equipment fleet for its commercial roll-off service. At the current replacement schedule of nine years for newly purchased equipment, three roll-off trucks will require replacement over the next ten years. The number of trucks to be replaced each year are the following: one truck in FY2017; one truck in FY2020; and of one truck during the second five years (FY2021-2025). Sanitation vehicles are not included in the vehicle replacement fund. Instead the vehicles are purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Equipment	\$0	\$0	\$220,000	\$0	\$0	\$258,000	\$260,760
TOTAL	\$0	\$0	\$220,000	\$0	\$0	\$258,000	\$260,760

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: Sanitation currently has 8 frontload trucks and a container delivery truck in its equipment fleet for its Commercial frontload service. At the current replacement schedule of six years for newly purchased equipment, 14 frontload trucks and the container truck will require replacement over the next ten years. The number of trucks to be replaced each year are the following: three trucks in FY2016; one truck in FY2017; one truck in FY2018; one truck in FY2019; one truck and container delivery truck in FY2020; and a total of seven frontload trucks during the second five years (FY2021-2025). Sanitation vehicles are not included in the vehicle replacement fund. Instead the vehicles are purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$10,650	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$519,498	\$262,529	\$265,338	\$268,178	\$107,000	\$1,953,125
Equipment	\$256,039	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$266,689	\$519,498	\$262,529	\$265,338	\$268,178	\$107,000	\$1,953,125

Operating Description: No additional O and M is needed since this is the replacement of existing equipment.

PROJECT DETAIL: 2480-Sanitation

Category: Other

Project: 78003 - Sideload Trucks-Residential (R)

Funding Source:

Sanitation Revenues

Project Description:

Sanitation currently has 28 side load trucks in its equipment fleet for its residential Solid Waste and recycling collection routes. At the current replacement schedule of six years for newly purchased equipment, 53 side load trucks will require replacement over the next ten years. The number of trucks to be replaced each year are the following: seven trucks in FY2016; eight trucks in FY2017; three trucks in FY2018; three trucks in FY2019; six trucks in FY2020; and a total of 26 trucks during the second five years (FY2021-2025). Sanitation vehicles are not included in the vehicle replacement fund. Instead the vehicles are purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$40,125	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$273,125	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$1,389,715	\$1,404,585	\$1,419,615	\$860,883	\$1,160,124	\$6,591,582
TOTAL	\$313,250	\$1,389,715	\$1,404,585	\$1,419,615	\$860,883	\$1,160,124	\$6,591,582

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:

Sanitation currently has 12 rearload trucks and 6 tractors in its equipment fleet for its loose trash collection routes. At the current replacement schedule of eight years for newly purchased equipment, 16 rearload trucks and 7 tractors will require replacement over the next ten years. The number of trucks to be replaced each year are the following: two trucks and one tractor in FY2016; two trucks and one tractor in FY2017; two trucks and one tractor in FY2018; three trucks and one tractor in FY2020; and a total of seven trucks and three tractors during the second five years (FY2021-2025). Sanitation vehicles are not included in the vehicle replacement fund. Instead the vehicles are purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$20,207	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$727,023	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$92,054	\$557,241	\$563,203	\$474,188	\$575,320	\$2,036,356
TOTAL	\$747,230	\$92,054	\$557,241	\$563,203	\$474,188	\$575,320	\$2,036,356

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:

Sanitation currently has six pickup trucks and two mechanic service trucks in its equipment fleet. Which will require replacement over the next ten years. The number of trucks to be replaced each year are the following: two pickup trucks and one mechanic truck in FY2016; four pickup trucks in FY2017; one mechanic truck in FY2018. Sanitation vehicles are not included in the vehicle replacement fund. Instead the vehicles are purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Equipment	\$0	\$127,010	\$67,726	\$129,741	\$0	\$0	\$0
TOTAL	\$0	\$127,010	\$67,726	\$129,741	\$0	\$0	\$0

Operating Description:

No additional O and M is needed since this is the replacement of existing equipment.

LANDFILL ENTERPRISE FUND

FY15-16 Landfill projects 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 FY15-16. Funding is budgeted for relocation of the Scalehouse and roadway, and starting construction on the new North Phase. A loader and bulldozer are also scheduled for replacement.



FUND SUMMARY: 2440-Landfill

Category: Other

		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FYs 21-25:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
78523	Scalehouse & Road Relocation	2,251,525	1,445,000	0	0	0	0
78526	LF Gas System Modifications	0	293,909	0	0	0	0
78527	*MRF Process Line Improvements	0	538,055	761,250	0	0	0
78528	*Northern Ave LF Improvements	0	262,232	0	0	0	0
<i>Replacement of Existing Assets</i>							
78506	Landfill Repl Pickup Trucks	0	0	0	89,422	73,080	174,766
78509	MRF Forklifts	0	36,540	36,540	0	75,272	77,530
78511	Landfill Compactor Replacement	0	0	1,218,997	0	0	1,152,567
78512	Fuel Tanker Replacement	0	0	0	187,775	0	0
78514	Sanitation Insp Trucks - 17740	0	34,518	34,518	105,000	35,525	36,591
78520	Landfill Bulldozer Replacement	0	328,807	390,102	0	0	2,135,701
78521	MRF Loader Replacement	0	507,500	0	0	0	0
78522	LF Water Pull Tractor Replace	0	0	0	0	624,064	0
78524	Landfill Motor Grader Replace	0	0	0	0	0	396,479
78525	Landfill Scraper Equipment	0	0	0	1,551,313	0	0
Sub-Total - Existing Assets		2,251,525	3,446,561	2,441,407	1,844,088	124,947	3,973,634
New Assets							
<i>0</i>							
78503	Landfill Closure (South)	723,422	0	9,133,953	0	0	0
78505	LF Phase Construction (North)	102,780	4,614,000	102,780	4,361,873	0	0
78507	Landfill Soil Excavation	0	0	6,574,076	0	0	0
Sub-Total - New Assets		826,202	4,614,000	15,810,809	4,361,873	0	0
Total Project Expenses:		\$3,077,727	\$8,060,561	\$18,252,216	\$6,205,961	\$124,947	\$3,973,634
Total FY 2015 Funding:		\$11,138,288					

PROJECT DETAIL: 2440-Landfill

Category: Other

PROJECT DETAIL: 2440-Landfill

Category: Other

Project: 78523 - Scalehouse & Road Relocation (I)

Funding Source:

Landfill Revenues

Project Description:

This project provides funding in FY 2016 for Phase 2 of the project and includes the relocation of the equipment maintenance area as well as the fueling station. Construction of Phase 1 of the project, which included relocation of the scalehouse and administrative office trailer as well as realignment of the entrance road will have occurred by the end of FY2015 at a project cost of \$3,906,631. Completion of both phases of this project is necessary to relocate the scale house and other landfill facilities outside of an area in which waste will be placed and prior to closing the south area of the landfill. According to the landfills waste capacity calculations, it will take approximately one year to fill the permitted air space in which the facilities are located currently. It will be necessary to relocate all existing structures occupying this space by 2016 based on our anticipated waste acceptance rate.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Design	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$1,200,000	\$0	\$0	\$0	\$0	\$0
Construction	\$2,163,000	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$36,542	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$12,000	\$0	\$0	\$0	\$0	\$0
IT/Phone/Security	\$0	\$6,000	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$35,273	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$43,000	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$12,000	\$0	\$0	\$0	\$0	\$0
Arts	\$16,710	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$2,000	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$120,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$2,251,525	\$1,445,000	\$0	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is required for this project.

Project: 78526 - LF Gas System Modifications (I)

Funding Source:

Landfill Revenues

Project Description:

The 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 FY2017.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Design	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$225,000	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$4,409	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$12,250	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$2,250	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$293,909	\$0	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is needed at this time.

PROJECT DETAIL: 2440-Landfill

Category: Other

Project: 78527* - MRF Process Line Improvements (I)

Funding Source:

Landfill Revenues

Project Description:

The Materials Recovery Facility first opened its doors in July of 2000. Since then the MRF has processed over 350,000 tons of recyclable material and recouped over \$29,750,000 dollars in revenue. The facility has many moving components and those components have worn over the years. The system is now in need of major renovations and upgrades in order to meet current industry standards with regards to the technology found in today's recycling processing facilities. The projects to be completed in fiscal years 2016 and 2017 will allow the MRF to install state of the art technology to help capture more recyclables and decrease labor hours in some areas of the facility thus increasing city revenue.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$0	\$8,055	\$11,250	\$0	\$0	\$0	\$0
Equipment	\$0	\$530,000	\$750,000	\$0	\$0	\$0	\$0
TOTAL	\$0	\$538,055	\$761,250	\$0	\$0	\$0	\$0

Operating Description:

Project: 78528* - Northern Ave LF Improvements (I)

Funding Source:

Landfill Revenues

Project Description:

This project provides funding in FY 2016 for a block wall that will extend to the west along the landfill property at approximately 115th Ave and Northern. It will also allow for the relocation of approximately twenty existing cacti that are to be removed due to the Northern Avenue Parkway construction project. There are currently forty cacti along the right of way that was recently sold to the Maricopa County Department of Transportation (MCDOT). Twenty of the cacti will be donated to the Northern Avenue Parkway Project and will be relocated within Glendale in conjunction with the project and the remaining twenty will be relocated within the Landfill property at Glendale's expense.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Construction	\$0	\$182,000	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$12,012	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$1,820	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$41,400	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$262,232	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 78506 - Landfill Repl Pickup Trucks (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. This project includes the replacement of four trucks reaching the end of their service life during FY 2019 and 2020. Trucks purchased in 2015 will be replaced in 2025. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the vehicles are purchased with cash or financed at the time of purchase.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$0	\$0	\$0	\$0	\$1,322	\$1,080	\$2,583
Equipment	\$0	\$0	\$0	\$0	\$88,100	\$72,000	\$172,183
TOTAL	\$0	\$0	\$0	\$0	\$89,422	\$73,080	\$174,766

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of

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. The MRF forklifts have an estimated service life of approximately five years, although replacement schedules may be adjusted depending on hours of use and equipment condition. This project includes the replacement of two forklifts that are expected to reach the end of their serviceable lives in FY 2016 and 2017 as well as replacement of two forklifts that will be due for replacement in FY 2020. At this current replacement schedule, two of the four forklifts also will require replacement during the second five years (FY 2021-2025). 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>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$0	\$540	\$540	\$0	\$0	\$1,112	\$1,146
Equipment	\$0	\$36,000	\$36,000	\$0	\$0	\$74,160	\$76,384
TOTAL	\$0	\$36,540	\$36,540	\$0	\$0	\$75,272	\$77,530

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of

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. This project also provides for the replacement or rebuild of the compactor that was purchased in 2015 to be replaced or rebuilt in 2025. The other compactor, which was purchased in 2007, will require a certified rebuild or new replacement in FY 2017. The compactors will now be equipped with GPS systems which will be used to increase landfill compaction and decrease the use of soil for covering the waste. The compactors are essential pieces of equipment used on a daily basis for proper placement and compaction of solid waste within the landfill. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund; instead the equipment is purchased with cash or financed at the time of acquisition.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$0	\$0	\$116,537	\$0	\$0	\$0	\$17,033
Equipment	\$0	\$0	\$1,102,460	\$0	\$0	\$0	\$1,135,534
TOTAL	\$0	\$0	\$1,218,997	\$0	\$0	\$0	\$1,152,567

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>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$0	\$0	\$0	\$2,775	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$185,000	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$187,775	\$0	\$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:

This project includes the purchase of seven replacement pickups over a 10-year period. Service life is projected to be approximately seven years and each truck will be replaced based on year of purchase, mileage and condition of the vehicle. Sanitation Inspectors utilize their assigned vehicles daily to educate residents on proper procedures for services and enforce regulations related to refuse collection, recycling collection and bulk trash services. The Sanitation Inspection vehicles are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$0	\$510	\$510	\$0	\$525	\$0	\$541
Equipment	\$0	\$34,008	\$34,008	\$105,000	\$35,000	\$0	\$36,050
TOTAL	\$0	\$34,518	\$34,518	\$105,000	\$35,525	\$0	\$36,591

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. During these rebuilds the landfill will be adding GPS systems to reduce soil usage, improve road building capabilities and waste compaction. This project also includes funds for replacement of the Model D-8 bulldozer in FY 2021 and the Model D-9 bulldozer in FY 2022. 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.

Capital Costs	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$0	\$3,807	\$5,102	\$0	\$0	\$0	\$32,036
Equipment	\$0	\$325,000	\$385,000	\$0	\$0	\$0	\$2,103,665
TOTAL	\$0	\$328,807	\$390,102	\$0	\$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

Project: 78521 - MRF Loader Replacement (R)

Funding Source:

Landfill Revenues

Project Description:

This project is for the replacement of a loader used to move recyclables from the Materials Recovery Facility (MRF) tipping floor to the processing line. The current loader was purchased in 2009 and was downsized due to a lack of material entering the facility for processing. In 2014 the city of Glendale entered into an IGA with the city of Peoria and has since doubled its incoming volume, which will require a larger more appropriate sized loader (CAT 950K) to process the volume presently received at the MRF. This loader will require a replacement and/or rebuild in approximately 10 years. MRF vehicles and equipment are not included in the Vehicle Replacement Fund; instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$0	\$7,500	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$500,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$507,500	\$0	\$0	\$0	\$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

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>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$9,223	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$614,841	\$0
TOTAL	\$0	\$0	\$0	\$0	\$0	\$624,064	\$0

Operating Description:

No additional O and M is needed since new equipment will replace aging existing equipment.

Project: 78524 - Landfill Motor Grader Replace (R)

Funding Source:

Landfill Revenues

Project Description:

The project includes the replacement of the motor grader that is expected to reach the end of its serviceable life in FY 2024. The motor grader is an essential piece of support equipment used to establish and maintain the temporary roads on the active portion of the landfill. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$5,859
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$390,620
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$396,479

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>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$0	\$0	\$0	\$22,926	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$1,528,387	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$1,551,313	\$0	\$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 identified as "carryover" will provide for the installation of the remaining storm water drainage devices (down drains) on the eastern and southern portions of the landfill, which are anticipated to reach final grade in 2016. 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 2017.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Design	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$250,000	\$0	\$0	\$0	\$0
Construction	\$376,320	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$7,152,522	\$0	\$0	\$0	\$0
Finance Charges	\$10,859	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$0	\$136,901	\$0	\$0	\$0	\$0
Engineering Charges	\$7,216	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$0	\$92,500	\$0	\$0	\$0	\$0
Arts	\$0	\$0	\$71,525	\$0	\$0	\$0	\$0
Arts	\$3,763	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$1,430,505	\$0	\$0	\$0	\$0
Contingency	\$75,264	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$723,422	\$0	\$9,133,953	\$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>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Supplies/Contr	\$2,205,540	\$2,205,540	\$2,205,540	\$2,205,540	\$0	\$11,027,700
TOTAL	\$2,205,540	\$2,205,540	\$2,205,540	\$2,205,540	\$0	\$11,027,700

PROJECT DETAIL: 2440-Landfill

Category: Other

Project: 78505 - LF Phase Construction (North) (N)

Funding Source:

Landfill Revenues

Project Description:

This project is required for the development of the northern portion of the landfill and includes phased installation of a liner and a leachate collection system. Funds identified as "carryover" (\$102,780) and 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 2018.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Design	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$100,000	\$100,000	\$100,000	\$0	\$0	\$0
Construction	\$0	\$3,640,000	\$0	\$3,432,000	\$0	\$0	\$0
Finance Charges	\$0	\$63,300	\$1,542	\$65,428	\$0	\$0	\$0
Finance Charges	\$1,542	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$1,238	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$46,300	\$1,238	\$43,725	\$0	\$0	\$0
Arts	\$0	\$36,400	\$0	\$34,320	\$0	\$0	\$0
Contingency	\$0	\$728,000	\$0	\$686,400	\$0	\$0	\$0
TOTAL	\$102,780	\$4,614,000	\$102,780	\$4,361,873	\$0	\$0	\$0

Operating Description:

No additional O and M is needed for this project.

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 a berm located between the north area and the Materials Recovery Facility (MRF) as well as utility relocations 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 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Design	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$5,221,458	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$0	\$98,611	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$0	\$92,500	\$0	\$0	\$0	\$0
Arts	\$0	\$0	\$52,215	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$1,009,292	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$6,574,076	\$0	\$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 2016 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.

FUND SUMMARY: 2120-Airport Capital Grants **Category: Other**

		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FYs 21-25:</u>
Capital Project Expenses	<u>Carryover</u> <u>New Funding</u>						
Existing Assets							
<i>Improvement of Existing Assets</i>							
79504 Airport-Security Fence	0	270,000	0	0	0	0	0
79521 Rehabilitate Apron	2,940,268	0	0	0	0	0	0
79523 Airport Layout Plan Narrative	112,500	0	0	0	0	0	0
79525 *Airport Entrance Intersection	0	333,000	0	0	0	0	0
T1472 Airport EA for Channelization	0	0	0	0	0	191,060	0
T1476 Southwest Public Apron	0	0	0	238,825	1,194,125	1,194,125	0
<i>Replacement of Existing Assets</i>							
79524 *North Apron Rehabilitate	0	907,535	0	0	0	0	0
79526 *South Apron Rehabilitate	0	0	955,300	0	0	0	0
79527 *AWOS Weather Reporting Equip.	0	0	180,000	0	0	0	0
79530 Auto Parking Lots Rehab.	0	225,000	0	0	0	0	0
T1477 FAR Part 150 Update	0	0	143,205	0	0	0	0
Sub-Total - Existing Assets	3,052,768	1,735,535	1,278,505	238,825	1,194,125	1,385,185	0
New Assets							
0							
79519 Airport-Capacity Study	50,000	0	0	0	0	0	0
Sub-Total - New Assets	50,000	0	0	0	0	0	0
Total Project Expenses:	\$3,102,768	\$1,735,535	\$1,278,505	\$238,825	\$1,194,125	\$1,385,185	\$0
Total FY 2015 Funding:		\$4,838,303					

PROJECT DETAIL: 2120-Airport Capital Grants **Category: Other**

Project: 79504 - 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.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Equipment	\$0	\$270,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$270,000	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed at this time.

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.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Construction	\$2,940,268	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$2,940,268	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: This is a replacement project for an existing asset. No additional O and M is anticipated.



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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
	\$112,500	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$112,500	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: This is a study/plan, which will not require any O and M.

Project: 79525* - Airport Entrance Intersection (I) **Funding Source:** Grants/City Match

Project Description: Design and construct main airport access/public circulation road rehabilitation. Approximately 5,500 square feet of pavement reconstruction, median realignment, and installation of traffic signals.

Capital Costs	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Miscellaneous/Other	\$0	\$333,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$333,000	\$0	\$0	\$0	\$0	\$0

Operating Description: This project is to improve an existing intersection, which is not anticipated to generate additional O and M expenses.

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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$191,060	\$0
TOTAL	\$0	\$0	\$0	\$0	\$0	\$191,060	\$0

Operating Description: No additional O and M is required for this project.

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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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.

PROJECT DETAIL: 2120-Airport Capital Grants **Category: Other**

Project: 79524* - North Apron Rehabilitate (R) **Funding Source:** Grants/City Match

Project Description: Design and construct asphalt pavement to improve the condition and preserve the life of the north third of the apron.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Miscellaneous/Other	\$0	\$907,535	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$907,535	\$0	\$0	\$0	\$0	\$0

Operating Description: This project replaces existitng pavement on the north third of the Apron.

Project: 79526* - South Apron Rehabilitate (R) **Funding Source:** Grants/City Match

Project Description: Design and construct asphalt pavement to improve the condition and preserve the life of the south third of the apron.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Miscellaneous/Other	\$0	\$0	\$955,300	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$955,300	\$0	\$0	\$0	\$0

Operating Description: This project replaces existitng pavement on the south third of the Apron.

Project: 79527* - AWOS Weather Reporting Equip. (R) **Funding Source:** Grants/City Match

Project Description: Procure and install a replacement of Automated Weather Observation System (AWOS) equipment.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Miscellaneous/Other	\$0	\$0	\$180,000	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$180,000	\$0	\$0	\$0	\$0

Operating Description: This project replaces existitng AWOS equipment.

Project: 79530 - 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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Miscellaneous/Other	\$0	\$225,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$225,000	\$0	\$0	\$0	\$0	\$0

Operating Description: This is a replacement and/or rehabilitation project, which requires no additional O and M funding.

PROJECT DETAIL: 2120-Airport Capital Grants **Category: Other**

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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: 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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
	\$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.

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 2016 is available for the ongoing Building Maintenance Reserve for emergency building repairs and the capital reserve account for the sports facilities and Arena.

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.

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, with the exception of the Phone System upgrade scheduled for FY19, 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: 1000-General Fund **Category: Other**

		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FYs 21-25:</u>
Capital Project Expenses	<u>Carryover</u> <u>New Funding</u>						
Existing Assets							
<i>Improvement of Existing Assets</i>							
81070 *Capital Repair-Arena	0	500,000	500,000	500,000	500,000	500,000	5,000,000
84551 Civic Center Renovation	0	0	0	0	0	0	4,158,974
<i>Replacement of Existing Assets</i>							
81013 Bldg. Maintenance Reserve	0	500,000	500,000	500,000	500,000	500,000	2,500,000
84200 Capital Repair-Camelback Ranch	0	836,752	836,752	836,752	836,752	836,752	4,183,760
84554 Civic Ctr. Maintenance Reserve	0	35,000	35,000	35,000	35,000	35,000	175,000
T4620 Resurface Library Parking Lots	0	0	0	0	0	0	250,000
T4730 Fuel Sites Equipment Upgrade	0	0	0	0	0	0	143,610
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	991,837	0	0	0
T5539 Replacement of Airpacks	0	0	1,421,090	0	0	0	0
Sub-Total - Existing Assets	0	1,871,752	3,292,842	2,863,589	1,871,752	1,871,752	17,845,118
New Assets							
0							
81069 *CBR Land IGA	0	668,646	668,646	668,646	0	1,086,822	0
Sub-Total - New Assets	0	668,646	668,646	668,646	0	1,086,822	0
Total Project Expenses:	\$0	\$2,540,398	\$3,961,488	\$3,532,235	\$1,871,752	\$2,958,574	\$17,845,118
Total FY 2015 Funding:		\$2,540,398					

PROJECT DETAIL: 1000-General Fund **Category: Other**

Project: 81070* - Capital Repair-Arena (I) **Funding Source:** General Fund

Project Description: City's contractual obligation to annually fund the capital repair at the arena

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Miscellaneous/Other	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$5,000,000
TOTAL	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$5,000,000

Operating Description:

PROJECT DETAIL: 1000-General Fund

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 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$756,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,633,126
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	\$62,699
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$26,331
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$130,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$394,968
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$70,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$4,158,974

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 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Staffing	\$0	\$0	\$0	\$0	\$0	\$5,312,960
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$337,190
Utilities	\$0	\$0	\$0	\$0	\$0	\$700,000
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$499,550
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$99,910
Insurance	\$0	\$0	\$0	\$0	\$0	\$60,690
Electrical	\$0	\$0	\$0	\$0	\$0	\$89,920
Water	\$0	\$0	\$0	\$0	\$0	\$35,720
TOTAL	\$0	\$0	\$0	\$0	\$0	\$5,312,960

Project: 81013 - Bldg. Maintenance Reserve (R)

Funding Source:

General Fund

Project Description:

This project is intended to support emergency and unplanned replacements or repairs of building components, or tenant improvements in city-owned buildings. A few examples of the replacements and/or repairs charged to this fund in FY 2015 include: 1) Design cost for CRAC unit replacements in the IT data room, 2) Roof replacement/repair at Public Safety/Fire Station #155, Glendale Civic Center, Parks & Rec Thunderbird Paseo Sports Complex Ballfield Office, Parks Foothills Sports Complex, 3) Replace Glendale Civic Center cooling tower, 4) Veneer rehabilitation at Fire Station #157, and 5) Family Advocacy relocation project.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</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



PROJECT DETAIL: 1000-General Fund

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>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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
Miscellaneous/Other	\$0	\$197,252	\$197,252	\$197,252	\$197,252	\$197,252	\$986,260
TOTAL	\$0	\$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.

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>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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.

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>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$609,580
TOTAL	\$0	\$0	\$0	\$0	\$0	\$609,580

PROJECT DETAIL: 1000-General Fund

Category: Other

Project: T4730 - Fuel Sites Equipment Upgrade (R)

Funding Source:

General Fund

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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$10,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$10,000

Project: T5320 - EOC Equipment Replacement (R)

Funding Source:

General Fund

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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.

<u>Operating Costs</u>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
PC/Vehicle Replacement	\$0	\$0	\$0	\$0	\$0	\$8,177,030
TOTAL	\$0	\$0	\$0	\$0	\$0	\$8,177,030

PROJECT DETAIL: 1000-General Fund

Category: Other

Project: T5380 - Replace HazMat Vehicle (R)

Funding Source:

General Fund

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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.

Project: T5450 - Heart Monitors (R)

Funding Source:

General Fund

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>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$0	\$0	\$0	\$19,837	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$972,000	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$991,837	\$0	\$0	\$0

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>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$674,390
TOTAL	\$0	\$0	\$0	\$0	\$0	\$674,390

PROJECT DETAIL: 1000-General Fund **Category: Other**

Project: T5539 - Replacement of Airpacks (R) **Funding Source:** General Fund

Project Description: Replacement of self-contained breathing apparatus (SCBAs) or air packs. The current supply is in compliance with National Fire Protection Association Standards through FY 2017. In FY 2017, 150 air packs will be outdated and in need of replacement. The useful life span of SCBAs is 7-10 years. Upgrades were completed in 2013 for all air packs. As components of the air packs fail, the department will repair or replace them using the department operating budget. Air packs are considered a capital expenditure due to the type of equipment requiring to be updated all at the same time; which cannot be phased in when replaced. Personnel must all be able to train and work on the same type, make and model of equipment. The department will continue to seek alternative funding mechanisms such as grants as they become available.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Finance Charges	\$0	\$0	\$28,422	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$1,392,668	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$1,421,090	\$0	\$0	\$0	\$0

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 \$161,000 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

<u>Operating Costs</u>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$745,450
TOTAL	\$0	\$0	\$0	\$0	\$0	\$745,450

Project: 81069* - CBR Land IGA (N) **Funding Source:** General Fund

Project Description: This is an intergovernmental agreement with the City of Phoenix for repayment of land at Camelback Ranch Facility. The agree states the City will pay the following amounts; FY 15 \$345,750 - FY 16,17 and 18 \$668,646 - FY 20 \$1,086,822

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Land	\$0	\$668,646	\$668,646	\$668,646	\$0	\$1,086,822	\$0
TOTAL	\$0	\$668,646	\$668,646	\$668,646	\$0	\$1,086,822	\$0

Operating Description:

FUND SUMMARY: 2070-General Gov Capital Proje **Category: Other**

		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FYs 21-25:</u>
Capital Project Expenses	<u>Carryover</u> <u>New Funding</u>						
Existing Assets							
<i>Improvement of Existing Assets</i>							
70800 *Building Maint. Reserve	1,794,438	0	0	0	0	0	0
70801 *Camelback Ranch Maint. Reserve	425,000	0	0	0	0	0	0
70802 Barrel District Imp	15,000	0	0	0	0	0	0
<i>Sub-Total - Existing Assets</i>	<i>2,234,438</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Total Project Expenses:	\$2,234,438	\$0	\$0	\$0	\$0	\$0	\$0
Total FY 2015 Funding:	\$2,234,438						

PROJECT DETAIL: 2070-General Gov Capital Proje **Category: Other**

Project: 70800* - Building Maint. Reserve (I) **Funding Source:** Other

Project Description: This project is intended to support carryover of the building maintenance reserve for emergency and unplanned repairs and replacement of building components for various city facilities

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Miscellaneous/Other	\$1,794,438	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,794,438	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 70801* - Camelback Ranch Maint. Reserve (I) **Funding Source:** Other

Project Description: Camelback Ranch Maint. Reserve

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Construction	\$425,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$425,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

Project: 70802 - Barrel District Imp (I) **Funding Source:** Other

Project Description: Extend concrete pathway adjacent to fruit packing structure at Sahuaro Ranch Park

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

FUND SUMMARY: 2150-Technology Infrastructure **Category: Other**

	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FYs 21-25:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
T7010 Event Mgmt Center Upgrade	0	0	0	0	0	1,325,000
<i>Replacement of Existing Assets</i>						
T7030 Project/Permit Tracking System	0	0	0	0	0	2,500,000
T7050 Facility Audio/Visual Systems	0	0	0	0	0	1,020,000
T7073 City Phone System Replacement	0	0	0	1,000,000	0	0
Sub-Total - Existing Assets	<i>0</i>	<i>0</i>	<i>0</i>	<i>1,000,000</i>	<i>0</i>	<i>4,845,000</i>
New Assets						
<i>0</i>						
T7000 City Fiber Optic Communication	0	0	0	0	0	16,220,625
Sub-Total - New Assets	<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	\$0	\$0	\$1,000,000	\$0 \$21,065,625
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.

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
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: 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>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Staffing	\$0	\$0	\$0	\$0	\$0	\$3,744,100
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$1,609,020
TOTAL	\$0	\$0	\$0	\$0	\$0	\$3,744,100

Project: T7050 - Facility Audio/Visual Systems (R) **Funding Source:** General Fund

Project Description: This project covers replacement of citywide audio/visual (A/V) equipment. The serviceable life for a number of the identified systems have been extended beyond their expected life cycle, currently all systems are functioning properly. The systems identified for future replacement include: the Sahuaro Ranch ball complex, the Foothills ball complex and city pools, 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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,020,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,020,000

Operating Description:

<u>Operating Costs</u>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
PC/Vehicle Replacement	\$0	\$0	\$0	\$0	\$0	\$7,584,900
TOTAL	\$0	\$0	\$0	\$0	\$0	\$7,584,900

PROJECT DETAIL: 2150-Technology Infrastructure

Category: Other

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.

<u>Capital Costs</u>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
IT/Phone/Security	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$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: 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>	Carryover	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
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>	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FYs 21-25
Utilities	\$0	\$0	\$0	\$0	\$0	\$152,060
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$1,672,620
TOTAL	\$0	\$0	\$0	\$0	\$0	\$152,060

FUND SUMMARY: 1220-Arts Commission **Category: Other**

		<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FY 2019:</u>	<u>FY 2020:</u>	<u>FYs 21-25:</u>
Capital Project Expenses	<u>Carryover</u> <u>New Funding</u>						
New Assets							
0							
84650 Municipal Arts Program	0	200,000	200,000	200,000	200,000	200,000	400,000
Sub-Total - New Assets	0	200,000	200,000	200,000	200,000	200,000	400,000
Total Project Expenses:	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$400,000
Total FY 2015 Funding:		\$200,000					

PROJECT DETAIL: 1220-Arts Commission **Category: Other**

Project: 84650 - Municipal Arts Program (N) **Funding Source:** Capital Plan

Project Description: City Council Ordinance No. 1226 created a Municipal Art Fund which provides for the purchase of works of art for public places. This consists of commissioned, non-commissioned and the performing arts, all reviewed and recommended by the Glendale Arts Commission (via the Annual Arts Plan).

<u>Capital Costs</u>	<u>Carryover</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FYs 21-25</u>
Miscellaneous/Other	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$400,000
TOTAL	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$400,000

Operating Description:



Fiscal Year 2015-2016 Annual Budget Book

Debt Service



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.

GO Bond Ratings	•Moody's •Standard & Poor's	A3 BBB+
Senior Lien Excise Tax Revenue Bonds	•Moody's •Standard & Poor's	A3 AA+
Subordinate Lien Excise Tax Revenue Bonds	•Moody's •Standard & Poor's	A3 AA
Water and Sewer Revenue Obligations	•Moody's •Standard & Poor's	A1 AA
Highway User Revenue Bonds	•Moody's •Standard & Poor's	A3 AA
Transportation Excise Tax Revenue Bonds	•Moody's •Standard & Poor's	A3 AA

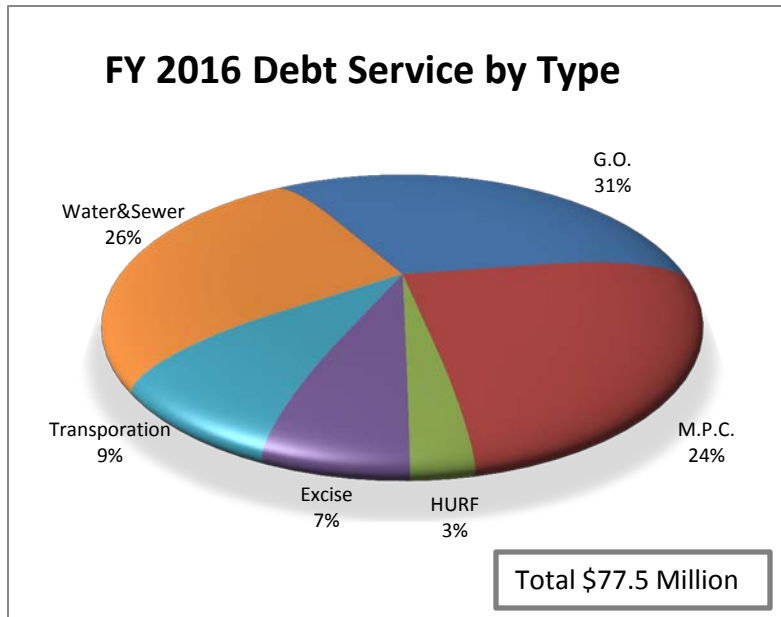
Analysis of the city's debt position is essential as planned future capital projects could result in the need for additional capital financing. Decisions regarding the use of debt will be based in part on the long-term needs of the city, the limitations mentioned above and discussed in more detail in the material following this section, and the amount of cash that can be

dedicated in a given fiscal year to capital outlay. Glendale 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 utilize debt structures which match the useful lives of the projects being financed or fall within accepted maturity guidelines
- To utilize revenue-based bond issues, where feasible, e.g. water and sewer and street and highway user bonds
- To utilize excise tax secured bond issues when appropriate
- To finance, on a general obligation basis, the majority of the remaining projects

The DMP states that the city's direct net tax-supported debt should be maintained at a level considered manageable by the rating agencies given current economic conditions. Measures of economic conditions include per capita income for Glendale residents and the assessed valuation of property within the city's corporate limits.



Budgeted Debt Service for FY15-16 totals \$77.5 million. The largest type of debt service is General Obligation (GO) Bonds totaling \$24 million or 31% of total debt service. GO debt that is not paid from Enterprise Revenues (such as Water and Sewer revenue for select GO Bonds issued for Water and Sewer projects) is serviced through the secondary property tax levies. Other debt includes Municipal Property Corporation Debt (MPC) debt service totaling \$18.7 million and Excise Tax Debt Service totaling \$5.6 million. The MPC and Excise

Tax debt is serviced directly from General Fund revenues. Table 1 on the next page represents the 5-Year Debt Payment Schedule.



Table 1
5-Year Debt Payment Schedule

Bond Description	Payments** FY15-16	Payments** FY16-17	Payments** FY17-18	Payments** FY18-19	Payments** FY19-20	Final Payment Date
MPC Tax Funded Debt (Fund 1940)						
Existing						
MPC Bonds - Series 2003 AMFP Series 16 - Arena	340,750	340,750	340,750	340,750	340,750	2033
MPC Bonds - Series 2003B - Taxable	82,584	82,584	82,584	82,584	82,584	2033
MPC Bonds - Series 2008A	2,802,656	2,803,656	2,807,456	2,813,856	2,812,656	2032
MPC Bonds - Series 2008B - Taxable	4,305,832	4,298,226	4,296,809	4,291,034	4,290,460	2033
MPC Bonds - Series 2012A*	331,300	2,506,300	2,203,050	2,439,550	1,104,750	2021
MPC Bonds - Series 2012B*	1,981,000	1,981,000	1,981,000	1,981,000	1,981,000	2033
MPC Bonds - Series 2012C*	8,670,250	8,670,250	8,670,250	8,670,250	8,670,250	2038
MPC Bonds - Series 2012D* - Taxable	192,943	192,943	192,943	2,237,943	4,578,750	2020
MPC Tax Funded Debt Total	18,707,315	20,875,709	20,574,841	22,856,967	23,861,200	
Excise Tax Funded Debt (Fund 1950)						
Existing						
Excise Tax Debt Bonds - Series 2015A*	5,565,771	5,565,771	6,680,771	10,695,021	10,790,771	2033
Excise Tax Funded Debt Total	5,565,771	5,565,771	6,680,771	10,695,021	10,790,771	
Property Tax Funded Debt (Fund 1900)						
Existing						
General Obligation Bonds - Series 2003	86,700	86,700	4,421,700	-	-	2018
General Obligation Bonds - Series 2006A	2,273,513	2,259,513	-	-	-	2017
General Obligation Bonds - Series 2007	4,712,400	4,707,300	4,709,250	-	-	2018
General Obligation Bonds - Series 2009B	3,646,365	3,614,925	3,588,125	3,559,400	3,533,275	2030
General Obligation Bonds - Series 2010*	7,842,800	7,832,800	2,912,800	5,007,800	4,442,800	2022
General Obligation Bond - Series 2015*	5,455,350	1,497,750	2,597,750	9,493,750	10,052,150	2022
Property Tax Funded Debt Total	24,017,128	19,998,988	18,229,625	18,060,950	18,028,225	
Water & Sewer Revenue Funded Debt (Fund 2380)						
Existing						
Subordinate Lien W&S Rev Bonds - Series 2007	2,326,250	2,325,750	-	-	-	2017
Subordinate Lien W&S Rev Bonds - Series 2008	3,194,400	3,190,800	3,192,800	-	-	2018
Subordinate Lien W&S Rev Bonds - Series 2010	1,638,858	1,638,858	1,638,858	1,638,858	1,638,858	2030
Senior Lien W&S Bonds - Series 2012*	7,853,650	7,850,050	7,853,050	7,851,800	7,481,000	2028
Senior Lien W&S Bonds - Series 2015*	5,120,525	5,120,525	9,955,525	15,957,125	15,960,625	2028
Water & Sewer Revenue Funded Debt Total	20,133,683	20,125,983	22,640,233	25,447,783	25,080,483	
Street/HURF Revenue Funded Debt (Fund 1920)						
Existing						
HURF Revenue Bonds - Series 2006	1,970,800	-	-	-	-	2016
Street/HURF Revenue Funded Debt Total	1,970,800	-	-	-	-	
Transp. Sales Tax Rev Funded Debt (Fund 1970)						
Existing						
Transp Sales Tax Obligations Bond - Series 2007	4,547,850	4,548,850	4,551,350	4,549,850	4,548,250	2032
Transp Sales Tax Obligations Bond - Series 2015*	2,595,150	2,595,150	2,595,150	2,595,150	2,595,150	2031
Transportation Sales Tax Funded Debt Total	7,143,000	7,144,000	7,146,500	7,145,000	7,143,400	
Total Debt Service Payments (All Funds)	\$ 77,537,695	\$ 73,710,450	\$ 75,271,969	\$ 84,205,720	\$ 84,904,078	

* Refunding

** Does not include fees

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.

The time between bond elections depends on how much the voters approve in a given election and how many capital projects are initiated. Bond sale proceeds must be used for the purposes specified in the bond authorization election. Remaining bond funds in one bond category may not be used to fund projects in another bond category.

The remaining authorization numbers reflect unused authorization from the 1981, 1987, 1999 and 2007 bond elections. Voter Authorization is sufficient for the first five years of the CIP plan. However, according to the current CIP plan, a bond election will be needed before bonds can be sold to complete the list of projects in the last five years of the plan for the Parks and Flood Control G.O. funds.

Remaining G.O. Bond Voter Authorization	
July 1, 2015	
Public Safety	•\$104,473,000
Landfill	•\$15,540,000
Library	•\$17,096,000
Streets/Parking ^{1,2}	•\$67,238,000
Cultural/Historical ¹	•\$13,721,000
Transit ¹	•\$6,750,000
Econ. Development	•\$32,627,000
Govt. Facilities ¹	•\$30,200,000
Open Space/Trails	•\$50,525,000
Parks	•\$14,637,000
Flood Control	•\$10,032,000

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

General Obligation Debt Limitations and Assessed Valuation

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

G.O. projects in the 20% category are

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

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

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

Table 2 reflects the city’s G.O. bond debt limitation as of July 1, 2015.

Table 2
Constitutional Debt Limitation
(All Dollars in Thousands)

General Municipal Purpose Bonds		Water, Sewer, Flood Control, Streets, Traffic, Light, Parks and Open Space	
6% Limitation ¹	\$67,740	20% Limitation ^{1,2}	\$225,802
Less Direct Bonded Debt to be Outstanding	\$0	Less Direct Bonded Debt to be Outstanding	\$126,305
Unused 6% Borrowing Capacity	\$67,740	Unused 20% Borrowing Capacity	\$99,497

¹ Based on 2015 limited assessed value of \$1,129,008,207

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

Capacity is expected to increase as outstanding principal payments are made and as property values increase. Table 3 below shows that with no planned bond sales in the first five years of the plan, capacity in both categories is expected to rise. Starting in FY15-16 the city will have no outstanding debt in the 6% category. Also, in FY15-16 the city will start building a parking garage at Westgate for approximately \$46.4 million which may require additional bond issuance.

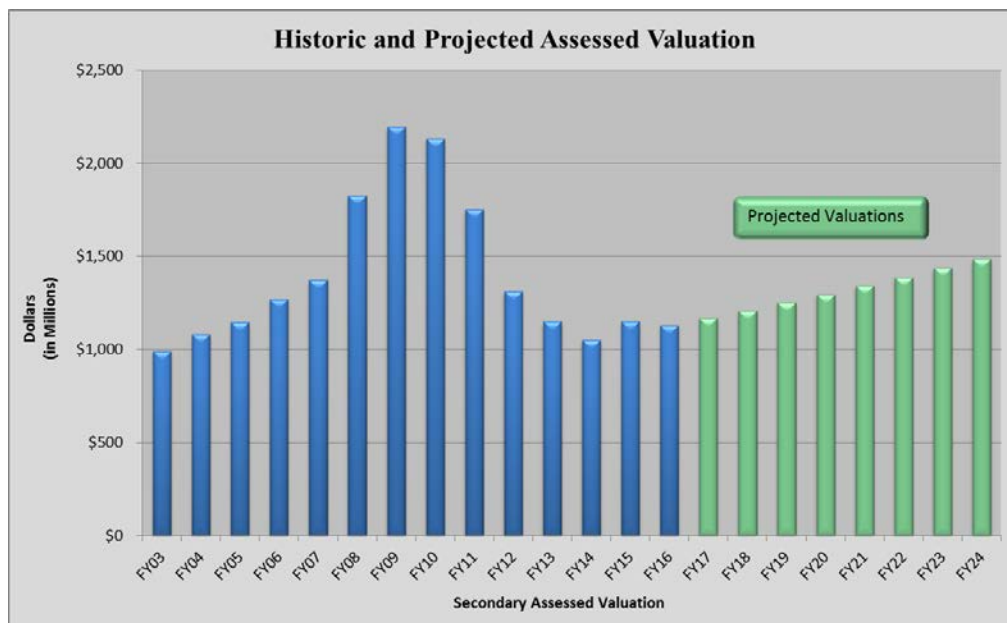
Table 3
Projected G.O. Debt Capacity
(All Dollar in Thousands)

Fiscal Year	Projected ¹ Limited Property Value	Limitation (A)		Outstanding Debt ² (B)		Projected Remaining Capacity (A-B)	
		6%	20%	6%	20%	6%	20%
2016	\$1,129,008	\$67,740	\$225,802	\$0	\$126,305	\$67,740	\$99,497
2017	\$1,162,878	\$69,773	\$232,576	\$0	\$107,845	\$69,773	\$124,731
2018	\$1,197,765	\$71,866	\$239,553	\$0	\$92,715	\$71,866	\$146,838
2019	\$1,233,698	\$74,022	\$246,740	\$0	\$78,725	\$74,022	\$168,015
2020	\$1,270,709	\$76,243	\$254,142	\$0	\$64,360	\$76,243	\$189,782

¹FY 2016 figure reflects tax year 2015 actual limited property value.

²Outstanding debt refers to the debt on the principal balance only.

The largest factor contributing to the steep decline in debt capacity between FY08-09 through FY13-14 was the change in assessed valuation over the same period. After more than doubling since FY03-04, assessed valuation reached its peak in FY08-09 (2006 real estate market) at just under \$2.2 billion. As the recession continued, property values sharply declined, limiting the amount of secondary property tax revenues. The chart below provides a graphical view of historical assessed valuation changes between FY03-04 and FY15-16 as well as future valuations, projected to grow 3% per year for FY16-17 through FY23-24.



Secondary Property Tax Rate

For the FY15-16 budget, the total property rate was increased to \$2.1965 over the prior year rate of \$2.1501. The FY15-16 city’s primary property tax rate is \$.4898 per \$100 of assessed valuation and the secondary property tax rate is \$1.7067 per \$100 of assessed valuation. For the future, the secondary property tax rate will continue to be reviewed annually with Council to ensure a five year balanced capital plan and may vary annually depending on secondary debt service needs. Prior to FY15-16, the secondary property tax levy was based upon the net secondary assessed value of Glendale properties. Due to the passage of Proposition 117, FY15-16 is the first fiscal year in which the secondary property tax levy is based on limited property value of Glendale properties which is the basis for the primary property tax levy. The secondary property tax rate increase from \$1.6605 to \$1.7067 will increase the total levy from \$19,065,274 to \$19,268,783. This \$203,509 increase represents the approximate values of new construction. It is estimated that the FY15-16 secondary property tax rate will generate approximately \$19.2 million in revenue.

The chart to the right represents all outstanding G.O. Bond principal and interest by year. As noted, considerable amounts of debt are paid off in the earlier years of the forecast, freeing up debt capacity for future bond issues and new capital improvements. Table 4 summarizes annual debt service requirements for existing bonds outstanding.

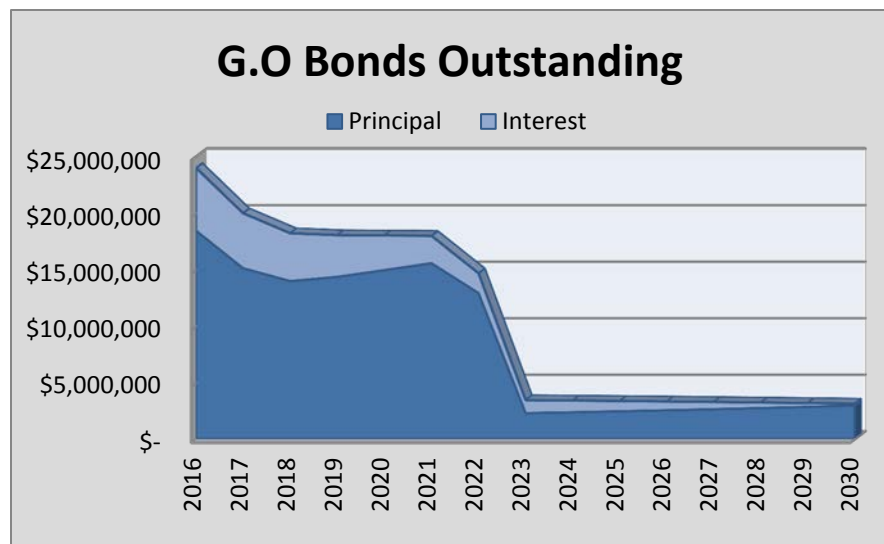


Table 4 on the next page reflects:

- 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.

The BAB subsidy and development impact fee debt service contributions directly reduce the debt service to be covered by 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.

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

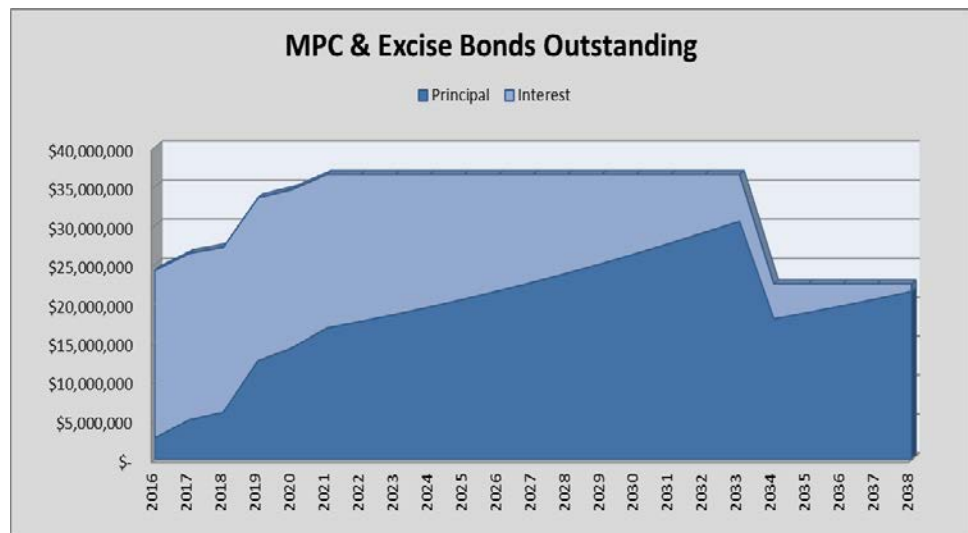
Fiscal Year	Primary Assessed Valuation	Estimated Secondary Property Tax Rate	Estimated Secondary Property Tax Rev.	Build America Bond Subsidy	Fund 1480 DIF Payment	Total Resources	Total Debt Service
2016	\$1,129,008	\$1.7067	\$19,269	\$573	\$210	\$20,052	\$24,017
2017	\$1,162,878	\$1.6444	\$19,122	\$550	\$211	\$19,883	\$21,888
2018	\$1,197,765	\$1.6284	\$19,504	\$525	\$152	\$20,182	\$21,332
2019	\$1,233,698	\$1.5810	\$19,505	\$498	\$160	\$20,162	\$19,832
2020	\$1,270,709	\$1.5349	\$19,504	\$468	\$60	\$20,032	\$19,833

EXCISE TAX FUNDED DEBT

Council’s Capital Assets and Debt Management financial policies for excise funded debt states that debt service will not exceed 10% of the 5-year average of the General Fund operating revenue. Excise tax funded bonds under this category include Municipal Property Corporation (MPC) bonds. While the city currently is not in compliance with the 10% guideline as explained above, the policy is a very important goal for the city to attain and will be evaluated for compliance annually. The chart represents all outstanding MPC and Excise Bond principal and interest.

Excise Tax and Municipal Property Corporation Bonds

The city of Glendale currently has one Excise Tax Bond, Series 2015A which was issued on February 26, 2015 as a result of MPC debt refunding.



The city of Glendale currently has nine MPC issuances, five of which are senior lien obligations and four subordinate MPC bonds. Excise 2015A Bonds were issued on February 26, 2015 to refund AMFP Series 12, Series 2003B, Series 2006A, and Series 2012D.

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

Unrestricted excise tax is defined as all excise, transaction privilege, franchise and income taxes that the City collects or may collect in the future, and which are allocated or apportioned to the City by the State. Exceptions are any excise, transaction privilege, franchise and income taxes that Arizona law restricts for other purposes such as the motor vehicle fuel tax, or taxes that have been approved at an election within the City and are restricted to certain uses such as the City’s existing public safety tax and transportation sales tax. This means General Fund revenues normally allocated for operating budget purposes must be allocated for excise tax debt service. Currently, and in past fiscal years, the General Fund operating budget contribution, backed by unrestricted excise taxes, is reflected as a transfer from the General Fund to the excise tax debt service fund in Schedule 4. For FY15-16, the General Fund transfer to the excise tax debt service fund is budgeted at \$14.3 million. While the table below indicates the city has potential excise tax bond capacity given coverage ratios in excess of the minimum required, additional issuances of excise tax bonds that increase outstanding debt service would further strain the overall General Fund operating budget.

**Table 5
Excise Tax Debt Service**

Fiscal Year	Unrestricted Excise Tax (A)¹	Senior Lien Debt Service (B)	Subordinate Lien Debt Service (C)	Total Excise Debt Service (B+C)	Senior Covenant (A/B)	Subordinate Covenant (A/(B+C))
2016	152,052,205	15,069,143	9,203,943	24,273,085	10.09	6.26
2017	147,603,267	17,237,537	9,203,943	26,441,480	8.56	5.58
2018	153,449,238	18,051,669	9,203,943	27,255,612	8.50	5.63
2019	159,540,575	22,303,045	11,248,943	33,551,987	7.15	4.76
2020	165,888,005	21,062,221	13,589,750	34,651,971	7.88	4.79

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

Inter-Fund Transfer

Appropriated inter-fund transfer requests are a necessary mechanism for one fund to appropriately support the operations of other funds. For example, a budgeted transfer from the Transportation Sales Tax Fund to the Transportation Capital Projects Fund is necessary to fund related capital outlay. As requested by council, the FY15-16 budget also includes maintenance of effort transfers of \$600,000 from the General Fund to the Enterprise Funds to support their operations. Inter-Fund Transfers for the FY15-16 budget total \$100.5 million.

Lease Obligations

The city currently has one general fund lease obligation, the 2007 fire truck and equipment lease. In FY 14-15 the City opted to do an early payoff of Northern Crossing and Hickman property purchases and ADOT payments. Detailed information regarding lease payments can be found in *Schedule 8: Lease Payments*.

Table 6 shows the debt service on excise tax funded debt obligations for FY15-16 through FY19-20 compared to ongoing general fund revenue. As previously stated Glendale does not currently comply with the 10% guideline set forth in the Capital Asset and Debt Management financial policy.

Table 6
Excise Tax Debt Service to Ongoing Revenue

Fiscal Year	Ongoing GF Revenue (A)	MPC & Excise Tax Debt Service (B)	Lease Payment (C)	Total Payment (B+C)	Debt Service to Revenue (B+C)/A
2016	202,999,071	24,273,085	51,545	24,324,630	12.0%
2017	213,814,538	26,441,480	-	26,441,480	12.4%
2018	219,951,035	27,255,612	-	27,255,612	12.4%
2019	226,305,286	33,551,987	-	33,551,987	14.8%
2020	232,886,057	34,651,971	-	34,651,971	14.9%

On the next page, Table 7 shows the percentage of unrestricted excise tax revenues versus the MPC and Excise Debt and lease obligations and the percent of those obligations. In FY15-16, 16% collected of sales taxes and state shared revenues is used to pay debt.

Table 7

Excise Tax Debt Service to Unrestricted Revenue

Fiscal Year	Unrestricted Excise Tax (A)	MPC & Excise Tax Debt Service (B)	Lease Payments (C)	Total Payments (B+C)	Debt Service to Revenue (B+C)/A
2016	152,052,205	24,273,085	51,545	24,324,630	16.0%
2017	147,603,267	26,441,480	-	26,441,480	17.9%
2018	153,449,238	27,255,612	-	27,255,612	17.8%
2019	159,540,575	33,551,987	-	33,551,987	21.0%
2020	165,888,005	34,651,971	-	34,651,971	20.9%

WATER & SEWER REVENUE FUNDED DEBT

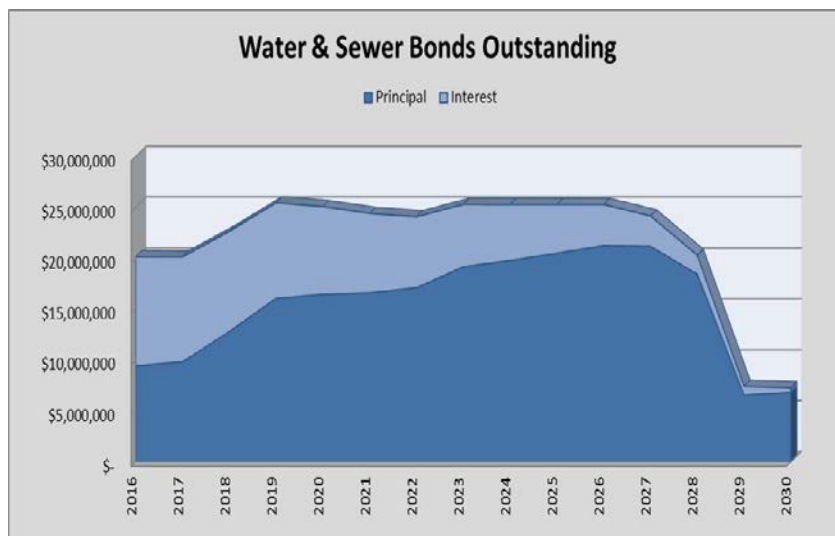
The city may sell bonds that pledge water/sewer utility revenues as payment for debt service. Water/sewer revenue bond sales are limited by Ordinance 1323 New Series (adopted in 1984) and Ordinance 1784 New Series (adopted in 1993). Glendale’s bond covenant states that net utility revenue (i.e. revenues 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 FY15-16 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 new water/sewer revenue or G.O. bonds. However, \$10.0M was authorized in a 1999 election specifically to transition areas using septic systems to the city’s sewage system. The



other \$6.4M is the remaining authorization from a bond election in 1987. 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 junior and subordinate to the lien on water/sewer system revenues for existing, senior lien city revenue bonds. The chart on the previous page, represents all outstanding Water and Sewer Bond principal and interest

Table 8 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 1.5 coverage ratio is projected for FY15-16 without a rate increase. This projection will be revisited annually to account for any significant changes in assumptions about costs and revenues.

Table 8
Water & Sewer Revenue Funded Debt

Fiscal Year	Revenue ¹	O and M Expenses	Net Revenue	Debt Service	Revenue to Debt Service Ratio
2016	81,199,487	50,670,513	30,528,974	20,133,683	1.52
2017	82,073,669	49,470,829	32,602,840	20,125,983	1.62
2018	82,855,981	50,576,888	32,279,093	22,640,233	1.43
2019	83,617,363	51,658,974	31,958,389	25,447,783	1.26
2020	84,441,411	52,754,355	31,687,056	25,080,483	1.26

¹ Revenue from 5 year forecast.

There is no rate adjustment recommended in FY15-16 for the water/sewer enterprise fund. 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.

HURF REVENUE FUNDED DEBT

HURF Revenue Bonds

HURF bond-funded projects require voter authorization (either for HURF revenue bonds that are secured by and paid for from HURF revenues, or for streets/parking G.O. bonds that are secured by property taxes but may be paid from HURF revenues). HURF voted revenue bonds do not affect the city's G.O. debt limitation. By state law, when a city sells a HURF revenue bond, the maximum projected annual total debt service payment cannot exceed one-half of the previous year's revenue allocation. The FY15-16 debt service budget of \$1.9 million represents the final current debt service payment in this fund. There is currently \$67.2 million in remaining voter authorization for the Streets/Parking category.

TRANSPORTATION SALES TAX FUNDED DEBT

Transportation Sales Tax Revenue Obligations

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

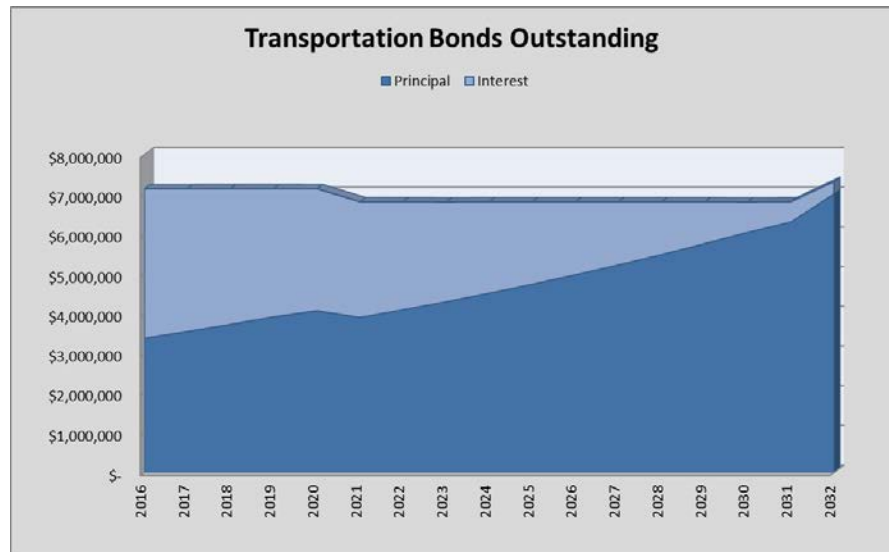


Table 9, on the following page, summarizes annual revenue expected from the designated sales tax, future bond sale amounts, existing and proposed debt service, and the resulting coverage ratio. The table shows that the transportation sales tax revenue to debt service ratio meets the 2.0 coverage requirement established in FY07-08.

Table 9
Transportation Revenue Bonds

Fiscal Year	Transportation Sales Tax Revenue¹	Existing Debt Service	Proposed Debt Service	Total Debt Service	Annual Coverage
2016	\$24,470,223	\$7,143,000	\$0	\$7,143,000	3.43
2017	\$25,029,235	\$7,144,000	\$0	\$7,144,000	3.50
2018	\$25,905,258	\$7,146,500	\$0	\$7,146,500	3.62
2019	\$26,811,942	\$7,145,000	\$0	\$7,145,000	3.75
2020	\$27,750,360	\$7,143,400	\$0	\$7,143,400	3.88

¹Current year budget, future years - 5 year forecast.

Please see the *Glendale Onboard Annual Report* for more information. For a summary of all FY15-16 debt service obligations please see *Schedule 7: Long Term Debt Service*.



Fiscal Year 2015-2016 Annual Budget Book

Schedules



WHY HAVE SCHEDULES?

The budget schedules summarize the City's financial activities in a comprehensive, numeric format. They are intended to give the reader a glance at the city's financial situation. *Schedule 1* is the most comprehensive schedule, offering a summary of all pertinent financial information for all the City's funds. The reader can readily determine the starting and ending fund balances, transfers in and out, revenues and operating, capital and debt service expenditures for each fund.

The remaining schedules provide in-depth detail of budgetary information which is necessary for the smooth operation of the city. All the schedules serve as handy reference materials to City of Glendale employees and to the public.

This section includes detailed analyses and reports for the following areas:

- ✦ **Schedule 1** is a summary of the inflows and outflows and the effect on **fund balance**
- ✦ **Schedule 2** is a multi-year look at **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 by program and fund**
- ✦ **Schedule 6** is a multi-year look at **capital improvement program by fund**
- ✦ **Schedule 7** is a multi-year look at long-term **debt service**
- ✦ **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

		Beginning Fund Balance	Projected Revenues	Transfer In	Transfer Out	Operations	Capital Outlay	Debt Service	Contingency	Total Appropriation	Ending Fund Balance
General Fund											
1000	General	\$26,821,078	\$202,743,071	\$24,144,445	(\$21,817,014)	(\$194,114,097)	(\$2,540,398)	\$0	(\$5,000,000)	(\$201,654,495)	\$30,237,085
1120	Vehicle Replacement	\$5,943,646	\$256,000	\$0	\$0	(\$4,500,000)	\$0	\$0	\$0	(\$4,500,000)	\$1,699,646
Sub-Total General Fund		\$32,764,724	\$202,999,071	\$24,144,445	(\$21,817,014)	(\$198,614,097)	(\$2,540,398)	\$0	(\$5,000,000)	(\$206,154,495)	\$31,936,731
Special Revenue Funds											
1200	Utility Bill Donation	\$82,973	\$155,400	\$0	\$0	(\$200,000)	\$0	\$0	\$0	(\$200,000)	\$38,373
1220	Arts Commission Fund	\$870,461	\$281,112	\$0	\$0	(\$188,226)	(\$200,000)	\$0	\$0	(\$388,226)	\$763,347
1240	Court Security/Bonds	\$167,424	\$729,595	\$0	\$0	(\$539,755)	\$0	\$0	\$0	(\$539,755)	\$357,264
1300	Home Grant	\$0	\$1,674,204	\$0	\$0	(\$1,674,204)	\$0	\$0	\$0	(\$1,674,204)	\$0
1310	Neighborhood Stabilization Pgm	\$0	\$926,259	\$0	\$0	(\$926,259)	\$0	\$0	\$0	(\$926,259)	\$0
1311	N'hood Stabilization Pgm III	\$0	\$1,100,000	\$0	\$0	(\$1,100,000)	\$0	\$0	\$0	(\$1,100,000)	\$0
1320	C.D.B.G.	\$0	\$3,637,151	\$0	\$0	(\$3,637,151)	\$0	\$0	\$0	(\$3,637,151)	\$0
1340	Highway User Gas Tax	\$23,058,009	\$14,169,119	\$0	(\$21,609,851)	(\$9,357,635)	\$0	\$0	(\$650,000)	(\$10,007,635)	\$5,609,642
1650	Transportation Grants	\$0	\$19,134,936	\$0	\$0	(\$1,000,000)	(\$18,134,936)	\$0	\$0	(\$19,134,936)	\$0
1660	Transportation Sales Tax	\$28,133,304	\$24,470,223	\$900,000	(\$32,795,441)	(\$13,512,235)	\$0	\$0	\$0	(\$13,512,235)	\$7,195,851
1700	Police Special Revenue	\$7,427,075	\$15,045,955	\$0	(\$16,305,055)	\$0	\$0	\$0	\$0	\$0	\$6,167,975
1720	Fire Special Revenue	\$465,000	\$7,576,332	\$0	(\$7,839,390)	\$0	\$0	\$0	\$0	\$0	\$201,942
1760	Airport Special Revenue	\$0	\$545,779	\$92,868	\$0	(\$638,647)	\$0	\$0	\$0	(\$638,647)	\$0
1820	CAP Grant	\$0	\$1,302,025	\$25,794	\$0	(\$1,303,723)	\$0	\$0	\$0	(\$1,303,723)	\$24,096
1830	Emergency Shelter Grants	\$0	\$208,992	\$0	\$0	(\$208,992)	\$0	\$0	\$0	(\$208,992)	\$0
1840	Grants	\$0	\$16,776,589	\$0	\$0	(\$6,579,040)	\$0	\$0	(\$10,197,549)	(\$16,776,589)	\$0
1860	RICO Funds	\$1,703,162	\$1,015,000	\$0	\$0	(\$2,481,886)	\$0	\$0	\$0	(\$2,481,886)	\$236,276
1880	Parks & Recreation Self Sust	\$154,552	\$1,094,167	\$0	\$0	(\$1,162,922)	\$0	\$0	\$0	(\$1,162,922)	\$85,797
1885	Parks & Recreation Designated	\$124,619	\$9,300	\$0	\$0	(\$81,818)	\$0	\$0	\$0	(\$81,818)	\$52,101
2120	Airport Capital Grants	\$0	\$4,838,303	\$0	\$0	\$0	(\$4,838,303)	\$0	\$0	(\$4,838,303)	\$0
2530	Training Facility Revenue Fund	\$129,983	\$1,624,992	\$0	\$0	(\$1,624,992)	\$0	\$0	\$0	(\$1,624,992)	\$129,983
Sub-Total Special Revenue Fund		\$62,316,563	\$116,315,433	\$1,018,662	(\$78,549,737)	(\$46,217,485)	(\$23,173,239)	\$0	(\$10,847,549)	(\$80,238,273)	\$20,862,648
Debt Service Funds											
1900	G.O. Bond Debt Service	\$9,447,867	\$19,841,880	\$209,713	\$0	\$0	\$0	(\$24,337,128)	\$0	(\$24,337,128)	\$5,162,332
1920	HURF Debt Service	\$34,956	\$0	\$1,975,800	\$0	\$0	\$0	(\$1,975,800)	\$0	(\$1,975,800)	\$34,956
1930	PFC Debt Service	\$98,159	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$98,159
1940	M.P.C. Debt Service	\$7,049,167	\$0	\$14,287,862	\$0	\$0	\$0	(\$18,737,313)	\$0	(\$18,737,313)	\$2,599,716
1950	Excise Tax Deb Service	\$6,585	\$0	\$5,600,000	\$0	\$0	\$0	(\$5,575,770)	\$0	(\$5,575,770)	\$30,815
1970	Transportation Debt Service	\$6,476	\$0	\$7,147,999	\$0	\$0	\$0	(\$7,147,999)	\$0	(\$7,147,999)	\$6,476
Sub-Total Debt Service Funds		\$16,643,210	\$19,841,880	\$29,221,374	\$0	\$0	\$0	(\$57,774,010)	\$0	(\$57,774,010)	\$7,932,454

	Beginning Fund Balance	Projected Revenues	Transfer In	Transfer Out	Operations	Capital Outlay	Debt Service	Contingency	Total Appropriation	Ending Fund Balance
Capital Project Funds										
1380 DIF Library Bld	\$1,753,687	\$6,333	\$0	\$0	\$0	\$0	\$0	(\$1,760,020)	(\$1,760,020)	\$0
1421+ DIF-Fire Protection Facilities	\$803,992	\$2,000	\$0	\$0	\$0	\$0	\$0	(\$805,992)	(\$805,992)	\$0
1441+ DIF-Police Facilities	\$1,631,826	\$6,403	\$0	\$0	\$0	\$0	\$0	(\$1,638,229)	(\$1,638,229)	\$0
1461+ DIF-Citywide Parks	\$331,395	\$40,318	\$0	\$0	\$0	\$0	\$0	(\$371,713)	(\$371,713)	\$0
1481+ DIF-Citywide Recreation Fac	\$1,298,338	\$5,356	\$0	(\$209,713)	\$0	\$0	\$0	(\$1,093,981)	(\$1,093,981)	\$0
1501+ DIF-Libraries	\$2,926,325	\$12,290	\$0	\$0	\$0	(\$1,064,630)	\$0	(\$1,873,985)	(\$2,938,615)	\$0
1520 DIF-Citywide Open Spaces	\$503,021	\$2,000	\$0	\$0	\$0	\$0	\$0	(\$505,021)	(\$505,021)	\$0
1541+ DIF-Parks Dev Zone 1	\$235,535	\$700	\$0	\$0	\$0	(\$114,000)	\$0	(\$122,235)	(\$236,235)	\$0
1561+ DIF-Parks Dev Zone 2	\$178,163	\$1,123	\$0	\$0	\$0	(\$163,497)	\$0	(\$15,789)	(\$179,286)	\$0
1581+ DIF-Parks Dev Zone 3	\$84,732	\$383	\$0	\$0	\$0	(\$33,000)	\$0	(\$52,115)	(\$85,115)	\$0
1601+ DIF-Roadway Improvements	\$4,055,891	\$11,800	\$0	\$0	\$0	(\$925,555)	\$0	(\$3,142,136)	(\$4,067,691)	\$0
1620 DIF-General Government	\$161,323	\$667	\$0	\$0	\$0	\$0	\$0	(\$161,990)	(\$161,990)	\$0
1980 Streets Constr. - 1999 Auth	\$2,698,299	\$1,500	\$0	\$0	\$0	(\$2,655,486)	\$0	(\$44,313)	(\$2,699,799)	\$0
2000 Hurf Street Bonds	\$18,827	\$1,500	\$20,634,051	\$0	\$0	(\$20,654,378)	\$0	\$0	(\$20,654,378)	\$0
2040 Public Safety Construction	\$1,929,386	\$200	\$0	\$0	(\$855)	(\$1,928,731)	\$0	\$0	(\$1,929,586)	\$0
2060 Parks Construction	\$83	\$0	\$0	\$0	(\$83)	\$0	\$0	\$0	(\$83)	\$0
2070 General Gov Capital Projects	\$2,234,438	\$0	\$0	\$0	\$0	(\$2,234,438)	\$0	\$0	(\$2,234,438)	\$0
2180 Flood Control Construction	\$2,553,401	\$200	\$0	\$0	(\$2,415)	(\$1,677,743)	\$0	(\$873,443)	(\$2,553,601)	\$0
2210 Transportation Capital Project	\$0	\$0	\$24,647,442	\$0	\$0	(\$24,647,442)	\$0	\$0	(\$24,647,442)	\$0
Sub-Total Capital Fund	\$23,398,662	\$92,773	\$45,281,493	(\$209,713)	(\$3,353)	(\$56,098,900)	\$0	(\$12,460,962)	(\$68,563,215)	\$0
Permanent Funds										
2280 Cemetery Perpetual Care	\$5,647,617	\$22,000	\$0	\$0	\$0	\$0	\$0	(\$5,669,617)	(\$5,669,617)	\$0
Sub-Total Permanent Funds	\$5,647,617	\$22,000	\$0	\$0	\$0	\$0	\$0	(\$5,669,617)	(\$5,669,617)	\$0
Enterprise Funds										
2360+ Water and Sewer	\$71,653,215	\$81,199,487	\$225,000	\$0	(\$50,670,513)	(\$28,922,685)	(\$20,158,683)	(\$8,637,424)	(\$108,389,305)	\$44,688,397
2440 Landfill	\$11,027,537	\$10,796,290	\$315,000	\$0	(\$9,578,913)	(\$11,138,288)	\$0	(\$600,000)	(\$21,317,201)	\$821,626
2480 Sanitation	\$2,454,021	\$14,953,000	\$60,000	\$0	(\$13,467,271)	(\$3,455,446)	\$0	(\$200,000)	(\$17,122,717)	\$344,304
2500 Pub Housing Budget Activities	\$2,400,000	\$15,494,940	\$310,490	\$0	(\$15,891,384)	\$0	\$0	\$0	(\$15,891,384)	\$2,314,046
Sub-Total Enterprise Funds	\$87,534,773	\$122,443,717	\$910,490	\$0	(\$89,608,081)	(\$43,516,419)	(\$20,158,683)	(\$9,437,424)	(\$162,720,607)	\$48,168,373
Internal Service Funds										
2540 Risk Management Self Insurance	\$1,776,276	\$3,032,950	\$0	\$0	(\$2,934,598)	\$0	\$0	(\$1,400,000)	(\$4,334,598)	\$474,628
2560 Workers Comp. Self Insurance	\$7,025,499	\$2,335,777	\$0	\$0	(\$2,201,956)	\$0	\$0	\$0	(\$2,201,956)	\$7,159,320
2580 Benefits Trust Fund	\$210,992	\$25,239,376	\$0	\$0	(\$25,450,368)	\$0	\$0	\$0	(\$25,450,368)	\$0
2590 Fleet Services	\$24,979	\$9,000,000	\$0	\$0	(\$9,007,510)	\$0	\$0	\$0	(\$9,007,510)	\$17,469
2591 Technology	\$200,187	\$6,655,283	\$0	\$0	(\$6,650,551)	\$0	\$0	\$0	(\$6,650,551)	\$204,919
2592 Technology Projects	\$0	\$3,234,800	\$0	\$0	(\$3,234,800)	\$0	\$0	\$0	(\$3,234,800)	\$0
Sub-Total Internal Service Funds	\$9,237,933	\$49,498,186	\$0	\$0	(\$49,479,783)	\$0	\$0	(\$1,400,000)	(\$50,879,783)	\$7,856,336
TOTAL	\$237,543,482	\$511,213,060	\$100,576,464	(\$100,576,464)	(\$383,922,799)	(\$125,328,956)	(\$77,932,693)	(\$44,815,552)	(\$632,000,000)	\$116,756,542

Fund Name	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Permanent Funds	Enterprise Funds	Internal Service Funds	Total
Beginning Fund Balance	32,765	62,317	16,643	23,399	5,648	87,535	9,238	237,543
Financial Sources								
Charges for services	22,093	2,516	0	0	0	103,775	18,887	147,271
Contributions	278	0	0	0	0	0	0	278
Fines and forfeitures	3,092	698	0	0	0	0	0	3,791
Interest Income	402	145	0	52	22	272	20	913
Intergovernmental	58,370	55,221	573	0	0	15,495	0	129,659
Licenses and permits	8,820	0	0	39	0	98	2	8,959
Miscellaneous	4,968	10,907	0	2	0	2,804	151	18,831
Self insurance premiums	0	0	0	0	0	0	30,439	30,439
Taxes revenue	104,975	46,829	19,269	0	0	0	0	171,072
Transfers In	24,144	1,019	29,221	45,281	0	910	0	100,576
Total Sources	227,144	117,334	49,063	45,374	22	123,354	49,498	611,790
Financial Uses								
Capital Outlay	2,540	23,173	0	56,099	0	43,516	0	125,329
Community environment	20	8,850	0	0	0	0	0	8,870
Community housing	0	0	0	0	0	15,891	0	15,891
Community services	14,824	16,153	0	0	0	0	0	30,977
Contingency	5,000	10,848	0	12,461	5,670	9,437	1,400	44,816
Debt Service	0	0	57,774	0	0	20,159	0	77,933
General government	44,296	540	0	0	0	0	6,651	51,486
Internal services	0	0	0	0	0	0	33,822	33,822
Landfill	0	0	0	0	0	9,579	0	9,579
Other	2,378	0	0	0	0	0	0	2,378
Public safety	119,679	10,636	0	1	0	0	0	130,316
Public works	16,515	1,301	0	2	0	0	9,008	26,826
Sanitation	0	0	0	0	0	13,467	0	13,467
Street maintenance	902	8,738	0	0	0	0	0	9,640
Water and sewer	0	0	0	0	0	50,671	0	50,671
Transfers Out	21,817	78,550	0	210	0	0	0	100,576
Total Uses	227,972	158,788	57,774	68,773	5,670	162,721	50,880	732,576
Estimated Fund Balance	31,937	20,863	7,932	0	0	48,168	7,856	116,757

Fund Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
GENERAL FUNDS				
1000 - General				
City Sales Tax	\$80,654,694	\$84,463,062	\$84,463,062	\$98,695,608
State Income Tax	\$25,270,933	\$27,444,369	\$27,444,369	\$27,297,178
State Shared Sales Tax	\$19,734,422	\$20,486,143	\$20,486,143	\$21,659,358
Staff & Adm Chargebacks	\$0	\$9,700,000	\$9,700,000	\$9,700,000
Motor Vehicle In-Lieu	\$8,086,426	\$8,016,651	\$8,016,651	\$8,960,744
Arena Fees	\$0	\$0	\$0	\$7,056,276
Property Tax	\$5,096,745	\$5,364,136	\$5,364,136	\$5,529,882
Miscellaneous	\$1,396,350	\$1,941,787	\$1,941,937	\$3,499,236
Gas/Electric Franchise Fees	\$2,854,523	\$2,733,977	\$2,733,977	\$2,828,000
Court Revenue	\$3,129,466	\$2,713,780	\$2,763,580	\$2,763,580
Fire Department Other Fees	\$2,445,590	\$2,301,448	\$2,301,448	\$2,468,190
Facility Rental Income	\$172,881	\$376,927	\$376,927	\$1,858,164
Cable Franchise Fees	\$1,478,056	\$1,572,061	\$1,572,061	\$1,572,061
Recreation Revenue	\$1,336,759	\$1,355,120	\$1,355,120	\$1,400,408
Building Permits	\$1,236,003	\$1,106,000	\$1,106,000	\$1,124,802
Security Revenue	\$0	\$0	\$0	\$740,535
Plan Check Fees	\$1,081,916	\$704,000	\$704,000	\$715,968
City Property Rental	\$587,431	\$645,888	\$642,902	\$679,707
Sales Tax Licenses	\$1,019,921	\$660,542	\$660,542	\$665,564
Right-of-Way Permits	\$1,070,205	\$655,000	\$455,000	\$581,000
Lease Proceeds	\$483,407	\$210,200	\$210,200	\$404,000
Interest	\$394,541	\$250,000	\$250,000	\$396,080
Fire Dept CD Fees	\$389,665	\$318,643	\$318,643	\$355,220
SRP In-Lieu	\$68,527	\$278,315	\$278,315	\$278,315
Library Fines/Fees	\$192,245	\$142,000	\$142,000	\$265,490
Planning/Zoning	\$414,613	\$180,000	\$180,000	\$235,300
Cemetery Revenue	\$213,228	\$185,000	\$185,000	\$185,000
Liquor Licenses	\$190,967	\$201,400	\$201,400	\$182,700
Miscellaneous CD Fees	\$169,888	\$110,000	\$110,000	\$142,881
Engineering Plan Check Revenue	\$349,858	\$164,191	\$164,191	\$139,191
Bus./Prof. Licenses	\$60,527	\$110,770	\$110,770	\$110,770
Business Licenses	\$67,896	\$80,560	\$80,560	\$80,560
Health Care Revenue	\$0	\$0	\$0	\$61,863
Camelback Ranch Rev - Fire	\$0	\$0	\$0	\$53,530
Traffic Engineering Plan Check	\$43,262	\$30,210	\$30,210	\$30,660
Equipment Rental	\$25	\$0	\$0	\$25,250
1000 - General Total:	\$159,690,970	\$174,502,180	\$174,349,144	\$202,743,071

Fund Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
1120 - Vehicle Replacement				
Miscellaneous	\$46,767	\$283,441	\$283,441	\$250,000
Interest	\$26,298	\$6,000	\$6,000	\$6,000
Internal Charges	\$1,663,297	\$0	\$0	\$0
1120 - Vehicle Replacement Total:	<u>\$1,736,362</u>	<u>\$289,441</u>	<u>\$289,441</u>	<u>\$256,000</u>
TOTAL-GENERAL FUNDS	<u>61,427,332</u>	<u>\$174,791,621</u>	<u>\$174,638,585</u>	<u>\$202,999,071</u>
SPECIAL REVENUE FUNDS				
1200 - Utility Bill Donation				
Other	\$94,031	\$75,500	\$75,500	\$80,000
Miscellaneous	\$75,000	\$75,000	\$75,000	\$75,000
Interest	\$709	\$400	\$400	\$400
1200 - Utility Bill Donation Total:	<u>\$169,740</u>	<u>\$150,900</u>	<u>\$150,900</u>	<u>\$155,400</u>
1220 - Arts Commission Fund				
Miscellaneous	\$0	\$277,973	\$277,973	\$277,973
Interest	\$3,988	\$3,139	\$3,139	\$3,139
1220 - Arts Commission Fund Total:	<u>\$3,988</u>	<u>\$281,112</u>	<u>\$281,112</u>	<u>\$281,112</u>
1240 - Court Security/Bonds				
Court Revenue	\$396,936	\$388,925	\$698,497	\$698,497
Miscellaneous	\$29,805	\$30,250	\$30,250	\$30,250
Interest	\$1,165	\$875	\$848	\$848
1240 - Court Security/Bonds Total:	<u>\$427,906</u>	<u>\$420,050</u>	<u>\$729,595</u>	<u>\$729,595</u>
1300 - Home Grant				
Grants	\$597,243	\$1,625,895	\$1,625,895	\$1,674,204
Miscellaneous	\$122,652	\$0	\$0	\$0
1300 - Home Grant Total:	<u>\$719,895</u>	<u>\$1,625,895</u>	<u>\$1,625,895</u>	<u>\$1,674,204</u>
1310 - Neighborhood Stabilization Pgm				
Grants	\$417,993	\$868,905	\$868,905	\$551,259
Miscellaneous	\$113,639	\$451,095	\$451,095	\$375,000
1310 - Neighborhood Stabilization Pgm Total:	<u>\$531,632</u>	<u>\$1,320,000</u>	<u>\$1,320,000</u>	<u>\$926,259</u>
1311 - N'hood Stabilization Pgm III				
Grants	\$1,197,089	\$600,000	\$600,000	\$600,000
Miscellaneous	\$297,402	\$0	\$0	\$500,000

Fund Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
1311 - N'hood Stabilization Pgm III Total:	<u>\$1,494,491</u>	<u>\$600,000</u>	<u>\$600,000</u>	<u>\$1,100,000</u>
1320 - C.D.B.G.				
Grants	\$2,055,602	\$4,458,358	\$4,458,358	\$3,617,151
Miscellaneous	\$11,842	\$94,942	\$94,942	\$20,000
1320 - C.D.B.G. Total:	<u>\$2,067,444</u>	<u>\$4,553,300</u>	<u>\$4,553,300</u>	<u>\$3,637,151</u>
1340 - Highway User Gas Tax				
Highway User Revenues	\$12,789,798	\$12,903,286	\$12,903,286	\$14,147,499
Miscellaneous	\$916	\$0	\$0	\$21,620
1340 - Highway User Gas Tax Total:	<u>\$12,790,714</u>	<u>\$12,903,286</u>	<u>\$12,903,286</u>	<u>\$14,169,119</u>
1640 - Local Transp. Assistance				
LTAF - Lottery	\$0	\$666,707	\$666,707	\$0
1640 - Local Transp. Assistance Total:	<u>\$0</u>	<u>\$666,707</u>	<u>\$666,707</u>	<u>\$0</u>
1650 - Transportation Grants				
Grants	\$2,751,163	\$4,822,438	\$289,819	\$13,797,146
Miscellaneous	\$0	\$2,000,000	\$2,000,000	\$5,337,790
1650 - Transportation Grants Total:	<u>\$2,751,163</u>	<u>\$6,822,438</u>	<u>\$2,289,819</u>	<u>\$19,134,936</u>
1660 - Transportation Sales Tax				
City Sales Tax	\$22,919,181	\$23,432,936	\$24,322,500	\$24,206,223
Interest	\$114,114	\$80,000	\$143,000	\$140,000
Transit Revenue	\$118,895	\$128,807	\$128,807	\$124,000
Miscellaneous	\$67,792	\$0	\$0	\$0
1660 - Transportation Sales Tax Total:	<u>\$23,219,982</u>	<u>\$23,641,743</u>	<u>\$24,594,307</u>	<u>\$24,470,223</u>
1700 - Police Special Revenue				
City Sales Tax	\$3,235,946	\$11,174,491	\$11,174,491	\$11,543,249
City Sales Tax - PS .4	\$9,815,992	\$3,390,809	\$3,390,809	\$3,502,706
Miscellaneous	\$175,938	\$0	\$0	\$0
1700 - Police Special Revenue Total:	<u>\$13,227,876</u>	<u>\$14,565,300</u>	<u>\$14,565,300</u>	<u>\$15,045,955</u>
1720 - Fire Special Revenue				
City Sales Tax - PS .4	\$4,908,003	\$5,515,898	\$5,515,898	\$5,814,135
City Sales Tax	\$1,612,935	\$1,818,402	\$1,818,402	\$1,762,197
1720 - Fire Special Revenue Total:	<u>\$6,520,938</u>	<u>\$7,334,300</u>	<u>\$7,334,300</u>	<u>\$7,576,332</u>
1760 - Airport Special Revenue				
Airport Fees	\$466,563	\$467,925	\$467,925	\$481,860

Fund Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
Miscellaneous	\$14,810	\$11,000	\$11,000	\$63,919
1760 - Airport Special Revenue Total:	<u>\$481,373</u>	<u>\$478,925</u>	<u>\$478,925</u>	<u>\$545,779</u>
1820 - CAP Grant				
Grants	\$959,826	\$1,184,605	\$1,073,111	\$1,201,995
Miscellaneous	\$84,351	\$100,030	\$100,030	\$100,030
1820 - CAP Grant Total:	<u>\$1,044,177</u>	<u>\$1,284,635</u>	<u>\$1,173,141</u>	<u>\$1,302,025</u>
1830 - Emergency Shelter Grants				
Grants	\$182,045	\$208,992	\$208,992	\$208,992
1830 - Emergency Shelter Grants Total:	<u>\$182,045</u>	<u>\$208,992</u>	<u>\$208,992</u>	<u>\$208,992</u>
1840 - Grants				
Grants	\$1,388,404	\$15,992,136	\$15,992,136	\$16,267,162
Miscellaneous	\$884,748	\$0	\$0	\$509,427
Library Fines/Fees	\$3,271	\$0	\$0	\$0
Interest	\$380	\$0	\$0	\$0
1840 - Grants Total:	<u>\$2,276,803</u>	<u>\$15,992,136</u>	<u>\$15,992,136</u>	<u>\$16,776,589</u>
1842 - ARRA Stimulus Grants				
Miscellaneous	\$185,757	\$0	\$0	\$0
Grants	\$33,916	\$0	\$0	\$0
1842 - ARRA Stimulus Grants Total:	<u>\$219,673</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
1860 - RICO Funds				
State Forfeitures	\$1,266,025	\$1,000,000	\$1,000,000	\$1,000,000
Federal Forfeitures	\$2,138	\$15,000	\$15,000	\$15,000
Interest	\$20,887	\$0	\$0	\$0
Miscellaneous	\$13,351	\$0	\$0	\$0
1860 - RICO Funds Total:	<u>\$1,302,401</u>	<u>\$1,015,000</u>	<u>\$1,015,000</u>	<u>\$1,015,000</u>
1880 - Parks & Recreation Self Sust				
Recreation Revenue	\$859,910	\$967,861	\$967,861	\$993,667
Facility Rental Income	\$101,055	\$115,000	\$115,000	\$100,500
Miscellaneous	\$68,939	\$0	\$0	\$0
1880 - Parks & Recreation Self Sust Total:	<u>\$1,029,904</u>	<u>\$1,082,861</u>	<u>\$1,082,861</u>	<u>\$1,094,167</u>
1885 - Parks & Recreation Designated				
Recreation Revenue	\$13,250	\$9,000	\$9,000	\$9,000
Interest	\$421	\$300	\$300	\$300

Fund Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
1885 - Parks & Recreation Designated Total:	<u>\$13,671</u>	<u>\$9,300</u>	<u>\$9,300</u>	<u>\$9,300</u>
2120 - Airport Capital Grants				
Miscellaneous	\$0	\$0	\$0	\$3,102,768
Grants	\$240,550	\$12,919,409	\$40,000	\$1,735,535
Interest	\$1	\$0	\$0	\$0
2120 - Airport Capital Grants Total:	<u>\$240,551</u>	<u>\$12,919,409</u>	<u>\$40,000</u>	<u>\$4,838,303</u>
2530 - Training Facility Revenue Fund				
Partner Revenue	\$1,381,410	\$1,487,700	\$1,487,700	\$1,624,992
Miscellaneous	\$1	\$0	\$0	\$0
2530 - Training Facility Revenue Fund Total:	<u>\$1,381,411</u>	<u>\$1,487,700</u>	<u>\$1,487,700</u>	<u>\$1,624,992</u>
TOTAL-SPECIAL REVENUE FUNDS	<u>\$72,097,778</u>	<u>\$109,363,989</u>	<u>\$93,102,576</u>	<u>\$116,315,433</u>
DEBT SERVICE FUNDS				
1900 - G.O. Bond Debt Service				
Property Tax	\$18,528,063	\$19,065,274	\$0	\$19,268,783
Miscellaneous	\$600,620	\$633,413	\$633,413	\$573,097
SRP In-Lieu	\$246,816	\$0	\$0	\$0
Interest	\$2	\$0	\$0	\$0
1900 - G.O. Bond Debt Service Total:	<u>\$19,375,501</u>	<u>\$19,698,687</u>	<u>\$633,413</u>	<u>\$19,841,880</u>
1930 - PFC Debt Service				
Miscellaneous	\$40,015	\$0	\$0	\$0
1930 - PFC Debt Service Total:	<u>\$40,015</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
1940 - M.P.C. Debt Service				
Miscellaneous	\$38,515	\$0	\$0	\$0
Interest	\$215	\$0	\$0	\$0
1940 - M.P.C. Debt Service Total:	<u>\$38,730</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL-DEBT SERVICE FUNDS	<u>\$19,454,246</u>	<u>\$19,698,687</u>	<u>\$633,413</u>	<u>\$19,841,880</u>
CAPITAL PROJECTS FUNDS				
1380 - DIF Library Blds				
Interest	\$6,465	\$6,333	\$6,333	\$6,333
1380 - DIF Library Blds Total:	<u>\$6,465</u>	<u>\$6,333</u>	<u>\$6,333</u>	<u>\$6,333</u>

Fund Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
1421+ - DIF-Fire Protection Facilities				
Interest	\$1,365	\$2,000	\$2,000	\$2,000
Development Impact Fees	\$257,183	\$252,770	\$252,770	\$0
1421+ - DIF-Fire Protection Facilities Total:	<u>\$258,548</u>	<u>\$254,770</u>	<u>\$254,770</u>	<u>\$2,000</u>
1441+ - DIF-Police Facilities				
Interest	\$5,357	\$6,403	\$6,403	\$6,403
Development Impact Fees	\$177,846	\$175,826	\$175,826	\$0
1441+ - DIF-Police Facilities Total:	<u>\$183,203</u>	<u>\$182,229</u>	<u>\$182,229</u>	<u>\$6,403</u>
1461+ - DIF-Citywide Parks				
Development Impact Fees	\$28,416	\$38,827	\$38,827	\$38,827
Interest	\$1,204	\$1,491	\$1,491	\$1,491
1461+ - DIF-Citywide Parks Total:	<u>\$29,620</u>	<u>\$40,318</u>	<u>\$40,318</u>	<u>\$40,318</u>
1481+ - DIF-Citywide Recreation Fac				
Interest	\$4,769	\$4,509	\$4,509	\$5,356
Development Impact Fees	\$28,416	\$38,827	\$624	\$0
1481+ - DIF-Citywide Recreation Fac Total:	<u>\$33,185</u>	<u>\$43,336</u>	<u>\$5,133</u>	<u>\$5,356</u>
1501+ - DIF-Libraries				
Interest	\$11,565	\$12,543	\$12,543	\$12,290
Development Impact Fees	\$54,396	\$74,318	\$1,194	\$0
1501+ - DIF-Libraries Total:	<u>\$65,961</u>	<u>\$86,861</u>	<u>\$13,737</u>	<u>\$12,290</u>
1520 - DIF-Citywide Open Spaces				
Interest	\$1,856	\$1,099	\$2,062	\$2,000
1520 - DIF-Citywide Open Spaces Total:	<u>\$1,856</u>	<u>\$1,099</u>	<u>\$2,062</u>	<u>\$2,000</u>
1541+ - DIF-Parks Dev Zone 1				
Interest	\$638	\$475	\$729	\$700
Development Impact Fees	\$4,180	\$10,894	\$0	\$0
1541+ - DIF-Parks Dev Zone 1 Total:	<u>\$4,818</u>	<u>\$11,369</u>	<u>\$729</u>	<u>\$700</u>
1561+ - DIF-Parks Dev Zone 2				
Interest	\$652	\$295	\$752	\$773
Development Impact Fees	\$2,508	\$4,131	\$314	\$350
1561+ - DIF-Parks Dev Zone 2 Total:	<u>\$3,160</u>	<u>\$4,426</u>	<u>\$1,066</u>	<u>\$1,123</u>

Fund Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
1581+ - DIF-Parks Dev Zone 3				
Interest	\$298	\$201	\$373	\$383
Development Impact Fees	\$21,770	\$23,739	\$418	\$0
1581+ - DIF-Parks Dev Zone 3 Total:	<u>\$22,068</u>	<u>\$23,940</u>	<u>\$791</u>	<u>\$383</u>
1601+ - DIF-Roadway Improvements				
Interest	\$9,388	\$11,776	\$14,000	\$11,800
Development Impact Fees	\$1,112,916	\$1,033,959	\$61,404	\$0
Miscellaneous	\$60,000	\$0	\$0	\$0
1601+ - DIF-Roadway Improvements Total:	<u>\$1,182,304</u>	<u>\$1,045,735</u>	<u>\$75,404</u>	<u>\$11,800</u>
1620 - DIF-General Government				
Interest	\$600	\$667	\$667	\$667
1620 - DIF-General Government Total:	<u>\$600</u>	<u>\$667</u>	<u>\$667</u>	<u>\$667</u>
1980 - Streets Constr. - 1999 Auth				
Miscellaneous	\$671	\$0	\$4,600	\$1,500
1980 - Streets Constr. - 1999 Auth Total:	<u>\$671</u>	<u>\$0</u>	<u>\$4,600</u>	<u>\$1,500</u>
2000 - Hurf Street Bonds				
Interest	\$5,374	\$21,406	\$1,464	\$1,500
2000 - Hurf Street Bonds Total:	<u>\$5,374</u>	<u>\$21,406</u>	<u>\$1,464</u>	<u>\$1,500</u>
2040 - Public Safety Construction				
Interest	\$786	\$698	\$690	\$200
2040 - Public Safety Construction Total:	<u>\$786</u>	<u>\$698</u>	<u>\$690</u>	<u>\$200</u>
2060 - Parks Construction				
Interest	\$69	\$8	\$0	\$0
2060 - Parks Construction Total:	<u>\$69</u>	<u>\$8</u>	<u>\$0</u>	<u>\$0</u>
2080 - Gov't Facilities - 1999 Auth				
Miscellaneous	\$20	\$0	\$0	\$0
2080 - Gov't Facilities - 1999 Auth Total:	<u>\$20</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
2100 - Economic Dev. Constr-1999 Auth				
Interest	\$399	\$434	\$400	\$0
2100 - Economic Dev. Constr-1999 Auth Total:	<u>\$399</u>	<u>\$434</u>	<u>\$400</u>	<u>\$0</u>

Fund Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
2140 - Open Space/Trails Constr-99 Au				
Interest	\$914	\$0	\$0	\$0
2140 - Open Space/Trails Constr-99 Au Total:	<u>\$914</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
2180 - Flood Control Construction				
Interest	\$2,183	\$1,556	\$2,500	\$200
2180 - Flood Control Construction Total:	<u>\$2,183</u>	<u>\$1,556</u>	<u>\$2,500</u>	<u>\$200</u>
2210 - Transportation Capital Project				
Miscellaneous	\$15,313	\$0	\$0	\$0
Bond Proceeds	\$0	\$20,000,000	\$0	\$0
2210 - Transportation Capital Project Total:	<u>\$15,313</u>	<u>\$20,000,000</u>	<u>\$0</u>	<u>\$0</u>
TOTAL-CAPITAL PROJECTS FUNDS	<u>\$1,817,517</u>	<u>\$21,725,185</u>	<u>\$592,893</u>	<u>\$92,773</u>
PERMANENT FUNDS				
2280 - Cemetery Perpetual Care				
Interest	\$20,840	\$20,000	\$24,410	\$22,000
2280 - Cemetery Perpetual Care Total:	<u>\$20,840</u>	<u>\$20,000</u>	<u>\$24,410</u>	<u>\$22,000</u>
TOTAL-PERMANENT FUNDS	<u>\$20,840</u>	<u>\$20,000</u>	<u>\$24,410</u>	<u>\$22,000</u>
ENTERPRISE FUNDS				
2360+ - Water and Sewer				
Water Revenues	\$46,379,100	\$48,694,016	\$46,153,361	\$46,187,528
Sewer Revenue	\$32,050,535	\$33,051,526	\$32,570,000	\$32,733,679
Miscellaneous	\$1,902,432	\$1,022,203	\$1,445,633	\$1,310,080
Water Development Impact Fees	\$730,470	\$990,086	\$1,040,086	\$360,000
Sewer Development Impact Fees	\$80,213	\$125,000	\$153,515	\$235,000
Interest	\$255,837	\$120,000	\$220,185	\$220,200
Staff & Adm Chargebacks	\$0	\$82,000	\$82,000	\$82,000
City Property Rental	\$68,103	\$65,000	\$65,000	\$65,000
Facility Rental Income	\$5,560	\$6,000	\$6,000	\$6,000
2360+ - Water and Sewer Total:	<u>\$81,472,250</u>	<u>\$84,155,831</u>	<u>\$81,735,780</u>	<u>\$81,199,487</u>
2440 - Landfill				
Tipping Fees	\$4,083,612	\$5,174,760	\$4,786,090	\$4,844,590
Recycling Sales	\$1,719,402	\$2,478,380	\$2,171,500	\$2,688,000
Internal Charges	\$2,687,111	\$2,204,800	\$2,646,000	\$2,570,000

Fund Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
Staff & Adm Chargebacks	\$0	\$525,000	\$431,000	\$431,000
Miscellaneous	\$573,103	\$489,703	\$464,960	\$113,700
Other	\$100,000	\$102,000	\$102,000	\$104,000
Interest	\$39,141	\$40,000	\$47,076	\$45,000
2440 - Landfill Total:	<u>\$9,202,369</u>	<u>\$11,014,643</u>	<u>\$10,648,626</u>	<u>\$10,796,290</u>
2480 - Sanitation				
Residential Sanitation	\$10,606,127	\$10,630,000	\$10,630,000	\$10,630,000
Commercial Sanitation Frontload	\$3,336,432	\$3,400,000	\$3,400,000	\$3,400,000
Commercial Sanitation Rolloff	\$575,986	\$600,000	\$600,000	\$600,000
Internal Charges	\$84,293	\$115,000	\$115,000	\$115,000
Miscellaneous	\$70,596	\$145,588	\$145,588	\$101,000
Miscellaneous Bin Service	\$89,916	\$100,000	\$100,000	\$100,000
Interest	\$4,344	\$4,000	\$7,000	\$7,000
Outside City Commercial	\$55,481	\$0	\$0	\$0
2480 - Sanitation Total:	<u>\$14,823,175</u>	<u>\$14,994,588</u>	<u>\$14,997,588</u>	<u>\$14,953,000</u>
2500 - Pub Housing Budget Activities				
Grants	\$0	\$15,522,294	\$15,522,294	\$15,494,940
2500 - Pub Housing Budget Activities Total:	<u>\$0</u>	<u>\$15,522,294</u>	<u>\$15,522,294</u>	<u>\$15,494,940</u>
TOTAL-ENTERPRISE FUNDS	<u>05,497,794</u>	<u>\$125,687,356</u>	<u>\$122,904,288</u>	<u>\$122,443,717</u>
INTERNAL SERVICE FUNDS				
2540 - Risk Management Self Insurance				
Internal Charges	\$2,472,005	\$2,500,000	\$2,500,000	\$3,000,000
Security Revenue	\$29,611	\$24,750	\$24,750	\$24,750
Interest	\$11,474	\$8,200	\$8,200	\$8,200
2540 - Risk Management Self Insurance Total:	<u>\$2,513,090</u>	<u>\$2,532,950</u>	<u>\$2,532,950</u>	<u>\$3,032,950</u>
2560 - Workers Comp. Self Insurance				
Internal Charges	\$1,894,000	\$1,894,001	\$1,894,001	\$2,299,827
Security Revenue	\$29,611	\$24,750	\$24,750	\$24,750
Interest	\$19,754	\$11,200	\$11,200	\$11,200
Miscellaneous	\$1,500,000	\$0	\$0	\$0
2560 - Workers Comp. Self Insurance Total:	<u>\$3,443,365</u>	<u>\$1,929,951</u>	<u>\$1,929,951</u>	<u>\$2,335,777</u>
2580 - Benefits Trust Fund				
City Contributions	\$13,857,303	\$13,726,767	\$13,726,767	\$15,003,357
Employee Contributions	\$5,133,886	\$5,118,861	\$5,118,861	\$5,594,915

Fund Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
Retiree Contributions	\$4,152,237	\$4,154,143	\$4,154,143	\$4,540,477
Miscellaneous	\$49,860	\$90,000	\$90,000	\$98,370
Right-of-Way Permits	\$1,153	\$1,394	\$1,394	\$1,524
Interest	\$1,042	\$671	\$671	\$733
Internal Charges	(\$1,890)	\$0	\$0	\$0
<u>2580 - Benefits Trust Fund Total:</u>	<u>\$23,193,591</u>	<u>\$23,091,836</u>	<u>\$23,091,836</u>	<u>\$25,239,376</u>

2590 - Fleet Services

Internal Charges	\$0	\$0	\$0	\$9,000,000
<u>2590 - Fleet Services Total:</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$9,000,000</u>

2591 - Technology

Internal Charges	\$0	\$0	\$0	\$6,652,283
Miscellaneous	\$0	\$0	\$0	\$3,000
<u>2591 - Technology Total:</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$6,655,283</u>

2592 - Technology Projects

Internal Charges	\$0	\$0	\$0	\$3,234,800
<u>2592 - Technology Projects Total:</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$3,234,800</u>

<u>TOTAL-INTERNAL SERVICE FUNDS</u>	<u>\$29,150,046</u>	<u>\$27,554,737</u>	<u>\$27,554,737</u>	<u>\$49,498,186</u>
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FY14-15 GF SUB FUND

1040 - General Services

Internal Charges	\$8,652,862	\$9,200,000	\$9,200,000	\$0
Miscellaneous	\$7,408	\$0	\$0	\$0
<u>1040 - General Services Total:</u>	<u>\$8,660,270</u>	<u>\$9,200,000</u>	<u>\$9,200,000</u>	<u>\$0</u>

1100 - Telephone Services

Internal Charges	\$879,521	\$677,870	\$677,870	\$0
<u>1100 - Telephone Services Total:</u>	<u>\$879,521</u>	<u>\$677,870</u>	<u>\$677,870</u>	<u>\$0</u>

1140 - PC Replacement



Internal Charges	\$1,915,052	\$534,352	\$534,352	\$0
Miscellaneous	\$22,241	\$25,293	\$25,293	\$0
Interest	\$12,740	\$5,000	\$5,000	\$0
<u>1140 - PC Replacement Total:</u>	<u>\$1,950,033</u>	<u>\$564,645</u>	<u>\$564,645</u>	<u>\$0</u>

1190 - Employee Groups

Miscellaneous	\$28,052	\$0	\$0	\$0
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Fund Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
<u>1190 - Employee Groups Total:</u>	<u>\$28,052</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
1260 - Library				
Library Fines/Fees	\$108,008	\$111,000	\$111,000	\$0
Miscellaneous	\$3,610	\$0	\$0	\$0
<u>1260 - Library Total:</u>	<u>\$111,618</u>	<u>\$111,000</u>	<u>\$111,000</u>	<u>\$0</u>
1280 - Youth Sports Complex				
Recreation Revenue	(\$693)	\$0	\$0	\$0
<u>1280 - Youth Sports Complex Total:</u>	<u>(\$693)</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
1281 - Stadium Event Operations				
Security Revenue	\$898,462	\$733,203	\$733,203	\$0
<u>1281 - Stadium Event Operations Total:</u>	<u>\$898,462</u>	<u>\$733,203</u>	<u>\$733,203</u>	<u>\$0</u>
1282 - Arena Event Operations				
Arena Fees	\$568,135	\$283,470	\$283,470	\$0
<u>1282 - Arena Event Operations Total:</u>	<u>\$568,135</u>	<u>\$283,470</u>	<u>\$283,470</u>	<u>\$0</u>
1283 - CamelbackRanch EventOperations				
Miscellaneous	\$61,937	\$102,000	\$102,000	\$0
Camelback Ranch Rev - Fire	\$45,585	\$53,000	\$53,000	\$0
<u>1283 - CamelbackRanch EventOperations Total</u>	<u>\$107,522</u>	<u>\$155,000</u>	<u>\$155,000</u>	<u>\$0</u>
1740 - Civic Center				
Facility Rental Income	\$293,714	\$301,070	\$301,070	\$0
Miscellaneous	\$101,186	\$90,000	\$90,000	\$0
Equipment Rental	\$22,868	\$25,000	\$25,000	\$0
<u>1740 - Civic Center Total:</u>	<u>\$417,768</u>	<u>\$416,070</u>	<u>\$416,070</u>	<u>\$0</u>
1750 - City Sales Tax-Bed Tax				
City Sales Tax	\$754,908	\$674,459	\$674,459	\$0
<u>1750 - City Sales Tax-Bed Tax Total:</u>	<u>\$754,908</u>	<u>\$674,459</u>	<u>\$674,459</u>	<u>\$0</u>
1770 - Zanjero Special Revenue				
City Sales Tax	\$2,052,883	\$2,207,097	\$2,207,097	\$0
<u>1770 - Zanjero Special Revenue Total:</u>	<u>\$2,052,883</u>	<u>\$2,207,097</u>	<u>\$2,207,097</u>	<u>\$0</u>
1780 - Arena Special Revenue				
City Sales Tax	\$5,306,800	\$6,700,184	\$6,700,184	\$0
Arena Fees	\$4,134,923	\$6,570,441	\$6,570,441	\$0

Fund Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
Facility Rental Income	\$1,223,914	\$1,238,313	\$1,238,313	\$0
Interest	\$4,619	\$0	\$0	\$0
Miscellaneous	\$120	\$0	\$0	\$0
1780 - Arena Special Revenue Total:	<u>\$10,670,376</u>	<u>\$14,508,938</u>	<u>\$14,508,938</u>	<u>\$0</u>
1790 - Stadium City Sales Tax - AZSTA				
City Sales Tax	\$2,236,088	\$2,015,821	\$2,015,821	\$0
1790 - Stadium City Sales Tax - AZSTA Total:	<u>\$2,236,088</u>	<u>\$2,015,821</u>	<u>\$2,015,821</u>	<u>\$0</u>
1870 - Marketing Self Sust				
Miscellaneous	\$511,716	\$375,000	\$375,000	\$0
Facility Rental Income	\$2,031	\$5,000	\$5,000	\$0
Grants	\$7,500	\$0	\$0	\$0
City Sales Tax	\$450	\$0	\$0	\$0
1870 - Marketing Self Sust Total:	<u>\$521,697</u>	<u>\$380,000</u>	<u>\$380,000</u>	<u>\$0</u>
2538 - Glendale Health Center				
Health Care Revenue	\$63,524	\$61,250	\$61,250	\$0
2538 - Glendale Health Center Total:	<u>\$63,524</u>	<u>\$61,250</u>	<u>\$61,250</u>	<u>\$0</u>
TOTAL-FY14-15 GF SUB FUND	<u>\$29,920,164</u>	<u>\$31,988,823</u>	<u>\$31,988,823</u>	<u>\$0</u>
TOTAL - ALL REVENUE :	\$419,385,717	\$510,830,398	\$451,439,725	\$511,213,060

Transfer From  Transfers To 	1000 - General	1340 - Highway User Gas Tax	1480 - DIF- Citywide RecFac pre SB1525	1660 - Transportati on Sales Tax	1700 - Police Special Revenue	1720 - Fire Special Revenue	Total Transfer-In
<i>1000 - General</i>	-	-	-	-	16,305,055	7,839,390	24,144,445
<i>1660 - Transp. Sales Tax</i>	900,000	-	-	-	-	-	900,000
<i>1760 - Airport Special Revenue</i>	92,868	-	-	-	-	-	92,868
<i>1820 - CAP Grant</i>	25,794	-	-	-	-	-	25,794
<i>1900 - G.O. Bond Debt Service</i>	-	-	209,713	-	-	-	209,713
<i>1920 - HURF Debt Service</i>	-	975,800	-	1,000,000	-	-	1,975,800
<i>1940 - M.P.C. Debt Service</i>	14,287,862	-	-	-	-	-	14,287,862
<i>1950 - Excise Tax Deb Service</i>	5,600,000	-	-	-	-	-	5,600,000
<i>1970 - Transp. Debt Service</i>	-	-	-	7,147,999	-	-	7,147,999
<i>2000 - Hurf Street Bonds</i>	-	20,634,051	-	-	-	-	20,634,051
<i>2210 - Transp. Capital Project</i>	-	-	-	24,647,442	-	-	24,647,442
<i>2360 - Water and Sewer</i>	225,000	-	-	-	-	-	225,000
<i>2440 - Landfill</i>	315,000	-	-	-	-	-	315,000
<i>2480 - Sanitation</i>	60,000	-	-	-	-	-	60,000
<i>2500 - Pub Housing Budget</i>	310,490	-	-	-	-	-	310,490
Total Transfer Out	21,817,014	21,609,851	209,713	32,795,441	16,305,055	7,839,390	100,576,464

* Actual transfer amounts will vary based on actual revenues, expenses, grant opportunities, etc.

Program Name	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
GENERAL FUNDS				
1000 - GENERAL				
<u>CITY ATTORNEY GROUP</u>				
<u>City Attorney</u>				
10610 City Attorney	\$2,481,507	\$2,681,214	\$2,681,214	\$2,744,274
10615 Outside Legal Fees	\$463,614	\$200,000	\$200,000	\$200,000
<u>Dept. Total - City Attorney</u>	<u>\$2,945,121</u>	<u>\$2,881,214</u>	<u>\$2,881,214</u>	<u>\$2,944,274</u>
<u>CITY AUDITOR GROUP</u>				
<u>City Auditor</u>				
10710 City Auditor	\$295,031	\$301,079	\$301,079	\$337,879
<u>CITY CLERK GROUP</u>				
<u>City Clerk</u>				
10210 City Clerk	\$417,838	\$582,808	\$582,808	\$565,381
10220 Records Management	\$153,207	\$0	\$0	\$0
10240 Elections	\$5,001	\$135,872	\$135,872	\$1,445
<u>Dept. Total - City Clerk</u>	<u>\$576,046</u>	<u>\$718,680</u>	<u>\$718,680</u>	<u>\$566,826</u>
<u>CITY COURT GROUP</u>				
<u>City Court</u>				
10410 City Court	\$3,485,169	\$3,742,767	\$3,742,767	\$3,878,094
<u>CITY MANAGER GROUP</u>				
<u>City Manager</u>				
10310 City Manager	\$696,866	\$872,264	\$872,264	\$917,044
<u>COMMUNICATIONS GROUP</u>				
<u>Communications</u>				
10810 Communications	\$1,014,782	\$825,834	\$825,834	\$1,043,466
14100 City Sales Tax - Bed Tax	\$0	\$0	\$0	\$240,191
14102 Glendale CVB - Memberships	\$0	\$0	\$0	\$30,000
14103 Tourism - Souvenir Program	\$0	\$0	\$0	\$5,000
14104 Glitter Spectacular	\$0	\$0	\$0	\$124,865
14105 Enchanted Evening	\$0	\$0	\$0	\$89,268
14106 Glitter and Glow	\$0	\$0	\$0	\$170,751
14107 Chocolate Affaire	\$0	\$0	\$0	\$102,676
14108 Glitters Light	\$0	\$0	\$0	\$154,182
14109 Other Special Events	\$0	\$0	\$0	\$103,415
14110 City-Wide Special Events	\$351,738	\$349,228	\$349,228	\$361,518
14111 Summer Band	\$0	\$0	\$0	\$3,435
14115 Audio/Visual	\$113,710	\$0	\$0	\$0
14120 Cable Communications	\$497,636	\$462,305	\$462,305	\$343,620
14130 Glendale CVB - Bed Tax	\$0	\$0	\$0	\$419,502
<u>Dept. Total - Communications</u>	<u>\$1,977,866</u>	<u>\$1,637,367</u>	<u>\$1,637,367</u>	<u>\$3,191,889</u>

Program Name	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
<u>Conv./Media/Parking</u>				
10890 Convention/Media/Parking	\$260,725	\$133,963	\$133,963	\$133,740
10891 Media Center Operations	\$135,892	\$138,008	\$138,008	\$149,267
<u>Dept. Total - Conv./Media/Parking</u>	<u>\$396,617</u>	<u>\$271,971</u>	<u>\$271,971</u>	<u>\$283,007</u>
<u>Group Total - COMMUNICATIONS:</u>	<u>\$2,374,483</u>	<u>\$1,909,338</u>	<u>\$1,909,338</u>	<u>\$3,474,896</u>
<u>COMMUNITY SERVICES GROUP</u>				
<u>Comm. Services Adm</u>				
14510 Comm. Services Admin.	\$0	\$854,372	\$854,372	\$656,411
<u>Human Services</u>				
15010 Community Revitalization	\$257,738	\$386,825	\$386,825	\$401,648
<u>Human Services-Comm Action Prg</u>				
14420 CAP Local Match	\$25,115	\$5,954	\$5,954	\$8,569
<u>Library & Arts</u>				
15220 Library	\$4,007,466	\$4,081,979	\$4,081,979	\$4,409,811
<u>Parks & Rec</u>				
13010 Pool Maintenance	\$178,679	\$0	\$0	\$0
13020 Park Irrigation	\$197,478	\$0	\$0	\$0
13030 Parks CIP & Planning	\$1,710	\$0	\$0	\$0
13040 Parks Maintenance	\$3,886,078	\$4,760,614	\$4,767,614	\$4,936,058
14610 Parks & Recreation Admin.	\$644,075	\$0	\$0	\$0
14630 Recreation Admin & Events	\$129,093	\$308,310	\$308,310	\$501,393
14650 Youth and Teen	\$4,637	\$20,260	\$20,260	\$0
14660 Special Events and Programs	\$2,952	\$0	\$0	\$0
14670 Sports and Health	\$5,337	\$0	\$0	\$0
14680 Aquatics Rose Lane & Splash Pa	\$144,986	\$437,347	\$437,347	\$398,625
14710 Park Rangers	\$277,314	\$271,924	\$271,924	\$339,009
15015 Neighborhood Services	\$84,985	\$107,805	\$100,805	\$124,327
<u>Dept. Total - Parks & Rec</u>	<u>\$5,557,324</u>	<u>\$5,906,260</u>	<u>\$5,906,260</u>	<u>\$6,299,412</u>
<u>Parks & Rec-Fac/Commercial Ops</u>				
14620 Glendale Community Center	\$21,370	\$0	\$0	\$0
14640 Adult Center	\$261,314	\$139,670	\$139,670	\$131,486
14690 Audio/Visual/Support Services	\$0	\$278,596	\$278,596	\$298,304
14720 Foothills Recreation Center	\$1,115,222	\$1,074,137	\$1,074,137	\$1,148,545
14725 Civic Center	\$0	\$0	\$0	\$562,512
14760 Historic Sahuaro Ranch	\$12,369	\$0	\$0	\$0
<u>Dept. Total - Parks & Rec- Fac/Commercial Ops</u>	<u>\$1,410,275</u>	<u>\$1,492,403</u>	<u>\$1,492,403</u>	<u>\$2,140,847</u>
<u>Group Total - COMMUNITY SERVICES:</u>	<u>\$11,257,918</u>	<u>\$12,727,793</u>	<u>\$12,727,793</u>	<u>\$13,916,698</u>
<u>COUNCIL DISTRICTS&OF GROUP</u>				
<u>Council Office</u>				
10110 Council Office	\$550,130	\$527,191	\$527,191	\$418,168

Program Name	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
10120 Cholla District	\$68,528	\$91,086	\$91,086	\$91,137
10130 Barrel District	\$64,365	\$87,928	\$87,928	\$82,411
10140 Sahuaro District	\$77,938	\$94,750	\$94,750	\$87,418
10150 Cactus District	\$96,098	\$91,408	\$91,408	\$87,418
10160 Yucca District	\$86,395	\$85,917	\$85,917	\$81,963
10170 Ocotillo District	\$74,804	\$87,821	\$87,821	\$81,963
<u>Dept. Total - Council Office</u>	<u>\$1,018,258</u>	<u>\$1,066,101</u>	<u>\$1,066,101</u>	<u>\$930,478</u>
<u>DEVELOPMENT SERVICES GROUP</u>				
<u>Building Safety</u>				
15610 Building Safety	\$1,902,984	\$2,030,317	\$2,030,317	\$2,131,049
<u>Code Compliance</u>				
14410 Code Compliance	\$1,158,976	\$1,206,734	\$1,206,734	\$1,234,085
<u>Planning</u>				
13770 Mapping and Records	\$83,844	\$96,627	\$96,627	\$96,542
15910 Planning Administration	\$723,230	\$769,640	\$769,640	\$770,255
<u>Dept. Total - Planning</u>	<u>\$807,074</u>	<u>\$866,267</u>	<u>\$866,267</u>	<u>\$866,797</u>
<u>Group Total - DEVELOPMENT SERVICES:</u>	<u>\$3,869,034</u>	<u>\$4,103,318</u>	<u>\$4,103,318</u>	<u>\$4,231,931</u>
<u>ECONOMIC DEVELOPMENT GROUP</u>				
<u>Economic Development</u>				
16010 Economic Development	\$657,503	\$762,914	\$762,914	\$781,951
16025 Business Development	\$132,154	\$153,174	\$141,619	\$142,309
<u>Dept. Total - Economic Development</u>	<u>\$789,657</u>	<u>\$916,088</u>	<u>\$904,533</u>	<u>\$924,260</u>
<u>Rebates & Incentives</u>				
16210 Rebates & Incentives	\$458,090	\$0	\$0	\$0
<u>Group Total - ECONOMIC DEVELOPMENT:</u>	<u>\$1,247,747</u>	<u>\$916,088</u>	<u>\$904,533</u>	<u>\$924,260</u>
<u>FINANCE & TECHNOLOGY GROUP</u>				
<u>Finance</u>				
11310 Finance Administration	\$410,678	\$588,451	\$588,451	\$633,486
11320 Accounting Services	\$821,572	\$848,923	\$848,923	\$890,448
11340 License/Collection	\$944,530	\$1,066,975	\$1,066,975	\$1,101,334
11351 Arena Events	\$0	\$0	\$0	\$15,500,000
11352 AZSTA - Stadium Tax Refund	\$0	\$0	\$0	\$2,377,616
11360 Materials Management	\$192,876	\$480,844	\$480,844	\$471,136
11610 Budget & Research	\$499,979	\$259,490	\$253,990	\$269,931
11620 Grants Administration	\$13,480	\$5,000	\$10,500	\$129,881
<u>Dept. Total - Finance</u>	<u>\$2,883,115</u>	<u>\$3,249,683</u>	<u>\$3,249,683</u>	<u>\$21,373,832</u>
<u>Info. Technology</u>				
11510 Information Technology	\$3,190,810	\$3,062,356	\$3,062,356	\$0
<u>Lease Pmts/OtherFees</u>				
11380 Lease Payments	\$1,327,029	\$1,801,434	\$11,051,434	\$51,546

Program Name	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
11390 Merchant Fees	\$214,266	\$206,000	\$206,000	\$206,000
89800 1000 Advisor Fees	\$78,581	\$90,000	\$90,000	\$90,000
<u>Dept. Total - Lease Pmts/OtherFees</u>	<u>\$1,619,876</u>	<u>\$2,097,434</u>	<u>\$11,347,434</u>	<u>\$347,546</u>
<u>Group Total - FINANCE & TECHNOLOGY:</u>	<u>\$7,693,801</u>	<u>\$8,409,473</u>	<u>\$17,659,473</u>	<u>\$21,721,378</u>
<u>FIRE SERVICES GROUP</u>				
<u>Air Med & Logistics Ops</u>				
12492 Air-Med & Logistics Ops (HALO)	\$917,479	\$1,007,656	\$1,007,656	\$1,000,311
<u>Fire Department</u>				
12410 Fire Administration	\$1,405,245	\$2,038,058	\$1,964,567	\$2,225,123
12421 Fire Special Operations	\$14,198	\$16,293	\$16,293	\$16,293
12422 Fire Operations	\$21,452,678	\$27,714,343	\$27,714,343	\$30,924,878
12433 Fire Resource Management	\$3,065,770	\$3,723,630	\$3,881,233	\$3,807,585
12434 Fire Training	-\$33	\$0	\$0	\$0
12436 Fire Medical Services & Health	\$37,108	\$352,175	\$352,175	\$247,363
12438 Fire-Emergency Mgmt	\$298,764	\$463,258	\$463,258	\$502,357
12441 Fire Marshal's Office	\$708,102	\$936,082	\$851,970	\$983,450
12444 Fire Community Services	\$9,869	\$22,250	\$22,250	\$22,250
12491 Ambulance Services	\$526,570	\$510,191	\$510,191	\$566,041
12494 Fire - Fiesta Bowl Event	\$0	\$0	\$0	\$58,816
12495 Stadium - Fire Event Staffing	\$0	\$0	\$0	\$377,441
12496 Arena - Fire Event Staffing	\$0	\$0	\$0	\$139,752
12497 CBRanch - Fire Event Staffing	\$0	\$0	\$0	\$55,852
12498 Fire - College FB Playoffs	\$0	\$0	\$0	\$48,780
12499 Glendale Health Center	\$0	\$0	\$0	\$46,129
<u>Dept. Total - Fire Department</u>	<u>\$27,518,271</u>	<u>\$35,776,280</u>	<u>\$35,776,280</u>	<u>\$40,022,110</u>
<u>GRPS Training Center - Fire</u>				
12521 PS Training Ctr - Fire	\$537,740	\$581,875	\$581,875	\$642,827
<u>Group Total - FIRE SERVICES:</u>	<u>\$28,973,490</u>	<u>\$37,365,811</u>	<u>\$37,365,811</u>	<u>\$41,665,248</u>
<u>HR & RISK MGT GROUP</u>				
<u>Human Resources</u>				
11010 Risk Management/Safety	\$289,436	\$265,531	\$266,031	\$0
11020 Benefits	\$264,609	\$341,676	\$336,750	\$323,061
11030 Human Resources Administration	\$364,575	\$350,285	\$349,445	\$358,567
11040 Employment Services	\$271,996	\$285,661	\$286,061	\$327,973
11050 Employee Relations	\$196,757	\$201,967	\$207,313	\$266,165
11060 Compensation	\$175,806	\$177,715	\$177,235	\$370,329
11070 Organizational Development	\$81,185	\$93,286	\$93,286	\$110,872
11080 Employee Programs	\$0	\$0	\$0	\$20,000
<u>Dept. Total - Human Resources</u>	<u>\$1,644,364</u>	<u>\$1,716,121</u>	<u>\$1,716,121</u>	<u>\$1,776,967</u>
<u>INTERGOVT. RELATIONS GROUP</u>				
<u>Intergovt. Programs</u>				
10910 Intergovernmental Programs	\$386,524	\$477,640	\$477,640	\$512,016

Program Name	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
<u>MAYOR'S OFFICE GROUP</u>				
<u>Mayor</u>				
10010 Office of the Mayor	\$269,599	\$281,127	\$281,127	\$391,288
<u>NON-DEPARTMENTAL GROUP</u>				
<u>Non-Departmental</u>				
11801 Fund 1000 Non-Dept	\$542,438	\$1,285,704	\$1,285,704	\$10,026,202
<u>POLICE SERVICES GROUP</u>				
<u>GRPS Training Center - Police</u>				
12232 PS Training Ctr - Police	\$537,740	\$581,875	\$581,875	\$642,827
<u>Police Department</u>				
12110 Police Legal Services	\$1,922	\$0	\$0	\$0
12120 Police Administration	\$2,770,371	\$3,429,186	\$3,202,446	\$2,868,652
12121 Stadium - PD Event Staffing	\$0	\$0	\$0	\$1,455,726
12122 PD - Fiesta Bowl Event	\$0	\$0	\$0	\$245,795
12123 Arena-PD Event Staffing	\$0	\$0	\$0	\$541,231
12124 PD - College FB Playoffs	\$0	\$0	\$0	\$302,210
12125 CBRanch-Police Event Staffing	\$0	\$0	\$0	\$32,384
12130 Gateway Patrol	\$10,814,991	\$17,339,104	\$16,921,481	\$17,984,153
12135 Training	\$0	\$2,059,641	\$2,621,463	\$2,877,061
12150 Crime Investigations	\$10,743,983	\$12,274,310	\$11,642,707	\$12,739,491
12160 Police Personnel Management	\$807,376	\$685,502	\$672,091	\$704,308
12170 Foothills Patrol Bureau	\$12,947,471	\$16,061,383	\$16,567,483	\$17,841,073
12180 Police Support Services	\$1,289,986	\$1,935,164	\$1,935,164	\$2,535,138
12210 PD - Fiscal Management	\$2,784,230	\$2,771,027	\$2,771,027	\$3,745,068
12215 PD - Tow Administration	\$54,566	\$62,823	\$62,823	\$63,781
12220 PD - Detention	\$1,783,119	\$3,241,837	\$3,241,837	\$2,714,759
12230 PD - Communications	\$2,360,625	\$3,583,103	\$3,583,103	\$3,241,019
12233 PD - Special Operations	\$5,136,394	\$6,882,421	\$7,103,876	\$7,479,410
<u>Dept. Total - Police Department</u>	<u>\$51,495,034</u>	<u>\$70,325,501</u>	<u>\$70,325,501</u>	<u>\$77,371,259</u>
<u>Group Total - POLICE SERVICES:</u>	<u>\$52,032,774</u>	<u>\$70,907,376</u>	<u>\$70,907,376</u>	<u>\$78,014,086</u>
<u>PUBLIC WORKS GROUP</u>				
<u>Engineering</u>				
13710 BofA Bank Building	\$291,702	\$293,178	\$293,178	\$293,178
13715 Promenade at Palmarie	\$66,443	\$57,400	\$57,400	\$57,400
13720 Engineering Administration	\$461,796	\$543,242	\$543,242	\$561,744
13730 Design Division	\$27,760	\$127,670	\$127,670	\$16,313
13780 Land Development Division	\$109,838	\$110,784	\$110,784	\$128,727
13790 Construction Inspection	\$588,133	\$709,649	\$709,649	\$735,928
13800 Materials Testing	\$24,426	\$0	\$0	\$0
<u>Dept. Total - Engineering</u>	<u>\$1,570,098</u>	<u>\$1,841,923</u>	<u>\$1,841,923</u>	<u>\$1,793,290</u>
<u>Field Operations</u>				
11370 Materials Control Warehouse	\$153,085	\$0	\$0	\$0

Program Name	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
13410 Field Operations Admin.	\$478,284	\$479,048	\$468,290	\$162,628
13420 Cemetery	\$189,671	\$211,849	\$211,849	\$218,004
13430 Manistee Ranch Maintenance	\$5,481	\$6,613	\$8,109	\$0
13440 Graffiti Removal	\$12,009	\$17,096	\$17,096	\$17,110
13450 Facilities Management	\$3,707,687	\$3,976,724	\$3,881,263	\$3,931,542
13460 Custodial Services	\$759,534	\$841,619	\$841,619	\$843,640
13461 Downtown Parking Garage	\$49,300	\$46,600	\$55,380	\$0
13556 CBRanch - ROW Maintenance	\$0	\$0	\$0	\$16,080
Dept. Total - Field Operations	<u>\$5,355,051</u>	<u>\$5,579,549</u>	<u>\$5,483,606</u>	<u>\$5,189,004</u>
Transportation				
11890 Stadium - Transportation Ops.	\$0	\$0	\$0	\$794,339
11891 Transp - Fiesta Bowl Event	\$0	\$0	\$0	\$92,873
11892 Arena - Transportation Ops.	\$0	\$0	\$0	\$15,025
Dept. Total - Transportation	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$902,237</u>
Group Total - PUBLIC WORKS:	<u>\$6,925,149</u>	<u>\$7,421,472</u>	<u>\$7,325,529</u>	<u>\$7,884,531</u>
Fund Total - GENERAL:	<u>\$126,233,812</u>	<u>\$157,103,366</u>	<u>\$166,245,868</u>	<u>\$194,114,096</u>

1120 - VEHICLE REPLACEMENT

PUBLIC WORKS GROUP

Field Operations

13610 Equipment Replacement	\$1,227,183	\$2,452,791	\$2,452,791	\$4,500,000
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Fund Total - VEHICLE REPLACEMENT:	<u>\$1,227,183</u>	<u>\$2,452,791</u>	<u>\$2,452,791</u>	<u>\$4,500,000</u>
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TOTAL - GENERAL FUNDS	<u>\$127,460,995</u>	<u>\$159,556,157</u>	<u>\$168,698,659</u>	<u>\$198,614,096</u>
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SPECIAL REVENUE FUNDS

1200 - UTILITY BILL DONATION

NON-DEPARTMENTAL GROUP

Non-Departmental

36502 From the Heart	\$151,500	\$200,000	\$200,000	\$200,000
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Fund Total - UTILITY BILL DONATION:	<u>\$151,500</u>	<u>\$200,000</u>	<u>\$200,000</u>	<u>\$200,000</u>
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1220 - ARTS COMMISSION FUND

COMMUNITY SERVICES GROUP

Library & Arts

15310 Arts Program	\$197,430	\$173,162	\$184,912	\$188,226
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Fund Total - ARTS COMMISSION FUND:	<u>\$197,430</u>	<u>\$173,162</u>	<u>\$184,912</u>	<u>\$188,226</u>
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Program Name	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
1240 - COURT SECURITY/BONDS				
<u>CITY COURT GROUP</u>				
<u>City Court</u>				
10510 Court Security	\$345,106	\$391,599	\$342,999	\$400,318
10520 Court Time Payments	\$114,486	\$82,437	\$71,829	\$82,437
10530 Fill the Gap	\$868	\$57,000	\$57,000	\$57,000
<u>Dept. Total - City Court</u>	<u>\$460,460</u>	<u>\$531,036</u>	<u>\$471,828</u>	<u>\$539,755</u>
<u>Fund Total - COURT SECURITY/BONDS:</u>	<u>\$460,460</u>	<u>\$531,036</u>	<u>\$471,828</u>	<u>\$539,755</u>
1300 - HOME GRANT				
<u>COMMUNITY SERVICES GROUP</u>				
<u>Human Services</u>				
30001 HOME Program	-\$25,000	\$1,625,895	\$1,625,895	\$1,419,035
30002 Single Family Rehabilitation	\$251,277	\$0	\$0	\$250,713
30004 Rehab Delivery	\$18,263	\$0	\$0	\$4,456
30005 Rehabilitation Delivery	\$26,326	\$0	\$0	\$0
30008 Replacement Housing Prog/NR	\$110,948	\$0	\$0	\$0
30010 Habitat-Valley of the Sun	\$319,483	\$0	\$0	\$0
<u>Dept. Total - Human Services</u>	<u>\$701,297</u>	<u>\$1,625,895</u>	<u>\$1,625,895</u>	<u>\$1,674,204</u>
<u>Fund Total - HOME GRANT:</u>	<u>\$701,297</u>	<u>\$1,625,895</u>	<u>\$1,625,895</u>	<u>\$1,674,204</u>
1310 - NEIGHBORHOOD STABILIZATION PGM				
<u>COMMUNITY SERVICES GROUP</u>				
<u>Human Services</u>				
30900 NSP Programs	\$531,632	\$1,320,000	\$1,320,000	\$926,259
<u>Fund Total - NEIGHBORHOOD STABILIZATION PGM:</u>	<u>\$531,632</u>	<u>\$1,320,000</u>	<u>\$1,320,000</u>	<u>\$926,259</u>
1311 - N'HOOD STABILIZATION PGM III				
<u>COMMUNITY SERVICES GROUP</u>				
<u>Human Services</u>				
30910 NSP III	\$573,511	\$600,000	\$600,000	\$600,000
30912 Habitat for Humanity	\$920,979	\$0	\$0	\$500,000
<u>Dept. Total - Human Services</u>	<u>\$1,494,490</u>	<u>\$600,000</u>	<u>\$600,000</u>	<u>\$1,100,000</u>
<u>Fund Total - N'HOOD STABILIZATION PGM III:</u>	<u>\$1,494,490</u>	<u>\$600,000</u>	<u>\$600,000</u>	<u>\$1,100,000</u>
1320 - C.D.B.G.				
<u>COMMUNITY SERVICES GROUP</u>				
<u>Human Services</u>				
31001 CDBG Programs	-\$2	\$4,549,500	\$4,299,500	\$3,637,151
31002 Voluntary Demo - L/M	\$9,200	\$0	\$0	\$0
31003 Voluntary Demo - S/B	\$20,362	\$0	\$0	\$0

Program Name	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
31004 Lead-Based Paint Haz Reduction	\$12,580	\$0	\$0	\$0
31006 Temporary Relocation	\$24,695	\$0	\$0	\$0
31017 Single Family Residential	\$57,612	\$0	\$0	\$0
31018 Paint Reimbursement Program	\$24,344	\$0	\$0	\$0
31019 Rehabilitation Staff	\$98,284	\$0	\$0	\$0
31020 Rehabilitation Delivery	\$5,708	\$0	\$0	\$0
31022 Roof Repair Program	\$84,026	\$0	\$0	\$0
31028 General Administration	\$304,237	\$0	\$0	\$0
31030 Fair Housing-Commun Legal Svcs	\$5,759	\$0	\$0	\$0
31039 PS YWCA Senior Congregate Meal	\$40,000	\$0	\$0	\$0
31040 CASS-Employment Counseling	\$15,000	\$0	\$0	\$0
31045 PS Glendale Home Accessibility	\$57,833	\$0	\$0	\$0
31050 St Vincent de Paul-OLPH	\$59,022	\$0	\$0	\$0
31051 Home Food Delivery-Westside FB	\$30,000	\$0	\$0	\$0
31078 PI-Code Compliance Clean-up	\$9,829	\$0	\$0	\$0
31079 PS-CAP Rent Utility Assist	\$67,745	\$0	\$0	\$0
31081 Code Prof. Svcs, Clean &Lien	\$23,241	\$0	\$0	\$0
31084 PS-Central Arizona Shelter	\$10,000	\$0	\$0	\$0
31085 PS-Chrysalis	\$15,000	\$0	\$0	\$0
31086 PS-Duet, Partners In Aging	\$13,500	\$0	\$0	\$0
31089 PF-Comm Housing	\$8,176	\$0	\$0	\$0
31096 PF-COG Parks & Rec	\$20,667	\$0	\$0	\$0
31098 Habitat- Emergency Home Repair	\$466,546	\$0	\$0	\$0
31099 COG Housing Div Modern of Bath	\$47,255	\$0	\$0	\$0
31102 Field Operations-Street Recon	\$201,439	\$0	\$0	\$0
31103 East Catlin Court Improv.	\$23,842	\$0	\$0	\$0
31104 Community Housing 12/13	\$168,818	\$0	\$0	\$0
31107 Economic Dev. VIP 12/13	\$60,966	\$0	\$0	\$0
31108 PS-YWCA Meal on Wheels	\$40,000	\$0	\$0	\$0
31109 COG-Comm. Housing 13/14	\$0	\$0	\$0	\$0
31110 Valley Life -PF 13/14	\$1,146	\$0	\$0	\$0
31111 COG-Field Operations 13/14	\$255	\$0	\$58,700	\$0
31112 COG-Parks and Rec. 13/14	\$713	\$0	\$0	\$0
31114 CASS Vis Colina-PF 13/14	\$14,710	\$0	\$0	\$0
31115 CASS SINGL SHELTL 13/14	\$24,918	\$0	\$0	\$0
31120 Heart of the City 14/15	\$0	\$0	\$0	\$0
Dept. Total - Human Services	<u>\$2,067,426</u>	<u>\$4,549,500</u>	<u>\$4,358,200</u>	<u>\$3,637,151</u>
Fund Total - C.D.B.G.:	<u>\$2,067,426</u>	<u>\$4,549,500</u>	<u>\$4,358,200</u>	<u>\$3,637,151</u>

1340 - HIGHWAY USER GAS TAX

PUBLIC WORKS GROUP

Engineering

16920 Street Light Management	\$2,054,304	\$2,089,094	\$2,089,094	\$2,281,469
16925 Pavement Management	\$800	\$0	\$0	\$620,051
16940 Traffic Studies	\$366,807	\$323,589	\$323,589	\$327,087
Dept. Total - Engineering	<u>\$2,421,911</u>	<u>\$2,412,683</u>	<u>\$2,412,683</u>	<u>\$3,228,607</u>

Program Name	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
<u>Field Operations</u>				
16710 Right-of-Way Maintenance	\$2,316,457	\$2,609,721	\$2,615,625	\$2,641,663
16720 Street Maintenance	\$1,320,453	\$1,156,500	\$1,156,500	\$1,198,748
16731 Graffiti Removal - ROW	\$156,099	\$163,759	\$157,759	\$162,372
16820 Signs & Markings	\$491,270	\$648,241	\$648,337	\$636,758
<u>Dept. Total - Field Operations</u>	<u>\$4,284,279</u>	<u>\$4,578,221</u>	<u>\$4,578,221</u>	<u>\$4,639,541</u>
<u>Transportation</u>				
16810 Traffic Signals	\$844,896	\$1,201,559	\$1,201,559	\$1,201,495
16910 Transportation Administration	\$163,296	\$112,038	\$112,038	\$115,491
16950 Traffic Design and Development	\$181,124	\$167,456	\$167,456	\$172,502
<u>Dept. Total - Transportation</u>	<u>\$1,189,316</u>	<u>\$1,481,053</u>	<u>\$1,481,053</u>	<u>\$1,489,488</u>
<u>Group Total - PUBLIC WORKS:</u>	<u>\$7,895,506</u>	<u>\$8,471,957</u>	<u>\$8,471,957</u>	<u>\$9,357,636</u>
Fund Total - HIGHWAY USER GAS TAX:	<u>\$7,895,506</u>	<u>\$8,471,957</u>	<u>\$8,471,957</u>	<u>\$9,357,636</u>

1650 - TRANSPORTATION GRANTS

PUBLIC WORKS GROUP

Transportation

37200 Grant Approp - Transportation	\$0	\$1,000,000	\$1,000,000	\$1,000,000
37201 JARC - GUS 1 & 2	\$86,053	\$0	\$0	\$0
37202 New Freedom - GUS 3	\$0	\$0	\$0	\$0
37203 New Freedom-Bus Buddies BAG IT	\$12,779	\$0	\$0	\$0
37206 HSIP Ped Countdown Signals	\$0	\$35,541	\$0	\$0
37208 LTAF II - Fixed Route	\$668,952	\$0	\$0	\$0
<u>Dept. Total - Transportation</u>	<u>\$767,784</u>	<u>\$1,035,541</u>	<u>\$1,000,000</u>	<u>\$1,000,000</u>

Fund Total - TRANSPORTATION GRANTS:	<u>\$767,784</u>	<u>\$1,035,541</u>	<u>\$1,000,000</u>	<u>\$1,000,000</u>
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1660 - TRANSPORTATION SALES TAX

PUBLIC WORKS GROUP

Engineering

16311 GO Street Light Mgmt	\$0	\$0	\$0	\$499,100
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Transportation

16510 Transportation Program Mgmt	\$2,226,273	\$2,338,398	\$2,457,420	\$2,496,273
16520 Transportation Education	\$191,017	\$212,480	\$212,480	\$215,509
16525 Transit Management	\$356,005	\$400,068	\$400,068	\$414,317
16530 Dial-A-Ride	\$2,302,696	\$2,538,880	\$2,538,880	\$2,670,544
16540 Fixed Route	\$3,013,008	\$4,338,971	\$3,812,695	\$4,883,203
16550 Demand Management	\$21,803	\$40,300	\$40,300	\$40,300
16570 Intelligent Transportation Sys	\$526,847	\$665,151	\$546,129	\$699,685
16580 Traffic Mitigation	\$121,902	\$361,444	\$361,444	\$300,675
16590 Transportation CIP O&M	\$136,170	\$1,011,577	\$1,011,577	\$1,173,766
16610 GO Traffic Signals	\$0	\$18,600	\$18,600	\$10,050
16620 GO Signs & Marking	\$0	\$53,813	\$53,813	\$53,813
16630 GO Street Light Mgmt	\$0	\$505,343	\$505,343	\$0
16640 Rail Transit	\$0	\$0	\$55,000	\$55,000

Program Name	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
<u>Dept. Total - Transportation</u>	<u>\$8,895,721</u>	<u>\$12,485,025</u>	<u>\$12,013,749</u>	<u>\$13,013,135</u>
				<u>\$13,512,235</u>
<u>Fund Total - TRANSPORTATION SALES TAX:</u>	<u>\$8,895,721</u>	<u>\$12,485,025</u>	<u>\$12,013,749</u>	<u>\$13,512,235</u>
1700 - POLICE SPECIAL REVENUE				
<u>POLICE SERVICES GROUP</u>				
<u>Police Department</u>				
12310 Patrol - Special Revenue Fund	\$13,430,316	\$0	\$0	\$0
<u>Fund Total - POLICE SPECIAL REVENUE:</u>	<u>\$13,430,316</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
1720 - FIRE SPECIAL REVENUE				
<u>FIRE SERVICES GROUP</u>				
<u>Fire Department</u>				
12610 Fire - Special Revenue Fund	\$6,517,097	\$0	\$0	\$0
<u>Fund Total - FIRE SPECIAL REVENUE:</u>	<u>\$6,517,097</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
1760 - AIRPORT SPECIAL REVENUE				
<u>PUBLIC WORKS GROUP</u>				
<u>Airport</u>				
16410 Airport Operations	\$651,664	\$723,906	\$723,906	\$638,647
<u>Fund Total - AIRPORT SPECIAL REVENUE:</u>	<u>\$651,664</u>	<u>\$723,906</u>	<u>\$723,906</u>	<u>\$638,647</u>
1820 - CAP GRANT				
<u>COMMUNITY SERVICES GROUP</u>				
<u>Human Services-Comm</u>				
<u>Action Prg</u>				
32040 Community Action Program (CAP)	\$0	\$73,111	\$73,111	\$73,111
32050 Case Mgmt-LIHEAP Voucher	\$552,305	\$648,297	\$648,297	\$605,964
32055 Case Mgmt-TANF Voucher	\$44,985	\$45,000	\$45,000	\$45,000
32056 Case Mgmt Admin	\$197,176	\$224,636	\$312,655	\$326,976
32057 Case Mgmt-NHN Voucher	\$1,280	\$1,581	\$1,581	\$1,373
32060 Community Svcs Block Grant-Adm	\$183,336	\$207,029	\$119,010	\$141,258
32070 ACAA HEAF Program	\$6,663	\$7,330	\$7,330	\$7,330
32071 ACAA SW Gas Assistance	\$7,090	\$8,693	\$8,693	\$8,693
32072 ACAA URRD Program	\$17,793	\$37,471	\$37,471	\$30,000
32073 ACAA SRP Assistance	\$40,033	\$41,036	\$41,036	\$50,000
32074 ACAA APS Assistance	\$12,084	\$5,500	\$5,500	\$14,018
<u>Dept. Total - Human Services-Comm</u>	<u>\$1,062,745</u>	<u>\$1,299,684</u>	<u>\$1,299,684</u>	<u>\$1,303,723</u>
<u>Action Prg</u>				
<u>Fund Total - CAP GRANT:</u>	<u>\$1,062,745</u>	<u>\$1,299,684</u>	<u>\$1,299,684</u>	<u>\$1,303,723</u>

Program Name	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
1830 - EMERGENCY SHELTER GRANTS				
<u>COMMUNITY SERVICES GROUP</u>				
<u>Human Services</u>				
31900 ESG General Administration	\$11,399	\$208,992	\$208,992	\$208,992
31902 Central AZ Shelter Srvs-ESG	\$18,901	\$0	\$0	\$0
31903 Homeward Bound-ESG	\$23,512	\$0	\$0	\$0
31904 PREHAB Faith House-ESG	\$15,272	\$0	\$0	\$0
31905 ESG Emergency Solution Grant	\$16,636	\$0	\$0	\$0
31908 CAP Homeless Prevention	\$26,265	\$0	\$0	\$0
31909 CAP Rapid Re-Housing	\$18,491	\$0	\$0	\$0
31911 CAP Homeless Prev 12/13	\$26,178	\$0	\$0	\$0
31912 CAP Rapid Re 12/13	\$25,389	\$0	\$0	\$0
<u>Dept. Total - Human Services</u>	<u>\$182,043</u>	<u>\$208,992</u>	<u>\$208,992</u>	<u>\$208,992</u>
<u>Fund Total - EMERGENCY SHELTER GRANTS:</u>	<u>\$182,043</u>	<u>\$208,992</u>	<u>\$208,992</u>	<u>\$208,992</u>

1840 - GRANTS

COMMUNITY SERVICES GROUP

Library & Arts

36001 State Grant In Aid 2005	\$15,268	\$0	\$0	\$0
36006 Grant Approp - Library	\$0	\$25,000	\$25,000	\$25,000
36038 Books for AZ Libraries	\$1,814	\$0	\$0	\$0
36045 Memorial Donations-Library	\$7	\$0	\$0	\$0
36046 Library Donations	\$3,019	\$0	\$0	\$0
36048 Library Teen Program Donations	\$245	\$0	\$0	\$0
36049 STEM at the Library Grant	\$15,933	\$0	\$0	\$0
36050 LSTA Create, Connct & Collab	\$0	\$0	\$0	\$0
36051 LSTA eMerging Readers grant	\$0	\$0	\$0	\$0

Dept. Total - Library & Arts **\$36,286** **\$25,000** **\$25,000** **\$25,000**

Parks & Rec

35004 Grant Approp - Parks & Rec	\$0	\$25,000	\$25,000	\$25,000
35015 Misc P&R Grants	\$5,340	\$0	\$0	\$0
35021 P&R Youth Scholarship Donation	\$2,834	\$0	\$0	\$0
35022 GRASP Fitness & Nutrition Prog	\$17,831	\$0	\$0	\$0
35023 Glendale Adult Ctr Donation	\$4,170	\$0	\$0	\$0

Dept. Total - Parks & Rec **\$30,175** **\$25,000** **\$25,000** **\$25,000**

Group Total - COMMUNITY SERVICES: **\$66,461** **\$50,000** **\$50,000** **\$50,000**

FIRE SERVICES GROUP

Fire Department

34001 Grant Approp - Fire Dept	\$0	\$2,000,000	\$1,365,000	\$2,000,000
34006 Paramedic Refresher Programs-D	\$614	\$0	\$0	\$0
34007 Employee Recognition-Donations	\$220	\$0	\$0	\$0
34008 Crisis Response - Donations	\$3,746	\$0	\$0	\$0
34033 Fire Dept Cadet Pgm-Donations	\$715	\$0	\$0	\$0
34060 2009/10 Childhood Immunization	\$5,832	\$0	\$0	\$0
34072 AHIMT-Wildland Special Ops	\$416,795	\$0	\$0	\$0

Program Name	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
34076 2011 MMRS	\$4,894	\$0	\$0	\$0
34077 2012 UASI GFD RRT	\$14,003	\$0	\$0	\$0
34078 2012 UASI GFD TLO	\$8,092	\$0	\$0	\$0
34079 Fire Comm. Services Donations	\$0	\$0	\$0	\$0
34080 2012 MMRS	\$35,820	\$0	\$0	\$0
34081 GCC Educ Svc Agreement	\$13,674	\$0	\$0	\$0
34082 2011 UASI GFD TRT Equip&Train	\$21,659	\$0	\$0	\$0
34083 2011 UASI GFD TLO Sustainment	\$51,707	\$0	\$0	\$0
34084 2011 MMRS Reallocation Grant	\$7,182	\$0	\$0	\$0
34085 2013 UASI GFD RRT	\$99,825	\$0	\$0	\$0
34086 2013 UASI GFD TLO	\$32,438	\$0	\$0	\$0
34087 SRPMIS Fire Grant	\$0	\$0	\$0	\$0
34088 2013 Safer Grant	\$0	\$1,001,610	\$1,001,610	\$1,158,123
34089 UASI Emer Mgt Display Grant	\$0	\$0	\$0	\$0
34090 2014 UASI GFD RRT	\$0	\$0	\$0	\$0
34091 2014 UASI GFD TLO Sustainment	\$0	\$0	\$0	\$0
Dept. Total - Fire Department	<u>\$717,216</u>	<u>\$3,001,610</u>	<u>\$2,366,610</u>	<u>\$3,158,123</u>

MISCELLANEOUS GRANTS GROUP

Grants

32105 Victim's Rights-Cty Atty	\$10,100	\$0	\$0	\$0
32108 Prop. 302	\$155,563	\$0	\$0	\$0
32109 Nina Mason Pulliam Grant	\$5,984	\$0	\$0	\$0
32111 Donations - Glendale Univ.	\$3,047	\$0	\$0	\$0
32115 MYAC Fundraising	\$453	\$0	\$0	\$0
32118 Miscellaneous Grants	\$0	\$150,000	\$150,000	\$150,000
32132 Historic Plaques	\$0	\$0	\$0	\$0
32133 Community Connections Donation	\$5	\$0	\$0	\$0
32149 Centennial HP Bus Tour Donat	\$576	\$0	\$0	\$0
32156 STOP Violence Prosecutors Off	\$119,158	\$0	\$0	\$0
32157 DV Lethality Assessment Grant	\$134,498	\$0	\$0	\$0
32158 CAP Donations	\$516	\$0	\$0	\$0
Dept. Total - Grants	<u>\$429,900</u>	<u>\$150,000</u>	<u>\$150,000</u>	<u>\$150,000</u>

POLICE SERVICES GROUP

Police Department

33002 Victim Rights - PD	\$83,998	\$83,250	\$83,250	\$84,000
33006 Police K-9 Donation	\$243	\$0	\$0	\$0
33010 PD DEA Grant - Overtime	\$18,931	\$0	\$0	\$0
33014 CAT Donations	\$1,414	\$0	\$0	\$0
33018 VOCA	\$84,563	\$110,477	\$110,477	\$111,663
33021 Grant Approp - Police Dept	\$0	\$2,000,000	\$1,567,248	\$2,000,000
33032 Joint Terrorism Task Force-OT	\$15,571	\$0	\$0	\$0
33041 DPS VTTF	\$90,287	\$0	\$0	\$0
33047 Advocacy Donations	\$786	\$0	\$0	\$0
33057 PD Volunteers	\$278	\$0	\$0	\$0
33105 DEA OCDETF Overtime	\$119,651	\$0	\$0	\$0
33135 ICAC Task Force	\$5,000	\$0	\$0	\$0

Program Name	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
33163 GPD Cold Case Investigation	\$53,492	\$0	\$0	\$0
33164 GPD Technology Enhancement Pro	\$277,029	\$0	\$0	\$0
33165 FCTF/MFTF	\$17,200	\$0	\$0	\$0
33167 USMS Violent Offend Task Force	\$9,000	\$0	\$0	\$0
33169 USS Electronic Crime Task Forc	\$556	\$0	\$0	\$0
33172 2011 Smart Policing Initiative	\$83,615	\$0	\$0	\$0
33173 2011 JAG CAD/RMS Replacement	\$42,278	\$0	\$0	\$0
33180 USPS Taskforce	\$223	\$0	\$0	\$0
33181 HIDTA	\$37,636	\$0	\$0	\$0
33183 2013 GOHS DUI Enforcement	\$1,397	\$0	\$0	\$0
33185 2013 GOHS Robotic Accident Inv	\$20,000	\$0	\$0	\$0
33186 2013 GOHS Vehicle Crime Squad	\$6,000	\$0	\$0	\$0
33187 2012 JAG	\$94,602	\$0	\$0	\$0
33188 State Farm Safety Education	\$8,198	\$0	\$0	\$0
33189 2012 UASI GPD RRT	\$56,730	\$0	\$0	\$0
33190 2012 UASI GPD TLO	\$21,967	\$0	\$0	\$0
33193 2013 DUI Know Your Limits	\$38,823	\$0	\$0	\$0
33195 2013 DUI Enforcement OT	\$27,652	\$0	\$0	\$0
33196 2013 GOHS DUI Equipment 164	\$44,500	\$0	\$0	\$0
33197 2013 DUI Service and Equipment	\$75,699	\$0	\$0	\$0
33198 2013 DUI Abatement DUIAC-E-015	\$49,997	\$0	\$0	\$0
33200 2011 UASI GPD RRT Mast Camera	\$27,220	\$0	\$0	\$0
33201 2011 UASI GPD RRT Comm	\$20,701	\$0	\$0	\$0
33202 Rutgers Partnership	\$29,296	\$0	\$0	\$0
33203 2013 UASI GPD RRT	\$55,521	\$0	\$0	\$0
33204 2013 UASI GPD TLO	\$940	\$0	\$0	\$0
33206 STEP Aggressive Driving Equip	\$5,000	\$0	\$0	\$0
33207 STEP Speed Enforce/DUI Equip	\$26,743	\$0	\$0	\$0
33208 STEP Overtime	\$14,476	\$0	\$0	\$0
33209 DUI Enforcement Overtime	\$40,490	\$0	\$0	\$0
33210 2014 Occupant Protection OT	\$0	\$0	\$0	\$0
33211 Police Awards Ceremony Donate	\$5,696	\$0	\$0	\$0
33212 2012 UASI GPD Non-EnergeticRAT	\$34,230	\$0	\$0	\$0
33213 2013 COPS Hiring Program	\$11,537	\$553,150	\$553,150	\$515,827
33214 2014 Buckle Up Az	\$7,999	\$0	\$0	\$0
33215 DUI Enforcement Vehicle (1)	\$0	\$0	\$0	\$0
33216 2014 DUIAC DUI Enforcement	\$0	\$0	\$0	\$0
33217	\$0	\$0	\$0	\$0
33223 2014 UASI Glendale PD RRT Sust	\$0	\$0	\$0	\$0
33224 2014 UASI Glendale PD TLO Sust	\$0	\$0	\$0	\$0
33228 School Resource Officer IGAs	\$0	\$0	\$0	\$509,427
<u>Dept. Total - Police Department</u>	<u>\$1,667,165</u>	<u>\$2,746,877</u>	<u>\$2,314,125</u>	<u>\$3,220,917</u>
<u>Fund Total - GRANTS:</u>	<u>\$2,880,742</u>	<u>\$5,948,487</u>	<u>\$4,880,735</u>	<u>\$6,579,040</u>

Program Name	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
1842 - ARRA STIMULUS GRANTS				
<u>COMMUNITY SERVICES GROUP</u>				
<u>Human Services</u>				
37020 Homeless Prevention HPRP	\$687	\$0	\$0	\$0
<u>MISCELLANEOUS GRANTS GROUP</u>				
<u>Grants</u>				
37060 ARWRF Facility UV System Imp	\$122,262	\$0	\$0	\$0
37061 Well 43 Variable Drive Retrofi	\$75,000	\$0	\$0	\$0
37067 Energy Matters Public Educat	\$25,663	\$0	\$0	\$0
<u>Dept. Total - Grants</u>	<u>\$222,925</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<u>Fund Total - ARRA STIMULUS GRANTS:</u>	<u>\$223,612</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
1860 - RICO FUNDS				
<u>POLICE SERVICES GROUP</u>				
<u>Police Department</u>				
32020 Federal RICO	\$7,551	\$225,000	\$225,000	\$225,000
32030 State RICO	\$2,418,416	\$2,220,733	\$2,220,733	\$2,256,886
<u>Dept. Total - Police Department</u>	<u>\$2,425,967</u>	<u>\$2,445,733</u>	<u>\$2,445,733</u>	<u>\$2,481,886</u>
<u>Fund Total - RICO FUNDS:</u>	<u>\$2,425,967</u>	<u>\$2,445,733</u>	<u>\$2,445,733</u>	<u>\$2,481,886</u>
1880 - PARKS & RECREATION SELF SUST				
<u>COMMUNITY SERVICES GROUP</u>				
<u>Parks & Rec</u>				
14810 Recreation Self-Sustaining	\$1,005	\$4,360	\$4,360	\$0
14820 Rec. Admin & Events Self Sust.	\$26,923	\$16,053	\$16,053	\$20,500
14840 Sports Self Sustaining	\$206,941	\$277,619	\$277,619	\$303,474
14850 Youth and Teen Self Sustaining	\$234,755	\$278,499	\$278,499	\$295,091
14890 Aquatics Rose Lane Self Sust.	\$44,499	\$61,421	\$61,421	\$61,292
14891 GESD-Reimb Division	\$305	\$0	\$0	\$0
<u>Dept. Total - Parks & Rec</u>	<u>\$514,428</u>	<u>\$637,952</u>	<u>\$637,952</u>	<u>\$680,357</u>
<u>Parks & Rec-Fac/Commercial Ops</u>				
14825 Adult Center Self Sustaining	\$129,829	\$136,615	\$136,615	\$136,723
14830 Rec Self Sust-Foothills Rec	\$237,230	\$291,047	\$291,047	\$275,501
14860 SRPHA Sahuaro Ranch Hist	\$87,417	\$70,090	\$70,090	\$70,341
14892 Glendale Community Center	\$1,783	\$0	\$0	\$0
<u>Dept. Total - Parks & Rec-Fac/Commercial Ops</u>	<u>\$456,259</u>	<u>\$497,752</u>	<u>\$497,752</u>	<u>\$482,565</u>
<u>Group Total - COMMUNITY SERVICES:</u>	<u>\$970,687</u>	<u>\$1,135,704</u>	<u>\$1,135,704</u>	<u>\$1,162,922</u>
<u>Fund Total - PARKS & RECREATION SELF SUST:</u>	<u>\$970,687</u>	<u>\$1,135,704</u>	<u>\$1,135,704</u>	<u>\$1,162,922</u>

Program Name	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
1885 - PARKS & RECREATION DESIGNATED				
<u>COMMUNITY SERVICES GROUP</u>				
<u>Parks & Rec</u>				
13135 City-Wide Aquatics	\$3,836	\$10,500	\$10,500	\$13,700
13170 Dedicate A Tree	\$1,889	\$7,500	\$7,500	\$4,000
13180 Desert Valley Park	\$0	\$8,000	\$8,000	\$9,000
13190 GESD ES Ballfields	\$0	\$13,000	\$13,000	\$0
13210 Desert Mirage Park	\$0	\$10,000	\$10,000	\$5,000
13220 Desert Gardens Park	\$0	\$10,985	\$10,985	\$6,000
13230 Discovery Park	\$0	\$4,000	\$4,000	\$4,000
13235 Elsie McCarthy Pk. Maint	\$7,946	\$46,383	\$46,383	\$35,118
13237 Paseo Racquet Center	\$0	\$5,000	\$5,000	\$5,000
<u>Dept. Total - Parks & Rec</u>	<u>\$13,671</u>	<u>\$115,368</u>	<u>\$115,368</u>	<u>\$81,818</u>
<u>Fund Total - PARKS & RECREATION DESIGNATED:</u>	<u>\$13,671</u>	<u>\$115,368</u>	<u>\$115,368</u>	<u>\$81,818</u>
2530 - TRAINING FACILITY REVENUE FUND				
<u>FIRE SERVICES GROUP</u>				
<u>Fire Department</u>				
12590 PS Training Ops - Fire	\$614,386	\$722,386	\$722,386	\$787,230
<u>POLICE SERVICES GROUP</u>				
<u>Police Department</u>				
12390 PS Training Ops - Police	\$322,488	\$333,945	\$333,945	\$359,377
<u>PUBLIC WORKS GROUP</u>				
<u>Field Operations</u>				
13480 PS Training Ops - Fac. Mgmt.	\$442,559	\$471,276	\$471,276	\$478,385
<u>Fund Total - TRAINING FACILITY REVENUE FUND:</u>	<u>\$1,379,433</u>	<u>\$1,527,607</u>	<u>\$1,527,607</u>	<u>\$1,624,992</u>
TOTAL - SPECIAL REVENUE FUNDS	\$52,901,223	\$44,397,597	\$42,584,270	\$46,217,486
CAPITAL PROJECTS FUNDS				
2040 - PUBLIC SAFETY CONSTRUCTION				
<u>FINANCE & TECHNOLOGY GROUP</u>				
<u>Lease Pmts/OtherFees</u>				
89806 2040 Advisor Fees	\$694	\$855	\$855	\$855
<u>Fund Total - PUBLIC SAFETY CONSTRUCTION:</u>	<u>\$694</u>	<u>\$855</u>	<u>\$855</u>	<u>\$855</u>

Program Name	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
2060 - PARKS CONSTRUCTION				
<u>FINANCE & TECHNOLOGY GROUP</u>				
<u>Lease Pmts/OtherFees</u>				
89804 2060 Advisor Fees	\$67	\$83	\$83	\$83
Fund Total - PARKS CONSTRUCTION:	<u>\$67</u>	<u>\$83</u>	<u>\$83</u>	<u>\$83</u>
2100 - ECONOMIC DEV. CONSTR-1999 AUTH				
<u>FINANCE & TECHNOLOGY GROUP</u>				
<u>Lease Pmts/OtherFees</u>				
89815 2100 Advisor Fees	\$367	\$465	\$465	\$0
Fund Total - ECONOMIC DEV. CONSTR-1999 AUTH:	<u>\$367</u>	<u>\$465</u>	<u>\$465</u>	<u>\$0</u>
2180 - FLOOD CONTROL CONSTRUCTION				
<u>FINANCE & TECHNOLOGY GROUP</u>				
<u>Lease Pmts/OtherFees</u>				
89808 2180 Advisor Fees	\$1,956	\$2,415	\$2,415	\$2,415
Fund Total - FLOOD CONTROL CONSTRUCTION:	<u>\$1,956</u>	<u>\$2,415</u>	<u>\$2,415</u>	<u>\$2,415</u>
TOTAL - CAPITAL PROJECTS FUNDS	<u>\$3,084</u>	<u>\$3,818</u>	<u>\$3,818</u>	<u>\$3,353</u>

ENTERPRISE FUNDS

2360 - WATER AND SEWER

DEVELOPMENT SERVICES GROUP

Building Safety

17510 Cross Connection Control \$134,602 \$136,798 \$136,798 \$140,647

FINANCE & TECHNOLOGY GROUP

Finance

17020 Customer Service Office \$2,356,500 \$2,904,338 \$2,904,338 \$3,029,403

WATER SERVICES GROUP

Water Services

17010 Environmental Resources \$480,474 \$736,296 \$736,296 \$726,136
 17110 Water Services Administration \$7,277,415 \$7,711,049 \$7,711,049 \$8,057,553
 17115 Safety Administration \$0 \$129,333 \$129,333 \$143,879
 17120 Information Management \$1,099,633 \$1,109,612 \$1,109,612 \$1,038,000
 17130 Public Service Representatives \$306,638 \$652,701 \$652,701 \$642,976
 17140 System Security \$587,857 \$519,072 \$519,072 \$612,547
 17150 Property Management \$55,700 \$65,500 \$65,500 \$65,700
 17160 Arrowhead Reclamation Plant \$1,928,430 \$2,056,290 \$2,056,290 \$2,091,543

Program Name	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
17170 West Area Plant	\$3,447,026	\$3,546,843	\$3,546,843	\$3,321,319
17180 Materials Control Warehouse	\$0	\$118,567	\$118,567	\$152,908
17210 Customer Service - Field	\$992,421	\$1,179,734	\$1,179,734	\$1,196,629
17220 Irrigation	\$143,212	\$195,542	\$195,542	\$195,000
17230 Raw Water Usage	\$3,530,340	\$4,134,838	\$4,134,838	\$4,504,000
17240 Central System Control	\$1,340,428	\$1,316,158	\$1,316,158	\$1,481,488
17250 Pyramid Peak Plant	\$1,796,062	\$1,825,267	\$1,825,267	\$1,902,798
17260 Cholla Treatment Plant	\$2,241,140	\$2,887,595	\$2,887,595	\$2,825,852
17280 Central System Maintenance	\$359,000	\$1,679,583	\$1,679,583	\$1,670,421
17290 Water Distribution	\$2,973,900	\$3,197,733	\$3,197,733	\$3,264,007
17300 Meter Maintenance	\$1,025,007	\$1,033,874	\$1,033,874	\$1,112,515
17310 Oasis Surface WTP	\$2,604,387	\$2,836,661	\$2,836,661	\$2,759,239
17320 Oasis Groundwater WTP	\$114,206	\$613,500	\$613,500	\$409,400
17410 Water Conservation	\$306,326	\$368,075	\$368,075	\$468,111
17420 Water Quality	\$1,171,665	\$1,306,762	\$1,306,762	\$1,261,080
17610 Pretreatment Program	\$410,905	\$505,422	\$505,422	\$466,916
17620 SROG (91st Ave) Plant	\$3,245,244	\$3,279,448	\$3,279,448	\$3,472,000
17625 99th Avenue Interceptor	\$8,127	\$200,000	\$200,000	\$100,000
17630 Wastewater Collection	\$2,315,657	\$2,861,963	\$2,861,963	\$3,005,950
17699 Storm Water	\$358,142	\$373,978	\$373,978	\$552,496
Dept. Total - Water Services	\$40,119,342	\$46,441,396	\$46,441,396	\$47,500,463

Fund Total - WATER AND SEWER: \$42,610,444 \$49,482,532 \$49,482,532 \$50,670,513

2440 - LANDFILL

PUBLIC WORKS GROUP

Field Operations

17710 Landfill	\$3,139,464	\$4,393,966	\$4,393,966	\$4,416,402
17720 Gas Management System	\$172,611	\$166,800	\$166,800	\$166,800
17730 Solid Waste Admin	\$974,984	\$1,287,352	\$1,343,260	\$1,411,312
17740 Recycling	\$855,587	\$964,247	\$964,247	\$980,837
17750 MRF Operations	\$1,517,688	\$1,950,916	\$2,377,133	\$2,603,562

Dept. Total - Field Operations \$6,660,334 \$8,763,281 \$9,245,406 \$9,578,913

Fund Total - LANDFILL: \$6,660,334 \$8,763,281 \$9,245,406 \$9,578,913

2480 - SANITATION

PUBLIC WORKS GROUP

Field Operations

17810 Sanitation Roll-off	\$600,681	\$705,076	\$615,076	\$629,903
17820 Sanitation Frontload	\$3,194,689	\$3,086,265	\$3,086,265	\$3,087,503
17830 Curb Service	\$6,742,366	\$6,844,938	\$6,844,938	\$6,972,815
17840 Residential-Loose Trash Collec	\$2,643,456	\$2,696,719	\$2,696,719	\$2,777,050

Dept. Total - Field Operations \$13,181,192 \$13,332,998 \$13,242,998 \$13,467,271

Fund Total - SANITATION: \$13,181,192 \$13,332,998 \$13,242,998 \$13,467,271

Program Name	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
2500 - PUB HOUSING BUDGET ACTIVITIES				
<u>COMMUNITY SERVICES GROUP</u>				
<u>Human Services</u>				
17910 Community Housing	\$1,564,382	\$15,884,596	\$15,884,596	\$15,891,384
Fund Total - PUB HOUSING BUDGET ACTIVITIES:	<u>\$1,564,382</u>	<u>\$15,884,596</u>	<u>\$15,884,596</u>	<u>\$15,891,384</u>
TOTAL - ENTERPRISE FUNDS	<u>\$64,016,352</u>	<u>\$87,463,407</u>	<u>\$87,855,532</u>	<u>\$89,608,081</u>

INTERNAL SERVICE FUNDS

2540 - RISK MANAGEMENT SELF INSURANCE

<u>HR & RISK MGT GROUP</u>				
<u>Human Resources</u>				
18010 Risk Mgmt Trust Fund	\$2,567,556	\$4,000,000	\$4,000,000	\$2,934,598
Fund Total - RISK MANAGEMENT SELF INSURANCE:	<u>\$2,567,556</u>	<u>\$4,000,000</u>	<u>\$4,000,000</u>	<u>\$2,934,598</u>

2560 - WORKERS COMP. SELF INSURANCE

<u>HR & RISK MGT GROUP</u>				
<u>Human Resources</u>				
18110 Worker's Compensation	\$1,297,854	\$1,608,000	\$1,608,000	\$2,201,956
Fund Total - WORKERS COMP. SELF INSURANCE:	<u>\$1,297,854</u>	<u>\$1,608,000</u>	<u>\$1,608,000</u>	<u>\$2,201,956</u>

2580 - BENEFITS TRUST FUND

<u>HR & RISK MGT GROUP</u>				
<u>Human Resources</u>				
18210 Benefit Programs	\$23,112,548	\$23,291,958	\$23,291,958	\$25,450,368
18211 Deferred Compensation	\$5,621	\$0	\$0	\$0
Dept. Total - Human Resources	<u>\$23,118,169</u>	<u>\$23,291,958</u>	<u>\$23,291,958</u>	<u>\$25,450,368</u>
Fund Total - BENEFITS TRUST FUND:	<u>\$23,118,169</u>	<u>\$23,291,958</u>	<u>\$23,291,958</u>	<u>\$25,450,368</u>

2590 - FLEET SERVICES

<u>PUBLIC WORKS GROUP</u>				
<u>Field Operations</u>				
18300 Fleet Management	\$0	\$0	\$0	\$3,995,613
18301 Fuel Services	\$0	\$0	\$0	\$3,511,944
18302 Parts Store Operations	\$0	\$0	\$0	\$1,499,953
Dept. Total - Field Operations	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$9,007,510</u>
Fund Total - FLEET SERVICES:	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$9,007,510</u>

Program Name	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
2591 - TECHNOLOGY				
<u>FINANCE & TECHNOLOGY GROUP</u>				
<u>Info. Technology</u>				
18400 Telephones	\$0	\$0	\$0	\$1,135,400
18401 Technology Replacement	\$0	\$0	\$0	\$2,859,943
18402 Information Technology	\$0	\$0	\$0	\$2,655,208
<u>Dept. Total - Info. Technology</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$6,650,551</u>
<u>Fund Total - TECHNOLOGY:</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$6,650,551</u>
2592 - TECHNOLOGY PROJECTS				
<u>FINANCE & TECHNOLOGY GROUP</u>				
<u>Info. Technology</u>				
18500 Technology Projects	\$0	\$0	\$0	\$3,234,800
<u>Fund Total - TECHNOLOGY PROJECTS:</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$3,234,800</u>
TOTAL - INTERNAL SERVICE FUNDS	\$26,983,579	\$28,899,958	\$28,899,958	\$49,479,783

FY14-15 GF SUB FUND

1010 - NATIONAL EVENTS

<u>DEVELOPMENT SERVICES GROUP</u>				
<u>Building Safety</u>				
15890 Building Safety-Super Bowl	\$0	\$118,419	\$118,419	\$0
<u>ECONOMIC DEVELOPMENT GROUP</u>				
<u>Economic Development</u>				
16120 National Events Pre-Planning	\$0	\$25,000	\$25,000	\$0
<u>FIRE SERVICES GROUP</u>				
<u>Fire Department</u>				
12560 Fire - Super Bowl Event	\$0	\$392,000	\$392,000	\$0
<u>POLICE SERVICES GROUP</u>				
<u>Police Department</u>				
12360 PD - Super Bowl Event	\$0	\$899,852	\$899,852	\$0
<u>PUBLIC WORKS GROUP</u>				
<u>Transportation</u>				
16360 Transp - Super Bowl Event	\$0	\$325,000	\$325,000	\$0
<u>Fund Total - NATIONAL EVENTS:</u>	<u>\$0</u>	<u>\$1,760,271</u>	<u>\$1,760,271</u>	<u>\$0</u>

Program Name	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
1040 - GENERAL SERVICES				
<u>PUBLIC WORKS GROUP</u>				
<u>Field Operations</u>				
13510 Equipment Management	\$3,598,725	\$3,896,514	\$3,825,237	\$0
13520 Fuel Services	\$3,625,292	\$3,780,944	\$2,997,815	\$0
13530 Parts Store Operations	\$1,419,616	\$1,497,563	\$1,497,563	\$0
<u>Dept. Total - Field Operations</u>	<u>\$8,643,633</u>	<u>\$9,175,021</u>	<u>\$8,320,615</u>	<u>\$0</u>
<u>Fund Total - GENERAL SERVICES:</u>	<u>\$8,643,633</u>	<u>\$9,175,021</u>	<u>\$8,320,615</u>	<u>\$0</u>
1100 - TELEPHONE SERVICES				
<u>FINANCE & TECHNOLOGY GROUP</u>				
<u>Info. Technology</u>				
11520 Telephones	\$821,403	\$1,178,404	\$1,178,404	\$0
<u>Fund Total - TELEPHONE SERVICES:</u>	<u>\$821,403</u>	<u>\$1,178,404</u>	<u>\$1,178,404</u>	<u>\$0</u>
1140 - PC REPLACEMENT				
<u>FINANCE & TECHNOLOGY GROUP</u>				
<u>Info. Technology</u>				
11530 Technology Replacement	\$2,590,487	\$3,419,294	\$3,419,294	\$0
<u>Fund Total - PC REPLACEMENT:</u>	<u>\$2,590,487</u>	<u>\$3,419,294</u>	<u>\$3,419,294</u>	<u>\$0</u>
1190 - EMPLOYEE GROUPS				
<u>HR & RISK MGT GROUP</u>				
<u>Employee Groups</u>				
11110 GEMS	\$10,949	\$20,000	\$20,000	\$0
<u>Fund Total - EMPLOYEE GROUPS:</u>	<u>\$10,949</u>	<u>\$20,000</u>	<u>\$20,000</u>	<u>\$0</u>
1260 - LIBRARY				
<u>COMMUNITY SERVICES GROUP</u>				
<u>Library & Arts</u>				
15410 Library Book Fund	\$72,867	\$120,000	\$120,000	\$0
<u>Fund Total - LIBRARY:</u>	<u>\$72,867</u>	<u>\$120,000</u>	<u>\$120,000</u>	<u>\$0</u>
1280 - YOUTH SPORTS COMPLEX				
<u>COMMUNITY SERVICES GROUP</u>				
<u>Parks & Rec</u>				
13290 YSC - Parks & Rec	\$142,221	\$233,000	\$233,000	\$0

Program Name	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
<u>PUBLIC WORKS GROUP</u>				
<u>Field Operations</u>				
13470 YSC - Facilities Mgt.	\$44,057	\$50,000	\$50,000	\$0
Fund Total - YOUTH SPORTS COMPLEX:	<u>\$186,278</u>	<u>\$283,000</u>	<u>\$283,000</u>	<u>\$0</u>
1281 - STADIUM EVENT OPERATIONS				
<u>COMMUNICATIONS GROUP</u>				
<u>Communications</u>				
10840 Mkt'g - Stadium Events	\$24,851	\$13,494	\$13,494	\$0
<u>FIRE SERVICES GROUP</u>				
<u>Fire Department</u>				
12515 Fire - Fiesta Bowl Event	\$47,323	\$132,900	\$132,900	\$0
12520 Stadium - Fire Event Staffing	\$309,458	\$229,238	\$229,238	\$0
12555 Fire - BCS Event	\$0	\$0	\$0	\$0
Dept. Total - Fire Department	<u>\$356,781</u>	<u>\$362,138</u>	<u>\$362,138</u>	<u>\$0</u>
<u>POLICE SERVICES GROUP</u>				
<u>Police Department</u>				
12231 Stadium - PD Event Staffing	\$1,251,114	\$1,405,203	\$1,405,203	\$0
12234 PD - Fiesta Bowl Event	\$146,056	\$397,354	\$397,354	\$0
12355 PD - BCS Event	\$0	\$0	\$0	\$0
Dept. Total - Police Department	<u>\$1,397,170</u>	<u>\$1,802,557</u>	<u>\$1,802,557</u>	<u>\$0</u>
<u>PUBLIC WORKS GROUP</u>				
<u>Transportation</u>				
16840 Stadium - Transportation Ops.	\$428,268	\$793,792	\$793,792	\$0
16845 Transp - Fiesta Bowl Event	\$5,793	\$70,946	\$70,946	\$0
Dept. Total - Transportation	<u>\$434,061</u>	<u>\$864,738</u>	<u>\$864,738</u>	<u>\$0</u>
Fund Total - STADIUM EVENT OPERATIONS:	<u>\$2,212,863</u>	<u>\$3,042,927</u>	<u>\$3,042,927</u>	<u>\$0</u>

1282 - ARENA EVENT OPERATIONS

FINANCE & TECHNOLOGY GROUP

Finance

11415 Arena Management Fee \$14,405,694 \$16,001,610 \$15,501,610 \$0

FIRE SERVICES GROUP

Fire Department

12490 Arena - Fire Event Staffing \$120,890 \$260,297 \$260,297 \$0

POLICE SERVICES GROUP

Police Department

12190 Arena-PD Event Staffing \$375,422 \$832,035 \$832,035 \$0

Program Name	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
<u>PUBLIC WORKS GROUP</u>				
<u>Field Operations</u>				
16740 Arena - ROW Maintenance	\$5,135	\$0	\$0	\$0
<u>Transportation</u>				
16830 Arena - Transportation Ops.	\$38	\$14,991	\$14,991	\$0
<u>Group Total - PUBLIC WORKS:</u>	<u>\$5,173</u>			
<u>Fund Total - ARENA EVENT OPERATIONS:</u>	<u>\$14,907,179</u>	<u>\$17,108,933</u>	<u>\$16,608,933</u>	<u>\$0</u>
1283 - CAMELBACKRANCH EVENTOPERATIONS				
<u>FIRE SERVICES GROUP</u>				
<u>Fire Department</u>				
12485 CBRanch - Fire Event Staffing	\$45,368	\$55,852	\$55,852	\$0
<u>POLICE SERVICES GROUP</u>				
<u>Police Department</u>				
12195 CBRanch-Police Event Staffing	\$12,327	\$0	\$0	\$0
<u>PUBLIC WORKS GROUP</u>				
<u>Field Operations</u>				
16741 CBRanch - ROW Maintenance	\$0	\$16,080	\$16,080	\$0
<u>Fund Total - CAMELBACKRANCH EVENTOPERATION</u>	<u>\$57,695</u>	<u>\$71,932</u>	<u>\$71,932</u>	<u>\$0</u>
1740 - CIVIC CENTER				
<u>COMMUNITY SERVICES GROUP</u>				
<u>Parks & Rec-Fac/Commercial Ops</u>				
11710 Civic Center	\$599,737	\$539,568	\$539,568	\$0
<u>Fund Total - CIVIC CENTER:</u>	<u>\$599,737</u>	<u>\$539,568</u>	<u>\$539,568</u>	<u>\$0</u>
1750 - CITY SALES TAX-BED TAX				
<u>COMMUNICATIONS GROUP</u>				
<u>Tourism/CVB</u>				
10820 Tourism	\$228,132	\$236,533	\$236,533	\$0
14312 Bed Tax - Tourism	\$116,011	\$419,162	\$419,162	\$0
<u>Dept. Total - Tourism/CVB</u>	<u>\$344,143</u>	<u>\$655,695</u>	<u>\$655,695</u>	<u>\$0</u>
<u>Fund Total - CITY SALES TAX-BED TAX:</u>	<u>\$344,143</u>	<u>\$655,695</u>	<u>\$655,695</u>	<u>\$0</u>

Program Name	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
1790 - STADIUM CITY SALES TAX - AZSTA				
<u>FINANCE & TECHNOLOGY GROUP</u>				
<u>Finance</u>				
11400 AZSTA - Stadium Tax Refund	\$2,264,397	\$2,015,821	\$2,015,821	\$0
<u>Fund Total - STADIUM CITY SALES TAX - AZSTA:</u>	<u>\$2,264,397</u>	<u>\$2,015,821</u>	<u>\$2,015,821</u>	<u>\$0</u>
1870 - MARKETING SELF SUST				
<u>COMMUNICATIONS GROUP</u>				
<u>Communications</u>				
14321 Glitter Spectacular	\$95,160	\$124,865	\$124,865	\$0
14322 Enchanted Evening	\$111,301	\$89,268	\$89,268	\$0
14323 Glitter and Glow	\$80,584	\$95,751	\$95,751	\$0
14324 Chocolate Affaire	\$93,260	\$102,676	\$102,676	\$0
14326 Glitters Light	\$154,182	\$154,182	\$154,182	\$0
14327 Other Special Events	\$57,326	\$103,415	\$103,415	\$0
14328 Summer Band	\$7,002	\$3,435	\$3,435	\$0
<u>Dept. Total - Communications</u>	<u>\$598,815</u>	<u>\$673,592</u>	<u>\$673,592</u>	<u>\$0</u>
<u>Tourism/CVB</u>				
14310 Tourism - Souvenir Program	\$1,230	\$5,000	\$5,000	\$0
14311 Glendale CVB - Memberships	\$6,898	\$30,000	\$30,000	\$0
<u>Dept. Total - Tourism/CVB</u>	<u>\$8,128</u>	<u>\$35,000</u>	<u>\$35,000</u>	<u>\$0</u>
<u>Group Total - COMMUNICATIONS:</u>	<u>\$606,943</u>	<u>\$708,592</u>	<u>\$708,592</u>	
<u>Fund Total - MARKETING SELF SUST:</u>	<u>\$606,943</u>	<u>\$708,592</u>	<u>\$708,592</u>	<u>\$0</u>
2538 - GLENDALE HEALTH CENTER				
<u>FIRE SERVICES GROUP</u>				
<u>Fire Department</u>				
12711 Glendale Health Center	\$45,183	\$48,590	\$48,590	\$0
<u>Fund Total - GLENDALE HEALTH CENTER:</u>	<u>\$45,183</u>	<u>\$48,590</u>	<u>\$48,590</u>	<u>\$0</u>
TOTAL - FY14-15 GF SUB FUND	\$33,363,757	\$40,148,048	\$38,793,642	\$0
TOTAL - OPERATING BUDGET	\$304,728,990	\$360,468,985	\$366,835,879	\$383,922,799

Fund	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget
GENERAL FUNDS				
1000 - General	\$101,383	\$515,219	\$120,000	\$1,668,646
1000 - General	\$0	\$0	\$0	\$35,000
1000 - General	\$0	\$0	\$0	\$836,752
TOTAL - GENERAL FUNDS	\$101,383	\$515,219	\$120,000	\$2,540,398

SPECIAL REVENUE FUNDS				
1220 - Arts Commission Fund	\$0	\$300,000	\$5,000	\$200,000
1650 - Transportation Grants	\$3,141,002	\$5,786,897	\$861,562	\$18,134,936
1840 - Grants	\$0	\$2,000,000	\$0	\$0
2120 - Airport Capital Grants	\$361,560	\$12,919,409	\$430,308	\$4,838,303
TOTAL - SPECIAL REVENUE FUNDS	\$3,502,562	\$21,006,306	\$1,296,870	\$23,173,239

CAPITAL PROJECTS FUNDS				
1421+ - DIF-Fire Protection Facilities	\$6,630	\$2,101	\$0	\$0
1441+ - DIF-Police Facilities	\$5,950	\$1,004	\$0	\$0
1461+ - DIF-Citywide Parks	\$1,385	\$234	\$0	\$0
1481+ - DIF-Citywide Recreation Fac	\$1,385	\$234	\$0	\$0
1501+ - DIF-Libraries	\$162,525	\$373,817	\$90,735	\$1,064,630
1520 - DIF-Citywide Open Spaces	\$1,385	\$351,822	\$0	\$0
1541+ - DIF-Parks Dev Zone 1	\$1,385	\$121,056	\$0	\$114,000
1561+ - DIF-Parks Dev Zone 2	\$1,385	\$132,863	\$0	\$163,497
1581+ - DIF-Parks Dev Zone 3	\$1,385	\$42,929	\$0	\$33,000
1601+ - DIF-Roadway Improvements	\$13,807	\$701,240	\$30,000	\$925,555
1620 - DIF-General Government	\$7,634	\$306	\$0	\$0
1980 - Streets Constr. - 1999 Auth	\$51,178	\$2,221,567	\$37,009	\$2,655,486
2000 - Hurf Street Bonds	\$0	\$18,675,000	\$683,136	\$20,654,378
2040 - Public Safety Construction	\$253,096	\$535,583	\$368,703	\$1,928,731
2060 - Parks Construction	\$128,850	\$252,921	\$493	\$0
2070 - General Gov Capital Projects	\$0	\$0	\$0	\$425,000
2070 - General Gov Capital Projects	\$0	\$0	\$0	\$1,809,438
2080 - Gov't Facilities - 1999 Auth	\$0	\$64,175	\$8,034	\$0
2100 - Economic Dev. Constr-1999 Auth	\$0	\$726,528	\$0	\$0
2180 - Flood Control Construction	\$218,491	\$3,259,444	\$118,187	\$1,677,743
2210 - Transportation Capital Project	\$6,722,453	\$41,321,008	\$5,957,782	\$24,647,442
TOTAL - CAPITAL PROJECTS FUNDS	\$7,578,924	\$68,783,832	\$7,294,079	\$56,098,900

ENTERPRISE FUNDS				
2360* - Water and Sewer	\$1,204,303	\$9,438,400	\$1,299,021	\$8,468,154
2400* - Water	\$171,296	\$17,986,810	\$1,187,838	\$13,914,415
2420* - Sewer	\$716,070	\$8,725,049	\$2,094,951	\$6,540,116
2440 - Landfill	\$726,869	\$12,254,529	\$2,741,023	\$11,138,288
2480 - Sanitation	\$776,672	\$3,985,528	\$2,626,814	\$3,455,446

Bond Description	Original Issue	Outstanding 7/1/2015	FY15-16 Principal	FY15-16 Interest	FY15-16 Fees	Total Requirements
MPC Tax Funded Debt (Fund 1940)						
Existing						
MPC Bonds - Series 2003 AMFP Series 16 - Arena	7,250,000	7,250,000	-	340,750	-	340,750
MPC Bonds - Series 2003B - Taxable	97,040,000	1,480,000	-	82,584	5,000	87,584
MPC Bonds - Series 2008A	32,315,000	31,980,000	1,350,000	1,452,655	5,000	2,807,655
MPC Bonds - Series 2008B - Taxable	52,780,000	47,490,000	1,425,000	2,880,831	5,000	4,310,831
MPC Bonds - Series 2012A*	8,665,000	8,665,000	-	331,300	5,000	336,300
MPC Bonds - Series 2012B*	39,620,000	39,620,000	-	1,981,000	5,000	1,986,000
MPC Bonds - Series 2012C*	183,405,000	183,405,000	-	8,670,250	2,500	8,672,750
MPC Bonds - Series 2012D* - Taxable	16,850,000	6,485,000	-	192,943	2,500	195,443
MPC Tax Funded Debt Total	437,925,000	326,375,000	2,775,000	15,932,313	30,000	18,737,313
Excise Tax Funded Debt (Fund 1950)						
Existing						
Excise Tax Debt Bonds - Series 2015A*	114,130,000	114,130,000	-	5,565,770	10,000	5,575,770
Excise Tax Funded Debt Total	114,130,000	114,130,000	-	5,565,770	10,000	5,575,770
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 2006A	29,365,000	4,250,000	2,080,000	193,513	38,400	2,311,913
General Obligation Bonds - Series 2007	61,000,000	12,895,000	4,120,000	592,400	82,700	4,795,100
General Obligation Bonds - Series 2009B	41,650,000	35,155,000	1,880,000	1,766,365	81,300	3,727,665
General Obligation Bonds - Series 2010*	38,300,000	30,180,000	6,500,000	1,342,800	79,900	7,922,700
General Obligation Bond - Series 2015*	39,490,000	39,490,000	3,880,000	1,575,350	37,700	5,493,050
Property Tax Funded Debt Total	276,205,000	126,305,000	18,460,000	5,557,128	320,000	24,337,128
Water & Sewer Revenue Funded Debt (Fund 2380)						
Existing						
Subordinate Lien W&S Rev Bonds - Series 2007	44,500,000	4,325,000	2,110,000	216,250	5,000	2,331,250
Subordinate Lien W&S Rev Bonds - Series 2008	65,500,000	8,860,000	2,840,000	354,400	5,000	3,199,400
Subordinate Lien W&S Rev Bonds - Series 2010	25,685,000	12,320,000	-	1,638,858	5,000	1,643,858
Senior Lien W&S Bonds - Series 2012*	77,635,000	71,620,000	4,465,000	3,388,650	5,000	7,858,650
Senior Lien W&S Bonds - Series 2015*	121,245,000	121,245,000	-	5,120,525	5,000	5,125,525
Water & Sewer Revenue Funded Debt Total	334,565,000	218,370,000	9,415,000	10,718,683	25,000	20,158,683
Street/HURF Revenue Funded Debt (Fund 1920)						
Existing						
HURF Revenue Bonds - Series 2006	15,745,000	1,970,800	1,895,000	75,800	5,000	1,975,800
Street/HURF Revenue Funded Debt Total	15,745,000	1,970,800	1,895,000	75,800	5,000	1,975,800
Transp. Sales Tax Rev Funded Debt (Fund 1970)						
Existing						
Transp Sales Tax Obligations Bond - Series 2007	109,110,000	25,655,000	3,380,000	1,167,849	5,000	4,552,849
Transp Sales Tax Obligations Bond - Series 2015*	55,340,000	55,340,000	-	2,595,150	-	2,595,150
Transportation Sales Tax Funded Debt Total	164,450,000	80,995,000	3,380,000	3,762,999	5,000	7,147,999
Total Debt Service Payments (All Funds)	\$ 1,343,020,000	\$ 868,145,800	\$ 35,925,000	\$ 41,612,691	\$ 395,000	\$ 77,932,693

* Refunding

Lease Desc. & Account	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Fire Trucks & Equipment - '07 Lease					
1000-11380-560400 (principal)	50,123				
1000-11380-560600 (interest)	1,422				
Total Lease Payments	\$ 51,545	\$ -	\$ -	\$ -	\$ -

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
CITY ATTORNEY DEPARTMENT						
<u>City Attorney</u>						
10610 City Attorney						
Asst City Attorney	1000	2	2	2	2	3
Asst City Prosecutor	1000	7	6	6	6	6
Chief Dep City Attorney	1000	-	-	-	-	1
City Attorney	1000	1	1	1	1	1
City Prosecutor	1000	1	1	1	1	1
Dep City Attorney	1000	3	3	3	3	2
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	1	1	1	1
Sr Secretary	1000	5	5	5	5	5
Victim Assistance Caseworker	1000	1	1	1	1	1
CITY ATTORNEY DEPARTMENT TOTAL:		27	25	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	0.5
CITY AUDITOR DEPARTMENT TOTAL:		2.5	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	1
Records Supv	1000	-	-	-	1	1
Sr Secretary	1000	1	1	1	1	1
City Clerk Division Total:		4	4	4	6	6
10220 Records Management						
Records Mgmt Asst	1000	1	1	1	-	-
Records Supv	1000	1	1	1	-	-
Records Management Division Total:		2	2	2	-	-
CITY CLERK DEPARTMENT TOTAL:		6	6	6	6	6

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
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
Coll Rep	1000	1	-	-	-	-
Court Accounting Supv	1000	1	1	1	1	1
Court Admin	1000	1	1	1	1	1
Court Clerk I	1000	3	1	1	-	-
Court Clerk II	1000	23.2	20.2	20.2	24.2	23.25
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	1.5	1.5	1.5
Court Supv	1000	-	3	3	3	3
Dep Court Admin	1000	1	1	-	-	-
Judicial Asst	1000	1	1	1	1	1
Mgmt Asst	1000	-	-	-	-	1
Presiding City Judge	1000	1	1	1	1	1
Sr Secretary	1000	0.8	0.8	0.8	1	1
Sys Analyst	1000	-	-	-	1	1
City Court Division Total:		40.75	37.75	36.5	40.7	40.75
10510 Court Security						
Mgmt Asst	1240	-	1	1	1	1
Police Officer	1240	1	1	1	1	1
Court Security Division Total:		1	2	2	2	2
10520 Court Time Payments						
Court Clerk II	1240	1	1	1	-	-
CITY COURT DEPARTMENT TOTAL:		42.75	40.75	39.5	42.7	42.75
CITY MANAGER DEPARTMENT						
<u>Admin Svcs Admin.</u>						
11210 Administration Services Admin.						
Exec Administrative Asst	1000	1	-	-	-	-
Exec Administrative Asst II	1000	1	-	-	-	-
Administration Services Admin. Division		2	-	-	-	-
<u>City Manager</u>						
10310 City Manager						
Asst City Mgr	1000	1	1	1	2	2
City Mgr	1000	1	1	1	1	1
Exec Administrative Asst	1000	2	-	-	-	-
Mgmt Asst	1000	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	5	5	5	5
CITY MANAGER DEPARTMENT TOTAL:		9	5	5	5	5

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
COMMUNICATIONS DEPARTMENT						
<u>Communications</u>						
10810 Communications						
Comm Exec Dir	1000	-	1	1	-	-
Communications Director	1000	-	-	-	1	1
Creative Designer	1000	1	1	1	1	1
Creative Services Mgr	1000	1	1	1	1	1
Customer Assistance Rep	1000	1	1	-	-	-
Dep Comm Dir	1000	1	2	2	-	1
Exec Comm Dir	1000	1	-	-	-	-
Marketing & Comm Coord	1000	1	-	-	-	-
Marketing & Comm Mgr	1000	1	-	-	-	-
Marketing & Comm Prog Mgr	1000	-	2	2	2	2
Mgmt Aide	1000	-	-	1	1	1
Mgmt Asst	1000	1	1	1	1	1
Sr Marketing & Comm Mgr	1000	-	1	1	-	-
Sr. Marketing & Comm Mgr	1000	-	-	-	1	1
Web Content Program Mgr	1000	2	1	1	1	1
Communications Division Total:		10	11	11	9	10
14100 City Sales Tax - Bed Tax						
Customer Assistance Rep	1000	-	-	-	-	0.5
CVB Mgr	1000	-	-	-	-	1
Tourism Coordinator	1000	-	-	-	-	1
City Sales Tax - Bed Tax Division Total:		-	-	-	-	2.5
14110 City-Wide Special Events						
Special Events Coord	1000	0.75	1	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:		3.75	4	4	4	4
14115 Audio/Visual						
Audio/Visual Coordinator	1000	1	-	-	-	-
Audio/Visual Network Spec	1000	1	-	-	-	-
Media Production Spec	1000	-	1	1	-	-
Audio/Visual Division Total:		2	1	1	-	-
14120 Cable Communications						
Cable Media Administrator	1000	1	1	1	1	-
Media Production Spec	1000	4	4	3.5	3.5	3.5
Television Exec Prod/Anchor	1000	1	-	-	-	-
Television Producer/Host	1000	1	1	-	-	-
Cable Communications Division Total:		7	6	4.5	4.5	3.5
Communications Rollup Total:		22.75	22	20.5	17.5	20
<u>Conv./Media/Parking</u>						
10891 Media Center Operations						
Chief Broadcast Engineer	1000	1	1	1	1	1

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
COMMUNICATIONS DEPARTMENT						
<u>Tourism/CVB</u>						
10820 Tourism						
Customer Assistance Rep	1000	0.5	0.5	-	-	-
CVB Mgr	1000	1	1	-	-	-
Tourism Coordinator	1000	1	1	-	-	-
Customer Assistance Rep	1750	-	-	0.5	0.5	-
CVB Mgr	1750	-	-	1	1	-
Tourism Coordinator	1750	-	-	1	1	-
Tourism Division Total:		2.5	2.5	2.5	2.5	-
COMMUNICATIONS DEPARTMENT TOTAL:		26.25	25.5	24	21	21

COMMUNITY SERVICES DEPARTMENT

Comm. Services Adm

14510 Comm. Services Admin.

Asst Comm Serv Dir	1000	-	-	-	1	1
Community Services Director	1000	-	-	-	1	1
Mgmt Aide	1000	-	-	-	2	2
Mgmt Asst	1000	-	-	-	1	1
Office Support Supv	1000	-	-	-	2	-
Secretary	1000	-	-	-	2	-
Comm. Services Admin. Division Total:		-	-	-	9	5

Human Services

15010 Community Revitalization

Dep City Mgr	1000	1	-	-	-	-
Human Svcs Administrator	1000	-	-	-	1	1
Revitalization Admin	1000	1	1	1	-	-
Revitalization Grants Supv	1000	1	1	1	1	1
Revitalization Mgr	1000	-	-	-	1	1
Community Revitalization Division Total:		3	2	2	3	3

17910 Community Housing

Account Spec II	2500	1	1	1	1	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	-	-	-
Housing Assistance Rep	2500	10	10	10	10	10
Housing Svcs Admin	2500	1	1	1	-	-
Housing Svcs Mgr	2500	-	-	-	1	1
Housing Supv	2500	1	1	1	1	1
Mgmt Asst	2500	1	1	1	1	1
Neighborhood Svcs Coord	2500	-	1	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
Srv Worker I (Bldg Maint)	2500	1	1	1	1	1

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
COMMUNITY SERVICES DEPARTMENT						
<u>Human Services</u>						
17910 Community Housing						
Community Housing Division Total:		24	25	24	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:		35.75	35.75	34.75	35.75	35.75
<u>Human Services-Comm Action Prg</u>						
32056 Case Mgmt Admin						
Community Eligibility Rep	1820	2.5	2.5	2	2.5	2.5
Community Eligibility Spec	1820	1	1	1	1	1
Mgmt Aide	1820	-	-	-	-	1
Case Mgmt Admin Division Total:		3.5	3.5	3	3.5	4.5
32060 Community Svcs Block Grant-Adm						
Community Action Program Admin	1820	1	1	1	-	-
Community Action Program Mgr	1820	-	-	-	1	1
Community Eligibility Rep	1820	-	-	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	1
Human Services-Comm Action Prg Rollup Total:		7	7	5.5	5.5	5.5
<u>Library & Arts</u>						
15220 Library						
Account Spec	1000	2	-	-	-	-
Administrative Librarian	1000	-	-	-	5	5
Chief Librarian	1000	-	1	1	1	1
Courier	1000	1	0.5	-	-	-
Librarian	1000	-	-	-	11.75	11.75
Librarian II	1000	18.75	16.75	12.75	-	-
Librarian III	1000	3	3	3	-	-
Librarian IV	1000	4	3	1	-	-
Library Asst I	1000	4	3.5	2.5	2	2
Library Asst II	1000	1.63	1	1	1.5	1.5
Library Asst III	1000	13.25	11.75	11.75	10.75	10.75
Library Dir	1000	1	-	-	-	-
Library Graphics Coord	1000	1	-	-	-	-
Library Mgr	1000	4	3	2	1	1

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
COMMUNITY SERVICES DEPARTMENT						
<u>Library & Arts</u>						
15220 Library						
Library Ops Supv	1000	4	4	3	4	4
Library Technology Coord	1000	1	1	-	-	-
Library Technology Supv	1000	1	-	-	-	-
Mgmt Asst	1000	1	-	-	-	-
PC Support Specialist II	1000	2	-	-	-	-
Public Service Asst	1000	6.5	5.5	5.5	5.5	5.5
Secretary	1000	1	1	-	-	-
Library Division Total:		70.13	55	43.5	42.5	42.5
15310 Arts Program						
Arts Coordinator	1220	-	-	-	1	1
Library Graphics Coord	1220	-	1	1	-	-
Arts Program Division Total:		-	1	1	1	1
Library & Arts Rollup Total:		70.13	56	44.5	43.5	43.5
<u>Parks & Rec</u>						
13010 Pool Maintenance						
Srvc Worker III (Parks)	1000	2	2	2	-	-
13020 Park Irrigation						
Srvc Worker II (Parks)	1000	1	-	-	-	-
Srvc Worker III (Parks)	1000	2	-	-	-	-
Park Irrigation Division Total:		3	-	-	-	-
13030 Parks CIP & Planning						
Parks & Rec Projects Coord	1000	2	1	-	-	-
13040 Parks Maintenance						
Crewleader (Parks)	1000	2	2	2	-	-
Dep Parks & Rec Dir	1000	1	1	-	-	-
Landscape Gard/Horticulturist	1000	1	1	1	1	1
Park Mgr	1000	-	-	1	2	2
Parks & Rec Admin	1000	-	-	-	1	1
Playground Equip Srvc Worker	1000	2	2	2	2	2
Rec Coord	1000	-	-	1	1	1
Rec Mgr	1000	-	1	2	-	-
Secretary	1000	1	1	-	-	-
Sr Heavy Equip Srvc Worker	1000	1	1	-	-	-
Sr Rec Coord	1000	-	1	1	-	-
Sr Secretary	1000	-	-	1	1	1
Srvc Worker II (Parks)	1000	8	8	9	9	9
Srvc Worker III (Parks)	1000	4	2	2	2	2
Support Srvc Supv	1000	-	-	1	1	1
Parks Maintenance Division Total:		20	20	23	20	20
14610 Parks & Recreation Admin.						
Account Spec	1000	-	2	-	-	-
Community Svcs Dir	1000	-	1	1	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
COMMUNITY SERVICES DEPARTMENT						
<u>Parks & Rec</u>						
14610 Parks & Recreation Admin.						
Mgmt Aide	1000	-	-	1	-	-
Mgmt Asst	1000	-	-	1	-	-
Mgmt Asst II	1000	-	1	-	-	-
Parks & Rec Dir	1000	1	-	-	-	-
Rec Coord	1000	-	-	1	-	-
Rec Mgr	1000	-	-	1	-	-
Secretary	1000	-	-	2	-	-
Sr Secretary	1000	-	-	1	-	-
Parks & Recreation Admin. Division Total:		1	4	8	-	-
14630 Recreation Admin & Events						
CSG Operations Mgr	1000	-	-	-	-	1
Mgmt Asst	1000	1	1	-	-	-
Office Support Supv	1000	-	-	-	-	1
Rec Accounts Coord	1000	1	-	-	-	-
Rec Mgr	1000	-	-	-	2	1
Secretary	1000	3	2	-	-	2
Sr Rec Coord	1000	-	-	-	1	1
Sr Secretary	1000	1	1	-	-	-
Recreation Admin & Events Division Total:		6	4	-	3	6
14650 Youth and Teen						
Rec Mgr	1000	1	1	-	-	-
Rec Programmer	1000	3.75	2.25	-	-	-
Sr Rec Coord	1000	2	1	-	-	-
Youth and Teen Division Total:		6.75	4.25	-	-	-
14660 Special Events and Programs						
Rec Mgr	1000	1	-	-	-	-
14670 Sports and Health						
Dep Parks & Rec Dir	1000	1	-	-	-	-
Park Mgr	1000	1	1	-	-	-
Rec Coord	1000	1	1	-	-	-
Rec Mgr	1000	1	1	-	-	-
Srvc Worker II (Parks)	1000	1	1	-	-	-
Sports and Health Division Total:		5	4	-	-	-
14680 Aquatics Rose Lane & Splash Pa						
Rec Coord	1000	-	-	-	1	1
Sr Rec Coord	1000	1	-	-	-	-
Srvc Worker III (Parks)	1000	-	-	-	2	2
Aquatics Rose Lane & Splash Pa Division		1	-	-	3	3
14700 Marketing - Parks & Rec						
Mgmt Asst	1000	1	-	-	-	-
Rec Programmer	1000	0.75	-	-	-	-
Marketing - Parks & Rec Division Total:		1.75	-	-	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
COMMUNITY SERVICES DEPARTMENT						
<u>Parks & Rec</u>						
14710 Park Rangers						
Park Mgr	1000	-	-	-	-	1
Park Ranger	1000	3	3	3	3	2
Park Rangers Division Total:		3	3	3	3	3
14840 Sports Self Sustaining						
Rec Coord	1880	1	1	-	-	-
14850 Youth and Teen Self Sustaining						
Rec Programmer	1880	5	5	4	4	4
15015 Neighborhood Services						
Mgmt Aide	1000	0.5	-	-	-	-
Neighborhood Partnership Admin	1000	1	1	-	-	-
Neighborhood Svcs Coord	1000	3	1	1	1	1
Sr Secretary	1000	1	-	-	-	-
Neighborhood Services Division Total:		5.5	2	1	1	1
Parks & Rec Rollup Total:		64	50.25	41	34	37
<u>Parks & Rec-Fac/Commercial Ops</u>						
11710 Civic Center						
Civic Center Event Coord	1740	3	2	2	2	-
Civic Center Mgr	1740	-	1	-	-	-
Civic Center Ops Coord	1740	1	1	1	-	-
CSG Operations Mgr	1740	-	-	-	1	-
Mgmt Aide	1740	1	-	-	-	-
Srvc Worker III (Bldg Maint)	1740	1	1	1	-	-
Civic Center Division Total:		6	5	4	3	-
14620 Glendale Community Center						
Rec Programmer	1000	1	1	-	-	-
Sr Rec Coord	1000	1	-	-	-	-
Glendale Community Center Division		2	1	-	-	-
14640 Adult Center						
Rec Coord	1000	2	1	1	1	1
Rec Mgr	1000	1	1	1	-	-
Secretary	1000	2	1	1	1	1
Srvc Worker II (Parks)	1000	2	1	1	-	-
Support Srvc Supv	1000	1	1	-	-	-
Adult Center Division Total:		8	5	4	2	2
14690 Audio/Visual/Support Services						
Media Production Spec	1000	-	-	-	1	1
Srvc Worker II (Parks)	1000	-	-	-	2	2
Srvc Worker III (Bldg Maint)	1000	-	-	-	1	1
Audio/Visual/Support Services Division		-	-	-	4	4
14720 Foothills Recreation Center						
Building Maintenance Worker	1000	1	1	-	-	-
Office Support Supv	1000	1	1	1	-	1

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
COMMUNITY SERVICES DEPARTMENT						
<u>Parks & Rec-Fac/Commercial Ops</u>						
14720 Foothills Recreation Center						
Rec Mgr	1000	1	1	-	-	-
Rec Programmer	1000	2.75	2	2	1	1
Sr Rec Coord	1000	1	1	1	1	1
Srvc Worker II (Parks)	1000	1	1	-	-	-
Foothills Recreation Center Division Total:		7.75	7	4	2	3
14725 Civic Center						
Civic Center Event Coord	1000	-	-	-	-	2
CSG Operations Mgr	1000	-	-	-	-	1
Civic Center Division Total:		-	-	-	-	3
14760 Historic Sahuaro Ranch						
Rec Coord	1000	1	1	-	-	-
Sr Rec Coord	1000	2	-	-	-	-
Historic Sahuaro Ranch Division Total:		3	1	-	-	-
14830 Rec Self Sust-Foothills Rec						
Rec Coord	1880	1	1	1	1	1
Parks & Rec-Fac/Commercial Ops Rollup Total:		27.75	20	13	12	13
COMMUNITY SERVICES DEPARTMENT TOTAL:		204.63	169	138.75	139.75	139.75

COUNCIL DISTRICTS&OF DEPARTMENT

Council Office

10110 Council Office

Council Asst	1000	4	4	4	3	3
Council Srvcs Admin	1000	1	1	1	1	-
Exec Administrative Asst	1000	1	2	2	2	2
Secretary	1000	1	-	-	-	-
Council Office Division Total:		7	7	7	6	5

10120 Cholla District

Council Member	1000	1	1	1	1	1
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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
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10160 Yucca District

Council Member	1000	1	1	1	1	1
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DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
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COUNCIL DISTRICTS&OF DEPARTMENT

Council Office

10170 Ocotillo District

Council Member	1000	1	1	1	1	1
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COUNCIL DISTRICTS&OF DEPARTMENT TOTAL:		13	13	13	12	11
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DEVELOPMENT SERVICES DEPARTMENT

Building Safety

15610 Building Safety

Asst Bldg Safety Dir	1000	1	1	-	-	-
Asst Dep City Mgr	1000	1	-	-	-	-
Bldg Insp	1000	3	3	3	3	3
Bldg Insp Spec	1000	4	4	3	4	4
Bldg Safety Dir	1000	-	1	-	-	-
Bldg Safety Mgr	1000	-	-	1	3	3
Bldg Safety Official	1000	-	-	1	1	1
Development Plans Tech	1000	-	-	2	2	2
Development Srvc Rep	1000	-	-	1	1	1
Development Srvc Supv	1000	-	-	-	1	1
Plans Examiner	1000	2	2	2	1	1
Secretary	1000	1	1	1	1	1
Sr Bldg Insp	1000	5	4	4	3	3
Sr Development Srvc Rep	1000	-	-	1	-	-
Sr Mgmt Asst	1000	1	-	-	-	-
Sr Plans Examiner	1000	1	-	-	-	-
Sr Secretary	1000	1	1	1	-	-
Structural Plans Examiner	1000	1	1	1	1	1
Building Safety Division Total:		21	18	21	21	21

15620 Development Services Center

Bldg Safety Mgr	1000	1	1	-	-	-
Development Plans Tech	1000	2	2	-	-	-
Development Srvc Rep	1000	2	1	-	-	-
Sr Development Srvc Rep	1000	1	1	-	-	-
Development Services Center Division		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	-	-	-
Cross Connection Control Division Total:		2.75	2.75	1.75	1.75	1.75
Building Safety Rollup Total:		29.75	25.75	22.75	22.75	22.75

Code Compliance

14410 Code Compliance

Asst Code Compliance Dir	1000	1	1	1	-	-
Code Comp Administrator	1000	-	-	-	1	1
Code Compliance Dir	1000	1	1	1	-	-
Code Compliance Supv	1000	2	2	2	2	2

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
DEVELOPMENT SERVICES DEPARTMENT						
<u>Code Compliance</u>						
14410 Code Compliance						
Code Insp I	1000	3	3	3	3	4
Code Insp II	1000	6	4	3	3	2
Code Insp III	1000	2	2	2	2	2
Development Services Director	1000	-	-	-	1	1
Mgmt Asst	1000	1	1	1	-	-
Secretary	1000	2	1	1	1	1
Sr Secretary	1000	1	1	1	1	1
Code Compliance Division Total:		19	16	15	14	14
<u>Community Dev Admin</u>						
15510 CD Deputy City Manager						
Dep City Mgr	1000	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	1
Planner	1000	-	-	1	1	1
Planning Dir	1000	1	1	1	1	1
Planning Tech	1000	-	-	1	1	1
Sr Planner	1000	-	-	2	2	2
Sr Secretary	1000	2	2	1	1	1
Planning Administration Division Total:		3	3	7	7	7
15930 Current Planning						
Asst Planning Dir	1000	-	1	-	-	-
Planner	1000	1	1	-	-	-
Principal Planner	1000	1	-	-	-	-
Sr Planner	1000	2	1	-	-	-
Current Planning Division Total:		4	3	-	-	-
15940 Long-Range Planning & Research						
Planning Tech	1000	1	1	-	-	-
Sr Planner	1000	1	1	-	-	-
Long-Range Planning & Research Division		2	2	-	-	-
Planning Rollup Total:		10	9	8	8	8
DEVELOPMENT SERVICES DEPARTMENT TOTAL:		59.75	51.75	45.75	44.75	44.75

ECONOMIC DEVELOPMENT DEPARTMENT

Economic Development

16010 Economic Development

Asst Economic Development Dir	1000	-	1	-	1	1
Community & Econ Dev Exec Dir	1000	-	-	1	-	-
Econ Dev Official	1000	-	-	1	-	-
Econ Development Admin Asst	1000	-	1	1	1	1

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
ECONOMIC DEVELOPMENT DEPARTMENT						
<u>Economic Development</u>						
16010 Economic Development						
Economic Development Admin	1000	3	1	1	1	1
Economic Development Dir	1000	1	1	-	-	-
Economic Development Director	1000	-	-	-	1	1
Economic Development Spec	1000	-	1	2	1	1
Mgmt Asst II	1000	-	1	-	-	-
Programs Admin	1000	-	-	-	1	1
Sr Mgmt Asst	1000	1	-	-	-	-
ECONOMIC DEVELOPMENT DEPARTMENT TOTAL:		5	6	6	6	6
FINANCE & TECHNOLOGY DEPARTMENT						
<u>Finance</u>						
11310 Finance Administration						
Asst Finance Dir	1000	-	-	-	1	1
Chief Financial Officer	1000	-	1	1	-	-
Finance & Technology Director	1000	-	-	-	1	1
Finance Dir	1000	1	-	-	-	-
Mgmt Asst	1000	1	1	-	-	-
Office Support Supv	1000	1	1	1	1	1
Revenue Admin	1000	1	1	1	1	1
Secretary	1000	2	-	-	-	-
Finance Administration Division Total:		6	4	3	4	4
11320 Accounting Services						
Account Spec	1000	2	2	2	2	2
Account Spec II	1000	2	2	2	2	2
Accountant I	1000	4	3	4	3	3
Accountant II	1000	4	3	3	3	3
Accounting Mgr	1000	2	2	2	2	1
Controller	1000	-	-	-	-	1
Financial Svcs Supv	1000	-	-	1	1	1
Payroll & Accts Payable Supv	1000	1	1	-	-	-
Accounting Services Division Total:		15	13	14	13	13
11340 License/Collection						
Account Spec	1000	-	-	1	1	1
Coll Rep	1000	1	1	-	-	-
Licensing & Taxpayer Analyst	1000	-	-	3	3	3
Reg Licensing & Compl Analyst	1000	2	1	-	-	-
Sr Applications Analyst	1000	1	1	1	1	1
Sr Billing & Compliance Spec	1000	-	-	1	1	1
Tax & License Mgr	1000	1	1	1	1	1
Tax Auditor	1000	2	3	3	3	3
License/Collection Division Total:		7	7	10	10	10
11360 Materials Management						
Contract Analyst	1000	2	2	2	4	3

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
FINANCE & TECHNOLOGY DEPARTMENT						
<u>Finance</u>						
11360 Materials Management						
Mgmt Aide	1000	-	-	-	-	1
Purch & Materials Control Mgr	1000	-	1	-	-	-
Purch & Materials Mgr	1000	-	-	-	1	1
Materials Management Division Total:		2	3	2	5	5
11610 Budget & Research						
Asst Budget Dir	1000	1	-	-	-	-
Budget Admin	1000	-	-	-	1	1
Budget Analyst	1000	1	-	-	-	-
Budget Coord	1000	1	-	-	-	-
Budget Dir	1000	1	-	-	-	-
Chief Budget Officer	1000	-	1	1	-	-
Finance & Tech Dir	1000	-	1	1	-	-
Sr Budget Analyst	1000	2	2	2	1	1
Budget & Research Division Total:		6	4	4	2	2
11620 Grants Administration						
Grants Admin	1000	-	-	-	-	1
Sr Mgmt Asst	1000	1	1	1	-	-
Grants Administration Division Total:		1	1	1	-	1
17020 Customer Service Office						
Account Spec	2360	1	1	-	-	-
Account Spec II	2360	4	4	3	3	3
Accountant I	2360	-	-	1	1	1
Billing & Compliance Spec	2360	9	9	9	9	15
Billing Supv	2360	1	1	-	-	-
Business Equip Tech	2360	2	2	2	-	-
Cashier	2360	6	6	6	6	1
Coll Rep	2360	2	2	-	1	1
Customer Service Manager	2360	-	-	1	1	1
Financial Svcs Supv	2360	-	-	4	4	4
Mgmt Asst	2360	-	-	-	1	1
Office Asst	2360	-	-	-	1	1
Reg Licensing & Compl Analyst	2360	1	1	-	-	-
Revenue Recovery Supv	2360	1	1	1	-	-
Sr Account Spec	2360	4	4	-	-	-
Sr Billing & Compliance Spec	2360	2	2	-	-	-
Sr Customer Assistance Rep	2360	2.5	2.5	2.5	1.5	0.5
Sr Secretary	2360	-	-	-	1	1
Customer Service Office Division Total:		35.5	35.5	29.5	29.5	29.5
Finance Rollup Total:		72.5	67.5	63.5	63.5	64.5
<u>Info. Technology</u>						
11510 Information Technology						
Applications Analyst	1000	1	1	1	1	-
Assoc Sys Admin	1000	1	-	-	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
FINANCE & TECHNOLOGY DEPARTMENT						
<u>Info. Technology</u>						
11510 Information Technology						
Chief Info Technology Officer	1000	1	-	-	-	-
CIO	1000	-	-	-	1	-
Database Admin	1000	2	1	1	1	-
Dep Chief Info Tech Officer	1000	1	1	1	1	-
GIS Analyst	1000	-	-	1	1	-
Help Desk Support Spec	1000	3	3	2	2	-
Help Desk Supv	1000	1	1	1	1	-
Info Technology Mgr	1000	4	3	3	3	-
Innovate Admin	1000	-	1	1	-	-
Library Technology Supv	1000	-	1	-	-	-
Network Engineer	1000	1	1	1	1	-
PC Support Specialist II	1000	-	2	2	2	-
Sr Applications Analyst	1000	1	-	-	-	-
Sr Database Admin	1000	-	1	1	1	-
Sr GIS Analyst	1000	1	1	1	1	-
Sr Network Engineer	1000	1	1	1	1	-
Sr Sys Admin	1000	1	1	1	1	-
Sr Sys Analyst	1000	-	1	1	1	-
Sys Admin	1000	3	3	3	3	-
Sys Analyst	1000	3	4	3	3	-
Tech & Innovation Exec Dir	1000	-	1	1	-	-
Information Technology Division Total:		25	28	26	25	-
11520 Telephones						
Voice Comms Admin	1100	1	1	1	1	-
11530 Technology Replacement						
Mgmt Aide	1140	1	1	1	1	-
18400 Telephones						
Voice Comms Admin	2591	-	-	-	-	1
18401 Technology Replacement						
Mgmt Aide	2591	-	-	-	-	1
18402 Information Technology						
Applications Analyst	2591	-	-	-	-	1
CIO	2591	-	-	-	-	1
Database Admin	2591	-	-	-	-	1
Dep Chief Info Tech Officer	2591	-	-	-	-	1
GIS Analyst	2591	-	-	-	-	1
Help Desk Support Spec	2591	-	-	-	-	2
Help Desk Supv	2591	-	-	-	-	1
Info Technology Mgr	2591	-	-	-	-	3
Network Engineer	2591	-	-	-	-	1
PC Support Specialist II	2591	-	-	-	-	2
Sr Database Admin	2591	-	-	-	-	1
Sr GIS Analyst	2591	-	-	-	-	1

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
FINANCE & TECHNOLOGY DEPARTMENT						
<u>Info. Technology</u>						
18402 Information Technology						
Sr Network Engineer	2591	-	-	-	-	1
Sr Sys Admin	2591	-	-	-	-	1
Sr Sys Analyst	2591	-	-	-	-	1
Sys Admin	2591	-	-	-	-	3
Sys Analyst	2591	-	-	-	-	3
Information Technology Division Total:		-	-	-	-	25
Info. Technology Rollup Total:		27	30	28	27	27
FINANCE & TECHNOLOGY DEPARTMENT TOTAL:		99.5	97.5	91.5	90.5	91.5

FIRE SERVICES DEPARTMENT

Air Med & Logistics Ops

12492 Air-Med & Logistics Ops (HALO)

Fire Engineer (40 Hrs)	1000	-	1	1	1	1
Fire Fighter (52 Hrs)	1000	3	2	2	2	2
Mgmt Aide	1000	1	1	1	1	1
Air-Med & Logistics Ops (HALO) Division		4	4	4	4	4

Fire Department

12410 Fire Administration

Asst Fire Chief	1000	2	2	2	2	2
Customer Assistance Rep	1000	-	-	-	1	1
Dep Fire Chief (40 hrs)	1000	2	1	1	2	2
Fire Battalion Chief (40 Hrs)	1000	-	1	1	-	-
Fire Captain (52 Hrs)	1000	1	-	-	-	-
Fire Chief	1000	1	1	1	1	1
Fire Comm Outreach Coord	1000	2	2	1	1	1
Fire Crisis Response Vol Coord	1000	-	-	-	2	2
Fire Dept Staff Counselor	1000	-	-	-	1	1
Fire EMS Coordinator	1000	-	-	-	1	1
Fire Fighter (52 Hrs)	1000	-	1	-	-	-
Fire Finance/Budget Coord	1000	1	1	1	-	-
Fire Mgmt Analyst	1000	1	1	1	1	1
Mgmt Aide	1000	1	1	1	3	3
Mgmt Asst	1000	2	1	-	-	-
Programs Admin	1000	1	1	-	-	-
Sr Mgmt Asst	1000	-	-	-	1	1
Fire Administration Division Total:		14	13	9	16	16

12422 Fire Operations

Dep Fire Chief (40 hrs)	1000	-	2	1	1	1
Dep Fire Chief (52 hrs)	1000	3	1	2	3	3
Fire Battalion Chief (40 Hrs)	1000	1	3	2	3	2
Fire Battalion Chief (52 Hrs)	1000	4	3	4	4	5
Fire Captain (40 Hrs)	1000	1	5	7	9	9
Fire Captain (52 Hrs)	1000	51	45	40	44	44

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
FIRE SERVICES DEPARTMENT						
<u>Fire Department</u>						
12422 Fire Operations						
Fire Comm Outreach Coord	1000	1	1	1	1	1
Fire Crisis Response Vol Coord	1000	1	1	-	-	-
Fire Engineer (40 Hrs)	1000	1	1	-	2	2
Fire Engineer (52 Hrs)	1000	46	45	45	47	47
Fire Fighter (40 Hrs)	1000	4	5	7	9	12
Fire Fighter (52 Hrs)	1000	74	76	74	97	93
Fire Fighter Trainee	1000	-	-	-	-	1
Programs Admin	1000	1	-	-	-	-
Fire Operations Division Total:		188	188	183	220	220
12433 Fire Resource Management						
Fire Captain (52 Hrs)	1000	-	-	-	-	1
Mgmt Analyst	1000	-	-	-	1	1
Programs Admin	1000	1	1	1	1	-
Public Safety Tech Svcs Admin	1000	1	1	1	1	1
Shop Maint Coord	1000	-	-	-	1	1
Srvc Worker II	1000	2	1	1	1	1
Srvc Worker III	1000	-	-	-	1	1
Sys Analyst	1000	1	1	1	-	-
Fire Resource Management Division Total:		5	4	4	6	6
12438 Fire-Emergency Mgmt						
Emergency Mgmt Admin	1000	-	-	-	1	-
Emergency Svcs Coord	1000	-	-	-	1	1
Fire Battalion Chief (52 Hrs)	1000	-	-	-	-	1
Police Ops Mgr	1000	-	-	1	-	-
Sys Admin	1000	-	-	1	1	1
Fire-Emergency Mgmt Division Total:		-	-	2	3	3
12441 Fire Marshal's Office						
Asst Fire Marshal	1000	1	1	1	1	1
Fire Insp I	1000	2	1	1	1	1
Fire Insp II	1000	5	5	5	6	6
Fire Marshal	1000	1	1	1	1	1
Plans Examiner	1000	1	1	1	1	1
Fire Marshal's Office Division Total:		10	9	9	10	10
12490 Arena - Fire Event Staffing						
Secretary	1282	1	1	1	-	-
12491 Ambulance Services						
Fire Captain (52 Hrs)	1000	1	1	1	1	1
Sr Secretary	1000	1	1	1	1	1
Ambulance Services Division Total:		2	2	2	2	2
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	-

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
FIRE SERVICES DEPARTMENT						
<u>Fire Department</u>						
12590 PS Training Ops - Fire						
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	-	-	-	-
PS Training Ops - Fire Division Total:		6	5	5	5	5
12610 Fire - Special Revenue Fund						
Customer Assistance Rep	1720	1	1	1	-	-
Emergency Srvcs Coord	1720	1	1	1	-	-
Fire Battalion Chief (52 Hrs)	1720	2	3	3	-	-
Fire Captain (40 Hrs)	1720	1	1	-	-	-
Fire Captain (52 Hrs)	1720	5	4	5	-	-
Fire Crisis Response Vol Coord	1720	2	2	2	-	-
Fire Dept Staff Counselor	1720	1	1	1	-	-
Fire EMS Coordinator	1720	1	1	1	-	-
Fire Engineer (40 Hrs)	1720	-	1	-	-	-
Fire Engineer (52 Hrs)	1720	4	3	4	-	-
Fire Fighter (40 Hrs)	1720	1	4	5	-	-
Fire Fighter (52 Hrs)	1720	27	24	20	-	-
Fire Insp II	1720	1	1	1	-	-
Mgmt Aide	1720	2	2	2	-	-
Shop Maint Coord	1720	1	1	1	-	-
Srvc Worker III	1720	1	1	1	-	-
Fire - Special Revenue Fund Division Total:		51	51	48	-	-
34088 2013 Safer Grant						
Fire Fighter (52 Hrs)	1840	-	-	-	15	15
Fire Department Rollup Total:		277	273	263	277	277
FIRE SERVICES DEPARTMENT TOTAL:		281	277	267	281	281

HR & RISK MGT DEPARTMENT

Human Resources

11010 Risk Management/Safety

Customer Assistance Rep	1000	-	-	-	1	-
Risk & Safety Analyst	1000	-	-	3	1	-
Risk Mgr	1000	1	1	1	1	-
Risk Management/Safety Division Total:		1	1	4	3	-

11020 Benefits

Asst HR Dir	1000	-	-	-	1	-
HR Admin	1000	-	-	1	-	1
HR Generalist	1000	1	1	1	1	1
HR Tech	1000	-	-	1	2	2
Sr Customer Assistance Rep	1000	1	-	1	-	-
Benefits Division Total:		2	1	4	4	4

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
HR & RISK MGT DEPARTMENT						
<u>Human Resources</u>						
11030 Human Resources Administration						
Asst HR Dir	1000	1	1	1	-	-
HR & Risk Mgmt Dir	1000	1	-	-	1	1
HR Coord	1000	1	1	1	-	-
HR Technology Analyst	1000	1	-	-	-	-
Mgmt Analyst	1000	-	-	-	1	1
Mgmt Asst	1000	1	1	1	1	1
Human Resources Administration Division		5	3	3	3	3
11040 Employment Services						
Benefits Analyst	1000	-	1	-	-	-
HR Admin	1000	1	1	1	1	-
HR Assistant Director	1000	-	-	-	-	1
HR Coord	1000	1	-	-	-	-
HR Generalist	1000	2	2	2	2	2
Employment Services Division Total:		4	4	3	3	3
11050 Employee Relations						
Customer Assistance Rep	1000	-	-	-	-	1
HR Admin	1000	1	1	1	1	1
HR Generalist	1000	1	1	1	1	1
Employee Relations Division Total:		2	2	2	2	3
11060 Compensation						
Dep HR Dir	1000	1	1	-	-	-
HR Admin	1000	1	1	1	-	-
HR Coord	1000	1	1	1	1	-
HR Tech	1000	1	1	-	-	-
Sr Customer Assistance Rep	1000	0.75	0.75	-	-	-
Sr HR Analyst	1000	-	-	-	1	1
Sr HR Tech	1000	-	-	-	-	1
Compensation Division Total:		4.75	4.75	2	2	2
11070 Organizational Development						
Dep HR Dir	1000	1	-	-	-	-
Employee Devel Coord	1000	1	1	1	1	1
HR Generalist	1000	1	1	-	-	-
Organizational Development Division		3	2	1	1	1
18010 Risk Mgmt Trust Fund						
Occ Health & Wellness Nurse	2540	0.75	-	-	-	-
Risk & Safety Analyst	2540	3	3	-	-	1
Risk Mgr	2540	-	-	-	-	1
Risk Mgmt Trust Fund Division Total:		3.75	3	-	-	2
18110 Worker's Compensation						
Risk & Safety Analyst	2560	-	-	-	-	1
HR & RISK MGT DEPARTMENT TOTAL:		25.5	20.75	19	18	19

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
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INTERGOVT. RELATIONS DEPARTMENT

Intergovt. Programs

10910 Intergovernmental Programs

Intergov Programs Admin	1000	2	2	1	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	3	3	3
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MAYOR'S OFFICE DEPARTMENT

Mayor

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	3	3	4
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MISCELLANEOUS GRANTS DEPARTMENT

Grants

32136 DV Pilot Project Grant

Mgmt Asst	1840	1	-	-	-	-
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MISCELLANEOUS GRANTS DEPARTMENT TOTAL:		1	-	-	-	-
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POLICE SERVICES DEPARTMENT

Police Department

12120 Police Administration

Asst Police Chief	1000	2	2	2	2	2
Mgmt Aide	1000	-	-	-	2	2
Mgmt Asst	1000	3	2	2	3	3
Police Chief	1000	1	1	1	1	1
Police Commander	1000	-	-	1	-	-
Police Crime/Stats Analyst	1000	-	1	-	1	1
Police Lieutenant	1000	1	1	1	1	1
Police Officer	1000	4	4	4	4	4
Police Plan & Research Analyst	1000	1	1	1	1	1
Police Sergeant	1000	4	4	4	5	4
Police Support Svcs Supv	1000	2	-	-	-	-
Sr Mgmt Asst	1000	-	1	1	1	1
Sr Secretary	1000	3	1	1	-	-
Sys Analyst	1000	-	-	1	-	-

Police Administration Division Total:		21	18	19	21	20
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12121 Stadium - PD Event Staffing

Mgmt Aide	1000	-	-	-	-	1
Public Safety Events Scheduler	1000	-	-	-	-	1

Stadium - PD Event Staffing Division Total:		-	-	-	-	2
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DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
POLICE SERVICES DEPARTMENT						
<u>Police Department</u>						
12123 Arena-PD Event Staffing						
Public Safety Events Scheduler	1000	-	-	-	-	1
12130 Gateway Patrol						
Police Commander	1000	1	1	1	1	1
Police Crime Prevention Spec	1000	3	2	3	2	2
Police Lieutenant	1000	5	5	5	5	4
Police Officer	1000	94	87	77	109	106
Police Officer Trainee	1000	-	-	-	3	2
Police Sergeant	1000	15	14	14	14	15
Secretary	1000	-	-	-	1	1
Gateway Patrol Division Total:		118	109	100	135	131
12135 Training						
Police Commander	1000	-	-	-	1	1
Police Lieutenant	1000	-	-	-	1	1
Police Officer	1000	-	-	-	8	12
Police Sergeant	1000	-	-	-	3	3
Training Division Total:		-	-	-	13	17
12150 Crime Investigations						
Mgmt Aide	1000	2	2	1	3	3
Police Commander	1000	1	2	1	1	1
Police Community Svcs Officer	1000	-	1	1	1	1
Police Crime/Stats Analyst	1000	1	1	1	-	-
Police Identification Supv	1000	1	1	1	1	1
Police Identification Tech	1000	5	4	4	4	4
Police Lieutenant	1000	3	2	3	3	3
Police Officer	1000	60	60	62	67	64
Police Sergeant	1000	9	9	9	10	9
Secretary	1000	-	-	1	1	1
Sr Secretary	1000	1	1	-	-	-
Victim Assistance Caseworker	1000	2	2	2	3	4
Crime Investigations Division Total:		85	85	86	94	91
12160 Police Personnel Management						
Police Commander	1000	1	-	-	-	-
Police Hiring Coord	1000	-	-	-	1	1
Police Officer	1000	14	12	4	2	2
Police Sergeant	1000	4	4	3	1	1
Police Tech Svcs Mgr	1000	-	-	1	1	1
Police Volunteer Coord	1000	1	-	1	-	-
Secur Officer	1000	3	3	4	-	-
Secur Svcs Coord	1000	1	1	1	-	-
Police Personnel Management Division		24	20	14	5	5
12170 Foothills Patrol Bureau						
Mgmt Aide	1000	-	-	-	1	1
Police Commander	1000	1	1	1	1	1

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
POLICE SERVICES DEPARTMENT						
<u>Police Department</u>						
12170 Foothills Patrol Bureau						
Police Community Srvc Officer	1000	1	-	-	-	-
Police Crime Prevention Spec	1000	3	3	1	2	2
Police Crime/Stats Analyst	1000	1	1	1	-	-
Police Lieutenant	1000	4	4	3	4	5
Police Officer	1000	92	94	86	100	103
Police Officer Trainee	1000	-	-	-	4	3
Police Sergeant	1000	12	14	14	14	15
Secretary	1000	1	1	1	1	1
Foothills Patrol Bureau Division Total:		115	118	107	127	131
12180 Police Support Services						
Mgmt Analyst	1000	-	-	-	1	1
Mgmt Asst	1000	-	-	-	1	1
Police Comm Sys Spec	1000	-	-	-	-	1
Police Comm Sys Tech	1000	-	-	-	-	1
Police Community Srvc Officer	1000	5	2	1	1	-
Police Lieutenant	1000	-	1	1	-	-
Police Officer	1000	-	-	1	1	1
Police Property/Evid Custodian	1000	3	3	3	3	4
Police Records Tech	1000	11.5	12.5	10.5	13.5	14.5
Police Support Srvc Supv	1000	1	-	-	1	1
Police Tech Srvc Mgr	1000	1	1	1	1	1
Property Room Supv	1000	1	1	1	1	1
Public Safety Tech Srvc Admin	1000	1	1	1	1	1
Srvc Worker III (Fleet)	1000	1	-	-	-	-
Sys Analyst	1000	-	-	-	1	1
Police Support Services Division Total:		24.5	21.5	19.5	25.5	28.5
12190 Arena-PD Event Staffing						
Public Safety Events Scheduler	1282	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	14	14
Police Support Srvc Supv	1000	2	3	3	4	4
Police Tech Srvc Mgr	1000	1	1	1	1	1
PD - Detention Division Total:		9	10	10	19	19
12230 PD - Communications						
Comm Sys Tech	1000	1	1	1	1	-
Police Comm Spec	1000	23.5	22.5	20.5	30.5	29.5
Police Comm Supv	1000	4	5	5	5	5
Police Comm Sys Spec	1000	1	1	1	1	-
Police Crime/Stats Analyst	1000	-	-	-	-	1
Police Ops Mgr	1000	1	1	1	1	1
PD - Communications Division Total:		30.5	30.5	28.5	38.5	36.5

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
POLICE SERVICES DEPARTMENT						
<u>Police Department</u>						
12231 Stadium - PD Event Staffing						
Mgmt Aide	1281	1	1	1	1	-
Public Safety Events Scheduler	1281	1	1	1	1	-
Stadium - PD Event Staffing Division Total:		2	2	2	2	-
12233 PD - Special Operations						
Police Aide	1000	-	-	-	1	1
Police Commander	1000	1	1	1	1	1
Police Lieutenant	1000	3	3	3	3	3
Police Officer	1000	26	23	21	28	30
Police Officer (Assignment)	1000	1	1	1	1	-
Police Sergeant	1000	8	7	8	9	9
Police Support Svcs Supv	1000	-	-	-	1	1
Police Volunteer Coord	1000	-	-	-	1	1
Secur Officer	1000	-	-	-	5	5
PD - Special Operations Division Total:		39	35	34	50	51
12235 PD - Emergency Management						
Building Maintenance Worker	1000	1	1	-	-	-
Emergency Mgmt Admin	1000	1	-	-	-	-
Emergency Svcs Coord	1000	1	-	-	-	-
Mgmt Aide	1000	1	-	-	-	-
Police Ops Mgr	1000	1	1	-	-	-
Police Volunteer Coord	1000	-	1	-	-	-
Sys Admin	1000	1	1	-	-	-
PD - Emergency Management Division		6	4	-	-	-
12310 Patrol - Special Revenue Fund						
Info Technology Mgr	1700	1	1	1	-	-
Mgmt Aide	1700	5	5	4	-	-
Mgmt Asst	1700	2	2	2	-	-
Police Aide	1700	1	1	1	-	-
Police Comm Spec	1700	9	9	10	-	-
Police Detention Officer	1700	8	8	8	-	-
Police Hiring Coord	1700	1	1	1	-	-
Police Lieutenant	1700	1	1	1	-	-
Police Officer	1700	74	70	71	-	-
Police Officer Trainee	1700	1	5	-	-	-
Police Records Tech	1700	3	3	3	-	-
Police Sergeant	1700	4	4	4	-	-
Police Support Svcs Supv	1700	2	2	2	-	-
Police Tech Svcs Mgr	1700	1	1	-	-	-
Programs Admin	1700	1	1	-	-	-
Secretary	1700	1	1	1	-	-
Secur Officer	1700	1	1	1	-	-
Sys Analyst	1700	1	1	-	-	-
Victim Assistance Caseworker	1700	1	1	1	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
POLICE SERVICES DEPARTMENT						
<u>Police Department</u>						
12310 Patrol - Special Revenue Fund						
Patrol - Special Revenue Fund Division		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	1
33002 Victim Rights - PD						
Victim Assistance Caseworker	1840	1	1	1	1	1
33018 VOCA						
Victim Assistance Caseworker	1840	1	1	1	1	1
33213 2013 COPS Hiring Program						
Police Officer	1840	-	-	-	10	6
Police Officer Trainee	1840	-	-	-	-	4
2013 COPS Hiring Program Division Total:		-	-	-	10	10
33228 School Resource Officer IGAs						
Police Officer	1840	-	-	-	-	7
POLICE SERVICES DEPARTMENT TOTAL:		598.5	577.5	537.5	546.5	556
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	1
Sr Secretary	1760	1	-	-	-	-
Srvc Worker II (Airport)	1760	2	3	3	3	3
Airport Operations Division Total:		5	6	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	1
Property Mgr	1000	1	-	-	-	-
Sr Secretary	1000	1	1	1	1	1
Engineering Administration Division Total:		6	3	3	5	5
13730 Design Division						
Asst City Engineer	1000	1	-	-	-	-
Engineering Insp II	1000	1	1	1	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
PUBLIC WORKS DEPARTMENT						
<u>Engineering</u>						
13730 Design Division						
Engineering Project Mgr	1000	2	2	2	2	2
Principal Engineer	1000	2	1	1	1	-
Programs Admin	1000	1	1	1	-	-
Sr Civil Engineer	1000	2	1	-	1	1
Design Division Division Total:		9	6	5	4	3
13780 Land Development Division						
Asst City Engineer	1000	1	1	1	-	-
Sr Civil Engineer	1000	2	2	2	1	1
Land Development Division Division Total:		3	3	3	1	1
13790 Construction Inspection						
Engineering Insp II	1000	2	2	2	3	3
Engineering Project Mgr	1000	1	1	1	1	1
Materials Tech	1000	-	-	-	2	2
Sr Engineering Insp	1000	2	1	1	1	1
Sr Materials Tech	1000	-	-	-	1	1
Construction Inspection Division Total:		5	4	4	8	8
13800 Materials Testing						
Materials Tech	1000	2	2	2	-	-
Sr Materials Tech	1000	1	1	1	-	-
Materials Testing Division Total:		3	3	3	-	-
16920 Street Light Management						
Programs Admin	1340	-	-	-	1	1
16925 Pavement Management						
Engineering Project Mgr	1340	-	-	-	-	1
Principal Engineer	1340	-	-	-	-	1
Sr Civil Engineer	1340	-	-	-	-	1
Sr Engineering Insp	1340	-	-	-	-	2
Pavement Management Division Total:		-	-	-	-	5
16940 Traffic Studies						
Principal Engineer	1340	1	1	1	-	-
Sr Traffic Engineering Spec	1340	-	-	-	1	1
Traffic Education Program Mgr	1340	1	1	1	-	-
Traffic Engineering Tech	1340	2	2	2	1	1
Transportation Engineer	1340	-	-	-	1	1
Traffic Studies Division Total:		4	4	4	3	3
Engineering Rollup Total:		30	23	22	22	26
<u>Field Operations</u>						
11370 Materials Control Warehouse						
Materials Control Spec	1000	2.75	2.75	1.75	-	-
Materials Logistics Mgr	1000	1	-	-	-	-
Secretary	1000	1	1	1	-	-
Materials Control Warehouse Division		4.75	3.75	2.75	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
PUBLIC WORKS DEPARTMENT						
<u>Field Operations</u>						
13410 Field Operations Admin.						
Dep Field Ops Dir	1000	1	1	1	-	-
Dep Public Works Dir	1000	-	-	-	1	1
Field Ops Dir	1000	1	-	-	-	-
Public Works Exec Dir	1000	-	1	-	-	-
Field Operations Admin. Division Total:		2	2	1	1	1
13420 Cemetery						
Crewleader (Parks)	1000	1	1	1	1	1
Srvc Worker III (Parks)	1000	1	1	-	-	-
Cemetery Division Total:		2	2	1	1	1
13440 Graffiti Removal						
Srvc Worker II	1000	1	-	-	-	-
Srvc Worker II (Airport)	1000	1	-	-	-	-
Srvc Worker II (Streets)	1000	1	2	-	-	-
Graffiti Removal Division Total:		3	2	-	-	-
13450 Facilities Management						
Bldg Maint Leader	1000	1	1	1	2	2
Bldg Maint Supv	1000	2	2	2	1	1
Building Maintenance Worker	1000	13	7	7	7	7
Facilities Management Division Total:		16	10	10	10	10
13460 Custodial Services						
Custodial Supv	1000	1	1	1	-	-
Custodian	1000	10	8	6	4	4
Custodian Lead	1000	4	4	4	2	2
Custodial Services Division Total:		15	13	11	6	6
13480 PS Training Ops - Fac. Mgmt.						
Building Maintenance Worker	2530	1	1	1	1	1
Custodian	2530	3	2	1	1	1
PS Training Ops - Fac. Mgmt. Division		4	3	2	2	2
13510 Equipment Management						
Buyer I	1040	1	1	1	1	-
Equip Mechanic I	1040	3	3	3	3	-
Equip Mechanic II	1040	9	9	6	6	-
Equip Mechanic Spec	1040	14	14	14	14	-
Equip Mgmt Supt	1040	1	1	1	1	-
Shop Maint Coord	1040	2	2	2	2	-
Shop Supv	1040	2	2	2	2	-
Srvc Worker I	1040	1	1	1	1	-
Equipment Management Division Total:		33	33	30	30	-
13530 Parts Store Operations						
Buyer II	1040	1	1	1	1	-
16040 Downtown Beaut. & Promotion						
Secur Officer	1000	2	2	-	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
PUBLIC WORKS DEPARTMENT						
<u>Field Operations</u>						
16040 Downtown Beaut. & Promotion						
Srvc Worker II	1000	2	-	-	-	-
Downtown Beaut. & Promotion Division		4	2	-	-	-
16710 Right-of-Way Maintenance						
Crewleader (Streets)	1340	2	1	-	-	-
Engineering Insp II	1340	-	1	1	1	1
Parks & Rec Projects Coord	1340	-	-	1	1	1
Service Worker III (Streets)	1340	7	5	5	5	5
Srvc Worker II (Streets)	1340	3	4	4	4	4
Streets Supv	1340	1	-	-	-	-
Right-of-Way Maintenance Division Total:		13	11	11	11	11
16720 Street Maintenance						
Crewleader (Streets)	1340	5	2	2	2	2
Engineering Insp II	1340	2	-	-	-	-
Heavy Equip Oper	1340	1	-	-	-	-
Mgmt Asst	1340	1	-	-	-	-
Service Worker III (Streets)	1340	6	2	2	2	2
Srvc Worker II (Streets)	1340	9	-	-	-	-
Streets Superintendent	1340	-	-	-	1	1
Streets Supt	1340	1	-	-	-	-
Streets Supv	1340	2	1	1	1	1
Street Maintenance Division Total:		27	5	5	6	6
16731 Graffiti Removal - ROW						
Srvc Worker II (Streets)	1340	-	-	2	2	2
16820 Signs & Markings						
Crewleader (Streets)	1340	1	2	2	2	2
Service Worker III (Streets)	1340	1	-	-	-	-
Srvc Worker II (Streets)	1340	5	4	4	4	3
Traffic Signs & Markings Supv	1340	1	1	1	-	-
Signs & Markings Division Total:		8	7	7	6	5
17710 Landfill						
Cashier	2440	-	3	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	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	-	-	-	-
Landfill Division Total:		19	16	16	16	16

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
PUBLIC WORKS DEPARTMENT						
<u>Field Operations</u>						
17730 Solid Waste Admin						
Account Spec II	2440	2	2	2	5	5
Accountant II	2440	-	1	1	1	1
Dep Field Ops Dir	2440	1	1	-	-	-
Equipment Operator (Streets)	2440	-	-	-	-	1
Field Ops Admin Supv	2440	1	1	1	1	1
Landfill Supt	2440	1	1	1	1	1
Public Works Director	2440	-	-	-	1	1
Public Works Exec Dir	2440	-	-	1	-	-
Sanitation Supt	2440	1	1	1	1	1
Sr Budget Analyst	2440	1	1	1	1	1
Sr Mgmt Asst	2440	-	-	-	1	1
Sr Secretary	2440	1	1	1	-	-
Srvc Worker II (Streets)	2440	-	-	-	-	1
Solid Waste Admin Division Total:		8	9	9	12	14
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	-	-
Equip Mechanic II	2440	1	1	1	-	-
Sanitation Supv	2440	-	1	1	1	1
Sr Equip Mechanic Special	2440	-	-	-	2	2
Srvc Worker I	2440	2	-	-	-	-
Srvc Worker II	2440	2	2	2	2	2
Srvc Worker II (Landfill)	2440	2	1	1	1	1
MRF Operations Division Total:		11	8	8	8	8
17810 Sanitation Roll-off						
Account Spec II	2480	1	1	1	-	-
Equip Operator (Sanitation)	2480	2	1	1	1	1
Sanitation Roll-off Division Total:		3	2	2	1	1
17820 Sanitation Frontload						
Account Spec II	2480	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	-	-
Srvc Worker III (Sanitation)	2480	2	1	1	1	1
Sanitation Frontload Division Total:		15	14	14	12	12

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
PUBLIC WORKS DEPARTMENT						
<u>Field Operations</u>						
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	-	-	-	-
Equip Operator (Sanitation)	2480	30	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	37	37	37	37
17840 Residential-Loose Trash Collec						
Building Maintenance Worker	2480	1	-	-	-	-
Crewleader (Sanitation)	2480	1	1	1	1	1
Equip Operator (Sanitation)	2480	14	16	16	16	16
Equipment Operator (Streets)	2480	2	2	2	2	1
Sanitation Insp	2480	1	1	1	1	1
Sanitation Supv	2480	1	1	1	1	1
Service Worker III (Streets)	2480	1	-	-	-	-
Residential-Loose Trash Collec Division		21	21	21	21	20
18300 Fleet Management						
Buyer I	2590	-	-	-	-	1
Equip Mechanic I	2590	-	-	-	-	3
Equip Mechanic II	2590	-	-	-	-	6
Equip Mechanic Spec	2590	-	-	-	-	14
Equip Mgmt Supt	2590	-	-	-	-	1
Shop Maint Coord	2590	-	-	-	-	2
Shop Supv	2590	-	-	-	-	2
Srvc Worker I	2590	-	-	-	-	1
Fleet Management Division Total:		-	-	-	-	30
18302 Parts Store Operations						
Buyer II	2590	-	-	-	-	1
Field Operations Rollup Total:		255.75	207.75	196.75	189	189
<u>Transportation</u>						
16510 Transportation Program Mgmt						
Dep Public Works Dir	1660	-	-	-	1	1
Dep Trans Dir	1660	1	1	1	-	-
Mgmt Asst	1660	-	-	1	1	1
Planning Mgr	1660	1	1	1	1	1
Sr Secretary	1660	1	1	1	1	1
Sr. Trans Analyst	1660	-	-	-	1	1
Trans Dir	1660	1	-	-	-	-
Trans Engineer	1660	-	-	-	-	1
Trans Planner	1660	1	1	1	1	1
Trans Srvc Exec Dir	1660	-	1	1	-	-
Transportation Engineer	1660	-	-	-	1	-

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
PUBLIC WORKS DEPARTMENT						
<u>Transportation</u>						
16510 Transportation Program Mgmt						
Transportation Program Mgmt Division		5	5	6	7	7
16520 Transportation Education						
Sr. Trans Analyst	1660	1	1	1	-	-
Traffic Education Program Mgr	1660	-	-	-	1	1
Transportation Education Division Total:		1	1	1	1	1
16525 Transit Management						
Sr Mgmt Asst	1660	-	-	-	1	1
Trans Planner	1660	1	1	1	-	-
Transit Administrator	1660	1	1	1	1	1
Transit Mgr	1660	2	2	2	2	2
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	7	7.75	7.75
Programs Admin	1660	1	1	1	-	-
Transit Coord	1660	2	2	2	2	2
Transit Oper	1660	16.75	16.75	16.75	16	16
Transit Supv	1660	1	1	1	1	1
Dial-A-Ride Division Total:		34.25	34.25	33.25	32.25	32.25
16570 Intelligent Transportation Sys						
Intelligent Trans Sys Analyst	1660	1	1	1	1	1
Intelligent Trans Sys Mgr	1660	1	-	-	-	-
Intelligent Trans Sys Tech	1660	1	1	1	2	2
Principal Engineer	1660	1	1	1	-	-
Trans Sys Mgr	1660	-	1	1	1	1
Transportation Engineer	1660	-	-	-	1	1
Intelligent Transportation Sys Division		4	4	4	5	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	1	1	1	1
Traffic Signals Division Total:		7	5	6	6	6
16910 Transportation Administration						
Intelligent Trans Sys Tech	1340	1	1	1	-	-
Mgmt Asst	1340	1	-	-	-	-
Sr Mgmt Asst	1340	1	1	1	1	1
Transportation Administration Division		3	2	2	1	1

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
PUBLIC WORKS DEPARTMENT						
<u>Transportation</u>						
16950 Traffic Design and Development						
Dep Trans Dir	1340	1	-	-	-	-
Sr Traffic Engineering Spec	1340	1	1	1	-	-
Traffic Engineering Spec	1340	1	1	1	1	1
Traffic Engineering Tech	1340	-	-	-	1	1
Traffic Design and Development Division		3	2	2	2	2
Transportation Rollup Total:		62.25	58.25	59.25	59.25	59.25
PUBLIC WORKS DEPARTMENT TOTAL:		353	295	284	276.25	280.25

WATER SERVICES DEPARTMENT

Water Services

17010 Environmental Resources

Civil Engineer	2360	-	-	-	1	1
Dep Water Svcs Dir	2360	-	-	-	1	1
Environmental Program Mgr	2360	3	3	3	3	3
Environmental Resource Dir	2360	1	1	1	-	-
Principal Engineer	2360	-	-	-	1	1
Sr Secretary	2360	1	1	1	1	-
Environmental Resources Division Total:		5	5	5	7	6

17110 Water Services Administration

Account Spec	2360	1	-	-	-	-
Dep Utilities Dir	2360	2	2	2	-	-
Dep Water Svcs Dir	2360	-	-	-	2	2
Dept Accting & Budget Mgr	2360	1	-	-	-	-
HR Generalist	2360	-	1	1	1	1
Mgmt Aide	2360	1	1	1	1	1
Mgmt Asst	2360	-	1	1	2	2
Secretary	2360	1	1	1	1	1
Sr Civil Engineer	2360	1	1	1	-	-
Sr Mgmt Asst	2360	1	-	1	1	1
Sr Secretary	2360	1	2	2	1	2
Utilities Dir	2360	1	-	-	-	-
Water Services Director	2360	-	-	-	1	1
Water Svcs Admin	2360	-	2	2	2	2
Water Svcs Exec Dir	2360	-	1	1	-	-
Water Services Administration Division		10	12	13	12	13

17115 Safety Administration

Water Svcs Safety/Security Coor	2360	-	-	-	1	1
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17120 Information Management

GIS Coord	2360	1	1	1	1	1
PC Support Specialist II	2360	-	-	-	1	1
Sr Sys Admin	2360	-	-	-	-	1
Sys Admin	2360	1	1	1	1	1
Utilities Network Engineer	2360	2	2	2	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
WATER SERVICES DEPARTMENT						
<u>Water Services</u>						
17120 Information Management						
Utilities Technology Mgr	2360	1	1	1	-	-
Utility Data Coord	2360	1	1	1	-	-
Water Svcs Data Coord	2360	-	-	-	2	2
Water Svcs Network Engineer	2360	-	-	-	2	1
Water Svcs Technology Mgr	2360	-	-	-	1	1
Information Management Division Total:		6	6	6	8	8
17130 Public Service Representatives						
Public Srvc Rep	2360	3	4	5	3	3
Sr. Water Svcs Syst Tech	2360	-	-	-	1	1
Utility Locator	2360	-	-	-	2	2
Water Svcs Supv	2360	-	-	-	1	1
Public Service Representatives Division		3	4	5	7	7
17140 System Security						
Secur Officer	2360	6	6	5	5	5
Security Systems Tech	2360	1	1	-	-	-
Sr Mgmt Asst	2360	1	1	-	-	-
Util Safety/Security Coor	2360	1	1	2	-	-
Utilities Secur Supt	2360	1	1	1	-	-
Water Svcs Safety/Security Coor	2360	-	-	-	1	1
Water Svcs Secur Supt	2360	-	-	-	1	1
System Security Division Total:		10	10	8	7	7
17160 Arrowhead Reclamation Plant						
Plant Maint Mechanic II	2360	2	2	2	-	-
Sr Plant Instrument Tech	2360	1	1	1	-	-
Sr Water Reclam Facility Oper	2360	1	1	1	1	1
Water Reclam Facility Oper I	2360	1	-	-	-	-
Water Reclam Facility Oper II	2360	7	7	7	7	7
Water Reclam Facility Supv	2360	1	1	1	-	-
Water/Wastewater Ops Supv	2360	-	-	-	1	1
Arrowhead Reclamation Plant Division		13	12	12	9	9
17170 West Area Plant						
PC Oper	2360	1	1	1	1	1
Plant Instrument Tech II	2360	1	1	1	-	-
Sr Plant Instrument Tech	2360	1	1	1	-	-
Sr Plant Maint Mechanic	2360	1	1	1	-	-
Sr Water Reclam Facility Oper	2360	1	1	1	1	1
Utility Ops Supt	2360	1	1	1	-	-
Water Reclam Facility Oper II	2360	7	8	8	8	8
Water Reclam Facility Supv	2360	1	1	1	-	-
Water Svcs Ops Supt	2360	-	-	-	1	1
Water/Wastewater Ops Supv	2360	-	-	-	1	1
West Area Plant Division Total:		14	15	15	12	12

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
WATER SERVICES DEPARTMENT						
<u>Water Services</u>						
17180 Materials Control Warehouse						
Materials Control Spec	2360	-	-	-	1.75	1.75
17210 Customer Service - Field						
Lead Water Srvc Rep	2400	2	2	2	2	2
Sr Applications Analyst	2400	1	1	1	1	1
Utilities Supv	2400	1	1	1	-	-
Utility Ops Supt	2400	1	1	1	-	-
Water Srvc Rep	2400	11	11	11	10	10
Water Srvc Ops Supt	2400	-	-	-	1	1
Water Srvc Supv	2400	-	-	-	1	1
Customer Service - Field Division Total:		16	16	16	15	15
17220 Irrigation						
Crewleader (Water)	2400	1	1	-	-	-
17240 Central System Control						
HR Generalist	2400	1	-	-	-	-
Plant Maint Mechanic II	2400	-	1	1	-	-
Sr Water Plant Oper	2400	1	1	1	-	-
Utility Ops Supt	2400	1	1	-	-	-
Water Control Room Oper	2400	5	5	5	6	6
Water Plant Ops Supv	2400	1	1	1	-	-
Water/Wastewater Ops Supv	2400	-	-	-	1	1
Central System Control Division Total:		9	9	8	7	7
17250 Pyramid Peak Plant						
Sr Plant Instrument Tech	2400	1	1	1	-	-
Sr Plant Maint Mechanic	2400	1	1	1	-	-
Sr Water Plant Oper	2400	1	1	1	1	1
Water Plant Operator II	2400	8	7	7	7	7
Water Plant Ops Supv	2400	-	1	1	-	-
Water/Wastewater Ops Supv	2400	-	-	-	1	1
Pyramid Peak Plant Division Total:		11	11	11	9	9
17260 Cholla Treatment Plant						
Plant Maint Mechanic II	2400	1	-	-	-	-
Sr Plant Instrument Tech	2400	1	1	1	-	-
Sr Plant Maint Mechanic	2400	-	1	1	-	-
Sr Water Plant Oper	2400	2	2	2	2	1
Water Plant Operator II	2400	4	5	5	5	6
Cholla Treatment Plant Division Total:		8	9	9	7	7
17280 Central System Maintenance						
Plant Instrument Tech II	2400	2	2	2	3	3
Plant Maint Mechanic II	2400	-	-	-	3	3
Sr Plant Instrument Tech	2400	1	1	1	5	5
Sr Plant Maint Mechanic	2400	1	-	-	4	4
Srvc Worker II (Water)	2400	1	1	1	-	-
Water Plant Ops Supv	2400	1	1	1	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
WATER SERVICES DEPARTMENT						
<u>Water Services</u>						
17280 Central System Maintenance						
Water Svcs Supv	2400	-	-	-	1	1
Water/Wastewater Ops Supv	2400	-	-	-	1	1
Central System Maintenance Division		6	5	5	17	17
17290 Water Distribution						
Public Srvc Rep	2400	1	-	-	-	-
Secretary	2400	1	-	-	-	-
Sr Utility Sys Tech	2400	2	2	2	-	-
Sr. Water Svcs Syst Tech	2400	-	-	-	2	2
Srvc Worker II (Water)	2400	-	-	-	1	1
Utilities Supv	2400	2	2	2	-	-
Utility Sys Tech I	2400	12	10	10	-	-
Utility Sys Tech II	2400	11	12	12	-	-
Water Svcs Supv	2400	-	-	-	2	2
Water Svcs Sys Tech I	2400	-	-	-	10	11
Water Svcs Sys Tech II	2400	-	-	-	11	10
Water Distribution Division Total:		29	26	26	26	26
17300 Meter Maintenance						
Sr Utility Sys Tech	2400	1	1	1	-	-
Sr. Water Svcs Syst Tech	2400	-	-	-	1	1
Utilities Supv	2400	1	1	1	-	-
Utility Locator	2400	4	3	3	-	-
Utility Sys Tech I	2400	3	3	3	-	-
Utility Sys Tech II	2400	2	3	3	-	-
Water Svcs Supv	2400	-	-	-	1	1
Water Svcs Sys Tech I	2400	-	-	-	3	3
Water Svcs Sys Tech II	2400	-	-	-	3	3
Meter Maintenance Division Total:		11	11	11	8	8
17310 Oasis Surface WTP						
Building Maintenance Worker	2400	1	1	1	1	1
Custodian	2400	1	1	-	-	-
Plant Instrument Tech II	2400	1	1	1	-	-
Public Srvc Rep	2400	1	1	-	-	-
Sr Plant Instrument Tech	2400	1	1	1	-	-
Sr Plant Maint Mechanic	2400	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	1	1	-	-
Water Svcs Ops Supt	2400	-	-	-	1	1
Water/Wastewater Ops Supv	2400	-	-	-	1	1
Oasis Surface WTP Division Total:		15	14	13	10	10

DEPT/Rollup/Division/Position Title	Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
WATER SERVICES DEPARTMENT						
<u>Water Services</u>						
17410 Water Conservation						
Environmental Program Mgr	2400	1	1	1	1	1
Water Conservation Spec	2400	1	1	1	1	2
Water Conservation Division Total:		2	2	2	2	3
17420 Water Quality						
Chemist	2360	5	5	5	5	5
Laboratory Tech	2360	3	3	3	3	3
Water Quality Assurance Coord	2360	-	-	-	1	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	11	11
17610 Pretreatment Program						
Pretreatment Insp	2420	2	3	4	2	3
Pretreatment Program Mgr	2420	1	1	1	1	1
Sr Pretreatment Insp	2420	3	2	1	3	1
Pretreatment Program Division Total:		6	6	6	6	5
17630 Wastewater Collection						
PC Oper	2420	1	1	1	1	1
Sr Utility Sys Tech	2420	1	1	1	-	-
Sr. Water Svcs Syst Tech	2420	-	-	-	2	2
Srvc Worker I	2420	1	-	-	-	-
Utilities Supv	2420	1	1	1	-	-
Utility Ops Supt	2420	1	1	1	-	-
Utility Sys Tech I	2420	8	8	8	-	-
Utility Sys Tech II	2420	6	5	5	-	-
Water Svcs Ops Supt	2420	-	-	-	1	1
Water Svcs Supv	2420	-	-	-	1	1
Water Svcs Sys Tech I	2420	-	-	-	8	8
Water Svcs Sys Tech II	2420	-	-	-	4	4
Wastewater Collection Division Total:		19	17	17	17	17
17699 Storm Water						
Sr Utility Sys Tech	2420	-	-	1	-	-
Sr. Water Svcs Syst Tech	2420	-	-	-	1	1
Utility Sys Tech I	2420	-	2	2	-	-
Utility Sys Tech II	2420	-	1	1	-	-
Water Svcs Sys Tech I	2420	-	-	-	2	2
Water Svcs Sys Tech II	2420	-	-	-	1	1
Storm Water Division Total:		-	3	4	4	4
WATER SERVICES DEPARTMENT TOTAL:		204	204	202	203.75	203.75
Grand Total		1,966.38	1,824.25	1,712.50	1,726.70	1,742.25



Pages 432-465 - Intentionally left blank

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	1.00	\$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	3.00	\$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 Dir	35	1.00	\$80,544	\$112,761
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
Asst Planning Dir	35	1.00	\$80,544	\$112,761
Asst Police Chief	39	2.00	\$97,901	\$137,062
Asst to the Mayor	33	1.00	\$73,056	\$102,278
Bldg Insp	24	4.00	\$47,092	\$65,929
Bldg Insp Spec	27	4.00	\$54,515	\$76,321
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
CAP Mgr	32	1.00	\$69,576	\$97,407
Cashier	15	4.00	\$30,356	\$42,499
Chemist	24	5.00	\$47,092	\$65,929
Chief Broadcast Engineer	28	1.00	\$57,241	\$80,137
Chief Dep City Attorney	41	1.00	\$106,857	\$149,668
Chief Librarian	36	1.00	\$84,571	\$118,400
CIO	56	1.00	\$107,936	\$151,111
City Attorney	509	1.00	Negotiated	Negotiated
City Auditor	54	1.00	\$97,901	\$137,062

Position Description	Grade	# of FTE's	Range Min	Range Max
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	4.00	\$40,680	\$56,952
Code Insp II	22	2.00	\$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
Communications Director	56	1.00	\$107,936	\$151,111
Community Eligibility Rep	18	2.50	\$35,141	\$49,197
Community Eligibility Spec	21	1.00	\$40,680	\$56,952
Community Services Director	57	1.00	\$113,333	\$158,666
Contract Analyst	28	3.00	\$57,241	\$80,137
Controller	36	1.00	\$84,571	\$118,400
Council Asst	27	3.00	\$54,515	\$76,321
Council Member	502	5.00	\$34,000	\$34,000
Court Accounting Supv	25	1.00	\$49,446	\$69,225
Court Admin	36	1.00	\$84,571	\$118,400
Court Clerk II	17	23.25	\$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	2.00	\$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
Customer Service Rep	19	15.00	\$36,899	\$51,658
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

Position Description	Grade	# of FTE's	Range Min	Range Max
Dep City Attorney	39	2.00	\$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	2.00	\$80,544	\$112,761
Dep Water Svcs Dir	37	3.00	\$88,799	\$124,319
Development Plans Tech	21	2.00	\$40,680	\$56,952
Development Services Director	57	1.00	\$113,333	\$158,666
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 Director	56	1.00	\$107,936	\$151,111
Economic Development Spec	27	1.00	\$54,515	\$76,321
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	5.00	\$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	5.00	\$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
Grants Admin	33	1.00	\$73,056	\$102,278
Help Desk Support Spec	24	2.00	\$47,092	\$65,929

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 & Risk Mgmt Dir	56	1.00	\$107,936	\$151,111
HR Admin	31	2.00	\$66,264	\$92,769
HR Generalist	27	5.00	\$54,515	\$76,321
HR Tech	21	2.00	\$40,680	\$56,952
Human Resources Specialist	23	1.00	\$44,850	\$62,790
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	33	1.00	\$73,056	\$102,278
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 Svc 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
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	Negotiated	Negotiated
Media Production Spec	24	4.50	\$47,092	\$65,929
Mgmt Aide	20	22.00	\$38,743	\$54,240
Mgmt Analyst	28	3.00	\$57,241	\$80,137
Mgmt Asst	24	19.75	\$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
Office Asst	13	1.00	\$27,534	\$38,548
Office Support Supv	22	3.00	\$42,714	\$59,800

Position Description	Grade	# of FTE's	Range Min	Range Max
Park Mgr	28	3.00	\$57,241	\$80,137
Park Ranger	16	2.00	\$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 Srvc Officer	18	1.00	\$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	4.00	\$35,141	\$49,197
Police Records Tech	17	14.50	\$33,468	\$46,855
Police Support Srvc Supv	23	6.00	\$44,850	\$62,790
Police Tech Srvc 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	3.00	\$36,899	\$51,658
Pretreatment Program Mgr	27	1.00	\$54,515	\$76,321
Principal Engineer	34	2.00	\$76,709	\$107,392
Programs Admin	31	3.00	\$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 Tech Srvc Admin	33	2.00	\$73,056	\$102,278
Public Service Asst	14	5.50	\$28,911	\$40,475
Public Srvc Rep	18	3.00	\$35,141	\$49,197
Public Works Director	57	1.00	\$113,333	\$158,666

Position Description	Grade	# of FTE's	Range Min	Range Max
Purch & Materials Mgr	33	1.00	\$73,056	\$102,278
Rec Coord	25	4.00	\$49,446	\$69,225
Rec Mgr	29	1.00	\$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
Revitalization 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	2.00	\$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	15.75	\$30,356	\$42,499
Secur Officer	16	11.00	\$31,874	\$44,624
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	3.00	\$73,056	\$102,278
Sr Customer Assistance Rep	17	0.50	\$33,468	\$46,855
Sr Database Admin	33	1.00	\$73,056	\$102,278
Sr Engineering Insp	25	3.00	\$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 Marketing & Comm Mgr	29	1.00	\$60,103	\$84,144
Sr Materials Tech	25	1.00	\$49,446	\$69,225
Sr Mgmt Asst	28	9.00	\$57,241	\$80,137
Sr Network Engineer	32	1.00	\$69,576	\$97,407
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

Position Description	Grade	# of FTE's	Range Min	Range Max
Sr Sanitation Insp	22	1.00	\$42,714	\$59,800
Sr Secretary	18	18.50	\$35,141	\$49,197
Sr Sys Admin	29	2.00	\$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	3.00	\$44,850	\$62,790
Sr Water Reclam Facility Oper	23	2.00	\$44,850	\$62,790
Sr. Water Srvc Syst Tech	22	7.00	\$42,714	\$59,800
Sr. Trans Analyst	29	1.00	\$60,103	\$84,144
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	11.00	\$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
Traffic Signal Tech II	21	2.00	\$40,680	\$56,952
Traffic Signal Tech III	23	1.00	\$44,850	\$62,790
Transportation Engineer	34	3.00	\$76,709	\$107,392
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

Position Description	Grade	# of FTE's	Range Min	Range Max
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
Utility Locator	18	2.00	\$35,141	\$49,197
Vice Mayor	502	1.00	\$34,000	\$34,000
Victim Assistance Caseworker	24	6.00	\$47,092	\$65,929
Victim Assistance Supv	28	1.00	\$57,241	\$80,137
Voice Comms Admin	25	1.00	\$49,446	\$69,225
Water Conservation Spec	25	2.00	\$49,446	\$69,225
Water Control Room Oper	23	6.00	\$44,850	\$62,790
Water Plant Operator II	21	18.00	\$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 Srvcs Admin	31	2.00	\$66,264	\$92,769
Water Srvcs Data Coord	28	2.00	\$57,241	\$80,137
Water Srvcs Network Engineer	31	1.00	\$66,264	\$92,769
Water Srvcs Ops Supt	33	4.00	\$73,056	\$102,278
Water Srvcs Safety/Security Coord	28	2.00	\$57,241	\$80,137
Water Srvcs Secur Supt	30	1.00	\$63,108	\$88,351
Water Srvcs Supv	28	7.00	\$57,241	\$80,137
Water Srvcs Sys Tech I	17	24.00	\$33,468	\$46,855
Water Srvcs Sys Tech II	20	18.00	\$38,743	\$54,240
Water Srvcs Technology Mgr	33	1.00	\$73,056	\$102,278
Water/Wastewater Ops Supv	28	6.00	\$57,241	\$80,137
Web Content Program Mgr	28	1.00	\$57,241	\$80,137
TOTAL NON-REPRESENTED STAFF:		1,112.25		

POLICE REPRESENTED STAFF

Police Officer Step 1	211	16.00	\$52,492	\$52,492
Police Officer Step 2	211	46.00	\$55,116	\$55,116
Police Officer Step 3	211	5.00	\$57,872	\$57,872
Police Officer Step 4	211	61.00	\$60,765	\$60,765
Police Officer Step 5	211	22.00	\$63,804	\$63,804
Police Officer Step 6	211	32.00	\$66,994	\$66,994
Police Officer Step 7	211	19.00	\$70,344	\$70,344
Police Officer Step 8	211	144.00	\$73,861	\$73,861
Police Sergeant Step 1	213	0.00	\$85,309	\$85,309
Police Sergeant Step 2	213	9.00	\$89,575	\$89,575
Police Sergeant Step 3	213	47.00	\$94,054	\$94,054
TOTAL POLICE REPRESENTED STAFF:		401.00		

Position Description	Grade	# of FTE's	Range Min	Range Max
FIRE REPRESENTED STAFF				
Fire Fighter (52 Hrs) Step 2	131	20.00	\$46,353	\$46,353
Fire Fighter (52 Hrs) Step 4	131	6.00	\$51,103	\$51,103
Fire Fighter (52 Hrs) Step 6	131	4.00	\$56,342	\$56,342
Fire Fighter (52 Hrs) Step 8	131	11.00	\$62,117	\$62,117
Fire Fighter (52 Hrs) Step 9	131	68.00	\$65,223	\$65,223
Fire Fighter (40 Hrs) Step 7	131	1.00	\$59,159	\$59,159
Fire Fighter (40 Hrs) Step 8	131	2.00	\$62,117	\$62,117
Fire Fighter (40 Hrs) Step 9	131	11.00	\$65,223	\$65,223
Fire Engineer (52 Hrs) Step 8	132	6.00	\$68,484	\$68,484
Fire Engineer (52 Hrs) Step 9	132	40.00	\$71,908	\$71,908
Fire Engineer (40 Hrs) Step 9	132	4.00	\$71,908	\$71,908
Fire Captain (52 Hrs) Step 8	137	7.00	\$81,261	\$81,261
Fire Captain (52 Hrs) Step 9	137	38.00	\$85,324	\$85,324
Fire Captain (40 Hrs) Step 8	137	1.00	\$81,261	\$81,261
Fire Captain (40 Hrs) Step 9	137	10.00	\$85,324	\$85,324
TOTAL FIRE REPRESENTED STAFF:		229.00		

GRAND TOTAL: 1,742.25

DESCRIPTION	BUDGET FY 2012	BUDGET FY 2013	BUDGET FY 2014	BUDGET FY 2015	PROJECTED FY 2016
Fiscal Year Budget Amount	\$638,000,000	\$579,000,000	\$576,000,000	\$642,000,000	\$632,000,000
Qualifiable Exclusions (estimated)	\$218,302,009	\$196,076,577	\$202,072,306	\$212,754,492	\$203,261,649
Total Estimated Expenditures	\$419,697,991	\$382,923,423	\$373,927,694	\$429,245,508	\$428,738,351
Expenditure Limitation	\$503,458,845	\$516,173,179	\$528,504,325	\$528,312,730	\$542,088,977
b1. Maximum Allowable Primary Property Tax Levy (ARS 42-17051)					
Primary Assessed Valuation	\$1,307,087,287	\$1,146,680,633	\$1,044,786,020	\$1,095,616,087	\$1,129,008,207
Maximum Allowable Primary Tax	\$4,896,349	\$5,043,101	\$5,196,766	\$5,364,136	\$5,529,882
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	\$1,313,557,625	\$1,149,264,817	\$1,050,893,890	\$1,148,164,650	\$1,129,008,207
A. Secondary Property Tax Levy	\$17,994,426	\$18,985,812	\$18,496,280	\$19,065,274	\$19,268,783
B. Primary Property Tax Levy	\$2,943,561	\$2,536,663	\$5,086,376	\$5,364,136	\$5,529,882
Total Property Tax Levy Amount	\$20,937,987	\$21,522,475	\$23,582,656	\$24,429,410	\$24,798,665
b4. Property Taxes Collected (Estimated)					
A. Primary Property Tax	\$2,884,690	\$2,490,052	\$5,071,423	\$5,324,339	\$5,473,697
Prior Year's	\$58,871	\$46,611	\$14,953	\$39,797	\$56,185
B. Secondary Property Tax	\$17,634,537	\$18,730,018	\$18,360,614	\$18,951,838	\$19,042,615
Prior Year's	\$359,889	\$255,794	\$135,666	\$113,436	\$226,168
Total Current Year's Collections	\$20,519,227	\$21,220,070	\$23,432,037	\$24,276,177	\$24,516,312
Total Prior Year's Collections	\$418,760	\$302,405	\$150,619	\$153,233	\$282,353
Total Property Tax Levy Collected	\$20,937,987	\$21,522,475	\$23,582,656	\$24,429,410	\$24,798,665
City of Glendale Tax Rate					
A. Primary Property Tax Rate	\$0.2252	\$0.2252	\$0.4974	\$0.4896	\$0.4898
B. Secondary Property Tax Rate	\$1.3699	\$1.6753	\$1.7915	\$1.6605	\$1.7067
Total Property Tax Rate	\$1.5951	\$1.9005	\$2.2889	\$2.1501	\$2.1965

Arizona law limits the amount of tax supported debt that a city may issue. This limitation for bonds to finance water, wastewater, storm drain, streets, parks and recreation projects is 20% of the municipality's assessed valuation. The limit for bonds to finance all other projects is 6% of the municipality's assessed valuation. The current debt limits and indebtedness are shown below.

Calculation of legal limitations

20% Bonds	
Secondary Property Value	\$1,129,008,207
Bond Indebtedness Limitation	\$225,801,641
Debt Outstanding as of 07/01/15	\$126,305,000
Principal Payments FY16	\$18,460,000
Proposed Debt FY16	\$0
Estimated Debt outstanding FY16	\$107,845,000
Remaining limitation available	\$117,956,641
6% Bonds	
Secondary Property Value	\$1,129,008,207
Bond Indebtedness Limitation	\$67,740,492
Debt Outstanding as of 07/01/15	\$0
Principal Payments FY16	\$0
Proposed Debt FY16	\$0
Estimated Debt outstanding FY16	\$0
Remaining limitation available	\$67,740,492

Truth in Taxation Calculation

Previous year's primary levy	=	Tax Rate
Current net assessed valuation(AV)		
	\$5,364,136	= \$0.4802
	\$1,117,080,229	
Current AV-Existing Property	\$1,117,080,229	
Prior year Levy	\$5,364,136	
Prior Year Tax Rate	\$0.4896	
Rate to Receive Prior Year Levy	\$0.4802	
New property valuation	\$11,927,978	
Growth in Levy-New Property	\$57,278	
Increase-Exclusive of New Property	\$108,385	

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Technology Projects	Technology	Telephone
1000 - General						
<u>Mayor</u>						
	Office of the Mayor	\$2,245	\$155	-	-	\$2,341
<u>Council Office</u>						
	Council Office	\$8,348	\$2,755	-	-	\$5,332
<u>City Clerk</u>						
	City Clerk	\$4,558	\$311	-	-	\$5,430
	Elections	\$445	-	-	-	-
<u>City Manager</u>						
	City Manager	\$24,812	\$259	-	-	\$3,462
<u>City Auditor</u>						
	City Auditor	\$2,090	\$66	-	-	\$1,122
<u>Intergovt. Programs</u>						
	Intergovernmental Programs	\$2,888	\$155	-	-	\$1,122
<u>City Court</u>						
	City Court	\$30,765	\$3,766	-	-	\$29,179
<u>City Attorney</u>						
	City Attorney	\$54,187	\$1,217	-	-	\$14,678
<u>Communications</u>						
	Cable Communications	\$3,501	\$260	-	-	-
	City Sales Tax - Bed Tax	\$1,878	\$1,125	-	-	\$4,551
	City-Wide Special Events	\$2,910	\$262	-	-	\$1,575
	Communications	\$6,678	\$466	-	-	\$7,241
	Glendale CVB - Bed Tax	\$1,372	-	-	-	-
<u>Conv./Media/Parking</u>						
	Convention/Media/Parking	\$438	-	-	-	-
	Media Center Operations	\$893	\$549	-	-	\$19,322
<u>Human Services-Comm Action Prg</u>						
	CAP Local Match	\$19	-	-	-	\$6,299
<u>Human Resources</u>						
	Benefits	\$2,885	\$1,193	-	-	-
	Compensation	\$1,465	\$104	-	-	-
	Employee Relations	\$1,544	\$155	-	-	-
	Employment Services	\$2,260	\$155	-	-	-
	Human Resources Administration	\$2,377	\$142	-	-	\$11,411
	Organizational Development	\$747	\$52	-	-	-
<u>Finance</u>						
	Accounting Services	\$8,521	\$421	-	-	-
	Budget & Research	\$1,733	\$104	-	-	\$1,495

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Technology Projects	Technology	Telephone
<u>Finance</u>						
	Finance Administration	\$31,180	\$144	-	-	\$8,929
	Grants Administration	\$458	\$52	-	-	\$374
	License/Collection	\$7,909	\$1,235	-	-	\$4,712
	Materials Management	\$3,782	\$259	-	-	\$1,229
<u>Non-Departmental</u>						
	Fund 1000 Non-Dept	-	-	\$2,969,800	\$5,515,151	-
<u>Police Department</u>						
	Arena-PD Event Staffing	\$3,164	\$52	-	-	-
	Crime Investigations	-	\$82,816	-	-	-
	Foothills Patrol Bureau	-	\$371,770	-	-	-
	Gateway Patrol	-	\$395,683	-	-	-
	PD - Communications	-	\$2,636	-	-	-
	PD - Detention	-	\$24,423	-	-	-
	PD - Fiesta Bowl Event	\$1,300	\$935	-	-	-
	PD - Fiscal Management	\$1,180,785	-	-	\$22,262	\$284,837
	PD - Special Operations	-	\$71,475	-	-	-
	PD - Tow Administration	-	\$52	-	-	-
	Police Administration	-	\$15,670	-	-	-
	Police Personnel Management	-	\$4,113	-	-	-
	Police Support Services	-	\$8,518	-	-	-
	Stadium - PD Event Staffing	\$96,913	\$6,179	-	-	-
	Training	-	\$13,131	-	-	-
<u>Fire Department</u>						
	Ambulance Services	-	\$1,293	-	-	-
	Arena - Fire Event Staffing	\$852	-	-	-	-
	Fire - Fiesta Bowl Event	\$435	-	-	-	-
	Fire Administration	\$349,159	\$9,837	-	-	-
	Fire Marshal's Office	-	\$8,146	-	-	-
	Fire Operations	-	\$374,834	-	-	-
	Fire Resource Management	-	\$3,201	-	\$11,215	\$162,767
	Fire-Emergency Mgmt	-	\$1,344	-	-	-
	Glendale Health Center	\$63	-	-	-	-
	Stadium - Fire Event Staffing	\$750	-	-	-	-
<u>Air Med & Logistics Ops</u>						
	Air-Med & Logistics Ops (HALO)	-	\$3,774	-	-	-
<u>Comm. Services Adm</u>						
	Comm. Services Admin.	\$5,005	\$259	-	-	\$33,787

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Technology Projects	Technology	Telephone
<u>Parks & Rec</u>						
	Aquatics Rose Lane & Splash Pa	\$2,756	\$3,792	-	-	-
	Neighborhood Services	\$795	\$52	-	-	\$2,182
	Park Rangers	\$3,834	\$3,629	-	-	-
	Parks Maintenance	\$19,320	\$28,022	-	-	\$6,341
	Recreation Admin & Events	\$5,294	\$10,082	-	-	-
<u>Parks & Rec-Fac/Commercial Ops</u>						
	Adult Center	-	\$1,298	-	-	-
	Audio/Visual/Support Services	\$2,679	\$5,387	-	-	-
	Civic Center	\$3,091	\$1,385	-	-	\$11,188
	Foothills Recreation Center	\$4,840	\$10,708	-	-	\$12,967
<u>Human Services</u>						
	Community Revitalization	\$2,591	\$124	-	-	\$4,958
<u>Library & Arts</u>						
	Library	\$52,656	\$14,964	-	-	\$60,416
<u>Building Safety</u>						
	Building Safety	\$16,652	\$11,058	-	-	\$12,274
<u>Planning</u>						
	Mapping and Records	\$758	\$52	-	-	-
	Planning Administration	\$5,611	\$363	-	-	\$3,663
<u>Economic Development</u>						
	Economic Development	\$5,147	\$311	-	-	\$3,403
<u>Code Compliance</u>						
	Code Compliance	\$10,134	\$1,192	-	-	\$9,088
<u>Field Operations</u>						
	Cemetery	\$10,112	\$768	-	-	\$4,117
	Custodial Services	\$6,337	\$27,131	-	-	-
	Facilities Management	\$18,646	\$140,998	-	-	\$30,693
	Field Operations Admin.	\$2,009	\$52	-	-	\$31,146
	Graffiti Removal	\$56	-	-	-	-
<u>Engineering</u>						
	Construction Inspection	-	\$15,500	-	-	\$2,547
	Design Division	-	\$155	-	-	-
	Engineering Administration	\$13,979	\$259	-	-	\$5,332
	Land Development Division	-	\$52	-	-	-
<u>Transportation</u>						
	Arena - Transportation Ops.	\$82	-	-	-	-
	Stadium - Transportation Ops.	\$4,361	-	-	-	-
	Transp - Fiesta Bowl Event	\$390	-	-	-	-

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Technology Projects	Technology	Telephone
Total General		<u>\$2,043,444</u>	<u>\$1,692,837</u>	<u>\$2,969,800</u>	<u>\$5,548,628</u>	<u>\$811,510</u>
1220 - Arts Commission Fund						
Library & Arts						
	Arts Program	-	\$52	-	-	-
Total Arts Commission Fund		<u>-</u>	<u>\$52</u>	<u>-</u>	<u>=</u>	<u>-</u>
1340 - Highway User Gas Tax						
Field Operations						
	Graffiti Removal - ROW	\$3,603	\$4,414	-	-	-
	Right-of-Way Maintenance	\$34,648	\$22,644	-	-	-
	Signs & Markings	\$11,660	\$15,049	-	-	-
	Street Maintenance	\$111,782	\$13,399	-	-	-
Engineering						
	Pavement Management	-	\$2,207	-	-	-
	Street Light Management	\$12,828	\$52	-	-	-
	Traffic Studies	\$5,833	\$2,310	-	-	-
Transportation						
	Traffic Design and Development	\$3,624	\$2,259	-	-	-
	Traffic Signals	\$14,712	\$22,608	-	-	-
	Transportation Administration	\$1,967	\$52	-	-	\$8,393
Total Highway User Gas Tax		<u>\$200,657</u>	<u>\$84,994</u>	<u>-</u>	<u>=</u>	<u>\$8,393</u>
1660 - Transportation Sales Tax						
Transportation						
	Dial-A-Ride	\$118,733	\$51,892	-	-	\$16,355
	Fixed Route	-	\$495	-	-	-
	Intelligent Transportation Sys	-	\$4,517	-	-	\$4,834
	Traffic Mitigation	-	\$52	-	-	-
	Transit Management	-	\$806	-	-	-
	Transportation Education	-	\$591	-	-	-
	Transportation Program Mgmt	-	\$414	-	\$33,477	-
Total Transportation Sales Tax		<u>\$118,733</u>	<u>\$58,767</u>	<u>-</u>	<u>\$33,477</u>	<u>\$21,189</u>
1760 - Airport Special Revenue						
Airport						
	Airport Operations	\$30,492	\$6,020	-	-	\$10,455
Total Airport Special Revenue		<u>\$30,492</u>	<u>\$6,020</u>	<u>-</u>	<u>=</u>	<u>\$10,455</u>

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Technology Projects	Technology	Telephone
1880 - Parks & Recreation Self Sust						
<u>Parks & Rec</u>						
	Aquatics Rose Lane Self Sust.	-	\$496	-	-	-
	Sports Self Sustaining	-	\$989	-	-	-
	Youth and Teen Self Sustaining	-	\$3,762	-	-	-
<u>Parks & Rec-Fac/Commercial Ops</u>						
	Adult Center Self Sustaining	-	\$852	-	-	-
	Rec Self Sust-Foothills Rec	-	\$1,191	-	-	-
	SRPHA Sahuaro Ranch Hist	-	\$473	-	-	-
<u>Total Parks & Recreation Self S</u>		<u>-</u>	<u>\$7,763</u>	<u>-</u>	<u>=</u>	<u>-</u>
1885 - Parks & Recreation Designated						
<u>Parks & Rec</u>						
	Elsie McCarthy Pk. Maint	-	\$55	-	-	-
<u>Total Parks & Recreation Desig</u>		<u>-</u>	<u>\$55</u>	<u>-</u>	<u>=</u>	<u>-</u>
2360 - Water and Sewer						
<u>Finance</u>						
	Customer Service Office	-	\$1,766	-	-	\$41,161
<u>Water Services</u>						
	Arrowhead Reclamation Plant	-	\$9,499	-	-	-
	Environmental Resources	-	\$311	-	-	-
	Information Management	-	\$1,291	-	-	-
	Materials Control Warehouse	\$831	\$91	-	-	\$748
	Public Service Representatives	-	\$11,234	-	-	-
	Safety Administration	-	\$52	-	-	-
	System Security	-	\$2,851	-	-	-
	Water Quality	-	\$5,641	-	-	\$2,686
	Water Services Administration	\$336,675	\$697	\$265,000	-	\$133,841
	West Area Plant	-	\$7,044	-	-	-
<u>Total Water and Sewer</u>		<u>\$337,506</u>	<u>\$40,477</u>	<u>\$265,000</u>	<u>=</u>	<u>\$178,436</u>
2400 - Water						
<u>Building Safety</u>						
	Cross Connection Control	-	\$1,039	-	-	\$748
<u>Water Services</u>						
	Central System Control	-	\$4,839	-	-	-
	Central System Maintenance	-	\$13,478	-	-	-
	Cholla Treatment Plant	-	\$5,575	-	-	-

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Technology Projects	Technology	Telephone
<u>Water Services</u>						
	Customer Service - Field	-	\$10,030	-	-	-
	Meter Maintenance	-	\$15,284	-	-	-
	Oasis Surface WTP	-	\$8,214	-	-	-
	Pyramid Peak Plant	-	\$6,222	-	-	-
	Water Conservation	-	\$651	-	-	\$1,094
	Water Distribution	-	\$36,031	-	-	-
Total Water		-	\$101,363	-	=	\$1,842
2420 - Sewer						
<u>Water Services</u>						
	Pretreatment Program	-	\$3,457	-	-	-
	Storm Water	-	\$2,929	-	-	-
	Wastewater Collection	-	\$12,458	-	-	-
Total Sewer		-	\$18,844	-	=	-
2440 - Landfill						
<u>Field Operations</u>						
	Landfill	\$38,953	\$32,207	-	-	\$6,195
	MRF Operations	-	\$12,275	-	-	\$3,772
	Recycling	-	\$12,587	-	-	\$1,427
	Solid Waste Admin	-	\$8,053	-	-	\$1,260
Total Landfill		\$38,953	\$65,122	-	=	\$12,654
2480 - Sanitation						
<u>Field Operations</u>						
	Curb Service	\$53,135	\$68,188	-	-	\$1,107
	Residential-Loose Trash Collec	\$35,250	\$51,977	-	-	-
	Sanitation Frontload	\$27,353	\$36,843	-	-	\$4,327
	Sanitation Roll-off	\$3,685	\$5,089	-	-	-
Total Sanitation		\$119,423	\$162,097	-	=	\$5,434
2500 - Pub Housing Budget Activities						
<u>Human Services</u>						
	Community Housing	\$20,368	\$6,528	-	-	-
Total Pub Housing Budget Activ		\$20,368	\$6,528	-	=	-
2530 - Training Facility Revenue Fund						
<u>Police Department</u>						
	PS Training Ops - Police	\$8,097	\$5,791	-	-	\$18,558

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Technology Projects	Technology	Telephone
Fire Department						
	PS Training Ops - Fire	\$16,351	\$11,375	-	-	\$38,235
Field Operations						
	PS Training Ops - Fac. Mgmt.	\$7,456	\$1,549	-	-	-
Total Training Facility Revenue		\$31,904	\$18,715	-	=	\$56,793
2540 - Risk Management Self Insurance						
Human Resources						
	Risk Mgmt Trust Fund	\$1,468	\$52	-	-	-
Total Risk Management Self Ins		\$1,468	\$52	-	=	-
2560 - Workers Comp. Self Insurance						
Human Resources						
	Worker's Compensation	\$731	\$52	-	-	-
Total Workers Comp. Self Insur		\$731	\$52	-	=	-
2590 - Fleet Services						
Field Operations						
	Fleet Management	\$33,977	\$33,735	-	-	\$15,991
	Parts Store Operations	-	\$52	-	-	-
Total Fleet Services		\$33,977	\$33,787	-	=	\$15,991
2591 - Technology						
Info. Technology						
	Information Technology	\$21,065	\$1,295	-	-	\$14,439
	Technology Replacement	-	\$52	-	-	-
	Telephones	-	\$955	-	-	-
Total Technology		\$21,065	\$2,302	-	=	\$14,439
FY 2016 Total Internal Service Premiums:		\$2,998,721	\$2,299,827	\$3,234,800	\$5,582,105	\$1,137,136

	Page
Schedule A –	
Summary of Estimated Revenues and Expenditures/Expenses	484
Schedule B –	
Tax Levy and Tax Rate Information	485
Schedule C –	
Revenue Other Than Property Taxes	486
Schedule D –	
Other Financing Sources/<Uses> and Interfund Transfers	491
Schedule E –	
Expenditures/Expended by Fund	492
Schedule F –	
Expenditures/Expended by Department	494
Schedule G –	
Full-Time Employee and Personnel Compensation	499

CITY OF GLENDALE
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2016

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES* 2015	ACTUAL EXPENDITURES/EXPENSES** 2015	FUND BALANCE/ NET POSITION*** July 1, 2015**	PROPERTY TAX REVENUES 2016	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2016	OTHER FINANCING 2016		INTERFUND TRANSFERS 2016		TOTAL FINANCIAL RESOURCES AVAILABLE 2016	BUDGETED EXPENDITURES/EXPENSES 2016
						SOURCES	<USES>	IN	<OUT>		
1 General Fund	\$ 223,816,035	\$ 210,570,704	\$ 32,764,724	\$ 5,529,882	\$ 197,469,189			\$ 24,144,445	\$ 21,817,014	\$ 238,091,226	\$ 206,154,495
2 Special Revenue Funds	71,006,735	50,196,630	62,316,563		116,315,433			1,018,662	78,549,737	101,100,921	80,238,273
3 Debt Service Funds Available	66,840,371	65,046,956	16,643,210					29,221,374		65,706,464	57,774,010
4 Less: Amounts for Future Debt Retirement								-			
5 Total Debt Service Funds	66,840,371	65,046,956	16,643,210	19,268,783	573,097			29,221,374		65,706,464	57,774,010
6 Capital Projects Funds	74,948,943	7,297,897	23,398,662		92,773			45,281,493	209,713	68,563,215	68,563,215
7 Permanent Funds	5,655,870		5,647,617		22,000					5,669,617	5,669,617
8 Enterprise Funds Available	170,832,088	123,283,544	87,534,773		122,443,717			910,490		210,888,980	162,720,607
9 Less: Amounts for Future Debt Retirement								-			
10 Total Enterprise Funds	170,832,088	123,283,544	87,534,773		122,443,717			910,490		210,888,980	162,720,607
11 Internal Service Funds	28,899,958	28,899,958	9,237,933		49,498,186					58,736,119	50,879,783
12 TOTAL ALL FUNDS	\$ 642,000,000	\$ 485,295,689	\$ 237,543,482	\$ 24,798,665	\$ 486,414,395	\$	\$	\$ 100,576,464	\$ 100,576,464	\$ 748,756,542	\$ 632,000,000

EXPENDITURE LIMITATION COMPARISON

1. Budgeted expenditures/expenses
2. Add/subtract: estimated net reconciling items
3. Budgeted expenditures/expenses adjusted for reconciling items
4. Less: estimated exclusions
5. Amount subject to the expenditure limitation
6. EEC or voter-approved alternative expenditure limitation

	2015	2016
1.	\$ 642,000,000	\$ 632,000,000
2.		
3.	642,000,000	632,000,000
4.	212,754,492	203,261,649
5.	\$ 429,245,508	\$ 428,738,351
6.	\$ 528,312,730	\$ 542,088,977

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).

Schedule A

CITY OF GLENDALE
Tax Levy and Tax Rate Information
Fiscal Year 2016

	<u>2015</u>	<u>2016</u>
1. Maximum allowable primary property tax levy. A.R.S. \$	\$ <u>5,364,136</u>	\$ <u>5,529,882</u>
2. Amount received from primary property taxation in \$	\$ _____	\$ _____
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>5,364,136</u>	\$ <u>5,529,882</u>
B. Secondary property taxes	<u>19,065,274</u>	<u>19,268,783</u>
C. Total property tax levy amounts	\$ <u>24,429,410</u>	\$ <u>24,798,665</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ <u>5,324,339</u>	
(2) Prior years' levies	<u>39,797</u>	
(3) Total primary property taxes	\$ <u>5,364,136</u>	
B. Secondary property taxes		
(1) Current year's levy	\$ <u>18,951,838</u>	
(2) Prior years' levies	<u>113,436</u>	
(3) Total secondary property taxes	\$ <u>19,065,274</u>	
C. Total property taxes collected	\$ <u>24,429,410</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.4896</u>	<u>0.4898</u>
(2) Secondary property tax rate	<u>1.6605</u>	<u>1.7067</u>
(3) Total city/town tax rate	<u>2.1501</u>	<u>2.1965</u>
B. Special assessment district tax rates		
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating _____ special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

* Includes actual property taxes collected as of the date the proposed budget was prepared, plus

CITY OF GLENDALE
Revenues Other Than Property Taxes
Fiscal Year 2016

SOURCE OF REVENUES	ESTIMATED REVENUES 2015	ACTUAL REVENUES* 2015	ESTIMATED REVENUES 2016
GENERAL FUNDS			
Local taxes			
City Sales Tax	\$ 96,060,623	\$ 96,060,623	\$ 98,695,608
Arena Fees	440,826	440,826	749,618
Licenses and permits			
Gas/Electric Franchise Fees	2,733,977	\$ 2,733,977	\$ 2,828,000
Cable Franchise Fees	1,572,061	1,572,061	1,572,061
Building Permits	1,106,000	1,106,000	1,124,802
Fire Department Other Fees	873,968	873,968	995,600
Sales Tax Licenses	660,542	660,542	665,564
Right-of-Way Permits	345,000	255,000	331,000
Fire Dept CD Fees	318,643	318,643	355,220
Liquor Licenses	201,400	201,400	182,700
Planning/Zoning	180,000	180,000	235,300
Bus./Prof. Licenses	110,770	110,770	110,770
Miscellaneous CD Fees	110,000	110,000	142,881
Business Licenses	80,560	80,560	80,560
Arena Fees	71,794	71,794	182,828
Engineering Plan Check Revenue	9,000	9,000	9,000
Plan Check Fees	4,000	4,000	4,068
Intergovernmental			
State Income Tax	\$ 27,444,369	\$ 27,444,369	\$ 27,297,178
State Shared Sales Tax	20,486,143	20,486,143	21,659,358
Motor Vehicle In-Lieu	8,016,651	8,016,651	8,960,744
Partner Revenue	-	-	-
Arena Fees	211,676	211,676	350,000
Miscellaneous	132,250	132,250	103,020
Charges for services			
Internal Charges	\$ 10,412,222	\$ 10,412,222	\$ -
Staff & Adm Chargebacks	9,700,000	9,700,000	9,700,000
Arena Fees	6,129,615	6,129,615	5,773,830
Facility Rental Income	1,921,310	1,921,310	1,858,164
Recreation Revenue	1,355,120	1,355,120	1,400,408
Partner Revenue	-	-	-
Security Revenue	733,203	733,203	740,535
Plan Check Fees	700,000	700,000	711,900
Miscellaneous	488,509	488,509	485,985
Fire Department Other Fees	439,695	439,695	484,805
Right-of-Way Permits	310,000	200,000	250,000
City Property Rental	303,120	320,646	329,527
Engineering Plan Check Revenue	155,191	155,191	130,191
Health Care Revenue	61,250	61,250	61,863
Court Revenue	61,000	56,000	56,000
Camelback Ranch Rev - Fire	53,000	53,000	53,530
Traffic Engineering Plan Check	30,210	30,210	30,660
Equipment Rental	25,000	25,000	25,250

CITY OF GLENDALE
Revenues Other Than Property Taxes
Fiscal Year 2016

SOURCE OF REVENUES	ESTIMATED REVENUES 2015	ACTUAL REVENUES* 2015	ESTIMATED REVENUES 2016
Fines and forfeits			
Court Revenue	\$ 3,041,705	\$ 3,406,077	\$ 2,707,580
Miscellaneous	250,100	250,250	252,750
Library Fines/Fees	122,000	122,000	131,844
Interest on investments			
Interest	\$ 265,414	\$ 265,387	\$ 402,080
Contributions			
SRP In-Lieu	\$ 278,315	\$ 278,315	\$ 278,315
Miscellaneous			
Miscellaneous	\$ 2,329,885	\$ 2,329,885	\$ 2,827,481
Fire Department Other Fees	987,785	987,785	987,785
City Property Rental	342,768	322,256	350,180
Lease Proceeds	210,200	210,200	404,000
Cemetery Revenue	185,000	185,000	185,000
Library Fines/Fees	131,000	131,000	133,646
Other	75,500	75,500	80,000
Total General Fund	\$ 202,268,370	\$ 202,424,879	\$ 197,469,189
SPECIAL REVENUE FUNDS			
Community Services Funds			
Recreation Revenue	\$ 976,861	\$ 976,861	\$ 1,002,667
Facility Rental Income	115,000	115,000	100,500
Interest	300	300	300
Miscellaneous	-	-	-
	\$ 1,092,161	\$ 1,092,161	\$ 1,103,467
Human Services Grants			
Grants	\$ 8,946,755	\$ 8,835,261	\$ 7,853,601
Miscellaneous	646,067	646,067	995,030
	\$ 9,592,822	\$ 9,481,328	\$ 8,848,631
Other Grants			
Grants	\$ 15,992,136	\$ 15,992,136	\$ 16,267,162
Miscellaneous	-	-	509,427
	\$ 15,992,136	\$ 15,992,136	\$ 16,776,589
Public Safety Funds			
City Sales Tax	\$ 12,992,893	\$ 12,992,893	\$ 13,305,446
City Sales Tax - PS .4	8,906,707	8,906,707	9,316,841
State Forfeitures	1,000,000	1,000,000	1,000,000
Federal Forfeitures	15,000	15,000	15,000
	\$ 22,914,600	\$ 22,914,600	\$ 23,637,287

CITY OF GLENDALE
Revenues Other Than Property Taxes
Fiscal Year 2016

SOURCE OF REVENUES	ESTIMATED REVENUES 2015	ACTUAL REVENUES* 2015	ESTIMATED REVENUES 2016
Transportation/HURF Funds			
City Sales Tax	\$ 23,432,936	\$ 24,322,500	\$ 24,206,223
Grants	17,741,847	329,819	15,532,681
Highway User Revenues	12,903,286	12,903,286	14,147,499
Miscellaneous	2,011,000	2,011,000	8,526,097
LTAFF - Lottery	666,707	666,707	-
Airport Fees	467,925	467,925	481,860
Transit Revenue	128,807	128,807	124,000
Interest	80,000	143,000	140,000
	<u>\$ 57,432,508</u>	<u>\$ 40,973,044</u>	<u>\$ 63,158,360</u>
Charges for services			
Partner Revenue	\$ 1,172,308	\$ 1,172,308	\$ 1,285,654
	<u>\$ 1,172,308</u>	<u>\$ 1,172,308</u>	<u>\$ 1,285,654</u>
Intergovernmental			
Partner Revenue	\$ 315,392	\$ 315,392	\$ 339,338
Miscellaneous	-	-	30,250
	<u>\$ 315,392</u>	<u>\$ 315,392</u>	<u>\$ 369,588</u>
Fines and forfeits			
Court Revenue	\$ -	\$ -	\$ 698,497
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 698,497</u>
Interest on investments			
Interest	\$ -	\$ -	\$ 4,387
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 4,387</u>
Miscellaneous			
Miscellaneous	\$ -	\$ -	\$ 432,973
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 432,973</u>
Total Special Revenue Funds	<u>\$ 108,511,927</u>	<u>\$ 91,940,969</u>	<u>\$ 116,315,433</u>
DEBT SERVICE FUNDS			
Miscellaneous	\$ 633,413	\$ 633,413	\$ 573,097
SRP In-Lieu	-	-	-
	<u>\$ 633,413</u>	<u>\$ 633,413</u>	<u>\$ 573,097</u>
Total Debt Service Funds	<u>\$ 633,413</u>	<u>\$ 633,413</u>	<u>\$ 573,097</u>
CAPITAL PROJECTS FUNDS			
Development Impact Fee Funds			
Development Impact Fees	\$ 1,653,291	\$ 531,377	\$ 39,177
Interest	47,792	51,862	50,196
	<u>\$ 1,701,083</u>	<u>\$ 583,239</u>	<u>\$ 89,373</u>

CITY OF GLENDALE
Revenues Other Than Property Taxes
Fiscal Year 2016

SOURCE OF REVENUES	ESTIMATED REVENUES 2015	ACTUAL REVENUES* 2015	ESTIMATED REVENUES 2016
G.O. Bond Funds			
Interest	\$ 2,696	\$ 3,590	\$ 400
Miscellaneous	-	4,600	1,500
	\$ 2,696	\$ 8,190	\$ 1,900
Other Capital Funds			
Interest	\$ 21,406	\$ 1,464	\$ 1,500
	\$ 21,406	\$ 1,464	\$ 1,500
Total Capital Projects Funds	\$ 1,725,185	\$ 592,893	\$ 92,773
PERMANENT FUNDS			
Cemetery Perpetual Care			
Interest	\$ 20,000	\$ 24,410	\$ 22,000
	\$ 20,000	\$ 24,410	\$ 22,000
Total Permanent Funds	\$ 20,000	\$ 24,410	\$ 22,000
ENTERPRISE FUNDS			
Water/Sewer Funds			
Water Revenues	\$ 48,694,016	\$ 46,153,361	\$ 46,187,528
Sewer Revenue	33,051,526	32,570,000	32,733,679
Miscellaneous	1,022,203	1,445,633	1,310,080
Water Development Impact Fees	990,086	1,040,086	360,000
Sewer Development Impact Fees	125,000	153,515	235,000
Interest	120,000	220,185	220,200
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
	\$ 84,155,831	\$ 81,735,780	\$ 81,199,487
Landfill			
Tipping Fees	\$ 5,174,760	\$ 4,786,090	\$ 4,844,590
Recycling Sales	2,478,380	2,171,500	2,688,000
Internal Charges	2,204,800	2,646,000	2,570,000
Staff & Adm Chargebacks	525,000	431,000	431,000
Miscellaneous	489,703	464,960	113,700
Other	102,000	102,000	104,000
Interest	40,000	47,076	45,000
	\$ 11,014,643	\$ 10,648,626	\$ 10,796,290
Sanitation			
Residential Sanitation	\$ 10,630,000	\$ 10,630,000	\$ 10,630,000
Commercial Sanitation Frontload	3,400,000	3,400,000	3,400,000
Commercial Sanitation Rolloff	600,000	600,000	600,000
Miscellaneous	145,588	145,588	101,000
Internal Charges	115,000	115,000	115,000
Miscellaneous Bin Service	100,000	100,000	100,000
Interest	4,000	7,000	7,000
	\$ 14,994,588	\$ 14,997,588	\$ 14,953,000

CITY OF GLENDALE
Revenues Other Than Property Taxes
Fiscal Year 2016

SOURCE OF REVENUES	ESTIMATED REVENUES 2015	ACTUAL REVENUES* 2015	ESTIMATED REVENUES 2016
Pub Housing Budget Activities			
Grants	\$ 15,522,294	\$ 15,522,294	\$ 15,494,940
	<u>\$ 15,522,294</u>	<u>\$ 15,522,294</u>	<u>\$ 15,494,940</u>
Total Enterprise Funds	<u>\$ 125,687,356</u>	<u>\$ 122,904,288</u>	<u>\$ 122,443,717</u>
INTERNAL SERVICE FUNDS			
Risk Management Self Insurance			
Internal Charges	\$ 2,500,000	\$ 2,500,000	\$ 3,000,000
Security Revenue	24,750	24,750	24,750
Interest	8,200	8,200	8,200
	<u>\$ 2,532,950</u>	<u>\$ 2,532,950</u>	<u>\$ 3,032,950</u>
Workers Comp. Self Insurance			
Internal Charges	\$ 1,894,001	\$ 1,894,001	\$ 2,299,827
Security Revenue	24,750	24,750	24,750
Interest	11,200	11,200	11,200
	<u>\$ 1,929,951</u>	<u>\$ 1,929,951</u>	<u>\$ 2,335,777</u>
Benefits Trust Fund			
City Contributions	\$ 13,726,767	\$ 13,726,767	\$ 15,003,357
Employee Contributions	5,118,861	5,118,861	5,594,915
Retiree Contributions	4,154,143	4,154,143	4,540,477
Miscellaneous	90,000	90,000	98,370
Right-of-Way Permits	1,394	1,394	1,524
Interest	671	671	733
	<u>\$ 23,091,836</u>	<u>\$ 23,091,836</u>	<u>\$ 25,239,376</u>
Fleet Services			
Internal Charges	\$ -	\$ -	\$ 9,000,000
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 9,000,000</u>
Technology			
Internal Charges	\$ -	\$ -	\$ 6,652,283
Miscellaneous	-	-	3,000
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 6,655,283</u>
Technology Projects			
Internal Charges	\$ -	\$ -	\$ 3,234,800
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 3,234,800</u>
Total Internal Service Funds	<u>\$ 27,554,737</u>	<u>\$ 27,554,737</u>	<u>\$ 49,498,186</u>
TOTAL ALL FUNDS	<u>\$ 466,400,988</u>	<u>\$ 446,075,589</u>	<u>\$ 486,414,395</u>

CITY OF GLENDALE
Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2016

FUND	OTHER FINANCING 2016		INTERFUND TRANSFERS 2016	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
1000 - General	\$	\$	\$ 24,144,445	\$ 21,817,014
Total General Fund	\$ -	\$ -	\$ 24,144,445	\$ 21,817,014
SPECIAL REVENUE FUNDS				
1340 - Highway User Gas Tax	\$	\$	\$ -	\$ 21,609,851
1660 - Transportation Sales Tax			900,000	32,795,441
1700 - Police Special Revenue			-	16,305,055
1720 - Fire Special Revenue			-	7,839,390
1760 - Airport Special Revenue			92,868	-
1820 - CAP Grant			25,794	-
Total Special Revenue Funds	\$ -	\$ -	\$ 1,018,662	\$ 78,549,737
DEBT SERVICE FUNDS				
1900 - G.O. Bond Debt Service	\$	\$	\$ 209,713	\$ -
1920 - HURF Debt Service			1,975,800	-
1940 - M.P.C. Debt Service			14,287,862	-
1950 - Excise Tax Debt Service			5,600,000	-
1970 - Transportation Debt Service			7,147,999	-
Total Debt Service Funds	\$ -	\$ -	\$ 29,221,374	\$ -
CAPITAL PROJECTS FUNDS				
1481+ - DIF-Citywide Recreation Fac	\$	\$	\$ -	\$ 209,713
2000 - Hurf Street Bonds			20,634,051	-
2210 - Transportation Capital Project			24,647,442	-
Total Capital Projects Funds	\$ -	\$ -	\$ 45,281,493	\$ 209,713
PERMANENT FUNDS				
Total Permanent Funds	\$ -	\$ -	\$ -	\$ -
ENTERPRISE FUNDS				
2360+ - Water and Sewer	\$	\$	\$ 225,000	\$ -
2440 - Landfill			315,000	-
2480 - Sanitation			60,000	-
2500 - Pub Housing Budget Activities			310,490	-
Total Enterprise Funds	\$ -	\$ -	\$ 910,490	\$ -
INTERNAL SERVICE FUNDS				
Total Internal Service Funds	\$ -	\$ -	\$ -	\$ -
TOTAL ALL FUNDS	\$ 0	\$ 0	\$ 100,576,464	\$ 100,576,464

CITY OF GLENDALE
Expenditures/Expenses by Fund
Fiscal Year 2016

12828793 FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2015	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2015	ACTUAL EXPENDITURES/ EXPENSES* 2015	BUDGETED EXPENDITURES/ EXPENSES 2016
GENERAL FUND				
City Attorney	\$ 2,881,214	\$	\$ 2,881,214	\$ 2,944,274
City Auditor	301,079		301,079	337,879
City Clerk	718,680		718,680	566,826
City Court	4,573,803		4,214,595	3,878,094
City Manager	872,264		872,264	917,044
Communications	3,287,119		3,287,119	3,474,896
Community Services	13,828,523		13,655,361	13,951,698
Council Districts&Of	1,066,101		1,066,101	930,478
Development Services	4,221,737		4,221,737	4,231,931
Economic Development	941,088	-	929,533	924,260
Finance & Technology	31,779,531	12,828,670	40,529,531	21,721,378
Fire Services	39,207,074	635,000	39,207,074	41,665,248
HR & Risk Mgt	1,736,121		1,736,121	1,776,967
Intergovt. Relations	477,640		477,640	512,016
Mayor's Office	281,127		281,127	391,288
Non-Departmental	1,485,704		1,485,704	10,026,202
Police Services	74,775,765	432,752	74,775,765	78,014,087
Public Works	22,292,453	1,999,302	19,930,059	14,889,929
Carryover Reserve		-	-	-
Contingency	5,330,000	(2,136,712)	-	5,000,000
Total General Fund	\$ 210,057,023	\$ 13,759,012	\$ 210,570,704	\$ 206,154,495
SPECIAL REVENUE FUNDS				
City Court	\$	\$	-	\$ 539,755
Community Services	1,299,684		1,299,684	1,632,966
Community Services Grants	450,000		450,000	450,000
Fire Grants	5,001,610	(635,000)	4,366,610	5,158,123
Fire Services			-	787,230
Human Services Grants	9,555,459		9,554,071	8,850,329
Misc. Capital Grants	2,000,000	(191,260)	-	-
Misc. Grants	3,293,649		3,293,649	5,447,549
Non-Departmental			-	200,000
Police Grants	5,246,877	(432,752)	4,814,125	5,720,917
Police RICO	2,445,733		2,445,733	2,481,886
Police Services			-	359,377
Public Works	21,680,888		21,680,888	23,986,902
Public Works Grants	12,919,409	(250,000)	430,308	4,838,303
Transportation Grants	6,822,438		1,861,562	19,134,936
Contingency	1,800,000		-	650,000
Total Special Revenue Funds	\$ 72,515,747	\$ (1,509,012)	\$ 50,196,630	\$ 80,238,273

CITY OF GLENDALE
Expenditures/Expenses by Fund
Fiscal Year 2016

12828793 FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2015	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2015	ACTUAL EXPENDITURES/ EXPENSES* 2015	BUDGETED EXPENDITURES/ EXPENSES 2016
DEBT SERVICE FUNDS				
General Obligation	\$ 26,072,628	\$ -	\$ 26,072,628	\$ 24,337,128
Excise Tax Bonds		1,793,415	-	5,575,770
Highway User (HURF)	1,958,000		1,958,000	1,975,800
Municipal Property Corp	31,478,662	(1,793,415)	29,685,247	18,737,313
Transportation Obligation	7,331,081		7,331,081	7,147,999
Total Debt Service Funds	\$ 66,840,371	\$ -	\$ 65,046,956	\$ 57,774,010
CAPITAL PROJECTS FUNDS				
Community & Econ Dev	\$ -	\$ -	\$ -	\$ -
Community Services	1,275,876		91,228	1,390,127
Economic Development	726,528		-	2,530,400
Finance & Technology	3,818		3,818	3,353
Fire Services	2,101		-	-
Police Services	536,587		368,703	1,928,731
Public Works	66,242,740	(12,250,000)	6,834,148	50,249,642
Contingency	18,411,293		-	12,460,962
Total Capital Projects Funds	\$ 87,198,943	\$ (12,250,000)	\$ 7,297,897	\$ 68,563,215
PERMANENT FUNDS				
Contingency	\$ 5,655,870	\$ -	\$ -	\$ 5,669,617
Total Permanent Funds	\$ 5,655,870	\$ -	\$ -	\$ 5,669,617
ENTERPRISE FUNDS				
Development Services	136,798		136,798	140,647
Finance & Technology	2,904,338		2,904,338	3,029,403
Human Services Grants	15,884,596		15,884,596	15,891,384
Public Works	38,336,336		27,856,241	37,639,918
Water Services	82,591,655		51,023,206	76,423,148
Water Services Debt	25,478,365		25,478,365	20,158,683
Contingency	5,500,000		-	9,437,424
Total Enterprise Funds	\$ 170,832,088	\$ -	\$ 123,283,544	\$ 162,720,607
INTERNAL SERVICE FUNDS				
HR & Risk Mgt	\$ 28,899,958	\$ -	\$ 28,899,958	\$ 30,586,922
Finance & Technology			-	9,885,351
Public Works			-	9,007,510
Contingency			-	1,400,000
Total Internal Service Funds	\$ 28,899,958	\$ 0	\$ 28,899,958	\$ 50,879,783
TOTAL ALL FUNDS	\$ 642,000,000	\$ 0	\$ 485,295,689	\$ 632,000,000

**City of Glendale
Expenditures/Expenses by Department
Fiscal Year 2016**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
	2015	2015	2015	2016
City Attorney				
1000 - General	\$ 2,881,214	\$ -	\$ 2,881,214	\$ 2,944,274
City Attorney Total	\$ 2,881,214	\$ -	\$ 2,881,214	\$ 2,944,274
City Auditor				
1000 - General	\$ 301,079	\$ -	\$ 301,079	\$ 337,879
City Auditor Total	\$ 301,079	\$ -	\$ 213,055,571	\$ 337,879
City Clerk				
1000 - General	\$ 718,680	\$ -	\$ 718,680	\$ 566,826
City Clerk Total	\$ 718,680	\$ -	\$ 718,680	\$ 566,826
City Court				
1000 - General	\$ 3,742,767	\$ -	\$ 3,742,767	\$ 3,878,094
1240 - Court Security/Bonds	531,036	-	471,828	539,755
City Court Total	\$ 4,273,803	\$ -	\$ 4,214,595	\$ 4,417,849
City Manager				
1000 - General	\$ 872,264	\$ -	\$ 872,264	\$ 917,044
City Manager Total	\$ 872,264	\$ -	\$ 872,264	\$ 917,044
Communications				
1000 - General	\$ 1,909,338	\$ -	\$ 1,909,338	\$ 3,474,896
1281 - Stadium Event Operations	13,494	-	13,494	-
1750 - City Sales Tax-Bed Tax	655,695	-	655,695	-
1870 - Marketing Self Sust	708,592	-	708,592	-
Communications Total	\$ 3,287,119	\$ -	\$ 3,287,119	\$ 3,474,896
Community Services				
1000 - General	\$ 12,727,793	\$ -	\$ 12,727,793	\$ 13,951,698
1220 - Arts Commission Fund	473,162	-	189,912	388,226
1260 - Library	120,000	-	120,000	-
1280 - Youth Sports Complex	233,000	-	233,000	-
1300 - Home Grant	1,625,895	-	1,625,895	1,674,204
1310 - Neighborhood Stabilization Pgm	1,320,000	-	1,320,000	926,259
1311 - N'hood Stabilization Pgm III	600,000	-	600,000	1,100,000
1320 - C.D.B.G.	4,549,500	-	4,358,200	3,637,151
1460 - DIF-Citywide Parks	234	-	-	-
1480 - DIF-Citywide Recreation Fac	234	-	-	-
1500 - DIF-Libraries	373,817	-	90,735	1,064,630
1520 - DIF-Citywide Open Spaces	351,822	-	-	-
1540 - DIF-Parks Dev Zone 1	121,056	-	-	114,000
1560 - DIF-Parks Dev Zone 2	132,863	-	-	163,497
1580 - DIF-Parks Dev Zone 3	42,929	-	-	33,000
1740 - Civic Center	574,568	-	574,568	-
1820 - CAP Grant	1,299,684	-	1,299,684	1,303,723
1830 - Emergency Shelter Grants	208,992	-	208,992	208,992

**City of Glendale
Expenditures/Expenses by Department
Fiscal Year 2016**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2015	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2015	ACTUAL EXPENDITURES/ EXPENSES* 2015	BUDGETED EXPENDITURES/ EXPENSES 2016
1840 - Grants	450,000		450,000	450,000
1880 - Parks & Recreation Self Sust	1,135,704		1,135,704	1,162,922
1885 - Parks & Recreation Designated	115,368		115,368	81,818
2060 - Parks Construction	252,921		493	-
2500 - Pub Housing Budget Activities	15,884,596		15,884,596	15,891,384
Community Services Total	\$ 42,594,138	\$ -	\$ 40,934,940	\$ 42,151,504

Contingency

1000 - General	\$ 5,000,000	\$ (2,136,712)	\$ -	\$ 5,000,000
1010 - National Events	330,000		-	-
1340 - Highway User Gas Tax	600,000		-	650,000
1380 - DIF Library Blds	1,755,130		-	1,760,020
1420 - DIF-Fire Protection Facilities	737,391		-	805,992
1440 - DIF-Police Facilities	1,719,834		-	1,638,229
1460 - DIF-Citywide Parks	380,559		-	371,713
1480 - DIF-Citywide Recreation Fac	720,885		-	1,093,981
1500 - DIF-Libraries	2,871,254		-	1,873,985
1520 - DIF-Citywide Open Spaces	151,036		-	505,021
1540 - DIF-Parks Dev Zone 1	73,178		-	122,235
1560 - DIF-Parks Dev Zone 2	50,941		-	15,789
1580 - DIF-Parks Dev Zone 3	67,280		-	52,115
1600 - DIF-Roadway Improvements	3,432,993		-	3,142,136
1620 - DIF-General Government	161,637		-	161,990
1660 - Transportation Sales Tax	1,200,000		-	-
1980 - Streets Constr. - 1999 Auth	504,582		-	44,313
2040 - Public Safety Construction	1,561,451		-	-
2060 - Parks Construction	18,747		-	-
2080 - Gov't Facilities - 1999 Auth	4,864		-	-
2100 - Economic Dev. Constr-1999 Auth	395,670		-	-
2130 - Cultural Facility Bond Fund	262,088		-	-
2140 - Open Space/Trails Constr-99 Au	587,700		-	-
2180 - Flood Control Construction	2,954,073		-	873,443
2280 - Cemetery Perpetual Care	5,655,870		-	5,669,617
2360+ - Water and Sewer	4,200,000		-	8,637,424
2440 - Landfill	600,000		-	600,000
2480 - Sanitation	700,000		-	200,000
2540 - Risk Management Self Insurance	-		-	1,400,000
Contingency Total	\$ 36,697,163	\$ (2,136,712)	\$ -	\$ 34,618,003

* Grant Contingency Allocated to Department

Mayor and Council

1000 - General	\$ 1,066,101	\$ -	\$ 1,066,101	\$ 930,478
Mayor and Council	\$ 1,066,101	\$ -	\$ 1,066,101	\$ 930,478

**City of Glendale
Expenditures/Expenses by Department
Fiscal Year 2016**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
	2015	2015	2015	2016
Development Services				
1000 - General	\$ 4,103,318	\$ -	\$ 4,103,318	\$ 4,231,931
1010 - National Events	118,419	-	118,419	-
2360+ - Water and Sewer	136,798	-	136,798	-
Development Services Total	\$ 4,358,535	\$ -	\$ 4,358,535	\$ 4,231,931
Economic Development				
1000 - General	\$ 916,088	\$ -	\$ 904,533	\$ 924,260
1010 - National Events	25,000	-	25,000	-
2100 - Economic Dev. Constr-1999 Auth	726,528	-	-	-
Economic Development Total	\$ 1,667,616	\$ -	\$ 929,533	\$ 924,260
Finance & Technology				
1000 - General	\$ 8,409,473	\$ 12,250,000	\$ 17,659,473	\$ 21,721,378
1100 - Telephone Services	1,178,404	-	1,178,404	-
1140 - PC Replacement	4,174,223	578,670	4,174,223	-
1282 - Arena Event Operations	16,001,610	-	15,501,610	-
1790 - Stadium City Sales Tax - AZSTA	2,015,821	-	2,015,821	-
1900 - G.O. Bond Debt Service	26,072,628	-	26,072,628	24,337,128
1940 - M.P.C. Debt Service	31,478,662	(1,793,415)	29,685,247	18,737,313
2040 - Public Safety Construction	855	-	855	855
2060 - Parks Construction	83	-	83	83
2100 - Economic Dev. Constr-1999 Auth	465	-	465	-
2180 - Flood Control Construction	2,415	-	2,415	2,415
2360+ - Water and Sewer	2,904,338	-	2,904,338	3,029,403
2591 - Technology	-	-	-	6,650,551
2591 - Technology Projects	-	-	-	3,234,800
1950 - Excise Tax Debt Service	-	1,793,415	-	5,575,770
Finance & Technology Total	\$ 92,238,977	\$ 12,828,670	\$ 99,195,562	\$ 83,289,696
Fire Services				
1000 - General	\$ 37,365,811	\$ 635,000	\$ 37,365,811	\$ 41,665,248
1010 - National Events	392,000	-	392,000	-
1281 - Stadium Event Operations	362,138	-	362,138	-
1282 - Arena Event Operations	260,297	-	260,297	-
1283 - CamelbackRanch EventOperations	55,852	-	55,852	-
1420 - DIF-Fire Protection Facilities	2,101	-	-	-
1840 - Grants	5,001,610	(635,000)	4,366,610	5,158,123
2530 - Training Facility Revenue Fund	722,386	-	722,386	787,230
2538 - Glendale Health Center	48,590	-	48,590	-
Fire Services Total	\$ 44,210,785	\$ -	\$ 43,573,684	\$ 47,610,601

**City of Glendale
Expenditures/Expenses by Department
Fiscal Year 2016**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
	2015	2015	2015	2016
HR & Risk Mgt				
1000 - General	\$ 1,716,121	\$	\$ 1,716,121	\$ 1,776,967
1190 - Employee Groups	20,000		20,000	-
2540 - Risk Management Self Insurance	4,000,000		4,000,000	2,934,598
2560 - Workers Comp. Self Insurance	1,608,000		1,608,000	2,201,956
2580 - Benefits Trust Fund	23,291,958		23,291,958	25,450,368
HR & Risk Mgt Total	\$ 30,636,079	\$ -	\$ 30,636,079	\$ 32,363,889
Intergovt. Programs/Relations				
1000 - General	\$ 477,640	\$	\$ 477,640	\$ 512,016
Intergovt. Programs/Relations Total	\$ 477,640	\$ -	\$ 477,640	\$ 512,016
Mayor's Office				
1000 - General	\$ 281,127	\$	\$ 281,127	\$ 391,288
Mayor's Office Total	\$ 281,127	\$ -	\$ 281,127	\$ 391,288
Misc. Grants & Misc Capital Grants				
1840 - Grants	\$ 5,293,649	\$ (441,260)	\$ 3,293,649	\$ 5,447,549
Misc. Grants & Misc Capital Grants Total	\$ 5,293,649	\$ (441,260)	\$ 3,293,649	\$ 5,447,549
Non-Departmental				
1000 - General	\$ 1,285,704	\$	\$ 1,285,704	\$ 10,026,202
1200 - Utility Bill Donation	200,000		200,000	200,000
Non-Departmental Total	\$ 1,485,704	\$ -	\$ 1,485,704	\$ 10,226,202
Police Services				
1000 - General	\$ 70,907,376	\$ 432,752	\$ 70,907,376	\$ 78,014,087
1010 - National Events	899,852		899,852	-
1281 - Stadium Event Operations	1,802,557		1,802,557	-
1282 - Arena Event Operations	832,035		832,035	-
1440 - DIF-Police Facilities	1,004		-	-
1840 - Grants	5,246,877	(432,752)	4,814,125	5,720,917
1860 - RICO Funds	2,445,733		2,445,733	2,481,886
2040 - Public Safety Construction	535,583		368,703	1,928,731
2530 - Training Facility Revenue Fund	333,945		333,945	359,377
Police Services Total	\$ 83,004,962	\$ -	\$ 82,404,326	\$ 88,504,998

**City of Glendale
Expenditures/Expenses by Department
Fiscal Year 2016**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2015	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2015	ACTUAL EXPENDITURES/ EXPENSES* 2015	BUDGETED EXPENDITURES/ EXPENSES 2016
Public Works				
1000 - General	\$ 7,936,691	\$ 1,403,552	\$ 7,445,529	\$ 10,389,929
1010 - National Events	325,000		325,000	-
1040 - General Services	9,175,021		8,320,615	-
1120 - Vehicle Replacement	2,452,791	250,000	2,452,791	4,500,000
1280 - Youth Sports Complex	50,000		50,000	-
1281 - Stadium Event Operations	864,738		864,738	-
1282 - Arena Event Operations	14,991		14,991	-
1283 - CamelbackRanch EventOperations	1,001,945	345,750	456,395	-
1340 - Highway User Gas Tax	8,471,957		8,471,957	9,357,635
1600 - DIF-Roadway Improvements	701,240		30,000	925,555
1620 - DIF-General Government	306		-	-
1650 - Transportation Grants	6,822,438		1,861,562	19,134,936
1660 - Transportation Sales Tax	12,485,025		12,013,749	13,512,235
1760 - Airport Special Revenue	723,906		723,906	638,647
1920 - HURF Debt Service	1,958,000		1,958,000	1,975,800
1970 - Transportation Debt Service	7,331,081		7,331,081	7,147,999
1980 - Streets Constr. - 1999 Auth	2,221,567		37,009	2,655,486
2000 - Hurf Street Bonds	18,675,000		683,136	20,654,378
2070 - General Gov Capital Projects	-		-	2,234,438
2080 - Gov't Facilities - 1999 Auth	64,175		8,034	-
2120 - Airport Capital Grants	12,919,409		430,308	4,838,303
2180 - Flood Control Construction	3,259,444		118,187	1,677,743
2210 - Transportation Capital Project	41,321,008	(12,250,000)	5,957,782	24,647,442
2440 - Landfill	21,017,810		11,986,429	20,717,201
2480 - Sanitation	17,318,526		15,869,812	16,922,717
2530 - Training Facility Revenue Fund	471,276		471,276	478,385
2590 - Fleet Services	-		-	9,007,510
Public Works Total	\$ 177,583,345	\$ (10,250,698)	\$ 87,882,287	\$ 171,416,339
Water Services				
2360+ - Water and Sewer	108,070,020		76,501,571	\$ 96,722,478
Water Services Total	\$ 108,070,020	\$ -	\$ 76,501,571	\$ 96,722,478
Carryover Reserve				
1000 - General	\$ -	\$ -	\$ -	\$ -
Carryover Reserve Total	\$ -	\$ -	\$ -	\$ -
TOTAL ALL DEPARTMENTS	\$ 642,000,000	\$ -	\$ 698,050,181	\$ 632,000,000

CITY OF GLENDALE
Full-Time Employees and Personnel Compensation
Fiscal Year 2016

FUND	Full-Time Equivalent (FTE) 2016	Employee Salaries and Hourly Costs 2016	Retirement Costs 2016	Healthcare Costs 2016	Other Benefit Costs 2016	Total Estimated Personnel Compensation 2016
GENERAL FUND						
1000 - General	1,143.75	\$ 82,640,614	\$ 21,607,777	\$ 11,955,382	\$ 5,096,900	= \$ 121,300,673
Total General Fund	1,143.75	\$ 82,640,614	\$ 21,607,777	\$ 11,955,382	\$ 5,096,900	= \$ 121,300,673
SPECIAL REVENUE FUNDS						
1220 - Arts Commission Fund	1.00	\$ 66,750	\$ 7,656	\$ 5,981	\$ 5,107	= \$ 85,494
1240 - Court Security/Bonds	2.00	136,795	36,494	23,614	10,467	207,370
1320 - C.D.B.G.	8.75	507,148	58,171	102,298	38,803	706,420
1340 - Highway User Gas Tax	42.00	2,383,664	273,409	419,017	182,387	3,258,477
1660 - Transportation Sales Tax	50.25	2,652,114	304,199	520,980	202,940	3,680,233
1760 - Airport Special Revenue	6.00	330,174	37,870	46,277	25,263	439,584
1820 - CAP Grant	5.50	278,430	31,936	66,477	21,306	398,149
1840 - Grants	34.00	1,998,741	664,830	337,584	105,334	3,106,489
1860 - RICO Funds	1.00	43,561	4,997	13,737	3,333	65,628
1880 - Parks & Recreation Self Sust	5.00	217,038	24,894	35,325	16,610	293,867
2530 - Training Facility Revenue Fun	9.00	584,229	139,777	97,760	29,419	851,185
Total Special Revenue Funds	164.50	\$ 9,198,644	\$ 1,584,233	\$ 1,669,050	\$ 640,969	= \$ 13,092,896
DEBT SERVICE FUNDS						
Total Debt Service Funds	-	\$ -	\$ -	\$ -	\$ -	= \$ -
CAPITAL PROJECTS FUNDS						
Total Capital Projects Funds	-	\$ -	\$ -	\$ -	\$ -	= \$ -
PERMANENT FUNDS						
Total Permanent Funds	-	\$ -	\$ -	\$ -	\$ -	= \$ -
ENTERPRISE FUNDS						
2360+ - Water and Sewer	235.00	\$ 12,550,778	\$ 1,439,574	\$ 2,288,462	\$ 958,502	= \$ 17,237,316
2440 - Landfill	44.00	2,313,412	265,350	405,806	174,862	3,159,430
2480 - Sanitation	70.00	3,009,098	345,137	707,815	230,263	4,292,313
2500 - Pub Housing Budget Activities	24.00	1,209,385	138,717	238,852	92,538	1,679,492
Total Enterprise Funds	373.00	\$ 19,082,673	\$ 2,188,778	\$ 3,640,935	\$ 1,456,165	= \$ 26,368,551

Schedule G

CITY OF GLENDALE
Full-Time Employees and Personnel Compensation
Fiscal Year 2016

FUND	Full-Time Equivalent (FTE) 2016	Employee Salaries and Hourly Costs 2016	Retirement Costs 2016	Healthcare Costs 2016	Other Benefit Costs 2016	Total Estimated Personnel Compensation 2016
INTERNAL SERVICE FUNDS						
2540 - Risk Management Self Insuranc	2.00	\$ 151,673	\$ 17,397	\$ 16,944	\$ 11,604	\$ 197,618
2560 - Workers Comp. Self Insuranci	1.00	68,890	7,902	13,708	5,271	95,771
2590 - Fleet Services	31.00	1,685,574	193,337	310,174	128,972	2,318,057
2591 - Technology	27.00	2,106,297	241,593	246,248	159,304	2,753,442
Total Internal Service Funds	61.00	\$ 4,012,434	\$ 460,229	\$ 587,074	\$ 305,151	\$ 5,364,888
TOTAL ALL FUNDS	1,742.25	\$ 114,934,365	\$ 25,841,017	\$ 17,852,441	\$ 7,499,185	\$ 166,127,008



Fiscal Year 2015-2016 Annual Budget Book

Appendix



RESOLUTION NO. 4965 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 2015-16; 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, 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, 2015 and ending June 30, 2016; and

WHEREAS, the tentative budget has been advertised in the City's newspaper of records; and

WHEREAS, the tentative budget was approved by Council on May 26, 2015, by Resolution No. 4958 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 specific therein, do not in the aggregate, exceed the 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 program 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 2015-16.

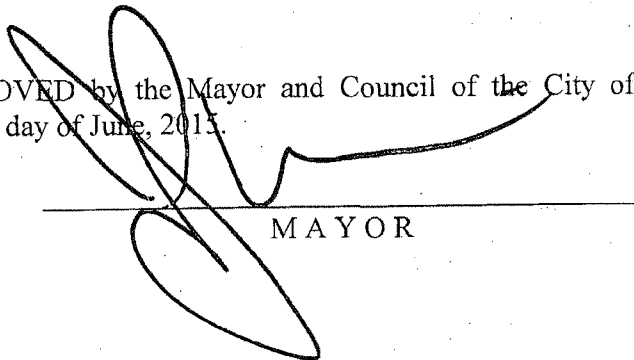
SECTION 2. That the Council will set the property tax levy on June 23, 2015.

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 approval of the City Council. The City Manager may use their 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 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 estimate 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 9th day of June, 2015.



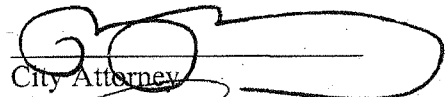
MAYOR

ATTEST:



City Clerk (SEAL)

APPROVED AS TO FORM:



City Attorney

REVIEWED BY:



Acting City Manager

Year Founded:
•1892
Date Incorporated
•June 18, 1910
Form of Government
•Council/City Manager
County
•Maricopa
Elevation:
•1,152 Ft.

Top Five Glendale Employers

Luke AFB	5,100
Banner Health	2,900
CSAA/AAA Insurance	1,100
Arrowhead Hospital	1,010
Honeywell	950

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
2010-2014	60

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
2015 (Estimate)	236,967
2016 (Estimate)	239,348

* All population numbers 1995 and after include the population of Luke AFB.

City Authorized Staffing (FY 2015)

Full-Time &Part-Time, Permanent	1,742.25
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Elections

Number of votes cast:	
August 2014 Primary Elec. (3 Districts)	12,398
November 2014 General Elec. (3 Districts)	21,017
Percentage of registered voters voting in:	
August 2014 Primary Elec.	23.21%
November 2014 General Elec.	40.53%

Building Permits (FY)

<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
2014	4,107	\$211,043,961
2015	4,622	\$309,334,480

Fire Protection (CY 2014)

Number of Stations	9
Number of Incidents (includes Automatic Aid):	
EMS	31,006
Fire	3,380
Miscellaneous	1,792
<u>Special Operations</u>	<u>674</u>
Total Calls	36,852
Fire FTE's (FY 2016)	277

Police Protection (CY 2014)

Number of Stations	3
Calls Processed*	454,232
Vehicular Patrol Units**	121
Number of Reserves	2
*Includes incoming, outgoing and 911 calls	
**Marked by lights/sirens & uniformed patrol officers	
Police FTE's (FY 2016)	556

Court Offenses Processed (FY 2014)

DUI	1,541
Serious Traffic	292
Other Criminal Traffic	1,901
Civil Traffic	19,859
<u>Non-Traffic Misdemeanor</u>	<u>7,070</u>
Total Citations Issued	30,663
Protective Orders	3,304

Parks and Recreation (FY 2015)

Number of:	
Neighborhood Parks	55
Community Parks	9
Sports Complexes	4
Total Park Acreage	2,188.5
Playgrounds	97
Ramadas	146
Tennis Courts	38
Racquetball Courts	46
Basketball Courts	56
Volleyball Courts	47
Soccer/Football Fields	54
Softball Fields	54
Swimming Pools	2
Splash Pads	2
Dog Parks	3
Skate Parks	2
Reservable Ramadas	50
Area Lights	1,493
Park Benches	542
Drinking Fountains	139
Barbeques	252
Picnic Tables	703
Miles of Trails	44
Linear Feet of Multiuse Walkways	92,892

Transportation Services (FY 2015)

Number of:	
Streetlights	19,900
Signalized Intersections	196
High-Intensity Activated Crosswalks	2
Total Bus Stops	544
Bus Stops w/ Shelters	171
Bus Stops w/ Benches Only	58
Total Glendale Transit Ridership	2,308,264
Dial-a-Ride Total/ADA	77,318/20,425
Glendale Urban Shuttle (GUS)	103,528
Taxi Program	7,226
Fixed Route	2,619,192
Avg. Monthly Aircraft Based at Airport	267

Transportation (FY 2015)

Miles of Streets Maintained	
Arterial	108.5
Residential	488.5
Collector Major	81.5
Collector Minor	70.5
Alleys	25

Water Services (FY 2014)

Number of Customers	61,796
Miles of Distribution lines	994
Storage Capacity	67.0 M Gal
Treatment Plant Capacities	
Cholla WTP	30.0 MGD
Pyramid Peak WTP	37.0 MGD
Oasis WTP	22.5 MGD
Groundwater Wells	<u>14.6 MGD</u>
Total Capacity	104.1 MGD
Annual Consumption	13.79 B Gal
Average gallons/user/year	223 K Gal
Average Daily Water Produced	37.5 MGD

Wastewater Services (FY 2014)

Number of Customers	57,385
Miles of Collection Lines	707
Treatment Plant Capacities	
West Area WRF	11.5 MGD
Arrowhead WRF	4.5 MGD
91 st Ave WWTP	<u>13.2 MGD</u>
Total Capacity	29.2 MGD
Annual Wastewater Treated	6.3 B Gal
Avg. Daily Water Treated	17.2 MGD

Sanitation (FY 2015)

Number of Customers	52,500
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Landfill & MRF (FY 2015)

Number of Customer Transactions	163,209
Tonnage Processed	
Residential	234,414
Commercial	104,065
Recycle	<u>15,132</u>
Total	353,611

Sources: Various City of Glendale Department
Records
U.S. Census

GLOSSARY OF TERMS

The City of Glendale designed the Annual Budget to offer citizens and staff an understandable and meaningful budget document. This glossary provides assistance to those unfamiliar with budgeting terms and specific terms related to the Glendale financial planning process.

A

ACCRUAL BASIS OF ACCOUNTING: The most commonly used accounting method, which reports income when earned and expenses when incurred, as opposed to cash basis accounting, which reports income when received and expenses when paid.

APPROPRIATION: An authorization made by the City Council which permits the city to incur obligations and expend resources.

ASSESSED VALUATION: A valuation placed upon real estate or other property by the county assessor and the state as a basis for levying taxes.

B

BALANCED BUDGET: Arizona law (Title 42 Arizona Revised Statutes) requires the City Council to annually adopt a balanced budget by purpose of public expense. The city charter also requires an annual balanced budget. The charter specifically states that “the total amounts in the budget proposed for expenditure shall not exceed the total amounts proposed for expenditure in the published estimates.

BASE BUDGET: Ongoing expenses for personnel, contractual services, supplies and replacement of equipment to maintain service levels for each program as authorized by the City Council.

BUDGET ADOPTION: A formal action taken by the City Council which sets the expenditure spending limits for the fiscal year.

BOND: A municipality will issue this debt instrument and agree to repay the face amount of the bond on the designated maturity date. Bonds are primarily used to finance capital projects.

General Obligation (GO) Bond: This type of bond is secured by the full faith, credit, and taxing power of the municipality.

Revenue Bond: This type of bond is secured by the revenues generated from providing a specific service such as water/sewer or landfill operations.

C

CAPITAL BUDGET: The appropriation of bond funds or operating revenues used to fund improvements to city facilities including buildings, streets, water/sewer lines and parks.

CAPITAL IMPROVEMENT PROJECT: Non-routine capital expenditures that generally cost more than \$50,000 resulting in the construction, renovation or acquisition of land, infrastructure, buildings and/or the purchase of equipment, with an expected useful life of at least five years. Capital improvement projects are designed to prevent the deterioration of the city's existing infrastructure and respond to the future growth needs of the city.

CARRYOVER: Projected year-end savings that can be carried forward to cover any one-time expenses such as supplies, equipment, or special contracts when approved by Council.

D

DEBT RATIO: Total debt divided by total assets. Used by finance and budget staff to assess fiscal health, internal controls, etc.

DEBT SERVICE: Principal and interest payments on outstanding bonds.

DEPRECIATION: The decline in the value of an asset due to general wear and tear or obsolescence.

DEVELOPMENT IMPACT FEE: Fees requiring new development to cover the increased cost to the city of providing new infrastructure when they construct new residential and commercial developments.

E

ENCUMBRANCE: The formal accounting recognition of commitments to expend resources in the future.

ENTERPRISE FUND: Funds that are accounted for in a manner similar to a private business. Enterprise funds are intended to be self-sufficient with all costs supported primarily by user fees. The city maintains three enterprise funds: water/sewer, landfill and sanitation.

EXPENDITURE: Represents a decrease in fund resources.

EXPENDITURE LIMITATION: An amendment to the Arizona State Constitution which limits annual expenditures of all municipalities. The Economic Estimates Commission uses actual payments of local revenues for FY 1980 as the base limit and adjusts annually for population growth and inflation. All municipalities have the option of Home Rule that requires voters to approve a four-year

expenditure limit based on revenues received. Glendale citizens have approved the Home Rule Option since the inception of the expenditure limitation.

F

FISCAL YEAR (FY): The period designated by the city for the beginning and ending of financial transactions. The fiscal year for the City of Glendale begins July 1 and ends June 30.

FULL-TIME EQUIVALENT (FTE): A position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time employee working 20 hours per week would be equivalent to a 0.5 FTE (20 hours times 52 weeks divided by 2,080 hours).

FUND: A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources.

FUND BALANCE: A balance or carry over that occurs when actual revenues exceed budgeted revenues and/or when actual expenditures are less than budgeted expenditures.

G

GENERAL FUND: Primary operating fund of the city. It exists to account for the resources devoted to finance the services traditionally associated with local government. Included in these services are police and fire protection, street and right of way maintenance, parks and recreation, planning and economic development, general administration of the city, and any other activity for which a special fund has not been created.

GOAL: A general and timeless statement created with a purpose based on the needs of the community.

I

INFRASTRUCTURE: Facilities that support the continuance and growth of a community. Examples include roads, water lines, sewers, public buildings, parks and airports.

L

LOCAL IMPROVEMENT DISTRICT (LID): LID's are legally designated geographic areas in which a majority of the affected property owners agree to pay for one or more capital improvements through a special assessment.

O

OBJECTIVE: A measurable output that an organization strives to achieve within a designated time frame. The achievement of the objective advances an organization toward a corresponding goal.

OPERATING AND MAINTENANCE (O & M) COSTS: The day-to-day costs of a municipality including personnel, gas, electric and utility bills, telephone expenses, reproduction costs, postage and vehicle maintenance.

OPERATING BUDGET: The day-to-day costs of delivering city services.

P

PAY-AS-YOU-GO (PAYGO) CAPITAL PROJECTS: Capital projects funded by General Fund operating revenues.

PERFORMANCE MEASURES:

Measurement of service performance indicators that reflect the amount of money spent on services and the resulting outcomes at a specific level of services provided.

PERMANENT BASE ADJUSTMENT: An adjustment to the expenditure limitation base established by the Economics Estimate Commission (see expenditure limitation) which requires voter approval. The Glendale voters approved a permanent base adjust in the spring of 2000 which became effective with the FY 2003 budget year.

PRODUCTIVITY: A measurement of the increase/decrease of city services output compared to the per unit input cost invested.

PROGRAM: A group of related activities performed by one or more organizational units for the purpose of accomplishing a city responsibility.

PROPERTY TAX: The total property tax levied by a municipality. Arizona's municipal property tax system is divided into a primary and secondary tax rate.

Primary Tax: Arizona statute limits the primary property tax levy amount and municipalities may use this tax for any purpose.

Secondary Rate: Arizona statute does not limit the secondary tax levy amount and municipalities may only use this levy to retire the principal and interest or redemption charges on bond debt.

R

RESOURCES: Total amounts available for appropriation including fund balances, estimated revenues and fund transfers.

REVENUE: Financial resources received from taxes, user charges and other levels of government.

Actual vs. Budget: Difference between the amount projected (budgeted) in revenues or expenditures at the beginning of the fiscal year and the actual receipts or expenses which are incurred through the end of the fiscal year.

S

SALARY SAVINGS TRANSFER: A transfer of savings from salary & benefit accounts to non-salary, operational accounts like office supplies, equipment maintenance, etc. Normal employee turnover, retirements and terminations can create salary savings situations. This action requires Council approval.

SECONDARY PROPERTY TAX: A tax levy restricted to the payment of principal and interest on general obligation bonds.

SERVICE LEASE: A lessor maintains and services an asset under a service lease.

SPECIAL REVENUE FUND: A separate fund that accounts for receipts from revenue sources that have been earmarked for specific activities and related expenditures.

STATE-SHARED REVENUE: Includes the city's portion of state sales tax revenues, state income tax receipts and Motor Vehicle In-Lieu taxes.

SUPPLEMENTAL BUDGET ALLOWANCE: This allowance provides additional personnel, equipment and related expenses which enhance the service level of a program. Supplemental increases are directed at attaining council goals or meeting increased service needs and must be approved by Council.

T

TAX LEVY: The total amount of the general property taxes collected for purposes specified in the Tax Levy Ordinance.

TAX RATE: The amount of tax levied for each \$100 of assessed valuation.

TRANSFER: Movement of resources between two funds. Example: An inter-fund transfer could include the transfer of operating resources from the General Fund to the Civic Center or Housing Fund.

U

USER CHARGES: The payment of a fee in direct receipt of a public service by the party who benefits from the service.

W

WORKLOAD INDICATORS: Statistical information that indicates the demands for services within a given department or division. Workload indicators are a type of performance measure utilized by some departments or divisions to help assess its level of service being provided.

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

FREQUENTLY ASKED QUESTIONS

The City of Glendale Annual Budget document is designed to offer citizens and staff an understandable and meaningful financial plan. This user guide to frequently asked questions (FAQ) provides assistance to those unfamiliar with Glendale's budgeting and financial planning processes.

What is a “Fiscal Year (FY)” and when does it begin and end? The City of Glendale and State of Arizona follow a Fiscal Year (FY) that starts July 1 and ends June 30. A Fiscal Year is the period designated by the city for the beginning and ending of financial transactions or a budget cycle.

What does it mean to, “adopt the budget?” Budget adoption is a formal action taken by the City Council that sets the city's priorities and spending limits for the upcoming fiscal year. The FY budget will be formally adopted by the City Council at a public meeting in June, though city staff has been preparing the budget for months in advance.

How do I get involved or learn about the budget before it's adopted? At any time of the year citizens can view Glendale's budget on the city's website, in city libraries or at City Hall. Residents can discuss it with neighbors, city staff or Council Members. In addition, the City Council has several special Budget Workshops every March and/or April that citizens can attend, watch on KGLN cable channel 11 or borrow on videotape from Glendale's libraries.

What is meant by “budget appropriation?” Budget appropriation refers to authorizations made by the City Council that permit the city to incur obligations and expend resources. When the City Council appropriates funds, they are saying the community should, for example, spend its money on public safety, or make investments that improve the quality of life in Glendale. The city cannot spend money unless it is appropriated, and this ensures the public's money is spent according to the public's needs as expressed by the democratically elected City Council.

What are municipal bonds? A municipality, such as the City of Glendale, will sell (issue) bonds primarily to finance capital projects. This is similar to a family taking out a mortgage in order to finance a house. Just like a family, the city has basic necessities (infrastructure) like roads and office buildings, but usually does not have cash available for such major purchases. Municipal bonds are like loans that help make large, important purchases affordable. Bonds also effectively spread out the costs of major projects across their useful life, so all those citizens who utilize them can help pay for them.

What is the difference between the capital budget and the operating budget? The capital budget, or Capital Improvement Plan, is an appropriation of bonds or operating revenue for improvements to city facilities that may include buildings, parks, streets and water/sewer lines. The operating budget covers the costs of the city's day-to-day operations, such as employee salaries, supplies and contracts.

What is carryover? Carryover refers to year-end savings that can be carried forward into the next fiscal year to cover any equipment or special contracts that were budgeted for but not purchased (or paid for) in the previous fiscal year (typically Capital projects). For example, if a piece of equipment was ordered in June (the last month in a fiscal year) but not received until July (the start of the next fiscal year), then the “savings” from the previous budget year could be used to purchase the equipment in the next budget year using carryover appropriation.

What is a debt ratio? The debt ratio is total debt divided by total assets. This is one measurement of fiscal health. If the city, or a family, owes substantially more money than the value of the things it owns or its ability to generate revenue, a dangerous financial situation exists. The lower the debt ratio, the better interest rates the city can receive when it wants to sell more bonds to finance additional capital improvements for Glendale.

What is debt service? A family’s debt service is the payments they make on loans, such as a mortgage and credit cards. Principal and interest payments on outstanding bonds are referred to as debt service. Just like a family cannot skip on mortgage or credit card payments, the city must always keep up on its debt service, so this will always be a part of the city’s budget.

What is an encumbrance? An encumbrance refers to the formal accounting recognition of commitments to expend resources in the future. For example, when a purchase order is issued for equipment, that funding is encumbered until delivery. Once the equipment is received, the invoice is paid and the encumbrance becomes an expense.

What is an expenditure? Expenditures represent a decrease in fund resources or, stated simply, a recorded expense.

What is an expenditure limitation or permanent base adjustment? Any city or town can permanently adjust its state imposed expenditure limitation base if a majority of the electors voting on the issue at a regular city election vote in favor of the adjustment. In the spring of 2000, Glendale voters approved a permanent base adjustment.

What is a full-time equivalent position (FTE)? An FTE (1.0 FTE) refers to one or more employees working 40 hours per week, or 2,080 hours per year. For example, a part-time employee working 20 hours per week would be considered a 0.5 FTE. Two part-time employees each working 20 hours per week would be considered 1.0 FTE.

What is the definition of a budget fund? Glendale currently has over 100 budget funds to help keep track of and focus resources. These include the General Fund, Transportation Fund, Sanitation Fund and Water/Sewer Fund, to name just a few. A family might use several funds, too, in order to help manage their finances and determine how close they are to reaching certain goals. For instance, a family might have a children’s college fund, a retirement fund, vacation fund and household expenses fund (such as an IRA, savings and checking account). A budget fund, then, is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources. Glendale uses separate funds in order to correctly and legally track revenues and expenditures associated with that particular fund to aid with various financial reporting requirements.

What is a fund balance? Fund balance refers to the remainder or carryover that occurs when actual revenues exceed budgeted revenues and/or when actual expenditures are less than budgeted expenditures at the end of the fiscal year (June 30). If the city budgets (plans to spend) \$15.0 million on roads next year, but only spends \$14.0 million, the leftover \$1.0 million would essentially become fund balance.

What does the word "group" in Glendale's budget mean? Every department belongs to an administrative group led by a Department Director, City Manager or Assistant City Manager. These groups include Appointed & Elected Officials, City Auditor, City Manager, 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 the City Council approved primary and secondary rate in property tax per \$100 of assessed valuation.

How much does the city receive from my property tax bill and how is it used? The City of Glendale is one of several entities that receive a portion of the property taxes residents pay, with school districts typically receiving the majority. Each year the Glendale City Council levies the property tax one week after final budget adoption.

Primary Tax: Arizona law limits the primary property tax levy amount and municipalities may use revenue from this tax for any lawful purpose. Glendale's Primary Property tax revenue represents <4% of the city's General Fund revenue and is used for General Fund operations.

Secondary Tax: Arizona does not limit the secondary tax levy amount and municipalities may only use this levy to retire the principal and interest or redemption charges on bond debt. Secondary Property Tax is used to pay off General Obligation bonds.

Where does the city's revenue come from? Glendale's revenue comes from a variety of sources, including sales tax, property tax, user charges and other levels of government.

What is state-shared revenue? The state of Arizona shares a portion of its tax revenues (from sales, income and motor vehicle in-lieu taxes) with Arizona cities and towns. This funding is divided among the cities and towns using population formulas supplied by state law. These state-shared revenues comprise a large portion of most city and town budgets.

State-shared revenue enables local governments to continue providing basic services, such as police and fire protection, without burdening the residents with additional local taxes. Since cities and towns are not equally wealthy, state shared revenue is of great assistance, especially to cities with lesser wealth or greater service needs. Because state-shared revenue distribution is a specified percentage of state revenue collections, as state revenue declines, city revenue declines. Consequently, in difficult economic times, cities 'feel the pinch' just as the State does.

What is a budget transfer? A budget transfer moves budget appropriation between city offices, departments, or agencies.

What are user charges? User charges are fees paid in direct receipt of a public service by the party who benefits from the service. Fees paid for recreation classes or leagues that citizens elect to sign up for and participate are examples of user charges.

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