Annual Budget Book

Glendale, Arizona

Fiscal Year

2016-2017

GLENDALE AZ

Fiscal Year 2016-2017 Annual Budget Book

Introduction

GLENDALE AZ

CITY OF GLENDALE, ARIZONA
FISCAL YEAR 2016-2017
ANNUAL BUDGET

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City Council
City of Glendale, Arizona

KEY PRIORITIES
Fiscal Year 2016-2017

- **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 2016 – 2017 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

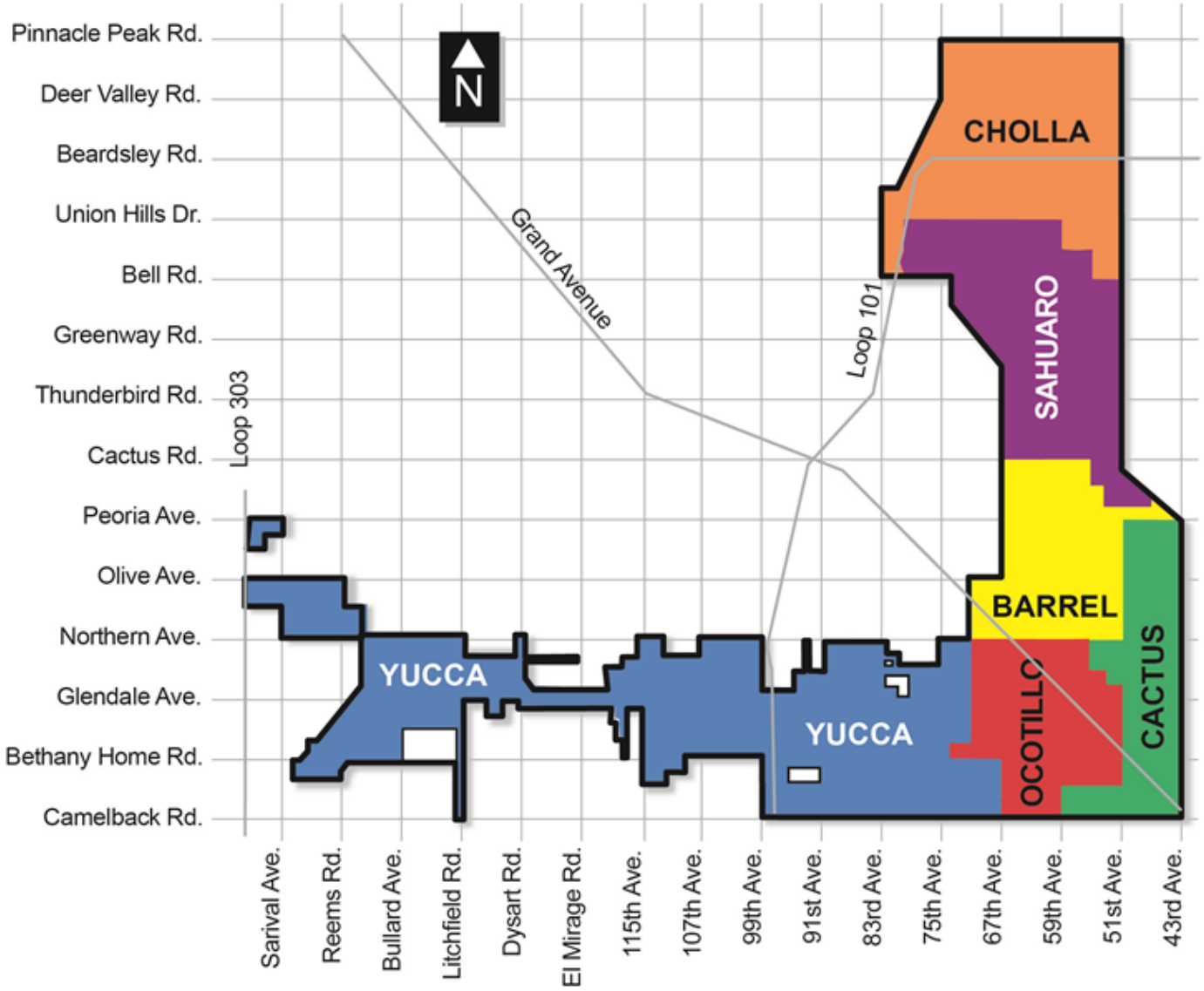
Lauren Tolmachoff
Councilmember
Cholla District

Jamie Aldama
Councilmember
Ocotillo District

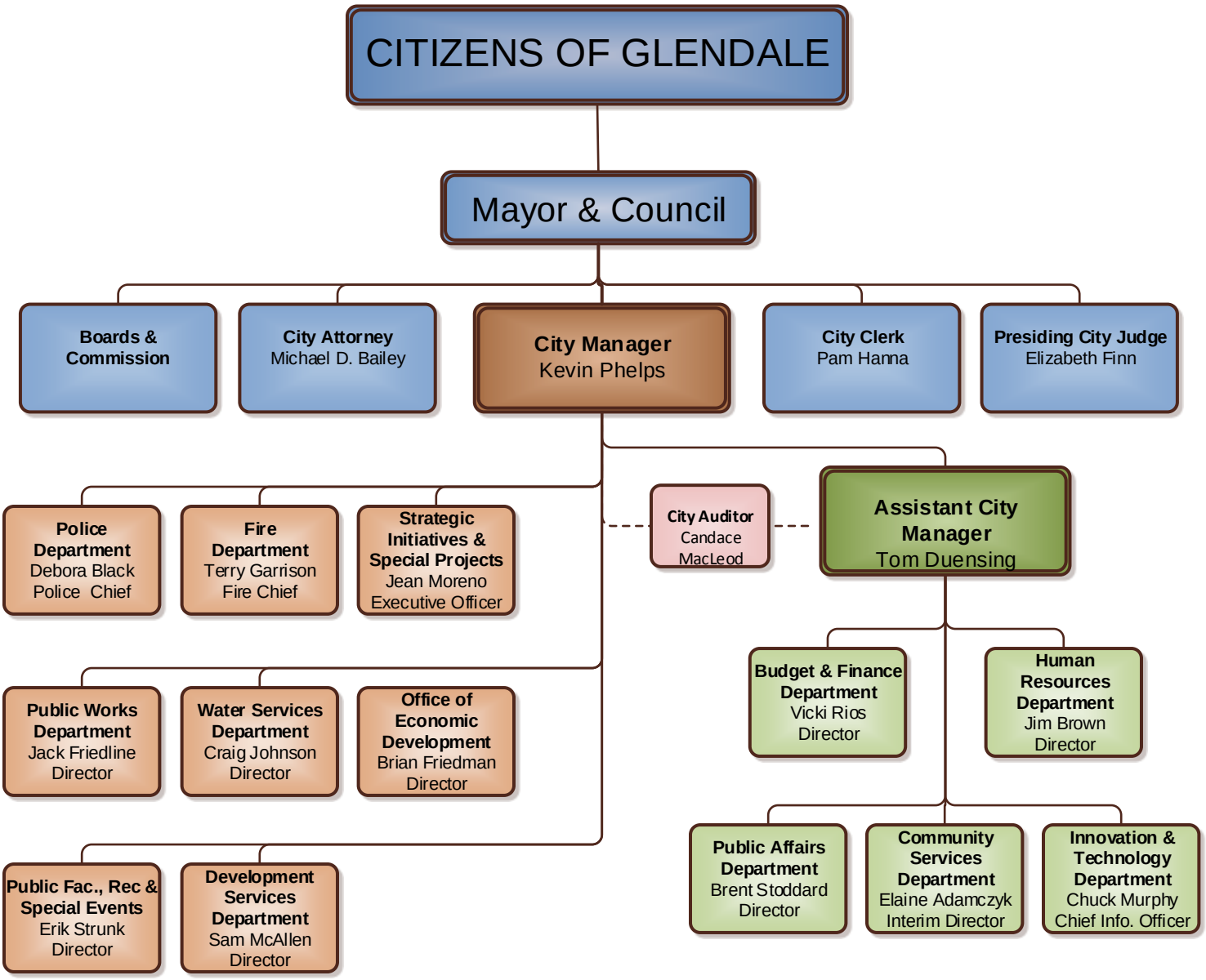
Ray Malnar
Councilmember
Sahuaro District

Samuel U. Chavira
Councilmember
Yucca District

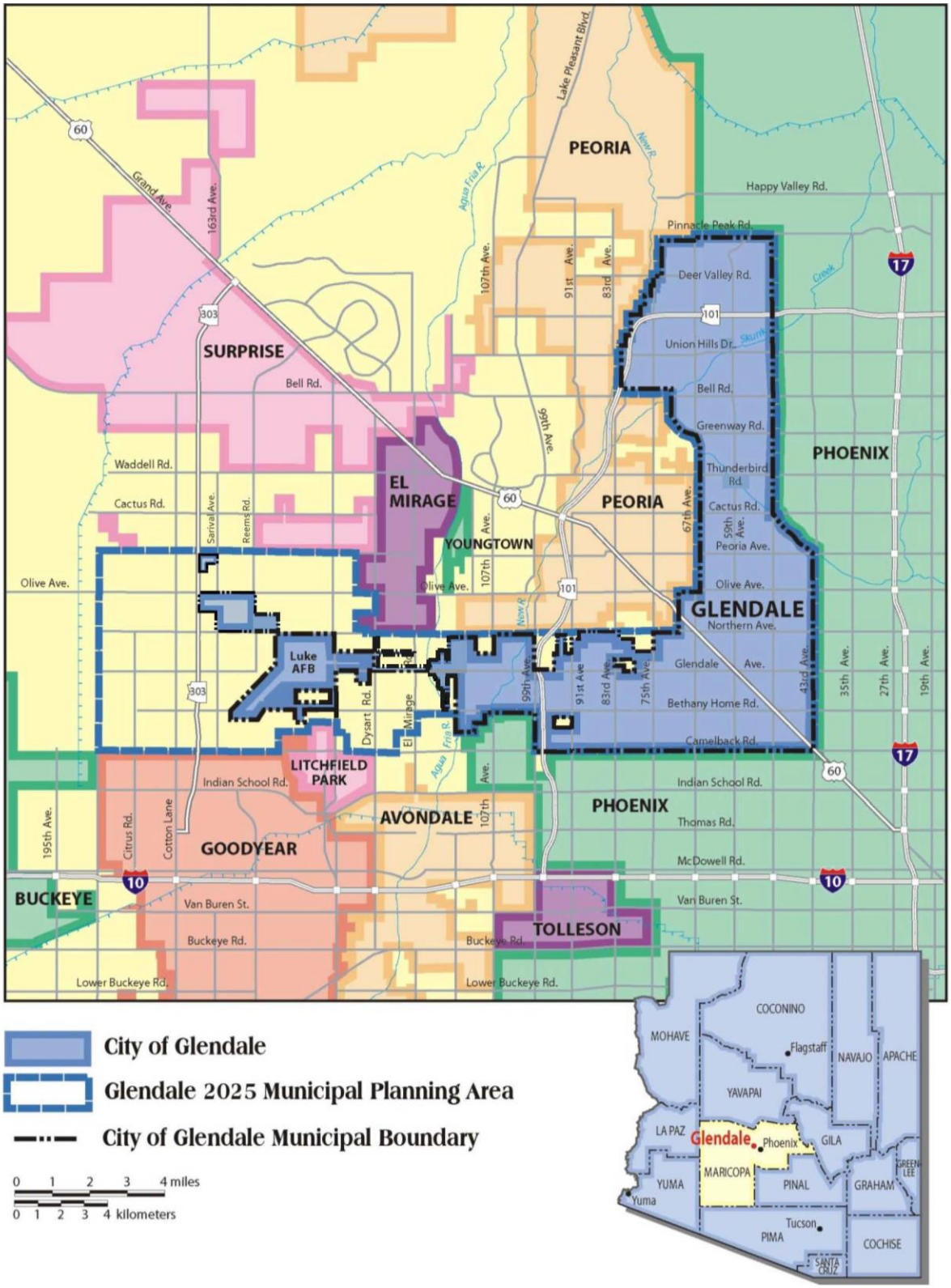
Glendale Council District Boundaries



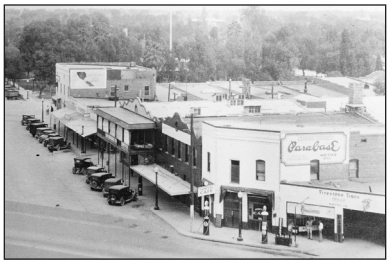
GLENDALE ORGANIZATIONAL CHART



MAP OF GLENDALE AND NEIGHBORING COMMUNITIES



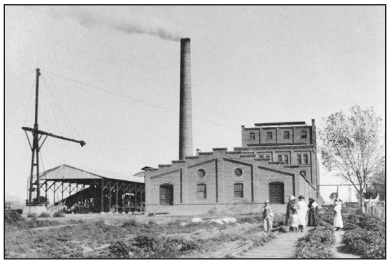
History



58th & Grand Ave.

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

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



Beet Sugar Factory

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

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

Thunderbird Field

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

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

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

Government/Organization

City Hall

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

City Services

Glendale Fire

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

The Glendale Police Department's objectives include crime prevention, crime control, community involvement and fair and equitable treatment for residents. The department has three police stations, 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 waste-water 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 AZ

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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.

Quality of Life

Sports & Entertainment District

Special Events

Parks & Trails

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 2016 College Football Playoff Championship and will host the 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

Tourism

Glendale Visitor Center

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.

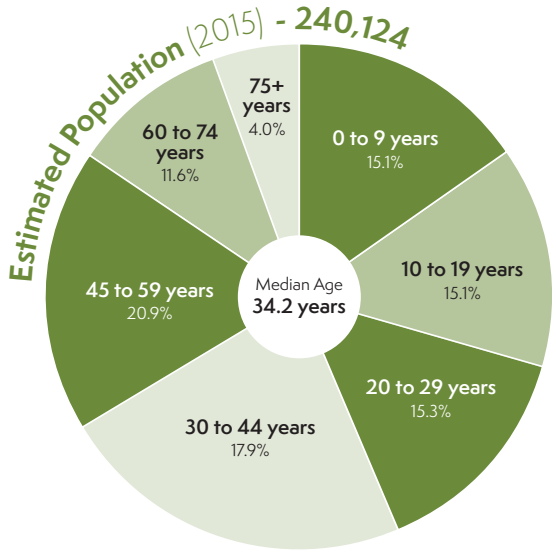
Arizona's number-one national travel market is the Midwestern U.S., with Canadian travelers as the top international market. The CVB also has created an advisory committee with representation of business categories, as well as a hotel advisory committee, which both advise and guide the direction in order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

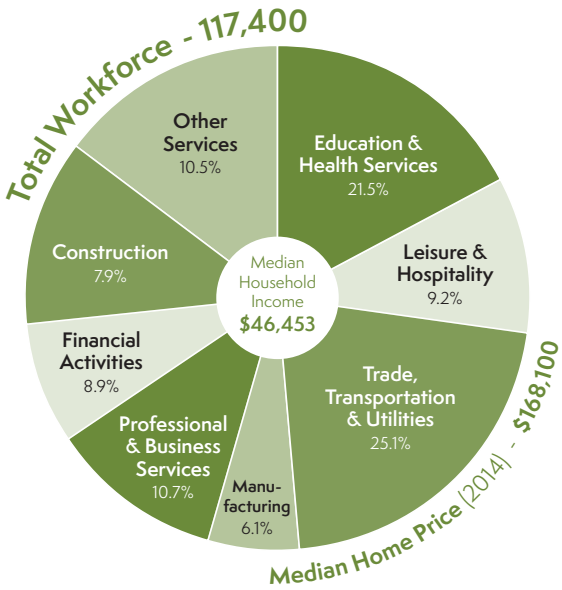
Near World-Class Golf

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

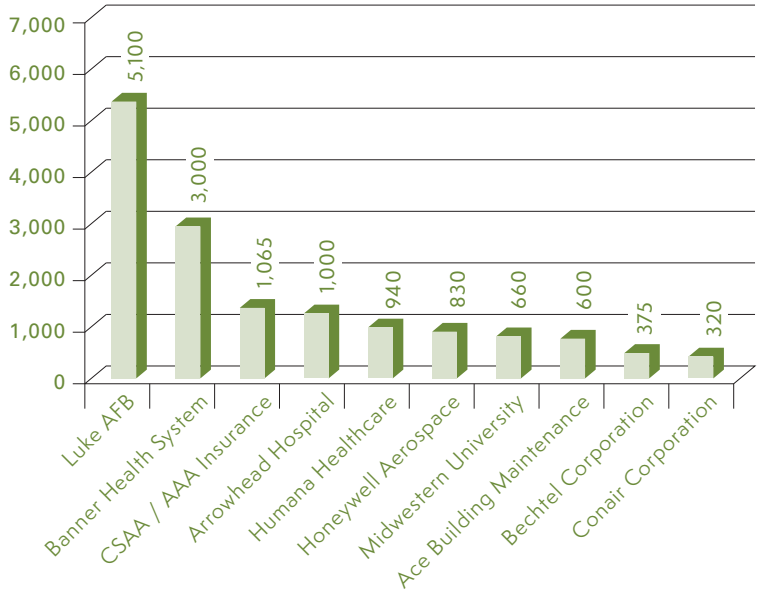
Glendale at a Glance

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 AZ

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Primary Education

Glendale H.S. Centennial Parade

- Glendale is covered by twelve elementary, secondary and unified school districts. The majority of the city's public schools fall under the following districts: Glendale Elementary School District, Glendale Union High School District, Deer Valley Unified School District and Peoria Unified School District
- There are over 45,800 school aged children (5-17) in Glendale, 19.3% of the population

Higher Education

Midwestern University

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

Other Quick Facts About Glendale

DeVry University Westgate

- High School Diploma or Higher
  85.3%
- Persons Per Household
  3.0
- Non-English Language at Home
  31.8%
- Number of Businesses
  15,000+
- Land in Square Miles
  59.98

GLENDALE AZ

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Glendale

Arizona

For the Fiscal Year Beginning

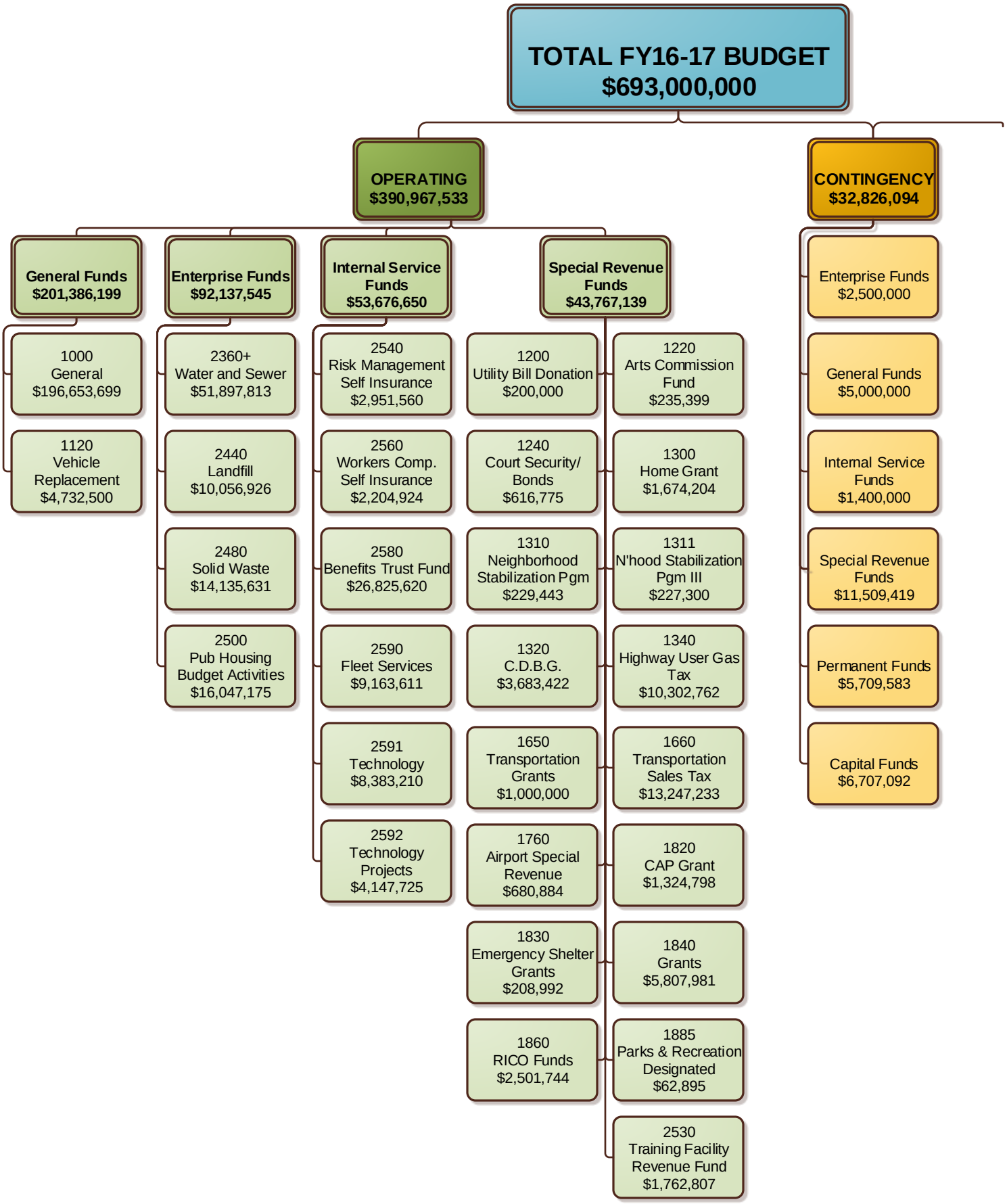
July 1, 2015

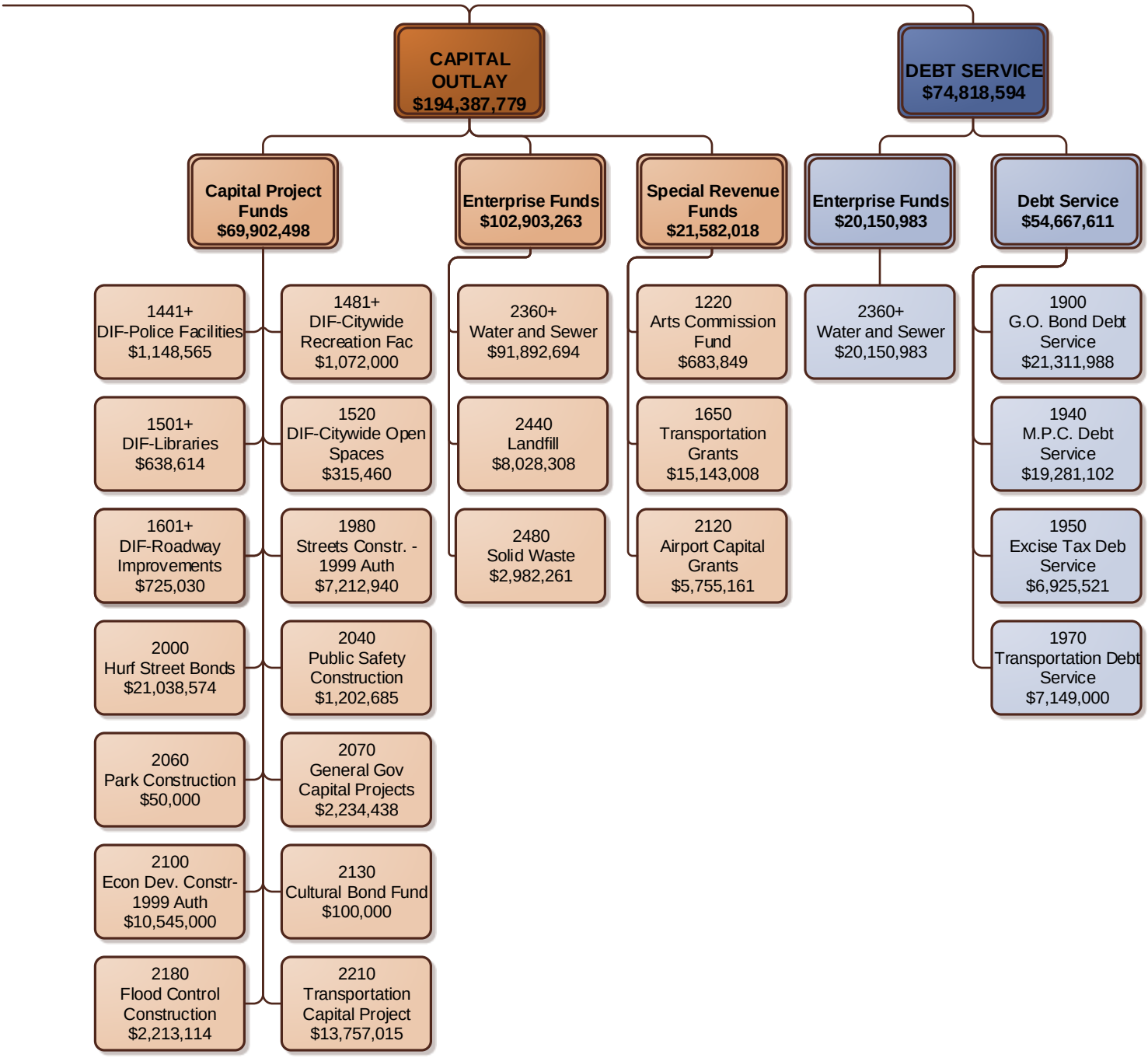
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Glendale, Arizona for its annual budget for the fiscal year beginning July 1, 2015.

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.


TOTAL FY16-17 BUDGET
$693,000,000
OPERATING
$390,967,533
CONTINGENCY
$32,826,094
General Funds
$201,386,199
1000
General
$196,653,699
1120
Vehicle
Replacement
$4,732,500
Enterprise Funds
$92,137,545
2360+
Water and Sewer
$51,897,813
2440
Landfill
$10,056,926
2480
Solid Waste
$14,135,631
2500
Pub Housing
Budget Activities
$16,047,175
Internal Service
Funds
$53,676,650
2540
Risk Management
Self Insurance
$2,951,560
2560
Workers Comp.
Self Insurance
$2,204,924
2580
Benefits Trust Fund
$26,825,620
2590
Fleet Services
$9,163,611
2591
Technology
$8,383,210
2592
Technology
Projects
$4,147,725
Special Revenue
Funds
$43,767,139
1200
Utility Bill Donation
$200,000
1240
Court Security/
Bonds
$616,775
1310
Neighborhood
Stabilization Pgm
$229,443
1320
C.D.B.G.
$3,683,422
1650
Transportation
Grants
$1,000,000
1760
Airport Special
Revenue
$680,884
1830
Emergency Shelter
Grants
$208,992
1860
RICO Funds
$2,501,744
1220
Arts Commission
Fund
$235,399
1300
Home Grant
$1,674,204
1311
N'hood Stabilization
Pgm III
$227,300
1340
Highway User Gas
Tax
$10,302,762
1660
Transportation
Sales Tax
$13,247,233
1820
CAP Grant
$1,324,798
1840
Grants
$5,807,981
1885
Parks & Recreation
Designated
$62,895
2530
Training Facility
Revenue Fund
$1,762,807
Enterprise Funds
$2,500,000
General Funds
$5,000,000
Internal Service
Funds
$1,400,000
Special Revenue
Funds
$11,509,419
Permanent Funds
$5,709,583
Capital Funds
$6,707,092


CAPITAL OUTLAY $194,387,779
DEBT SERVICE $74,818,594
Capital Project Funds $69,902,498
Enterprise Funds $102,903,263
Special Revenue Funds $21,582,018
Enterprise Funds $20,150,983
Debt Service $54,667,611
1441+ DIF-Police Facilities $1,148,565
1481+ DIF-Citywide Recreation Fac $1,072,000
1501+ DIF-Libraries $638,614
1520 DIF-Citywide Open Spaces $315,460
1601+ DIF-Roadway Improvements $725,030
1980 Streets Constr. - 1999 Auth $7,212,940
2000 Hurf Street Bonds $21,038,574
2040 Public Safety Construction $1,202,685
2060 Park Construction $50,000
2070 General Gov Capital Projects $2,234,438
2100 Econ Dev. Constr- 1999 Auth $10,545,000
2130 Cultural Bond Fund $100,000
2180 Flood Control Construction $2,213,114
2210 Transportation Capital Project $13,757,015
2360+ Water and Sewer $91,892,694
2440 Landfill $8,028,308
2480 Solid Waste $2,982,261
1220 Arts Commission Fund $683,849
1650 Transportation Grants $15,143,008
2120 Airport Capital Grants $5,755,161
2360+ Water and Sewer $20,150,983
1900 G.O. Bond Debt Service $21,311,988
1940 M.P.C. Debt Service $19,281,102
1950 Excise Tax Deb Service $6,925,521
1970 Transportation Debt Service $7,149,000

HOW TO MAKE THE MOST OF THIS DOCUMENT

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

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

Budget Message

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

Financial Guidelines

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

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

Budget Summaries

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

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

Operating Budget

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

The Capital Improvement Plan (CIP)

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

Schedules

This is the heart of the budget document as an operating and financial plan. These schedules summarize the City's financial activities in various comprehensive, financial formats. For example, all revenue inflows and outflows are summarized on Schedule One, but from here you can delve into the details for any of the those higher level components by reviewing a schedule dedicated to revenues, operating expenditures or debt service payments. The detail schedules summarize information by account categories, operational departments (i.e. public safety, utilities, sanitation, etc.) and bond issuances. This section also includes the official budget forms required by the State of Arizona's Auditor General's Office.

Appendix

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

FY16-17 BUDGET CALENDAR

July 2015 – February 2016

Budget staff analyzed revenue and expenditure data to assess the budget and economic outlook for FY16-17. Discussions with the City Manager's Office and other executive management staff occurred during this time regarding numerous balancing options for the FY16-17 revenue, operating, and debt service budgets.

Preparation of FY16-17 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 2015 – February 2016

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 2017-2026 CIP document for City Council review.

December 2015

A Five – Year Financial Forecast of the General Fund and all major operating funds was presented to council December 15, 2015 at a council workshop. This discussion primarily focused on the General Fund and opportunities to strengthen the city's financial position.
FY16-17 operating budget kickoff meeting with department directors and staff to commence budget input was held on December 17, 2015. Input continued through January 2016.

January 2016

Department's base budgets submissions were due mid-January 2016. Review meetings with department and budget office staff to discuss base budget submissions in late January and continuing into February 2016.

February 2016

Review with City Council information on the upcoming FY16-17 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 2016

Council discussion continues on upcoming financial strategies. Employee compensation and benefit packages are presented to council for FY16-17 budget. Ten-year Capital Improvement Plan is also presented.

April 2016

City Council holds budget workshop on presentation of the Draft FY16-17 operating budget. An overview of the draft FY16-17 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 FY16-17 budget.

May 2016

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

City Council adopted a resolution approving the FY16-17 tentative budget, directing publication of the tentative budget, giving notice of the June 14th date for the public hearing on the FY16-17 final budget and a separate public hearing on the FY16-17 property tax levy and giving notice of the June 14th date for the adoption of the FY16-17 property tax levy.

June 2016

City Council conducted a separate public hearing on the FY16-17 budget and convened a special meeting to adopt a resolution approving the FY16-17 budget.

July 2016

Start of fiscal year 2016-2017.

FY16-17 BUDGET PROCESS

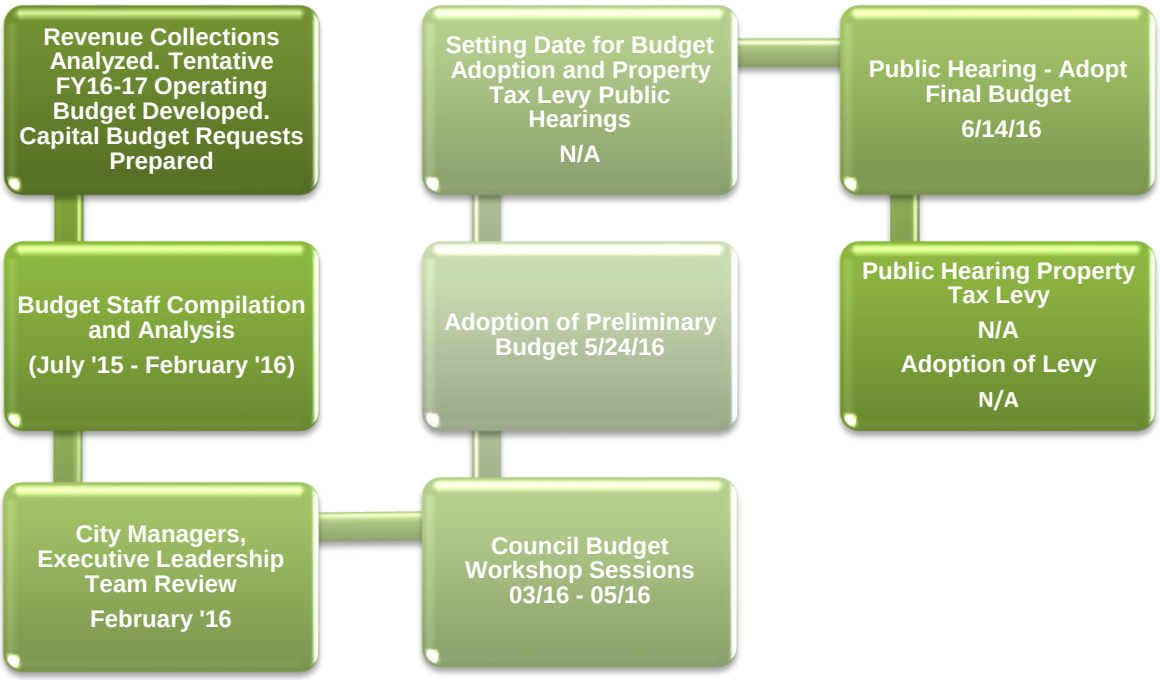
Overview

The FY16-17 operating and capital budgets are based on council's continuing key priorities and strategic goal themes;

Principal issues for the FY16-17 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 FY16-17 operating budget and the FY 2017-2026 capital improvement plans were evaluated. A series of budget workshops were held from February to May 2016. A final balanced plan was established in May 2016 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 as required by Arizona state law. After completing the public hearing for the final FY16-17 budget, the Council adopted the budget and thereby set the expenditure limitation for FY16-17. The chart on the following page illustrates the broad outline of the FY16-17 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 expended when paid on a budget basis.

b. Principal payments on long-term debt within the enterprise funds are applied to the outstanding liability on a GAAP basis as opposed to being expended when paid on a budget basis.

c. Capital outlays within the enterprise funds are recorded as assets on a GAAP basis and expended on a budget basis.

d. Inventory is expensed at the time it is used.

e. Depreciation expense is not budgeted as an expense.

Accounting Changes:

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

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

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

Fiscal Year 2016-2017 Annual Budget Book

Budget Message

GLENDALE AZ

FY16-17 City Manager's Budget Message

To the Citizens of Glendale and the Mayor and Council:

I am pleased to provide you with the City of Glendale's FY16-17 annual budget and ten-year Capital Improvement Plan. This year's budget process was highly focused both on increasing efficiency and investing in the city's infrastructure. Through measured fiscal planning, the city is poised to produce positive results and achieve a sustainable future. Through the collaborative efforts of city staff, and the guidance and support of the City Council, this budget represents the City's commitment to success and its continued focus on long-term financial stability.

The FY16-17 Final Budget totals $693.0 million which is a 9.7% increase over the prior year's budget. The increase is primarily attributable to growth in the Capital Improvement Plan.

Budget Priorities

Development of the budget centered on the following key priorities identified by the Council during the past year:

- ***Sustainable***
  - Achieve $50 million in unrestricted fund balance by FY19-20
  - New positions are funded with established revenues
- ***Outcome Based***
  - Improve Public Safety high priority call response times
  - Address high employee turnover
  - Improve speed to market in the planning department
  - Increase productivity through innovation and technology
  - Invest in capital improvements and infrastructure
- ***Efficiency***
  - Reorganization of departments

Budget Approach

The city's financial policies were the guiding principles in developing the FY16-17 financial forecast and ultimately the recommended budget to the City Council. The overall goals underlying the city's financial policies include fiscal responsibility, flexibility, and adherence to the highest accounting and management practices.

Revenues

Total revenues for FY16-17 are projected at $537.7 million. The General Fund revenues are the largest source at $210.5 million. These revenues are primarily used for general government operations. Key General Fund revenues are sales taxes ($103.4 million), property taxes ($5.6 million), and State Shared Revenues ($61.3 million). Staff continues to track the national, state, and local economies, and closely monitors economic trends and their potential impacts on the city.

Enterprise Funds revenues are the next largest revenue source at $131.9 million. These revenues are mainly from user fees and charges for services such as water and sewer, solid waste and landfill. No rate increases are planned for FY16-17; however, city staff will continue to monitor the financial viability of these enterprise funds to ensure adequate fund balances are maintained.

Operating Budget Highlights

The total FY16-17 Operating Budget is $391.0 million which is a 1.83% increase over the FY15-16 Operating Budget of $383.9 million. A few of the highlights of the proposed budget include:

- ***No Primary Property Tax Increase*** on existing property
- Funding vehicle replacements
- Implementing compensation and classification study recommendations
- Adding two low acuity units to the Fire Department
- Significantly enhancing the pavement management program
- Adding Community Service Officers in the Police Department
- Adding staffing in the Planning Department
- Improving Diversity and Employee Recognition programs
- Supplying the staffing needed to better leverage technology
- Improving contract compliance through the addition of a Program Manager position

A total of 29 new full-time equivalent positions (FTE's) have been added to the FY16-17 operating budget to address key priorities:

- Productivity and Innovation - 3 Positions
- Public Safety Service Levels – 14.75 Positions
- Service Level Enhancements – 6.25 Positions
- Efficiencies – 5 Positions

The largest operating budget in the General Fund is for public safety, with expenditures totaling $127.3 million, or 65%. The next largest share of General Fund expenses is Non-Departmental at $17.8 million. The Non-Departmental budget includes appropriation for items which are not specific to a particular department or program. Examples include arena management fees, a one-time NHL payment, and various development agreement and sales tax rebate payments.

Transfers out include a maintenance of effort payment of just over $1.0 million to the Enterprise Funds as directed by the Council. Total General Fund appropriations also include $5.0 million in contingency, which can be used for unforeseen expenditures or unexpected revenue shortfalls which may occur during the budget year.

Capital Improvement Program (CIP)

The city's investment in infrastructure and capital planning continues to enhance economic development and quality of life for our citizens. Significant streets and pavement maintenance projects are a top priority for the city council. The 2017-2026 Capital Improvement Plan (CIP) total is slightly under $1.0 billion. The first five years of the ten-year plan are fully funded with available or anticipated revenues. The last five years of the plan will be evaluated and funded as sources become available. The capital improvement plan is re-evaluated and updated each fiscal year. Only the first year of the plan was appropriated by the Council when the FY16-17 budget was adopted. The FY16-17 CIP totals $194.4 million. Notable projects in the first year of the CIP include:

- Public Safety Equipment (Heart Monitors and Turnout Gear) of $1.6 million
- Pavement Management of $25.4 million ($20.8 million in HURF funding and $4.6 million in Transportation funding)
- Plant Improvements at the Pyramid Peak Water Treatment Plant of $10.5 million
- Improvements at the Arrowhead Water Reclamation Facility of $25.4 million
- Landfill equipment replacements of $667,000

Conclusion

The Council's ability to make sound, financial decisions and provide guidance on prudent long-range planning are key factors in ensuring the city's fiscal health. Overall positive economic trends, particularly for excise taxes, improved financial flexibility; and prudent budget management were reasons cited in the January 2016 and March 2016 bond rating upgrades form Moody's Investor Services and Standard & Poor's Rating Services, respectively.

I sincerely appreciate the diligent efforts of many people including the Budget and Finance staff, city department directors, and many more staff members whose efforts culminated in the planning and development of the FY16-17 budget.

The Mayor and City Council deserve special acknowledgment and appreciation for the many hours they dedicated to providing input on budget priorities, reviewing and discussing the operating and capital budgets, and for their leadership on critical issues.

Sincerely,

Kevin R. Phelps
City Manager

Fiscal Year 2016-2017 Annual Budget Book

Financial Guidelines

GLENDALE AZ

FIVE-YEAR FINANCIAL FORECAST

Introduction

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

The Five-Year Financial Forecast provides a perspective on the financial condition of the City's General Fund and other appropriated funds as deemed necessary. For the FY16-17 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 FY16-17 forecasts were utilized to examine the revenue and expenditure structures for the five year period of FY16-17 through FY20-21. These models include forecasted fund balance information. The context of this year's forecast centered on balancing the General Fund sources and uses, while continuing to maintain adequate fund balances. The overall financial goal was to maintain or improve service levels, where necessary, while increasing or preserving the level of fund reserves.

The FY16-17 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 FY16-17 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 2016 most current population figure is 240,126.

The following table shows the historical and projected population growth and percentage increases for years 1984 through 2019, 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%
g	2013	232,035	1.32%
g	2014	234,632	1.12%
g	2015	237,474	1.21%
g	2016	240,126	1.12%
	2017*	242,527	1%
	2018*	244,953	1%
	2019*	247,402	1%

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 FY16-17 five-year forecasted salary and benefit projections for non-represented employees assumed an average annual increase of 2% in order for staffing to remain competitive with other comparable cities.

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

Employee Benefits

Employee benefit costs 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 8%.

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 FY16-17 through FY20-21 were estimated as follows.

	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
Arizona State Retirement System	11.66%	11.72%	11.77%	11.77%	11.77%
Public Safety Retirement - Police	36.19%	36.48%	36.77%	36.77%	36.77%
Public Safety Retirement - Fire	31.70%	31.96%	32.21%	32.21%	32.21%
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.

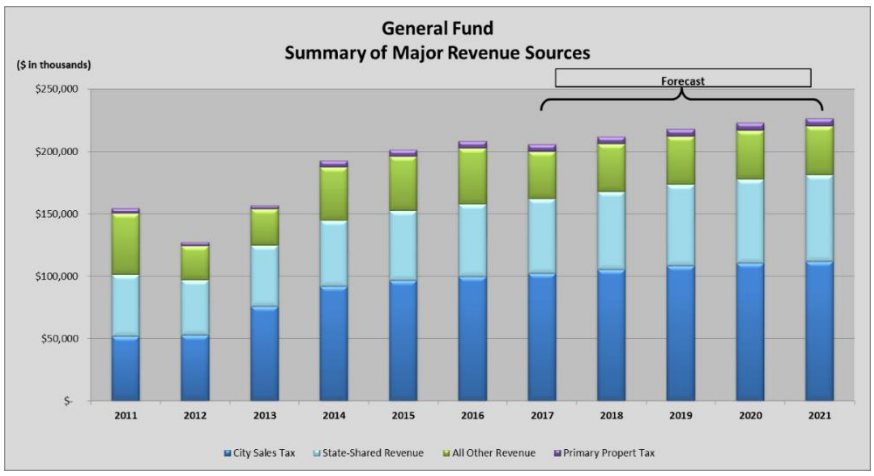
Ongoing contributions to the technology fund are assumed throughout the five-year forecast period. Other measures that have been implemented regarding the replacement funds include the following:

- 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 $26.2 to $34.6 million throughout the five-year forecast period.

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

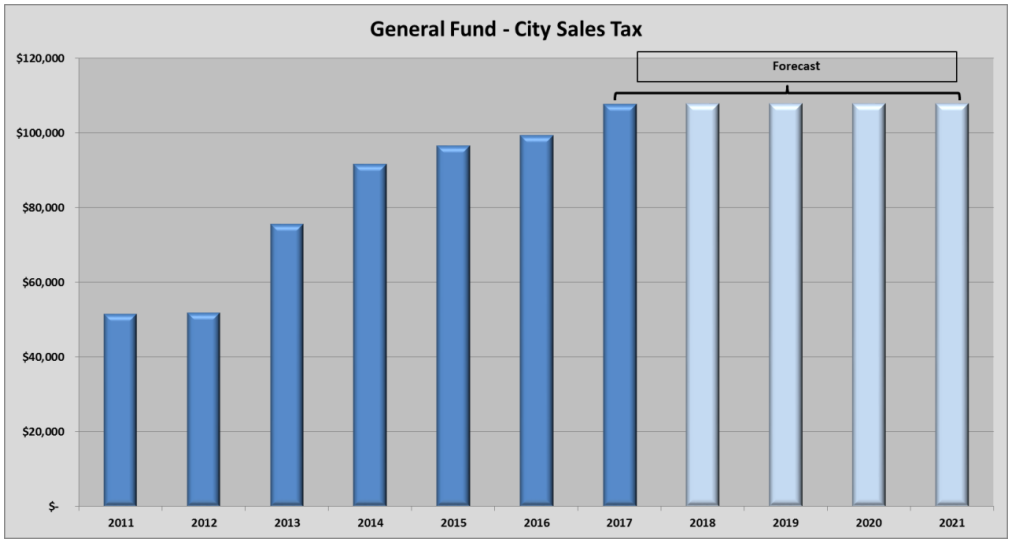
and fall of 2008 and continued into 2009 as the credit markets froze for consumers and businesses resulting in a decline in business investment and consumer spending and growth in unemployment. Although the economy started showing signs of recovery in 2012, most economists predict slow recovery for the 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 FY20-21.

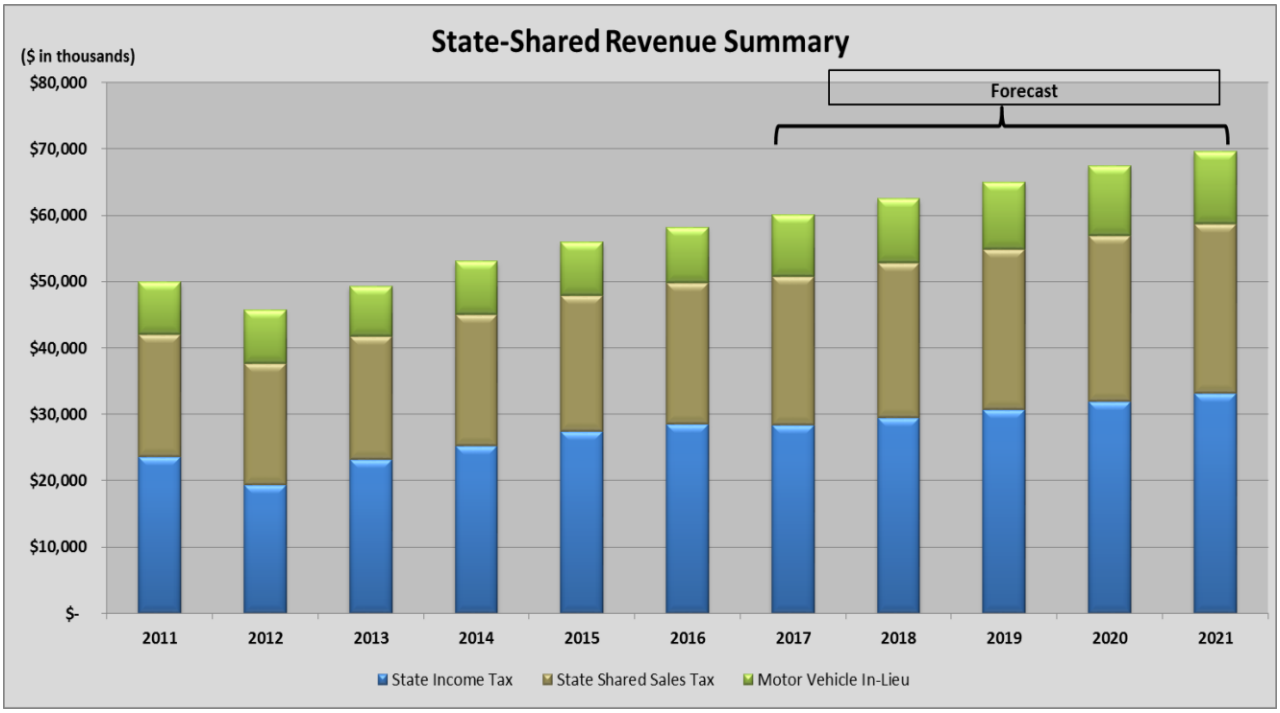


City sales tax collections remained relatively flat from FY09-10 through FY11-12. Beginning in August 2012, the 0.7% sales tax increase generated approximately $22 million in FY12-13 representing eleven months in the fiscal year. Taxable sales estimates assume growth of 3.5% in FY16-17 and average approximately 2.3% thereafter. This expectation is based on the continued expansion of Glendale's sports, entertainment, office and retail destination area, continued attraction of diverse job growth industries to the city, and modest but sustainable economic recovery.

State-Shared Revenue

Cities and towns in Arizona are beneficiaries of a state-shared revenue program that distributes state sales, income, and vehicle license taxes (commonly referred to as "State Shared Revenues"). This category represents 29%, or $61.5 million of estimated operating revenue in FY16-17.

The forecast assumes an overall percentage of State-Shared revenue averaging 30.6% through FY20-21. The forecast for each State-Shared revenue source is developed separately and compared to the state's forecast for these revenue sources. The forecast assumes continued state sales tax revenue growth consistent with projections from the State Finance Advisory Committee. State-Shared revenue is also dependent upon state law. 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 3% and 4% during the five-year forecast period.

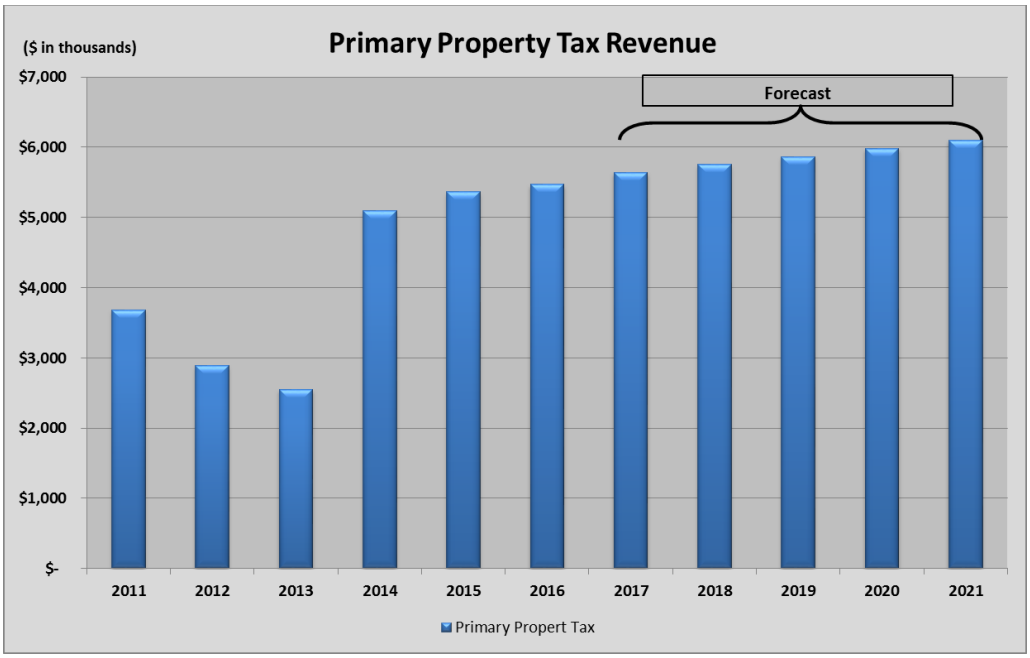


Property Tax

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

Primary property tax is a relatively small revenue source for the General Fund as it is only 3% of the total General Fund revenue, or approximately $5.6 million forecasted for FY16-17. 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 121% increase in the levy as described in the previous paragraph.



Other Revenue

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

This revenue also includes general staff and administrative service charges. Departments whose operations are supported by the General Fund, such as the Budget and Finance Department, Human Resources, City Attorney and Facilities Management Division of the Public Works Departments, provide services to the city's water/sewer, 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 Budget and Finance Department established these charges based on an indirect cost allocation model that uses various accepted allocation methods. The charges are applied to the other fund's operating budgets in equal amounts (i.e. 1/12) each month. The total general staff and administrative service charges for FY16-17 were forecasted at $9.7 million or about 70% of the other revenue category which is projected to total $13.9 million in FY16-17. The other revenue category is forecasted to grow by approximately 1% each year through the remainder of the forecast period.

GENERAL FUND REVENUES & EXPENDITURES

The final step in completing the *Five-Year Forecast* is the comparison of the net effects of the projected revenues and expenses on General Fund balances. The Five-Year Financial Forecast demonstrated that the annual structural deficit identified ongoing operating revenues were sufficient to cover ongoing expenditures. The ongoing operating expenditures assumed continuation of all major services, continuation of current obligations, moderate revenue growth, controlling operating costs, and achieving savings from an M.P.C. Tax Bond refunding. The forecast also assumed absorbing significant costs increases in employee benefits such as health care and mandatory retirement contributions. The detailed General Fund Five-Year Financial Forecast, as presented on December 8, 2015 follows:

General Fund - Five-Year Financial Forecast
FY16-17 Through FY20-21 with FY15-16 Comparative Data

	FY15-16		Forecast				
	Budget	Revised	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
Operating Revenue							
Local Taxes							
City Sales Tax	98,695,608	98,695,608	102,149,955	105,214,454	108,370,888	110,538,306	111,643,689
Sales Tax Reduction	-	-	-	-	-	-	-
Primary Property Tax	5,529,882	5,529,882	5,640,480	5,753,290	5,868,356	5,985,723	6,105,437
Total Local Taxes	104,225,490	104,225,490	107,790,435	110,967,744	114,239,244	116,524,029	117,749,126
Intergovernmental							
State Shared Revenue	57,917,280	57,917,280	60,125,675	62,530,702	65,031,930	67,390,741	69,586,889
Other Intergovernmental	-	-	1,428,000	1,456,560	1,485,691	1,515,405	1,545,713
Total Intergovernmental	57,917,280	57,917,280	61,553,675	63,987,262	66,517,621	68,906,146	71,132,602
Fees, Licenses, Permits, & Arena Fees							
Fees, Licenses, & Permits	19,670,394	19,670,394	20,231,509	20,499,596	20,771,749	21,048,034	21,328,513
Arena Fees	7,056,276	2,202,446	2,202,446	2,224,470	2,246,715	2,269,182	2,291,874
Total Fees, Licenses & Permits	26,726,670	21,872,840	22,433,955	22,724,066	23,018,464	23,317,216	23,620,387
Other & Miscellaneous							
Other Revenues	3,777,551	3,777,551	3,812,543	3,847,885	3,883,581	3,919,634	3,956,047
Staff Admin. Chargeback Revenue	9,700,000	9,700,000	9,700,000	9,700,000	9,700,000	9,700,000	9,700,000
Interest Income	396,080	396,080	400,041	404,041	408,081	412,162	416,284
Total Other & Miscellaneous	13,873,631	13,873,631	13,912,584	13,951,926	13,991,662	14,031,796	14,072,331
Total Operating Revenue	202,743,071	197,889,241	205,690,649	211,630,998	217,766,991	222,779,187	226,574,446
Expenditures & Other Financing Sources/Uses							
Expenditures							
Wages and Salaries	(82,721,480)	(82,721,480)	(86,787,855)	(91,797,585)	(93,999,063)	(96,686,818)	(98,666,705)
Overtime	(5,558,298)	(5,558,298)	(6,617,298)	(5,558,298)	(5,558,298)	(5,558,298)	(5,558,298)
Benefits	(42,869,823)	(42,869,823)	(43,814,136)	(44,690,419)	(45,584,227)	(46,495,912)	(47,425,830)
			-				
Supplies and Contracts	(27,014,171)	(27,964,677)	(24,424,188)	(24,912,671)	(25,410,925)	(25,919,143)	(26,437,526)
Utilities	(4,571,797)	(4,571,797)	(4,663,233)	(4,756,498)	(4,851,628)	(4,948,660)	(5,047,633)
Vehicle Maintenance & Fuel	(3,262,184)	(3,262,184)	(3,327,428)	(3,393,976)	(3,461,856)	(3,531,093)	(3,601,715)
Vehicles, Technology, Risk Mgt., Workers' Comp.	(4,547,792)	(4,547,792)	(4,638,748)	(4,731,523)	(4,826,153)	(4,922,676)	(5,021,130)
Vehicle Replacement			(2,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)
Information Technology	(8,518,428)	(8,518,428)	(5,014,919)	(6,888,161)	(5,625,925)	(5,738,443)	(5,853,212)
Capital Outlay	(1,871,752)	(1,871,752)	(2,871,752)	(4,371,752)	(4,371,752)	(1,871,752)	(1,871,752)
Arena Management Fee/Capital	(15,000,000)	(6,500,000)	(6,500,000)	(6,500,000)	(6,500,000)	(6,500,000)	(6,500,000)
NHL Management Fee	-	-	(5,000,000)	-	-	-	-
Camelback Ranch - Phoenix IGA	(668,646)	(668,646)	(668,646)	(668,646)	-	(1,086,822)	-
Lease Payments	(50,124)	(50,124)	-	-	-	-	-
Total Expenditures	(196,654,495)	(189,105,001)	(196,328,203)	(201,269,529)	(203,189,827)	(206,259,617)	(208,983,801)
Other Financing Sources/Uses							
Transfers In							
Special Revenue - PSST Police	16,305,055	16,305,055	16,986,459	17,469,053	17,966,125	18,307,448	18,481,522
Special Revenue - PSST Fire	7,839,390	7,839,390	8,200,273	8,443,281	8,693,579	8,865,451	9,853,106
Total Transfers In	24,144,445	24,144,445	25,186,732	25,912,334	26,659,704	27,172,899	28,334,628
Transfers Out							
Special Revenue - Transportation	(900,000)	(900,000)	(900,000)	(900,000)	(900,000)	(900,000)	(900,000)
Special Revenue - Other	(429,152)	(429,152)	(534,299)	(534,299)	(534,299)	(534,299)	(534,299)
Maint. of Effort Enterprise Funds	(600,000)	(600,000)	(1,013,088)	(1,299,985)	(1,392,615)	(1,416,738)	(1,431,603)
Debt Service - MPC	(19,887,862)	(19,887,862)	(26,441,479)	(27,255,612)	(33,551,987)	(34,651,970)	(36,581,364)
Total Transfers Out	(21,817,014)	(21,817,014)	(28,888,866)	(29,989,896)	(36,378,901)	(37,503,007)	(39,447,266)
Total Expenditures & Other Financing Sources/Uses	(194,327,064)	(186,777,570)	(200,030,337)	(205,347,091)	(212,909,024)	(216,589,725)	(220,096,439)
Total Surplus/(Deficit) Before Contingency	8,416,007	11,111,671	5,660,312	6,283,907	4,857,967	6,189,462	6,478,007
Contingency	(5,000,000)	(4,049,494)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)
Total Surplus/(Deficit) After Contingency	3,416,007	7,062,177	660,312	1,283,907	(142,033)	1,189,462	1,478,007
Beginning Fund Balance - With Contingency	33,409,000	33,409,000	40,471,177	41,131,489	42,415,397	42,273,364	43,462,826
Ending Fund Balance - With Contingency	36,825,007	40,471,177	41,131,489	42,415,397	42,273,364	43,462,826	44,940,833

Other Major Funds

Five-year forecasts for the other major funds were also presented to the Council on December 15, 2015 and used as a basis to set the FY16-17 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 $35 million. Financing opportunities for these capital improvement projects would include HURF revenue bonds or pay-as-you go cash financing. The forecast incorporated a five-year maintenance plan as presented to Council in April of 2016. 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
FY16-17 Through FY20-21 with FY15-16 Comparative Date

	FY15-16		Forecast				
	Budget	Rev Est	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
Revenue & Other Financing Sources							
HURF Revenue	14,147,499	14,147,499	14,288,974	14,431,864	14,576,183	14,721,945	14,869,164
Ins. Reimb	21,620	21,620	21,836	22,054	22,275	22,498	22,723
Transfers In	1,000,000	1,000,000	-	-	-	-	-
Total Revenue & Other Financing Sources	15,169,119	15,169,119	14,310,810	14,453,918	14,598,458	14,744,443	14,891,887
Expenditures & Other Financing Uses							
Wages and Salaries	(2,954,259)	(2,954,259)	(3,028,115)	(3,103,818)	(3,181,414)	(3,260,949)	(3,342,473)
Overtime	(56,935)	(56,935)	(58,358)	(59,817)	(61,313)	(62,846)	(64,417)
Benefits	(419,019)	(419,019)	(452,541)	(484,218)	(503,587)	(523,731)	(544,680)
Supplies and Contracts	(2,749,167)	(2,749,167)	(2,776,659)	(2,776,659)	(2,804,425)	(2,832,470)	(2,860,794)
Utilities	(2,581,210)	(2,581,210)	(2,632,834)	(2,685,491)	(2,739,201)	(2,793,985)	(2,849,864)
Vehicle Maintenance & Fuel	(303,002)	(303,002)	(309,062)	(315,243)	(321,548)	(327,979)	(334,539)
Vehicles, Technology, Risk Mgt., Workers' Comp.	(294,044)	(294,044)	(484,492)	(499,027)	(513,998)	(529,418)	(545,300)
Capital Outlay	(20,654,378)	(12,000,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)
Debt Service - Principal	(1,895,000)	(1,895,000)	-	-	-	-	-
Debt Service - Interest & Fiscal Agent Fees	(80,800)	(80,800)	-	-	-	-	-
Total Expenditures & Other Financing Uses	(31,987,814)	(23,333,436)	(16,742,062)	(16,924,274)	(17,125,486)	(17,331,377)	(17,542,067)
Total Income (Loss)	(16,818,695)	(8,164,317)	(2,431,252)	(2,470,356)	(2,527,028)	(2,586,934)	(2,650,180)
Contingency	(650,000)	(650,000)	(720,000)	(720,000)	(730,000)	(740,000)	(740,000)
Total Income/(Loss) w/ Contingency	(17,468,695)	(8,814,317)	(3,151,252)	(3,190,356)	(3,257,028)	(3,326,934)	(3,390,180)
Beginning Fund Balance - With Contingency	23,741,632	23,741,632	14,927,315	11,776,063	8,585,707	5,328,680	2,001,746
Ending Fund Balance - With Contingency	6,272,937	14,927,315	11,776,063	8,585,707	5,328,680	2,001,746	(1,388,434)

Transportation Sales Tax

The Transportation Sales Tax funds began FY15-16 with an estimated $14.7 million fund balance. Despite the fact that the FY15-16 capital outlay was budgeted and forecasted to be $24.6 million, the estimated June 30, 2016 fund balance was updated to be $35.4 million. This was primarily due to lower than anticipated spending on planned capital projects which were delayed or deferred into subsequent years. Operating expenditures were forecasted at $13.6 million in FY16-17 with ongoing inflationary adjustments planned throughout the forecast period. The debt service payments are forecasted at approximately $7.3 million annually for the forecast period.

Transportation Sales Tax Funds - Five-Year Financial Forecast
FY16-17 Through FY20-21 with FY15-16 Comparative Date

	FY15-16		Forecast				
	Budget	Rev Est	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
Revenue & Other Financing Sources							
City Sales Tax	24,206,223	24,206,223	25,053,441	25,805,044	26,579,195	27,110,779	27,381,887
Transit Revenue	124,000	124,000	124,000	124,000	124,000	124,000	124,000
Interest	140,000	140,000	140,000	140,000	140,000	140,000	140,000
Transfers In	900,000	900,000	900,000	900,000	900,000	900,000	900,000
Total Revenue & Other Financing Sources	25,370,223	25,370,223	26,217,441	26,969,044	27,743,195	28,274,779	28,545,887
Expenditures & Other Financing Uses							
Wages and Salaries	(2,625,237)	(2,625,237)	(2,690,868)	(2,758,140)	(2,827,093)	(2,897,770)	(2,970,215)
Overtime	(40,250)	(40,250)	(40,250)	(40,250)	(40,250)	(40,250)	(40,250)
Benefits	(1,082,882)	(1,082,882)	(1,169,513)	(1,251,378)	(1,301,434)	(1,353,491)	(1,407,631)
Supplies and Contracts	(6,786,688)	(6,786,688)	(6,922,422)	(7,060,870)	(7,202,088)	(7,346,129)	(7,493,052)
Utilities	(192,097)	(192,097)	(195,939)	(199,858)	(203,855)	(207,932)	(212,091)
Vehicle Maintenance & Fuel	(648,515)	(648,515)	(661,485)	(674,715)	(688,209)	(701,973)	(716,013)
Vehicles, Technology, Risk Mgt., Workers' Comp.	(1,637,466)	(1,637,466)	(1,887,518)	(1,925,269)	(1,963,774)	(2,003,050)	(2,043,111)
Capital Outlay	(24,647,442)	(9,195,900)	(15,151,862)	(4,690,125)	(5,634,390)	(4,942,520)	(11,577,805)
Debt Service - Principal	(7,147,999)	(7,147,999)	(3,380,000)	(3,550,000)	(3,730,000)	(3,915,000)	(4,070,000)
Debt Service - Interest & Fiscal Agent Fees	-	-	(3,946,081)	(3,777,081)	(3,599,581)	(3,413,081)	(3,256,481)
Transfers Out	(1,000,000)	(1,000,000)	-	-	-	-	-
Total Expenditures & Other Financing Uses	(45,808,576)	(30,357,034)	(36,045,938)	(25,927,686)	(27,190,674)	(26,821,197)	(33,786,647)
Total Income (Loss)	(20,438,353)	(4,986,811)	(9,828,497)	1,041,358	552,521	1,453,582	(5,240,760)
Contingency	-	-	(2,100,000)	(1,300,000)	(1,300,000)	(1,300,000)	(1,300,000)
Total Income/(Loss) w/ Contingency	(20,438,353)	(4,986,811)	(11,928,497)	(258,642)	(747,479)	153,582	(6,540,760)
Beginning Fund Balance - With Contingency	35,183,235	35,183,235	30,196,424	18,267,927	18,009,285	17,261,807	17,415,389
Ending Fund Balance - With Contingency	14,744,882	30,196,424	18,267,927	18,009,285	17,261,807	17,415,389	10,874,629

Public Safety Sales Tax (Police & Fire)

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

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

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

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 $1.8 million in FY16-17 to a negative $994,854 in FY20-21. Residential and commercial sanitation revenues are projected to grow from $14.3 million, starting in FY16-17, to $14.6 million in FY20-21, an average of .05% 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 FY15-16 Comparative Date

	FY15-16		Forecast				
	Budget	Rev Est	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
Revenue & Other Financing Sources							
Commercial Sanitation Revenue	3,400,000	3,400,000	2,417,000	2,429,085	2,441,230	2,453,436	2,465,703
Commercial Sanitation Rolloff	600,000	600,000	750,000	753,750	757,519	761,307	765,114
Residential Sanitation	10,630,000	10,630,000	10,683,150	10,736,566	10,790,249	10,844,200	10,898,421
Miscellaneous Bin Service	100,000	100,000	100,500	101,003	101,508	102,016	102,526
Internal Charges	115,000	115,000	115,000	115,000	115,000	115,000	115,000
Interest	7,000	7,000	7,000	7,035	7,070	7,105	7,141
Other Revenue	101,000	101,000	101,000	101,000	101,000	101,000	101,000
Transfers In	60,000	60,000	125,392	136,153	145,714	148,403	150,237
Lease Proceeds	-	-	2,712,081	2,577,897	1,603,249	2,100,444	2,168,364
Total Revenue & Other Financing Sources	15,013,000	15,013,000	17,011,123	16,957,489	16,062,539	16,632,911	16,773,506
Expenses & Other Financing Uses							**Landfill**
Wages and Salaries	(3,017,389)	(3,017,389)	(2,982,824)	(3,057,395)	(3,133,829)	(3,212,175)	(3,292,480)
Overtime	(185,000)	(185,000)	(220,000)	(225,500)	(231,138)	(236,916)	(242,839)
Benefits	(1,308,813)	(1,308,813)	(1,295,725)	(1,321,640)	(1,348,072)	(1,375,034)	(1,402,534)
Supplies and Contracts	(3,236,452)	(3,236,452)	(3,014,181)	(3,074,465)	(3,135,954)	(3,198,673)	(3,262,646)
Utilities	(1,000)	(1,000)	(1,020)	(1,040)	(1,061)	(1,082)	(1,104)
Vehicle Maintenance & Fuel	(3,296,863)	(3,296,863)	(2,942,800)	(3,001,656)	(3,061,689)	(3,122,923)	(3,185,381)
Vehicles, Technology, Risk Mgt., Workers' Comp.	(2,421,754)	(2,421,754)	(2,627,596)	(2,680,148)	(2,733,751)	(2,788,426)	(2,844,194)
Capital Outlay	(3,455,446)	(2,481,582)	(2,712,081)	(2,577,897)	(1,603,249)	(2,100,444)	(2,168,364)
Debt Service - Principal	-	-	(343,375)	(683,496)	(913,823)	(1,216,311)	(1,539,498)
Debt Service - Interest & Fiscal Agent Fees	-	-	(108,484)	(197,865)	(234,655)	(282,121)	(320,204)
Total Expenses & Other Financing Uses	(16,922,717)	(15,948,853)	(16,248,086)	(16,821,101)	(16,397,221)	(17,534,105)	(18,259,245)
Total Income (Loss)	(1,909,717)	(935,853)	763,037	136,388	(334,683)	(901,194)	(1,485,740)
Contingency	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Total Income/(Loss) w/ Contingency	(2,109,717)	(1,135,853)	563,037	(63,612)	(534,683)	(1,101,194)	(1,685,740)
Beginning Fund Balance - With Contingency	2,963,190	2,963,190	1,827,337	2,390,374	2,326,762	1,792,079	690,885
Ending Fund Balance - With Contingency	853,473	1,827,337	2,390,374	2,326,762	1,792,079	690,885	(994,854)

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 $10.9 million in FY16-17 annual budgeted revenue (excluding bond proceeds), approximately $1.6 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
FY16-17 Through FY20-21 with FY15-16 Comparative Date

	FY15-16		Forecast				
	Budget	Rev Est	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
Revenue & Other Financing Sources							
Recycling Sales	2,688,000	1,550,000	1,565,500	1,965,000	1,984,650	2,004,497	2,024,542
Tipping Fees	4,948,590	5,427,000	5,481,270	5,536,083	5,591,444	5,647,358	5,703,832
Staff & Adm Chargebacks	431,000	431,000	431,000	431,000	431,000	431,000	431,000
Internal Charges	2,570,000	2,722,000	2,550,000	2,575,500	2,601,255	2,627,268	2,653,541
Interest	45,000	45,000	45,450	45,905	46,364	46,828	47,296
Other Revenue	113,700	215,000	215,000	215,000	215,000	215,000	215,000
Transfers In	315,000	315,000	658,308	714,806	764,996	779,117	788,743
Bond Proceeds	-	-	15,000,000	-	-	-	-
Total Revenue & Other Financing Sources	11,111,290	10,705,000	25,946,528	11,483,294	11,634,709	11,751,068	11,863,954
Expenses & Other Financing Uses							
Wages and Salaries	(2,313,413)	(2,313,413)	(2,371,248)	(2,430,530)	(2,430,530)	(2,491,293)	(2,553,575)
Overtime	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Benefits	(852,912)	(852,912)	(921,145)	(985,625)	(1,025,050)	(1,066,052)	(1,108,694)
Supplies and Contracts	(4,312,934)	(3,088,934)	(3,150,713)	(3,213,727)	(3,278,001)	(3,343,562)	(3,410,433)
Utilities	(335,000)	(335,000)	(341,700)	(348,534)	(355,505)	(362,615)	(369,867)
Vehicle Maintenance & Fuel	(546,025)	(546,025)	(556,946)	(568,084)	(579,446)	(591,035)	(602,856)
Vehicles, Technology, Risk Mgt., Workers' Comp.	(1,168,629)	(1,168,629)	(1,382,278)	(1,409,923)	(1,438,122)	(1,466,884)	(1,496,222)
Capital Outlay	(11,138,288)	(6,682,973)	(18,252,216)	(6,205,961)	(124,947)	(772,416)	(787,864)
Debt Service - Principal	-	-	-	(407,768)	(432,234)	(458,168)	(485,658)
Debt Service - Interest & Fiscal Agent Fees	-	-	-	(900,000)	(875,534)	(849,600)	(822,110)
Total Expenses & Other Financing Uses	(20,717,201)	(15,037,886)	(27,026,245)	(16,520,152)	(10,589,369)	(11,451,625)	(11,687,279)
Total Income (Loss)	(9,605,911)	(4,332,886)	(1,079,717)	(5,036,858)	1,045,341	299,443	176,675
Contingency	(600,000)	(388,783)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
Total Income/(Loss) w/ Contingency	(10,205,911)	(4,721,669)	(1,579,717)	(5,536,858)	545,341	(200,557)	(323,325)
Beginning Fund Balance - With Contingency	12,034,211	12,034,211	7,312,542	5,732,825	195,967	741,308	540,751
Ending Fund Balance - With Contingency	1,828,300	7,312,542	5,732,825	195,967	741,308	540,751	217,426

Water & Sewer Enterprise Fund

The FY16-17 beginning fund balance of $84.4 million will be used to fund extensive capital projects over the next four fiscal years. For example, improvements at the Arrowhead Reclamation Facility ($31 million), water line replacements/extensions ($25 million) and sewer line replacements ($19.7 million) are major capital improvements occurring between FY16-17 and FY20-21 that are being funded through pay-as-you-go financing.

Total water and sewer revenues, totaling $80.2 million in FY16-17, are expected to grow by 1% throughout the forecast period due to growth in accounts. A rate study is currently being planned for FY16-17 to ensure both capital and operating needs can be funded though user fees. The operating budget averages $50.6 million over the five-year forecast period. In addition, the debt service budget averages $23.5 million per year.

Water & Sewer Funds - Five-Year Financial Forecast
FY16-17 Through FY20-21 with FY15-16 Comparative Date

	FY15-16		Forecast				
	Budget	Rev Est	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
Revenue & Other Financing Sources							
Water Revenue	46,257,498	45,728,498	45,957,140	46,186,926	46,417,861	46,649,950	46,883,200
Sewer Revenue	33,119,413	32,419,413	32,581,510	32,744,418	32,908,140	33,072,680	33,238,044
Development Permits/Fees/Impact	595,000	595,000	600,000	600,000	600,000	600,000	600,000
Staff & Adm Chargebacks	82,000	82,000	82,000	82,000	82,000	82,000	82,000
Interest	200,200	200,200	421,993	345,324	255,804	164,677	52,487
Other Revenue (effluent sales)	945,376	945,376	614,590	614,590	614,590	614,590	614,590
Transfers In	225,000	225,000	229,388	449,025	481,905	489,218	492,623
Total Revenue & Other Financing Sources	81,424,487	80,195,487	80,257,233	80,573,258	80,878,395	81,183,897	81,470,320
Expenses & Other Financing Uses							
Wages and Salaries	(12,826,852)	(11,626,400)	(11,917,060)	(12,214,987)	(12,520,362)	(12,833,371)	(13,154,205)
Overtime	(314,100)	(314,100)	(314,100)	(314,100)	(314,100)	(314,100)	(314,100)
Benefits	(4,804,347)	(4,223,662)	(4,561,555)	(4,789,633)	(5,029,115)	(5,280,571)	(5,544,600)
Supplies and Contracts	(21,571,901)	(18,111,955)	(18,474,194)	(18,843,678)	(19,220,552)	(19,604,963)	(19,997,062)
Utilities	(4,027,100)	(4,277,447)	(4,362,996)	(4,450,256)	(4,539,261)	(4,630,046)	(4,722,647)
Vehicle Maintenance & Fuel	(826,745)	(821,345)	(837,772)	(854,527)	(871,618)	(889,050)	(906,831)
Vehicles, Technology, Risk Mgt., Workers' Comp.	(6,299,468)	(6,254,754)	(7,396,094)	(7,544,016)	(7,694,896)	(7,848,794)	(8,005,770)
Capital Outlay	(28,922,685)	(18,922,685)	(25,601,275)	(24,825,735)	(21,466,210)	(25,140,580)	(25,450,000)
Debt Service	(20,158,683)	(20,158,683)	(20,125,983)	(22,640,233)	(25,447,783)	(25,080,483)	(24,408,733)
Total Expenses & Other Financing Uses	(99,751,881)	(84,711,031)	(93,591,029)	(96,477,165)	(97,103,897)	(101,621,958)	(102,503,948)
Total Income (Loss)	(18,327,394)	(4,515,544)	(13,333,796)	(15,903,907)	(16,225,502)	(20,438,061)	(21,033,627)
Contingency	(8,637,424)	(2,637,424)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Total Income/(Loss) w/ Contingency	(26,964,818)	(7,152,968)	(15,333,796)	(17,903,907)	(18,225,502)	(22,438,061)	(23,033,627)
Beginning Fund Balance - With Contingency	91,551,535	91,551,535	84,398,567	69,064,771	51,160,864	32,935,362	10,497,301
Ending Fund Balance - With Contingency	64,586,717	84,398,567	69,064,771	51,160,864	32,935,362	10,497,301	(12,536,326)

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 FY16-17 budget is the adoption of the Council's financial policies. This budget document includes the Council's amended financial policies to be considered for approval as part of the in the FY16-17 budget adoption process.

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

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

Fiscal Planning and Budgeting

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

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

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

a. The budget will be balanced, by fund, when all projected ongoing revenue sources 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. Projected fund balance by fund;
f. Proposed personnel staffing levels;
g. Detailed schedule of capital projects;
h. Any additional information, data, or analysis requested by Council.

6. The operating budget will be based on the principle that current ongoing operating expenditures, including debt service and support for other funds, will be funded with current ongoing revenues. The enterprise funds (water/sewer, sanitation and landfill) and the transportation sales tax fund will pay the indirect cost charges for services provided by other funds. Additional funds may be added upon Council approval.

7. The budget will not use one-time (non-recurring) sources to fund continuing (recurring) expenditures.

8. Addition of personnel will be requested only to meet existing program initiatives and policy directives after service needs have been thoroughly examined and only if increased net ongoing revenue is substantiated.

9. The Budget and Finance Department and Human Resources Department will work together to manage position control. The number of full-time and regular part-time employees on the payroll will not exceed the total number of full-time equivalent positions that Council authorizes and adopts with the annual budget.

10. Benefits and compensation will be administered in accordance with Council policy direction.

a. Total compensation will be evaluated periodically for competitiveness.
b. A cost containment strategy means total costs for health insurance premiums will be shared between the employer, employees and retirees. Total premiums will be evaluated on an annual basis to ensure they are reasonable, competitive and expected to address anticipated claims plus the maintenance of an adequate reserve for the Employee Benefits Fund. Funding will be based on an annual actuarial report and its 75% confidence funding level recommendation.
c. A policy will be developed regarding the continuation of retiree health insurance after the completion of a comprehensive evaluation of the impact of GASB 67 and the presentation of results to Council.

11. Ideas for improving the efficiency and effectiveness of the city's programs and the productivity of its employees will be considered during the budget process.

12. Carryover of unspent appropriation from one fiscal year to the next is not automatic. The Budget and Finance Department staff will evaluate carryover requests and make recommendations to the City Manager. Recommended requests will be included in the City Manager’s budget presented to Council.

13. Salary savings will be retained to the greatest extent possible to build fund balance. Salary savings may be used for expenses upon the City Manager or their designee’s, approval if within the same fund/department. Salary savings may be used for expenses between funds/departments upon Council approval within the last three months of the fiscal year.

14. Total fund appropriation changes must be approved by the Council. These changes must also comply with the city's Alternative Expenditure Limitation in accordance with Article IX, Section 20, Constitution of Arizona and A.R.S. § 41-563 where final budget adoption sets the maximum allowable appropriation for the upcoming fiscal year.

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

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

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

Cash and Budget Appropriation Transfers

1. Purpose & Restrictions

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

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

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

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

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

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

2. Policy

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

a. Cash Transfers - Cash transfers between funds can only be authorized by Council in the last three months of the fiscal year.
b. Cash & Appropriation Transfers Between Funds - Cash and associated budget appropriation transfers between funds can only be authorized by Council in the last three months of the fiscal year.

c. Appropriation Transfers

i. Between Funds- Budget appropriation transfers between funds can only be authorized by Council approval in the last three months of the fiscal year.

ii. Between Departments- Budget appropriation transfers between departments can only be authorized by Council approval in the last three months of the fiscal year.

iii. Within the Same Fund, Within the Same Department- Budget appropriation transfers within the same fund and within the same department can be authorized by City Manager approval throughout the fiscal year.

iv. Between Capital/Improvement Projects

(1) Between Departments - Capital improvement project budget appropriation transfers for projects managed between departments can be only authorized by Council approval in the last three months of the fiscal year.

(2) Within Departments - Capital improvement project budget appropriation transfers within the same department, and the same fund, can be authorized by City Manager approval throughout the fiscal year.

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

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

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

EXPENDITURE CONTROL

Management will ensure compliance with the City Council adopted budget.

1. Expenditures will be controlled by an annual appropriated budget. Council will establish appropriations through the budget process. Council may transfer these appropriations as necessary through the budget amendment process as previously described.

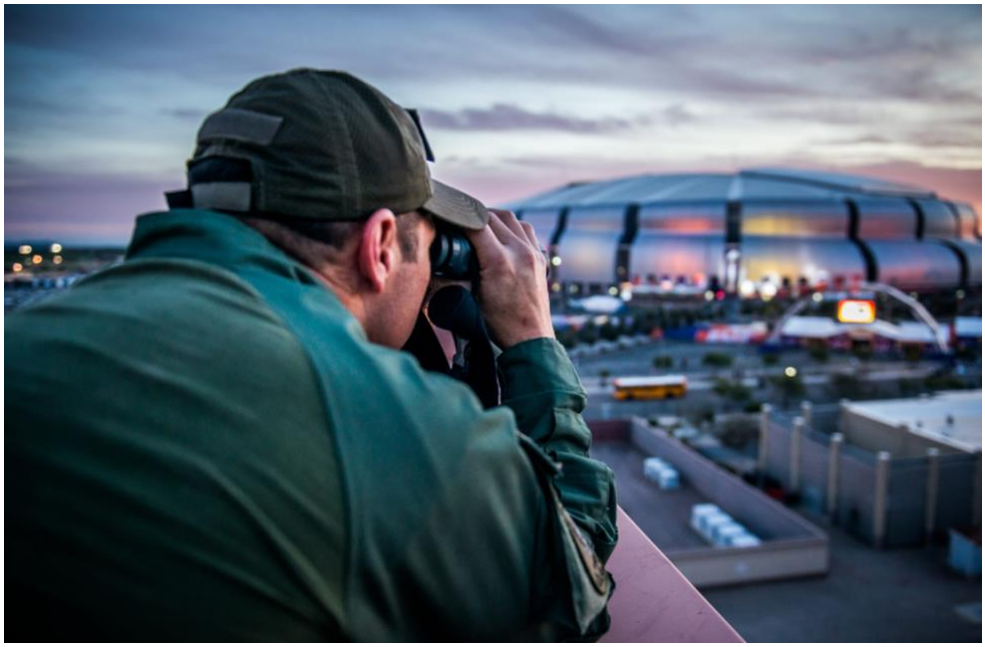
2. The purchasing system will provide commodities and services in a timely manner to avoid interruptions in the delivery of services. All purchases will be made in accordance with the procurement code, purchasing policies, guidelines and procedures and applicable state and federal laws. The city may join various cooperative purchasing agreements to obtain supplies, equipment and services at the best value.

3. A system of internal controls and procedures using best practices will be maintained for the procurement and payment processes.

4. The State of Arizona sets a limit on the expenditures of local jurisdictions. Compliance with these expenditure limitations is required. The city will submit an audited expenditure limitation report as defined by the Uniform Expenditure Reporting System (A.R.S. Section 41-1279.07) along with audited financial statements to the State Auditor General within the required timeframe.

CAPITAL ASSET AND DEBT MANAGEMENT

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



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

consideration substantially equal to its expenditure or provides direct assistance to those in need. Long-term debt will not be used to fund current operations or smaller projects that can be financed from current revenues or resources.

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

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

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

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

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

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

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

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

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

a. For FY16-17, debt service is 13% of the General Fund operating revenue as defined above.

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

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

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

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

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

FUND RESERVES AND STRUCTURE

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

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

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

Any usage of this reserve must be approved by the majority of the City Council, and the City shall strive to replenish the Operating Reserve the following fiscal year. Examples of potential usage would be to provide funding to deal with fluctuations in fiscal cycles and Council approved operating requirements.

2. For the Water and Sewer Enterprise Fund, working capital will be maintained at a minimum of 50% of operating revenues.

3. For the Solid Waste Enterprise Fund, working capital will be maintained at 10% of operating revenues.

4. For the Landfill Enterprise Fund, working capital will be maintained at 15% of operating revenues.

5. For the other major governmental operating funds, the total minimum unassigned fund balance shall be as follows.

   a. PSST 5% of operating revenue
   b. HURF 15% of operating revenue
   c. Others: 10% of operating revenue

6. If a situation arises where fund balance at the end of the current fiscal year is less than the Council approved fund balance level, the deficiency should be replenished in the coming fiscal years, not to exceed a total of five consecutive years.

7. The City Manager may establish additional assigned fund balance reserves for certain anticipated obligations or other purposes.

8. Any balance in excess of the fund balance reserves may be used to support one-time expenditures. Council approval is required to use these funds to supplement "pay as you go" capital outlay, one-time operating expenditures, or to prepay existing debt.

9. The fund balance for the various Trust Funds will be based on annual actuarial reports and the target funding level must be at the 75% confidence funding level.

10. Separate fund balance operating reserves may be required by bond issuance documents for those funds with outstanding bonded debt. These requirements will not be viewed as additional fund balance needs unless they are greater than those established by these goals.

Fiscal Year 2016-2017 Annual Budget Book

Budget Summaries

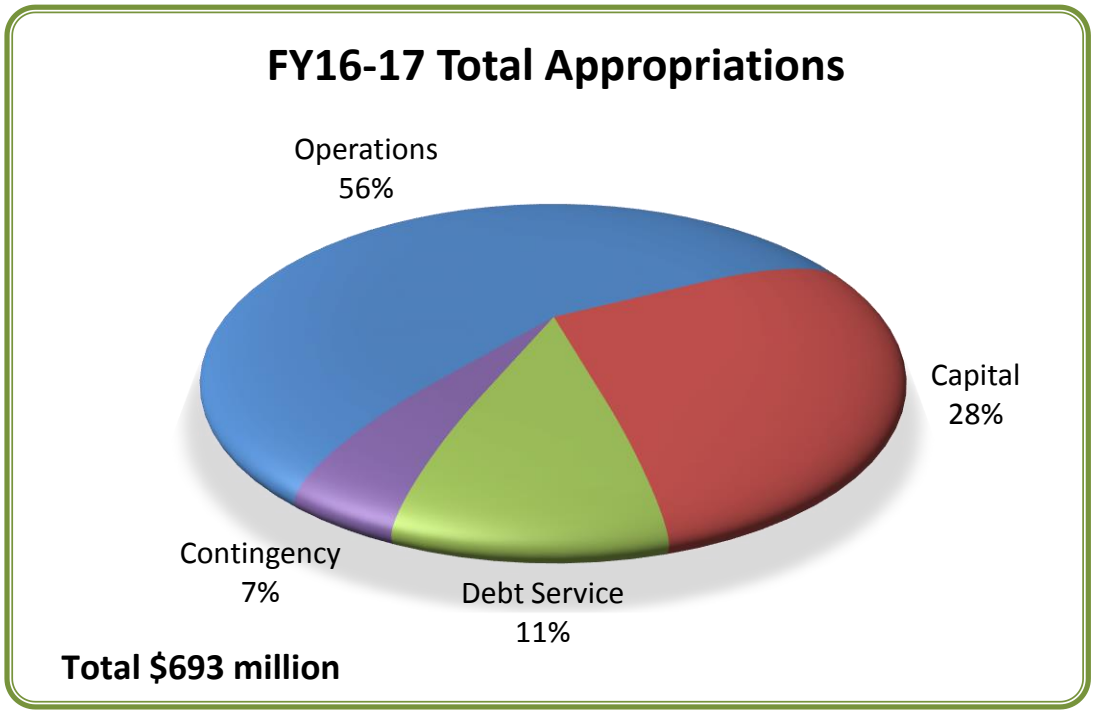
GLENDALE AZ

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 $693 million for Fiscal Year 2016-2017 (FY16-17). This represents a 9% increase over the prior year total budget of $632 million. The increase is mainly attributed to the Capital Plan spending carryover appropriation from the prior year.

- The *operating budget* finances the day-to-day provision of city services and totals $391 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 $194.4 million.
- The *debt service budget* is used to repay money borrowed by the city, primarily for capital improvements, and totals to $74.8 million.
- The final component of the budget is the *contingency appropriation* at $32.8 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 (56%) and capital (28%) appropriations are the largest components of the FY16-17 budget and account for 84% of the total appropriations. Both are discussed on the following pages.



The following chart outlines the financial plan for FY16-17. The city's total sources are estimated at $657.9 million and total uses are projected at $813.2 million (including inter-fund transfers). A summary of the city's major revenues and expenditures, including other financing sources and uses, provides an overview of the total resources budgeted by the organization. This summary is located in the *Schedules* section of this book and is titled *Schedule One.*

As shown in the table below, fund balance drawdowns are planned for most of the capital 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.

Financial Plan Summary

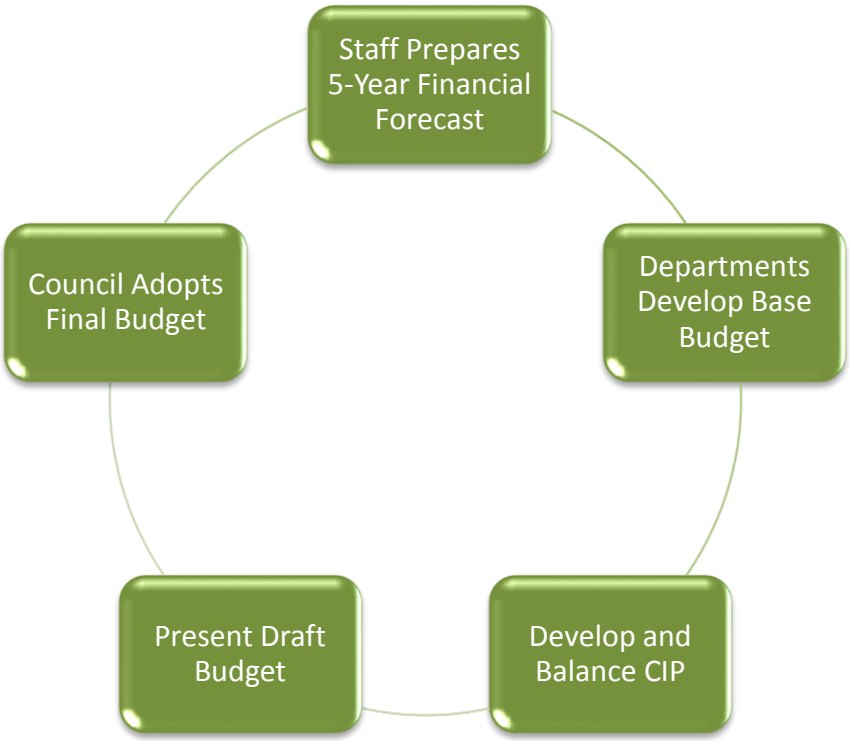
Fund Type	Estimated Balance 7/1/2016	Total Sources	Total Uses	Estimated Balance 6/30/2017
General	43.8	237.2	239.2	41.9
Special Revenue	66.9	113.7	144.0	36.5
Debt Service	6.9	53.7	54.7	5.9
Capital Projects	27.1	49.7	76.8	0
Enterprise	112.3	153.4	237.8	27.9
Internal Svcs/Other*	21.2	50.2	60.8	10.6
Total	**278.2**	**657.9**	**813.2**	**122.9**
*Other includes Permanent Funds				

Operating Budget

The development of Glendale's FY16-17 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 FY16-17 budget was sought at the public hearing on June 14, 2016.

In December 2015, 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

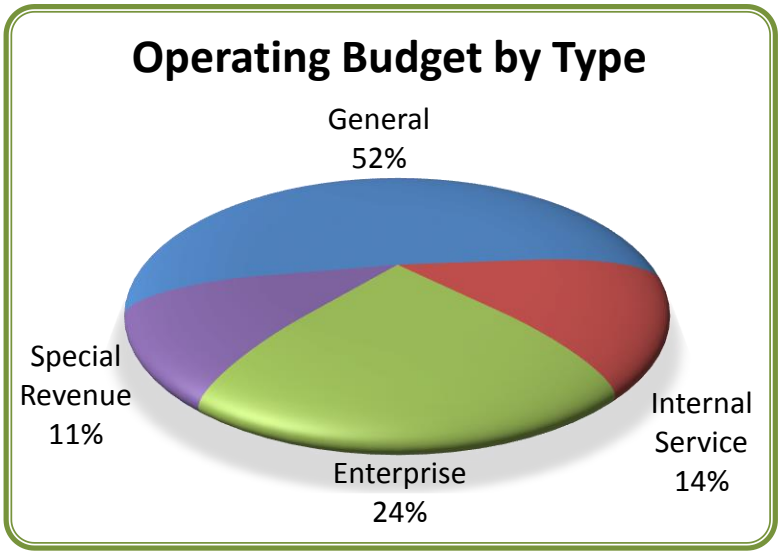


In December 2015, the Budget and Finance Department kicked off the budget process for FY16-17. This meeting provided an assessment of current economic trends, the revenue outlook for the upcoming fiscal year and the city manager's direction for the development of a balanced budget.

The principal issues addressed in the FY16-17 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 FY16-17 budget was to improve service delivery by leveraging technology, retaining dedicated staff, and continuing to improve the City's financial stability.

Following multiple years of recession, this is the second consecutive year that a budget surplus was 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.

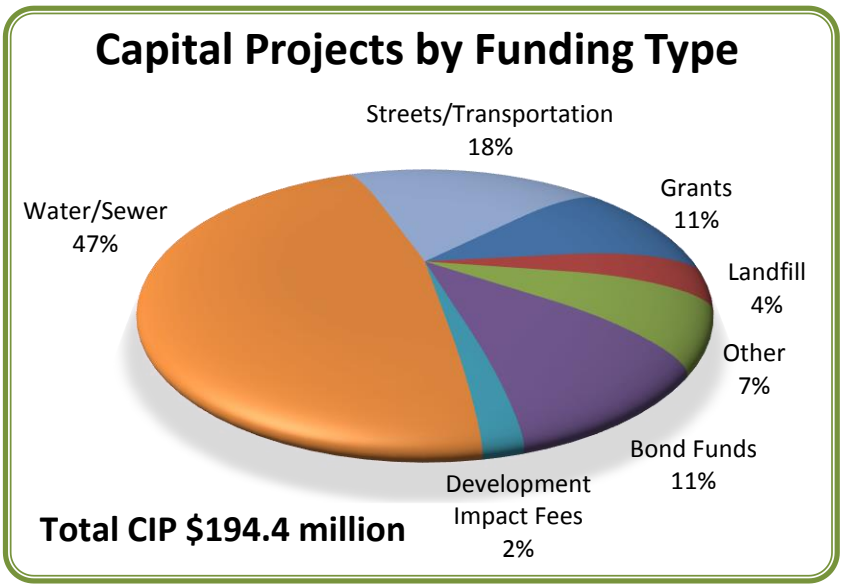
The Council reviewed the city manager's proposed balanced budget at the workshop sessions held in April and May 2016 and discussed the pertinent issues surrounding the upcoming fiscal year operating, capital and debt service budgets. The draft budget, as revised by Council, became the tentative FY16-17 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 14, 2016. See the *Budget Calendar* for more details about the timing of various steps in the budget development and adoption process.



Capital Improvement Plan Budget

The city annually updates the *Ten-Year Capital Improvement Plan (CIP)*. The total plan for FY 2017-2026 totals $986.8 million. The first year of the plan is the only year appropriated by Council. For FY16-17, $194.4 million in capital investments is planned. This includes $72.1 million in prior year unspent carryover funds. A summary of funding by type is illustrated in the graph below. The remaining nine years are for planning purposes and funding is not guaranteed to occur in the year planned. The final decision to fund a project is made by the Council. Projects include renovations to city buildings, street improvements including pavement preservation, police/fire department communications enhancements and upgrades to water treatment and wastewater collection facilities.

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



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

Amending the Budget

Once the Council adopts the annual budget, total expenditures cannot exceed the final appropriation of $693 million for FY16-17. However, with Council's formal approval, the city can adjust the total appropriations within the funds provided that the budget does not exceed final appropriation for the fiscal year. This means that if one fund's total appropriation is increased, appropriations from another fund or funds must be reduced by an equal amount. Council could also choose to amend the budget to a figure lower than the final appropriation for the fiscal year.

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

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

Fund Descriptions

The city of Glendale uses fund accounting to track revenues and expenditures. Some funds, such as the Streets Fund, are required by state legislation. Other funds were adopted by the city to track and document revenues and expenditures related to specific operations. The city has seven main categories of funds: general, special revenue, debt service, permanent, capital projects, enterprise and internal service. These categories are used to track the activity of 128 separate funds. For example, enterprise funds are expected to be self-supporting through revenue for the services provided. For these funds, the city charges a fee for a specific service, such as sanitation collection, just like any other business would do. A brief description of some of the more significant funds within each fund category is provided on the pages that follow.

General Fund Group

General (Fund 1000): The General Fund includes all sources of revenue the city receives that are not designated for a specific purpose. General Fund revenue may be used by the Council for any legal public purpose.

Vehicle (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 FY16-17, a one-time transfer in from the General Fund of $1.5 million will be needed to address the replacement of much needed large equipment for public safety. Additional equipment will be purchased according to the established replacement schedule and fund balance will be utilized to make such purchases. The city will review this fund annually to determine adequate funding for future years.

Special Revenue Fund Group

Arts Commission (Fund 1220): Assigned to the Special Revenue fund group in FY16-17. 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 $135,105 to augment projected revenue collections of $545,779 in FY16-17.

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

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

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

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

funding for law enforcement purposes. The Police Department manages all expenditures from this fund in accordance with federal requirements.

Parks & Recreation Designated (Fund 1885): The Parks, Recreation and Library Services Department has agreements with several local school districts to cover the maintenance of city pools located on school property and jointly owned city/school district parks. The school districts and the city make payments into the fund to cover major maintenance and restoration costs. The fund balance is projected to decrease from $204,329 to $150,734 in FY16-17 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 2017 secondary property tax rate will decrease from $1.7067 to $1.6698. 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 FY16-17 as a result of the recent bond issue/refinancing. All debt service is paid for through sales taxes collected in the General Fund and then transferred to this debt service fund.

Street (Fund 1920) and Transportation Revenue Bond Debt (Fund 1970): Highway User Revenue Fund (HURF) or "Street" bonds were used for street projects that are backed by a pledge of the HURF monies the city receives from the state. Street capital projects financed with HURF monies require voter authorization. Given the legislative uncertainty regarding how future HURF revenue will be distributed, these contributions will be monitored closely going forward. The debt service for this fund was paid off in FY15-16, however due to anticipated future bond issues the fund will remain active.

The Transportation Revenue Bond Debt Fund is used for the payment of debt service on revenue bonds used to finance projects that are backed by the designated city sales tax for transportation. This type of revenue bond does not require voter authorization.

Capital Projects Fund Group

Construction funds account for financial resources used for the acquisition or construction of major capital facilities and equipment. They are based on the type of general obligation bonds and other types of long-term financing the city issues. Considerable detail on planned capital projects, their potential operating impacts on the General Fund, Enterprise Funds, debt policies and tax implications are included in the *Capital Improvement Plan* section of this document. Any remaining fund balances in the capital construction funds are appropriated to contingency to cover unanticipated project costs or the unanticipated acceleration of key projects.

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

Trust (Permanent) Fund Group

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

Cash is invested pursuant to the city's investment policy and related investment earnings accumulate in the perpetual care fund. Although monies may be withdrawn from the fund for cemetery expansion and improvements, none are budgeted in FY16-17. Interest income of $26,000 will increase the projected FY16-17 ending fund balance to $5.7 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 $99 million to $24.3 million in FY16-17 due to planned capital expenditures totaling $91.9 million and the debt service requirements associated with revenue bond funded projects totaling $20.1 million. Examples of FY16-17 capital projects include groundwater treatment plant improvements, water reclamation facility improvements, as well as planned line replacements and extensions. A revenue budget of $91 million helps cover the previous expenditures, in addition to the operating budget which accounts for salaries, electricity, chemical treatments, supplies, etc. totaling $51.9 million.

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

The Landfill fund balance is expected to decrease from about $9.1 million to $1.5 million in FY16-17. The FY16-17 operating budget totals $10 million and planned capital expenditures related to a landfill soil excavation, scale-house/road relocation project, gas system modifications and heavy equipment purchases total $8 million. The FY16-17 projected revenues total $10.3 million.

Solid Waste (Fund 2480): This fund supports refuse collection and disposal services to homes and businesses in the city. It is supported through monthly charges paid by solid waste customers. The divisions in the Solid Waste Enterprise Fund pay the Landfill Fund to dispose of solid waste at the landfill. The fund balance is expected to decrease from $3.9 million to $1.6 million in FY16-17 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 $14.6 million are offset by operating expenditures totaling $14.1 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 $16 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. FY16-17 projected revenues total just less than $16 million, and the scheduled General Fund transfer is $386,563.

Internal Service Fund Group

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

The Risk Management Fund is projected to end FY16-17 with just under a $2 million dollar fund balance, which is a decrease from the beginning fund balance estimate of $3.1 million. The Workers' Compensation Fund ending fund balance is projected to remain stable at $7.7 million in FY16-17, 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.

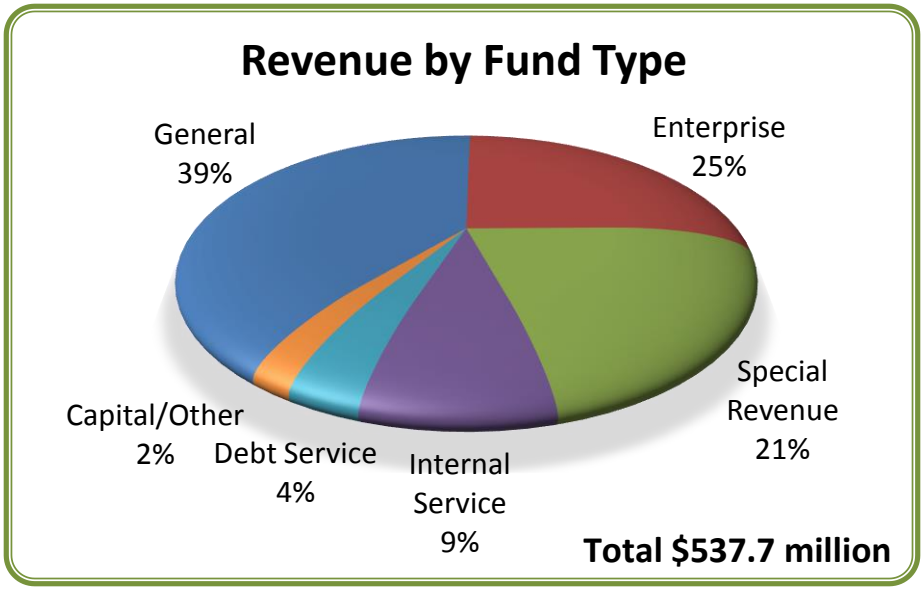
Benefits Trust (Fund 2580): The Benefits Trust Fund was created in FY00-01. An actuarial study of health insurance funding recommended the creation of a separate fund would be the best way to develop reserves to meet future cost increases for health-related insurance. During the course of the year, employer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

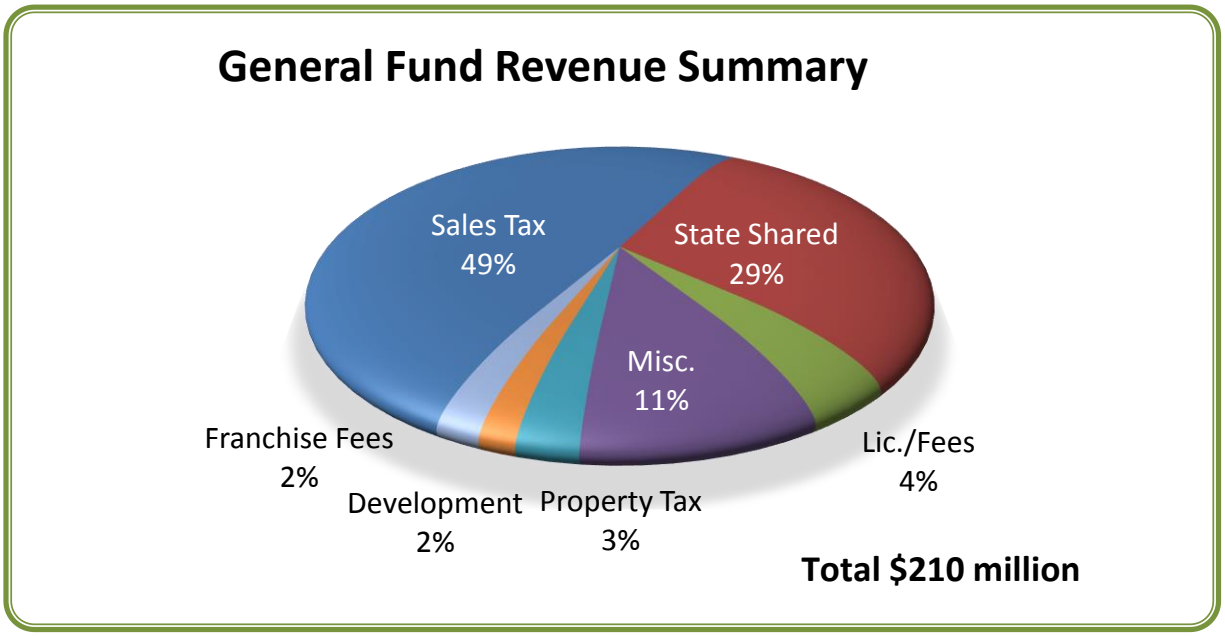
REVENUES

Total revenues available to the city in FY16-17 from all sources are estimated at $537.7 million, of which $210.3 million or 39% goes into the General Fund (GF) group. Other revenues include Enterprise Funds 25% or $131.9 million, mainly generated through user fees. Special Revenue Fund sources at 21% or $112.6 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 $25.3 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 $210.3 million in total General Fund (GF) revenue in FY16-17. Sales tax represents the largest category at $103.4 million. In June 2012, the City Council approved an increase of 7/10^{ths} of one cent in the city's sales tax across all categories (such as retails,



restaurants and bars), except for residential rental as the state law restricts increases to residential rental sales taxes. The 7/10^{ths} of one cent increase does not apply to single item purchases over $5,000, such as automobiles.

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

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 FY16-17, 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 FY16-17, this revenue is expected to grow by 4.6% from the FY15-16 estimate. The growth can be attributed to the economic development activities which are expected to generate additional construction sales tax revenue.

- In addition, as the jobless claims continue to decline and the overall economy continues to improve, rising consumer confidence is expected to lead to increased spending, especially in retail sales. As a result, the city expects to see higher retail sales tax revenue in FY16-17.
- State income tax – this revenue is projected to grow by 7.1% for FY16-17 based on the improved collections in FY14-15 [there is a 2-year lag between the state's collection of income tax revenue and its distribution to the cities].

The two major sources of revenue for the 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 FY16-17, city sales tax, state sales tax, state income tax and motor vehicle in-lieu revenues are expected to comprise 78% of all GF revenue, or $164.8 million of the $210.3 million.

The city's GF revenue projection is based on many factors such as the following:

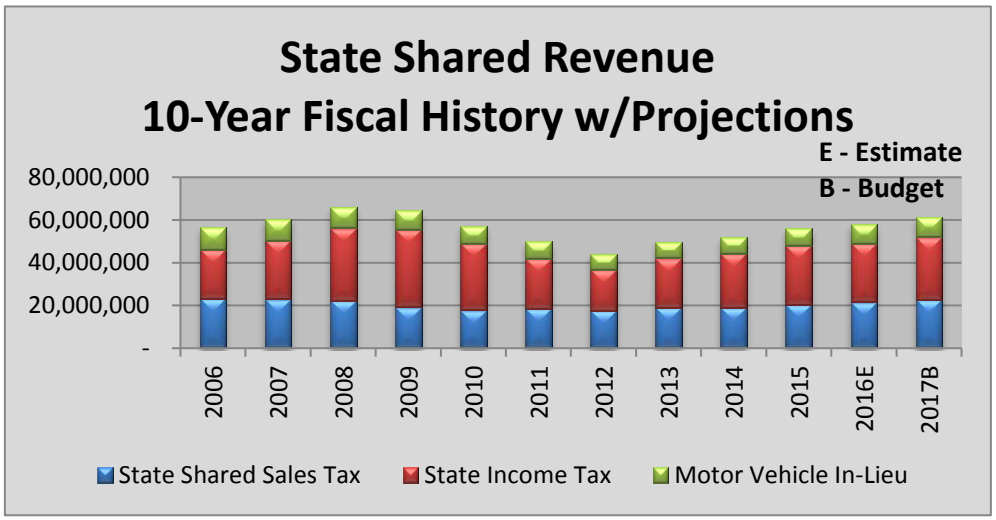
- historical trend data;
- projected changes in state and local population, disposable personal income, retail sales and inflation;
- economic forecasts of state and local economic activity provided by experts on the Arizona economy;
- economic forecasts of overall national economic activity; and
- statistical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

City Sales Tax

This revenue represents 49.2% 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, gas tax or vehicle license fees. For FY16-17, the revenue budget is $103.4 million, which is a 4.6% increase over the FY15-16 budget. This year's sales tax projection 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 $61.3 million by the end of FY16-17, 6% more than the FY15-16 estimate of $57.9 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.

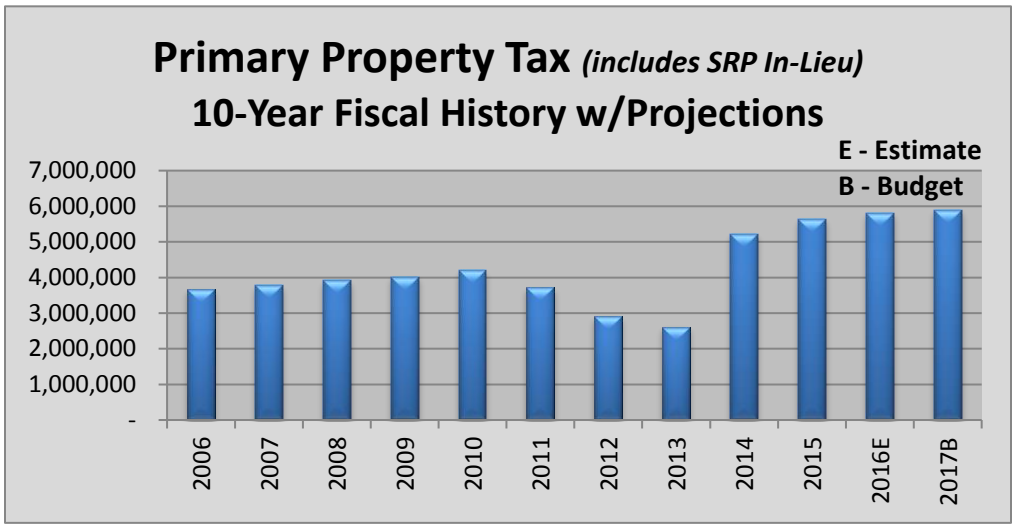
Prior to the 2010 Census, Glendale was just under 5% of the state's total population; with the 2010 Census, Glendale is now about 4.5% of the state's population. While the distribution method is proportional on a per person basis, more mature cities like Glendale typically experience a decrease in their 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 FY16-17 will reflect the income tax the state collected in FY14-15. The state's 2015 income tax receipts were higher than the 2014 receipts. As a result, Glendale's share of state income tax revenue is expected to increase by $2,079,759 from $27.2 million in FY15-16 to $29.4 million in FY16-17.

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 FY16-17 is $22.6 million.

The FY16-17 motor vehicle in-lieu tax projection is $9.3 million. The city received $10.4 million in revenue in FY05-06, the highest level of receipts over a ten-year period.

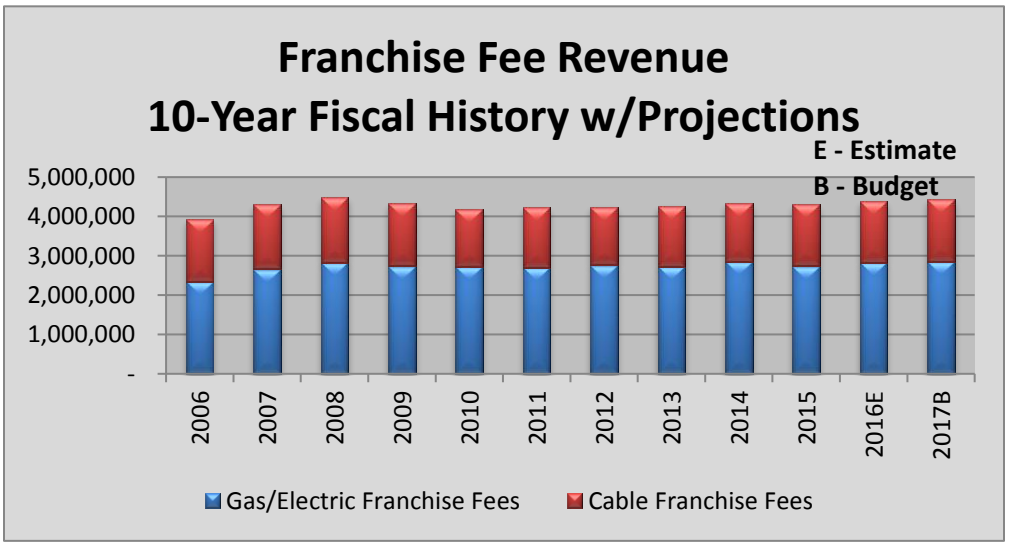
Primary Property Tax



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 FY16-17, the primary property tax rate will not increase. As a result, the increase in primary property taxes received from FY15-16 to FY16-17, or $91,570, is attributed to new properties only.

Salt River Project (SRP) in-lieu revenue represents the quasi-governmental agency's payment in-lieu of a property tax, which it is exempt from paying. This revenue source is projected at $278,315 for FY16-17.

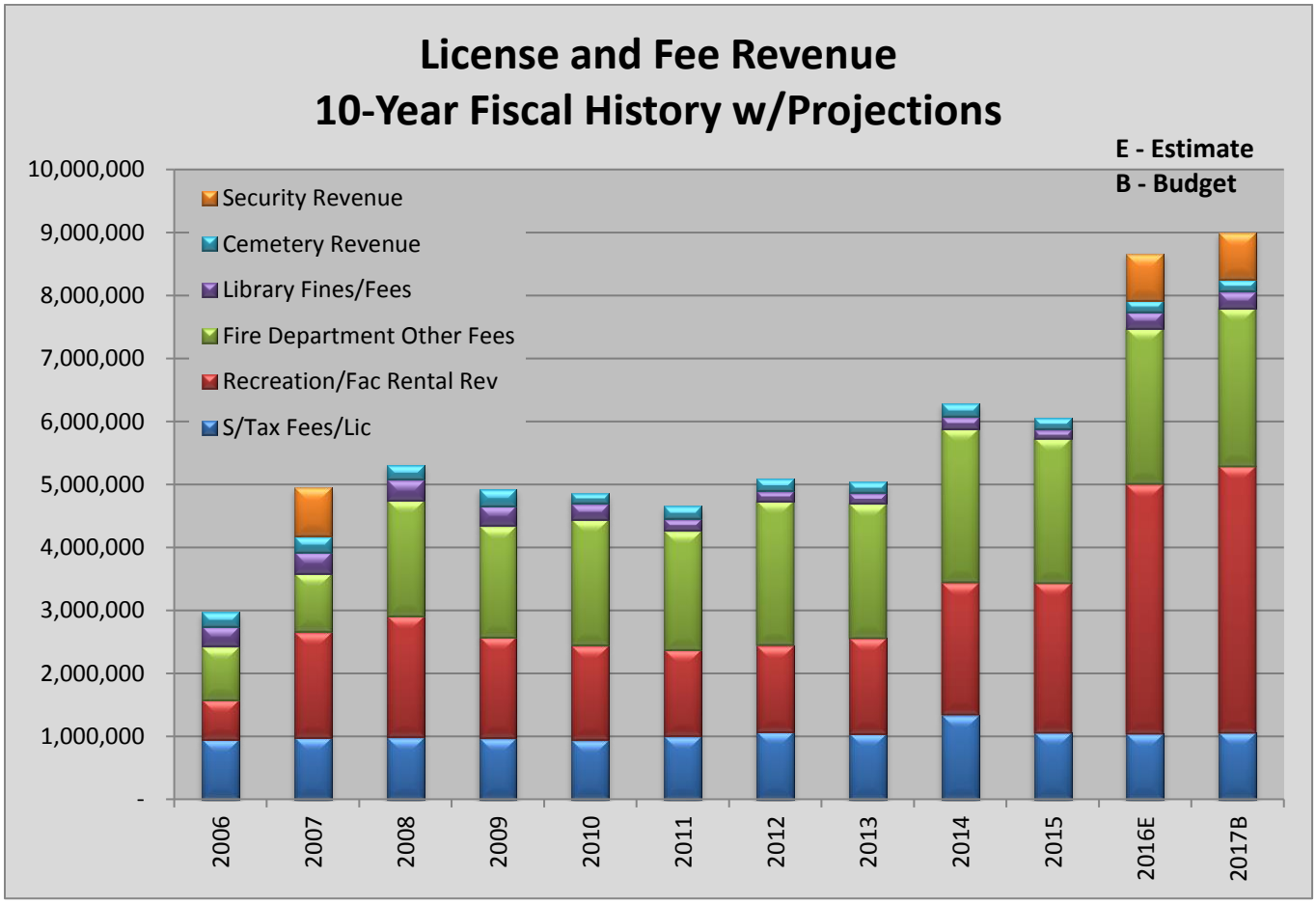
Franchise Fees



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 FY16-17 projection of $4.4 million is essentially flat compared to FY15-16. 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 FY16-17 is $3.6 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 $9 million in FY16-17.

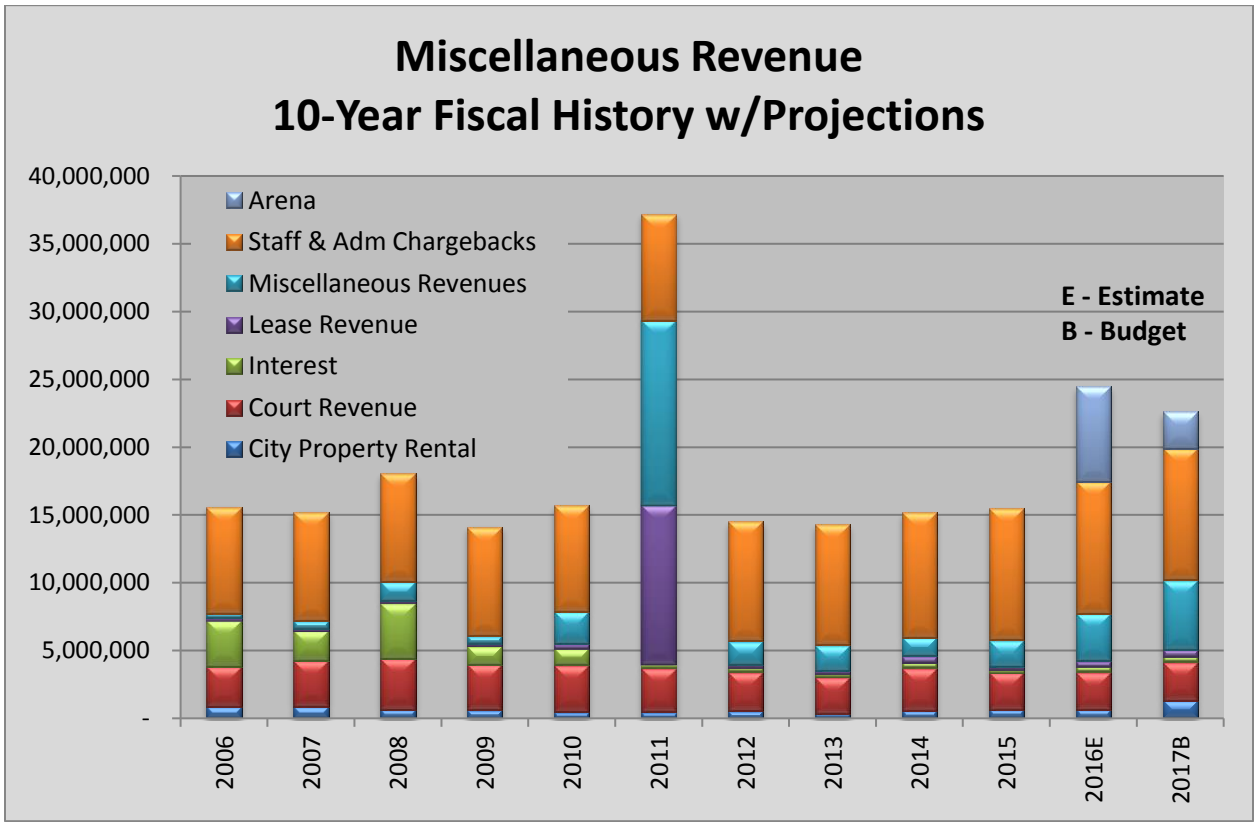


Miscellaneous Revenues

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 $2.8 million. For FY16-17 this category includes Arena fees which are estimated at $2.7 million.

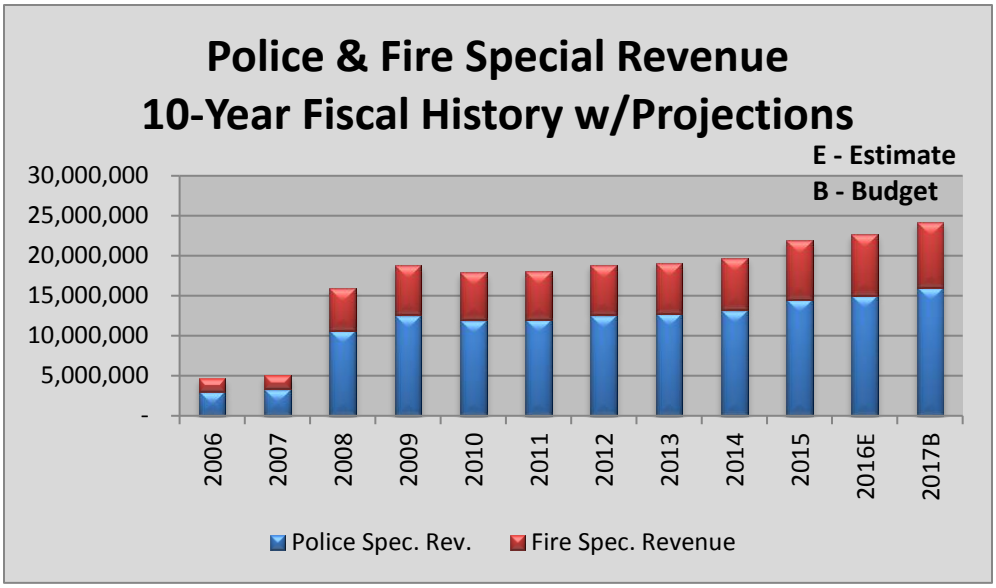
The Glendale City Court collects fines for parking and traffic violations, and civil and misdemeanor criminal cases. Traffic fines represent the largest portion of court revenues. The revenue generated from fines is subject to statutory changes made by the Arizona state legislature and can be affected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

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



Special Revenue Fund Group

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



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

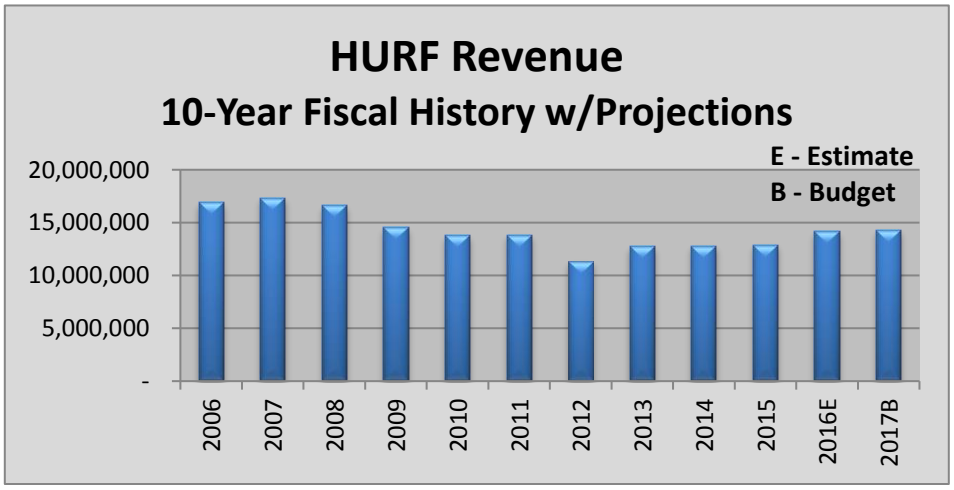
The FY16-17 revenue projection is $16.1 million for Police and $8.1 million for Fire. Recent changes to the accounting methodology for these two special revenue funds, now tracks the entire cost of Police and Fire operations within the General Fund. Dedicated sales tax revenues are used based on a cost 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 $25.3 million in FY16-17 compared to the $24.5 million estimated for FY15-16.

Other sources of FY16-17 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 FY16-17. 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.

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

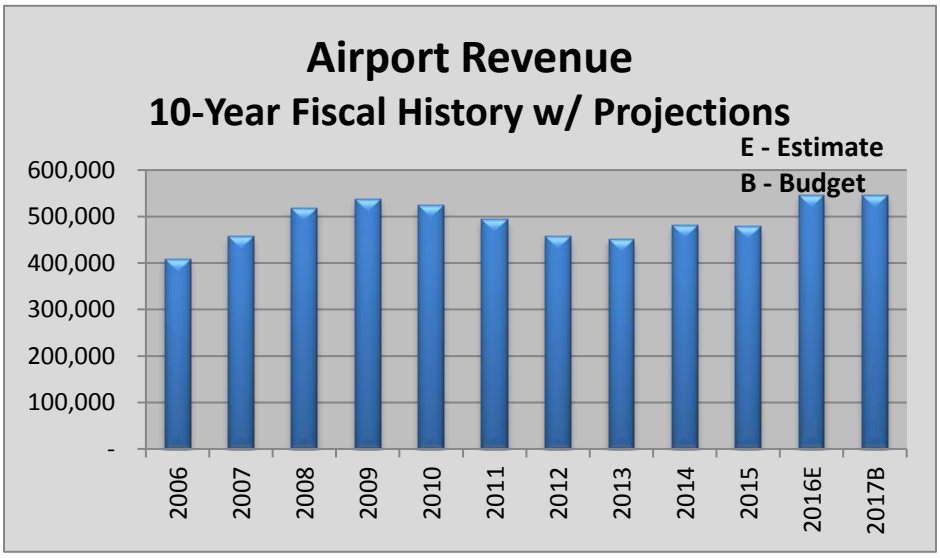


The source of this fund's revenue is the state's Highway User Revenue Fund (HURF). HURF is commonly called the gasoline tax although there are several additional transportation-related fees that comprise this revenue source, including a portion of vehicle license taxes. Overall, much of this revenue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

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

HURF collections are affected by the general health of the economy, as well as the vigor of specific industries such as tourism and trucking. The Arizona state legislature has made formula modifications from time to time that have affected Glendale's share of HURF dollars. Formula modifications that reduced the distribution of revenue to cities and towns occurred during the recession. These modifications, along with the decline in the volume of fuel sales, explain the steady reduction of HURF revenues distributed to Glendale for FY07-08 through FY11-12. With an improvement in the economy, HURF collections in FY16-17 are expected to be $14.3 million, just slightly over the FY15-16 projection of $14.2 million.

Airport (Fund 1760): Airport revenues consist of user fees, lease proceeds, commercial activities and other fees, and are projected to generate $545,779 FY16-17.

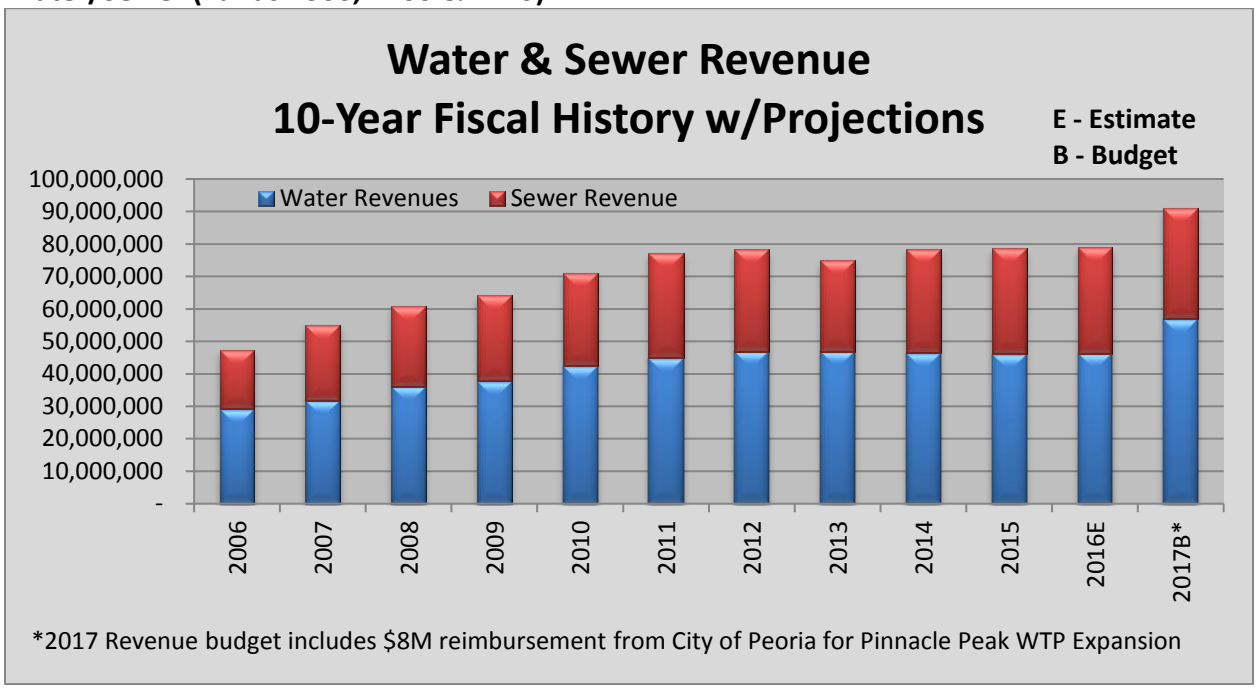


This fund is supplemented with $135,105 from the General Fund to support the cost of airport operations. Airport user fee revenue comes from activities such as transient tie down fees and tenant fees. The strategic goal for airport is to become a self – sustaining operation.

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.

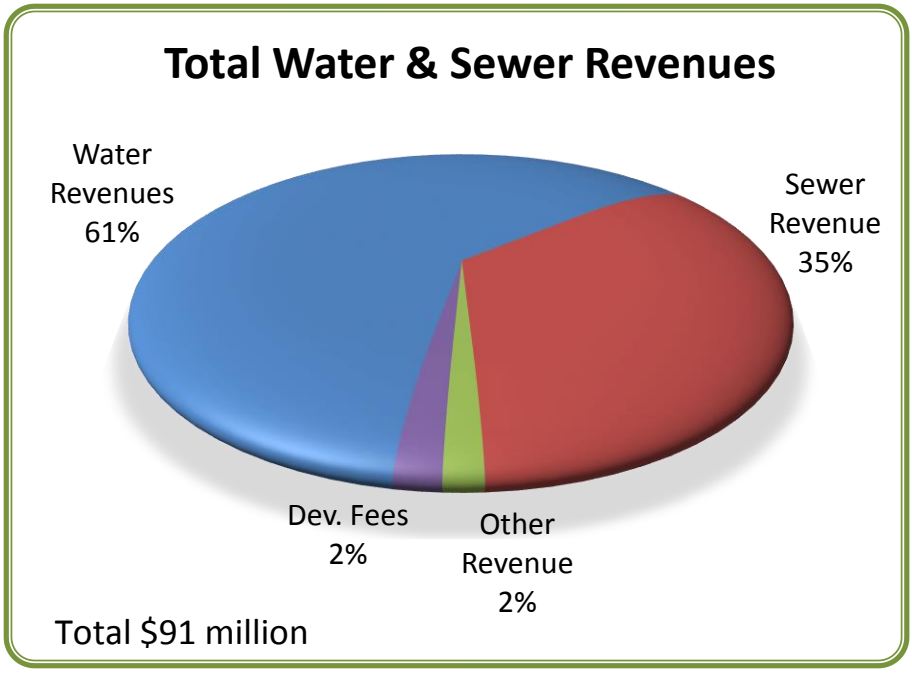
Enterprise Fund Group

Water/Sewer (Funds 2360, 2400 & 2420)

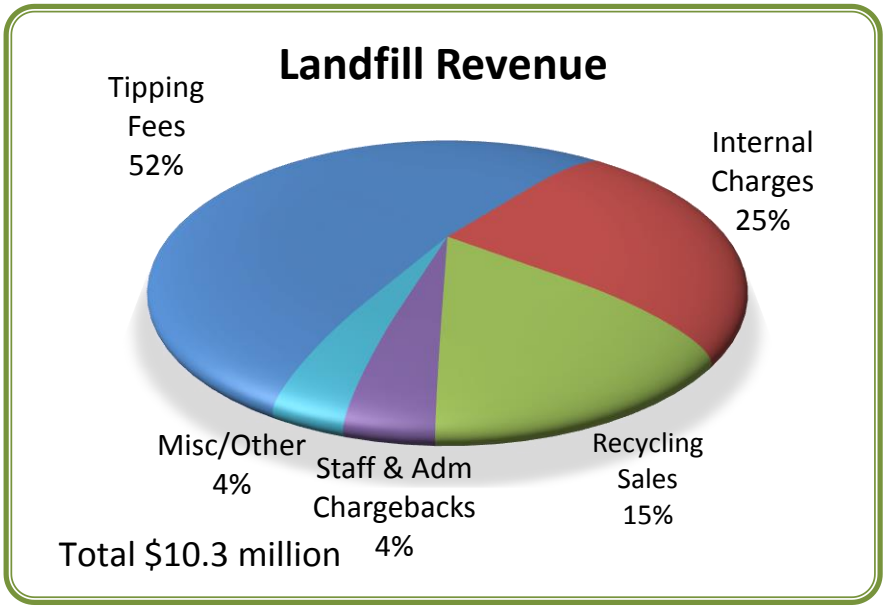


Water and Sewer User Fees, budgeted at $87.6 million (illustrated in chart above) represent nearly 96% of all utility fees for FY16-17. The majority of this revenue is derived from user fees for delivery of water and wastewater services. Total Water and Sewer revenues are budget at $91 million and include other sources such as; Development Impact Fees (DIF), projected at $1.8 million and other miscellaneous revenues totaling $1.5 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 FY16-17.

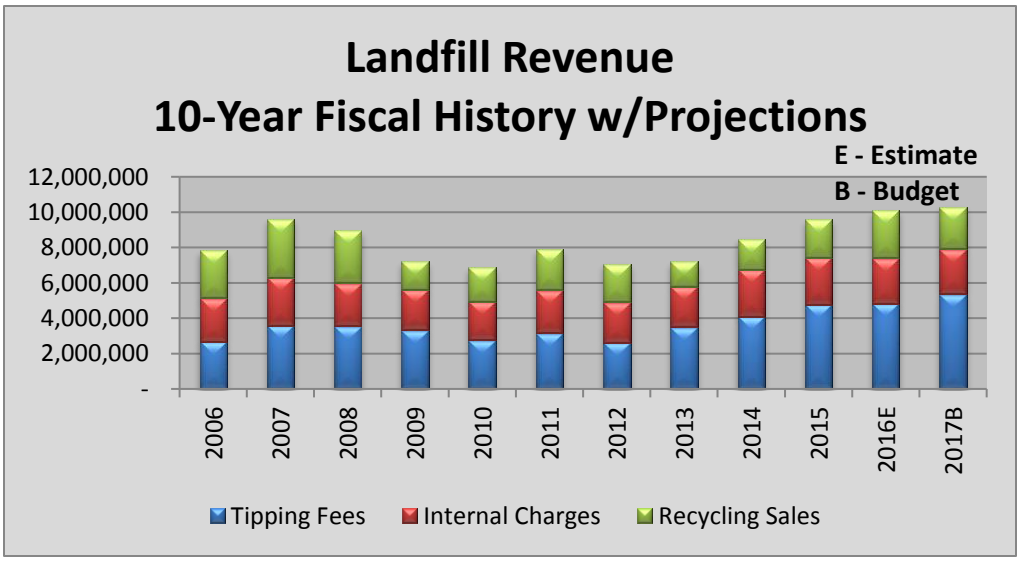


Landfill (Fund 2440)



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 $7.9 million in revenue for the Landfill. The tipping fees paid by private haulers, as well as businesses and individuals not located in Glendale, will continue to be $32.25 per ton in FY16-17.



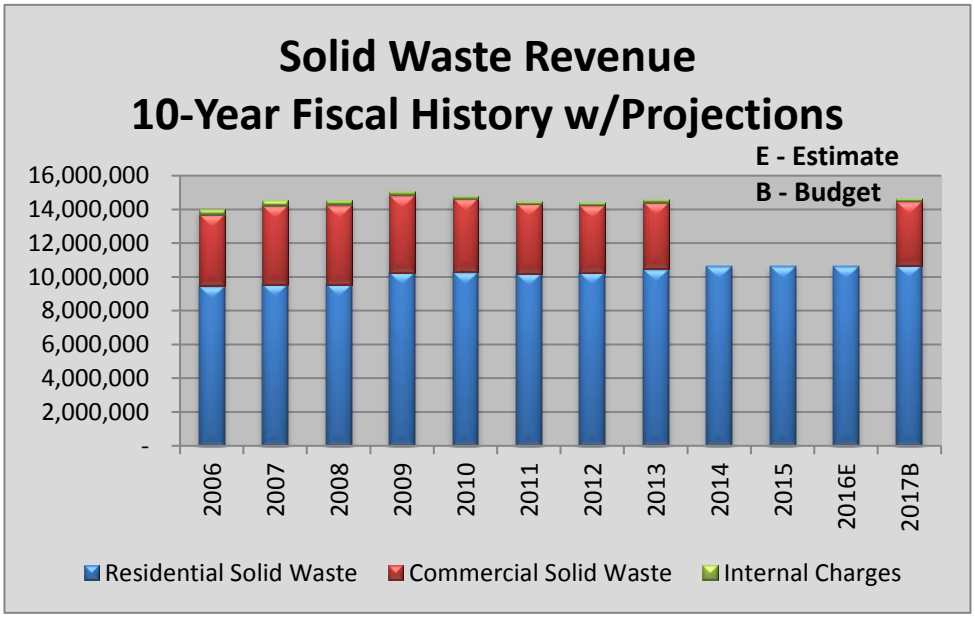
Staff prepares landfill revenue projection by applying several factors such as historical trend data, statistical analyses, economic and legal considerations, as well as consulting with an independent consulting firm. In FY16-17, the recycling sales program is projected to bring in $1.6 million. Additional miscellaneous revenue comes from interest earnings, impact fees, chargebacks and other fees, accounting for $801,075. Total projected revenues for FY16-17 are $10.3 million.

Solid Waste (Fund 2480)

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

Glendale's residential monthly solid waste rate for FY16-17 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 FY16-17 total revenue of $14.6 million comes primarily from two sources: residential collection fees are projected at $10.7 million, and commercial collection fees, projected at $3.8 million. The residential and commercial collection programs account for 99% of the solid waste revenues.



EXPENDITURES

Operating Budget

The FY16-17 operating budget totals $391 million, which is a 1.8% increase over the FY15-16 budget of $383.9 million. The budget continues to focus on the Mayor and Council key priorities and reflects economic conditions that continue to challenge local government. This graph shows five years of historical operating budgets. The FY16-17 operating budget includes increases for all salary and personnel related increases, as well as one-time costs for technology and equipment.

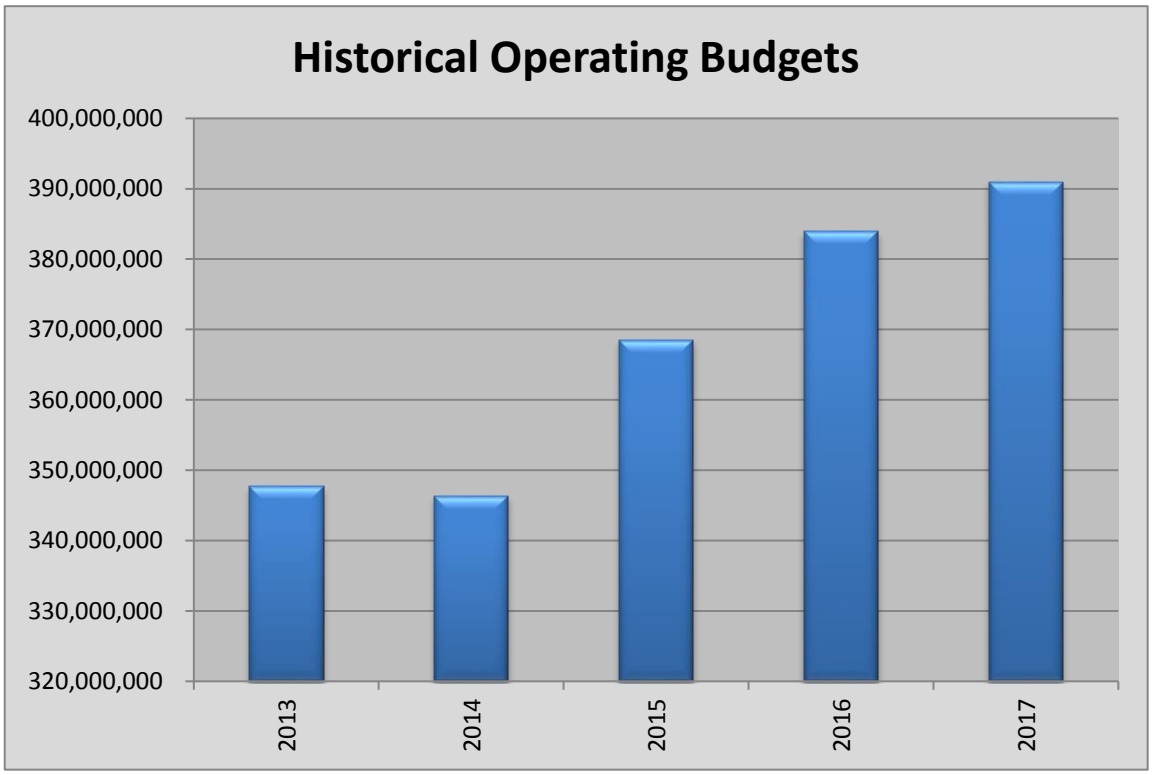


Table 1, on the following page, shows the year over year changes in the operating budgets for some of the City's largest operating funds within the general, special revenue, capital, enterprise and internal service fund groups. It also calculates the percentage change for the fund from the FY15-16 operating 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 2016	FY 2017	% Change
General (1000) *including Sub-Funds*	194,114,097	196,653,699	1.3%
Vehicle Replacement (1120)	4,500,000	4,732,500	5.2%
Sub-Total General Fund Group	**198,614,097**	**201,386,199**	**1.4%**
Transportation Sales Tax (1660)	13,512,235	13,247,233	-2.0%
Highway User Gas Tax (1340)	9,357,635	10,302,762	10.1%
Other Federal & State Grants (1840)	6,579,040	5,807,981	-11.7%
RICO Funds (1860)	2,481,886	2,501,744	0.8%
C.D.B.G. (1320)	3,637,151	3,683,422	1.3%
Home Grant (1300)	1,674,204	1,674,704	0.0%
N'hood Stabilization Pgm III (1311)	1,100,000	227,300	-79.3%
Neighborhood Stabilization Pgm (1310)	926,259	229,443	-75.2%
All Other Funds	6,949,075	6,092,550	-12.3%
Sub-Total Special Rev Fund Group	**46,217,485**	**43,767,139**	**-5.3%**
Sub-Total Capital Fund Group	**3,353**	**0**	**-100.0%**
Water/Sewer (2360/2400/2420)	50,670,513	51,897,813	2.4%
Landfill (2440)	9,578,913	10,056,926	5.0%
Community Housing Services (2500)	15,891,384	16,047,175	1.0%
Sanitation (2480)	13,467,271	14,135,631	5.0%
Sub-Total Enterprise Fund Group	**89,608,081**	**92,137,545**	**2.8%**
Benefits Trust Fund (2580)	25,450,368	26,825,620	5.4%
Risk Management Self Insurance (2540)	2,934,598	2,951,560	0.6%
Workers Comp. Self Insurance (2560)	2,201,956	2,204,924	0.1%
Fleet Services (2590)	9,007,510	9,163,611	1.7%
Technology (2591/2592)	9,885,351	12,530,935	26.8%
Sub-Total Internal Svc Fund Group	**49,479,783**	**53,676,650**	**8.5%**
Grand Total: Operating Budget	**$383,922,799**	**$390,967,533**	**1.8%**

Operating Budget Summary

Budgeted operating expenditures include services and programs for the community such as public safety, community services, economic development, general government and administration, recreation, street maintenance, and water, sewer, landfill and solid waste services. While most operating costs are accounted for in the general fund group, some costs are funded by special revenue funds, such as the state's Highway User Revenues Fund for street and traffic maintenance and the dedicated Transportation Sales Tax fund, for transportation related programs and projects. Enterprise funds account for water, sewer, landfill and solid waste services, and the internal services group includes employer related benefit funds.

The General Fund has the largest operating budget, totaling $196.7 million for FY16-17. This is a slight increase of 1.3% (1.4% including the Vehicle Replacement Fund) over the FY15-16 General Fund amount of $194.1 million. This increase is due to salary and wage increases as a result of the recently classification and compensation study. In addition several positions were added in the Planning, Innovation and Technology, and Public Safety Departments. The Public Safety positions were also recommended as a result of the service level assessment completed in spring 2016 for both Police and Fire Services.

The next group is the special revenue fund group with a slight decrease of 5.3% in budgeted expenditures for FY16-17. Significant changes within the individual funds include the Federal and State Grants (Fund 1840) operating budget reductions of over $700,000 or 11.7%. 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 2.8% 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 salary and wage increases. The Internal Service Fund Group budget increase is primarily attributable to additional Information Technology projects. 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.

Table 2
Operating Budgets by Department (All Funds)

Department Name	FY 2016	FY 2017	% Change
Police Services	84,076,267	90,917,718	8.1%
Public Works	69,425,128	71,919,673	3.6%
Water Services	47,500,463	48,503,367	2.1%
Fire Services	45,610,601	45,749,817	0.3%
*Community Services	40,141,377	29,534,885	-26.4%
*Finance and Technology	34,639,485	0	-100.0%
Human Resources & Risk Mgt	32,363,889	33,811,729	4.5%
*Innovation and Technology	0	12,530,935	
*Public Facilities, Recreation, & Special Events	0	12,056,223	
Non-Departmental	10,226,201	18,076,424	76.8%
*Budget and Finance	0	7,491,408	
City Court	4,417,849	5,063,688	14.6%
Development Services	4,372,578	5,156,293	17.9%
*Communications	3,474,896	0	-100.0%
City Attorney	2,944,274	3,263,392	10.8%
*Public Affairs	0	2,213,033	
Mayor & Council	1,321,766	1,336,675	1.1%
Economic Development	924,260	999,682	8.2%
City Manager	917,044	974,440	6.3%
City Clerk	566,826	841,880	48.5%
*Intergovernmental Programs	512,016	0	
City Auditor	337,879	375,679	11.2%
Miscellaneous Grants	150,000	150,592	0.4%
Total Operating Budget	**383,772,799**	**390,967,533**	**1.9%**

*FY17 New/Reorganized Department

The largest operating budget is **Police Services** Department, which accounts for $90.9 million or 23% 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 operating budget in terms of funding is **Public Works** Department at $71.9 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.

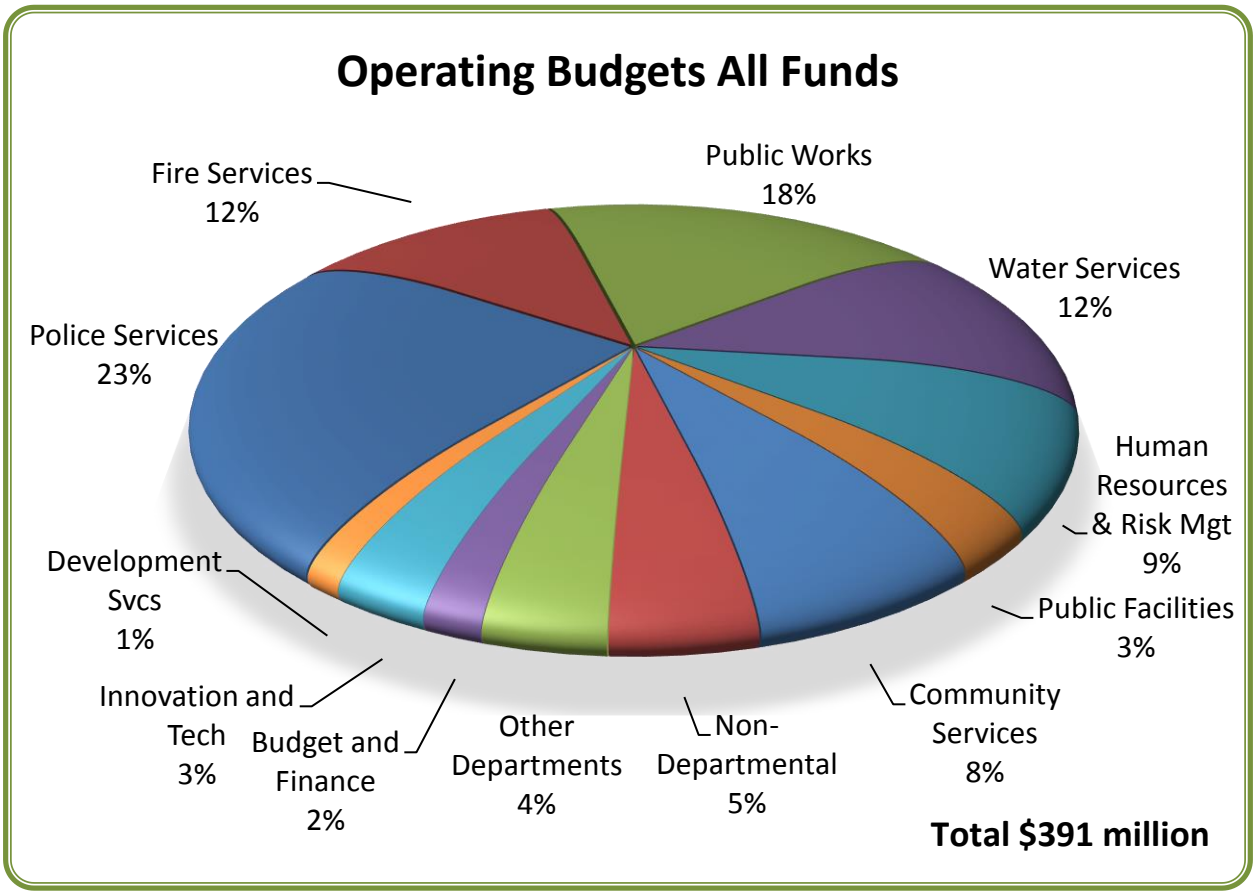
The third largest department in terms of funding is **Water Services** at $48.5 million, which makes up 12% of the total operating budget. This department is responsible for the enterprise funds that cover treating and distributing potable water that meets all federal and state standards, collecting 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 $45.7 million or 12% of the total operating budget. This department provides fire protection, emergency medical services and natural disaster planning. It also provides core life safety services involving fire suppression, property preservation, basic and advanced life support (paramedics), hazardous and technical response teams, fire code enforcement, 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 $33.8 million or 9% of the total operating budget. The department provides proactive customer service and consultation in the areas of total compensation, organizational development, employee relations and staffing. This department also administers the self-insured employee health benefits, risk management and workers' compensation programs.

The **Community Services Department** provides the Library and social services to the citizenry. This department accounts for $29.5 million or 8% of the total operating budget. The library serves Glendale citizens by providing books, programming, audio-visual materials and electronic resources that inform, educate and entertain residents. Human service programs provide direct city services that maintain the quality of life and build stronger neighborhoods for all residents. Some of the services provided include:

- Addressing the housing needs of over 4,400 Glendale residents by operating three public housing complexes and a Section 8 voucher program;
- Providing affordable housing, housing rehabilitation assistance and emergency home repair for eligible Glendale residents; and
- Administration of the federal Community Development Block Grant (CDBG), the Community Action Program (CAP) and other related federal programs.



The Miscellaneous Grants 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 due to the re-assignment of the Arena Management Fee to this group from the Finance group in prior years. The remaining departments in the "Other" category include: Public Affairs, Economic Development, City Court, City Attorney, Mayor and Council, City Manager, City Clerk, Miscellaneous Grants, and Internal Audit. These departments make up the remaining $15.2 million or 4% of the total operating budget.

Staffing and Personnel

As with any service organization, personnel costs are a significant part of the total operating budget of the city. In fact, 45% or $177.8 million of the $391 million FY16-17 operating budget is attributable to wages, salaries and benefits, as shown in Table 3. Approximately 66% of the General Fund $196 million operating budget is allocated to salaries and related benefits costs.

Table 3

Salaries and Benefit Related Costs by Fund

Fund	Wages & Salaries	Retirement Costs	Healthcare Costs	Other Benefit Costs	Total Estimated Personnel Compensation
General Fund	88,309,159	23,124,793	12,888,438	5,516,505	129,838,897
Special Revenue	9,698,481	1,690,197	1,800,354	675,018	13,864,050
Enterprise	20,317,315	2,330,406	3,837,815	1,549,524	28,035,060
Other	4,555,263	522,938	685,790	346,095	6,110,086
Total	**$122,880,218**	**$27,668,334**	**$19,212,397**	**$8,087,142**	**$177,848,093**

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 FY16-17 a total of 28.75 Full-Time Equivalent (FTE) positions were added. The bar chart to the below shows the FY16-17 ratio of 7.5 FTEs per 1,000 in population is less than the 9.1 FTEs per 1,000 in FY07-08. Schedule 7, found in the *Schedules* section of this document, provides detail on the city's authorized staffing by position.

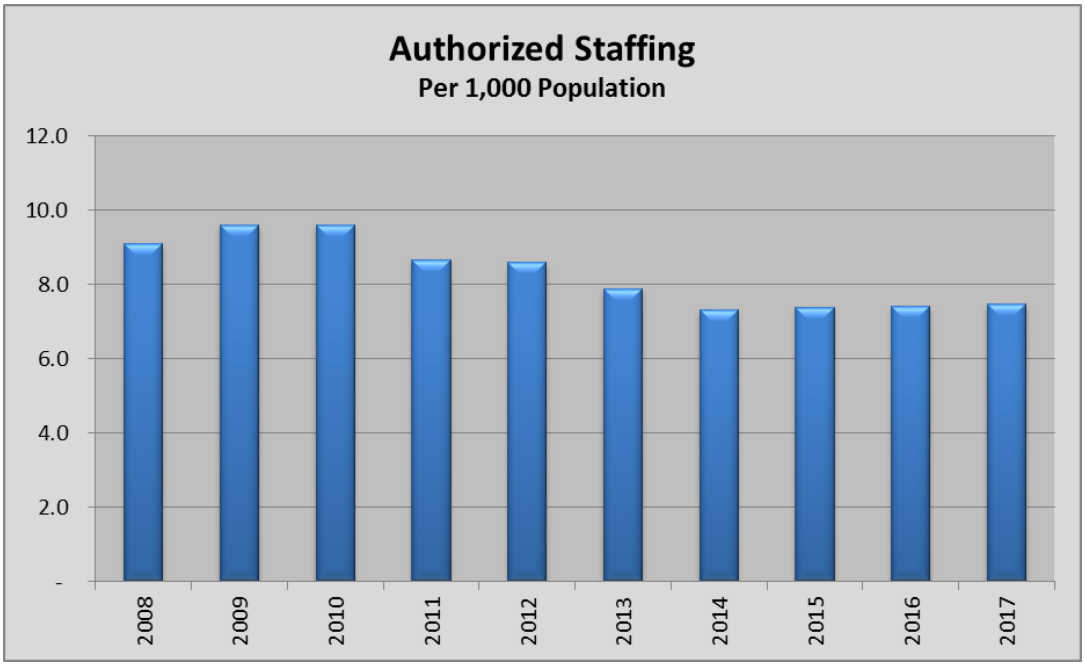


Table 4
Staffing Levels by Fund
(Full-Time Equivalents)

Fund	2012-13	2013-14	2014-15	2015-16	2016-17
General-1000	1,096.50	1,010.75	1,158.95	1,143.75	1,168.75
Water and Sewer-2360/2400/2420	242.25	233.25	234.25	235.00	235.00
Police Special Revenue-1700	118.00	111.00	0.00	0.00	0.00
Sanitation-2480	74.00	74.00	71.00	70.00	70.00
Fire Special Revenue-1720	51.00	48.00	0.00	0.00	0.00
Transportation Sales Tax-1660	49.25	49.25	50.25	50.25	51.25
Landfill-2440	39.00	39.00	42.00	44.00	44.00
Highway User Gas Tax-1340	36.00	39.00	40.00	42.00	44.00
General Services-1040	34.00	31.00	31.00	0.00	0.00
Pub Housing Budget Activities-2500	25.00	24.00	24.00	24.00	24.00
Public Safety Training Center-2530	10.00	9.00	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	5.50	5.50	5.50	5.50
Parks & Recreation Self Sust-1880	7.00	5.00	5.00	5.00	0.00
Airport Special Revenue-1760	6.00	6.00	6.00	6.00	6.00
Civic Center-1740	5.00	4.00	3.00	0.00	0.00
Risk Management Self Ins.-2540	3.00	0.00	0.00	2.00	2.00
Court Security/Bonds-1240	3.00	3.00	2.00	2.00	3.75
City Sales Tax-Bed Tax-1750	0.00	2.50	2.50	0.00	0.00
Grants-1840	2.00	2.00	27.00	34.00	34.00
Stadium Event Operations-1281	2.00	2.00	2.00	0.00	0.00
Arena Event Operations-1282	2.00	2.00	1.00	0.00	0.00
Telephone Services-1100	1.00	1.00	1.00	0.00	0.00
Arts Commission Fund-1220	1.00	1.00	1.00	1.00	1.00
PC Replacement-1140	1.00	1.00	1.00	0.00	0.00
RICO Funds-1860	0.50	0.50	0.50	1.00	1.00
Workman's Compensation-2560	0.00	0.00	0.00	1.00	1.00
Technology-2591	0.00	0.00	0.00	27.00	30.00
Fleet Services-2590	0.00	0.00	0.00	31.00	32.00
Total	**1,824.25**	**1,712.50**	**1,726.70**	**1,742.25**	**1,771.00**

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 FY16-17. Beginning balances for all funds are estimated at $278.2 million and the ending fund balances are estimated at $122.9 million. As outlined in the financial forecast, planned use of fund balance drawdowns will to fund significant capital projects and one time expenditures. Significant changes to fund balance are discussed in the specific fund sections below.

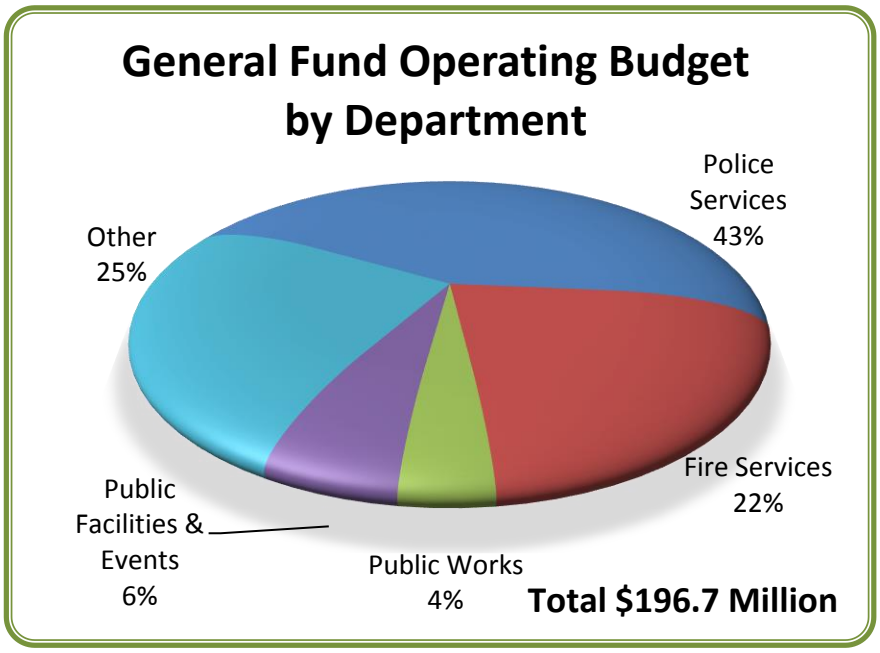
Table 5
Fund Summary

Fund	Est. Beg. Fund Balance	Revenue	Expenditures	Adj. Financial Resources	Transfers In	Transfers Out	Est. Ending Fund Balance
General Funds	43,849,585	210,547,130	206,386,199	48,010,516	26,686,732	(32,770,731)	41,926,517
Special Revenue	66,854,847	112,554,928	76,858,576	102,551,199	1,099,404	(67,126,321)	36,524,282
Debt Service	6,869,923	20,157,858	54,667,611	(27,639,830)	33,520,336	0	5,880,506
Capital Projects	27,104,515	12,314,146	76,609,590	(37,190,929)	37,400,642	(209,713)	0
Permanent Funds	5,683,583	26,000	5,709,583	0	0	0	0
Enterprise	112,320,081	131,890,496	217,691,791	26,518,786	21,525,651	(20,126,000)	27,918,437
Internal Service	15,491,522	50,214,545	55,076,650	10,629,417	0	0	10,629,417
Total	**$278,174,056**	**$537,705,103**	**$693,000,000**	**$122,879,159**	**$120,232,765**	**$(120,232,765)**	**$122,879,159**

General Fund (Fund 1000) Operating Expenditures

The total General Fund operating budget for FY16-17 is $196.7 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 43% or $84.7 million, is the largest component of the General Fund budget. It is followed by Fire Services at approximately 22% or $42.5 million. Public Facilities and Events represent 6% or $12 million. Public Works is at 4% or $8.1 million. These departments represent 75% of the General Fund operating budget. The remaining 25% is represented by all other departments detailed below.



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

Table 6 compares the FY15-16 General Fund operating budgets by department to FY16-17.

Table 6
General Fund Operating Budget By Dept

Dept Name	FY 2016 Budget	FY 2017 Budget	% Change
Police Services	78,014,086	84,738,048	8.6%
Fire Services	41,665,248	42,560,721	2.1%
Non-Departmental	10,026,202	17,876,424	78.3%
*Public Facilities, Recreation & Special Events	0	11,968,328	
Public Works	7,884,531	8,096,952	2.7%
*Community Services	13,916,698	5,878,652	-57.8%
Development Services	4,231,931	4,985,651	17.8%
City Court	3,878,094	4,446,913	14.7%
*Budget and Finance	0	4,267,604	
City Attorney	2,944,274	3,263,392	10.8%
*Public Affairs	0	2,213,033	
HR & Risk Mgt	1,776,967	1,829,625	3.0%
Mayor & Council	1,321,766	1,336,675	1.1%
Economic Development	924,260	999,682	8.2%
City Manager	917,044	974,440	6.3%
City Clerk	566,826	841,880	48.5%
City Auditor	337,879	375,679	11.2%
*Finance & Technology	21,721,378	0	-100.0%
*Communications	3,474,896	0	-100.0%
*Intergovt. Programs	512,016	0	-100.0%
Total	**$ 194,114,096**	**$ 196,653,699**	**1.3%**

*FY17 New/Reorganized Department

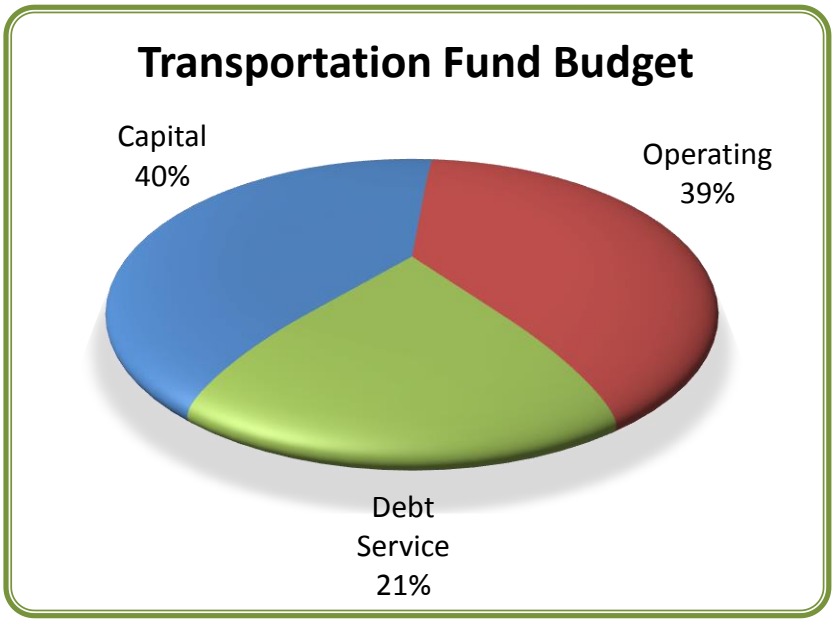
General Fund Transfers to Other Funds

The General Fund supports a number of other funds within the city and these transfers compete with normal operating budget needs for General Fund operating resources. The amount of support can vary from year to year based on projected revenues and expenditures for the supported funds, as well as debt service requirements. A transfer out amount of $32.8

million is projected in FY16-17. A transfer of $19.3 million to the Municipal Property Corporation debt service fund and another $6.9 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 ($135.105), and CAP and Housing Grant Funds ($450,862).

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 FY16-17 expenses are budgeted at $13.2 million for operations. This includes services for transit such as dial-a-ride and fixed route bus lines. $13.8 million is planned for Capital Improvements and Transportation Debt Service is estimated at $7.1 million.

Airport Fund Expenditures

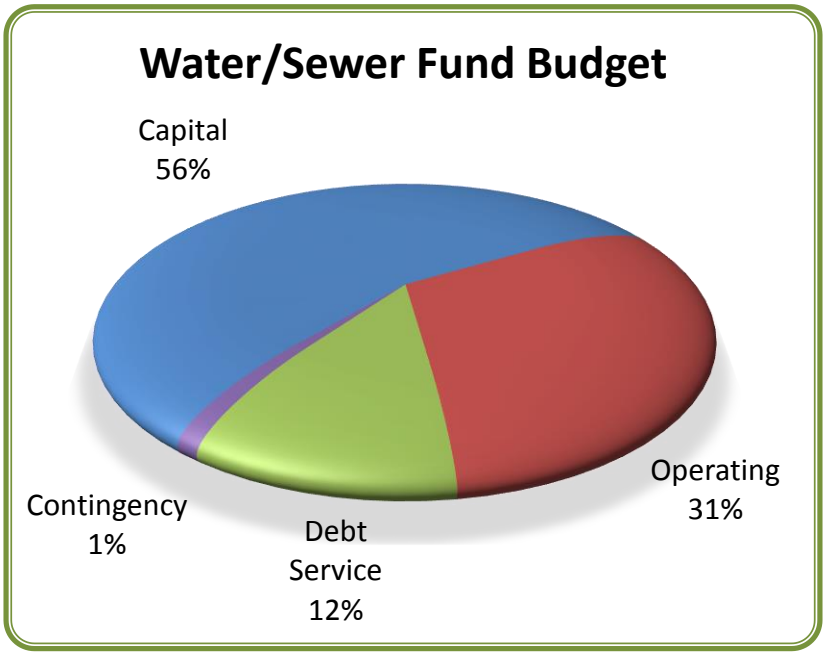
The Airport Fund operating budget is $680,884. It is funded by airport revenues of $545,779 with the remaining $135,105 covered through a transfer from the General Fund. Much of these appropriations fund daily operations at the airport, including fulfilling FAA safety regulations.

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 $51.9 million for FY16-17. Customer and Environmental Services are budgeted at $3.8 million and service both water and wastewater customers. Nearly $12.1 million is budgeted for wastewater/reclamation operations and maintenance. This includes operating two treatment plants and participation in the regional sewer treatment facility that the City of Phoenix operates through the Sub-Regional Operating Group (SROG). Water operations are budgeted at $20.5 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 FY16-17 and they account for the $91.9 million in capital expenditures. Debt service is budgeted at $20.2 million is for capital projects completed in past fiscal years. The *Capital Improvement Plan* of this book includes project descriptions and detailed cost estimates for all planned water and sewer capital projects. Contingency appropriation is budgeted at $2 million, is supported by fund balance and will be used at the direction of City Council for any unplanned emergencies or if any capital construction projects get ahead of schedule.

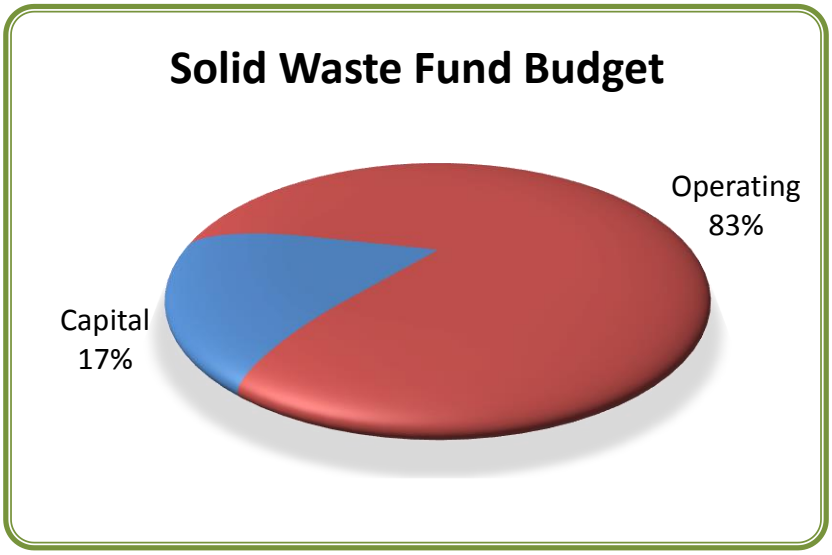
Landfill Fund Expenditures

The total FY16-17 operating budget for the Landfill Fund is $10.1 million. Landfill operations total $4.6 million, the materials recycling facility accounts for $2.7 million and other recycling is $1 million, which combined accounts for nearly 80% of the operating budget. The remaining $1.8 million is for solid waste administration and landfill gas management.

The FY16-17 capital budget totals $8 million and will be used primarily to pay for a scale house, road relocation and soil excavation costs. The fund also has a $500,000 contingency appropriation to be used at City Council discretion for emergencies. The recycling program has been in operation for just over a decade and includes the recycling education and inspection programs and the full cost of the materials recycling processing facility. Recycling accomplishes a number of objectives such as improving the environment by extending the life of reusable resources, extending the useful life of Glendale's landfill, and generating revenue from the sale of reusable materials.

Solid Waste Fund Expenditures

The total operating budget for FY16-17 is $14.1 million, relatively unchanged from FY15-16. Residential curb service includes trash, recycling and loose trash collection and accounts for $10.5 million or 74% of the operating budget. The commercial front-load and roll-off divisions account for another $3.6 million.



The FY16-17 capital budget includes $3 million, mainly for the purchase of side load refuse trucks and replacement pickup trucks. There is no Solid Waste Fund debt service budget as all capital items have been financed with cash or an operating lease rather than long-term bond debt.

Benefits Trust Fund Expenditures

The Benefits Trust Fund is used to track city and employee health care contribution payments and to pay health insurance policy premiums and claims for employees and retirees. This fund currently administers the medical, dental, life insurance and vision plans and coverage for both premiums and claims related expenses. The fund has an operating budget of $26.8 million for FY16-17.

Capital Improvement Plan Expenditures

The total capital budget for FY16-17 is $194.4 million. Of this, $72.1 million is carryover funding from the prior year. The annual budget appropriation for FY16-17 represents the first year of funding of the ten year Capital Improvement Plan (CIP). Transportation and Street projects total $57.9 million, representing 30% of the Capital Improvement budget. Water and Sewer projects total $91.9 million and account for 47% of the CIP budget. For more details, please refer to the *Capital Improvement Plan* section of this document.

The carryover funding of $72.1 million represents projects that have been budgeted in prior years, but not yet completed. New project funding for the FY16-17 CIP totals $122.2 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 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.

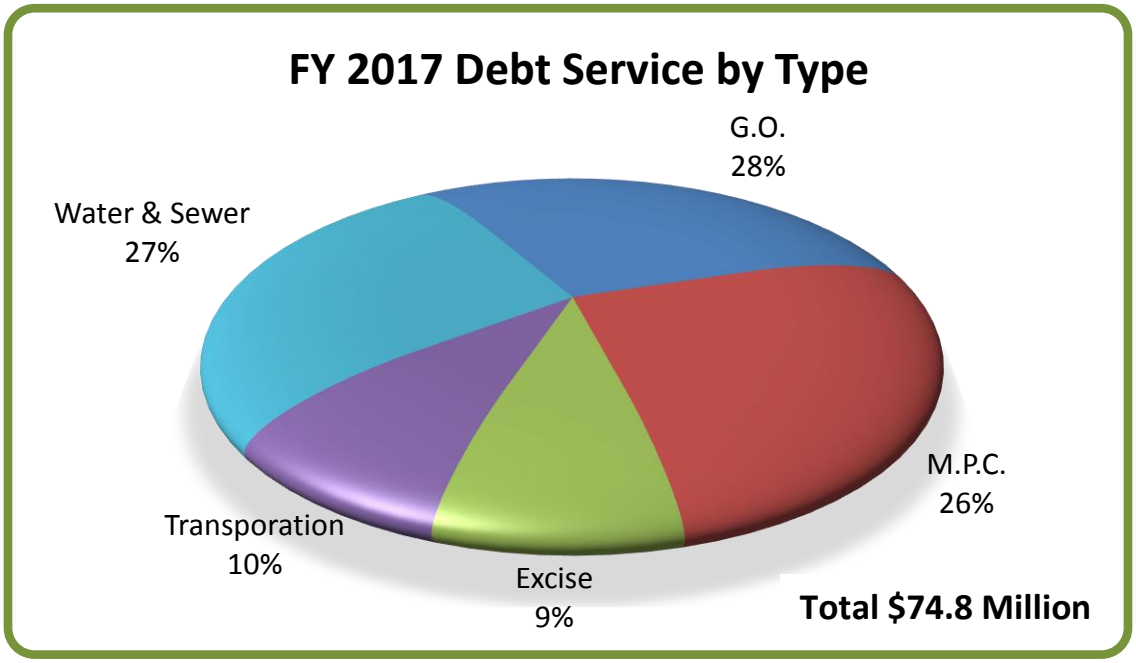
GO Bond Ratings	•Moody's	A2
	•Standard & Poor's	A+
Senior Lien Excise Tax Revenue Bonds	•Moody's	A2
	•Standard & Poor's	AA+
Subordinate Lien Excise Tax Revenue Bonds	•Moody's	A2
	•Standard & Poor's	AA
Water and Sewer Revenue Obligations	•Moody's	A1
	•Standard & Poor's	AA
Highway User Revenue Bonds	•Moody's	A2
	•Standard & Poor's	AA
Transporation Excise Tax Revenue Bonds	•Moody's	A2
	•Standard & Poor's	AA

Analysis of the city's debt position is essential as planned future capital projects could result in the need for additional capital financing. Decisions regarding the use of debt will be based in part on the long-term needs of the city, the limitations mentioned above and discussed in more detail in the material following this section, and the amount of cash that can be dedicated in a given fiscal year to capital outlay. Glendale's recent efforts to a discipline, systematic approach to debt management has produced improved credit ratings. During the previous fiscal year, the city's bond ratings improved across the board.

The city has instituted a conservative plan of finance for capital projects. The main objectives of that plan are:

- Evaluate all possible funding mechanisms to ensure that the City will receive the best possible terms and 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 FY16-17 totals $74.8 million. The largest type of debt service is General Obligation (GO) Bonds totaling $21.3 million or 28% of total debt service. General Obligation debt is serviced and paid for from secondary property tax levies. Other debt includes Municipal Property Corporation Debt (MPC) debt service totaling $19.2 million, Excise Tax Debt Service totaling $6.9 million. The MPC and Excise Tax debt is serviced directly from General Fund revenues. On the next page, Table 1 represents the 5-Year Debt Payment Schedule.

Table 1
5-Year Debt Payment Schedule

Bond Description	Payments** FY16-17	Payments** FY17-18	Payments** FY18-19	Payments** FY19-20	Payments** FY20-21	Final Payment Date
MPC Tax Funded Debt (Fund 1940)						
Existing						
MPC Bonds - Series 2003B - Taxable	82,584	82,584	82,584	82,584	82,584	2033
MPC Bonds - Series 2008A	1,519,800	1,523,600	-	-	-	2018
MPC Bonds - Series 2008B - Taxable	4,298,226	4,296,809	4,291,034	4,290,460	4,293,808	2033
MPC Bonds - Series 2012A*	2,506,300	2,203,050	2,439,550	1,104,750	1,359,750	2021
MPC Bonds - Series 2012B*	1,981,000	1,981,000	1,981,000	1,981,000	4,196,000	2033
MPC Bonds - Series 2012C*	8,670,250	8,670,250	8,670,250	8,670,250	12,630,250	2038
MPC Bonds - Series 2012D*	192,943	192,943	2,237,943	4,578,750	-	2020
MPC Tax Funded Debt Total	**19,251,103**	**18,950,235**	**19,702,361**	**20,707,794**	**22,562,392**	
Excise Tax Funded Debt (Fund 1950)						
Existing						
Excise Tax Debt Bonds - Series 2015A*	5,021,500	6,136,500	10,150,750	10,246,500	10,319,500	2031
Excise Tax Debt Bonds - Series 2015B* - Taxable	544,271	544,271	544,271	544,271	544,271	2033
Excise Tax Debt Bonds - Series 2016*	1,349,750	1,349,750	2,864,750	2,864,300	2,867,500	2033
Excise Tax Funded Debt Total	**6,915,521**	**8,030,521**	**13,559,771**	**13,655,071**	**13,731,271**	
Property Tax Funded Debt (Fund 1900)						
Existing						
General Obligation Bonds - Series 2003	86,700	4,421,700	-	-	-	2018
General Obligation Bonds - Series 2006A	2,259,513	-	-	-	-	2017
General Obligation Bonds - Series 2007	4,707,300	4,709,250	-	-	-	2018
General Obligation Bonds - Series 2009B - Taxable	3,614,925	3,588,125	3,559,400	3,533,275	3,504,225	2030
General Obligation Bonds - Series 2010*	7,832,800	2,912,800	5,007,800	4,442,800	3,505,300	2022
General Obligation Bond - Series 2015*	1,497,750	2,597,750	9,493,750	10,052,150	10,990,350	2022
General Obligation Bond - Series 2016A	656,826	548,625	548,625	548,625	548,625	2036
General Obligation Bond - Series 2016B - Taxable	335,302	1,100,066	592,438	621,839	629,606	2027
Property Tax Funded Debt Total	**20,991,115**	**19,878,316**	**19,202,013**	**19,198,689**	**19,178,106**	
Water & Sewer Revenue Funded Debt (Fund 2380)						
Existing						
Subordinate Lien W&S Rev Bonds - Series 2007	2,325,750	-	-	-	-	2017
Subordinate Lien W&S Rev Bonds - Series 2008	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*	7,850,050	7,853,050	7,851,800	7,481,000	6,813,500	2028
Senior Lien W&S Bonds - Series 2015*	5,120,525	9,955,525	15,957,125	15,960,625	15,956,375	2028
Water & Sewer Revenue Funded Debt Total	**20,125,983**	**22,640,233**	**25,447,783**	**25,080,483**	**24,408,733**	
Transp. Sales Tax Rev Funded Debt (Fund 1970)						
Existing						
Transp Sales Tax Obligations Bond - Series 2007	4,548,850	4,551,350	4,549,850	4,548,250	315,450	2032
Transp Sales Tax Obligations Bond - Series 2015*	2,595,150	2,595,150	2,595,150	2,595,150	6,495,150	2031
Transportation Sales Tax Funded Debt Total	**7,144,000**	**7,146,500**	**7,145,000**	**7,143,400**	**6,810,600**	
Total Debt Service Payments (All Funds)	**$ 74,427,721**	**$ 76,645,804**	**$ 85,056,927**	**$ 85,785,435**	**$ 86,691,102**	

* 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 FY07-16 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.

Remaining G.O. Bond Voter Authorization
July 1, 2016

Public Safety	•$104,473,000
Landfill	•$15,540,000
Library	•$17,096,000
Streets/Parking[1,2]	•$50,533
Cultural/Historical[1]	•$13,721,000
Transit1	•$6,750,000
Econ. Development	•$22,047,000
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.

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 totals $335.6 million and reflects unused authorization from the 1981, 1987, 1999 and 2007 bond elections. Voter Authorization is sufficient for the first five years of the CIP plan. However, according to the current CIP plan, a bond election will be needed before bonds can be sold to complete the list of projects in the last five years of the plan for the Parks and Flood Control G.O. funds.

General Obligation Debt Limitations and Assessed Valuation

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

G.O. projects in the 20% category are

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

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

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

Table 2 reflects the city's G.O. bond debt limitation as of July 1, 2016.

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]	$70,385	20% Limitation[1,2]	$234,618
Less Direct Bonded Debt to be Outstanding	$0	Less Direct Bonded Debt to be Outstanding	$135,130
Unused 6% Borrowing Capacity	$70,385	Unused 20% Borrowing Capacity	$99,488

[1] *Based on 2017 limited assessed value of $1,173,091*

[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 shows that with no planned bond sales in the first five years of the

plan, capacity in both categories is expected to rise. Currently, the city has no outstanding debt in the 6% category. In FY15-16 the city issued additional bonds in the amount of $27.2 million for the parking lot at Westgate.

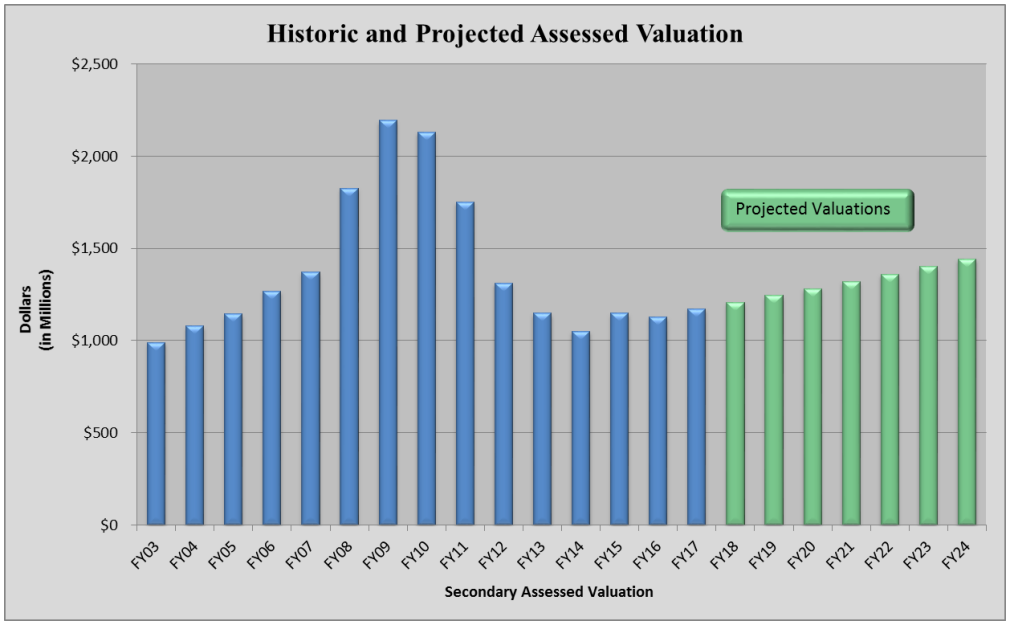
Table 3
Projected G.O. Debt Capacity
(All Dollar in Thousands)

Fiscal Year	Projected[1] Limited Property Value	Limitation (A)		Outstanding Debt[2] (B)		Projected Remaining Capacity (A-B)	
		6%	20%	6%	20%	6%	20%
2017	$1,173,091	$70,385	$234,618	$0	$135,130	$70,385	$99,488
2018	$1,208,284	$72,497	$241,657	$0	$120,000	$72,497	$121,657
2019	$1,244,532	$74,672	$248,906	$0	$105,190	$74,672	$143,716
2020	$1,281,868	$76,912	$256,374	$0	$90,500	$76,912	$165,874
2021	$1,320,324	$79,219	$264,065	$0	$75,180	$79,219	$188,885

[1]FY 2016 figure reflects tax year 2015 actual limited property value.
[2]Outstanding 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 provides a graphical view of historical assessed valuation changes between FY03-04 and FY16-17 as well as future valuations, projected to grow 3% per year for FY17-18 through FY23-24.



Secondary Property Tax Rate

For the FY16-17 budget, the total property rate was decreased to $2.1490 from the prior year rate of $2.1965. The FY16-17 city's primary property tax rate is $.4792 per $100 of assessed valuation and the secondary property tax rate is $1.6698 per $100 of assessed valuation. The Council voted to not increase the secondary property tax rate in FY16-17, 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, FY16-17 is the second 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 total levy increase from $19,268,783 to $19,587,858 is based the approximate values of new construction.

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

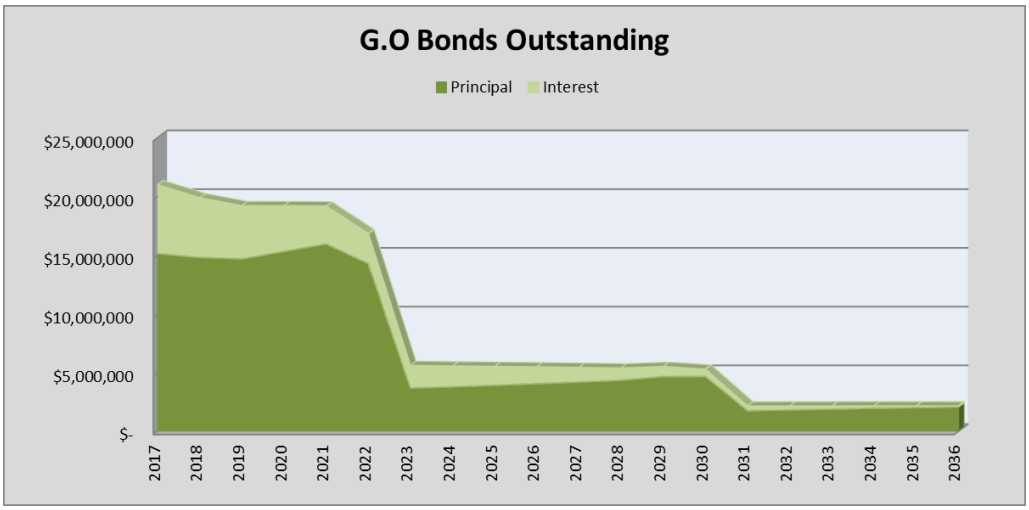


Table 4 summarizes annual debt service requirements for existing bonds outstanding and reflects:

- 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)

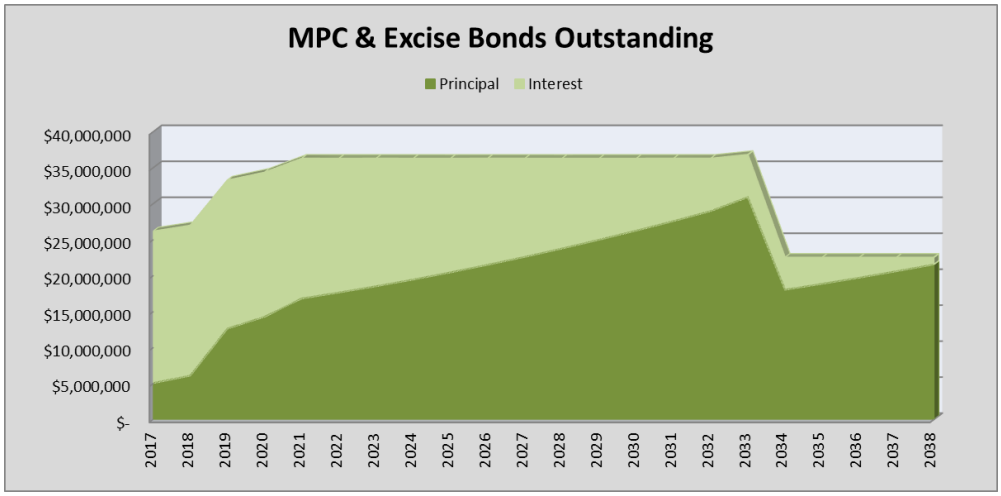
Fiscal Year	Primary Assessed Valuation	Estimated Secondary Property Tax Rate	Estimated Secondary Property Tax Rev.	Build America Bond Subsidy	Fund 1480 DIF Payment	Total Resources	Total Debt Service
2017	$1,173,091	$1.6698	$19,588	$593	$211	$20,392	$21,888
2018	$1,208,284	$1.6284	$19,676	$566	$152	$20,394	$21,332
2019	$1,244,532	$1.5810	$19,676	$537	$160	$20,373	$19,832
2020	$1,281,868	$1.5349	$19,675	$505	$60	$20,240	$19,833
2021	$1,320,324	$1.4902	$19,675	$472	$60	$20,207	$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 three Excise Tax Bonds.



The city of Glendale currently has seven MPC issuances, five of which are senior lien obligations and twp subordinate MPC bonds. Excise 2016 Bonds were issued on June 1, 2016 to refund Series 2003 AMFP Series 16 - Arena.

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

Unrestricted excise tax is defined as all excise, transaction privilege, franchise and income taxes that the City collects or may collect in the future, and which are allocated or apportioned to the City by the State. Exceptions are any excise, transaction privilege, franchise and income taxes that Arizona law restricts for other purposes such as the motor vehicle fuel tax, or taxes that have been approved at an election within the City and are restricted to certain uses such as the City's existing public safety tax and transportation sales tax. This means General Fund revenues normally allocated for operating budget purposes must be allocated for excise tax debt service. Currently, and in past fiscal years, the General Fund operating budget contribution, backed by unrestricted excise taxes, is reflected as a transfer from the General Fund to the excise tax debt service fund in Schedule 4. For FY16-17, the General Fund transfer to the Excise tax and M.P.C. debt service fund is budgeted at $26.2 million. Table 5 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))
2017	159,855,843	17,303,431	8,863,193	26,166,623	9.24	6.11
2018	162,510,119	18,117,563	8,863,193	26,980,756	8.97	6.02
2019	167,808,951	22,353,939	10,908,193	33,262,131	7.51	5.05
2020	171,961,132	21,113,864	13,249,000	34,362,864	8.14	5.00
2021	174,872,779	23,663,413	12,630,250	36,293,663	7.39	4.82

[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 FY16-17 budget also includes maintenance

of effort transfers of $1,013,088 from the General Fund to the Enterprise Funds to support their operations. This is an increase from the FY15-16 $600,000 transfer. Inter-Fund Transfers for the FY16-17 budget total $120.2 million.

Table 6

Excise Tax Debt Service to Ongoing Revenue

Fiscal Year	Ongoing GF Revenue (A)	MPC & Excise Tax Debt Service	Debt Service to Revenue (B/A)
2017	210,277,130	26,166,623	12.4%
2018	211,630,998	26,980,756	12.7%
2019	217,766,991	33,262,131	15.3%
2020	222,779,187	34,362,864	15.4%
2021	226,574,446	36,293,663	16.0%

Table 6 shows the debt service on excise tax funded debt obligations for FY16-17 through FY20-21 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 7

Excise Tax Debt Service to Unrestricted Revenue

Table 7 shows the percentage of unrestricted excise tax revenues versus the MPC and Excise Debt and the percent of those obligations. In FY16-17, 16.4% collected of sales taxes and state shared revenues is used to pay debt.

Fiscal Year	Unrestricted Excise Tax (A)	MPC & Excise Tax Debt Service	Debt Service to Revenue (B/A)
2017	159,855,843	26,166,623	16.4%
2018	162,510,119	26,980,756	16.6%
2019	167,808,951	33,262,131	19.8%
2020	171,961,132	34,362,864	20.0%
2021	174,872,779	36,293,663	20.8%

WATER & SEWER REVENUE FUNDED DEBT

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

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

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

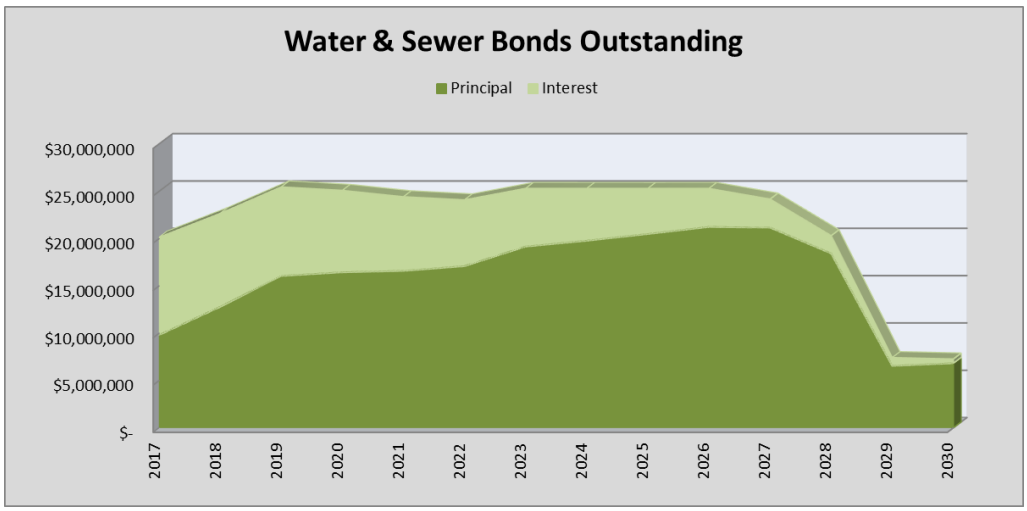


Table 8, includes water and sewer operating revenue, operating and maintenance expenses, existing debt service and the resulting coverage ratio of operating net revenue to debt service. Due to the recent deferral of non-essential growth related projects, prepayment and/or restructuring of water and sewer debt, and optimization processing efforts that have resulted in cost savings, a 1.55 coverage ratio is projected for FY16-17 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	O and M Expenses	Net Revenue	Debt Service	Revenue to Debt Service Ratio
2017[1]	83,019,500	51,897,813	31,121,687	20,125,983	1.55
2018	80,573,258	49,011,197	31,562,061	22,640,233	1.39
2019	80,878,395	50,189,904	30,688,491	25,447,783	1.21
2020	81,183,897	51,400,895	29,783,002	25,080,483	1.19
2021	81,470,320	52,645,215	28,825,105	24,488,733	1.18

[1]Excludes 1-x Pass through revenue from the City of Peoria ($8M)

There is no rate adjustment recommended in FY16-17 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. In FY15-16 the final debt service payment was paid. There is currently $50.5 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.

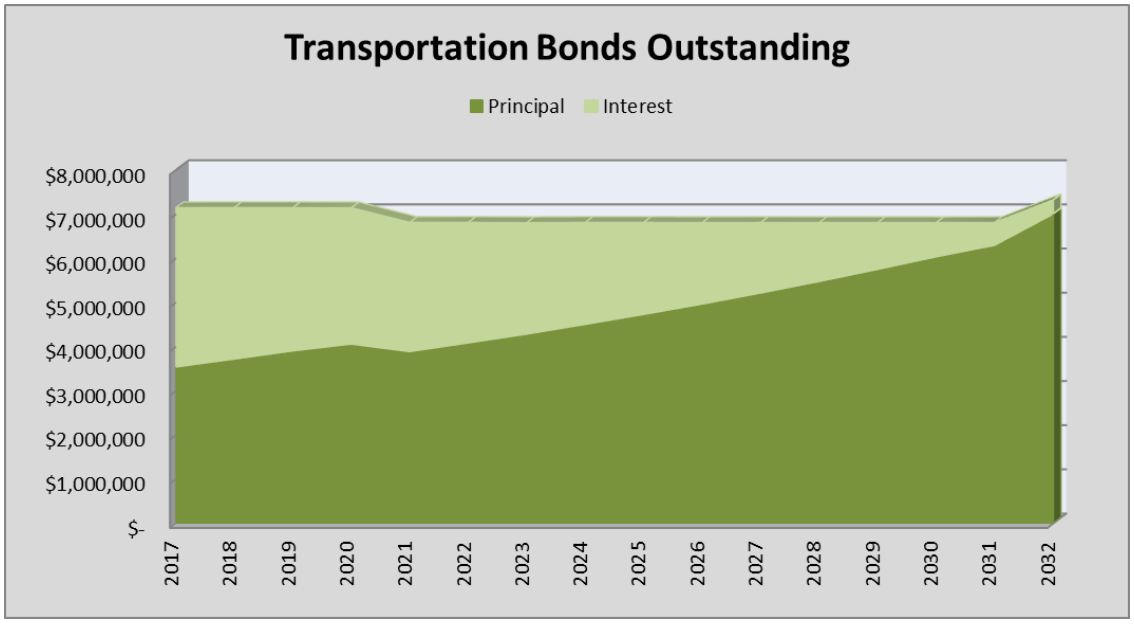


Table 9 summarizes annual revenue expected from the designated sales tax, future bond sale amounts, existing and proposed debt service, and the resulting coverage ratio. The table shows that the transportation sales tax revenue to debt service ratio meets the 2.0 coverage requirement established in FY07-08.

Table 9

Transportation Revenue Bonds

Fiscal Year	Transportation Sales Tax Revenue[1]	Existing Debt Service	Total Debt Service	Annual Coverage
2017	$26,217,441	$7,144,000	$7,144,000	3.67
2018	$26,969,044	$7,146,500	$7,146,500	3.77
2019	$27,743,195	$7,145,000	$7,145,000	3.88
2020	$28,274,779	$7,143,400	$7,143,400	3.96
2021	$28,545,887	$6,810,600	$6,810,600	4.19

[1]Current year budget, future years - 5 year forecast.

Please see the *Glendale Onboard Annual Report* for more information on the City's long term Transportation Program. For a summary of all FY16-17 debt service obligations please see *Schedule 8: Debt Service*.

Fiscal Year 2016-2017 Annual Budget Book

Operating Budget

Operating Budget

GLENDALE AZ

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Performance Report

Mayor's Office
$368,222 4 FTEs

Council Office
$968,453 11 FTEs

The Mayor and City Council constitute the elected legislative and policy making body of the city. The Mayor is elected at-large every four years. Councilmembers also are elected to four-year terms from one of six electoral districts in Glendale. One of the highest priorities of the Mayor and Council is to involve the public in their decision making process through public participation. They regularly appoint citizens to 17 advisory boards and commissions and often form public committees to address specific citywide issues.

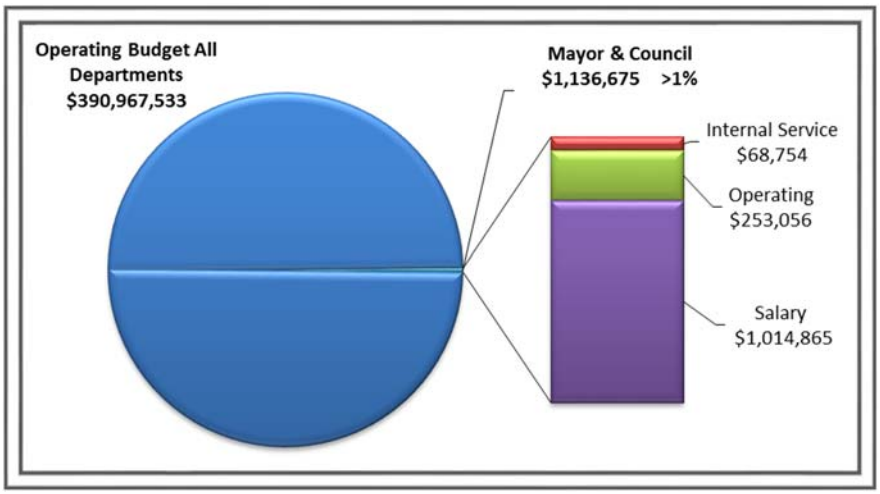
The Mayor and Council each become involved in the support and economic development of Glendale's six districts. Councilmembers host meetings in their districts or meet with small groups of citizens throughout the year to resolve local issues. These meetings ensure citizens are informed on projects in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

The Mayor and Council represent Glendale as members and leaders on numerous city, regional, and national organizations and committees. City staff that support the Mayor and Council work closely with constituents to resolve any issues or questions they have about city programs and services.

Operating Budget

The total City Operating Budget is $391 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 2016 – 2017 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 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-10010) Office of the Mayor	$266,678	$391,288	$390,338	$368,222	-6%
Total - Mayor	**$266,678**	**$391,288**	**$390,338**	**$368,222**	**-6%**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A6000) Salary & Related Budget	$245,166	$343,874	$343,874	$307,960	-10%
(A7000) Non-Salary Operating Budget	$18,495	$42,673	$41,723	$40,873	-4%
(A7500) Premiums/Controlled Budget	$3,017	$4,741	$4,741	$19,389	309%
Total - Mayor	**$266,678**	**$391,288**	**$390,338**	**$368,222**	**-6%**

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-10010) Office of the Mayor	3	4	4	4	0%
Total -Mayor	**3**	**4**	**4**	**4**	**0%**

MAYOR AND CITY COUNCIL

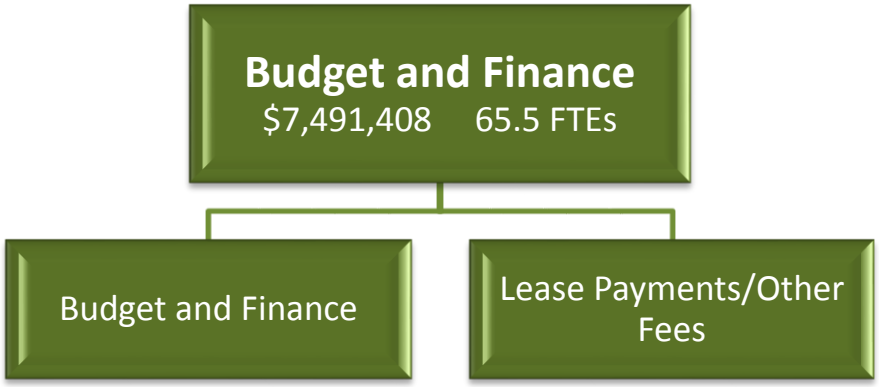
COUNCIL OFFICE ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-10110) Council Office	$415,195	$418,168	$418,168	$434,003	4%
(1000-10120) Cholla District	$87,276	$91,137	$91,137	$91,217	0%
(1000-10130) Barrel District	$70,242	$82,411	$82,411	$85,908	4%
(1000-10140) Sahuaro District	$72,547	$87,418	$87,418	$95,665	9%
(1000-10150) Cactus District	$87,144	$87,418	$87,418	$91,210	4%
(1000-10160) Yucca District	$76,112	$81,963	$81,963	$85,225	4%
(1000-10170) Ocotillo District	$87,654	$81,963	$81,963	$85,225	4%
Total - Council Office	**$896,170**	**$930,478**	**$930,478**	**$968,453**	**4%**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A6000) Salary & Related Budget	$695,169	$699,160	$699,160	$706,905	1%
(A7000) Non-Salary Operating Budget	$181,997	$214,883	$214,883	$212,183	-1%
(A7500) Premiums/Controlled Budget	$19,004	$16,435	$16,435	$49,365	200%
Total - Council Office	**$896,170**	**$930,478**	**$930,478**	**$968,453**	**4%**

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-10110) Council Office	6	5	5	5	0%
(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	**12**	**11**	**11**	**11**	**0%**

Performance Report



Mission Statement

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

Department Description

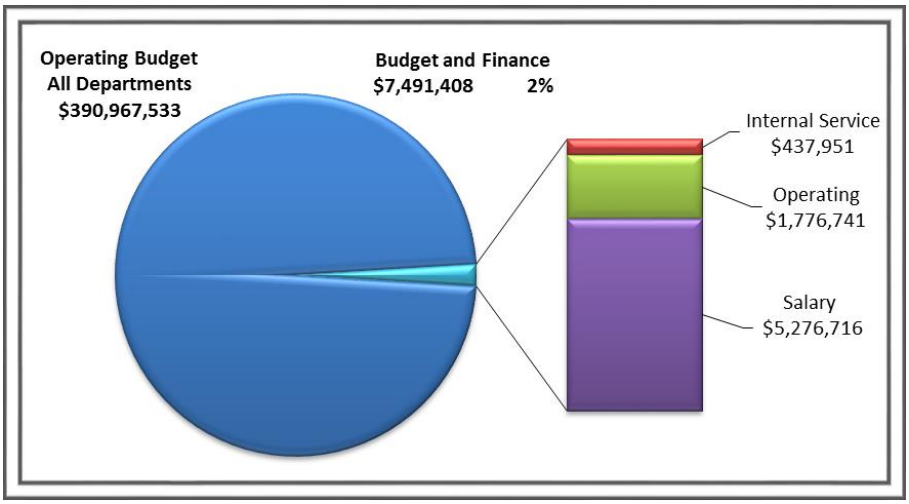
The Budget and Finance division provides a range of services that help ensure prudent fiscal management of city resources. Specifically, five divisions of the department provide the following services:

- The Management and Budget Division conducts independent, objective analyses and forecasts of expenditures and revenues, monitoring of the budget for the current fiscal year, and development of the budget for the next fiscal year.
- The Finance Division's main responsibilities are accounting, debt management, banking services, investment management, financial analysis, and financial reporting to the public, state agencies, bond holders, grantors, auditors, city management, and the City Council.
- The Customer Service Division assists customers with their utility accounts including billing and payment processing and operation of the call center for customer inquiries and service requests.
- The Tax and License Division assists city business owner's by educating them regarding the city's sales tax code and processing business licenses, sales tax returns and payments.
- The 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

Operating Budget

The total City Operating Budget is $391 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
- Received a one level bond rating upgrade from A3 to A2 from Moody's Investor Services
- Received a three level bond rating upgrade from BBB+ to A+ from Standard and Poor's
- Successfully outsourced utility bill payment processing to a 3rd party provider
- Completed a city-wide cost allocation study

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 Actual**	**FY2016 Estimate**	**FY2017 Target**
Bond ratings for general obligation bonds: - Standard & Poor's - Moody's Investor Services	 BBB+ A3	 BBB+ A3	 A+ A2	 AA Aa1
Bond ratings for Water and Sewer revenue bonds: - Standard & Poor's - Moody's Investor Services	 AA A1	 AA A1	 AA A1	 AA+ Aa1
Annualized amortized cost basis return on portfolio (net of fees)	.49%	.69%	.8%	.8%
Number of grants received through Grants Administration	n/a	15	20	25
Compliance with Council adopted Financial Policies (# complied with/# of policies)	5/7*	5/7*	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 Actual**	**FY2016 Estimate**	**FY2017 Target**
Maintain a +/- 5% variance in general fund revenue forecasts from the final actual revenue to the adopted budget.	+4.5%	+5%	+5%	±5%
% of month-end reports completed within 10 business days	0%	17%	50%	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

BUDGET AND FINANCE

BUDGET AND FINANCE ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-11310) Finance Administration	$598,682	$633,486	$633,486	$784,449	24%
(1000-11320) Accounting Services	$824,240	$890,448	$874,986	$1,044,841	17%
(1000-11340) License/Collection	$1,104,468	$1,101,334	$1,101,334	$1,192,354	8%
(1000-11351) Arena Events	$0	$15,500,000	$7,675,000	$0	-100%
(1000-11352) AZSTA - Stadium Tax Refund	$0	$2,377,616	$2,962,115	$0	-100%
(1000-11360) Materials Management	$321,444	$471,136	$471,136	$492,142	4%
(1000-11610) Budget & Research	$265,387	$269,931	$274,881	$284,289	5%
(1000-11620) Grants Administration	$109,914	$129,881	$132,381	$138,630	7%
(1282-11415) Arena Management Fee	$16,003,035	$0	$0	$0	NA
(1790-11400) AZSTA - Stadium Tax Refund	$3,799,197	$0	$0	$0	NA
(2360-17020) Customer Service Office	$2,452,445	$3,029,403	$3,029,403	$3,223,804	6%
Total - Budget and Finance	**$25,478,812**	**$24,403,235**	**$17,154,722**	**$7,160,509**	**-71%**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A6000) Salary & Related Budget	$4,056,156	$4,911,887	$4,892,887	$5,276,716	7%
(A7000) Non-Salary Operating Budget	$20,858,885	$19,375,884	$12,146,371	$1,497,388	-92%
(A7500) Premiums/Controlled Budget	$563,771	$115,464	$115,464	$386,405	235%
Total - Budget and Finance	**$25,478,812**	**$24,403,235**	**$17,154,722**	**$7,160,509**	**-71%**

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-11310) Finance Administration	4	4	4	5	25%
(1000-11320) Accounting Services	13	13	13	13	0%
(1000-11340) License/Collection	10	10	10	10	0%
(1000-11360) Materials Management	5	5	5	5	0%
(1000-11610) Budget & Research	2	2	2	2	0%
(1000-11620) Grants Administration		1	1	1	0%
(2360-17020) Customer Service Office	29.5	29.5	29.5	29.5	0%
Total -Budget and Finance	**63.5**	**64.5**	**64.5**	**65.5**	**2%**

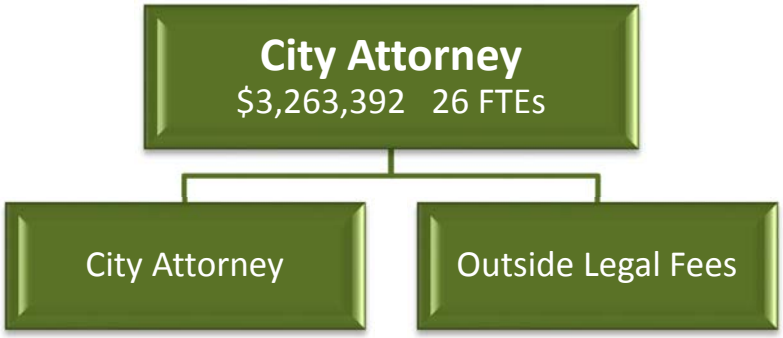
BUDGET AND FINANCE

LEASE PMTS/OTHERFEES ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-11380) Lease Payments	$10,994,988	$51,546	$51,546	$51,546	0%
(1000-11390) Merchant Fees	$215,293	$206,000	$206,000	$206,000	0%
(1000-89800) 1000 Advisor Fees	$99,860	$90,000	$70,000	$73,353	-18%
(2040-89806) 2040 Advisor Fees	$316	$855	$855	$0	-100%
(2060-89804) 2060 Advisor Fees	$0	$83	$83	$0	-100%
(2100-89815) 2100 Advisor Fees	$214	$0	$0	$0	NA
(2180-89808) 2180 Advisor Fees	$1,172	$2,415	$2,415	$0	-100%
Total - Lease Pmts/OtherFees	**$11,311,843**	**$350,899**	**$330,899**	**$330,899**	**-6%**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A7000) Non-Salary Operating Budget	$316,855	$299,353	$279,353	$279,353	-7%
(A7500) Premiums/Controlled Budget	$10,994,988	$51,546	$51,546	$51,546	0%
Total - Lease Pmts/OtherFees	**$11,311,843**	**$350,899**	**$330,899**	**$330,899**	**-6%**

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.

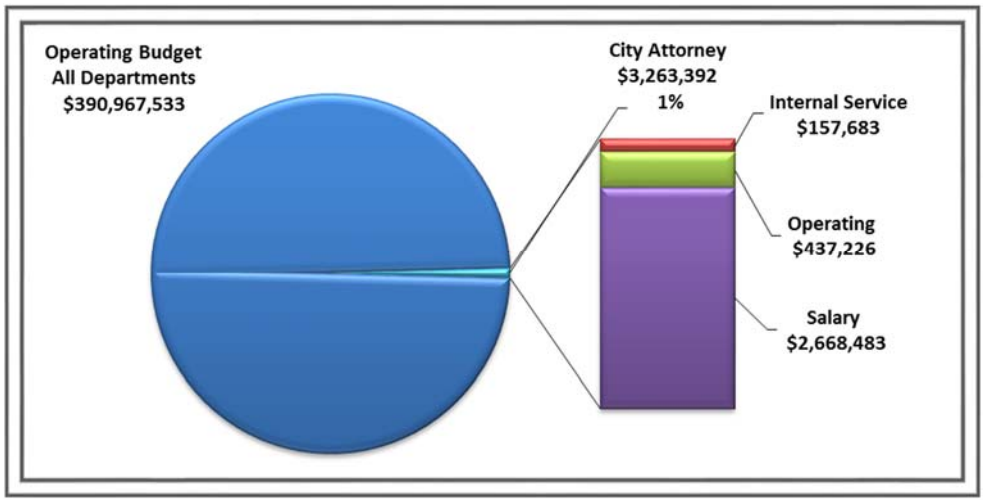
Department Description

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 $391 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

- 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 received a $10,100.00 grant from the AZ Attorney General’s Office of Victim Services, Victim Rights Program to assist in operating costs for victim rights notices.
- The Prosecutor's Office continues to use law student interns as well as paralegal students.

Goals, Objectives, and Performance Measures

Department Goal	Provide high-quality, professional and timely legal services to the Mayor, City Council and city staff.			
Council Priority	Transparency			
Performance Objective	One community committed to public safety.			
Performance Measures	FY2014 Actual	FY2015 Actual	FY2016 Estimate	FY2017 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 Actual	FY2016 Estimate	FY2017 Target/ Projected
Number of cases adjudicated	5992	5836	6788	
% conviction rate or plea agreements on misdemeanor charges	90.47%	95.62%	90.50%	80%
Number of facilitated resolutions of cases by diversion programs	445	503	619	

CITY ATTORNEY

CITY ATTORNEY ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-10610) City Attorney	$2,462,755	$2,744,274	$2,744,274	$3,063,392	12%
(1000-10615) Outside Legal Fees	$415,130	$200,000	$550,000	$200,000	0%
Total - City Attorney	**$2,877,885**	**$2,944,274**	**$3,294,274**	**$3,263,392**	**11%**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A6000) Salary & Related Budget	$2,280,103	$2,557,346	$2,557,346	$2,668,483	4%
(A7000) Non-Salary Operating Budget	$547,367	$316,846	$666,846	$437,226	38%
(A7500) Premiums/Controlled Budget	$50,415	$70,082	$70,082	$157,683	125%
Total - City Attorney	**$2,877,885**	**$2,944,274**	**$3,294,274**	**$3,263,392**	**11%**

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-10610) City Attorney	25	25	25	26	4%
Total -City Attorney	**25**	**25**	**25**	**26**	**4%**

Performance Report

City Auditor
$375,679 2.0 FTEs

Mission Statement

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

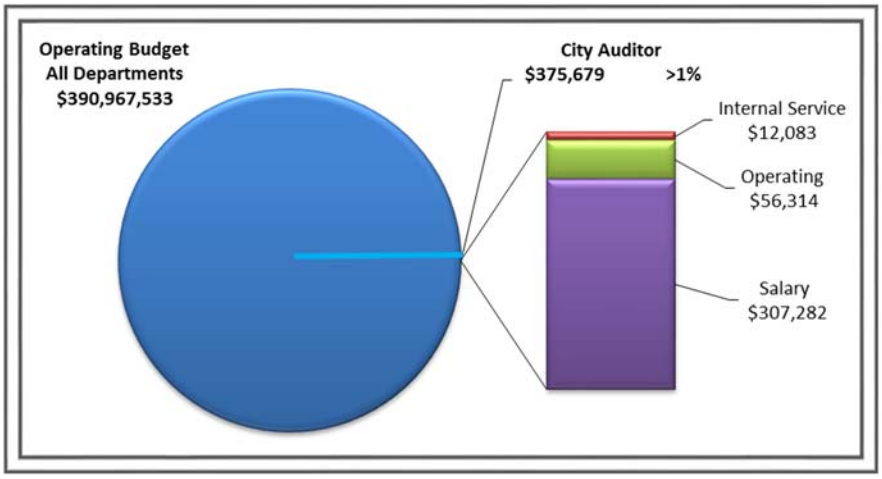
Department Description

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

Operating Budget

The total City Operating Budget is $391 million. The departmental operating budget is comprised of three categories:

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



Accomplishments, Enhancements, and Efficiencies

- Completed 16 audit reports that identified opportunities to enhance internal controls, increase efficiency and safeguard assets.
- Provided over 220 recommendations to management to correct internal control weaknesses.
- Continued to monitor the City's Ethics Hotline, allowing employees to report potential ethical violations at the City.

Goals, Objectives, and Performance Measures

Department Goal	Allocate audit resources to the areas that pose the greatest risk to the city.			
Council Priority	Fiscal Sustainability			
Performance Objective	Develop a risk-based audit plan that strengthens internal controls and reduces organizational risk.			
Performance Measures	**FY2014 Actual**	**FY2015 Actual**	**FY2016 Estimate**	**FY2017 Target**
Number of Audits and Management Reports Completed	17	14	17	17
% Audit Recommendations Accepted by Management	95%	98%	98%	98%
% Annual Audit Plan Completed	100%	90%	90%	90%
Number of Management Requests	5	5	5	5

CITY AUDITOR

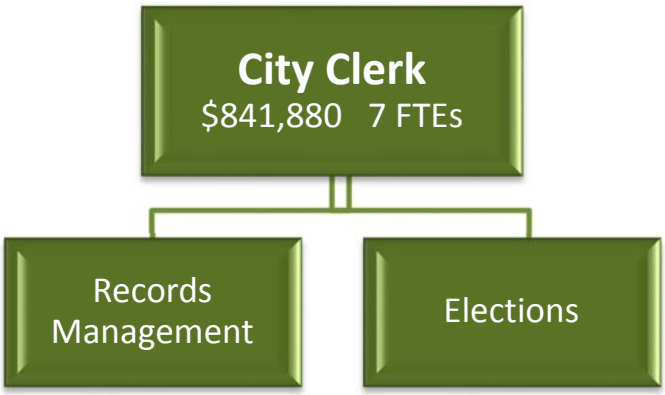
CITY AUDITOR ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-10710) City Auditor	$260,670	$337,879	$330,979	$375,679	11%
Total - City Auditor	**$260,670**	**$337,879**	**$330,979**	**$375,679**	**11%**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A6000) Salary & Related Budget	$251,637	$327,501	$327,501	$307,282	-6%
(A7000) Non-Salary Operating Budget	$6,915	$7,100	$200	$56,314	693%
(A7500) Premiums/Controlled Budget	$2,118	$3,278	$3,278	$12,083	269%
Total - City Auditor	**$260,670**	**$337,879**	**$330,979**	**$375,679**	**11%**

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-10710) City Auditor	2.5	2.5	2.5	2	-20%
Total -City Auditor	**2.5**	**2.5**	**2.5**	**2**	**-20%**

Performance Report



Mission Statement

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

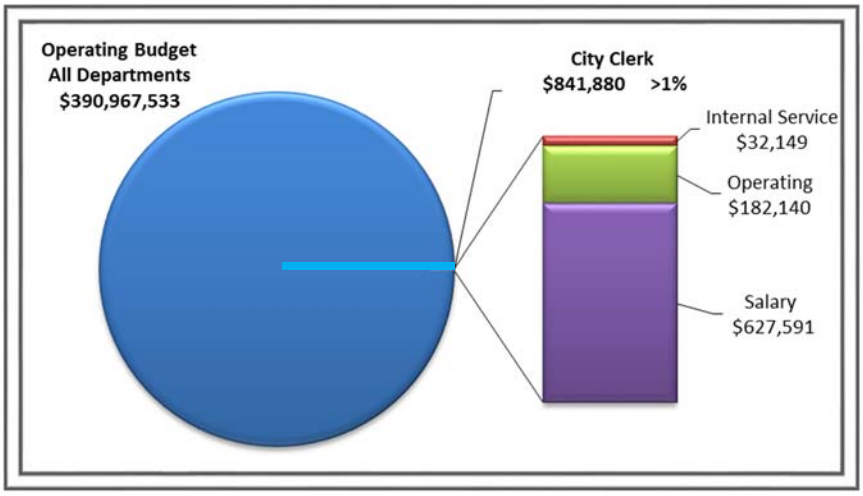
Department Description

The City Clerk Department's responsibilities are defined by the City Charter, City Code, State Statutes and Federal Laws. The department services include municipal elections, public records, city charter and code book, legal notices and advertising, City Council agenda and minutes.

Operating Budget

The total City Operating Budget is $391 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

- 2015 Recall Election conducted.
- Required 2015 and 2016 Political Committees received and posted on the internet;
- Preparation for 2016 Primary and General Elections including nomination packet and review of nomination petitions.
- Two Record Purge Events in 2016 with a total of 34 tons purged.

Goals, 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 statues			
Performance Measures	FY2014 Actual	FY2015 Actual	FY2016 Estimate	FY2017 Target
# Agendas/Legal Notices / % Compliance	816/100%	996/100%	565/100%	600/100%
# Resolutions posted or read in full, published / % Compliance	118/100%	152/100%	87/100%	100/100%
# Ordinances posted and published /% Compliance	44/100%	47/100%	50/100%	48/100%

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 Actual	FY2016 Estimate	FY2017 Target
# Public/Media Record Requests /% Compliance	909/100%	1656/100%	1346/100%	1000/100%
# City Council Minutes /% Compliance	53/100%	48/100%	44/100%	46/100%
# Recorded Documents /% Compliance	475/100%	429/100%	331/100%	335/100%
# City Contracts /% Compliance	799/100%	1156/100%	1008/100%	1000/100%

Department Goal	Increase volume of digitized records available to internet/organization; reduce paper storage.

Council Priority	Transparency			
Performance Objective	Prioritize indexing and scanning of high demand record series.			
Performance Measures	FY2014 Actual	FY2015 Actual	FY2016 Estimate	FY2017 Target
Pages scanned	279,749	161,100	324,699	300,000
Pages Indexed	6,298	1,836	5,335	5,000
Purge Day–Pounds of Records shred/recycled	18,520	30,200	78,157	19,200

CITY CLERK

CITY CLERK ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-10210) City Clerk	$514,391	$565,381	$565,381	$714,130	26%
(1000-10240) Elections	$236,178	$1,445	$46,445	$127,750	8741%
Total - City Clerk	**$750,569**	**$566,826**	**$611,826**	**$841,880**	**49%**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A6000) Salary & Related Budget	$451,228	$501,292	$501,292	$627,591	25%
(A7000) Non-Salary Operating Budget	$292,865	$54,790	$99,790	$182,140	232%
(A7500) Premiums/Controlled Budget	$6,476	$10,744	$10,744	$32,149	199%
Total - City Clerk	**$750,569**	**$566,826**	**$611,826**	**$841,880**	**49%**

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-10210) City Clerk	6	6	6	7	17%
Total -City Clerk	**6**	**6**	**6**	**7**	**17%**

Performance Report

City Court
$5,063,688 45.5 FTEs

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 $391 million. The departmental operating budget is comprised of three categories:

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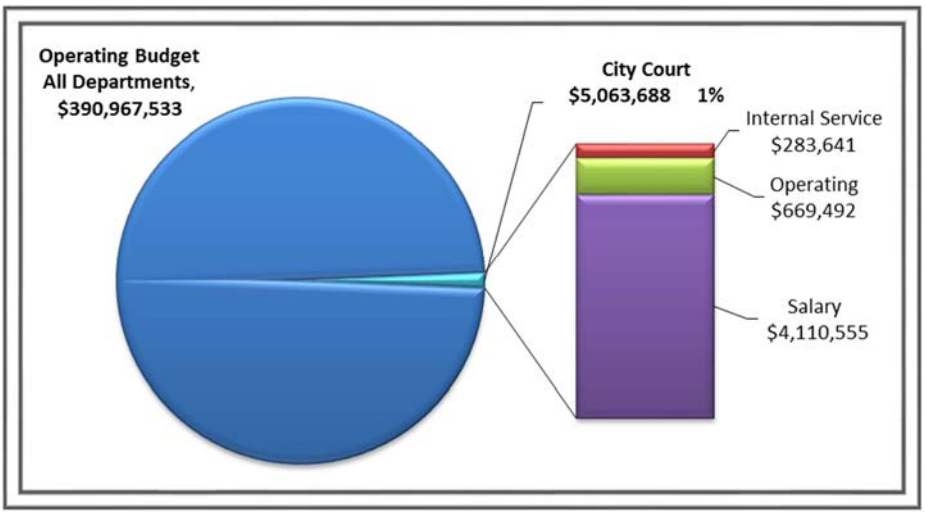
- Salary = salary and related costs



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.

Goals, Objectives, and Performance Measures

Department Goal	Maintain professional development opportunities for all court staff and judges.			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	Comply with Arizona Supreme Court Administrative Orders 2014-135 and 2012-60 and Arizona Code of Judicial Administration 1-302 regarding Education and Training.			
Performance Measures	**FY2014 Actual**	**FY2015 Actual**	**FY2016 Estimate**	**FY2017 Target**
Each full time judicial officer and Court employee to complete at least 16 credit hours of judicial education each year.	100% compliance	100% compliance	100% compliance	100% compliance
Each Court employee to complete ethics training and a core curriculum educational component annually (computer security/network security education for 2016).	100% compliance	100% compliance	100% compliance	100% compliance
Each Court judge to attend the annual Supreme Court judicial education training conference.	100% compliance	100% compliance	100% compliance	100% compliance

Department Goal	Adjudicate all criminal cases in a timely manner.			
Council Priority	Transparency			
Performance Objective	Comply with Arizona Supreme Court Phase I misdemeanor DUI case processing time standards. Comply with Phase III non-DUI misdemeanor case processing time standards beginning July 1, 2016.			
Performance Measures	FY2014 Actual	FY2015 Actual	FY2016 Estimate	FY2017 Target
85% of DUI cases resolved within 120 days	64%	64%	70%	85%
93% of DUI cases resolved within 180 days	83%	84%	88%	93%
98% 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. Comply with Arizona Supreme Court provisional case processing time standards on all protective orders beginning in FY2017.			
Performance Measures	FY2014 Actual	FY2015 Actual	FY2016 Estimate	FY2017 Target
80% of civil traffic cases resolved within 60 days	n/a	n/a	88%	80%
95% of civil traffic cases resolved within 90 days	n/a	n/a	96%	95%
99% of ex-parte protective order hearings held within 24 hours	n/a	n/a	n/a	99%
90% of contested protective order hearings held within 10 days	n/a	n/a	n/a	90%
98% of contested protective order hearings held within 30 days	n/a	n/a	n/a	98%

CITY COURT

CITY COURT ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-10410) City Court	$3,629,150	$3,878,094	$3,888,559	$4,446,913	15%
(1240-10510) Court Security	$256,370	$400,318	$310,238	$431,526	8%
(1240-10520) Court Time Payments	$59,971	$82,437	$78,501	$127,951	55%
(1240-10530) Fill the Gap	$51,711	$57,000	$38,830	$57,298	1%
Total - City Court	**$3,997,202**	**$4,417,849**	**$4,316,128**	**$5,063,688**	**15%**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A6000) Salary & Related Budget	$3,437,082	$3,707,496	$3,660,158	$4,110,555	11%
(A7000) Non-Salary Operating Budget	$521,894	$646,643	$592,260	$669,492	4%
(A7500) Premiums/Controlled Budget	$38,226	$63,710	$63,710	$283,641	345%
Total - City Court	**$3,997,202**	**$4,417,849**	**$4,316,128**	**$5,063,688**	**15%**

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-10410) City Court	40.7	40.75	40.75	41.75	2%
(1240-10510) Court Security	2	2	2	2	0%
(1240-10520) Court Time Payments				1.75	
Total -City Court	**42.7**	**42.75**	**42.75**	**45.5**	**6%**

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 $391 million. The departmental operating budget is comprised of three categories:

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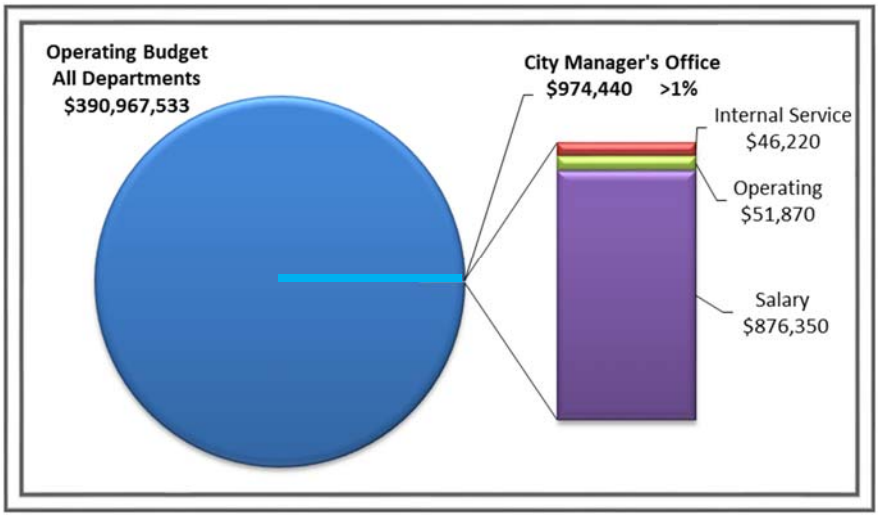
- Operating = operating and contractual costs
- Salary = salary and related cost



Accomplishments, Enhancements, and Efficiencies

- Successfully hosted the College Football Playoffs, 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.
- Successfully entered into a new arena management agreement with AEG.
- Completed the Police and Fire Department service level assessment study and incorporated recommended changes into the FY16-17 budget.
- Standard & Poor's upgraded Glendale's bond rating for its General Obligation (GO) bonds from BBB+ to A+ with a stable outlook, a three notch upgrade.
- Moody's upgraded Glendale's bond rating for its General Obligation Unlimited Tax (GOULT) bonds from A3 to A2.

Goals, 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 Actual	FY2016 Estimate	FY2017 Target
Produce a balanced budget that complies with the city's adopted financial polices * The budget will be balanced, by fund, when all projected ongoing revenue sources do not exceed all ongoing expenses proposed for the current FY and for the upcoming FY. Use of the unassigned fund balance will occur only as authorized by Council and to address one-time costs, not ongoing costs or planned utilization of fund balance.	Yes	Yes	Yes	Yes
Produce a Five-Year Forecast for each major operating fund, in compliance with the city's adopted financial policies	Yes	Yes	Yes	Yes
Prepare City Manager's recommended budget in accordance with the city's adopted financial policies	Yes	Yes	Yes	Yes

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 Actual**	**FY2016 Estimate**	**FY2017 Target**
New businesses recruited or existing companies expanding	20	12	12	10
Jobs generated by new or expanding companies	2,753	1352	977	1000

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 Actual**	**FY2016 Estimate**	**FY2017 Target**
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 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-10310) City Manager	$1,139,822	$917,044	$917,044	$974,440	6%
Total - City Manager	**$1,139,822**	**$917,044**	**$917,044**	**$974,440**	**6%**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A6000) Salary & Related Budget	$1,071,684	$838,995	$838,995	$876,350	4%
(A7000) Non-Salary Operating Budget	$62,641	$49,516	$49,516	$51,870	5%
(A7500) Premiums/Controlled Budget	$5,497	$28,533	$28,533	$46,220	62%
Total - City Manager	**$1,139,822**	**$917,044**	**$917,044**	**$974,440**	**6%**

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-10310) City Manager	5	5	5	5	0%
Total -City Manager	**5**	**5**	**5**	**5**	**0%**

Performance Report

Mission Statement

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

Department Description

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

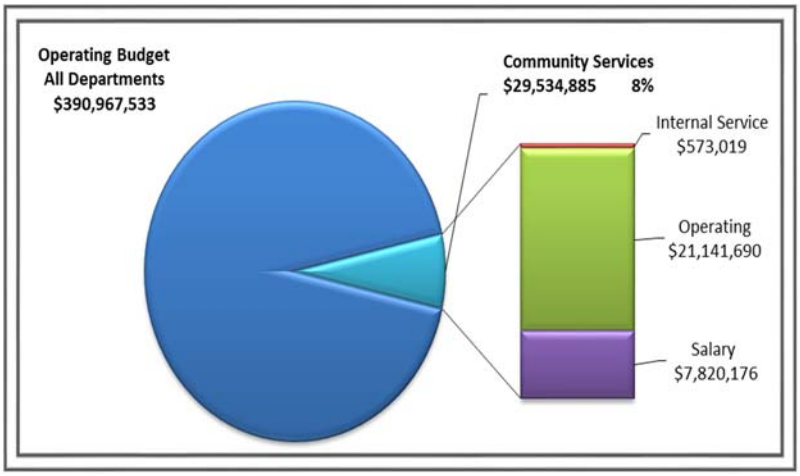
The **Human Services Division** is comprised of the Community Revitalization, Community Housing and the Community Action Program. Each of these sections provides direct community services that ensure residents receive access to resources and community programs that support self-sufficiency and build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

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

Operating Budget

The total City Operating Budget is $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 600,000 patrons at Library facilities.
- Neighborhood and Volunteer Services partnered with 3,065 individuals for 8,719.25 hours of volunteer service valued at $197,050.
- Community Action Program received $794,941 in grant funds to provide eviction prevention and utility assistance programs to Glendale residents.
- Received Housing and Urban Development "High Performer" rating for the Section 8 Housing Choice Voucher and Conventional Public Housing programs.

Goals, Objectives, and Performance Measures

Department Goal	Maximize 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 & offset existing operational expenditures.			
Performance Measures	FY2014 Actual	FY2015 Actual	FY2016 Estimate	FY2017 Target
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	3	2	2
Number of physical library materials (books, DVD's, CD's) checked out per resident.	7.2	6.6	6.9	6.8
Number of electronic library materials (e-books, e-music, e-movies) checked out per resident.	0.5	.6	.7	.8

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.			
Performance Measures	**FY2014 Actual**	**FY2015 Actual**	**FY2016 Estimate**	**FY2017 Target**
Number of activities/projects for the Neighborhood Services Community Volunteer program.	67	52	120	150
Number of community volunteer hours leveraged by the department.	18,836	24,385	30,000	31,500
Number of persons receiving housing assistance from housing rehabilitation and new home ownership grants.	226	212	239	224
Number of people attending public art programs (Gallery Glendale and Performing Arts Grants).	28,600	29,000	30,500	32,500
Number of households directly assisted through Community Action Program with state or federal funds.	2,777	2,420	1,342	1,700
Number of households assisted through the Section 8 Housing Choice Voucher and Public Housing Programs.	1,476	1,518	1,209	1,209

COMMUNITY SERVICES

COMMUNITY SERVICES ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-14420) CAP Local Match	$5,172	$8,569	$8,550	$16,720	95%
(1000-14510) Comm. Services Admin.	$587,856	$656,411	$780,753	$824,188	26%
(1000-15010) Community Revitalization	$232,558	$401,648	$272,577	$292,340	-27%
(1000-15220) Library	$3,880,525	$4,409,811	$4,409,811	$4,745,404	8%
(1220-15310) Arts Program	$165,930	$188,226	$188,226	$235,399	25%
(1300-30001) HOME Program	($31,888)	$1,419,035	$1,419,035	$887,685	-37%
(1300-30002) Single Family Rehabilitation	$147,137	$250,713	$0	$375,000	50%
(1300-30004) Rehab Delivery	$19,814	$4,456	$1,500	$23,957	438%
(1300-30005) Rehabilitation Delivery	$17,960	$0	$0	$13,062	NA
(1300-30008) Replacement Housing Prog/NR	$125,918	$0	$0	$375,000	NA
(1300-30010) Habitat-Valley of the Sun	$421,391	$0	$0	$0	NA
(1310-30900) NSP Programs	$620,654	$926,259	$0	$229,443	-75%
(1311-30910) NSP III	$41,926	$600,000	$0	$227,300	-62%
(1311-30912) Habitat for Humanity	$65,951	$500,000	$0	$0	-100%
(1320-31001) CDBG Programs	($3)	$3,637,151	$3,581,987	$2,854,998	-22%
(1320-31002) Voluntary Demo - L/M	$0	$0	$0	$25,000	NA
(1320-31003) Voluntary Demo - S/B	$72,499	$0	$0	$25,000	NA
(1320-31004) Lead-Based Paint Haz Reduction	$4,015	$0	$0	$40,000	NA
(1320-31006) Temporary Relocation	$22,598	$0	$0	$34,000	NA
(1320-31017) Single Family Residential	$91,212	$0	$0	$500,000	NA
(1320-31018) Exterior Improvement Program	$19,025	$0	$0	$30,000	NA
(1320-31019) Rehabilitation Staff	$104,197	$0	$0	$500	NA
(1320-31020) Rehabilitation Delivery	$8,581	$0	$0	$7,994	NA
(1320-31022) Roof Repair Program	$71,130	$0	$0	$75,000	NA
(1320-31028) General Administration	$381,300	$0	$0	$90,930	NA
(1320-31030) PS-Com Legal Svcs-Fair Housin	$9,952	$0	$0	$0	NA
(1320-31039) PS YWCA Senior Congregate Meal	$19,904	$0	$0	$0	NA
(1320-31045) PS Glendale Home Accessibility	$5,828	$0	$0	$0	NA
(1320-31050) PS-SaintVincentDePaul-OLPH-KFT	$55,937	$0	$0	$0	NA
(1320-31054) Boy's & Girl's Club-Metro Phx	$9,952	$0	$0	$0	NA
(1320-31078) PI-Code Compliance Clean-up	$2,239	$0	$0	$0	NA
(1320-31079) PS-CAP-Evict Prevnt/Rent Assis	$101,950	$0	$0	$0	NA
(1320-31081) HS-Code Svc-NBRDH Preservation	$40,124	$0	$0	$0	NA
(1320-31087) PS- Back to School Clothing Dr	$9,952	$0	$0	$0	NA
(1320-31089) PF-Comm Housing	$28,311	$0	$0	$0	NA
(1320-31096) PF-COG Parks & Rec-ADA Improv	$1,660	$0	$0	$0	NA
(1320-31098) Habitat-Emergency Home Repair	$364,745	$0	$0	$0	NA
(1320-31099) COG Housing Div Modern of Bath	$18,033	$0	$0	$0	NA
(1320-31103) PI-East Catlin Court Improv	$8,579	$0	$0	$0	NA
(1320-31107) PI-Econ Deve-Visual Improv Prg	$33,838	$0	$0	$0	NA
(1320-31108) PS-YWCA Home Delivered Meals	$39,807	$0	$0	$0	NA
(1320-31109) COG-Comm. Housing 13/14	$126,752	$0	$0	$0	NA
(1320-31110) PF-Valley Life-Grp Home Renov	$131,123	$0	$0	$0	NA
(1320-31111) COG-Field Operations 13/14	$251,760	$0	$0	$0	NA
(1320-31112) PI-COG-Parks & Rec-Sonorita	$23,825	$0	$0	$0	NA
(1320-31115) CASS SINGL SHELT 13/14	$52	$0	$0	$0	NA
(1320-31119) PS-Hope For Hunger	$37,349	$0	$0	$0	NA

COMMUNITY SERVICES

COMMUNITY SERVICES ROLLUP

(1320-31120) PF-Heart For City-Comm Garden	$76,645	$0	$0	$0	NA
(1320-31121) PI-COG-Pk & Rec-Velma Teague	$152,323	$0	$0	$0	NA
(1820-32040) Community Action Program (CAP)	$0	$73,111	$68,611	$68,611	-6%
(1820-32050) Case Mgmt-LIHEAP Voucher	$492,312	$605,964	$605,964	$558,632	-8%
(1820-32055) Case Mgmt-TANF Voucher	$44,974	$45,000	$45,000	$55,000	22%
(1820-32056) Case Mgmt Admin	$263,852	$326,976	$326,976	$393,198	20%
(1820-32057) Case Mgmt-NHN Voucher	$1,280	$1,373	$1,373	$1,373	0%
(1820-32060) Community Svcs Block Grant-Adm	$154,481	$141,258	$141,563	$174,810	24%
(1820-32069) ACAA SWG Energy SHARE Progra	$3,343	$0	$4,500	$13,235	NA
(1820-32070) ACAA HEAF Program	$2,232	$7,330	$7,330	$7,472	2%
(1820-32071) ACAA SW Gas Assistance	$8,693	$8,693	$8,693	$5,000	-42%
(1820-32072) ACAA URRD Program	$10,262	$30,000	$28,000	$22,487	-25%
(1820-32073) ACAA SRP Assistance	$23,070	$50,000	$50,000	$9,980	-80%
(1820-32074) ACAA APS Assistance	$10,122	$14,018	$14,018	$15,000	7%
(1830-31900) ESG General Administration	$3,101	$208,992	$208,992	$208,992	0%
(1830-31904) PREHAB Faith House-ESG	$21,866	$0	$0	$0	NA
(1830-31905) ESG Emergency Solution Grant	$20,670	$0	$0	$0	NA
(1830-31908) CAP Homeless Prevention	$6,637	$0	$0	$0	NA
(1830-31909) CAP Rapid Re-Housing	$28,255	$0	$0	$0	NA
(1830-31910) CASS Adult Emergency Shelter	$20,671	$0	$0	$0	NA
(1830-31911) CAP Homeless Prev 12/13	$3,485	$0	$0	$0	NA
(1830-31912) CAP Rapid Re 12/13	$1,183	$0	$0	$0	NA
(1830-31913) A New Leaf 14/15	$18,067	$0	$0	$0	NA
(1830-31914) CASS Rapid Re-Housing 14/15	$36,265	$0	$0	$0	NA
(1830-31915) Streetlight USA 14/15	$28,800	$0	$0	$0	NA
(1840-36001) State Grant In Aid 2005	$11,603	$0	$0	$0	NA
(1840-36006) Grant Approp - Library	$0	$25,000	$0	$25,000	0%
(1840-36046) Library Donations	$547	$0	$0	$0	NA
(1840-36049) STEM at the Library Grant	$4,665	$0	$0	$0	NA
(1840-36050) LSTA Create, Connct & Collab	$17,762	$0	$0	$0	NA
(1840-36051) LSTA eMerging Readers grant	$20,999	$0	$0	$0	NA
(2500-17910) Community Housing	$1,595,812	$15,891,384	$15,890,884	$16,047,175	1%
Total - Community Services	**$11,481,107**	**$30,431,378**	**$28,064,343**	**$29,534,885**	**-3%**

COMMUNITY SERVICES

COMMUNITY SERVICES ROLLUP

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A6000) Salary & Related Budget	$6,034,898	$7,651,979	$7,389,154	$7,820,176	2%
(A7000) Non-Salary Operating Budget	$5,256,673	$22,571,373	$20,465,182	$21,141,690	-6%
(A7500) Premiums/Controlled Budget	$189,536	$208,026	$210,007	$573,019	175%
Total - Community Services	**$11,481,107**	**$30,431,378**	**$28,064,343**	**$29,534,885**	**-3%**

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-14510) Comm. Services Admin.	9	5	5	7	40%
(1000-15010) Community Revitalization	3	3	3	2	-33%
(1000-15220) Library	42.5	42.5	42.5	43	1%
(1220-15310) Arts Program	1	1	1	1	0%
(1320-31001) CDBG Programs	8.75	8.75	8.75	8.75	0%
(1820-32056) Case Mgmt Admin	3.5	4.5	4.5	4.5	0%
(1820-32060) Community Svcs Block Grant-Adm	2	1	1	1	0%
(2500-17910) Community Housing	24	24	24	24	0%
Total -Community Services	**93.75**	**89.75**	**89.75**	**91.25**	**2%**

Performance Report

Mission Statement

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.

The **Code Compliance Division** maintains established community standards that preserve and promote the health, safety and living environment of our community and neighborhoods.

The **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.

Development Services Divisions and Functions

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 a multitude of services related to Long Range Planning and Current Planning such as land use regulations, land subdivision, site planning, design review, landscape designs, construction plan review, home occupations, site and landscaping inspections, and special events. Planning administers the City's Zoning Ordinance, General Plan, several specific plans, Landscape Ordinance, as well as the Design Manual for single-family, multi-family, commerical and industrial development.

Planning provides assisiance to the community in development and the permit review process; carries out plans in strategic locations and provides professional information to decision makers and the public to support quality growth and focused development for the community. Planning administers, enforces, interperts and amends land development codes, process for subdivisons, annexation petitions and other actions as requested. The divison provides necessary staff support for City Council, Planning Commission, Board of Adjustment Historic Preservation Commission and other appointed bodies.

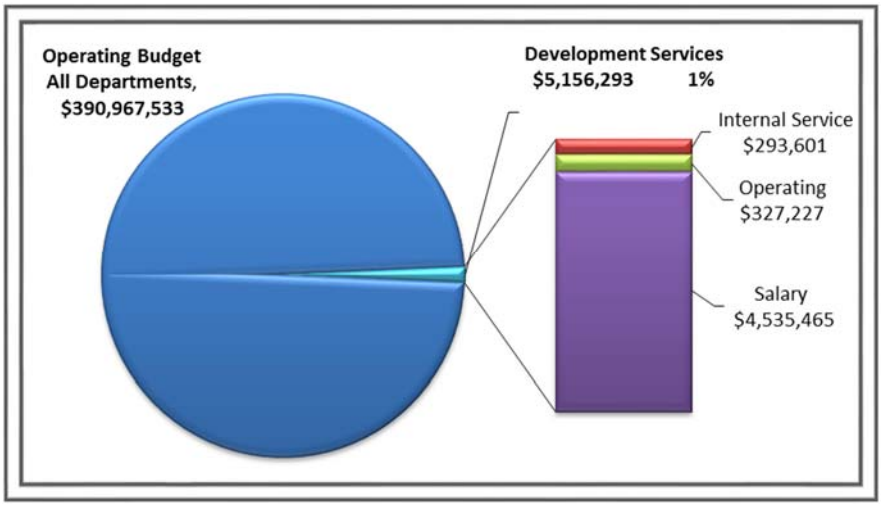
In addition, this division includes Mapping & Records. Mapping & Records maintains the GIS database which includes layers for City Council districts, water, sewer, storm drains, streets, addresses, parcels, and subdivisions. These GIS layers are the largest database in the City with over 400+ users accessing 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 and towns 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's 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 $391 million. The departmental operating budget is comprized 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 – Issued 167 new residential home permits during FY2016 compared to the issuance of 61 new residential home permits in FY2015.
- Building Safety - Reviewed and inspected all permanent and temporary construction associated with the College Football Championship Game. This included work done to University of Phoenix Stadium, onsite special events and offsite special events.
- 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 a citywide Code Complinace informational training to educate residents about city codes and the enforcement process. The program was recorded and played on Channel 11 repatedly throughout the year.
- Planning - Completed the General Plan Update titled ENVISION GLENDALE 2040. This endeavor included a Citizen General Plan Steering Committee, a recommendation by Planning Commission and approval by City Council. The final process is for the document to placed on the Primary Election Ballot in August 2016 for approval by the citizens of Glendale.
- Planning - Faciliticated the annexation of 55 acres of propery along the Loop 303 which is now within the city limits. This addition has increased the city limits to approximately 60 square miles.
- Planning – Presented a Zoning Text Amendment for a Scenic Corridor was adopted to protect the views, preserve exisiting natural areas, washes, rivers, creeks, desert, hills and mountains while prohibiting installation of billboards and digital billboard signs.

Goals, 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 Actual**	**FY2016 Estimate**	**FY2017 Target**
Number building permits issued	5,583	6,347	6,240	6,550
Number of plan reviews completed	3,455	4,254	4,430	4,650
Number of plan reviews completed electronically	222	381	633	1,000
% of submitted plans approved at first review	69%	66%	63%	65%
% of submitted plans approved at second review	27%	29%	32%	30%
% of submitted plans requiring 3 or more reviews	4%	5%	5%	5%
Number of building inspections completed	23,719	21,938	24,120	25,320
% of building inspections completed within one (1) day	95%	96%	96%	96%
Number building permits issued	5,583	6,347	6,240	6,550

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 Actual**	**FY2016 Estimate**	**FY2017 Target**
Code Compliance cases opened	6,898	7,162	6,910	7,000
Code compliance cases resolved	7,381	7,066	6,643	7,200
Number Code Compliance inspections performed	20,794	19,815	19,530	20,000
Initial response time (work days) to inspect a reported Code Compliance violation	2	2	2	2
Code Compliance cases addressed through voluntary compliance or with no violation	97%	97%	97%	97%

Department Goal	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 Actual**	**FY2016 Actual**	**FY2017 Target**
Number of service requests filed.	123	150	265	265
Number of filed cases	263	234	256	256
Complete (percentage) of Design Review applications by due date	95%	90%	90%	90%
% of Design Review application decisions upheld (not appealed)	100%	100%	100%	100%
Planning customers assisted at the Development Services Center counter	756	1,805	1,230	1,500

DEVELOPMENT SERVICES

BUILDING SAFETY ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-15610) Building Safety	$1,932,555	$2,131,049	$2,020,940	$2,466,554	16%
(1010-15890) Building Safety-Super Bowl	$59,708	$0	$0	$0	NA
(2400-17510) Cross Connection Control	$133,885	$140,647	$128,402	$170,642	21%
Total - Building Safety	**$2,126,148**	**$2,271,696**	**$2,149,342**	**$2,637,196**	**16%**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A6000) Salary & Related Budget	$1,933,599	$2,086,598	$2,082,571	$2,302,950	10%
(A7000) Non-Salary Operating Budget	$162,135	$143,327	$25,000	$152,427	6%
(A7500) Premiums/Controlled Budget	$30,414	$41,771	$41,771	$181,819	335%
Total - Building Safety	**$2,126,148**	**$2,271,696**	**$2,149,342**	**$2,637,196**	**16%**

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-15610) Building Safety	21	21	21	23	10%
(2400-17510) Cross Connection Control	1.75	1.75	1.75	1.75	0%
Total -Building Safety	**22.75**	**22.75**	**22.75**	**24.75**	**9%**

DEVELOPMENT SERVICES

PLANNING ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-13770) Mapping and Records	$95,322	$96,542	$96,542	$100,952	5%
(1000-15910) Planning Administration	$673,548	$770,255	$763,655	$1,016,301	32%
Total - Planning	**$768,870**	**$866,797**	**$860,197**	**$1,117,253**	**29%**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A6000) Salary & Related Budget	$711,952	$781,580	$779,480	$998,142	28%
(A7000) Non-Salary Operating Budget	$49,568	$74,770	$70,270	$77,970	4%
(A7500) Premiums/Controlled Budget	$7,350	$10,447	$10,447	$41,141	294%
Total - Planning	**$768,870**	**$866,797**	**$860,197**	**$1,117,253**	**29%**

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-13770) Mapping and Records	1	1	1	1	0%
(1000-15910) Planning Administration	7	7	7	9	29%
Total -Planning	**8**	**8**	**8**	**10**	**25%**

DEVELOPMENT SERVICES

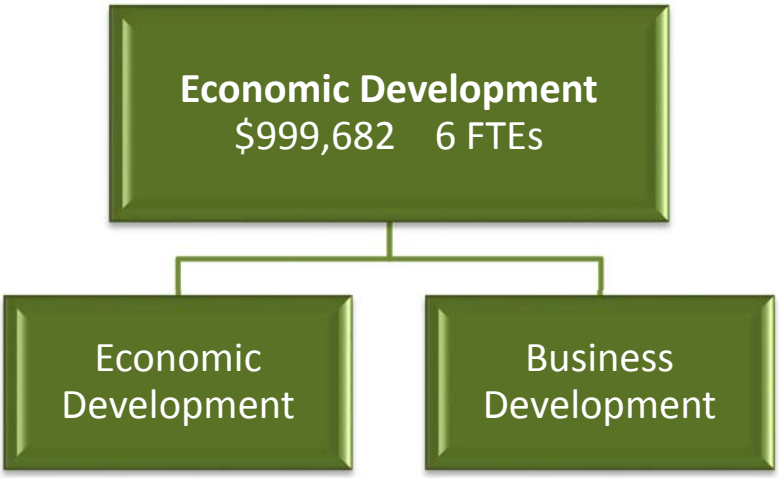
CODE COMPLIANCE ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-14410) Code Compliance	$1,028,303	$1,234,085	$1,223,755	$1,401,844	14%
Total - Code Compliance	**$1,028,303**	**$1,234,085**	**$1,223,755**	**$1,401,844**	**14%**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A6000) Salary & Related Budget	$933,803	$1,115,641	$1,115,641	$1,234,373	11%
(A7000) Non-Salary Operating Budget	$80,999	$98,030	$87,700	$96,830	-1%
(A7500) Premiums/Controlled Budget	$13,501	$20,414	$20,414	$70,641	246%
Total - Code Compliance	**$1,028,303**	**$1,234,085**	**$1,223,755**	**$1,401,844**	**14%**

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-14410) Code Compliance	14	14	14	14	0%
Total -Code Compliance	**14**	**14**	**14**	**14**	**0%**

Performance Report



Mission Statement

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

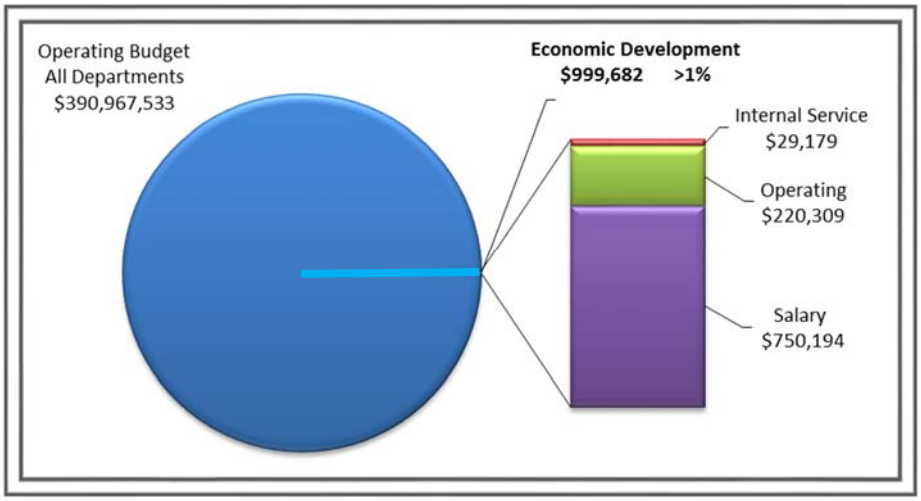
Department Description

The Office of Economic Development is responsible for forging strong relationships with the business and development community as well as local, regional, and state economic development agencies for the purpose of collaborating on a variety of initiatives in support or 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 $391 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

- Cardon Development Group and the City of Glendale were honored by Westmarc with the 2015 West Valley Economic Engine Award for the Aspera project. This is an 80-acre mixed-use development located at the Loop 101 and 75th Avenue. At full build-out, this $152 million project is expected to create 1,700 permanent jobs and generate a $137 million annual economic impact for Glendale.
- Dr. John Simon, founder of SimonMed Imaging, broke ground on Westgate Healthcare Campus. At full build-out, this $30 million project will offer more than 200,000 square feet of medical space and will create approximately 1,500 jobs further anchoring Glendale's western Loop 101 area as an employment corridor.
- Downtown Glendale welcomed a significant adaptive re-use project representing a $3 million private capital investment. The project converted a former industrial property on 2.5 acres creating a 21,000 square foot development that includes three up-scale amenities – Desert Rose Steakhouse, Desert Rose Pizza & Gastro Pub, and Desert Rose Cigar Lounge. This visionary project utilized the existing buildings and industrial canopy and incorporated design features that pay homage to the rich history of the community including a mural recreating historic Glendale photos and the display of original adobe building materials in one of the buildings.
- Glendale's unemployment rate dropped 0.6% from 5.5% in February 2015 to 4.9% in February 2016; and, year over year 2,596 more people joined the labor force and 3,121 more Glendale residents were employed.
- Developed new marketing material profiling geographic economic development corridors (Loop 101 and Loop 303), as well as Glendale's transportation and education assets, adding to the existing target industry materials.
- In collaboration with key area stakeholders, the Arizona Organizing Committee, College Football Playoff organization, and partner agencies, the Glendale planning team led by

Economic Development delivered another successful national event – the College Football Playoff national championship. The 2016 festivities included a three-day fan festival at Westgate Entertainment District that featured a live ESPN broadcast from the Waterdance Plaza in addition to the CFP's Champ Tailgate.

- Implemented the use of Microsoft Dynamics Customer Relationship Management (CRM) software that will assist with tracking clients in every stage of the process from inquiry through project completion.
- Active participation on the city's internal project team working with Valley Metro on the West Phoenix/Central Glendale high-capacity transit study that is currently underway. This includes ongoing internal and external meetings, participation in public outreach meetings/activities, engaging at all Community Working Group meetings, and participating in the formulation of staff recommendations for Council consideration.
- Initiated the process to create economic development tools that can be marketed to the development community for the purpose of supporting City Council's redevelopment vision for Centerline.
- Participated in the creation of an Entrepreneurial Outreach Center in partnership with the Glendale Public Library. The Center will support small business and entrepreneurs in the community.

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 markets and promote Glendale through recruitment initiatives.			
Performance Measures	**FY2014 Actual**	**FY2015 Actual**	**FY2016 Estimate**	**FY2017 Target**
New Businesses & Expansions	20	12	12	10
Jobs Generated	2,753	1,352	977	1,000
GPEC Project Responses	39	41	31	37
Participation in Recruitment Initiatives	n/a	5	5	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 Actual**	**FY2016 Estimate**	**FY2017 Target**
CDBG Grant Award (to the department)	$49,000	$0	$0	$50,000
Visual Improvement Program: # of Projects Grant Awards	2 $13,585	4 $27,087	3 $42,141	3 $104,587
Targeted Outreach Contacts	n/a	n/a	32	30

Department Goal	**Business Assistance and Retention & Expansion:** Keep businesses growing and thriving in our community.			
Council Priority	Fiscal Sustainability; Economic Development			
Performance Objective	Improve visibility and outreach, link businesses to resources, and support business assistance events (job/procurement fairs, seminars, etc.)			
Performance Measures	**FY2014 Actual**	**FY2015 Actual**	**FY2016 Estimate**	**FY2017 Target**
Targeted Outreach Contacts	n/a	169	125	125
Business Assistance Events	n/a	6	5	5

ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-16010) Economic Development	$652,291	$781,951	$781,051	$846,455	8%
(1000-16025) Business Development	$137,556	$142,309	$132,309	$153,227	8%
Total - Economic Development	**$789,847**	**$924,260**	**$913,360**	**$999,682**	**8%**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A6000) Salary & Related Budget	$610,542	$719,390	$719,390	$750,194	4%
(A7000) Non-Salary Operating Budget	$173,370	$196,009	$185,109	$220,309	12%
(A7500) Premiums/Controlled Budget	$5,935	$8,861	$8,861	$29,179	229%
Total - Economic Development	**$789,847**	**$924,260**	**$913,360**	**$999,682**	**8%**

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-16010) Economic Development	6	6	6	6	0%
Total -Economic Development	**6**	**6**	**6**	**6**	**0%**

Performance Report

Mission Statement

A partnership of employees and community working together to create a better quality of life for Glendale through the provision of excellent parks, recreational programing, special events, tourism, and neighborhood and community facilities.

Department Description

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

The Special Events Division is responsible for initiating and planning signature events in collaboration with community partners to better connect residents and tourists with Glendale, attract visitors and potential shoppers to the area, and foster community pride among residents.

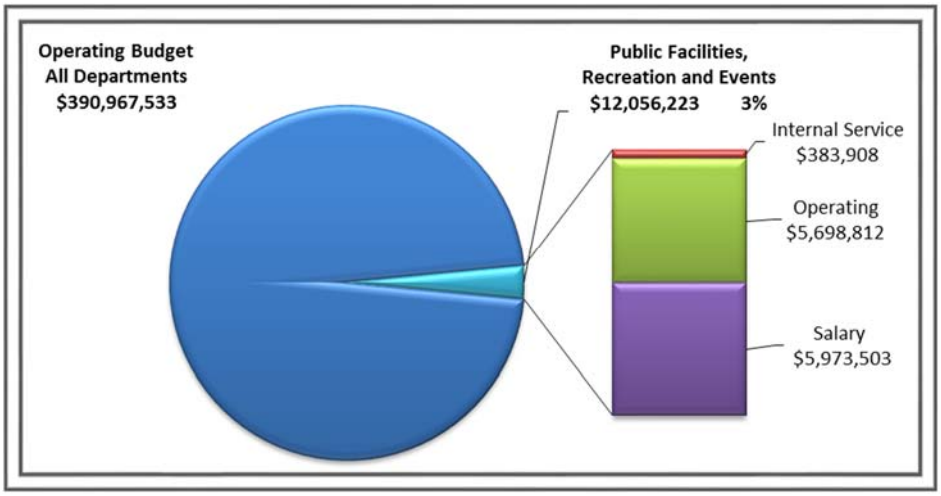
The Glendale Convention & Visitors Bureau positions and brands Glendale and the West Valley as a preferred year-round destination for visitors, conventions, meetings and major events that produce positive economic impact and increase leisure, business and group travel in the region. In addition the bureau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

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

Operating Budget

The total City Operating Budget is $391 million. The departmental operating budget is comprised of three categories:

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



Accomplishments, Enhancements, and Efficiencies

Parks and Recreation

- Conducted over 1900 playground inspections by certified playground inspectors.
- Re-named downtown amphitheater to "E. Lowell Rogers Amphitheatre".
- Initiated new programing at renovated Arrowhead Town Center community room.
- Implemented new policies to encourage greater use of Murphy Park and the downtown amphitheater.
- Initiated renewed focus and fiscal planning for Heroes Regional Park Development.

Special Events

- Glendale's signature events brought in an estimated 384,000 tourists and residents to the Centerline and downtown area in FY 15-16, generating an estimated $461,923 in direct festival revenue.
- Won 2nd place by AZ Central's Best Reader's Choice Awards for Glendale Glitters Best Holiday Lights and Best Outdoor Festival.
- Won three awards for events with attendance over 20,000 at the Annual AzTEC Awards Luncheon and Convention for Arizona festivals for the 2014 – 2015 season (Best Kids Element - Winter Wonderland; Best Photo of Participant; Best Charity or Fundraiser - Spirit of Giving).
- Won four awards for excellence in event production by the International Festivals and Events Association Annual (IFEA) Convention (Best Full Length TV Program Ad for Glitter & Glow Block Party; Best Cover Design for Glendale Glitters Spectacular; Best TV Promotion for Glendale Glitters Spectacular; Bronze – Best Sponsor Gift).

Tourism and GCVB

- Hotel occupancy in CY15 increased by 5.4% and average daily rate increased by 12.1% over the previous year, generating $44,148,287.25 in gross hotel room sales, an increase of 21% from CY14.
- The CVB managed ten shopping promotions resulting in more than 3,000 attendees. 25% of the attendees were first-time visitors to Downtown Glendale and 50% of the attendees were from outside of Glendale.
- Partnered with the business community for a new bi-weekly event, the Glendale Farmers Market.
- The CVB's digital programs resulted in a 185% increase in social media engagement, a milestone 10,000 Facebook fans, 83% increase in website visits and 92% increase in page views.
- The CVB placed 209 targeted ads utilizing print, digital, radio, television and out-of-home tactics; a 78% increase from FY15.

Public Facilities

- Civic Center placed first in "Ranking Arizona – Best of Arizona Businesses" for fifth consecutive year.
- Opened new STEM programs at Community Center North (Martin Art Center) and Heroes Regional Park (Wheels in Motion); entered into contract with Partners in Action for operations of the Glendale Community Center.
- Refinished the interior of the Foreman's House at Historic Sahuaro Ranch.
- Constructed a new 16 lane archery range through community grants and donations.
- Conducted asset inventory of the Historic Sahauro Ranch historic items stored on site.

Goals, Objectives, and Performance Measures

Department Goal	Provide excellent customer service to all patrons of the Public Facilities, Recreation and Events Department.			
Council Priority	Create innovative, efficient systems			
Performance Objective	Key department managers will work to identify existing and potentially new revenue streams to enhance the General Fund and self-sustaining funds to improve program/service delivery and enhance efficiency in the ongoing maintenance of our facilities.			
Performance Measures	**FY2014 Actual**	**FY2015 Actual**	**FY2016 Estimate**	**FY2017 Target**
Number of community programs/events/services funded through partnerships and/or outside revenue sources	3	3	8	9
Number of community volunteer hours leveraged by the department	18,836	24,385	30,000	13,644*
Cost per acre of park maintenance	$2,164	$1,996	$2,373	$2,631
Silver Sneaker Visits at Recreation Facilities	25,746	29,673	43,408	45,650
Number of Recreational Outreach Events	n/a	n/a	5	9

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

Department Goal	Increase attendance at city's signature festivals, add new events throughout the City and partner with outside groups to enhance special events division.			
Council Priority	Signature Event; Economic Development			
Performance Objective	Connect residents to their community; bring in more visitors from across the valley and state to enhance the overall economic impact and positive image of Glendale.			
Performance Measures	**FY2014 Actual**	**FY2015 Actual**	**FY2016 Estimate**	**FY2017 Target**
Increase in festival attendance annually by 5%	340,000	305,000	310,000	325,000
Increase social media responses/interactions annually by 10%	n/a	30,693	40,628	45,000
Increase sponsorship revenue for festivals annually by 5%	$116,500	$129,600	$77,150	$100,000
Estimated economic impact of special events	n/a	n/a	$4.15 mil.	$4.5 mil

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 Actual**	**FY2016 Estimate**	**FY2017 Target**
Number of downtown specific ad placements in CVB advertising flight plan	5	8	55	40
% Increase in social media presence through the CVB's digital assets including Facebook and Blog	+15%	+232%	+25%	+25%
% Increase in annual visitation to the shopping promotions	+2%	+3%	+5%	+5%
% increase in hotel occupancy (Calendar Year)	+3.3%	+5.4%	+3%	+3%

Department Goal	Provide excellent customer service to all patrons of the Public Facilities and Events Department.			
Council Priority	Create innovative, efficient systems			
Performance Objective	Engage other departments and agencies to foster and develop relationships that promote safe, updated and inclusive facilities while providing highly diverse programs and events.			
Performance Measures	**FY2014 Actual**	**FY2015 Actual**	**FY2016 Estimate**	**FY2017 Target**
Number of ramada reservation hours made for public use	7,436	8,030	7,286	7,644
Number of ballfield reservation hours	24,411	18,130	22,233	24,466
Community Center program hours available to the community	3,750	3,750	5,000	6,250
Number of people who attended Glendale Adult Center events and programs	133,369	143,091	138,000	140,000
Number of people who attended Foothills Recreation and Aquatic Center events and programs	401,836	460,327	459,936	463,850
Number of people who attended Civic Center events and programs	53,349	73,637	49,798	53,283

FACILITIES & EVENTS

PUBLIC FACILITIES & EVENTS ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-10890) Convention/Media/Parking	$118,762	$133,740	$113,638	$0	-100%
(1000-13040) Parks Maintenance	$4,361,503	$4,936,058	$5,032,262	$5,311,631	8%
(1000-14100) City Sales Tax - Bed Tax	$0	$240,191	$239,387	$270,910	13%
(1000-14102) Glendale CVB - Memberships	$0	$30,000	$24,000	$30,000	0%
(1000-14103) Tourism - Souvenir Program	$0	$5,000	$1,000	$5,000	0%
(1000-14104) Glitter Spectacular	$0	$124,865	$115,000	$124,913	0%
(1000-14105) December Weekends	$0	$89,268	$108,520	$89,315	0%
(1000-14106) Glitter and Glow	$0	$170,751	$141,300	$95,791	-44%
(1000-14107) Chocolate Affaire	$0	$102,676	$105,000	$102,699	0%
(1000-14108) Glitters Light	$0	$154,182	$154,182	$154,182	0%
(1000-14109) Other Special Events	$0	$103,415	$80,149	$102,415	-1%
(1000-14110) City-Wide Special Events	$369,895	$361,518	$361,518	$470,785	30%
(1000-14111) Summer Band	$0	$3,435	$9,929	$8,435	146%
(1000-14112) Special Events Permitting	$0	$0	$49,343	$69,765	NA
(1000-14130) Glendale CVB - Bed Tax	$0	$419,502	$421,156	$419,569	0%
(1000-14630) Recreation Admin & Events	$332,178	$501,393	$501,393	$669,084	33%
(1000-14640) Adult Center	$160,315	$131,486	$131,486	$294,435	124%
(1000-14650) Youth and Teen	$26,157	$0	$0	$196,670	NA
(1000-14670) Sports and Health	$0	$0	$0	$210,324	NA
(1000-14680) Aquatics Rose Lane & Splash Pa	$538,370	$398,625	$396,575	$421,736	6%
(1000-14690) Audio/Visual/Support Services	$258,688	$298,304	$302,887	$311,928	5%
(1000-14710) Park Rangers	$178,468	$339,009	$238,934	$262,471	-23%
(1000-14720) Foothills Recreation Center	$1,142,142	$1,148,545	$1,148,545	$1,450,253	26%
(1000-14725) Civic Center	$0	$562,512	$557,428	$627,245	12%
(1000-14760) Historic Sahuaro Ranch	$0	$0	$0	$81,414	NA
(1000-15015) Neighborhood Services	$73,728	$124,327	$122,822	$187,358	51%
(1260-15410) Library Book Fund	$89,546	$0	$0	$0	NA
(1280-13290) YSC - Parks & Rec	$141,592	$0	$0	$0	NA
(1281-10840) Mkt'g - Stadium Events	$13,494	$0	$0	$0	NA
(1740-11710) Civic Center	$541,908	$0	$0	$0	NA
(1750-10820) Tourism	$236,367	$0	$0	$0	NA
(1750-14312) Bed Tax - Tourism	$305,481	$0	$0	$0	NA
(1840-35004) Grant Approp - Parks & Rec	$0	$25,000	$0	$25,000	0%
(1840-35015) Misc P&R Grants	$2,185	$0	$0	$0	NA
(1840-35021) P&R Youth Scholarship Donation	$1,546	$0	$0	$0	NA
(1840-35022) GRASP Fitness & Nutrition Prog	$943	$0	$0	$0	NA
(1840-35023) Glendale Adult Ctr Donation	$4,150	$0	$0	$0	NA
(1840-35025) AZSTA Tbird Pak Trails Enhance	$13,835	$0	$0	$0	NA
(1840-35026) Youth Sports Program	$43,052	$0	$0	$0	NA
(1870-14310) Tourism - Souvenir Program	$990	$0	$0	$0	NA
(1870-14311) Glendale CVB - Memberships	$8,976	$0	$0	$0	NA
(1870-14321) Glitter Spectacular	$85,277	$0	$0	$0	NA
(1870-14322) Enchanted Evening	$122,113	$0	$0	$0	NA
(1870-14323) Glitter and Glow	$74,850	$0	$0	$0	NA
(1870-14324) Chocolate Affaire	$118,002	$0	$0	$0	NA
(1870-14326) Glitters Light	$154,182	$0	$0	$0	NA
(1870-14327) Other Special Events	$75,162	$0	$0	$0	NA

FACILITIES & EVENTS

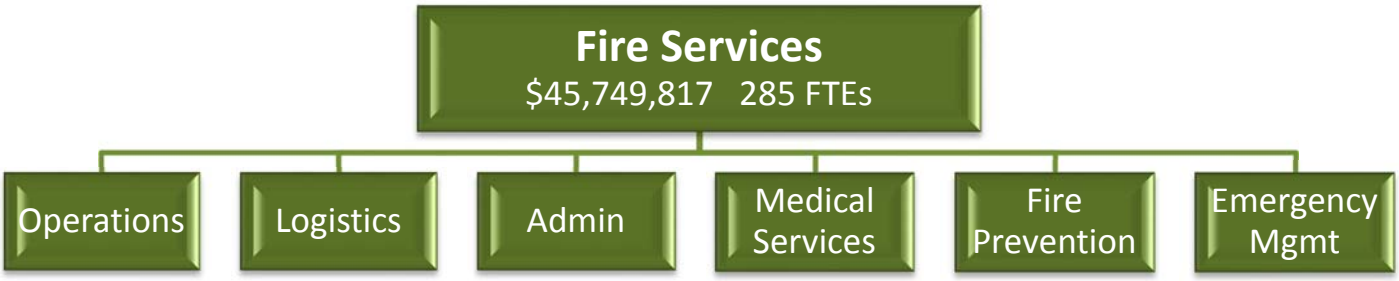
PUBLIC FACILITIES & EVENTS ROLLUP

(1870-14328) Summer Band	$8,341	$0	$0	$0	NA
(1880-14820) Rec. Admin & Events Self Sust.	$28,420	$20,500	$20,500	$0	-100%
(1880-14825) Adult Center Self Sustaining	$119,642	$136,723	$130,797	$0	-100%
(1880-14830) Rec Self Sust-Foothills Rec	$239,283	$275,501	$275,501	$0	-100%
(1880-14840) Sports Self Sustaining	$210,321	$303,474	$296,628	$0	-100%
(1880-14850) Youth and Teen Self Sustaining	$212,819	$295,091	$295,091	$0	-100%
(1880-14860) SRPHA Sahuaro Ranch Hist	$81,411	$70,341	$67,671	$0	-100%
(1880-14890) Aquatics Rose Lane Self Sust.	$8,747	$61,292	$32,746	$0	-100%
(1885-13135) City-Wide Aquatics	$674	$13,700	$0	$0	-100%
(1885-13170) Dedicate A Tree	$3,685	$4,000	$500	$2,000	-50%
(1885-13180) Desert Valley Park	$0	$9,000	$0	$6,000	-33%
(1885-13210) Desert Mirage Park	$0	$5,000	$0	$5,000	0%
(1885-13220) Desert Gardens Park	$0	$6,000	$0	$8,000	33%
(1885-13230) Discovery Park	$0	$4,000	$0	$4,000	0%
(1885-13235) Elsie McCarthy Pk. Maint	$14,015	$35,118	$55	$12,895	-63%
(1885-13237) Paseo Racquet Center	$1,580	$5,000	$0	$25,000	400%
Total - Public Facilities & Events	**$10,522,795**	**$11,648,542**	**$11,475,943**	**$12,056,223**	**3%**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A6000) Salary & Related Budget	$4,995,330	$5,626,684	$5,601,884	$5,973,503	6%
(A7000) Non-Salary Operating Budget	$5,337,950	$5,860,287	$5,713,104	$5,698,812	-3%
(A7500) Premiums/Controlled Budget	$189,515	$161,571	$160,955	$383,908	138%
Total - Public Facilities & Events	**$10,522,795**	**$11,648,542**	**$11,475,943**	**$12,056,223**	**3%**

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-13040) Parks Maintenance	20	20	20	21	5%
(1000-14100) City Sales Tax - Bed Tax		2.5	2.5	2.5	0%
(1000-14110) City-Wide Special Events	4	4	4	4	0%
(1000-14630) Recreation Admin & Events	3	6	6	7	17%
(1000-14640) Adult Center	2	2	2	2	0%
(1000-14650) Youth and Teen				2	
(1000-14680) Aquatics Rose Lane & Splash Pa	3	3	3	3	0%
(1000-14690) Audio/Visual/Support Services	4	4	4	4	0%
(1000-14710) Park Rangers	3	3	3	2	-33%
(1000-14720) Foothills Recreation Center	2	3	3	4	33%
(1000-14725) Civic Center		3	3	3	0%
(1000-15015) Neighborhood Services	1	1	1	1	0%
(1740-11710) Civic Center	3				
(1750-10820) Tourism	2.5				
(1880-14830) Rec Self Sust-Foothills Rec	1	1	1		
(1880-14850) Youth and Teen Self Sustaining	4	4	4		
Total -Public Facilities & Events	**52.5**	**56.5**	**56.5**	**55.5**	**-2%**

Performance Report



Mission Statement

Fast - Caring - Innovative - Professional

Department Description

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

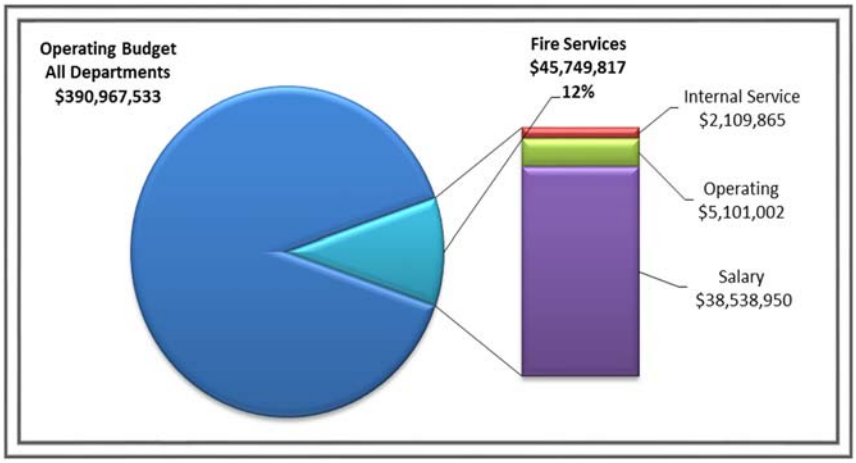
- Fire Prevention & Education (Public Education, Inspections, Investigations, Code Adoption)
- Fire Suppression (Firefighting)
- Emergency Medical Services (Advanced Life Support and Basic Life Support)
- Special Operations (Hazardous Materials and Technical Rescue)
- Crisis Response (Social Services)

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

Operating Budget

The total City Operating Budget is $391 million. The departmental operating budget is comprised of three categories:

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



Accomplishments, Enhancements, and Efficiencies

- Completed a two-year, $2.2 million federal Staffing for Adequate Fire and Emergency Response grant, improving Operations staffing by 15 firefighters.
- Received a $50,000 grant from the Tohono O'odham Nation to purchase additional turnout gear.
- Launched a low acuity response program, using existing resources, to cover non-emergency incidents in areas of the City with high volumes of these calls.
- Implemented the electronic patient care reporting program, replacing pen-and-paper medical charting with more efficient, state of the art tablets and software.
- Replaced pen-and-paper fire inspection forms with more efficient digital iPad technology.
- Successfully completed the comprehensive Fire Services Review audit conducted by Citygate Associates, LLC.
- Successfully completed the department's 15th annual accreditation self-assessment exercise and compliance report for the Commission on Fire Accreditation International.

Goals, Objectives, and Performance Measures

Department Goal	Provide fast, effective emergency response to our community through proper support and deployment of staffing, apparatus and equipment.			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	Provide citizens with effective and efficient all hazards response and ensure long-term sustainment of quality services.			
Performance Measures	**FY2014 Actual**	**FY2015 Actual**	**FY2016 Estimate**	**FY2017 Target**
Response time at the 90th percentile	7:53	6:48	6:44	6:44
Number of fire suppression calls	1,280	1,100	1,083	1,061
Number of ALS/BLS emergency calls	23,637	26,054	27,508	29,158
Number of other call types	2,782	2,873	2,652	2,705
Automatic Aid Received	3,662	4,035	4,100	4,200
Automatic Aid Given	5,570	6,283	6,300	6,400
Maintain quality Insurance Services Office (ISO) rating of 3 or better	2	2	2	2

*Response data above does not include Citygate recommended 1:00 alarm processing time

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 Actual**	**FY2016 Estimate**	**FY2017 Target**
Number of target training hours per firefighter	308	242	242	TBD
Number of training hours	158	115	150	TBD
% target hours attained	51.3%	47.5%	61.9%	TBD
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%

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 identity potential prevention measures			
Performance Measures	**FY2014 Actual**	**FY2015 Actual**	**FY2016 Estimate**	**FY2017 Target**
Number of inspections completed	2,381	1,720	2,916	3,400
Number of new construction inspections	1,050	1,119	1,253	1,500
Number of plans reviewed	1,065	1,400	1,658	1,600
% of plans review turn-around compliance	97%	97%	92%	90%
Structure Fire Investigations	87	65	64	63
Structure Values Saved	87%	84%	86%	85%

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 Actual**	**FY2016 Estimate**	**FY2017 Target**
Number of life safety classes and events held annually	174	380	385	390
Customer contacts	9,230	15,269	15,500	16,000

FIRE SERVICES

FIRE DEPARTMENT ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-12410) Fire Administration	$1,844,023	$2,225,123	$2,225,123	$2,113,255	-5%
(1000-12421) Fire Special Operations	$19,156	$16,293	$16,293	$47,625	192%
(1000-12422) Fire Operations	$27,277,564	$30,924,878	$29,936,766	$31,348,614	1%
(1000-12433) Fire Resource Management	$3,853,308	$3,807,585	$3,849,655	$3,994,557	5%
(1000-12434) Fire Training	$0	$0	$0	$25,500	NA
(1000-12436) Fire Medical Services & Health	$218,126	$247,363	$247,363	$320,703	30%
(1000-12438) Fire-Emergency Mgmt	$416,942	$502,357	$502,357	$562,503	12%
(1000-12441) Fire Marshal's Office	$769,240	$983,450	$983,450	$1,023,845	4%
(1000-12444) Fire Community Services	$10,914	$22,250	$22,250	$22,250	0%
(1000-12491) LA Services	$536,932	$566,041	$566,041	$704,457	24%
(1000-12493) FD - NCAA Final 4	$0	$0	$0	$213,932	NA
(1000-12494) Fire - Fiesta Bowl Event	$0	$58,816	$46,096	$61,789	5%
(1000-12495) Stadium - Fire Event Staffing	$0	$377,441	$322,441	$322,444	-15%
(1000-12496) Arena - Fire Event Staffing	$0	$139,752	$139,752	$139,178	0%
(1000-12497) CBRanch - Fire Event Staffing	$0	$55,852	$55,852	$55,964	0%
(1000-12498) Fire - College FB Playoffs	$0	$48,780	$0	$0	-100%
(1000-12499) Glendale Health Center	$0	$46,129	$46,129	$48,101	4%
(1010-12560) Fire - Super Bowl Event	$313,617	$0	$0	$0	NA
(1281-12515) Fire - Fiesta Bowl Event	$44,303	$0	$0	$0	NA
(1281-12520) Stadium - Fire Event Staffing	$319,458	$0	$0	$0	NA
(1282-12490) Arena - Fire Event Staffing	$184,252	$0	$0	$0	NA
(1283-12485) CBRanch - Fire Event Staffing	$33,555	$0	$0	$0	NA
(1840-34001) Grant Approp - Fire Dept	$0	$2,000,000	$2,000,000	$2,000,000	0%
(1840-34006) Paramedic Refresher Programs-D	$4,137	$0	$0	$0	NA
(1840-34007) Employee Recognition-Donations	$1,500	$0	$0	$0	NA
(1840-34008) Crisis Response - Donations	$7,624	$0	$0	$0	NA
(1840-34033) Fire Dept Cadet Pgm-Donations	$4,214	$0	$0	$0	NA
(1840-34072) AHIMT-Wildland Special Ops	$206,863	$0	$0	$0	NA
(1840-34079) Fire Comm. Services Donations	$1,201	$0	$0	$0	NA
(1840-34085) 2013 UASI GFD RRT	$8,172	$0	$0	$0	NA
(1840-34086) 2013 UASI GFD TLO	$2,874	$0	$0	$0	NA
(1840-34087) SRPMIS Fire Grant	$425,000	$0	$0	$0	NA
(1840-34088) 2013 Safer Grant	$865,144	$1,158,123	$1,166,373	$302,221	-74%
(1840-34089) UASI Emer Mgt Display Grant	$53,311	$0	$0	$0	NA
(1840-34090) 2014 UASI GFD RRT	$73,295	$0	$0	$0	NA
(1840-34091) 2014 UASI GFD TLO Sustainment	$6,501	$0	$0	$0	NA
(1840-34092) 2014 SHSGP GFD MMRS	$4,024	$0	$0	$0	NA
(1840-34093) 2013 UASI GFD RRT	$12,333	$0	$0	$0	NA
(1840-34094) 2013 UASI Server Update	$19,298	$0	$0	$0	NA
(2530-12590) PS Training Ops - Fire	$576,086	$787,230	$800,219	$886,875	13%
(2538-12711) Glendale Health Center	$40,435	$0	$0	$0	NA
Total - Fire Department	**$38,153,402**	**$43,967,463**	**$42,926,160**	**$44,193,813**	**1%**

FIRE SERVICES

FIRE DEPARTMENT ROLLUP

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A6000) Salary & Related Budget	$32,509,289	$38,744,715	$37,768,512	$37,917,914	-2%
(A7000) Non-Salary Operating Budget	$4,836,054	$4,232,891	$4,167,791	$4,187,762	-1%
(A7500) Premiums/Controlled Budget	$808,059	$989,857	$989,857	$2,088,137	111%
Total - Fire Department	**$38,153,402**	**$43,967,463**	**$42,926,160**	**$44,193,813**	**1%**

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-12410) Fire Administration	16	16	16	16	0%
(1000-12422) Fire Operations	220	220	220	221	0%
(1000-12433) Fire Resource Management	6	6	6	6	0%
(1000-12438) Fire-Emergency Mgmt	3	3	3	3	0%
(1000-12441) Fire Marshal's Office	10	10	10	10	0%
(1000-12491) LA Services	2	2	2	6	200%
(1840-34088) 2013 Safer Grant	15	15	15	15	0%
(2530-12590) PS Training Ops - Fire	5	5	5	5	0%
Total -Fire Department	**277**	**277**	**277**	**282**	**2%**

FIRE SERVICES

GRPS TRAINING CENTER - FIRE ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-12521) PS Training Ctr - Fire	$532,613	$642,827	$642,827	$642,827	0%
Total - GRPS Training Center - Fire	**$532,613**	**$642,827**	**$642,827**	**$642,827**	**0%**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A7000) Non-Salary Operating Budget	$532,613	$642,827	$642,827	$642,827	0%
Total - GRPS Training Center - Fire	**$532,613**	**$642,827**	**$642,827**	**$642,827**	**0%**

FIRE SERVICES

AIR MED & LOGISTICS OPS ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-12492) Air-Med & Logistics Ops (HALO)	$995,982	$1,000,311	$1,001,273	$913,177	-9%
Total - Air Med & Logistics Ops	**$995,982**	**$1,000,311**	**$1,001,273**	**$913,177**	**-9%**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A6000) Salary & Related Budget	$701,298	$626,124	$627,086	$621,036	-1%
(A7000) Non-Salary Operating Budget	$287,779	$370,413	$370,413	$270,413	-27%
(A7500) Premiums/Controlled Budget	$6,905	$3,774	$3,774	$21,728	476%
Total - Air Med & Logistics Ops	**$995,982**	**$1,000,311**	**$1,001,273**	**$913,177**	**-9%**

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-12492) Air-Med & Logistics Ops (HALO)	4	4	4	3	-25%
Total -Air Med & Logistics Ops	**4**	**4**	**4**	**3**	**-25%**

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.

Programs and Functions

Employee Relations – Manages the progressive discipline process and internal investigations as well as conflict mediation and resolution. Staffs and supports the Personnel Board.

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

Benefits - Ensures high quality benefits and wellness programs are provided to employees.

Classification & Compensation - Implements and maintains the classification and compensation structure, policies and practices.

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

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

Operating Budget

The total City Operating Budget is $391 million. The departmental operating budget is comprised of three categories:

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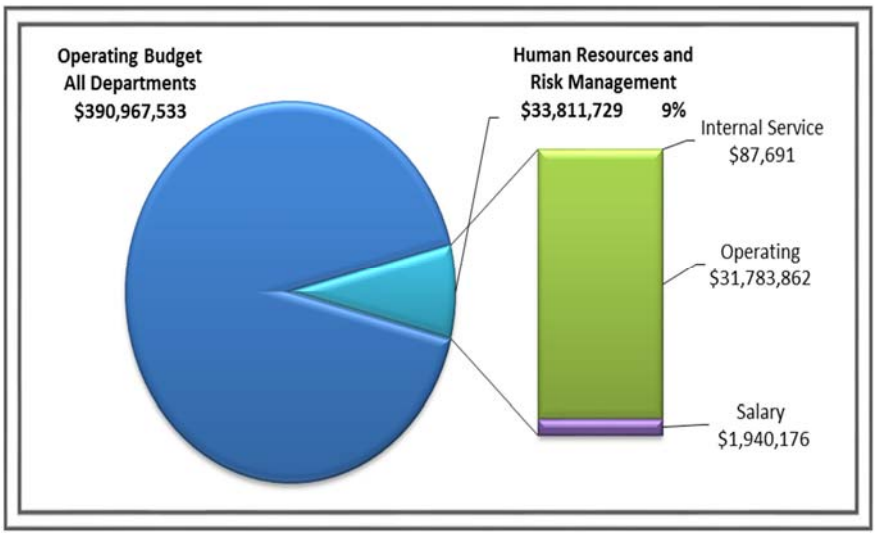
- Salary = salary and related costs



Accomplishments, Enhancements, and Efficiencies

- Completed the final phase to address non-represented employee compensation issues by conducting a comprehensive classification and compensation study in conjunction with Segal Waters Consulting.
- Obtained support for diversity initiatives and created the Inclusion Network made up of employees to develop, communicate and implement an internal diversity strategy.
- Successfully implemented an on-line new employee onboarding system which streamlined the new hire paperwork process.

Goals, Objectives, and Performance Measures

Department Goal	Foster and influence a climate of mutual respect and inclusiveness that is open, creative and people centered.			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	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 Actual**	**FY2016 Estimate**	**FY2017 Target**
Number of organizational diversity events held	n/a	2	4	6
Number of diversity training opportunities held	n/a	n/a	3	9
Number of employees attending diversity training/events	n/a	125	365	460
Increase diversity ratio of new hires	n/a	n/a	Baseline TBD	10%
Increase our diversity ratio to better reflect the Glendale community	n/a	n/a	Baseline TBD	10%

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	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 Actual**	**FY2016 Estimate**	**FY2017 Target**
Cost increases remain at or below the medical rate of inflation	n/a	.1% above	.6% above	1.0% below
Increase enrollment in the wellness program by 10%	n/a	28%	22%	15%
Reduction of overall health insurance costs	n/a	n/a	n/a	2.4%

HR & RISK MGT

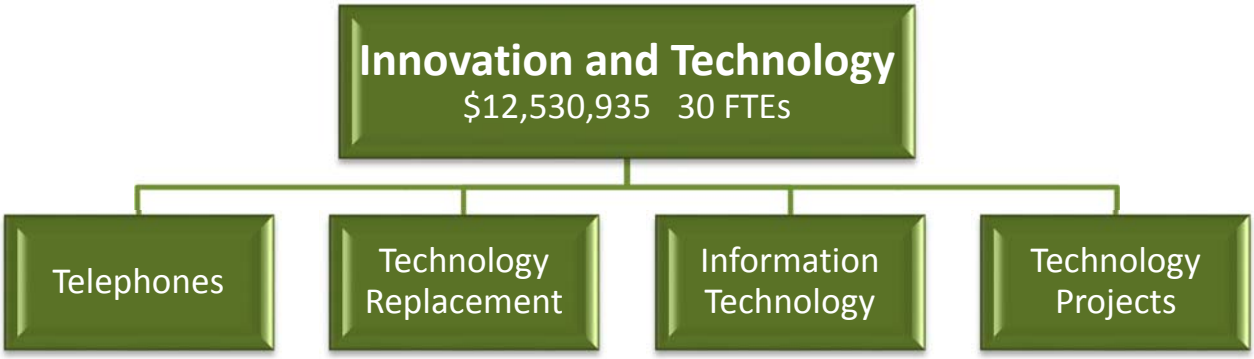
HUMAN RESOURCES ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-11010) Risk Management/Safety	$229,857	$0	$0	$0	NA
(1000-11020) Benefits	$256,521	$323,061	$323,061	$457,536	42%
(1000-11030) Human Resources Administration	$347,244	$358,567	$358,567	$401,171	12%
(1000-11040) Employment Services	$325,498	$327,973	$324,973	$346,589	6%
(1000-11050) Employee Relations	$254,011	$266,165	$266,165	$264,555	-1%
(1000-11060) Compensation	$184,934	$370,329	$350,329	$173,456	-53%
(1000-11070) Organizational Development	$93,104	$110,872	$100,872	$126,318	14%
(1000-11080) Employee Programs	$0	$20,000	$20,000	$60,000	200%
(1190-11110) GEMS	$19,925	$0	$0	$0	NA
(2540-18010) Risk Mgmt Trust Fund	$2,356,438	$2,934,598	$3,448,302	$2,951,560	1%
(2560-18110) Worker's Compensation	$1,335,080	$2,201,956	$2,203,940	$2,204,924	0%
(2580-18210) Benefit Programs	$23,031,808	$25,450,368	$25,450,368	$26,825,620	5%
Total - Human Resources	**$28,434,420**	**$32,363,889**	**$32,846,577**	**$33,811,729**	**4%**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A6000) Salary & Related Budget	$1,626,630	$1,746,706	$1,751,706	$1,940,176	11%
(A7000) Non-Salary Operating Budget	$26,790,822	$30,590,390	$31,068,078	$31,783,862	4%
(A7500) Premiums/Controlled Budget	$16,968	$26,793	$26,793	$87,691	227%
Total - Human Resources	**$28,434,420**	**$32,363,889**	**$32,846,577**	**$33,811,729**	**4%**

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-11010) Risk Management/Safety	3				
(1000-11020) Benefits	4	4	4	5	25%
(1000-11030) Human Resources Administration	3	3	3	3	0%
(1000-11040) Employment Services	3	3	3	3	0%
(1000-11050) Employee Relations	2	3	3	3	0%
(1000-11060) Compensation	2	2	2	2	0%
(1000-11070) Organizational Development	1	1	1	1	0%
(2540-18010) Risk Mgmt Trust Fund		2	2	2	0%
(2560-18110) Worker's Compensation		1	1	1	0%
Total -Human Resources	**18**	**19**	**19**	**20**	**5%**

Performance Report



Mission Statement

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

Department Description

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

Operating Budget

The total City Operating Budget is $391 million. The departmental operating budget is comprised of three categories:

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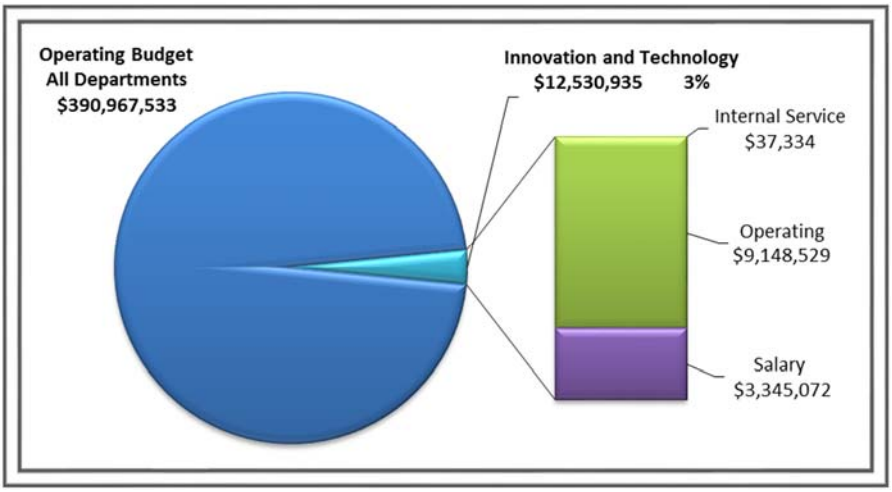
- Salary = salary and related costs



Accomplishments, Enhancements, and Efficiencies

- Upgraded the PeopleSoft Human Capital Manangement (HCM) system and added modernizations for more efficient payroll and human resources management.
- Implemented new Service Desk Management System which provides enhanced technical reporting, and capability for Service Desk to complete a variety of service requests remotely.

Goals, Objectives, and Performance Measures

Department Goal	Improve service levels			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	Provide effective and efficient information technology support by ensuring technologies are highly available, recoverable, and the integrity of data is maintained.			
Performance Measures	FY2014 Actual	FY2015 Actual	FY2016 Estimate	FY2017 Target
% City external website uptime	n/a	99.74	99.88	99.9%
% of City desktop computer assets which have exceeded their replacement date	n/a	63%	41.5%	26.7%

INNOVATION & TECH

INNOVATION & TECHNOLOGY ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-11510) Information Technology	$2,820,697	$0	$0	$0	NA
(1100-11520) Telephones	$1,069,454	$0	$0	$0	NA
(1140-11530) Technology Replacement	$2,848,000	$0	$0	$0	NA
(2591-18400) Telephones	$0	$1,135,400	$1,134,093	$1,146,234	1%
(2591-18401) Technology Replacement	$0	$2,859,943	$2,786,267	$1,576,674	-45%
(2591-18402) Information Technology	$0	$2,655,208	$2,690,179	$5,660,302	113%
(2592-18500) Technology Projects	$0	$3,234,800	$514,300	$4,147,725	28%
Total - Innovation & Technology	**$6,738,151**	**$9,885,351**	**$7,124,839**	**$12,530,935**	**27%**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A6000) Salary & Related Budget	$2,410,893	$2,683,961	$2,623,442	$3,345,072	25%
(A7000) Non-Salary Operating Budget	$3,828,980	$7,163,584	$4,463,591	$9,148,529	28%
(A7500) Premiums/Controlled Budget	$498,278	$37,806	$37,806	$37,334	-1%
Total - Innovation & Technology	**$6,738,151**	**$9,885,351**	**$7,124,839**	**$12,530,935**	**27%**

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-11510) Information Technology	25				
(1100-11520) Telephones	1				
(1140-11530) Technology Replacement	1				
(2591-18400) Telephones		1	1	1	0%
(2591-18401) Technology Replacement		1	1		
(2591-18402) Information Technology		25	25	29	16%
Total -Innovation & Technology	**27**	**27**	**27**	**30**	**11%**

MISCELLANEOUS GRANTS

GRANTS ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1840-32105) Victim's Rights-Cty Atty	$10,100	$0	$0	$0	NA
(1840-32108) Prop. 302	$146,441	$0	$0	$0	NA
(1840-32109) Nina Mason Pulliam Grant	$7,135	$0	$0	$0	NA
(1840-32111) Donations - Glendale Univ.	$2,990	$0	$0	$0	NA
(1840-32115) MYAC Fundraising	$1,182	$0	$0	$0	NA
(1840-32118) Miscellaneous Grants	$0	$150,000	$0	$150,000	0%
(1840-32132) Historic Plaques	$6,518	$0	$0	$0	NA
(1840-32149) Centennial HP Bus Tour Donat	$914	$0	$0	$0	NA
(1840-32156) STOP Violence Prosecutors Off	$101,896	$0	$0	$592	NA
(1840-32157) DV Lethality Assessment Grant	$89,566	$0	$0	$0	NA
(1840-36505) Glendale Habitat Garden Educ	$8,503	$0	$0	$0	NA
Total - Grants	**$375,245**	**$150,000**	**$0**	**$150,592**	**0%**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A6000) Salary & Related Budget	$178,493	$150,000	$0	$150,000	0%
(A7000) Non-Salary Operating Budget	$196,752	$0	$0	$0	N/A
(A7500) Premiums/Controlled Budget	$0	$0	$0	$592	N/A
Total - Grants	**$375,245**	**$150,000**	**$0**	**$150,592**	**0%**

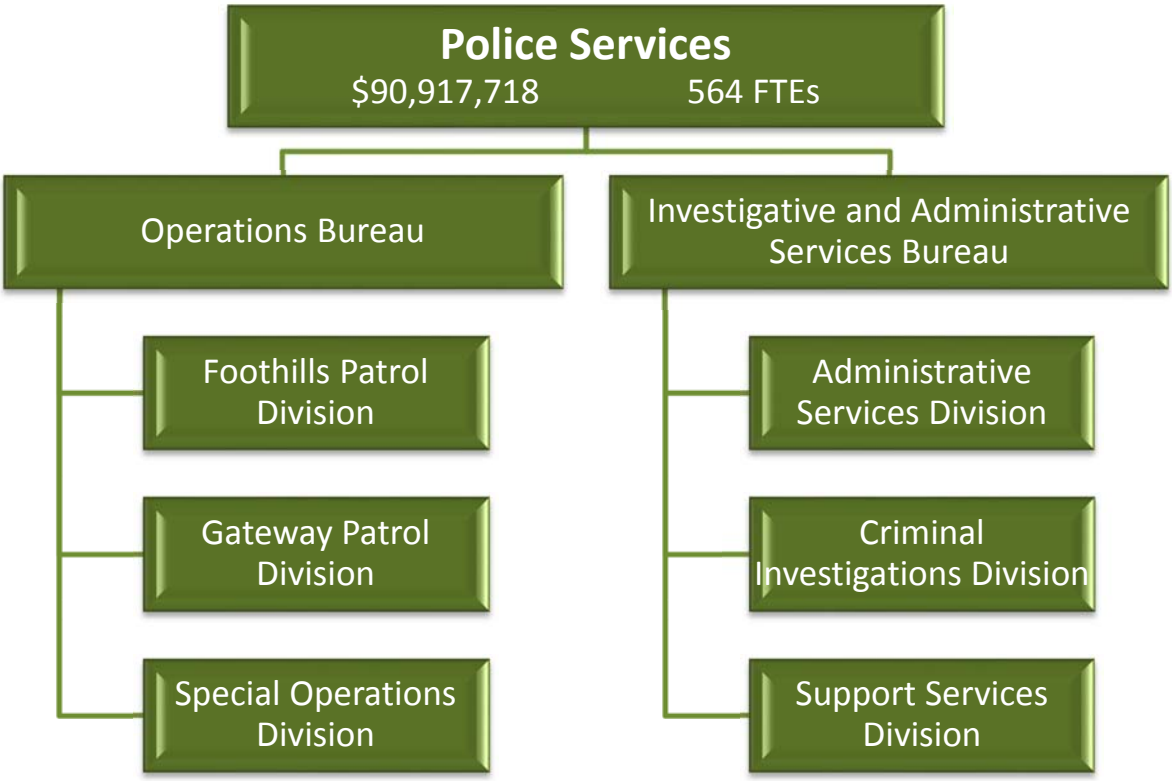
NON-DEPARTMENTAL

NON-DEPARTMENTAL ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-11801) Fund 1000 Non-Dept	$1,554,626	$10,026,202	$9,976,202	$17,876,424	78%
(1200-36502) From the Heart	$200,000	$200,000	$200,000	$200,000	0%
Total - Non-Departmental	**$1,754,626**	**$10,226,202**	**$10,176,202**	**$18,076,424**	**77%**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A6000) Salary & Related Budget	$143,618	$215,000	$215,000	$215,000	0%
(A7000) Non-Salary Operating Budget	$1,611,008	$1,526,251	$1,506,251	$16,434,199	977%
(A7500) Premiums/Controlled Budget	$0	$8,484,951	$8,454,951	$1,427,225	-83%
Total - Non-Departmental	**$1,754,626**	**$10,226,202**	**$10,176,202**	**$18,076,424**	**77%**

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

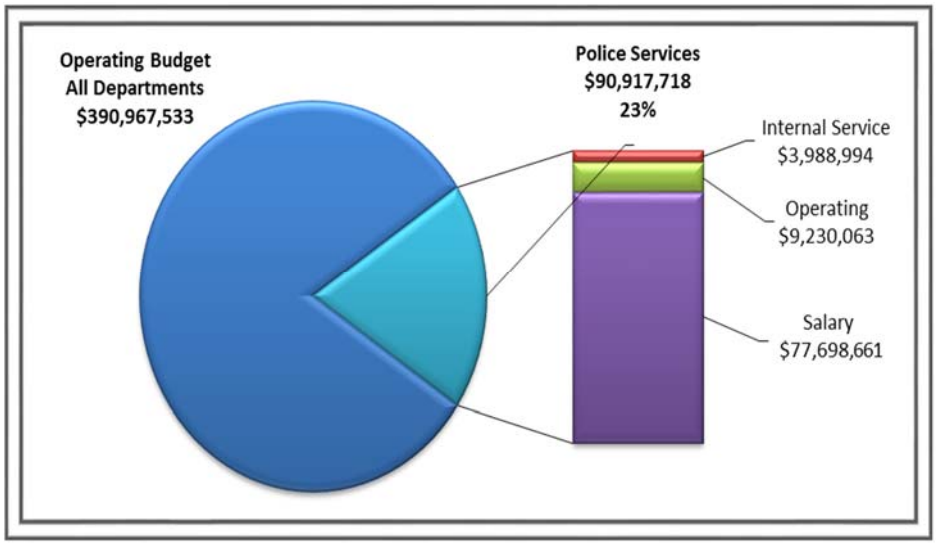
Department is made up of two major functional units; the Operations Bureau and the Investigative and Administrative Services Bureau; each headed by an Assistant Chief.

- 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 $391 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 – Records management implementation, deployment of body worn cameras to officers in enforcement roles, replacement of in car cameras and implementation of intelligence lead policing.
- Affect a reorganization that puts the department's resource and hiring priority in the patrol and investigation work areas.-Created a grant funded community policing squad in the 85301 zip code that will work with businesses, city departments and other organizations to enhance quality of life and reduce crime.
- Create two (2) human Trafficking Detectives to identify victims and provide resources.
- Create a Community Relations Team that consolidates community programs and outreach function.
- Create a Community Services Officer squad that takes non-emergency calls for service such as accidents and crime scene processing to free patrol officers to handle in progress calls.

Goals, Objectives, and Performance Measures

Department Goal	Promote a sense of community through safe and healthy neighborhoods, effective response to requests, maintain high visibility, and enforce traffic safety laws throughout the city			
Council Priority	Public Safety; Fiscal Sustainability			
Performance Objective	Timely response to calls for service, increased proactive patrol, and judicious enforcement to promote traffic safety			
Performance Measures	**FY2014 Actual**	**FY2015 Actual**	**FY2016 Estimate**	**FY2017 Target**
Calls for Service	130,059	174,535	187,456	191,200
% responses meet desired standard time: Priority 1 Calls Priority 2 Calls	 74.2% 57.9%	 77.7% 55.0%	 77.3% 55.0%	 80.0% 60.0%
Traffic collisions with Injuries	1,163	1,120	1,202	1,215
DUI Arrests	1,248	1,174	1,021	1,100
Officer initiated call volume (25% not coded) Traffic Stops	 7,615 3,556	 56,213 24,573	 67,303 30,626	 68,649 31,238
Communications % calls answered in 10 secs. (est.) % calls dispatched in 60 secs.	 n/a 33.5%	 n/a 47.1%	 n/a 48.0%	 n/a 60.0%

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 Actual**	**FY2016 Estimate**	**FY2017 Target**
UCR Part I - % change: Violent Crimes % change Property Crimes % change	 -18.6% -8.8%	 -0.4% -6.8%	 +7.2% +3.5%	 -5.0% -.5.0%
UCR Part 1 Crimes Violent Crime Property Crime	14,608 930 13,678	13,679 926 12,753	14,193 993 13,200	13,483 943 15,540
% of UCR Part I Crimes Cleared Violent Crimes Property Crimes	17.6% 36.3% 16.3%	16.1% 48.4% 13.5%	17.7% 45.2% 15.0%	19.0% 50.0% 19.5%
Cleared by Arrest or Submitted to Prosecutor Violent Crimes [#/total] Property Crimes [#/total]	25.8% [232/898] 6.8% [766/11,301]	40.4% [364/902] 12.2% [1346/11,045]	39.3% [381/971] 14.5% [1345/9592]	45.0% 16.0%

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 Actual**	**FY2016 Estimate**	**FY2017 Target**
Revised policies	19	25	7	25
Training: E-Learning sessions AOT Session conducted Professional Development Expenditure	 37 21 $75,000	 36 21 $75,000	 20 20 $100,000	 20 20 $100,000
Total Investigations Completed Internal Complaints Sustained Accidents Sustained Response to Resistance Investigations Sustained External Complaints Sustained	105 32 of 65 18 of 37 0 of 11 16 of 20	119 51 of 101 28 of 46 1 of 31 23 of 31	100 43 of 85 24 of 39 1 of 32 24 of 32	90

POLICE SERVICES

POLICE DEPARTMENT ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-12120) Police Administration	$2,827,500	$2,868,652	$2,876,863	$2,894,852	1%
(1000-12121) PD - Stadium Event Staffing	$0	$1,455,726	$1,274,344	$1,414,819	-3%
(1000-12122) PD - Fiesta Bowl Event	$0	$245,795	$168,735	$221,728	-10%
(1000-12123) PD - Arena Event Staffing	$0	$541,231	$421,609	$548,511	1%
(1000-12124) PD - College FB Playoffs	$0	$302,210	$0	$0	-100%
(1000-12125) PD - CBRanch Event Staffing	$0	$32,384	$21,200	$30,757	-5%
(1000-12126) PD - NCAA Final 4	$0	$0	$0	$786,005	NA
(1000-12130) Gateway Patrol	$15,718,106	$17,984,153	$16,646,820	$18,173,024	1%
(1000-12135) Training	$2,527,616	$2,877,061	$2,780,667	$3,069,150	7%
(1000-12150) Crime Investigations	$12,394,026	$12,739,491	$13,117,270	$14,939,996	17%
(1000-12160) Police Personnel Management	$642,852	$704,308	$695,964	$758,211	8%
(1000-12170) Foothills Patrol Bureau	$15,844,894	$17,841,073	$17,738,430	$19,376,485	9%
(1000-12180) Police Support Services	$2,010,850	$2,535,138	$2,634,011	$3,600,160	42%
(1000-12210) PD - Fiscal Management	$2,983,581	$3,745,068	$3,626,846	$2,946,920	-21%
(1000-12215) PD - Tow Administration	$59,886	$63,781	$63,781	$71,419	12%
(1000-12220) PD - Detention	$2,657,559	$2,714,759	$2,891,074	$3,048,321	12%
(1000-12230) PD - Communications	$3,453,062	$3,241,019	$3,545,615	$3,743,353	15%
(1000-12233) PD - Special Operations	$7,068,920	$7,479,410	$7,653,168	$8,471,510	13%
(1010-12360) PD - Super Bowl Event	$754,820	$0	$0	$0	NA
(1281-12231) Stadium - PD Event Staffing	$1,406,143	$0	$0	$0	NA
(1281-12234) PD - Fiesta Bowl Event	$154,325	$0	$0	$0	NA
(1282-12190) Arena-PD Event Staffing	$470,436	$0	$0	$0	NA
(1283-12195) CBRanch-Police Event Staffing	$5,890	$0	$0	$0	NA
(1840-33001) DARE	$152	$0	$0	$0	NA
(1840-33002) Victim Rights - PD	$82,811	$84,000	$76,869	$89,928	7%
(1840-33006) Police K-9 Donation	$16,652	$0	$0	$0	NA
(1840-33010) PD DEA Grant - Overtime	$40,250	$0	$0	$0	NA
(1840-33014) CAT Donations	$4,859	$0	$0	$0	NA
(1840-33018) VOCA	$100,752	$111,663	$75,079	$123,594	11%
(1840-33021) Grant Approp - Police Dept	$0	$2,000,000	$0	$2,000,000	0%
(1840-33032) Joint Terrorism Task Force-OT	$24,735	$0	$0	$0	NA
(1840-33041) DPS VTTF	$91,471	$0	$0	$0	NA
(1840-33047) Advocacy Donations	$693	$0	$0	$0	NA
(1840-33105) DEA OCDETF Overtime	$30,808	$0	$0	$0	NA
(1840-33163) GPD Cold Case Investigation	$26,471	$0	$0	$0	NA
(1840-33165) FCTF/MFTF	$12,041	$0	$0	$0	NA
(1840-33167) USMS Violent Offend Task Force	$2,002	$0	$0	$0	NA
(1840-33172) 2011 Smart Policing Initiative	$33,362	$0	$0	$0	NA
(1840-33173) 2011 JAG CAD/RMS Replacement	$44,843	$0	$0	$0	NA
(1840-33180) USPS Taskforce	$621	$0	$0	$0	NA
(1840-33181) HIDTA	$44,248	$0	$0	$0	NA
(1840-33188) State Farm Safety Education	$457	$0	$0	$0	NA
(1840-33202) Rutgers Partnership	$200	$0	$0	$0	NA
(1840-33203) 2013 UASI GPD RRT	$47,285	$0	$0	$0	NA
(1840-33204) 2013 UASI GPD TLO	$1,297	$0	$0	$0	NA
(1840-33207) STEP Speed Enforce/DUI Equip	$112,567	$0	$0	$0	NA
(1840-33208) STEP Overtime	$5,520	$0	$0	$0	NA

POLICE SERVICES

POLICE DEPARTMENT ROLLUP

(1840-33209) DUI Enforcement Overtime	$9,504	$0	$0	$0	NA
(1840-33210) 2014 Occupant Protection OT	$19,998	$0	$0	$0	NA
(1840-33211) Police Awards Ceremony Donate	$15,914	$0	$0	$0	NA
(1840-33212) 2012 UASI GPD Non-EnergeticRAT	$1,770	$0	$0	$0	NA
(1840-33213) 2013 COPS Hiring Program	$198,150	$515,827	$503,827	$441,572	-14%
(1840-33215) DUI Enforcement Vehicle (1)	$46,999	$0	$0	$0	NA
(1840-33216) 2014 DUIAC DUI Enforcement	$49,997	$0	$0	$0	NA
(1840-33217) Police Safety Eq ARS12-116.04A	$4,781	$0	$0	$0	NA
(1840-33218) 2015 GOHS DUI/Impaired Driving	$64,999	$0	$0	$0	NA
(1840-33219) 2015 GOHS Selective Traffic En	$28,150	$0	$0	$0	NA
(1840-33220) 2015 GOHS DUI/High Visibility	$46,869	$0	$0	$0	NA
(1840-33221) 2015 GOHS Selective Traffic En	$7,769	$0	$0	$0	NA
(1840-33222) 2015 GOHS Occupant Protection	$19,357	$0	$0	$0	NA
(1840-33223) 2014 UASI Glendale PD RRT Sust	$103,941	$0	$0	$0	NA
(1840-33224) 2014 UASI Glendale PD TLO Sust	$3,263	$0	$0	$0	NA
(1840-33225) 2014 JAG Grant	$19,845	$0	$0	$0	NA
(1840-33226) TO Nation Mobile Tablet Grant	$56,420	$0	$0	$0	NA
(1840-33227) 2016 DUIAC Know Your Limit	$14,408	$0	$0	$0	NA
(1840-33228) School Resource Officer IGAs	$0	$509,427	$626,825	$650,074	28%
(1840-33229) Police Teen Academy Donations	$930	$0	$0	$0	NA
(1860-32020) Federal RICO	$17,292	$225,000	$225,000	$225,000	0%
(1860-32030) State RICO	$2,103,478	$2,256,886	$2,256,886	$2,276,744	1%
(2530-12390) PS Training Ops - Police	$269,467	$359,377	$359,377	$372,758	4%
Total - Police Department	**$74,807,864**	**$83,433,439**	**$80,280,260**	**$90,274,891**	**8%**

POLICE SERVICES

POLICE DEPARTMENT ROLLUP

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A6000) Salary & Related Budget	$63,630,778	$71,536,081	$68,718,999	$77,055,834	8%
(A7000) Non-Salary Operating Budget	$9,370,044	$9,278,198	$8,942,101	$9,230,063	-1%
(A7500) Premiums/Controlled Budget	$1,807,042	$2,619,160	$2,619,160	$3,988,994	52%
Total - Police Department	**$74,807,864**	**$83,433,439**	**$80,280,260**	**$90,274,891**	**8%**

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-12120) Police Administration	21	20	20	19	-5%
(1000-12121) PD - Stadium Event Staffing		2	2	2	0%
(1000-12123) PD - Arena Event Staffing		1	1	1	0%
(1000-12130) Gateway Patrol	135	131	131	129	-2%
(1000-12135) Training	13	17	17	17	0%
(1000-12150) Crime Investigations	94	91	91	96	5%
(1000-12160) Police Personnel Management	5	5	5	5	0%
(1000-12170) Foothills Patrol Bureau	127	131	131	131	0%
(1000-12180) Police Support Services	25.5	28.5	28.5	34.5	21%
(1000-12215) PD - Tow Administration	1	1	1	1	0%
(1000-12220) PD - Detention	19	19	19	19	0%
(1000-12230) PD - Communications	38.5	36.5	36.5	36.5	0%
(1000-12233) PD - Special Operations	50	51	51	51	0%
(1281-12231) Stadium - PD Event Staffing	2				
(1282-12190) Arena-PD Event Staffing	1				
(1840-33002) Victim Rights - PD	1	1	1	1	0%
(1840-33018) VOCA	1	1	1	1	0%
(1840-33213) 2013 COPS Hiring Program	10	10	10	10	0%
(1840-33228) School Resource Officer IGAs		7	7	7	0%
(1860-32030) State RICO	0.5	1	1	1	0%
(2530-12390) PS Training Ops - Police	2	2	2	2	0%
Total -Police Department	**546.5**	**556**	**556**	**564**	**1%**

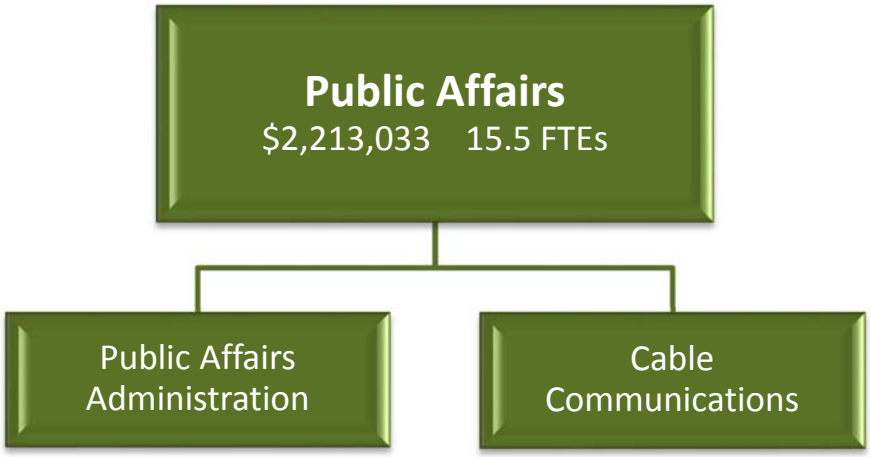
POLICE SERVICES

GRPS TRAINING CENTER - POLICE ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-12232) PS Training Ctr - Police	$532,613	$642,827	$642,827	$642,827	0%
Total - GRPS Training Center - Police	**$532,613**	**$642,827**	**$642,827**	**$642,827**	**0%**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A7000) Non-Salary Operating Budget	$532,613	$642,827	$642,827	$642,827	0%
Total - GRPS Training Center - Police	**$532,613**	**$642,827**	**$642,827**	**$642,827**	**0%**

Performance Report



Mission Statement

The mission of the Public Affairs Administration Divison is to develop and implement marketing and public information programs, resident communications and visitor services that promote Glendale and ensure the city's key message are delivered to target audiences in an accurate, timely and cost-effective manner.

We develop, represent and advocate the city's legislative policy decisions by consistently and effectively interacting with other governmental and non-governmental entities.

The mission of the Cable Communications Division is 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

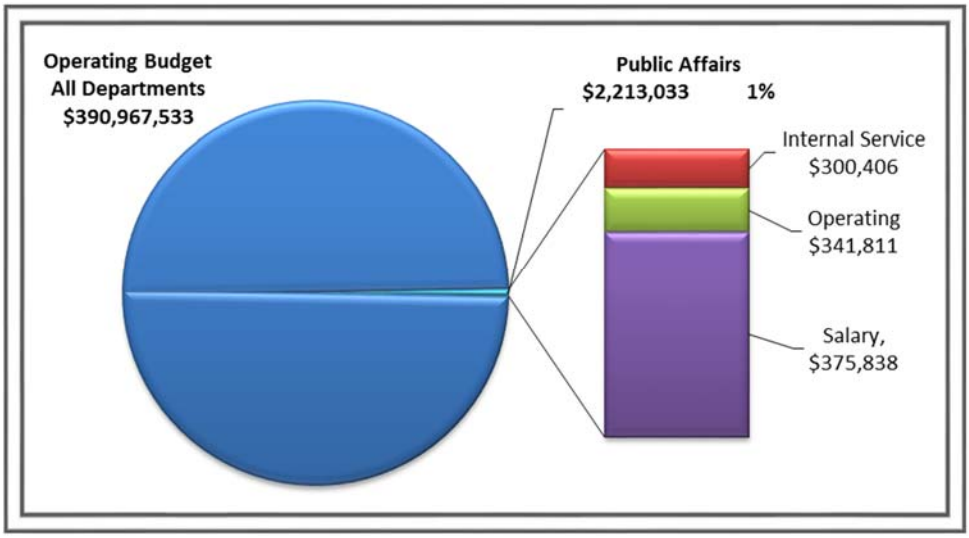
The Public Affairs Administration Divison coordinates the legislative and external activities and programs of the city of Glendale. We carry out the state and federal legislative agenda adopted by the City Council. We research and review state and federal legislation impacting the city. We protect the 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.

The Communications Division consists includes the Public Information Office, 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 $391 million. The departmental operating budget is comprised of three categories:



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

Accomplishments, Enhancements, and Efficiencies

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

Goals, Objectives, and Performance Measures

Department Goal	Legislative awareness and impact			
Council Priority	Fiscal Sustainability; Economic Development			
Performance Objective	Successfully advocate the city's position on issues at the Arizona Legislature, United States Congress, and other governmental bodies.			
Performance Measures	FY2014 Actual	FY2015 Actual	FY2016 Estimate	FY2017 Target
Total number of bills posted	1,205	1252	1328	1300
Number of bills tracked that have a direct impact to City and have received staff input	423	528	393	400
Number of new laws being enacted	278	324	250	300

Department Goal	Increase and improve communications and transparency with residents, stakeholders, community partners, businesses and visitors			
Council Priority	Transparency; Creative, Innovative, Efficient Systems			
Performance Objective	Increase outreach and provide city news and information about the city's programs, services, and amenities. Implement new web content management system to better serve our digital audience and increase visitors to city websites.			
Performance Measures	FY2014 Actual	FY2015 Actual	FY2016 Estimate	FY2017 Target
Social Media presence. (growth in page "likes," engagement and reach - the number of people who see our posts on all digital channels)	n/a	n/a	467,748	491,115
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	225	205
Number of website visits	n/a	n/a	5,702,768	6,000,000

Department Goal	Keep residents and the Council informed of legislative issues affecting the city or neighborhoods			
Council Priority	Transparency; Fiscal Sustainability			
Performance Objective	Keep the public and the Council informed of the city's legislative agenda and bills being considered by the Legislature that would have a direct impact on the city or neighborhoods.			
Performance Measures	**FY2014 Actual**	**FY2015 Actual**	**FY2016 Estimate**	**FY2017 Target**
Number of Legislative Link subscribers	n/a	87	88	90
Number of legislative reports posted to the website	6	6	8	8

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 Actual**	**FY2016 Estimate**	**FY2017 Target**
Number of Councilmembers serving on regional committees	5	5	4	5
Number of Councilmembers serving on national committees	3	5	6	6
Total number of regional and national groups on which Glendale is represented	12	12	12	12

PUBLIC AFFAIRS

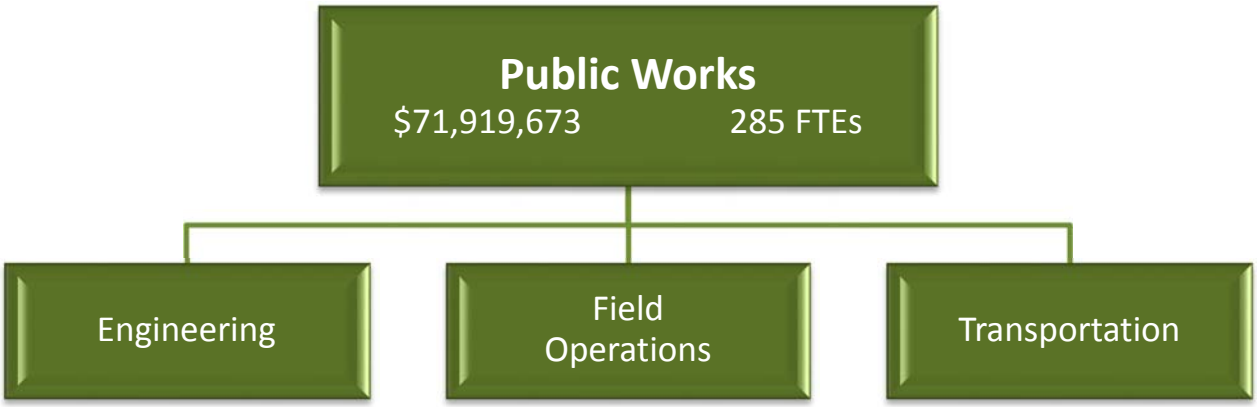
PUBLIC AFFAIRS ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-10810) Communications	$880,381	$1,043,466	$1,025,406	$0	-100%
(1000-10891) Media Center Operations	$131,212	$149,267	$148,654	$0	-100%
(1000-10910) Public Affairs Admin	$384,583	$512,016	$504,916	$1,367,596	167%
(1000-10920) Cable Communications	$0	$0	$0	$845,437	NA
(1000-14120) Cable Communications	$397,758	$343,620	$341,884	$0	-100%
Total - Public Affairs	**$1,793,934**	**$2,048,369**	**$2,020,860**	**$2,213,033**	**8%**

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A6000) Salary & Related Budget	$1,645,055	$1,787,085	$1,735,773	$1,570,816	-12%
(A7000) Non-Salary Operating Budget	$121,539	$218,209	$242,012	$341,811	57%
(A7500) Premiums/Controlled Budget	$27,340	$43,075	$43,075	$300,406	597%
Total - Public Affairs	**$1,793,934**	**$2,048,369**	**$2,020,860**	**$2,213,033**	**8%**

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-10810) Communications	9	10	10		
(1000-10891) Media Center Operations	1	1	1		
(1000-10910) Public Affairs Admin	3	3	3	11	267%
(1000-10920) Cable Communications				4.5	
(1000-14120) Cable Communications	4.5	3.5	3.5		
Total -Public Affairs	**17.5**	**17.5**	**17.5**	**15.5**	**-11%**

Performance Report



Mission Statement

Public Works mission is to develop and maintain excellent public facilities and infrastructure, while providing outstanding services that support and enhance a safe and sustainable 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 includes the Administrative Services section, and three separate, yet interdependent divisions that provide essential services to the city: Engineering, Field Operations and Transportation.

The Public Works Administration Services section provides for the development of agreements and council reports, budget coordination and monitoring, operational efficieny and innovative business solution programs, as well as accounts payable and personnel support services.

The Engineering division includes six (6) primary functions:

- Providing properly designed, constructed and inspected public facilities and rights-of-way infrastructure.
- Responsible for the implementation of the city's capital improvement program.
- management and oversight of cell tower equipment in the public rights-of-way and on city-owned facilities.
- Responsible for the city's street lighting system and traffic mitigation services.
- Manages and assists with property acquisition and disposition, procuring easements, and developing license agreements.
- Oversees floodplain management and city-adopted National Flood Insurance Program.

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

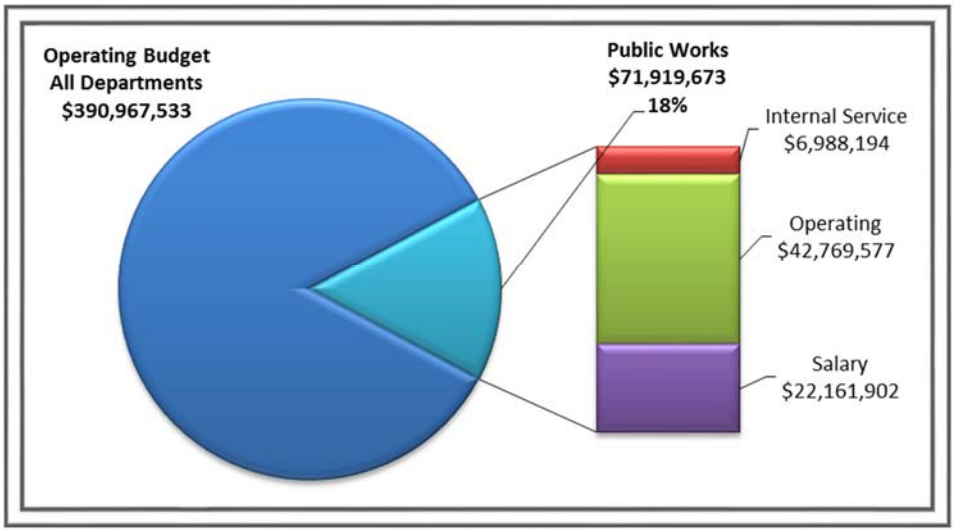
- Solid waste collection, including residential and commercial refuse, recycling, household hazardous waste, bulk trash, and street sweeping.
- Solid waste disposal, including the Glendale Municipal Landfill and Materials Recovery Facility (MRF) operations.
- Solid waste education, providing information on solid waste and recycling programs at community and group events, as well as through inspection services and public outreach.
- Customer service, assisting residential and commercial customers with their service needs, from new account set-up to container replacement and billing services.
- Equipment management for the maintenance and repair of over 1,300 city vehicles and other associated equipment, and the purchase of new vehicles as identified in the city's $3.5 million dollar vehicle replacement fund.
- Facilities management for the maintenance and cleaning of over 2.5 million square feet of facility space (150 city buildings and 80 city parks), as well as managing the city's facilities reserve fund that provides funding for facility upgrades, reconstruction and replacement.

The Transportation division includes six (6) primary functions:

- Management of city-operated Dial-A-Ride and GUS programs, and the coordination of fixed route bus service and taxi voucher programs.
- Participation in regional planning and coordination of such projects as Northern Parkway and Loop 303.
- Management of traffic signals and intelligent transportation systems and large event traffic management.
- Design and planning for improvements to the transportation system for pedestrians, bicycles and vehicles.
- Operation and management of the Glendale Municipal Airport.
- Street management, including pothole patching, concrete repair, street striping, traffic sign maintenance, rights-of-way (ROW) landscaping, graffiti removal, operation of the Glendale Memorial Park Cemetery, and oversight of the city's Pavement Management Program funded at $77.5 million over the next five years.

Operating Budget

The total City Operating Budget is $391 million. The departmental operating budget is comprized of three categories:



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

Accomplishments, Enhancements, and Efficiencies

Engineering

- Engineering provided project management to a total of 78 Capital Improvement Projects with an estimated total project value of $221.2 million (39 projects completed: 28 through design and 11 in construction).
- Project management of the $6.6 million Landfill Scalehouse Relocation Project, which includes a new access road, relocation of the scalehouse, administration office and maintenance building to support the transition from the South cell area to the North cell area. The South cell area is approaching capacity and is projected to be closed in 2022.
- The Engineering Division processed over $10.5 million in construction expenses and $7.5 million in new construction agreements for the pavement management program. Major Improvements include Mill & Overlay of 59th Avenue from Union Hills Drive to Bell Road; Union Hills Drive, from 59th Avenue to 75th Avenue; and Greenway Road from 59th Avenue to 67th Avenue.
- Completion of tenant improvements to the Bank of America Building. The Department of Child Safety (DCS) entered into a 5 year lease with the City to occupy nearly all of the vacant space (approximately 35,000 square feet or 65%) in the building. The city will benefit from the new tenant by generating approximately $2.15 million over the term of the lease.
- Coordination and management of 42 wireless communication license agreements yielding annual general fund revenue of $382,500. Over the last three years, the number of license agreements has tripled and the program is expected to keep expanding.

- Engineering staff made a presentation at Council Workshop regarding Honorary Street Naming. Once approved by Council, staff assisted with the implementation of the Honorary Street Naming and associated ceremonies. To date, Martin Luther King, Jr. and Cesar Chavez have been installed. The Marty Robbins ceremony is schedule for the fall of 2016.
- Staff has developed and implemented a speed cushion program, installing or replacing 24 speed cushions; and, staff prepared construction documents facilitating the installation of 33 infill street lights. It has been over 5 years since the last infill street light was installed.

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 (Jan. 1), Glendale Glitter & Glow Block Party (Jan 9), Glendale Chocolate Affaire (Feb. 5-7).
- Solid Waste Collection serviced 53,000 residential and 1,000 commercial accounts. The division recently rerouted its commercial collection schedule to increase efficiency. Routes are more focused and the division was able to consolidate from 33 to 28 weekly routes.
- The Glendale Municipal Landfill (LF) and Materials Recycling Facility (MRF) serve approximately 53,000 Glendale households and many surrounding communities. The LF receives 353,000 tons of refuse and the MRF processes approximately 25,000 tons of recyclables annually. The LF and MRF have Intergovernmental Agreements (IGA's) in place with multiple cities, which include Avondale, Phoenix, Peoria and Wickenburg.
- The Landfill was successful in requesting and obtaining a Type III Permit Revision from the Arizona Department of Environmental Quality (ADEQ) approved on March 21, 2016. This revision allows the height of the Landfill to be extended an additional 17 feet. This height extension will allow Landfill operations to continue on the south cell until the year 2022, (an additional 5 years) at the current tonnage rate.
- Facilities Management completed over 1,000 preventive and 2500 corrective maintenance work orders, and managed $1.6 million dollars in capital repairs to city buildings and facilities to extend the useful life of city's assets. Some examples of CIP projects completed include: lighting upgrades at 9 fire stations, roof repairs or replacements at 9 city buildings including Fire Stations 152 and 154 and Foothills Library to avoid impact to customer business operations and save energy.
- Equipment Management maintained and serviced the city fleet of 1375 vehicles and equipment. This year staff have prepared 91 new vehicles for service, processed 85 vehicles for auction, performed 5,317 repairs, and completed 3,540 preventative maintenance services. In total, Vehicle Technicians clocked 28,918 labor hours as the city fleet drove 4.76 million miles during the course of providing service to the community.

Transportation

- The Transit Center, located at Arrowhead Towne Centre, was completed in early 2016. The facility serves three local routes, which serve over 75,000 boardings a year. It provides a covered seating area for riders, public Wi-Fi, and plans are in the works for the future installation of a fare Ticket Vending Machine (TVM).

- Transportation Systems Management staff provided special event traffic control for 11 preseason, regular and playoff AZ Cardinals games, the Fiesta Bowl, College Football Playoff National Championship, Arizona Coyotes games, and other Mega Events. Staff also provided traffic control for the Downtown Special Events and the Christmas Parade.
- The City recently purchased 2 parcels totaling 99 acres in the vicinity of the Sports and Entertainment District. One of the parcels (22 acres) located on the southwest corner of Maryland Avenue & 91st Avenue is being developed as a surface parking lot containing approximately 2,700 spaces. Construction is anticipated to be completed by August 2016 in time for the upcoming football season. This parking lot is intended to enable the City to meet the event parking requirements at the Sports and Entertainment District, as well as providing additional parking to the general public visiting the Westgate area.
- Highway Safety Improvement Program (HSIP) federal funded project upgraded existing pedestrian signal indications with countdown pedestrian signal indications at 51 signalized intersections. This completes all of Glendale's 201 locations.
- New River Multi-Use Path federal funded off-street multi-use path project between Bethany Home Road and Northern Avenue along the east bank of New River is complete and opened to traffic in September 2015. The project provides grade separated crossings at Glendale and Northern avenues.
- Maryland Spot Improvements federal funded on-street and off-street bicycle facilities project between 67th and 83rd avenues is complete and open to traffic. The project added pavement on the north-side of Maryland Avenue to accommodate bike lanes between 67th and 69th avenues. Additionally, a multi-use path was added in Discovery Park near 79th Avenue to provide a connection between the bike lanes on either side of the park.
- Street Maintenance staff removed over 14,000 graffiti tags throughout the city this year. Staff also repaired 11,000 potholes, 52,100 square feet of asphalt, 1,100 feet of curb/ gutter, and 4,000 square feet of sidewalk. Staff responded to special project requests to include cleanup of the Thunderbird Lounge downtown area, Camelback Ranch Spring Training Complex parking lots, the Glendale Regional Training Facility drainage problems, and assist the Police Services Department with homeless camp cleanups.

Goals, Objectives, and Performance Measures

Department Goal	Deliver a capital improvement program that provides accurate information, optimizes available resources, and provides needed projects for our community.			
Council Priority	Fiscal Sustainability; Transparency; Creative, Innovative, Efficient Systems			
Performance Objective	Design, procure and manage Engineering and Construction Consultant Services to all city departments for Capital and Operating projects.			
Performance Measures	**FY2014 Actual**	**FY2015 Actual**	**FY2016 Estimate**	**FY2017 Target**
% of all projects scheduled completed in the fiscal year	n/a	n/a	90%	90%

Department Goal	Ensure citizen safety and high quality of life by providing properly operating streetlights.			
Council Priority	Fiscal Sustainability; Transparency; Creative, Innovative, Efficient Systems			
Performance Objective	Maintain street lighting system with less than 1% of lights malfunctioning (99% reliability).			
Performance Measures	**FY2014 Actual**	**FY2015 Actual**	**FY2016 Estimate**	**FY2017 Target**
Maintain street lighting system with less than 1% of lights malfunctioning.	.57%	.63%	.50%	<1%

Department Goal	Implement the 5-yr Pavement Management Plan ($45M) to address the complete street network through Mill & Overlay, Slurry Seal , and other surface applications			
Council Priority	Creative, Innovative, Efficient Systems; Public Safety			
Performance Objective	Manage the City's Pavement Management Plan through in-house design, construction administration, and inspection services expending $9.0M per year.			
Performance Measures	**FY2014 Actual**	**FY2015 Actual**	**FY2016 Estimate**	**FY2017 Target**
Mill & Overlay	n/a	n/a	$7.5M	$7.0M
Slurry Seal	n/a	n/a	$2.5M	$2.0M
Total			$10.0M	$9.0M

Department Goal	Collect and dispose of all Solid Waste as scheduled			
Council Priority	Fiscal Sustainability; Innovative, Efficient Systems			
Performance Objective	Provide excellent service to all customers by effectively and efficiently managing solid waste collected; reduce missed collections; and increase efficient disposal and processing services.			
Performance Measures	FY2014 Actual	FY2015 Actual	FY2016 Estimate	FY2017 Target
Residential containers missed pickup – reduce by 5%	302	251	239	227
Increase compaction of garbage at Landfill by 3% - Measured in pounds per cubic yard compaction	1,690	1,650	1,690	1,720
Decrease residuals at Material Recovery Facility by 3%	35.64%	34%	34%	31%

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 Actual	FY2016 Estimate	FY2017 Target
Fleet Vehicle and Equipment Preventative Maintenance (PM) Compliance	61%	74%	80%	85%
Fleet Direct Labor Rate	60.2%	63%	65%	70%
Fleet Downtime Rate	n/a	4.61%	<5%	<5%
Facilities Heating, Ventilating, and Air Conditioning PM Compliance	n/a	n/a	80%	86%

Department Goal	Plan for Glendale's transportation future.			
Council Priority	Fiscal Sustainability; Transparency; Public Safety; Innovative, Efficient Systems; Economic Development			
Performance Objective	Develop a system-wide holistic transportation master plan and advance regional and local priorities identified, while encouraging economic development opportunities.			
Performance Measures	FY2014 Actual	FY2015 Actual	FY2016 Estimate	FY2017 Target
Development of Transportation Plan Update	n/a	n/a	50%	100%
Finalize Airport Layout Plan Update	n/a	n/a	95%	100%

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 Actual	FY2016 Estimate	FY2017 Target
% signalized intersections connected to the central signal system (201 total signalized intersections, including three HAWK pedestrian crosswalks)	75%	80%	83%	87%
% traffic signal cabinet PM program	50%	50%	50%	75%
Flashing Yellow Arrow Study – Number of intersections studied – 45 locations	n/a	5	45	n/a
Flashing Yellow Arrow Installation Program – Number of intersections updated	n/a	n/a	n/a	11

Department Goal	Provide quality alternative transportation options for Glendale citizens and visitors.			
Council Priority	Fiscal Sustainability; Innovative; Efficient Systems; Signature Events; Economic Development			
Performance Objective	Encourage more Glendale residents to take advantage of alternative modes of transportation.			
Performance Measures	**FY2014 Actual**	**FY2015 Actual**	**FY2016 Estimate**	**FY2017 Target**
Number of paratransit (Dial-a-Ride) passengers transported per hour of service	2.77	2.64	3.0	3.0
Number of passengers served on Glendale's transit system (Dial-a-Ride, GUS, Valley Metro)	2,658,941	2,785,097	2,800,000	2,810,000
Bus shelter refurbishment (150 total Shelters) benches and cans (52 locations)	10%	24%	25%	25%
Number of participants in Glendale Family Bike Ride	606	480	600	650

Department Goal	Provide street maintenance and maintain rights of way (ROW) landscaping in a manner that is aesthetically pleasing and safe for visitors, residents and businesses.			
Council Priority	Creative, Innovative, Efficient Systems; Public Safety			
Performance Objective	Manage the city's pavement infrastructure through ongoing maintenance, asphalt treatment and repair of paved streets, alleys, concrete sidewalks and walkways, and provide graffiti removal and weed abatement for developed and undeveloped ROW in the city.			
Performance Measures	**FY2014 Actual**	**FY2015 Actual**	**FY2016 Estimate**	**FY2017 Target**
% Respond to Requests for Services (RFS), email, online hotline, and other call-ins within 24 hours	n/a	90%	95%	95%
Crack-Sealing Program	n/a	No data*	No data*	44.5 miles
Oversight of Pavement Management Program	n/a	No data*	No data*	53 miles

PUBLIC WORKS

PUBLIC WORKS ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-11890) Stadium - Transportation Ops.	$0	$794,339	$708,046	$792,682	0%
(1000-11891) Transp - Fiesta Bowl Event	$0	$92,873	$63,490	$142,668	54%
(1000-11892) Arena - Transportation Ops.	$0	$15,025	$12,782	$14,973	0%
(1000-13410) Field Operations Admin.	$445,601	$162,628	$163,048	$180,210	11%
(1000-13420) Cemetery	$199,155	$218,004	$211,454	$225,584	3%
(1000-13430) Manistee Ranch Maintenance	$5,583	$0	$0	$0	NA
(1000-13440) Graffiti Removal	$5,292	$17,110	$17,109	$17,110	0%
(1000-13450) Facilities Management	$3,723,478	$3,931,542	$3,899,432	$3,864,334	-2%
(1000-13460) Custodial Services	$742,430	$843,640	$843,740	$938,016	11%
(1000-13461) Downtown Parking Garage	$53,025	$0	$0	$0	NA
(1000-13556) CBRanch - ROW Maintenance	$0	$16,080	$16,080	$16,080	0%
(1000-13710) BofA Bank Building	$279,152	$293,178	$449,445	$528,863	80%
(1000-13715) Promenade at Palmaire	$55,935	$57,400	$60,618	$60,312	5%
(1000-13720) Engineering Administration	$549,033	$561,744	$561,032	$650,218	16%
(1000-13730) Design Division	$8,061	$16,313	$14,576	($249,369)	-1629%
(1000-13780) Land Development Division	$108,390	$128,727	$136,143	$136,051	6%
(1000-13790) Construction Inspection	$569,872	$735,928	$687,522	$779,220	6%
(1010-16360) Transp - Super Bowl Event	$85,436	$0	$0	$0	NA
(1040-13510) Equipment Management	$3,878,558	$0	$0	$0	NA
(1040-13520) Fuel Services	$2,934,529	$0	$0	$0	NA
(1040-13530) Parts Store Operations	$1,586,285	$0	$0	$0	NA
(1120-13610) Equipment Replacement	$2,864,777	$4,500,000	$3,191,895	$4,732,500	5%
(1280-13470) YSC - Facilities Mgt.	$47,006	$0	$0	$0	NA
(1281-16840) Stadium - Transportation Ops.	$679,876	$0	$0	$0	NA
(1281-16845) Transp - Fiesta Bowl Event	$26,450	$0	$0	$0	NA
(1282-16830) Arena - Transportation Ops.	$10,226	$0	$0	$0	NA
(1283-16741) CBRanch - ROW Maintenance	$9,464	$0	$0	$0	NA
(1340-16710) Right-of-Way Maintenance	$2,306,817	$2,641,663	$2,639,843	$2,982,981	13%
(1340-16720) Street Maintenance	$1,076,339	$1,198,748	$1,247,546	$1,436,424	20%
(1340-16731) Graffiti Removal - ROW	$147,902	$162,372	$165,795	$164,667	1%
(1340-16810) Traffic Signals	$824,755	$1,201,495	$1,209,606	$1,221,906	2%
(1340-16820) Signs & Markings	$364,898	$636,758	$598,163	$587,057	-8%
(1340-16910) Transportation Administration	$109,281	$115,491	$115,491	$123,775	7%
(1340-16920) Street Light Management	$2,083,193	$2,281,469	$2,264,610	$2,654,060	16%
(1340-16925) Pavement Management	$0	$620,051	$598,591	$602,620	-3%
(1340-16940) Traffic Studies	$162,888	$327,087	$312,474	$242,219	-26%
(1340-16950) Traffic Design and Development	$169,712	$172,502	$172,502	$287,053	66%
(1650-37200) Grant Approp - Transportation	$0	$1,000,000	$0	$1,000,000	0%
(1650-37202) New Freedom - GUS 3	$13,934	$0	$0	$0	NA
(1650-37208) LTAF II - Fixed Route	$679,750	$0	$0	$0	NA
(1660-16311) GO Street Light Mgmt	$0	$499,100	$499,100	$500,000	0%
(1660-16510) Transportation Program Mgmt	$2,262,262	$2,496,273	$2,371,345	$2,462,574	-1%
(1660-16520) Transportation Education	$158,610	$215,509	$190,682	$199,200	-8%
(1660-16525) Transit Management	$191,472	$414,317	$413,780	$336,103	-19%
(1660-16530) Dial-A-Ride	$2,223,047	$2,670,544	$2,639,816	$2,849,318	7%
(1660-16540) Fixed Route	$3,445,453	$4,883,203	$4,747,915	$4,761,516	-2%
(1660-16550) Demand Management	$20,924	$40,300	$36,880	$40,300	0%

PUBLIC WORKS

PUBLIC WORKS ROLLUP

(1660-16570) Intelligent Transportation Sys	$582,469	$699,685	$699,685	$641,479	-8%
(1660-16580) Traffic Mitigation	$286,072	$300,675	$279,982	$424,536	41%
(1660-16590) Transportation CIP O&M	$237,306	$1,173,766	$477,150	$913,344	-22%
(1660-16610) GO Traffic Signals	$225	$10,050	$2,717	$10,050	0%
(1660-16620) GO Signs & Marking	$0	$53,813	$0	$53,813	0%
(1660-16630) GO Street Light Mgmt	$445,626	$0	$0	$0	NA
(1660-16640) Rail Transit	$53,405	$55,000	$59,944	$55,000	0%
(1760-16410) Airport Operations	$736,406	$638,647	$649,260	$680,884	7%
(1842-37091) FTA AZ-96-X002	$33,916	$0	$0	$0	NA
(2440-17710) Landfill	$3,182,532	$4,416,402	$3,960,998	$4,585,422	4%
(2440-17720) Gas Management System	$91,948	$166,800	$143,400	$166,800	0%
(2440-17730) Solid Waste Admin	$1,294,092	$1,411,312	$1,478,437	$1,640,061	16%
(2440-17740) Recycling	$876,109	$980,837	$910,302	$1,010,727	3%
(2440-17750) MRF Operations	$2,124,102	$2,603,562	$2,603,562	$2,653,916	2%
(2480-17810) Solid Waste Roll-off	$644,136	$629,903	$703,682	$737,944	17%
(2480-17820) Sanitation Frontload	$3,103,301	$3,087,503	$3,019,675	$2,864,719	-7%
(2480-17830) Curb Service	$6,950,263	$6,972,815	$6,994,926	$7,445,341	7%
(2480-17840) Residential-Loose Trash Collec	$2,881,123	$2,777,050	$3,019,485	$3,087,627	11%
(2530-13480) PS Training Ops - Fac. Mgmt.	$509,321	$478,385	$471,688	$503,174	5%
(2590-18300) Fleet Management	$0	$3,995,613	$3,991,993	$4,276,440	7%
(2590-18301) Fuel Services	$0	$3,511,944	$2,400,800	$3,168,166	-10%
(2590-18302) Parts Store Operations	$0	$1,499,953	$1,609,491	$1,719,005	15%
Total - Public Works	**$59,141,203**	**$69,425,128**	**$64,737,728**	**$71,919,673**	**4%**

PUBLIC WORKS

PUBLIC WORKS ROLLUP

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A6000) Salary & Related Budget	$17,911,960	$20,868,474	$21,087,614	$22,161,902	6%
(A7000) Non-Salary Operating Budget	$35,443,924	$42,580,312	$37,673,772	$42,769,577	0%
(A7500) Premiums/Controlled Budget	$5,785,319	$5,976,342	$5,976,342	$6,988,194	17%
Total - Public Works	**$59,141,203**	**$69,425,128**	**$64,737,728**	**$71,919,673**	**4%**

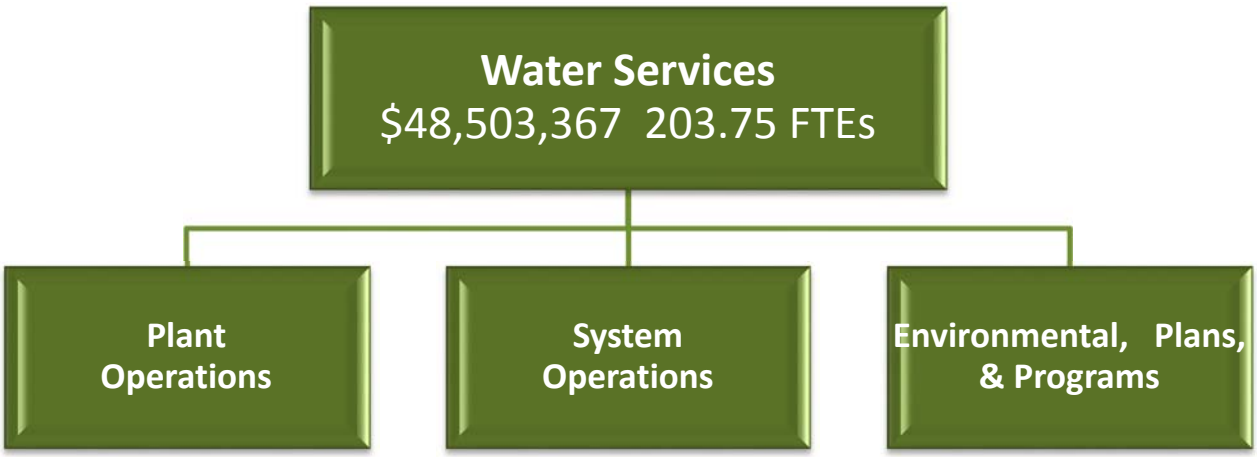
FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(1000-13410) Field Operations Admin.	1	1	1	1	0%
(1000-13420) Cemetery	1	1	1	1	0%
(1000-13450) Facilities Management	10	10	10	10	0%
(1000-13460) Custodial Services	6	6	6	6	0%
(1000-13720) Engineering Administration	5	5	5	6	20%
(1000-13730) Design Division	4	3	3	3	0%
(1000-13780) Land Development Division	1	1	1	1	0%
(1000-13790) Construction Inspection	8	8	8	8	0%
(1040-13510) Equipment Management	30				
(1040-13530) Parts Store Operations	1				
(1340-16710) Right-of-Way Maintenance	11	11	11	14	27%
(1340-16720) Street Maintenance	6	6	6	6	0%
(1340-16731) Graffiti Removal - ROW	2	2	2	2	0%
(1340-16810) Traffic Signals	6	6	6	6	0%
(1340-16820) Signs & Markings	6	5	5	4	-20%
(1340-16910) Transportation Administration	1	1	1	1	0%
(1340-16920) Street Light Management	1	1	1	1	0%
(1340-16925) Pavement Management		5	5	5	0%
(1340-16940) Traffic Studies	3	3	3	2	-33%
(1340-16950) Traffic Design and Development	2	2	2	3	50%
(1660-16510) Transportation Program Mgmt	7	7	7	9	29%
(1660-16520) Transportation Education	1	1	1	1	0%
(1660-16525) Transit Management	4	4	4	3	-25%
(1660-16530) Dial-A-Ride	32.25	32.25	32.25	32.25	0%
(1660-16570) Intelligent Transportation Sys	5	5	5	4	-20%
(1660-16580) Traffic Mitigation	1	1	1	2	100%
(1760-16410) Airport Operations	6	6	6	6	0%
(2440-17710) Landfill	16	16	16	16	0%
(2440-17730) Solid Waste Admin	12	14	14	14	0%
(2440-17740) Recycling	6	6	6	6	0%
(2440-17750) MRF Operations	8	8	8	8	0%
(2480-17810) Solid Waste Roll-off	1	1	1	1	0%
(2480-17820) Sanitation Frontload	12	12	12	12	0%
(2480-17830) Curb Service	37	37	37	37	0%
(2480-17840) Residential-Loose Trash Collec	21	20	20	20	0%
(2530-13480) PS Training Ops - Fac. Mgmt.	2	2	2	2	0%
(2590-18300) Fleet Management		30	30	31	3%

PUBLIC WORKS

PUBLIC WORKS ROLLUP

(2590-18302) Parts Store Operations		1	1	1	0%
Total -Public Works	**276.25**	**280.25**	**280.25**	**285.25**	**2%**

Performance Report



Mission Statement

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

Department Description

The Water Services Department delivers over 13 billion gallons of drinking water annually to over 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, wastewater, and storm water services are accomplished through the redundant networks of: four water treatment plants; two water reclamation facilities; a partnership in the regional reclamation facility; an extensive network of water distribution service mains, boosters, and valves; and a wastewater collection system of lines and lift stations; and a storm water collection and transport system.

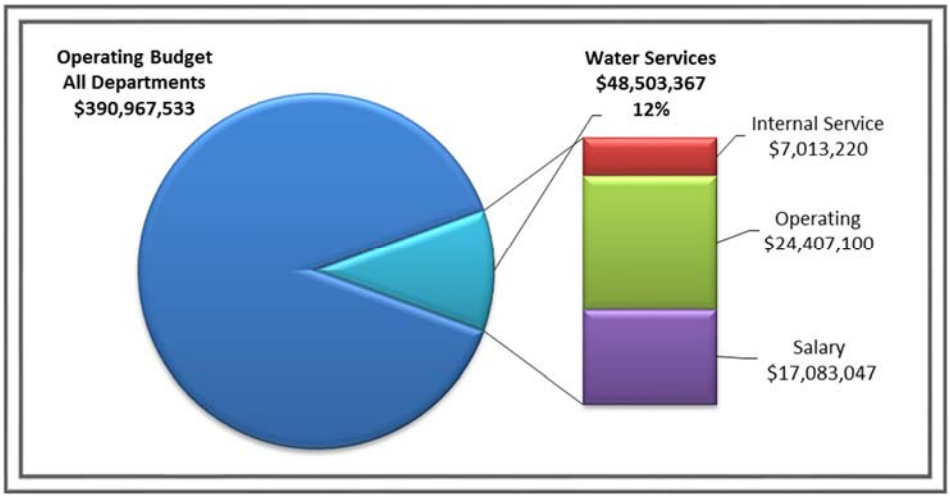
In addition to water and wastewater services, the Department administrates the department and citywide environmental programs. The programs include: water resources and sustainability, water quality testing, wastewater pre-treatment, storm water quality management, hazardous material management, and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

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

Operating Budget

The total City Operating Budget is $391 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

- As the Water Conservation Education Program celebrated its 30-year anniversary, staff has provided class activities and field trips for school programs, evaluated customer on-site water usage, and conducted "Green Living" classes.
- Two staff positions were re-classed and hired to improve the plant operation processes, and asset and security management functions.
- Held first city-wide environmental summit for 55 attendees from various departments to orient staff on city-wide environmental issues.
- Awarded the American Planning Association-Arizona Chapter *Best Ordinance/Adopted Policy* and the Arizona Forward *The Crescordia* for our "Low Impact Development Toolkit"
- The Wastewater Collection division was awarded the *Large Collection System of the Year* by the Arizona Water Association. Also, six facilities were recognized for their outstanding safety record.
- Entered into an IGA with the City of Peoria to expand the Pyramid Peak Water Treatment Plant to 54MGD. The capital cost to increase the capacity will be funded by Peoria but will increase the over-all efficiency of plant operation.

Goals, 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 Actual	FY2016 Estimate	FY2017 Target
Potable water delivered to customers (billion gallons)	13.70	12.80	13.51	14.40
O&M cost of raw water, treatment, and distribution (million)	$14.6	$13.6	$15.4	$17.3
O&M cost per thousand gallons of water delivered	$1.07	$1.06	$1.14	$1.20
CAP water recharged for future water credit (acre feet, 1af = 325,851 gallons)	0	2,000	2,480	2,800
Reclaimed water recharged for future water credit (acre feet)	5,547	7,240	7,000	7,000

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 <1.0 or lower of Sanitary Sewer Overflow per 100 miles of sewer annually. (Industry Standard Is <2.7)			
Performance Measures	FY2014 Actual	FY2015 Actual	FY2016 Estimate	FY2017 Target
O&M cost of collection and treatment of wastewater (million)	$11.0	$10.0	$10.1	$12.1
O&M cost per thousand gallons of wastewater treated	$1.75	$1.63	$1.62	$1.89
% of 235 miles of sewer line cleaned	106%	95%	100%	100%
Sanitary Sewer Overflow per 100 miles	0.52	0.26	0.13	<1.0

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 Actual**	**FY2016 Estimate**	**FY2017 Target**
% 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	2	1	0

WATER SERVICES

WATER SERVICES ROLLUP

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(2360-17010) Environmental Resources	$569,002	$726,136	$719,086	$618,840	-15%
(2360-17110) Water Services Administration	$7,563,777	$8,057,553	$7,897,543	$7,744,421	-4%
(2360-17115) Safety Administration	$122,477	$143,879	$133,934	$150,112	4%
(2360-17120) Information Management	$729,520	$1,038,000	$977,430	$1,261,238	22%
(2360-17130) Public Service Representatives	$557,763	$642,976	$707,399	$892,650	39%
(2360-17140) System Security	$407,130	$612,547	$536,704	$656,765	7%
(2360-17150) Property Management	$66,616	$65,700	$53,200	$66,131	1%
(2360-17160) Arrowhead WRF	$1,607,990	$2,091,543	$1,998,872	$2,094,241	0%
(2360-17170) West Area WRF	$2,979,456	$3,321,319	$3,206,967	$3,508,460	6%
(2360-17180) Materials Control Warehouse	$127,230	$152,908	$158,648	$197,747	29%
(2360-17420) Water Quality	$1,195,780	$1,261,080	$1,294,010	$1,410,797	12%
(2400-17210) Customer Service - Field	$1,059,385	$1,196,629	$1,164,219	$1,209,506	1%
(2400-17220) Irrigation	$172,987	$195,000	$201,000	$215,390	10%
(2400-17230) Raw Water Usage	$3,258,129	$4,504,000	$4,500,000	$4,199,002	-7%
(2400-17240) Central System Control	$1,313,067	$1,481,488	$1,501,410	$1,424,115	-4%
(2400-17250) Pyramid Peak WTP	$1,693,255	$1,902,798	$1,898,685	$2,088,706	10%
(2400-17260) Cholla Treatment Plant	$2,179,667	$2,825,852	$2,642,382	$2,822,788	0%
(2400-17280) Central System Maintenance	$1,344,679	$1,670,421	$1,603,374	$1,635,829	-2%
(2400-17290) Water Distribution	$2,679,282	$3,264,007	$3,060,949	$3,522,573	8%
(2400-17300) Meter Maintenance	$835,584	$1,112,515	$971,388	$1,162,130	4%
(2400-17310) Oasis Surface WTP	$2,288,317	$2,759,239	$2,549,414	$3,023,224	10%
(2400-17320) Oasis Groundwater WTP	$152,542	$409,400	$295,000	$362,318	-12%
(2400-17410) Water Conservation	$365,381	$468,111	$415,616	$467,433	0%
(2420-17610) Pretreatment Program	$331,498	$466,916	$428,531	$493,924	6%
(2420-17620) SROG - 91st Ave WWTP	$3,249,523	$3,472,000	$3,400,000	$3,549,939	2%
(2420-17625) 99th Avenue Interceptor	$89,395	$100,000	$100,000	$100,200	0%
(2420-17630) Wastewater Collection	$2,101,417	$3,005,950	$2,487,360	$2,943,724	-2%
(2420-17699) Storm Water	$500,155	$552,496	$530,317	$681,164	23%
Total - Water Services	**$39,541,004**	**$47,500,463**	**$45,433,438**	**$48,503,367**	**2%**

WATER SERVICES

WATER SERVICES ROLLUP

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(A6000) Salary & Related Budget	$13,797,102	$16,183,137	$16,126,476	$17,083,047	6%
(A7000) Non-Salary Operating Budget	$19,494,088	$24,797,572	$22,787,208	$24,407,100	-2%
(A7500) Premiums/Controlled Budget	$6,249,814	$6,519,754	$6,519,754	$7,013,220	8%
Total - Water Services	**$39,541,004**	**$47,500,463**	**$45,433,438**	**$48,503,367**	**2%**

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget	Percent Over FY 2016 Budget
(2360-17010) Environmental Resources	7	6	6	5	-17%
(2360-17110) Water Services Administration	12	13	13	14	8%
(2360-17115) Safety Administration	1	1	1	1	0%
(2360-17120) Information Management	8	8	8	8	0%
(2360-17130) Public Service Representatives	7	7	7	7	0%
(2360-17140) System Security	7	7	7	7	0%
(2360-17160) Arrowhead WRF	9	9	9	8	-11%
(2360-17170) West Area WRF	12	12	12	13	8%
(2360-17180) Materials Control Warehouse	1.75	1.75	1.75	1.75	0%
(2360-17420) Water Quality	11	11	11	11	0%
(2400-17210) Customer Service - Field	15	15	15	14	-7%
(2400-17240) Central System Control	7	7	7	7	0%
(2400-17250) Pyramid Peak WTP	9	9	9	9	0%
(2400-17260) Cholla Treatment Plant	7	7	7	7	0%
(2400-17280) Central System Maintenance	17	17	17	16	-6%
(2400-17290) Water Distribution	26	26	26	26	0%
(2400-17300) Meter Maintenance	8	8	8	8	0%
(2400-17310) Oasis Surface WTP	10	10	10	11	10%
(2400-17410) Water Conservation	2	3	3	3	0%
(2420-17610) Pretreatment Program	6	5	5	5	0%
(2420-17630) Wastewater Collection	17	17	17	17	0%
(2420-17699) Storm Water	4	4	4	5	25%
Total -Water Services	**203.75**	**203.75**	**203.75**	**203.75**	**0%**

Fiscal Year 2016-2017 Annual Budget Book

Capital Improvement Plan

Capital Improvement Plan

GLENDALE AZ

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What are Capital Improvements?

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

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

Capital improvements 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.

Paying for Capital Improvements

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

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

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

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

Guidelines and Policies Used in Developing the CIP

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

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

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

Additional considerations include the following:

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

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.

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 and;
- Identify the source of revenue to finance various projects.

Financial and legal constraints make it impossible for the city to fund every project on its priority list. For example, it is not possible for the city to fund concurrently several large-scale projects that have significant operating budget impacts. Also, revenues used to pay the debt service are not limitless. Therefore, implementation timetables are established to stagger

projects over time based on Council's strategic goals and the estimated financial resources expected for the future.

A critical element of financing capital projects is the ability to manage within available resources, including the overall debt incurred for past projects and any new debt for future projects. Limited staff resources to undertake new capital projects also must be considered. Capital projects often require significant time to manage effectively, and project managers in the departments typically manage several capital projects concurrently.

The city also must coordinate the timing of many of its capital projects with federal, state, county 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.

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. 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, parks, libraries, police, fire, and water/sewer.

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

In a growing economic condition, a number of DIF funded projects would more likely be included in the capital plan to supplement the growth related portion of projects funded with other resources such as G.O. bonds. 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.

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.

Solid Waste 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.

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.

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.

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.

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.

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.

Fund # - Name	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
BOND CONSTRUCTION FUNDS							
1980 - Street/Parking Bonds	0	7,212,940	5,224,400	5,224,400	5,224,400	5,224,400	5,224,400
2140 - Open Space/Trails	0	0	50,000	15,056	0	176,795	7,259,516
2060 - Parks	0	50,000	0	0	0	0	80,052,683
2160 - Library	0	0	0	0	0	0	11,590,260
2040 - Public Safety	0	1,202,685	2,351,250	2,351,250	0	0	61,217,361
2130 - Cultural Facility	0	100,000	100,000	84,550	0	0	0
2100 - Economic Development	0	10,545,000	0	0	0	0	0
2180 - Flood Control	1,486,986	726,128	0	0	0	0	22,697,923
Sub-Total	**$1,486,986**	**$19,836,753**	**$7,725,650**	**$7,675,256**	**$5,224,400**	**$5,401,195**	**$188,042,143**
DIF FUNDS							
1601 - Roadway Improvements	0	725,030	1,047,023	34,553	0	0	34,553
1520 - Citywide Open Space	0	318,460	0	34,944	150,000	0	0
1461 - Citywide Parks	0	0	226,536	0	0	0	0
1481 - Citywide Rec Facility	0	1,072,000	0	126,983	0	0	3,469
1541 - Park Dev Zone 1	0	0	350,621	3,469	0	0	3,469
1561 - Park Dev Zone 2	0	0	165,438	3,469	0	0	3,469
1581 - Park Dev Zone 3	0	0	0	3,469	0	0	3,469
1380 - Library Buildings	0	0	1,755,029	0	0	0	0
1501 - Libraries	0	638,614	1,356,549	152,592	0	0	17,563
1441 - Police Dept Facilities	0	1,148,565	0	0	0	0	0
1421 - Fire Protection Facilities	0	0	0	15,654	0	0	15,654
1620 - General Government	0	0	0	0	0	0	0
Sub-Total		**$3,902,669**	**$4,901,196**	**$375,133**	**$150,000**	**$0**	**$81,646**
ENTERPRISE/OTHER FUNDS							
2360 - Water & Sewer	7,922,648	32,940,000	7,530,000	8,600,000	0	0	1,000,000
2400 - Water	10,240,800	28,482,000	68,088,580	7,200,000	7,000,000	6,350,000	87,573,225
2420 - Sewer	3,734,246	8,573,000	3,460,000	9,978,000	3,550,000	12,200,000	24,700,000
2210 - Transportation Construction	6,815,149	6,941,866	6,150,935	5,918,732	3,526,082	3,536,162	164,753,802
2000 - HURF/Street Bonds	13,788,329	7,250,245	6,134,245	3,500,000	3,500,000	3,300,000	23,392,735
1650 - Transportation Grants	14,993,008	150,000	0	0	0	0	0
2480 - Sanitation	2,188,497	793,764	1,856,124	2,136,919	2,072,817	1,516,464	10,013,553
2440 - Landfill	6,061,410	1,966,898	6,242,616	9,699,058	6,831,097	2,234,598	4,567,138
2120 - Airport Capital Grants	1,004,751	4,750,410	1,043,665	2,856,347	1,862,119	286,590	0
1000 - General Fund	0	0	0	0	0	0	0
2070 - General Gov Cap	3,425,448	6,455,053	4,485,037	1,836,752	2,923,574	2,336,752	31,668,844
2150 - Technology Infrastructure	0	0	0	0	0	0	4,845,000
1220 - Arts Commission	483,849	200,000	200,000	200,000	142,943	0	0
Sub-Total	**$70,658,135**	**$98,503,236**	**$105,191,202**	**$51,925,808**	**$31,408,632**	**$31,760,566**	**$352,514,297**
Grand Total	**$72,145,121**	**$122,242,658**	**$117,818,048**	**$59,976,197**	**$36,783,032**	**$37,161,761**	**$540,638,086**
Total FY 2017 Funding		**$194,387,779**					

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

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Existing Assets							
Improvement of Existing Assets							
68103 Street Scallop	0	617,607	0	0	0	0	0
Replacement of Existing Assets							
68122 Capital Bridge Repair Program	0	502,833	0	0	0	0	0
Sub-Total - Existing Assets	*0*	*1,120,440*	*0*	*0*	*0*	*0*	*0*
New Assets							
0							
68124 *Parking Lot P1-91st & Maryland	0	6,092,500	0	0	0	0	0
68125 *Street Reconstruction Program	0	0	5,224,400	5,224,400	5,224,400	5,224,400	5,224,400
Sub-Total - New Assets	*0*	*6,092,500*	*5,224,400*	*5,224,400*	*5,224,400*	*5,224,400*	*5,224,400*
Total Project Expenses:	**$0**	**$7,212,940**	**$5,224,400**	**$5,224,400**	**$5,224,400**	**$5,224,400**	**$5,224,400**
Total FY 2017 Funding:		**$7,212,940**					

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

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

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

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$30,000	$0	$0	$0	$0	$0
Construction	$0	$516,917	$0	$0	$0	$0	$0
Finance Charges	$0	$9,700	$0	$0	$0	$0	$0
Engineering Charges	$0	$39,990	$0	$0	$0	$0	$0
Arts	$0	$9,000	$0	$0	$0	$0	$0
Contingency	$0	$12,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$617,607**	**$0**	**$0**	**$0**	**$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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$30,000	$0	$0	$0	$0	$0
Construction	$0	$450,000	$0	$0	$0	$0	$0
Finance Charges	$0	$4,000	$0	$0	$0	$0	$0
Engineering Charges	$0	$14,333	$0	$0	$0	$0	$0
Arts	$0	$4,500	$0	$0	$0	$0	$0
TOTAL	**$0**	**$502,833**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is required.

Project: 68124* - Parking Lot P1-91st & Maryland (N) **Funding Source:** General Obligation Bonds

Project Description: Design and construction for a surface parking lot located southwest of the intersection at Maryland Avenue and 91st Ave.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$6,000,000	$0	$0	$0	$0	$0
Engineering Charges	$0	$92,500	$0	$0	$0	$0	$0
TOTAL	**$0**	**$6,092,500**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: Electricity for 400 lights, pavement maintenance and striping every 5 years, landscaping and irrigation.

Operating Costs	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Supplies/Contr	$0	$0	$0	$7,700	$7,700	$92,400
Utilities	$0	$0	$0	$39,000	$39,000	$195,000

Project: 68125* - Street Reconstruction Program (N) **Funding Source:** General Obligation Bonds

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

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$0	$0	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$5,000,000
Finance Charges	$0	$0	$50,000	$50,000	$50,000	$50,000	$50,000
Engineering Charges	$0	$0	$24,400	$24,400	$24,400	$24,400	$24,400
Arts	$0	$0	$50,000	$50,000	$50,000	$50,000	$50,000
Miscellaneous/Other	$0	$0	$100,000	$100,000	$100,000	$100,000	$100,000
TOTAL	**$0**	**$0**	**$5,224,400**	**$5,224,400**	**$5,224,400**	**$5,224,400**	**$5,224,400**

Operating Description:

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

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Existing Assets							
Improvement of Existing Assets							
70000 Thunderbird Paseo Park Develop	0	0	0	0	0	0	1,998,675
70006 *T-bird Park Master Plan 2140	0	0	0	15,056	0	0	0
70007 *Open Space/Trails Master Plan	0	0	50,000	0	0	0	0
70008 *Thunderbird Park Imprvmnt 2140	0	0	0	0	0	176,795	0
T1630 TCP Trail Improvements	0	0	0	0	0	0	2,639,898
Sub-Total - Existing Assets	*0*	*0*	*50,000*	*15,056*	*0*	*176,795*	*4,638,573*
New Assets							
0							
70003 City-Wide Trails System	0	0	0	0	0	0	1,020,000
70005 West Valley Multi-Modal Corrid	0	0	0	0	0	0	1,600,943
Sub-Total - New Assets	*0*	*0*	*0*	*0*	*0*	*0*	*2,620,943*
Total Project Expenses:	**$0**	**$0**	**$50,000**	**$15,056**	**$0**	**$176,795**	**$7,259,516**
Total FY 2017 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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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.

Operating Costs	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Supplies/Contr	$0	$0	$0	$0	$0	$96,174
Landscape	$0	$0	$0	$0	$0	$315,188

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

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

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

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$0	$0	$15,056	$0	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$15,056**	**$0**	**$0**	**$0**

Operating Description:

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

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

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$0	$50,000	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$50,000**	**$0**	**$0**	**$0**	**$0**

Operating Description:

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

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

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$0	$0	$0	$0	$0	$154,000	$0
Engineering Charges	$0	$0	$0	$0	$0	$12,000	$0
Arts	$0	$0	$0	$0	$0	$1,540	$0
Contingency	$0	$0	$0	$0	$0	$9,255	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$176,795**	**$0**

Operating Description:

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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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.

Operating Costs	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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

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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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.

Operating Costs	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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

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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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.

Operating Costs	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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

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

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Existing Assets							
Improvement of Existing Assets							
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
70546 *Sahuaro Ranch Park Master Plan	0	50,000	0	0	0	0	0
T1715 Play Structure Improvements	0	0	0	0	0	0	2,874,890
Replacement of Existing Assets							
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
Sub-Total - Existing Assets	*0*	*50,000*	*0*	*0*	*0*	*0*	*80,052,683*
Total Project Expenses:	**$0**	**$50,000**	**$0**	**$0**	**$0**	**$0**	**$80,052,683**
Total FY 2017 Funding:		**$50,000**					

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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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.

Operating Costs	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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

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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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.

Operating Costs	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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

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

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

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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: 70546* - Sahuaro Ranch Park Master Plan (I) **Funding Source:** General Obligation Bonds

Project Description: This project will include developing a master plan for the 17 acre, historic area of Sahuaro Ranch Park which includes 13 original buildings, a rose garden, barnyard and historic orchards. The historic area has been a cultural asset that celebrates the city's historic beginnings. Listed on the National Registry of Historic Places and known as the "Showplace of the Valley," the Sahuaro Ranch Historic Area offers activities, exhibits and guided tours—keeping the history of early settlement in the Valley alive.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$50,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$50,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description:

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 to be more compliant with changes to 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 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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 DETAIL: 2060-Parks Construction — Category: 20%

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

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

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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

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 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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 DETAIL: 2060-Parks Construction — Category: 20%

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 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$0	$0	$0	$0	$0	$705,000
Construction	$0	$0	$0	$0	$0	$0	$3,528,000
Finance Charges	$0	$0	$0	$0	$0	$0	$94,466
Engineering Charges	$0	$0	$0	$0	$0	$0	$78,311
Arts	$0	$0	$0	$0	$0	$0	$35,280
Contingency	$0	$0	$0	$0	$0	$0	$282,240
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,723,297**

Operating Description: This project will not require additional O and M. The bid specifications would be performance based and would require the contractor to perform bulb replacements. The newer lighting technology would operate more efficiently, thus reducing electrical consumption and O and M.

Project: 70535 - Paseo Racquet Center Park (R) **Funding Source:** General Obligation Bonds

Project Description: The park project has two components: Paseo Sports Complex and Paseo Racquet Center, both of which are in this park. The Sports Complex work 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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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 DETAIL: 2060-Parks Construction — Category: 20%

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 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

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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: **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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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.

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

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Existing Assets							
Improvement of Existing Assets							
T2810 Library Renovation	0	0	0	0	0	0	11,590,260
Sub-Total - Existing Assets	*0*	*0*	*0*	*0*	*0*	*0*	*11,590,260*
Total Project Expenses:	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$11,590,260**
Total FY 2017 Funding:		**$0**					

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

Project: **T2810 - Library Renovation (I)** **Funding Source:** General Obligation Bonds

Project Description: This is a request to modernize the three branch libraries to meet the expectations of the community. This project will include renovating and updating the interior spaces at the Velma Teague Branch Library (built in 1969), the Main Library (built in 1987) and Foothills Branch Library (built in 1999).

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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.

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

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Existing Assets							
Improvement of Existing Assets							
75037 *Regional Wireless Cooperative	0	1,202,685	2,351,250	2,351,250	0	0	0
Replacement of Existing Assets							
75024 800MHz Comm Equip	0	0	0	0	0	0	1,408,819
75034 Engine & Ladder Replacement	0	0	0	0	0	0	3,920,612
Sub-Total - Existing Assets	*0*	*1,202,685*	*2,351,250*	*2,351,250*	*0*	*0*	*5,329,431*
New Assets							
0							
75020 City Court Building	0	0	0	0	0	0	43,075,302
T5536 Fire Station - Western Area	0	0	0	0	0	0	12,812,628
Sub-Total - New Assets	*0*	*0*	*0*	*0*	*0*	*0*	*55,887,930*
Total Project Expenses:	**$0**	**$1,202,685**	**$2,351,250**	**$2,351,250**	**$0**	**$0**	**$61,217,361**
Total FY 2017 Funding:		**$1,202,685**					

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

Project: **75037* - Regional Wireless Cooperative (I)** **Funding Source:** General Obligation Bonds

Project Description:

This project helps fund the city's share of membership in the Regional Wireless Cooperative (RWC) digital communications system (two way radio). Fees associated with this membership cover the operational and maintenance costs on a per radio basis as well as special assessment fees. Membership in the RWC provides enhances service, redundancy and increased coverage for all city departments. Most importantly, interoperability not only within city departments but also valley wide partners, is greatly increased. The city's "Gold Elite" consoles will require replacement upon the upgrade to IP-based radio communications as will portable and mobile radios used in the field which have reached their recommended end of life. In addition, this includes upgrades to our radio hardware due to known and anticipated upgrades and mandates which will make our current radio system obsolete.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
IT/Phone/Security	$0	$1,202,685	$2,351,250	$2,351,250	$0	$0	$0
TOTAL	**$0**	**$1,202,685**	**$2,351,250**	**$2,351,250**	**$0**	**$0**	**$0**

Operating Description:

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

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

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

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Finance Charges	$0	$0	$0	$0	$0	$0	$28,176
Equipment	$0	$0	$0	$0	$0	$0	$1,380,643
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,408,819**

Operating Description: O and M includes network fees annually at $94.59 per month, per radio for 196 radios, as identified by the RWC for FY2018/2019. The department will submit a supplemental in the future for the additional O and M. Annual ongoing O and M before inflationary increases: $222,476.

Operating Costs	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Supplies/Contr	$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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$0	$0	$0	$0	$0	$4,742,010
Construction	$0	$0	$0	$0	$0	$0	$31,613,404
Finance Charges	$0	$0	$0	$0	$0	$0	$861,506
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$2,235,868
Engineering Charges	$0	$0	$0	$0	$0	$0	$139,968
Arts	$0	$0	$0	$0	$0	$0	$316,134
Contingency	$0	$0	$0	$0	$0	$0	$3,166,412
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$43,075,302**

Operating Description: O and M would be needed starting in FY 2022 and includes a Building Maintenance Worker, two Custodians, a Day Porter and three Detention Officers. Other items include, utilities and electricity, security, building and elevator maintenance, parking lot sweeping and custodial supplies. There are $213,800 in one-time expenses in FY 2021 including one-time purchases of vehicles and other essential supplies. The O and M related to opening the new facility does not include current grant-funded and one-time funded staff and operational costs. These costs total $577,269. O and M costs for additional court positions will also be needed starting in the year the building is occupied. A supplemental budget request will be submitted once the project is near completion.

Operating Costs	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Staffing	$0	$0	$0	$0	$0	$1,453,002
Utilities	$0	$0	$0	$0	$0	$184,533
Bldg. Maint.	$0	$0	$0	$0	$0	$250,966
Equip. Maint.	$0	$0	$0	$0	$0	$47,056
Insurance	$0	$0	$0	$0	$0	$51,671
Electrical	$0	$0	$0	$0	$0	$1,107,210
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$18,684
Landscape	$0	$0	$0	$0	$0	$27,426
Water	$0	$0	$0	$0	$0	$38,579
Refuse	$0	$0	$0	$0	$0	$22,492

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

Project: **T5536 - Fire Station - Western Area (N)** **Funding Source:** General Obligation Bonds

Project Description: Design and construction of a 15,000 sq ft, four bay fire station, with firefighter quarters for 18 personnel, furniture, fixtures, equipment, office space and storage. Equipment includes one engine. This facility will respond to the surrounding areas between Northern Avenue and Camelback Road and 83rd to 115th Avenues. This fire station would house a fire pumper 24/7 initially, with further expansion of ladders and medic units as growth demands.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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.

Operating Costs	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Staffing	$0	$0	$0	$0	$0	$3,844,622
Supplies/Contr	$0	$0	$0	$0	$0	$703,502
Utilities	$0	$0	$0	$0	$0	$146,398
Bldg. Maint.	$0	$0	$0	$0	$0	$434,875
Equip. Maint.	$0	$0	$0	$0	$0	$57,327
Insurance	$0	$0	$0	$0	$0	$36,165
Electrical	$0	$0	$0	$0	$0	$72,695
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$62,820
Landscape	$0	$0	$0	$0	$0	$9,501
Water	$0	$0	$0	$0	$0	$8,421
Refuse	$0	$0	$0	$0	$0	$11,824

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

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Existing Assets							
Improvement of Existing Assets							
84309 *Sahuaro Ranch Park Improvments	0	100,000	100,000	84,550	0	0	0
Sub-Total - Existing Assets	*0*	*100,000*	*100,000*	*84,550*	*0*	*0*	*0*
Total Project Expenses:	**$0**	**$100,000**	**$100,000**	**$84,550**	**$0**	**$0**	**$0**
Total FY 2017 Funding:		**$100,000**					

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

Project: **84309* - Sahuaro Ranch Park Improvments (I)** **Funding Source:** General Obligation Bonds

Project Description: This project will include the renovation and stabilization of the historic area of Sahuaro Ranch Park over a three year period. The historic area includes 13 original buildings, a rose garden, barnyard and historic orchards and has has been a cultural asset that celebrates the city's historic beginnings. Listed on the National Register of Historical Places and known as the "Showplace of the Valley," the Sahuaro Ranch Historic Area offers activities, exhibits and guided tours—keeping the history of early settlement in the Valley alive.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$0	$87,165	$87,165	$75,000	$0	$0	$0
Engineering Charges	$0	$5,753	$5,753	$4,950	$0	$0	$0
Arts	$0	$872	$872	$750	$0	$0	$0
Contingency	$0	$6,210	$6,210	$3,850	$0	$0	$0
TOTAL	**$0**	**$100,000**	**$100,000**	**$84,550**	**$0**	**$0**	**$0**

Operating Description:

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

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
New Assets							
0							
84408 *Parking Lot P2-BHR and 95th	0	10,545,000	0	0	0	0	0
Sub-Total - New Assets	*0*	*10,545,000*	*0*	*0*	*0*	*0*	*0*
Total Project Expenses:	**$0**	**$10,545,000**	**$0**	**$0**	**$0**	**$0**	**$0**
Total FY 2017 Funding:		**$10,545,000**					

PROJECT DETAIL: 2100-Economic Development Construc Category: 6%

Project: 84408* - Parking Lot P2-BHR and 95th (N) **Funding Source:** General Obligation Bonds

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

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$30,000	$0	$0	$0	$0	$0
Construction	$0	$10,000,000	$0	$0	$0	$0	$0
Finance Charges	$0	$100,000	$0	$0	$0	$0	$0
Engineering Charges	$0	$115,000	$0	$0	$0	$0	$0
Arts	$0	$100,000	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$200,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$10,545,000**	**$0**	**$0**	**$0**	**$0**	**$0**

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

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

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Existing Assets							
Improvement of Existing Assets							
79004 Local Drainage Problems	1,486,986	726,128	0	0	0	0	2,694,100
Sub-Total - Existing Assets	*1,486,986*	*726,128*	*0*	*0*	*0*	*0*	*2,694,100*
New Assets							
0							
79013 Bethany Home SD, 79th-67th	0	0	0	0	0	0	6,306,500
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	5,450,900
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*	*20,003,823*
Total Project Expenses:	**$1,486,986**	**$726,128**	**$0**	**$0**	**$0**	**$0**	**$22,697,923**
Total FY 2017 Funding:		**$2,213,114**					

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

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

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

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$0	$0	$0	$0	$0	$300,000
Construction	$1,451,058	$0	$0	$0	$0	$0	$0
Construction	$0	$726,128	$0	$0	$0	$0	$2,300,000
Finance Charges	$0	$0	$0	$0	$0	$0	$23,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$48,100
Engineering Charges	$20,128	$0	$0	$0	$0	$0	$0
Arts	$0	$0	$0	$0	$0	$0	$23,000
Arts	$15,800	$0	$0	$0	$0	$0	$0
TOTAL	**$1,486,986**	**$726,128**	**$0**	**$0**	**$0**	**$0**	**$2,694,100**

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: **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. Construction costs are to be shared with Maricopa County Flood Control District (50%). Total estimated project cost is $10.3M. The funds in this account only reflect the City's portion. The project will include storm drain pipe, catch basins, and appurtenances.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$0	$0	$0	$0	$0	$600,000
Construction	$0	$0	$0	$0	$0	$0	$5,400,000
Finance Charges	$0	$0	$0	$0	$0	$0	$60,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$0	$54,000
Contingency	$0	$0	$0	$0	$0	$0	$100,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$6,306,500**

Operating Description: Storm drain pipe requires little or no maintenance and in most cases will reduce existing maintenance because storm water does not pond in the street or other public facility.

Project: **79014 - 59th Ave & Thunderbird Rd SD (N)** **Funding Source:** General Obligation Bonds

Project Description: Project will construct a storm drain in 59th Avenue between the Thunderbird Road intersection and the Arizona Canal Drainage Channel.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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 DETAIL: 2180-Flood Control Construction — Category: 20%

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%). Total estimated project cost is $8.9M. The funds in this account only reflect the City's portion (60%). The project will include storm drain pipe, catch basins, and appurtenances.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$0	$0	$0	$0	$0	$480,000
Construction	$0	$0	$0	$0	$0	$0	$4,680,000
Finance Charges	$0	$0	$0	$0	$0	$0	$51,600
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$0	$46,800
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$100,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,450,900**

Operating Description: Storm drain pipe requires little or no maintenance and in most cases will reduce existing maintenance because storm water does not pond in the street or other public facility.

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

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

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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:

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

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Existing Assets							
Improvement of Existing Assets							
67814 59th & Olive Ave (1600)	0	0	713,766	0	0	0	0
67817 *59th & Olive Ave (1602)	0	725,030	75,780	0	0	0	0
67818 *59th & Olive Ave (1601)	0	0	257,477	0	0	0	0
Replacement of Existing Assets							
67809 DIF Update	0	0	0	34,553	0	0	34,553
Sub-Total - Existing Assets	*0*	*725,030*	*1,047,023*	*34,553*	*0*	*0*	*34,553*
Total Project Expenses:	**$0**	**$725,030**	**$1,047,023**	**$34,553**	**$0**	**$0**	**$34,553**
Total FY 2017 Funding:		**$725,030**					

PROJECT DETAIL: 1600-DIF-Roadway Improvements — Category: DIF

Project: 67814 - 59th & Olive Ave (1600) (I) **Funding Source:** Development Impact Fees

Project Description: This project includes constructing improvements at the 59th and Olive avenues intersection. Improvements at the intersection include installation of turn lanes and bus bays.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$0	$0	$667,491	$0	$0	$0	$0
Engineering Charges	$0	$0	$39,600	$0	$0	$0	$0
Arts	$0	$0	$6,675	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$713,766**	**$0**	**$0**	**$0**	**$0**

Operating Description: This project is to add capacity to the existing intersection. No additional O and M is anticipated based on current information.

Project: 67817* - 59th & Olive Ave (1602) (I) **Funding Source:** Development Impact Fees

Project Description: This project includes relocation of utilities, purchase right-of-way and construct improvements at the 59th and Olive avenues intersection. Improvements at the intersection include installation of turn lanes and bus bays.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Land	$0	$125,030	$0	$0	$0	$0	$0
Construction	$0	$0	$67,062	$0	$0	$0	$0
Engineering Charges	$0	$0	$8,047	$0	$0	$0	$0
Arts	$0	$0	$671	$0	$0	$0	$0
Contingency	$0	$600,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$725,030**	**$75,780**	**$0**	**$0**	**$0**	**$0**

Operating Description: This project is to add capacity to the existing intersection. No additional O and M is anticipated based on current information.

PROJECT DETAIL: 1600-DIF-Roadway Improvements — Category: DIF

Project: 67818* - 59th & Olive Ave (1601) (I) **Funding Source:** Development Impact Fees

Project Description: This project includes constructing improvements at the 59th and Olive avenues intersection. Improvements at the intersection include installation of turn lanes and bus bays.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$0	$0	$239,291	$0	$0	$0	$0
Engineering Charges	$0	$0	$15,793	$0	$0	$0	$0
Arts	$0	$0	$2,393	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$257,477**	**$0**	**$0**	**$0**	**$0**

Operating Description: This project is to add capacity to the existing intersection. No additional O and M is anticipated based on current information.

Project: 67809 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: Development impact fee studies are required to be updated a minimum of every five years. The new fees are expected to take effect July 1, 2014. DIF legislation allows for fees collected to fund the DIF studies and updates. This is the roadway improvements portion of the DIF study and updates.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$0	$0	$34,553	$0	$0	$34,553
TOTAL	**$0**	**$0**	**$0**	**$34,553**	**$0**	**$0**	**$34,553**

Operating Description: No additional O and M is needed.

FUND SUMMARY: 1520-DIF-Citywide Open Space — Category: DIF

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Existing Assets							
Improvement of Existing Assets							
70453 Discovery Park	0	178,943	0	0	0	0	0
70454 Pasadena Park	0	139,517	0	0	0	0	0
70455 *Thunderbird Park Imprvmts 1520	0	0	0	0	150,000	0	0
70456 *T-Bird Park Mstr Plan 1520	0	0	0	34,944	0	0	0
Sub-Total - Existing Assets	*0*	*318,460*	*0*	*34,944*	*150,000*	*0*	*0*
Total Project Expenses:	**$0**	**$318,460**	**$0**	**$34,944**	**$150,000**	**$0**	**$0**
Total FY 2017 Funding:		**$318,460**					

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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$0	$150,000	$0	$0	$0	$0	$0
Engineering Charges	$0	$12,000	$0	$0	$0	$0	$0
Arts	$0	$1,500	$0	$0	$0	$0	$0
Contingency	$0	$15,443	$0	$0	$0	$0	$0
TOTAL	**$0**	**$178,943**	**$0**	**$0**	**$0**	**$0**	**$0**

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

Project: 70454 - Pasadena Park (I) **Funding Source:** Development Impact Fees

Project Description: This project will create new amenities and infrastructure related to Pasadena Park. The project is proposed to include a multi-use loop path connection to adjacent sidewalks in the park and to make connections to the adjacent neighborhoods, as well as site improvements that address growth within this area of the city.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$0	$114,000	$0	$0	$0	$0	$0
Engineering Charges	$0	$12,000	$0	$0	$0	$0	$0
Arts	$0	$1,140	$0	$0	$0	$0	$0
Contingency	$0	$12,377	$0	$0	$0	$0	$0
TOTAL	**$0**	**$139,517**	**$0**	**$0**	**$0**	**$0**	**$0**

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

PROJECT DETAIL: 1520-DIF-Citywide Open Space — Category: DIF

Project: **70455* - Thunderbird Park Imprvmts 1520 (I)** **Funding Source:** Development Impact Fees

Project Description: Thunderbird Conservation Park continues to be one of the more popular facilities within the City of Glendale park system. With over 1,100 acres of undisturbed desert habitat, the ongoing maintenance of the existing eight main trails and the development of additional trails to meet the increasing demand is critical to maintaining the natural desert habitat.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$0	$0	$0	$0	$121,700	$0	$0
Engineering Charges	$0	$0	$0	$0	$12,000	$0	$0
Arts	$0	$0	$0	$0	$1,217	$0	$0
Contingency	$0	$0	$0	$0	$15,083	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$150,000**	**$0**	**$0**

Operating Description:

Project: **70456* - T-Bird Park Mstr Plan 1520 (I)** **Funding Source:** Development Impact Fees

Project Description: This project will update and revise the existing Thunderbird Conservation Park master plan. This is partial funding of this project, the balance is being requested in Fund 2140 Open Space and Trails in the amount of

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$0	$0	$34,944	$0	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$34,944**	**$0**	**$0**	**$0**

Operating Description:

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

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Existing Assets							
Replacement of Existing Assets							
72502 DIF Update	0	0	226,536	0	0	0	0
Sub-Total - Existing Assets	*0*	*0*	*226,536*	*0*	*0*	*0*	*0*
Total Project Expenses:	**$0**	**$0**	**$226,536**	**$0**	**$0**	**$0**	**$0**
Total FY 2017 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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$0	$226,536	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$226,536**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

FUND SUMMARY: 1480-DIF-Citywide Rec Facility — Category: DIF

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Existing Assets							
Improvement of Existing Assets							
72805 *Aquatics Center Improvements	0	5,000	0	0	0	0	0
72806 *Grand Canal Linear Prk Staging	0	23,150	0	0	0	0	0
72807 *Heroes Regional Park Study	0	50,000	0	0	0	0	0
72808 *Thunderbird Park Imprvmt 1480	0	0	0	123,514	0	0	0
72809 *Rose Lane Aquatics Storage	0	15,000	0	0	0	0	0
72810 *CS Dept Master Plan Update	0	245,000	0	0	0	0	0
72811 *FRAC Enhancements	0	30,000	0	0	0	0	0
72812 *Heroes Regional Park	0	564,012	0	0	0	0	0
72813 *Southern Park Maintenance Area	0	139,838	0	0	0	0	0
Replacement of Existing Assets							
72801 DIF Update	0	0	0	3,469	0	0	3,469
Sub-Total - Existing Assets	*0*	*1,072,000*	*0*	*126,983*	*0*	*0*	*3,469*
Total Project Expenses:	**$0**	**$1,072,000**	**$0**	**$126,983**	**$0**	**$0**	**$3,469**
Total FY 2017 Funding:		**$1,072,000**					

PROJECT DETAIL: 1480-DIF-Citywide Rec Facility — Category: DIF

Project: 72805* - Aquatics Center Improvements (I) **Funding Source:** Development Impact Fees

Project Description: Purchase additional deck chairs to accommodate the spectator areas of the city aquatic facilities to address pool patron and expand the seating adjacent to the pools and to assist parents in their monitoring of children activities.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$5,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$5,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description:

Project: 72806* - Grand Canal Linear Prk Staging (I) **Funding Source:** Development Impact Fees

Project Description: This project request is for the expansion of the Grand Canal Linear Park Equestrian Staging Facility located south of Bethany Home Road on 79th Avenue to accommodate additional demand for equestrian parking, trail use, and larger horse trailers. The recent completion of an additional segment of the New River trail and future plans to develop the segment of the Grand Canal will complete the connection of the two trails. This project complies with the 2011 Parks and Recreation Master Plan primary action plan recommended major areas of focus according to the priorities and interests of the community to "Improve existing and develop new trails, greenways and complete the Trails Master Plan".

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$0	$15,000	$0	$0	$0	$0	$0
Engineering Charges	$0	$8,000	$0	$0	$0	$0	$0
Arts	$0	$150	$0	$0	$0	$0	$0
TOTAL	**$0**	**$23,150**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description:

PROJECT DETAIL: 1480-DIF-Citywide Rec Facility — Category: DIF

Project: 72807* - Heroes Regional Park Study (I) **Funding Source:** Development Impact Fees

Project Description: The build-out of the remaining portions of the park are currently planned to be construction of an urban lake system, a softball/baseball field complex, soccer fields, open green space, additional walking and riding paths, a recreation and aquatics center, and a western area branch library which were postponed until financial capacity to construct is identified. Staff has continued to plan and/or obtain funding to further phase-in the various planned elements of the park, as appropriate. This project will update the existing master plan with more current and viable data as well as input from the public and key external and internal stakeholders. Staff received direction from the City Council to move forward with this project at the 1/5/16 Workshop session. This project complies with the 2011 Parks and Recreation Master Plan primary action plan recommended major areas of focus according to the priorities and interests of the community to "Complete the Western Area Regional Park".

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$50,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$50,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description:

Project: 72808* - Thunderbird Park Imprvmt 1480 (I) **Funding Source:** Development Impact Fees

Project Description: This project will provide funding for the development, construction and installation of park amenities and improvements. These amenities/improvements are in response to the growth in park visitors and users. This project complies with the City Council 2011 approved Parks and Recreation Master Plan secondary action plan recommended major areas of focus according to the priorities and interests of the community to "Enhance and improve Thunderbird Conservation Park".

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$0	$0	$0	$110,410	$0	$0	$0
Engineering Charges	$0	$0	$0	$12,000	$0	$0	$0
Arts	$0	$0	$0	$1,104	$0	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$123,514**	**$0**	**$0**	**$0**

Operating Description:

Project: 72809* - Rose Lane Aquatics Storage (I) **Funding Source:** Development Impact Fees

Project Description: This project will include the addition of a prefabricated storage unit at the Rose Lane Aquatics Center. This project complies with the 2011 Parks and Recreation Master Plan secondary action plan recommended major areas of focus according to the priorities and interests of the community to "Revitalize conditions of community and regional parks".

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$15,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$15,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description:

PROJECT DETAIL: 1480-DIF-Citywide Rec Facility — Category: DIF

Project: 72810* - CS Dept Master Plan Update (I) **Funding Source:** Development Impact Fees

Project Description: With it's inception in July 2014, the Community Services Department became a very diverse department that provide programs and services as well as operates and manages facilities throughout the city. The various work groups that make up the department have or have had previously approved master and strategic plans to help guide their operations, facility management/maintenance and program/service delivery. This project will incorporate existing division or work group master /strategic plans to help create a new department wide plan that will provide recommendations and outcomes based on the new department organizational and financial and structure.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$245,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$245,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description:

Project: 72811* - FRAC Enhancements (I) **Funding Source:** Development Impact Fees

Project Description: This project will include several facility improvements at the Foothills Recreation and Aquatics Center to address increased programming volume and demand in center use including additional security cameras, the addition of full size lockers to the active area, the installation of a multi-purpose floor in the Coyote Room and the modification of the existing gym floor to accommodate programming expansion.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$30,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$30,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description:

Project: 72812* - Heroes Regional Park (I) **Funding Source:** Development Impact Fees

Project Description: This project request is for the completion of the half street improvements along the east side of 83rd Avenue at Heroes Regional Park. When the existing phases of the park were completed, the additional half street improvements for the east side of 83rd Avenue north of Bethany Home Road were part of the additional project items that were not completed due to budget and financing issues. Staff received direction from the City Council to move forward with this project at the1/5/16 Workshop session. This project complies with the 2011 Parks and Recreation Master Plan primary action plan recommended major areas of focus according to the priorities and interests of the community to "Complete the Western Area Regional Park".

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$0	$487,000	$0	$0	$0	$0	$0
Engineering Charges	$0	$32,142	$0	$0	$0	$0	$0
Arts	$0	$4,870	$0	$0	$0	$0	$0
Contingency	$0	$40,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$564,012**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description:

PROJECT DETAIL: 1480-DIF-Citywide Rec Facility — Category: DIF

Project: 72813* - Southern Park Maintenance Area (I) **Funding Source:** Development Impact Fees

Project Description: Construct a materials/equipment maintenance area at Heroes Regional Park. Staff received direction from the City Council to move forward with this project at the 1/5/16 Workshop session. This area will provide storage for regular park maintenance materials and equipment. Locating the maintenance area in Heroes Park will help parks maintenance staff decrease the amount of travel time from the Operations Center to the western and southern area park facilities. This project can be expanded to complete the full future planned maintenance facility for Heroes Regional Park.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$0	$126,572	$0	$0	$0	$0	$0
Engineering Charges	$0	$12,000	$0	$0	$0	$0	$0
Arts	$0	$1,266	$0	$0	$0	$0	$0
TOTAL	**$0**	**$139,838**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description:

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 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$0	$0	$3,469	$0	$0	$3,469
TOTAL	**$0**	**$0**	**$0**	**$3,469**	**$0**	**$0**	**$3,469**

Operating Description: No additional O and M is needed.

FUND SUMMARY: 1540-DIF-Park Dev Zone 1 — Category: DIF

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Existing Assets							
Improvement of Existing Assets							
*Orangewood Vista 1460	0	0	226,536	0	0	0	0
73104 Orangewood Vista 1540	0	0	124,085	0	0	0	0
Replacement of Existing Assets							
73102 DIF Update	0	0	0	3,469	0	0	3,469
Sub-Total - Existing Assets	*0*	*0*	*350,621*	*3,469*	*0*	*0*	*3,469*
Total Project Expenses:	**$0**	**$0**	**$350,621**	**$3,469**	**$0**	**$0**	**$3,469**
Total FY 2017 Funding:		**$0**					

PROJECT DETAIL: 1540-DIF-Park Dev Zone 1 — Category: DIF

Project: *** - Orangewood Vista 1460 (I)** **Funding Source:** Development Impact Fees

Project Description: This phase will involve developing a two - acre portion of the remaining undeveloped 10-acre joint-use neighborhood park. The improvements will include a concrete pathway, ramada, and landscape. The school and the joint-use park were constructed to address the growth in the area and the increasing student enrollment in the neighboring schools in the Glendale Elementary School District. The service area for this joint-use park is without a neighborhood ramada and concrete walkways. The ramada, concrete pathway, and surrounding ground stabilization are the highest priorities. This project has additional funding in fund 1540 in the amount of $124,384.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$0	$0	$210,536	$0	$0	$0	$0
Engineering Charges	$0	$0	$13,895	$0	$0	$0	$0
Arts	$0	$0	$2,105	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$226,536**	**$0**	**$0**	**$0**	**$0**

Operating Description:

Project: **73104 - Orangewood Vista 1540 (I)** **Funding Source:** Development Impact Fees

Project Description: This phase will involve developing a two-acre portion of the remaining undeveloped 10-acre joint-use neighborhood park. The improvements will include a concrete pathway, ramada, and landscape. The school and the joint-use park were constructed to address the growth in the area and the increasing student enrollment in the neighboring schools in the Glendale Elementary School District. The service area for this joint-use park is without a neighborhood ramada and concrete walkways. The ramada, concrete pathway, and surrounding ground stabilization are the highest priorities. This project has additional funding in fund 1460 in the amount of $225,987.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$0	$5,500	$0	$0	$0	$0
Construction	$0	$0	$106,520	$0	$0	$0	$0
Engineering Charges	$0	$0	$11,000	$0	$0	$0	$0
Arts	$0	$0	$1,065	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$124,085**	**$0**	**$0**	**$0**	**$0**

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

PROJECT DETAIL: 1540-DIF-Park Dev Zone 1 — Category: DIF

Project: **73102 - DIF Update (R)** **Funding Source:** Development Impact Fees

Project Description: Development impact fee studies are required to be updated a minimum of every five years. The new fees are expected to take effect July 1, 2014. DIF legislation allows for fees collected to fund the DIF studies and updates. This is the neighborhood parks zone 1 portion of the DIF study and updates.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$0	$0	$3,469	$0	$0	$3,469
TOTAL	**$0**	**$0**	**$0**	**$3,469**	**$0**	**$0**	**$3,469**

Operating Description: No additional O and M is needed.

FUND SUMMARY: 1560-DIF-Park Dev Zone 2 — Category: DIF

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Existing Assets							
Improvement of Existing Assets							
73404 Paseo Linear Park Additions	0	0	165,438	0	0	0	0
Replacement of Existing Assets							
73403 DIF Update	0	0	0	3,469	0	0	3,469
Sub-Total - Existing Assets	*0*	*0*	*165,438*	*3,469*	*0*	*0*	*3,469*
Total Project Expenses:	**$0**	**$0**	**$165,438**	**$3,469**	**$0**	**$0**	**$3,469**
Total FY 2017 Funding:		**$0**					

PROJECT DETAIL: 1560-DIF-Park Dev Zone 2 — Category: DIF

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

Project Description: Additional amenities consist of accommodating community growth by expanding the multi-use path, adding pathway pullout nodes to relieve congestion and add additional active recreation play elements.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$0	$0	$137,000	$0	$0	$0	$0
Engineering Charges	$0	$0	$12,000	$0	$0	$0	$0
Arts	$0	$0	$1,370	$0	$0	$0	$0
Contingency	$0	$0	$15,068	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$165,438**	**$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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$0	$0	$3,469	$0	$0	$3,469
TOTAL	**$0**	**$0**	**$0**	**$3,469**	**$0**	**$0**	**$3,469**

Operating Description: No additional O and M is needed.

FUND SUMMARY: 1580-DIF-Park Dev Zone 3 — Category: DIF

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Existing Assets							
Replacement of Existing Assets							
73702 DIF Update	0	0	0	3,469	0	0	3,469
Sub-Total - Existing Assets	*0*	*0*	*0*	*3,469*	*0*	*0*	*3,469*
Total Project Expenses:	**$0**	**$0**	**$0**	**$3,469**	**$0**	**$0**	**$3,469**
Total FY 2017 Funding:		**$0**					

PROJECT DETAIL: 1580-DIF-Park Dev Zone 3 — Category: DIF

Project: **73702 - DIF Update (R)** **Funding Source:** Development Impact Fees

Project Description: Development impact fee studies are required to be updated a minimum of every five years. The new fees are expected to take effect July 1, 2014. DIF legislation allows for fees collected to fund the DIF studies and updates. This is the neighborhood parks zone 3 portion of the DIF study and updates.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$0	$0	$3,469	$0	$0	$3,469
TOTAL	**$0**	**$0**	**$0**	**$3,469**	**$0**	**$0**	**$3,469**

Operating Description: No additional O and M is needed.

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

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
New Assets							
0							
74252 *Western Area Library 1380	0	0	1,755,029	0	0	0	0
Sub-Total - New Assets	*0*	*0*	*1,755,029*	*0*	*0*	*0*	*0*
Total Project Expenses:	**$0**	**$0**	**$1,755,029**	**$0**	**$0**	**$0**	**$0**
Total FY 2017 Funding:		**$0**					

PROJECT DETAIL: 1380-DIF-Library Buildings — Category: DIF

Project: **74252* - Western Area Library 1380 (N)** **Funding Source:** Development Impact Fees

Project Description:

In October 2014 and after review by the Library Advisory Board and staff, Council provided direction to develop conceptual designs for the possible location of a Western Area Branch Library at either Heroes Regional Park or on the third/fourth floors of the Glendale Media Center. Regardless of its location, the facility would be 7500- 8000 square feet in size and would result in library services provided to this geographic area of Glendale. Should the Council provide direction to move forward with this project, this is a specific "placeholder" request that would provide funding for full design and construction beginning in FY 16-17 and carry into FY 17-18. This project is also funded in fund 1500 in the amount of $1,370,549.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$0	$0	$1,380,000	$0	$0	$0	$0
Engineering Charges	$0	$0	$49,680	$0	$0	$0	$0
Arts	$0	$0	$13,800	$0	$0	$0	$0
Contingency	$0	$0	$311,549	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$1,755,029**	**$0**	**$0**	**$0**	**$0**

Operating Description:

O&M is included in project Western Area Library 1500.

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

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Existing Assets							
Replacement of Existing Assets							
74752 DIF Update	0	0	0	17,563	0	0	17,563
Sub-Total - Existing Assets	*0*	*0*	*0*	*17,563*	*0*	*0*	*17,563*
New Assets							
0							
74751 Library Books - Pop. Growth	0	310,000	310,000	135,029	0	0	0
74755 *Western Area Library 1500	0	328,614	1,046,549	0	0	0	0
Sub-Total - New Assets	*0*	*638,614*	*1,356,549*	*135,029*	*0*	*0*	*0*
Total Project Expenses:	**$0**	**$638,614**	**$1,356,549**	**$152,592**	**$0**	**$0**	**$17,563**
Total FY 2017 Funding:		**$638,614**					

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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$0	$0	$17,563	$0	$0	$17,563
TOTAL	**$0**	**$0**	**$0**	**$17,563**	**$0**	**$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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$310,000	$310,000	$135,029	$0	$0	$0
TOTAL	**$0**	**$310,000**	**$310,000**	**$135,029**	**$0**	**$0**	**$0**

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

PROJECT DETAIL: 1500-DIF-Libraries Category: DIF

Project: **74755* - Western Area Library 1500 (N)** **Funding Source:** Development Impact Fees

Project Description:

In October 2014 and after review by the Library Advisory Board and staff, Council provided direction to develop conceptual designs for the possible location of a Western Area Branch Library at either Heroes Regional Park or on the third/fourth floors of the Glendale Media Center. Regardless of its location, the facility would be 7500- 8000 square feet in size and would result in library services provided to this geographic area of Glendale. Should the Council provide direction to move forward with this project, this is a specific "placeholder" request that would provide funding for full design and construction beginning in FY 16-17 and carry into FY 17-18. This project is also funded in fund 1380 in the amount of $1,755,029.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$318,263	$0	$0	$0	$0	$0
Construction	$0	$0	$1,003,861	$0	$0	$0	$0
Engineering Charges	$0	$10,351	$32,649	$0	$0	$0	$0
Arts	$0	$0	$10,039	$0	$0	$0	$0
TOTAL	**$0**	**$328,614**	**$1,046,549**	**$0**	**$0**	**$0**	**$0**

Operating Description:

It is estimated O&M for this project is $600,000 which includes 8.5 FTE's for a 40 hour per week operation. The ongoing O&M impact will be recalculated as a part of the final analysis of this potential project.

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

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
New Assets							
0							
77303 *Regional Wireless Cooperative	0	1,148,565	0	0	0	0	0
Sub-Total - New Assets	*0*	*1,148,565*	*0*	*0*	*0*	*0*	*0*
Total Project Expenses:	**$0**	**$1,148,565**	**$0**	**$0**	**$0**	**$0**	**$0**
Total FY 2017 Funding:		**$1,148,565**					

PROJECT DETAIL: 1440-DIF-Police Dept Facilities — Category: DIF

Project: **77303* - Regional Wireless Cooperative (N)** **Funding Source:** Development Impact Fees

Project Description: The city gold elite consoles will require upgrade to IP-based radio consoles, including portable and mobile devices. The city's participation in the RWC provides for enhanced service, redundancy and increased coverage for public safety. Most importantly inoperability within city limits and also with valley wide partners is greatly increased.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Equipment	$0	$1,148,565	$0	$0	$0	$0	$0
TOTAL	**$0**	**$1,148,565**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description:

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

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Existing Assets							
Replacement of Existing Assets							
77001 DIF Update	0	0	0	15,654	0	0	15,654
Sub-Total - Existing Assets	*0*	*0*	*0*	*15,654*	*0*	*0*	*15,654*
Total Project Expenses:	**$0**	**$0**	**$0**	**$15,654**	**$0**	**$0**	**$15,654**
Total FY 2017 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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$0	$0	$15,654	$0	$0	$15,654
TOTAL	**$0**	**$0**	**$0**	**$15,654**	**$0**	**$0**	**$15,654**

Operating Description: No additional O and M is needed.

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

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Existing Assets							
Improvement of Existing Assets							
60007 Arrwhd Wtr Reclam Fac Imps	6,552,616	25,442,000	0	0	0	0	0
60008 WAWRF Phase IV	910,303	2,368,000	0	0	0	0	0
60016 West Area WRF Improvements	159,729	4,250,000	5,950,000	4,600,000	0	0	0
Replacement of Existing Assets							
60010 Lab Data Management System	50,000	0	0	0	0	0	0
60014 SCADA Study & Replacement	250,000	500,000	0	0	0	0	1,000,000
Sub-Total - Existing Assets	*7,922,648*	*32,560,000*	*5,950,000*	*4,600,000*	*0*	*0*	*1,000,000*
New Assets							
0							
60015 Asset Mangement Program	0	300,000	1,500,000	1,500,000	0	0	0
60017 Integrated Water Master Plan	0	0	0	2,500,000	0	0	0
60018 *Laboratory Equipment	0	80,000	80,000	0	0	0	0
Sub-Total - New Assets	*0*	*380,000*	*1,580,000*	*4,000,000*	*0*	*0*	*0*
Total Project Expenses:	**$7,922,648**	**$32,940,000**	**$7,530,000**	**$8,600,000**	**$0**	**$0**	**$1,000,000**
Total FY 2017 Funding:		**$40,862,648**					

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

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

Project Description: Replace and improve headworks, sand filters, odor control, fiber optics, clarifiers, civil, mechanical and electrical components at the Arrowhead Ranch Water Reclamation Facility. The construction and cash flow period to continue over the next three years. These improvements will enable the plant to consistently meet the A+ effluent water quality requirements.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$1,500,000	$0	$0	$0	$0	$0
Construction	$6,552,616	$0	$0	$0	$0	$0	$0
Construction	$0	$22,000,000	$0	$0	$0	$0	$0
Finance Charges	$0	$100,000	$0	$0	$0	$0	$0
Engineering Charges	$0	$122,000	$0	$0	$0	$0	$0
Arts	$0	$220,000	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$1,500,000	$0	$0	$0	$0	$0
TOTAL	**$6,552,616**	**$25,442,000**	**$0**	**$0**	**$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: Design and construct improvements and rehabilitation to the odor control and disinfection system as identified in the West Area Water Reclamation Facility Phase IV Master Plan.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$307,380	$0	$0	$0	$0	$0	$0
Construction	$0	$2,000,000	$0	$0	$0	$0	$0
Construction	$437,633	$0	$0	$0	$0	$0	$0
Finance Charges	$7,500	$0	$0	$0	$0	$0	$0
Finance Charges	$0	$25,800	$0	$0	$0	$0	$0
Engineering Charges	$27,344	$0	$0	$0	$0	$0	$0
Engineering Charges	$0	$72,000	$0	$0	$0	$0	$0
Arts	$0	$20,000	$0	$0	$0	$0	$0
Arts	$6,946	$0	$0	$0	$0	$0	$0
Contingency	$123,500	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$250,200	$0	$0	$0	$0	$0
TOTAL	**$910,303**	**$2,368,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description:

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

Project Description: Evaluate, design and construct improvements to all process areas at the West Area WRF and raw sewage pump station (RSPS). To include improvements to civil, mechanical, plumbing, and electrical systems to continue to produce A+ effluent for reuse and recharge storage.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$159,729	$0	$0	$0	$0	$0	$0
Design	$0	$4,000,000	$0	$0	$0	$0	$0
Construction	$0	$0	$5,500,000	$4,500,000	$0	$0	$0
Finance Charges	$0	$30,821	$24,179	$0	$0	$0	$0
Engineering Charges	$0	$32,857	$45,179	$36,964	$0	$0	$0
Arts	$0	$0	$55,000	$45,000	$0	$0	$0
Miscellaneous/Other	$0	$186,322	$325,642	$18,036	$0	$0	$0
TOTAL	**$159,729**	**$4,250,000**	**$5,950,000**	**$4,600,000**	**$0**	**$0**	**$0**

Operating Description:

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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$50,000	$0	$0	$0	$0	$0	$0
TOTAL	**$50,000**	**$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: Study alternative information and communication systems to develop a plan for improvements and upgrade to new technologies to increase functionality of the Supervisory Control and Data Acquisition (SCADA) system. The system gathers process data for monitoring and controling the treatment processes.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$500,000	$0	$0	$0	$0	$1,000,000
Miscellaneous/Other	$250,000	$0	$0	$0	$0	$0	$0
TOTAL	**$250,000**	**$500,000**	**$0**	**$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 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$300,000	$1,500,000	$1,500,000	$0	$0	$0
TOTAL	**$0**	**$300,000**	**$1,500,000**	**$1,500,000**	**$0**	**$0**	**$0**

Operating Description:

Project: 60017 - Integrated Water Master Plan (N) **Funding Source:** Water & Sewer Revenues

Project Description: Conduct a comprehensive study to update the 2003 Water plan as amended in 2008 by the Groundwater plan; 2008 Wastewater plan; and the 2011 Stormwater Management plan and review the reclaimed water resources and use, facilities capacity, and infrastructure needs to serve the City of Glendale now and in the future. Then integrate into a Water Master Plan.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$0	$0	$2,500,000	$0	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$2,500,000**	**$0**	**$0**	**$0**

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

Project: 60018* - Laboratory Equipment (N) **Funding Source:** Water & Sewer Revenues

Project Description: Replace aging ion chromatograph and deionized water system.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$80,000	$80,000	$0	$0	$0	$0
TOTAL	**$0**	**$80,000**	**$80,000**	**$0**	**$0**	**$0**	**$0**

Operating Description:

FUND SUMMARY: 2400-Water — Category: Revenue

		Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Capital Project Expenses								
Existing Assets								
Improvement of Existing Assets								
61023	Water System Security	0	100,000	0	0	0	0	500,000
61024	Cholla Water Plant Process Imp	1,975,989	4,282,000	8,410,000	0	0	0	6,100,000
61043	Pyramid Peak WTP Process Imp.	1,034,852	7,200,000	0	0	0	0	6,100,000
61045	Thunderbird Reservoir Misc. Im	80,000	250,000	0	0	0	0	0
61047	Citywide Meter Vault Imp	1,572,858	1,200,000	0	1,500,000	0	0	1,000,000
61049	Zone 3 Water Supply Imp.	221,187	500,000	0	0	0	0	0
61054	Distrib Sys Imprv - Citywide	500,000	500,000	500,000	500,000	0	0	0
61055	Oasis WTP Improvements	1,425,830	500,000	2,000,000	0	0	0	7,000,000
61060	*67th Ave Water line improv	0	0	0	600,000	1,500,000	0	0
Replacement of Existing Assets								
61001	Fire Hydrant Replacement	200,000	650,000	650,000	650,000	650,000	650,000	3,250,000
61013	Water Line Replacement	2,543,084	2,500,000	3,000,000	2,000,000	2,500,000	2,500,000	10,000,000
61015	Outer Loop Effluent Line	0	0	0	650,000	0	0	0
61048	City Wide Well Rehab	500,000	1,800,000	2,000,000	500,000	0	0	0
Sub-Total - Existing Assets		*10,053,800*	*19,482,000*	*16,560,000*	*6,400,000*	*4,650,000*	*3,150,000*	*33,950,000*
New Assets								
0								
61019	Storage and Recovery Well	0	0	0	0	700,000	2,700,000	3,900,000
61027	Water Line Extension	0	0	0	300,000	1,150,000	0	0
61038	Loop 101 Water Treatment Plant	0	0	0	0	0	0	43,023,225
61051	Accural of Long-term Water Sto	0	500,000	500,000	500,000	500,000	500,000	2,500,000
61052	Recharge Storage Assessment	187,000	500,000	1,500,000	0	0	0	0
61056	White Mtn Apache Water Rights	0	0	6,690,580	0	0	0	0
61058	*Pyramid Peak WTP 54MGD Expan	0	8,000,000	42,838,000	0	0	0	0
61059	*Zone 3 Groundwater Wells	0	0	0	0	0	0	4,200,000
Sub-Total - New Assets		*187,000*	*9,000,000*	*51,528,580*	*800,000*	*2,350,000*	*3,200,000*	*53,623,225*
Total Project Expenses:		**$10,240,800**	**$28,482,000**	**$68,088,580**	**$7,200,000**	**$7,000,000**	**$6,350,000**	**$87,573,225**
Total FY 2017 Funding:			**$38,722,800**					

PROJECT DETAIL: 2400-Water — Category: Revenue

Project: **61023 - Water System Security (I)** **Funding Source:** Water & Sewer Revenues

Project Description: Installation of equipment citywide to further enhance security of the city's water supply, treatment plants, and distribution system.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$100,000	$0	$0	$0	$0	$500,000
TOTAL	**$0**	**$100,000**	**$0**	**$0**	**$0**	**$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: Improve and rehabilitate all process areas and key component systems throughout the treatment plant, administration building, reservoir, and at the booster station. Construct chlorine gas generation facility in last five years to replace use of 1-ton containers.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$338,261	$0	$0	$0	$0	$0	$0
Design	$0	$1,000,000	$0	$0	$0	$0	$1,000,000
Construction	$1,436,158	$0	$0	$0	$0	$0	$0
Construction	$0	$3,000,000	$8,000,000	$0	$0	$0	$5,000,000
Finance Charges	$0	$27,000	$0	$0	$0	$0	$0
Finance Charges	$22,500	$0	$0	$0	$0	$0	$0
Engineering Charges	$0	$25,556	$51,111	$0	$0	$0	$38,333
Engineering Charges	$156,423	$0	$0	$0	$0	$0	$0
Arts	$0	$30,000	$80,000	$0	$0	$0	$50,000
Arts	$22,647	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$199,444	$278,889	$0	$0	$0	$11,667
TOTAL	**$1,975,989**	**$4,282,000**	**$8,410,000**	**$0**	**$0**	**$0**	**$6,100,000**

Operating Description:

Project: 61043 - Pyramid Peak WTP Process Imp. (I) **Funding Source:** Water & Sewer Revenues

Project Description: Improve and rehabilitate all process areas and key component systems throughout the treatment plant. Construct chlorine gas generation facility in last five years to replace use of 1-ton containers. City of Peoria shares in the capital and operating costs of the plant. They will fund 23% of the total costs.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$1,034,852	$0	$0	$0	$0	$0	$0
Design	$0	$1,200,000	$0	$0	$0	$0	$950,000
Construction	$0	$5,800,000	$0	$0	$0	$0	$5,000,000
Finance Charges	$0	$10,111	$0	$0	$0	$0	$33,889
Engineering Charges	$0	$62,162	$0	$0	$0	$0	$52,838
Arts	$0	$58,000	$0	$0	$0	$0	$50,000
Miscellaneous/Other	$0	$69,727	$0	$0	$0	$0	$13,273
TOTAL	**$1,034,852**	**$7,200,000**	**$0**	**$0**	**$0**	**$0**	**$6,100,000**

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 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$0	$230,000	$0	$0	$0	$0	$0
Construction	$80,000	$0	$0	$0	$0	$0	$0
Finance Charges	$0	$2,500	$0	$0	$0	$0	$0
Engineering Charges	$0	$10,222	$0	$0	$0	$0	$0
Arts	$0	$2,300	$0	$0	$0	$0	$0
Contingency	$0	$4,978	$0	$0	$0	$0	$0
TOTAL	**$80,000**	**$250,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description:

Project: 61047 - Citywide Meter Vault Imp (I) **Funding Source:** Water & Sewer Revenues

Project Description: Improve meter vault access per the city's design standards and rehabilitate, as needed, vault structure to meet safety requirements. Improve 124 vaults in four phases over multiple years.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$356,325	$0	$0	$0	$0	$0	$0
Design	$0	$300,000	$0	$400,000	$0	$0	$200,000
Construction	$0	$840,000	$0	$1,000,000	$0	$0	$750,000
Construction	$966,591	$0	$0	$0	$0	$0	$0
Finance Charges	$16,341	$0	$0	$0	$0	$0	$0
Finance Charges	$0	$10,510	$0	$14,100	$0	$0	$14,925
Engineering Charges	$49,244	$0	$0	$0	$0	$0	$0
Engineering Charges	$0	$21,090	$0	$25,900	$0	$0	$17,575
Arts	$10,978	$0	$0	$0	$0	$0	$0
Arts	$0	$8,400	$0	$10,000	$0	$0	$7,500
Equipment	$15,081	$0	$0	$0	$0	$0	$0
Contingency	$158,298	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$20,000	$0	$50,000	$0	$0	$10,000
TOTAL	**$1,572,858**	**$1,200,000**	**$0**	**$1,500,000**	**$0**	**$0**	**$1,000,000**

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: Rehabilitate specific portions of large water transmission main and related valves at 67th Avenue and Deer Valley Road and make improvements at the Hillcrest booster station to add reliability and redundancy within pressure Zone 2 and Zone 3 of the distribution system.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$221,187	$0	$0	$0	$0	$0	$0
Construction	$0	$450,000	$0	$0	$0	$0	$0
Engineering Charges	$0	$29,700	$0	$0	$0	$0	$0
Arts	$0	$4,500	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$15,800	$0	$0	$0	$0	$0
TOTAL	**$221,187**	**$500,000**	**$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: Replace and rehabilitate pressure reduction valves, water instrumentation, flow meters, and transmission mains connections. Develop a citywide water modeling plan for the water distribution system.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$200,000	$0	$0	$0	$0	$0	$0
Construction	$0	$450,000	$450,000	$450,000	$0	$0	$0
Construction	$262,250	$0	$0	$0	$0	$0	$0
Engineering Charges	$0	$16,200	$16,200	$16,200	$0	$0	$0
Engineering Charges	$32,250	$0	$0	$0	$0	$0	$0
Arts	$0	$4,500	$4,500	$4,500	$0	$0	$0
Arts	$5,500	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$29,300	$29,300	$29,300	$0	$0	$0
TOTAL	**$500,000**	**$500,000**	**$500,000**	**$500,000**	**$0**	**$0**	**$0**

Operating Description:

PROJECT DETAIL: 2400-Water — Category: Revenue

Project: 61055 - Oasis WTP Improvements (I) **Funding Source:** Water & Sewer Revenues

Project Description: Study both the surface and groundwater treatment plants' condition. Design and construct efficiency and operation upgrades. Replace filter underdrain infrastructure and make improvements to booster pump station. Replace brine ponds in FY2022-23.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$400,000	$0	$0	$0	$0	$1,200,000
Design	$1,420,830	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$1,900,000	$0	$0	$0	$5,500,000
Construction	$5,000	$0	$0	$0	$0	$0	$0
Finance Charges	$0	$54,619	$0	$0	$0	$0	$32,881
Engineering Charges	$0	$4,111	$19,528	$0	$0	$0	$68,861
Arts	$0	$0	$19,000	$0	$0	$0	$55,000
Miscellaneous/Other	$0	$41,270	$61,472	$0	$0	$0	$143,258
TOTAL	**$1,425,830**	**$500,000**	**$2,000,000**	**$0**	**$0**	**$0**	**$7,000,000**

Operating Description:

Project: 61060* - 67th Ave Water line improv (I) **Funding Source:** Water & Sewer Revenues

Project Description: Assess and rehabilitate water lines and connections south of Jomax along 67th Avenue.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$0	$0	$550,000	$0	$0	$0
Construction	$0	$0	$0	$0	$1,400,000	$0	$0
Engineering Charges	$0	$0	$0	$15,125	$38,500	$0	$0
Arts	$0	$0	$0	$0	$14,000	$0	$0
Miscellaneous/Other	$0	$0	$0	$34,875	$47,500	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$600,000**	**$1,500,000**	**$0**	**$0**

Operating Description:

Project: 61001 - Fire Hydrant Replacement (R) **Funding Source:** Water & Sewer Revenues

Project Description: Program to replace or rehabilitate approximately 290 fire hydrant and 260 water valves annually. Within the distribution system, there are over 8,400 fire hydrants and 24,000 water valves. Priority is determined by age and loss of function.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$125,000	$125,000	$125,000	$125,000	$125,000	$625,000
Construction	$0	$487,500	$487,500	$487,500	$487,500	$487,500	$2,437,500
Construction	$200,000	$0	$0	$0	$0	$0	$0
Finance Charges	$0	$23,375	$23,375	$23,375	$23,375	$23,375	$116,875
Engineering Charges	$0	$9,250	$9,250	$9,250	$9,250	$9,250	$46,250
Arts	$0	$4,875	$4,875	$4,875	$4,875	$4,875	$24,375
TOTAL	**$200,000**	**$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: 2400-Water — Category: Revenue

Project: 61013 - Water Line Replacement (R) **Funding Source:** Water & Sewer Revenues

Project Description: Program to rehabilitate large diameter water lines as identified in the Water Distribution System Evaluation Study conducted by CH2M-Hill. There are four locations citywide that will be rehabilitated over the next four years. New study will evaluate next rehabilitation locations for future years.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$649,196	$0	$0	$0	$0	$0	$0
Design	$0	$200,000	$300,000	$200,000	$500,000	$500,000	$2,500,000
Construction	$1,714,061	$0	$0	$0	$0	$0	$0
Construction	$0	$2,200,000	$2,500,000	$1,700,000	$1,900,000	$1,900,000	$7,276,111
Finance Charges	$33,944	$0	$0	$0	$0	$0	$0
Finance Charges	$0	$11,010	$54,481	$9,208	$10,000	$10,000	$85,329
Engineering Charges	$0	$13,508	$15,759	$10,694	$13,508	$13,508	$55,023
Engineering Charges	$127,883	$0	$0	$0	$0	$0	$0
Arts	$0	$22,000	$25,000	$17,000	$19,000	$19,000	$72,761
Arts	$18,000	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$53,482	$104,760	$63,098	$57,492	$57,492	$10,776
TOTAL	**$2,543,084**	**$2,500,000**	**$3,000,000**	**$2,000,000**	**$2,500,000**	**$2,500,000**	**$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: Evaluate and recommend rehabilitation requirements of the effluent transmission line from the Arrowhead Ranch Water Reclamation Facility (ARWRF) .

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$0	$0	$100,000	$0	$0	$0
Construction	$0	$0	$0	$500,000	$0	$0	$0
Finance Charges	$0	$0	$0	$15,600	$0	$0	$0
Engineering Charges	$0	$0	$0	$29,400	$0	$0	$0
Arts	$0	$0	$0	$5,000	$0	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$650,000**	**$0**	**$0**	**$0**

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

PROJECT DETAIL: 2400-Water — Category: Revenue

Project: 61048 - City Wide Well Rehab (R) **Funding Source:** Water & Sewer Revenues

Project Description: Evaluate existing groundwater wells and rehabilitate and improve the equipment to maintain high water quality and delivery service to meet the demand within the water distribution system.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$350,000	$300,000	$0	$0	$0	$0
Design	$100,000	$0	$0	$0	$0	$0	$0
Construction	$0	$1,100,000	$1,500,000	$400,000	$0	$0	$0
Construction	$300,000	$0	$0	$0	$0	$0	$0
Finance Charges	$4,500	$0	$0	$0	$0	$0	$0
Engineering Charges	$0	$26,825	$33,300	$7,400	$0	$0	$0
Engineering Charges	$17,200	$0	$0	$0	$0	$0	$0
Arts	$3,000	$0	$0	$0	$0	$0	$0
Arts	$0	$11,000	$15,000	$4,000	$0	$0	$0
Contingency	$75,300	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$312,175	$151,700	$88,600	$0	$0	$0
TOTAL	**$500,000**	**$1,800,000**	**$2,000,000**	**$500,000**	**$0**	**$0**	**$0**

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

Project: 61019 - Storage and Recovery Well (N) **Funding Source:** Water & Sewer Revenues

Project Description: Install groundwater recharge and recovery wells for the purpose of recharging effluent from the Arrowhead Water Reclamation Facility for "recovering" recharge water credits.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$0	$0	$0	$675,000	$25,000	$900,000
Construction	$0	$0	$0	$0	$0	$2,500,000	$2,800,000
Engineering Charges	$0	$0	$0	$0	$9,049	$33,850	$49,601
Arts	$0	$0	$0	$0	$0	$25,000	$28,000
Miscellaneous/Other	$0	$0	$0	$0	$15,951	$116,150	$122,399
TOTAL	**$0**	**$0**	**$0**	**$0**	**$700,000**	**$2,700,000**	**$3,900,000**

Operating Description:

Operating Costs	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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

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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$0	$0	$290,000	$100,000	$0	$0
Construction	$0	$0	$0	$0	$1,000,000	$0	$0
Finance Charges	$0	$0	$0	$1,029	$5,971	$0	$0
Engineering Charges	$0	$0	$0	$8,971	$34,029	$0	$0
Arts	$0	$0	$0	$0	$10,000	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$300,000**	**$1,150,000**	**$0**	**$0**

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

Project: 61038 - Loop 101 Water Treatment Plant (N) **Funding Source:** Water & Sewer Revenues

Project Description: Land for the Loop 101 water treatment plant was purchased in FY 2009 with payments from FY 2009 through FY 2013. The design and construction of the new plant has been deferred beyond FY 2022 due to reduced growth estimates.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$0	$0	$0	$0	$0	$3,500,000
Construction	$0	$0	$0	$0	$0	$0	$35,000,000
Finance Charges	$0	$0	$0	$0	$0	$0	$525,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$148,225
Arts	$0	$0	$0	$0	$0	$0	$350,000
Contingency	$0	$0	$0	$0	$0	$0	$3,500,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$43,023,225**

Operating Description: A supplemental will be submitted once the project is completed.

Project: 61051 - Accural of Long-term Water Sto (N) **Funding Source:** Water & Sewer Revenues

Project Description: Utilize Groundwater Saving Facility and Central Arizona Project agreements to accrue long-term water storage credits. Purchase of recharge water for accrual of long-term water storage credits.The goal is to accrue 25,000 acre feet by 2025.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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 at this time.

PROJECT DETAIL: 2400-Water — Category: Revenue

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. Construct recharge infrastructure.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$450,000	$0	$0	$0	$0	$0
Design	$186,000	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$1,300,000	$0	$0	$0	$0
Engineering Charges	$0	$12,375	$35,750	$0	$0	$0	$0
Engineering Charges	$1,000	$0	$0	$0	$0	$0	$0
Arts	$0	$0	$13,000	$0	$0	$0	$0
Miscellaneous/Other	$0	$37,625	$151,250	$0	$0	$0	$0
TOTAL	**$187,000**	**$500,000**	**$1,500,000**	**$0**	**$0**	**$0**	**$0**

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

Project: 61056 - White Mtn Apache Water Rights (N) **Funding Source:** Water & Sewer Revenues

Project Description: Acquire and develop renewable water supplies to increase the city's designation of assured water supply. Council approved on February 24, 2009, the White Mountain Apache Tribe (WMAT) Water Rights Settlement Agreement. On February 12, 2013, Council approved the Amended and Restated WMAT Water Quantification Agreement. These actions will result in settlement costs to receive up to 2,363 acre-feet of Central Arizona Project (CAP) water per year through a 100-year lease with WMAT and the U.S. Bureau of Reclamation.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$0	$6,690,580	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$6,690,580**	**$0**	**$0**	**$0**	**$0**

Operating Description:

Project: 61058* - Pyramid Peak WTP 54MGD Expan (N) **Funding Source:** Water & Sewer Revenues

Project Description: Expand plant treatment capacity to 54 Million Gallons per Day to meet city of Peoria future demand. City of Peoria will fund 100% of all design, construction, and administration costs. Expansion to coincide with other plant improvements. The construction and cash flow period to continue over the next three years..

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$7,500,000	$1,252,000	$0	$0	$0	$0
Construction	$0	$0	$37,510,000	$0	$0	$0	$0
Finance Charges	$0	$224,716	$0	$0	$0	$0	$0
Engineering Charges	$0	$28,875	$149,234	$0	$0	$0	$0
Arts	$0	$0	$375,100	$0	$0	$0	$0
Miscellaneous/Other	$0	$246,409	$3,551,666	$0	$0	$0	$0
TOTAL	**$0**	**$8,000,000**	**$42,838,000**	**$0**	**$0**	**$0**	**$0**

Operating Description:

PROJECT DETAIL: 2400-Water — Category: Revenue

Project: 61059* - Zone 3 Groundwater Wells (N) **Funding Source:** Water & Sewer Revenues

Project Description: Study and recommend possible groundwater wells in pressure zone 3. Then construct well sites and connection to distribution system.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$0	$0	$0	$0	$0	$300,000
Construction	$0	$0	$0	$0	$0	$0	$3,300,000
Finance Charges	$0	$0	$0	$0	$0	$0	$400
Engineering Charges	$0	$0	$0	$0	$0	$0	$66,600
Arts	$0	$0	$0	$0	$0	$0	$33,000
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$500,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,200,000**

Operating Description:

FUND SUMMARY: 2420-Sewer — Category: Revenue

			FY 2017:	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Capital Project Expenses		Carryover	New Funding					
Existing Assets								
Improvement of Existing Assets								
63006	Arrowhead Sewer Lines	654,900	350,000	1,000,000	5,000,000	0	0	0
63010	91st Ave. Construction	0	1,023,000	710,000	528,000	500,000	500,000	2,500,000
63030	Lift Station Recond. Program	0	500,000	500,000	500,000	0	0	2,000,000
Replacement of Existing Assets								
63003	99th Ave Interceptor Line	0	1,100,000	0	0	0	0	0
63016	Sewer Line Replacement	2,355,695	4,900,000	0	1,500,000	1,000,000	4,000,000	6,000,000
63024	Citywide Manhole Rehab	723,651	650,000	650,000	650,000	650,000	650,000	3,250,000
63026	Arrowhead Sewer Lines-phase 2	0	0	0	0	1,100,000	4,550,000	0
63027	Arrowhead Sewer Lines-phase 3	0	0	0	0	0	0	6,650,000
Sub-Total - Existing Assets		*3,734,246*	*8,523,000*	*2,860,000*	*8,178,000*	*3,250,000*	*9,700,000*	*20,400,000*
New Assets								
0								
63008	Sewers for Areas on Septic Sys	0	50,000	0	0	0	0	0
63017	Sewer Line Extension	0	0	600,000	1,400,000	0	0	0
63028	*95th Avenue Sewer Imprv	0	0	0	0	300,000	2,500,000	0
63029	*Sewer vactor truck	0	0	0	400,000	0	0	800,000
T3611	Glendale Ave 93rd-99th Ave	0	0	0	0	0	0	3,500,000
Sub-Total - New Assets		*0*	*50,000*	*600,000*	*1,800,000*	*300,000*	*2,500,000*	*4,300,000*
Total Project Expenses:		**$3,734,246**	**$8,573,000**	**$3,460,000**	**$9,978,000**	**$3,550,000**	**$12,200,000**	**$24,700,000**
Total FY 2017 Funding:			**$12,307,246**					

PROJECT DETAIL: 2420-Sewer — Category: Revenue

PROJECT DETAIL: 2420-Sewer — Category: Revenue

Project: 63006 - Arrowhead Sewer Lines (I) **Funding Source:** Water & Sewer Revenues

Project Description: To 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. The project is in three phases. This is phase 1.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$350,000	$0	$0	$0	$0	$0	$0
Design	$0	$300,000	$750,000	$0	$0	$0	$0
Construction	$0	$0	$0	$4,800,000	$0	$0	$0
Construction	$254,900	$0	$0	$0	$0	$0	$0
Finance Charges	$0	$0	$60,125	$0	$0	$0	$0
Finance Charges	$4,500	$0	$0	$0	$0	$0	$0
Engineering Charges	$19,276	$0	$0	$0	$0	$0	$0
Engineering Charges	$0	$4,744	$11,859	$75,897	$0	$0	$0
Arts	$3,000	$0	$0	$0	$0	$0	$0
Arts	$0	$0	$0	$48,000	$0	$0	$0
Contingency	$23,224	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$45,256	$178,016	$76,103	$0	$0	$0
TOTAL	**$654,900**	**$350,000**	**$1,000,000**	**$5,000,000**	**$0**	**$0**	**$0**

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

Project: 63010 - 91st Ave. Construction (I) **Funding Source:** Water & Sewer Revenues

Project Description: 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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$1,023,000	$710,000	$528,000	$500,000	$500,000	$2,500,000
TOTAL	**$0**	**$1,023,000**	**$710,000**	**$528,000**	**$500,000**	**$500,000**	**$2,500,000**

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

Project: 63030 - Lift Station Recond. Program (I) **Funding Source:** Water & Sewer Revenues

Project Description: Evaluate condition, design, and construct improvements to lift stations and related force mains. These facilities operate in a harsh environment, resulting in the need to create a program that will periodically rehabilitate and improve operations.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$400,000	$0	$0	$0	$0	$400,000
Construction	$0	$0	$400,000	$400,000	$0	$0	$1,300,000
Engineering Charges	$0	$7,586	$7,586	$7,586	$0	$0	$32,241
Arts	$0	$0	$4,000	$4,000	$0	$0	$13,000
Miscellaneous/Other	$0	$92,414	$88,414	$88,414	$0	$0	$254,759
TOTAL	**$0**	**$500,000**	**$500,000**	**$500,000**	**$0**	**$0**	**$2,000,000**

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

PROJECT DETAIL: 2420-Sewer — Category: Revenue

Project: 63003 - 99th Ave Interceptor Line (R) **Funding Source:** Water & Sewer Revenues

Project Description: Rehabilitate portions of the interceptor and related manholes as determined by the Sewer Condition Assessment Study conducted by Project Engineering Consultants. The 99th Avenue interceptor line is the final collector to deliver influent to the 91st Avenue Wastewater Treatment Plant. Glendale owns 70% equity in the line. Additionally, sampling station GL02 will be rehabilitated.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$1,100,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$1,100,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 63016 - Sewer Line Replacement (R) **Funding Source:** Water & Sewer Revenues

Project Description: Program to replace and rehabilitate sanitary sewer lines ranging in size from 8" to 27" and manholes as identified by the Sewer Evaluation Study prepared by HDR and Camp, Dresser and McKee (CDM) Engineers. Project will be completed in annual phases with priority to critical areas first.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$130,000	$0	$0	$0	$0	$0	$0
Design	$0	$350,000	$0	$400,000	$45,000	$900,000	$1,100,000
Construction	$2,128,734	$0	$0	$0	$0	$0	$0
Construction	$0	$4,400,000	$0	$1,000,000	$900,000	$3,000,000	$4,700,000
Finance Charges	$34,352	$0	$0	$0	$0	$0	$0
Finance Charges	$0	$19,000	$0	$7,000	$4,800	$20,000	$29,000
Engineering Charges	$0	$32,525	$0	$9,586	$6,471	$26,704	$39,714
Engineering Charges	$44,809	$0	$0	$0	$0	$0	$0
Arts	$0	$44,000	$0	$10,000	$9,000	$30,000	$47,000
Arts	$17,800	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$54,475	$0	$73,414	$34,729	$23,296	$84,286
TOTAL	**$2,355,695**	**$4,900,000**	**$0**	**$1,500,000**	**$1,000,000**	**$4,000,000**	**$6,000,000**

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

PROJECT DETAIL: 2420-Sewer — Category: Revenue

Project: 63024 - Citywide Manhole Rehab (R) **Funding Source:** Water & Sewer Revenues

Project Description: Program to rehabilitate existing sewer manholes located throughtout the city based on the Sewer Master Plan in annual phases.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$75,000	$75,000	$75,000	$75,000	$75,000	$375,000
Design	$75,000	$0	$0	$0	$0	$0	$0
Construction	$0	$500,000	$500,000	$500,000	$500,000	$500,000	$2,500,000
Construction	$547,859	$0	$0	$0	$0	$0	$0
Finance Charges	$15,640	$0	$0	$0	$0	$0	$0
Finance Charges	$0	$7,820	$7,820	$7,820	$7,820	$7,820	$39,100
Engineering Charges	$17,631	$0	$0	$0	$0	$0	$0
Engineering Charges	$0	$9,250	$9,250	$9,250	$9,250	$9,250	$46,250
Arts	$14,591	$0	$0	$0	$0	$0	$0
Arts	$0	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000
Contingency	$52,930	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$52,930	$52,930	$52,930	$52,930	$52,930	$264,650
TOTAL	**$723,651**	**$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: 63026 - Arrowhead Sewer Lines-phase 2 (R) **Funding Source:** Water & Sewer Revenues

Project Description: Replace or rehabilitate various sewer collection lines in the Arrowhead Ranch area to improve sewer flow conditions and reduce sewer odors as identified in a report by Damon Williams and Associates. Phase 2 - in Union Hills road from 67th Avenue to 79th Avenue.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$0	$0	$0	$1,000,000	$0	$0
Construction	$0	$0	$0	$0	$0	$4,200,000	$0
Engineering Charges	$0	$0	$0	$0	$17,788	$74,712	$0
Arts	$0	$0	$0	$0	$0	$42,000	$0
Miscellaneous/Other	$0	$0	$0	$0	$82,212	$233,288	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$1,100,000**	**$4,550,000**	**$0**

Operating Description:

PROJECT DETAIL: 2420-Sewer — Category: Revenue

Project: 63027 - Arrowhead Sewer Lines-phase 3 (R) **Funding Source:** Water & Sewer Revenues

Project Description: Replace or rehabilitate various sewer collection lines in the Arrowhead Ranch area to improve sewer flow conditions and reduce sewer odors as identified in a report by Damon Williams and Associates. Phase 3 - in 67th Avenue from Union Hills to Utopia.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$0	$0	$0	$0	$0	$1,500,000
Construction	$0	$0	$0	$0	$0	$0	$4,000,000
Finance Charges	$0	$0	$0	$0	$0	$0	$27,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$0	$40,000
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$990,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$6,650,000**

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 residential customer driven in which a residential group (subdivision, neighborhood, street, etc.) must request that their area be connected to the city sewer system.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$9,730	$0	$0	$0	$0	$0
Construction	$0	$35,000	$0	$0	$0	$0	$0
Engineering Charges	$0	$4,920	$0	$0	$0	$0	$0
Arts	$0	$350	$0	$0	$0	$0	$0
TOTAL	**$0**	**$50,000**	**$0**	**$0**	**$0**	**$0**	**$0**

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

Project: 63017 - Sewer Line Extension (N) **Funding Source:** Water & Sewer Revenues

Project Description: Extend the sewer line from 95th Avenue to the west. Includes oversizing the sewer line and lift station.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$0	$600,000	$1,400,000	$0	$0	$0
TOTAL	**$0**	**$0**	**$600,000**	**$1,400,000**	**$0**	**$0**	**$0**

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

PROJECT DETAIL: 2420-Sewer — Category: Revenue

Project: 63028* - 95th Avenue Sewer Imprv (N) **Funding Source:** Water & Sewer Revenues

Project Description: Design and construct parallel 18" sewer line along 95th Ave from Glendale road to the south to tie into the existing 24" line.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$0	$0	$0	$285,000	$0	$0
Construction	$0	$0	$0	$0	$0	$2,400,000	$0
Finance Charges	$0	$0	$0	$0	$1,500	$12,000	$0
Engineering Charges	$0	$0	$0	$0	$5,838	$49,162	$0
Arts	$0	$0	$0	$0	$0	$24,000	$0
Miscellaneous/Other	$0	$0	$0	$0	$7,662	$14,838	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$300,000**	**$2,500,000**	**$0**

Operating Description:

Project: 63029* - Sewer vactor truck (N) **Funding Source:** Water & Sewer Revenues

Project Description: Purchase sewer line cleaner (vactor) truck. Department operates with three such trucks. The oldest entered service in 2005 and has been reconditioned once. This is funding to replace the first one. The other two are scheduled in future years.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Equipment	$0	$0	$0	$400,000	$0	$0	$800,000
TOTAL	**$0**	**$0**	**$0**	**$400,000**	**$0**	**$0**	**$800,000**

Operating Description:

Project: T3611 - Glendale Ave 93rd-99th Ave (N) **Funding Source:** Water & Sewer Revenues

Project Description: Design and construct a parallel relief sewer line on Glendale Avenue from 93rd to 99th Avenue as growth occurs in the area.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$0	$0	$0	$0	$0	$600,000
Construction	$0	$0	$0	$0	$0	$0	$2,400,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$55,500
Arts	$0	$0	$0	$0	$0	$0	$24,000
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$420,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,500,000**

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

FUND SUMMARY: 2210-Transportation Construction Category: Transportation

		Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Capital Project Expenses								
Existing Assets								
Improvement of Existing Assets								
65005	Smart Traffic Signals	353,000	329,850	0	528,318	0	0	0
65006	Bus Pullouts	0	0	0	327,175	335,223	343,369	1,841,663
65016	Northern Parkway	0	666,247	666,247	666,247	666,247	666,247	5,557,465
65022	Transp. Prog. Engr. Consultant	0	255,250	261,350	270,687	276,642	281,116	1,507,770
65023	*59th Avenue Improvements	0	0	0	0	0	0	36,612,157
65042	*51st Ave & Bell Rd	0	0	0	0	0	0	1,440,153
65051	*59th Avenue Safety	0	0	0	0	0	0	5,416,547
65069	Glendale Transportation Plan	0	0	0	0	0	0	890,936
65078	Airport Matching Funds	783,585	256,694	51,716	141,539	92,271	14,067	0
65089	Pavement Management	2,589,039	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
65096	*59th Ave & Olive Ave Safety	0	0	454,564	0	0	0	0
Replacement of Existing Assets								
65014	Transit Support Capital	0	54,160	58,900	9,900	0	0	78,825
65083	Speed Cushions	0	140,000	140,000	0	0	0	0
Sub-Total - Existing Assets		*3,725,624*	*3,702,201*	*3,632,777*	*3,943,866*	*3,370,383*	*3,304,799*	*63,345,516*
New Assets								
0								
65017	Light Rail Design/Construction	0	0	0	0	0	231,363	101,408,286
65030	Multi-Use Pathway Grand Canal	100,000	0	0	0	0	0	0
65063	New River - Multi-use Pathway	1,606,806	0	0	0	0	0	0
65080	Bell/101 Park&Ride/Transit Ctr	1,277,975	0	0	0	0	0	0
65091	Airport RPZ Acquisition	0	1,850,000	1,850,000	1,850,000	0	0	0
65097	New River North Shareduse Path	0	0	247,431	0	0	0	0
65098	Widen 55th Ave for bike lanes	74,744	252,765	0	0	0	0	0
65099	Neighborhood Pathways Connect	30,000	0	234,456	0	0	0	0
65100	*Transit Study - Light Rail	0	1,000,000	0	0	0	0	0
65101	*Sidewalk and Curb Improvements	0	136,900	186,271	124,866	155,699	0	0
Sub-Total - New Assets		*3,089,525*	*3,239,665*	*2,518,158*	*1,974,866*	*155,699*	*231,363*	*101,408,286*
Total Project Expenses:		**$6,815,149**	**$6,941,866**	**$6,150,935**	**$5,918,732**	**$3,526,082**	**$3,536,162**	**$164,753,802**
Total FY 2017 Funding:			**$13,757,015**					

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 three approved federally funded Intelligent Transportation Systems (ITS) projects. Overall, a smart traffic signal system will be implemented that includes communications infrastructure, traffic cameras, message signs, and networking equipment to make the traffic signal system more responsive.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$353,000	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$329,850	$0	$528,318	$0	$0	$0
TOTAL	**$353,000**	**$329,850**	**$0**	**$528,318**	**$0**	**$0**	**$0**

Operating Description: O and M costs associated with electricity for new signal heads, cameras and communication equipment as well as maintenance of fiber optic connections. O and M for this project will be identified once federal funds have been secured and the scope of the project is available.

Project: 65006 - Bus Pullouts (I) **Funding Source:** Half Cent Sales Tax

Project Description: Bus pullouts to relieve congestion, improve air quality, and provide traffic and pedestrian safety. Bus pullouts will be constructed at major intersections where there are new bus routes and extensions of existing bus routes.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$0	$0	$327,175	$335,223	$343,369	$1,841,663
TOTAL	**$0**	**$0**	**$0**	**$327,175**	**$335,223**	**$343,369**	**$1,841,663**

Operating Description: No additional O and M is needed.

Project: 65016 - Northern Parkway (I) **Funding Source:** Half Cent Sales Tax

Project Description: Northern Parkway is envisioned to be a 12.5-mile partial access controlled roadway between Sarival and Grand Avenues. The current funded phase of the project is between Sarival and 91st Avenues and is targeted for completion in FY 2026. This $320 million project generally includes construction of four through lanes as well as grade separations on the western portion of the project and intersection improvements on the eastern portion. Costs for the project are shared between the region at 70% ($237 million) and local agencies at 30%. Local partners include Maricopa County, Peoria, and El Mirage. Per intergovernmental agreement, Glendale's portion of local funding is $37.9 million. To date Glendale has expended approximately $31.8 million towards this project. Remaining funds will cover design and construction match as well as right-of-way acquisition opportunities during the private development process for adjacent parcels.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$666,247	$666,247	$666,247	$666,247	$666,247	$5,557,465
TOTAL	**$0**	**$666,247**	**$666,247**	**$666,247**	**$666,247**	**$666,247**	**$5,557,465**

Operating Description: O and M costs are for landscape, water, electrical and other maintenance based on current design. Supplemental budget

Operating Costs	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Utilities	$0	$0	$0	$0	$0	$0
Landscape	$0	$0	$0	$0	$0	$0

PROJECT DETAIL: 2210-Transportation Construction Category: Transportation

Project: 65022 - Transp. Prog. Engr. Consultant (I) **Funding Source:** Half Cent Sales Tax

Project Description: Professional engineering for preparation of design concepts and administration of right-of-way purchase for roadway, bicycle, pedestrian and transit projects. Providing professional engineering recommendations on capital projects and operations and maintenance of completed projects.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$255,250	$261,350	$270,687	$276,642	$281,116	$1,507,770
TOTAL	**$0**	**$255,250**	**$261,350**	**$270,687**	**$276,642**	**$281,116**	**$1,507,770**

Operating Description: No additional O and M is needed.

Project: 65023* - 59th Avenue Improvements (I) **Funding Source:** Half Cent Sales Tax

Project Description: Eight segments from Glendale Avenue to Loop 101 along 59th Avenue to improve traffic conditions. Improvements include
elimination of lanes drops, addition of turn lanes, selected widening, installation of medians, landscaping, and addition of bus bays.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Land	$0	$0	$0	$0	$0	$0	$1,750,000
Design	$0	$0	$0	$0	$0	$0	$3,500,000
Construction	$0	$0	$0	$0	$0	$0	$29,000,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$125,125
Arts	$0	$0	$0	$0	$0	$0	$290,000
Contingency	$0	$0	$0	$0	$0	$0	$1,947,032
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$36,612,157**

Operating Description: O & M impact will be identified during the design phase of the project in FY 2025 CIP. Supplemental budget requests, if any, will be made during the FY 2027 budget process.

Project: 65042* - 51st Ave & Bell Rd (I) **Funding Source:** Half Cent Sales Tax

Project Description: Intersection improvements including landscaping and a eastbound right turn lane on Bell Road.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$0	$0	$0	$0	$0	$250,000
Construction	$0	$0	$0	$0	$0	$0	$1,100,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$43,000
Arts	$0	$0	$0	$0	$0	$0	$11,000
Contingency	$0	$0	$0	$0	$0	$0	$36,153
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,440,153**

Operating Description: Minimal amount of O & M impact is anticipated due to this project. O & M cost estimates developed during the design of the project will be used to identify supplemental budget needs.

PROJECT DETAIL: 2210-Transportation Construction Category: Transportation

Project: 65051* - 59th Avenue Safety (I) **Funding Source:** Half Cent Sales Tax

Project Description: 59th Avenue intersections improvement at Bethany Home and Camelback roads. Improvements include addition of turn lanes, medians, landscaping, pullouts and shelters at bus stops.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$0	$0	$0	$0	$0	$812,000
Construction	$0	$0	$0	$0	$0	$0	$4,250,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$0	$42,500
Contingency	$0	$0	$0	$0	$0	$0	$219,547
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,416,547**

Operating Description: Minimal amount of O & M impact is anticipated due to this project. O & M cost estimates developed during the design of the project will be used to identify supplemental budget needs.

Project: 65069 - Glendale Transportation Plan (I) **Funding Source:** Half Cent Sales Tax

Project Description: This project will update the 2009 City of Glendale Transportation Plan. This Plan will include elements that address roadways, transit, bicycle, pedestrian, Transportation System Management, and include public involvement.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Finance Charges	$0	$0	$0	$0	$0	$0	$13,364
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$877,572
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$890,936**

Operating Description: This Plan update does not require O and M funding.

Project: 65078 - Airport Matching Funds (I) **Funding Source:** Half Cent Sales Tax

Project Description: This project provides matching funds for Glendale Airport projects as identified in the Airport Capital Improvement Program. Funding covers local match for all airport capital costs. Refer to the Airport Capital Fund 2120 for detailed information related to the airport projects.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$15,645	$0	$0	$0	$13,410	$0
Construction	$783,585	$0	$0	$0	$0	$0	$0
Construction	$0	$226,895	$48,835	$133,653	$87,131	$0	$0
Engineering Charges	$0	$11,885	$2,393	$6,549	$4,269	$657	$0
Arts	$0	$2,269	$488	$1,337	$871	$0	$0
TOTAL	**$783,585**	**$256,694**	**$51,716**	**$141,539**	**$92,271**	**$14,067**	**$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 DETAIL: 2210-Transportation Construction Category: Transportation

Project: 65089 - Pavement Management (I) **Funding Source:** Half Cent Sales Tax

Project Description: Project provides for street pavement maintenance. Specific activities included in this project are: surface preparation, repairs and treatments, milling and asphalt overlays as needed.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$0	$1,912,046	$1,912,046	$1,912,046	$1,912,046	$1,912,046	$9,560,230
Construction	$2,589,039	$0	$0	$0	$0	$0	$0
Engineering Charges	$0	$17,208	$17,208	$17,208	$17,208	$17,208	$86,042
Arts	$0	$19,120	$19,120	$19,120	$19,120	$19,120	$95,602
Contingency	$0	$51,626	$51,626	$51,626	$51,626	$51,626	$258,126
TOTAL	**$2,589,039**	**$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: 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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$0	$454,564	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$454,564**	**$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: 65014 - Transit Support Capital (R) **Funding Source:** Half Cent Sales Tax

Project Description: To continue delivery of transit services, the replacement of capital items are needed, including computer equipment, support vehicles and radio systems.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Equipment	$0	$54,160	$58,900	$9,900	$0	$0	$78,825
TOTAL	**$0**	**$54,160**	**$58,900**	**$9,900**	**$0**	**$0**	**$78,825**

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 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$140,000	$140,000	$0	$0	$0	$0
TOTAL	**$0**	**$140,000**	**$140,000**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

PROJECT DETAIL: 2210-Transportation Construction Category: Transportation

Project: 65017 - Light Rail Design/Construction (N) **Funding Source:** Half Cent Sales Tax

Project Description: Project development, design, right-of-way acquisition, utility relocation, construction, and acquisition of light rail vehicles for
a light rail facility to be located on an alignment to be determined. Federal and regional funds will fund 71% of the project.
Current cost estimates are based on regional plans prepared by Valley Metro.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Finance Charges	$0	$0	$0	$0	$0	$0	$1,498,645
Miscellaneous/Other	$0	$0	$0	$0	$0	$231,363	$99,909,641
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$231,363**	**$101,408,286**

Operating Description: A supplemental budget request will be submitted once the project is near completion in FY 2026.

Project: 65030 - Multi-Use Pathway Grand Canal (N) **Funding Source:** Half Cent Sales Tax

Project Description: This project is to construct a 1.3 mile long multiuse path from just east of the Loop 101 Freeway to New River. The project will provide a safe and convenient, off-street facility for bicyclists and pedestrians that extends the existing Grand Canal Linear Park path to the future New River pathway. Additional federal funds have also been awarded towards this project. Capital costs include local funds to match $632,222 in federal funds available towards this project.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$100,000	$0	$0	$0	$0	$0	$0
TOTAL	**$100,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M associated with the maintenance a 30 foot wide landscaped area along a 6,300 foot long multiuse pathway. A supplemental budget request will be submitted once the project is near completion.

Operating Costs	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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

Project: 65063 - New River - Multi-use Pathway (N) **Funding Source:** Half Cent Sales Tax

Project Description: This project is to construct a multiuse path from the Bethany Home Road alignment to Northern Avenue. The project will provide a safe and convenient off-street facility for bicyclists and pedestrians that is part of the regional West Valley Rivers
Multimodal Corridor Master Plan. This project has $2,946,039 in federal funds towards construction costs.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$1,606,806	$0	$0	$0	$0	$0	$0
TOTAL	**$1,606,806**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M associated with 8 foot wide landscaped area along a 12,200 foot long multiuse pathway. A supplemental budget

Operating Costs	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Utilities	$100,530	$103,540	$106,650	$109,850	$0	$600,700
Landscape	$120,630	$124,250	$127,980	$131,820	$0	$720,840

PROJECT DETAIL: 2210-Transportation Construction Category: Transportation

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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$1,277,975	$0	$0	$0	$0	$0	$0
TOTAL	**$1,277,975**	**$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: 65091 - Airport RPZ Acquisition (N) **Funding Source:** Half Cent Sales Tax

Project Description: Acquire land north of Runway 19 and provide perimeter fencing around new Airport property. ADOT will fund a portion of this land acquisition.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Land	$0	$1,850,000	$1,850,000	$1,850,000	$0	$0	$0
TOTAL	**$0**	**$1,850,000**	**$1,850,000**	**$1,850,000**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is anticipated due to this project.

Project: 65097 - New River North Shareduse Path (N) **Funding Source:** Half Cent Sales Tax

Project Description: This project is to design and provide local match funds towards construction of a federally funded shared use pathway. This project is for a bicycle and pedestrian friendly pathway along the east bank of New River from Hillcrest Boulevard to approximately 1/4-mile north. Federal Congestion Mitigation and Air Quality (CMAQ) funding in the amount of $330,850 has been secured towards construction of this project.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$0	$247,431	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$247,431**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M associated with 20,000 sq ft of landscape identified currently, which could change depending on design options.

Operating Costs	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Utilities	$0	$20,000	$20,600	$21,220	$0	$116,030
Landscape	$0	$24,000	$24,720	$25,460	$0	$139,230

PROJECT DETAIL: 2210-Transportation Construction Category: Transportation

Project: 65098 - Widen 55th Ave for bike lanes (N) **Funding Source:** Half Cent Sales Tax

Project Description: This project is to design and provide local match funds towards construction of a federally funded widening of 55th Avenue to accommodate curb, gutter, sidewalk and bike lanes. This project is to widen 55th Avenue on the west side south of Cactus Road for about 622 ft. Federal Congestion Mitigation and Air Quality (CMAQ) funding in the amount of $159,266 has been secured towards construction of this project.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Land	$0	$104,837	$0	$0	$0	$0	$0
Finance Charges	$3,710	$0	$0	$0	$0	$0	$0
Contingency	$0	$20,000	$0	$0	$0	$0	$0
Miscellaneous/Other	$71,034	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$127,928	$0	$0	$0	$0	$0
TOTAL	**$74,744**	**$252,765**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: There is no additional O and M anticipated due to this project.

Project: 65099 - Neighborhood Pathways Connect (N) **Funding Source:** Half Cent Sales Tax

Project Description: This pathway project provides for design and local match towards construction of connections from Thunderbird Paseo pathway and Skunk Creek pathway to neighborhoods. The project is to provide connections from the Thunderbird Paseo Pathway to neighborhoods at Sweetwater Avenue, Hearn Road, and 71st Avenue. In addition, this project also provides connection from Skunk Creek pathway to the neighborhood at 64th Drive. Federal Congestion Mitigation and Air Quality (CMAQ) funding in the amount of $107,832 has been secured towards construction of this project.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Contingency	$30,000	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$0	$234,456	$0	$0	$0	$0
TOTAL	**$30,000**	**$0**	**$234,456**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M associated with approximately 1,000 sq ft of additional landscape maintenance and irrigation.

Operating Costs	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Utilities	$0	$1,000	$1,030	$1,060	$0	$5,800
Landscape	$0	$1,200	$1,240	$1,270	$0	$6,960

Project: 65100* - Transit Study - Light Rail (N) **Funding Source:** Half Cent Sales Tax

Project Description: This is a light rail or other high capacity transit feasibility study. The study will look into the potential and identify alternatives on providing a high capacity transit connection between Downtown Glendale and the Loop 101 area of west Glendale. The connection would be between potential light rail in Downtown and high activity centers in west Glendale.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$1,000,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$1,000,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: This is a study project, which will not create O & M costs.

PROJECT DETAIL: 2210-Transportation Construction Category: Transportation

Project: 65101* - Sidewalk and Curb Improvements (N) **Funding Source:** Half Cent Sales Tax

Project Description: Installation of new sidewalk and ADA ramps along the north side of Camelback Road to fill in pedestrian facility gaps between 79th Avenue and 83rd Avenue. Installation of new sidewalk and ADA ramps along the north side of Paradise Lane to fill in pedestrian facility gaps between 55th Avenue and 59th Avenue. Installation of curb, gutter, and sidewalks, along east and west side of 67th Avenue between Glendale and Orangewood avenues. Installation of curb, gutter, and sidewalks, along north and south side of Orangewood Avenue between 67th and Grand avenues.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Land	$0	$0	$0	$6,000	$0	$0	$0
Design	$0	$100,000	$100,000	$52,000	$0	$0	$0
Construction	$0	$0	$42,844	$30,990	$147,025	$0	$0
Engineering Charges	$0	$4,900	$6,999	$4,066	$7,204	$0	$0
Arts	$0	$0	$428	$310	$1,470	$0	$0
Equipment	$0	$2,000	$6,000	$1,500	$0	$0	$0
Miscellaneous/Other	$0	$30,000	$30,000	$30,000	$0	$0	$0
TOTAL	**$0**	**$136,900**	**$186,271**	**$124,866**	**$155,699**	**$0**	**$0**

Operating Description: Installation of missing curb, gutter, and sidewalk along existing roadways.

FUND SUMMARY: 2000-HURF/Street Bonds — Category: HURF

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Existing Assets							
Improvement of Existing Assets							
68917 Pavement Management-HURF	13,788,329	7,007,373	4,307,373	3,257,128	3,257,128	3,057,128	16,285,640
68920 *Street Lighting ROAM Upgrade	0	0	1,584,000	0	0	0	0
Sub-Total - Existing Assets	*13,788,329*	*7,007,373*	*5,891,373*	*3,257,128*	*3,257,128*	*3,057,128*	*16,285,640*
New Assets							
0							
68918 Infill Lighting Program	0	242,872	242,872	242,872	242,872	242,872	1,377,095
68919 *Street Lighting LED Conversion	0	0	0	0	0	0	5,730,000
Sub-Total - New Assets	*0*	*242,872*	*242,872*	*242,872*	*242,872*	*242,872*	*7,107,095*
Total Project Expenses:	**$13,788,329**	**$7,250,245**	**$6,134,245**	**$3,500,000**	**$3,500,000**	**$3,300,000**	**$23,392,735**
Total FY 2017 Funding:		**$21,038,574**					

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 a needed throughout the city.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$0	$6,850,000	$4,150,000	$3,099,755	$3,099,755	$2,899,755	$15,498,775
Construction	$13,788,329	$0	$0	$0	$0	$0	$0
Finance Charges	$0	$57,500	$57,500	$57,500	$57,500	$57,500	$287,500
Engineering Charges	$0	$26,373	$26,373	$26,373	$26,373	$26,373	$131,865
Arts	$0	$68,500	$68,500	$68,500	$68,500	$68,500	$342,500
Miscellaneous/Other	$0	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000
TOTAL	**$13,788,329**	**$7,007,373**	**$4,307,373**	**$3,257,128**	**$3,257,128**	**$3,057,128**	**$16,285,640**

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

PROJECT DETAIL: 2000-HURF/Street Bonds — Category: HURF

Project: 68920* - Street Lighting ROAM Upgrade (I) **Funding Source:** HURF Bonds

Project Description: The streetlight monitoring contract with ROAM (Remote Operations Asset Management) has allowed the city to improve the performance of the street lighting program while reducing staff and routinely maintaining streetlight outages at less than one percent. Technological changes require 17,000 monitoring photocells supplied exclusively through ROAM to be replaced with upgraded photocells.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$0	$0	$1,500,000	$0	$0	$0	$0
Finance Charges	$0	$0	$15,000	$0	$0	$0	$0
Engineering Charges	$0	$0	$54,000	$0	$0	$0	$0
Arts	$0	$0	$15,000	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$1,584,000**	**$0**	**$0**	**$0**	**$0**

Operating Description: The annually expenses of $25,000 will cover the cost increase of .$0.10 per node. (20,500 nodes).

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 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$0	$230,000	$230,000	$230,000	$230,000	$230,000	$1,270,630
Finance Charges	$0	$3,731	$3,731	$3,731	$3,731	$3,731	$55,965
Engineering Charges	$0	$6,841	$6,841	$6,841	$6,841	$6,841	$37,794
Arts	$0	$2,300	$2,300	$2,300	$2,300	$2,300	$12,706
TOTAL	**$0**	**$242,872**	**$242,872**	**$242,872**	**$242,872**	**$242,872**	**$1,377,095**

Operating Description: O and M identified provides for up to 22 requested street light installations per year. Expenses cover electricity and maintenance for a light at $125 per year, including monitoring.

Project: 68919* - Street Lighting LED Conversion (N) **Funding Source:** HURF Bonds

Project Description: LED (Light Emitting Diode) streetlights are more energy efficient than the city's current HPS (High Pressure Sodium) lights and are shown to have a longer service life. There are 19,000 streetlights that require replacement. The benefit of replacing street lights with LED technology include the reduction of electricity and maintenance costs, projected to be approximately $550,000 annually.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$0	$0	$0	$0	$0	$0	$5,730,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,730,000**

Operating Description:

FUND SUMMARY: 1650-Transportation Grants — Category: Other

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
New Assets							
0							
67505 CIP Transport. Grant Reserve	0	150,000	0	0	0	0	0
67537 FTA X006 Predesign ArrowheadTC	143,837	0	0	0	0	0	0
67538 FTA 0203 Design ArrowheadTC	1,052,874	0	0	0	0	0	0
67552 FTA AZ-57-X016 New Freedom	124,585	0	0	0	0	0	0
67553 FTA AZ-90-X114	454,386	0	0	0	0	0	0
67556 FTA AZ 90-X124	420,180	0	0	0	0	0	0
67559 Park-and-Ride Land Acquisition	4,318,923	0	0	0	0	0	0
67560 Transit Construct-Park & Ride	8,478,223	0	0	0	0	0	0
Sub-Total - New Assets	*14,993,008*	*150,000*	*0*	*0*	*0*	*0*	*0*
Total Project Expenses:	**$14,993,008**	**$150,000**	**$0**	**$0**	**$0**	**$0**	**$0**
Total FY 2017 Funding:		**$15,143,008**					

PROJECT DETAIL: 1650-Transportation Grants — Category: Other

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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$150,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$150,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 67537 - FTA X006 Predesign ArrowheadTC (N) **Funding Source:** Grants

Project Description: North Glendale is currently served by multiple transit routes including two express routes, and three local routes. These routes provide regional service to the northwest valley. Many of the routes start/end in the area of Loop 101 and Bell Road. This project will provide the predesign for a centralized facility for routes serving the area to provide transit patron parking, and to promote improved bus flow and accessibility for patrons using the routes serving the area. This project is funded with $635,896 FTA funds received in FY 2011.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$143,837	$0	$0	$0	$0	$0	$0
TOTAL	**$143,837**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M costs identified are for both park-and-ride and transit center. $10,000 for maintenance of river bottom and $14,500 for maintenance of transit center pavement.

PROJECT DETAIL: 1650-Transportation Grants — Category: Other

Project: 67538 - FTA 0203 Design ArrowheadTC (N) **Funding Source:** Grants

Project Description: North Glendale is currently served by multiple transit routes, including two express routes and three local routes. These routes provide regional service to the northwest valley. Many of the routes start/end in the area of Loop 101 and Bell Road. This project will provide the design for a centralized facility for routes serving the area to provide transit patron parking and to promote improved bus flow and accessibility for patrons using the routes serving the area. This project is funded with $840,366 FTA funds received in FY 2012.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$718,348	$0	$0	$0	$0	$0	$0
Equipment	$334,526	$0	$0	$0	$0	$0	$0
TOTAL	**$1,052,874**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M costs identified are for both park-and-ride and transit center. $10,000 for maintenance of river bottom and $14,500 for maintenance of transit center pavement.

Project: 67552 - FTA AZ-57-X016 New Freedom (N) **Funding Source:** Grants

Project Description: This project includes bus stop accessibility and taxi voucher program assistance. The bus stop accessibility project includes solar lights at bus stops that need to be repaired and bringing existing ADA non-compliant stops into compliance. The project also will pay for some of the City's existing taxi subsidy program costs. The taxi subsidy program pays for a part of an individual's transportation costs with medical needs when utilizing the identified vendor. A $286,500 federal New Freedoms grant pays for this project.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$124,585	$0	$0	$0	$0	$0	$0
TOTAL	**$124,585**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

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

Project: 67553 - FTA AZ-90-X114 (N) **Funding Source:** Grants

Project Description: This project includes four replacement buses and associated maintenance for transit services in Glendale. Glendale Urban Shuttle will get two replacement buses and the other two buses will replace existing Dial-A-Ride buses. Federal funds in the amount of $756,886 and regional sales tax funds in the amount of $80,000 will pay for this project.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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. These are replacement buses that are currently being maintained.

PROJECT DETAIL: 1650-Transportation Grants — Category: Other

Project: 67556 - FTA AZ 90-X124 (N) **Funding Source:** Grants

Project Description: Federal Transit Administration (FTA) grant funding for acquisition of replacement transit buses. Savings generated after the
acquisition of buses will be applied towards the north Glendale (to be located in the general vicinity of Loop 101/Union Hills
Dr) park-and-ride project.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
	$216,056	$0	$0	$0	$0	$0	$0
Equipment	$204,124	$0	$0	$0	$0	$0	$0
TOTAL	**$420,180**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O & M funds needed. The project replaces existing buses that are being maintained.

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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Land	$4,318,923	$0	$0	$0	$0	$0	$0
TOTAL	**$4,318,923**	**$0**	**$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: 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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$8,275,468	$0	$0	$0	$0	$0	$0
Engineering Charges	$120,000	$0	$0	$0	$0	$0	$0
Arts	$82,755	$0	$0	$0	$0	$0	$0
TOTAL	**$8,478,223**	**$0**	**$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.

FUND SUMMARY: 2480-Sanitation — Category: Other

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Existing Assets							
Replacement of Existing Assets							
78001 Rolloff Trucks-Commercial	0	0	0	0	182,741	0	186,672
78002 Frontload Trucks-Commercial	442,306	0	291,174	294,389	404,437	300,619	1,552,030
78003 Sideload Trucks-Residential	1,619,181	0	830,154	1,323,884	1,130,680	857,082	5,604,931
78004 Loose Trash Equip.-Residential	0	343,814	604,070	518,646	354,959	358,763	2,669,920
78005 Repl Pickup Trucks-Sanitation	127,010	0	130,726	0	0	0	0
Sub-Total - Existing Assets	*2,188,497*	*343,814*	*1,856,124*	*2,136,919*	*2,072,817*	*1,516,464*	*10,013,553*
New Assets							
0							
78006 *Sanitation Office Space Study	0	49,950	0	0	0	0	0
78007 *Solid Waste Information System	0	400,000	0	0	0	0	0
Sub-Total - New Assets	*0*	*449,950*	*0*	*0*	*0*	*0*	*0*
Total Project Expenses:	**$2,188,497**	**$793,764**	**$1,856,124**	**$2,136,919**	**$2,072,817**	**$1,516,464**	**$10,013,553**
Total FY 2017 Funding:		**$2,982,261**					

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. Three roll-off trucks will require replacement over the next ten years as their individual life is nine years.
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 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Finance Charges	$0	$0	$0	$0	$2,741	$0	$2,800
Equipment	$0	$0	$0	$0	$180,000	$0	$183,872
TOTAL	**$0**	**$0**	**$0**	**$0**	**$182,741**	**$0**	**$186,672**

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, 10 frontload trucks and the container truck will require replacement over the next ten years. 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 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Finance Charges	$0	$0	$4,367	$4,414	$5,976	$4,509	$23,278
Finance Charges	$10,650	$0	$0	$0	$0	$0	$0
Equipment	$431,656	$0	$0	$0	$0	$0	$0
Equipment	$0	$0	$286,807	$289,975	$398,461	$296,110	$1,528,752
TOTAL	**$442,306**	**$0**	**$291,174**	**$294,389**	**$404,437**	**$300,619**	**$1,552,030**

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 26 side load trucks in its equipment fleet for its residential Solid Waste and recycling collection routes. A total of 37 side load trucks will be purchased over the next ten years as each truck has a six year replacement schedule. 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 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Finance Charges	$0	$0	$12,450	$19,980	$16,960	$12,855	$84,064
Finance Charges	$40,125	$0	$0	$0	$0	$0	$0
Equipment	$1,579,056	$0	$0	$0	$0	$0	$0
Equipment	$0	$0	$817,704	$1,303,904	$1,113,720	$844,227	$5,520,867
TOTAL	**$1,619,181**	**$0**	**$830,154**	**$1,323,884**	**$1,130,680**	**$857,082**	**$5,604,931**

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, 15 rearload trucks and 8 tractors will require replacement over the next ten years. The number of trucks to be replaced each year are the following: one truck and one tractor in FY2017; two trucks and one tractor in FY2018; two trucks in FY2019; one truck and a one tractor in FY2020; one truck and one tractor FY2021; and a total of eight trucks and four tractors during the second five years (FY2022-2026).
Sanitation vehicles are not included in the vehicle replacement fund, rather the vehicles are purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Equipment	$0	$343,814	$604,070	$518,646	$354,959	$358,763	$2,669,920
TOTAL	**$0**	**$343,814**	**$604,070**	**$518,646**	**$354,959**	**$358,763**	**$2,669,920**

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. FY2018 - replace two pickup trucks at a cost of $34,363 and one mechanic truck at a cost $ 62,000. 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 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Finance Charges	$0	$0	$1,398	$0	$0	$0	$0
Equipment	$127,010	$0	$0	$0	$0	$0	$0
Equipment	$0	$0	$129,328	$0	$0	$0	$0
TOTAL	**$127,010**	**$0**	**$130,726**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed since this is the replacement of existing equipment.

PROJECT DETAIL: 2480-Sanitation — Category: Other

Project: 78006* - Sanitation Office Space Study (N) **Funding Source:** Sanitation Revenues

Project Description: This project is for a new sanitation administration building. Staff are currently located in a trailer on the grounds of the field operations complex. The trailer was installed 13 years ago as a temporary solution.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$45,000	$0	$0	$0	$0	$0
Engineering Charges	$0	$4,950	$0	$0	$0	$0	$0
TOTAL	**$0**	**$49,950**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: New furniture and office technology.

Project: 78007* - Solid Waste Information System (N) **Funding Source:** Sanitation Revenues

Project Description: This project is Solid Waste Information System (SWIS), either as an in-house City hosted or "Software as a Service" (SaaS) vendor hosted solution. It will be a comprehensive, integrated, enterprise-level Solution for solid waste operations which includes; system software, in-vehicle mobile devices, configuration/implementation/conversion services, and product training/support. It is believed that a new system Solution will bring more operational efficiencies, reduce costs and potentially increase revenues.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$400,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$400,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description:

FUND SUMMARY: 2440-Landfill — Category: Other

		Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Capital Project Expenses								
Existing Assets								
Improvement of Existing Assets								
78523	Scalehouse & Road Relocation	1,304,393	0	0	0	0	0	0
78527	MRF Process Line Improvements	502,161	761,250	0	0	0	0	0
78528	Northern Ave LF Improvements	252,232	0	0	0	0	0	0
Replacement of Existing Assets								
78506	Landfill Repl Pickup Trucks	0	0	0	89,422	73,080	0	174,766
78509	MRF Forklifts	36,540	36,550	36,550	0	0	75,272	77,529
78511	Landfill Compactor Replacement	0	0	0	0	0	1,119,060	1,152,500
78512	Fuel Tanker Replacement	0	0	187,775	0	0	0	0
78514	Sanitation Insp Trucks - 17740	34,518	34,518	105,105	35,560	0	36,634	0
78520	Landfill Bulldozer Replacement	0	446,175	0	0	0	1,003,632	2,334,489
78521	MRF Loader Replacement	0	0	0	0	0	0	431,375
78522	LF Water Pull Tractor Replace	0	150,000	0	0	624,064	0	0
78524	Landfill Motor Grader Replace	0	0	0	0	0	0	396,479
78525	Landfill Scraper Equipment	0	0	1,551,313	0	0	0	0
Sub-Total - Existing Assets		*2,129,844*	*1,428,493*	*1,880,743*	*124,982*	*697,144*	*2,234,598*	*4,567,138*
New Assets								
0								
78503	Landfill Closure (South)	723,422	0	0	3,000,000	6,133,953	0	0
78505	LF Phase Construction (North)	3,208,144	102,780	4,361,873	0	0	0	0
78507	Landfill Soil Excavation	0	0	0	6,574,076	0	0	0
78529	*New Bulldozer Purchase	0	435,625	0	0	0	0	0
Sub-Total - New Assets		*3,931,566*	*538,405*	*4,361,873*	*9,574,076*	*6,133,953*	*0*	*0*
Total Project Expenses:		**$6,061,410**	**$1,966,898**	**$6,242,616**	**$9,699,058**	**$6,831,097**	**$2,234,598**	**$4,567,138**
Total FY 2017 Funding:			**$8,028,308**					

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 FY 2015 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 our anticipated waste acceptance rate.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$1,304,393	$0	$0	$0	$0	$0	$0
TOTAL	**$1,304,393**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

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

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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$4,106	$0	$0	$0	$0	$0	$0
Finance Charges	$0	$11,250	$0	$0	$0	$0	$0
Finance Charges	$8,055	$0	$0	$0	$0	$0	$0
Equipment	$490,000	$0	$0	$0	$0	$0	$0
Equipment	$0	$750,000	$0	$0	$0	$0	$0
TOTAL	**$502,161**	**$761,250**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description:

Project: 78528 - Northern Ave LF Improvements (I) **Funding Source:** Landfill Revenues

Project Description: This project provides funding for a block wall that will extend to the west along the landfill property at approximately 115th Ave and Northern. It will also allow for the relocation of approximately twenty existing cacti that are to be removed due to the Northern Avenue Parkway construction project. There are currently forty cacti along the right of way that was recently sold to the Maricopa County Department of Transportation (MCDOT). Twenty of the cacti will be donated to the Northern Avenue Parkway Project and will be relocated within Glendale in conjunction with the project and the remaining twenty will be relocated within the Landfil property at Glendale's expense.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$172,000	$0	$0	$0	$0	$0	$0
Engineering Charges	$12,012	$0	$0	$0	$0	$0	$0
Arts	$1,820	$0	$0	$0	$0	$0	$0
Contingency	$41,400	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$25,000	$0	$0	$0	$0	$0	$0
TOTAL	**$252,232**	**$0**	**$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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Finance Charges	$0	$0	$0	$1,322	$1,080	$0	$2,583
Equipment	$0	$0	$0	$88,100	$72,000	$0	$172,183
TOTAL	**$0**	**$0**	**$0**	**$89,422**	**$73,080**	**$0**	**$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
its serviceable life.

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 FY17 and FY18 as well as replacement of two forklifts that will be due for replacement in FY 2021. At this current replacement schedule, two of the four forklifts also will require replacement during the second five years (FY 2022-2026). MRF vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Finance Charges	$540	$0	$0	$0	$0	$0	$0
Finance Charges	$0	$550	$550	$0	$0	$1,112	$1,145
Equipment	$0	$36,000	$36,000	$0	$0	$74,160	$76,384
Equipment	$36,000	$0	$0	$0	$0	$0	$0
TOTAL	**$36,540**	**$36,550**	**$36,550**	**$0**	**$0**	**$75,272**	**$77,529**

Operating Description: No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of
its serviceable life.

Project: 78511 - Landfill Compactor Replacement (R) **Funding Source:** Landfill Revenues

Project Description: This project provides for the rebuild and or replacement of the landfill compactors, one 836H and one 836K, at the end of their serviceable life or on an appropriate schedule based on current usage hours and equipment condition. The compactors are now being equipped with GPS systems, which will increase landfill compaction and decrease the use of soil for covering waste. The compactors are essential pieces of equipment used on a daily basis for proper placement and compaction of solid waste within the landfill. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund; instead the equipment is purchased with cash or financed at time of acquisition.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Finance Charges	$0	$0	$0	$0	$0	$16,600	$17,000
Equipment	$0	$0	$0	$0	$0	$1,102,460	$1,135,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,119,060**	**$1,152,500**

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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Finance Charges	$0	$0	$2,775	$0	$0	$0	$0
Equipment	$0	$0	$185,000	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$187,775**	**$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 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 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Finance Charges	$0	$517	$1,575	$533	$0	$549	$0
Finance Charges	$510	$0	$0	$0	$0	$0	$0
Equipment	$0	$34,001	$103,530	$35,027	$0	$36,085	$0
Equipment	$34,008	$0	$0	$0	$0	$0	$0
TOTAL	**$34,518**	**$34,518**	**$105,105**	**$35,560**	**$0**	**$36,634**	**$0**

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

Project: 78520 - Landfill Bulldozer Replacement (R) **Funding Source:** Landfill Revenues

Project Description: Project provides for the rebuild and/or replacement of the landfill bulldozers at the end of their serviceable life or on an appropriate schedule based on current usage hours and equipment condition. A certified powertrain rebuild and undercarriage track replacement was performed on the D8 in FY16. The D9 will undergo a similar repair in FY17. During these rebuilds the landfill will be adding GPS systems to reduce soil usage, improve road building capabilities and waste compaction. This project also includes funds for replacement of the Model D8 bulldozer in FY 2021 and the Model D9 bulldozer in FY 2022. 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 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Finance Charges	$0	$5,775	$0	$0	$0	$14,832	$34,499
Equipment	$0	$440,400	$0	$0	$0	$988,800	$2,299,990
TOTAL	**$0**	**$446,175**	**$0**	**$0**	**$0**	**$1,003,632**	**$2,334,489**

Operating Description: No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of
its serviceable life.

Project: 78521 - MRF Loader Replacement (R) **Funding Source:** Landfill Revenues

Project Description: This project is for the replacement of a loader used to move recyclables from the Materials Recovery Facility (MRF) tipping floor to the processing line. A CAT950K loader was purchased in FY16 and will require a replacement and/or rebuild in approximately 10 years. MRF vehicles and equipment are not included in the Vehicle Replacement Fund; instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Finance Charges	$0	$0	$0	$0	$0	$0	$6,375
Equipment	$0	$0	$0	$0	$0	$0	$425,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$431,375**

Operating Description: No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of
its serviceable life.

PROJECT DETAIL: 2440-Landfill — Category: Other

Project: 78522 - LF Water Pull Tractor Replace (R) **Funding Source:** Landfill Revenues

Project Description: Replacement of the water pull truck, which was purchased in 2012 and is expected to reach the end of its serviceable life in FY 2020. The water pull truck is a critical piece of support equipment for reducing dust and maintaining compliance with the existing air quality permit. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition. $150K in FY17 Power train Rebuild for the 730 Caterpillar Water Pull.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Finance Charges	$0	$0	$0	$0	$9,223	$0	$0
Engineering Charges	$0	$150,000	$0	$0	$0	$0	$0
Equipment	$0	$0	$0	$0	$614,841	$0	$0
TOTAL	**$0**	**$150,000**	**$0**	**$0**	**$624,064**	**$0**	**$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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Finance Charges	$0	$0	$22,926	$0	$0	$0	$0
Equipment	$0	$0	$1,528,387	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$1,551,313**	**$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 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. Related projects are 78505 and 78507.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$250,000	$0	$0	$0	$0	$0	$0
Design	$0	$0	$0	$0	$250,000	$0	$0
Construction	$376,320	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$4,152,522	$0	$0
Finance Charges	$10,859	$0	$0	$0	$0	$0	$0
Finance Charges	$0	$0	$0	$0	$136,901	$0	$0
Engineering Charges	$7,216	$0	$0	$0	$0	$0	$0
Engineering Charges	$0	$0	$0	$0	$92,500	$0	$0
Arts	$3,763	$0	$0	$0	$0	$0	$0
Arts	$0	$0	$0	$0	$71,525	$0	$0
Contingency	$75,264	$0	$0	$0	$0	$0	$0
Contingency	$0	$0	$0	$0	$1,430,505	$0	$0
Miscellaneous/Other	$0	$0	$0	$3,000,000	$0	$0	$0
TOTAL	**$723,422**	**$0**	**$0**	**$3,000,000**	**$6,133,953**	**$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.

Operating Costs	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Supplies/Contr	$2,205,540	$2,205,540	$2,205,540	$2,205,540	$0	$11,027,700

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, a gas collection system 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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$100,000	$100,000	$0	$0	$0	$0
Construction	$3,208,144	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$3,432,000	$0	$0	$0	$0
Finance Charges	$0	$1,542	$65,428	$0	$0	$0	$0
Engineering Charges	$0	$1,238	$43,725	$0	$0	$0	$0
Arts	$0	$0	$34,320	$0	$0	$0	$0
Contingency	$0	$0	$686,400	$0	$0	$0	$0
TOTAL	**$3,208,144**	**$102,780**	**$4,361,873**	**$0**	**$0**	**$0**	**$0**

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

PROJECT DETAIL: 2440-Landfill — Category: Other

Project: 78507 - Landfill Soil Excavation (N) **Funding Source:** Landfill Revenues

Project Description: This project provides for excavation of Phase 1 in the north expansion area to prepare for future landfill cell development. It includes excavation of approximately one-third of the north expansion area, access road improvements in areas located between the north area, the Materials Recovery Facility (MRF), the new administration and maintenance area, as well as utility relocations. 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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$0	$0	$100,000	$0	$0	$0
Construction	$0	$0	$0	$5,221,458	$0	$0	$0
Finance Charges	$0	$0	$0	$98,611	$0	$0	$0
Engineering Charges	$0	$0	$0	$92,500	$0	$0	$0
Arts	$0	$0	$0	$52,215	$0	$0	$0
Contingency	$0	$0	$0	$1,009,292	$0	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$6,574,076**	**$0**	**$0**	**$0**

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

Project: 78529* - New Bulldozer Purchase (N) **Funding Source:** Landfill Revenues

Project Description: Purchase of a new D-6 Caterpillar (CAT) Bulldozer which has proven to be a more cost effective unit to perform erosion control and soil utilization at the city Landfill and Materials Recovery Facility (MRF). This unit is a lighter, more agile unit than the existing bulldozers (Caterpillar D-8 & D-9) which in turn will reduce maintenance and fuel costs, while increasing efficiency.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Finance Charges	$0	$6,375	$0	$0	$0	$0	$0
Arts	$0	$4,250	$0	$0	$0	$0	$0
Equipment	$0	$425,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$435,625**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description:

FUND SUMMARY: 2120-Airport Capital Grants — Category: Other

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Existing Assets							
Improvement of Existing Assets							
79523 Airport Layout Plan Narrative	49,964	0	0	0	0	0	0
T1472 Airport EA for Channelization	0	0	0	0	0	286,590	0
Replacement of Existing Assets							
79524 North Apron R&R	904,787	4,101,055	1,043,665	0	0	0	0
79526 South Apron R&R	0	0	0	2,856,347	1,862,119	0	0
79527 *AWOS Weather Reporting Equip.	0	315,000	0	0	0	0	0
T1477 FAR Part 150 Update	0	334,355	0	0	0	0	0
Sub-Total - Existing Assets	*954,751*	*4,750,410*	*1,043,665*	*2,856,347*	*1,862,119*	*286,590*	*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:	**$1,004,751**	**$4,750,410**	**$1,043,665**	**$2,856,347**	**$1,862,119**	**$286,590**	**$0**
Total FY 2017 Funding:		**$5,755,161**					

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 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
	$49,964	$0	$0	$0	$0	$0	$0
TOTAL	**$49,964**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: This is a study/plan, which will not require any O and M.

Project: T1472 - Airport EA for Channelization (I) **Funding Source:** Grants/City Match

Project Description: Conduct an Environmental Assessment for channelization of the New River to protect the runway safety area from erosion. Channelization includes the physical change to the inner bank boundary of the River. The project is to be funded with $286,590 FAA (91.06%) and ADOT (4.47%) funds in FY 2021.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$0	$0	$0	$0	$286,590	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$286,590**	**$0**

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

PROJECT DETAIL: 2120-Airport Capital Grants — Category: Other

Project: 79524 - North Apron R&R (R) **Funding Source:** Grants/City Match

Project Description: The north apron project includes reconstruction (59,200 square yards) in FY 2017 and rehabilitation (54,000 square yards)
in FY 2018. The portion of the north apron that is beyond rehabilitation is to be reconstructed in FY 2017. The rehabilitation project in FY 2018 would preserve and extend the life of the rest of north apron.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$904,787	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$4,101,055	$1,043,665	$0	$0	$0	$0
TOTAL	**$904,787**	**$4,101,055**	**$1,043,665**	**$0**	**$0**	**$0**	**$0**

Operating Description: This project rebuilds and rehabilitates existing pavement on the north apron.

Project: 79526 - South Apron R&R (R) **Funding Source:** Grants/City Match

Project Description: The south apron project includes reconstruction (38,000 square yards) in FY 2019 and rehabilitation (93,000 square yards) in FY 2020. The portion of the south apron that is beyond rehabilitation is to be reconstructed in FY 2019. The rehabilitation project in FY 2020 would preserve and extend the life of the rest of north apron.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$0	$0	$2,856,347	$1,862,119	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$2,856,347**	**$1,862,119**	**$0**	**$0**

Operating Description: This project rebuilds and rehabilitates existing pavement on the south 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. Additional wind indicator and a new wind sock are a part of this project.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$315,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$315,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: This project replaces exisitng AWOS equipment.

Project: T1477 - FAR Part 150 Update (R) **Funding Source:** Grants/City Match

Project Description: Produce updated Noise Exposure Maps and Land Use Plan last updated in 1993. An update of the Part 150 Study is required every 20 years. Noise Exposure Maps and Land Use Planning elements help coordinate development near the Airport. This will be funded 91.06% by the FAA and 4.47% by ADOT.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$334,355	$0	$0	$0	$0	$0
TOTAL	**$0**	**$334,355**	**$0**	**$0**	**$0**	**$0**	**$0**

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

PROJECT DETAIL: 2120-Airport Capital Grants — Category: Other

Project: **79519 - Airport-Capacity Study (N)** **Funding Source:** Grants/City Match

Project Description: The capacity study is a joint study between the City of Glendale and John F. Long to determine if there is a need for a second runway.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
	$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.

FUND SUMMARY: 2070-General Gov Capital Proje — Category: Other

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Existing Assets							
Improvement of Existing Assets							
70800 Building Maint. Reserve	2,063,195	1,300,000	500,000	500,000	500,000	500,000	2,500,000
70801 Camelback Ranch Maint. Reserve	862,253	836,752	836,752	836,752	836,752	836,752	4,183,760
70803 Capital Repair-Arena	500,000	1,500,000	500,000	500,000	500,000	1,000,000	5,000,000
70804 *Tennis Courts at Paseo Park	0	400,000	0	0	0	0	0
84551 Civic Center Renovation	0	0	0	0	0	0	4,123,974
F0003 *Electrical Repairs/Replacement	0	0	0	0	0	0	1,500,000
F0004 *Exterior Repairs/Replacements	0	0	0	0	0	0	500,000
F0005 *City Hall - HVAC System	0	0	0	0	0	0	3,452,250
T1160 City Hall Parking Garage	0	0	0	0	0	0	1,675,193
Replacement of Existing Assets							
70805 Heart Monitors	0	1,000,000	0	0	0	0	0
70806 Replacement of Airpacks	0	0	1,649,850	0	0	0	0
70807 Purchase of Turnout Gear	0	650,000	0	0	0	0	0
77503 *Exterior Closure (Roofing)	0	0	0	0	0	0	2,500,000
81067 Civic Ctr. Maintenance	0	0	0	0	0	0	175,000
F0001 *HVAC Repair/Replacements	0	0	0	0	0	0	2,500,000
F0002 *Interior Repairs/Replacements	0	0	0	0	0	0	1,500,000
T4620 Resurface Library Parking Lots	0	0	0	0	0	0	250,000
T4730 Fuel Sites Equipment Upgrade	0	0	0	0	0	0	582,474
T5320 EOC Equipment Replacement	0	0	0	0	0	0	610,122
T5380 Replace HazMat Vehicle	0	0	0	0	0	0	616,071
Sub-Total - Existing Assets	*3,425,448*	*5,686,752*	*3,486,602*	*1,836,752*	*1,836,752*	*2,336,752*	*31,668,844*
New Assets							
0							
70808 *CBR Land IGA	0	668,646	668,646	0	1,086,822	0	0
70809 *Emergency Vehicle Preemption	0	99,655	329,789	0	0	0	0
Sub-Total - New Assets	*0*	*768,301*	*998,435*	*0*	*1,086,822*	*0*	*0*
Total Project Expenses:	**$3,425,448**	**$6,455,053**	**$4,485,037**	**$1,836,752**	**$2,923,574**	**$2,336,752**	**$31,668,844**
Total FY 2017 Funding:		**$9,880,501**					

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

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$2,063,195	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$1,300,000	$500,000	$500,000	$500,000	$500,000	$2,500,000
TOTAL	**$2,063,195**	**$1,300,000**	**$500,000**	**$500,000**	**$500,000**	**$500,000**	**$2,500,000**

Operating Description:

PROJECT DETAIL: 2070-General Gov Capital Proje — Category: Other

Project: 70801 - Camelback Ranch Maint. Reserve (I) **Funding Source:** Other

Project Description: Camelback Ranch Maint. Reserve

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
	$59,224	$0	$0	$0	$0	$0	$0
Design	$0	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
Design	$100,000	$0	$0	$0	$0	$0	$0
Construction	$0	$525,000	$525,000	$525,000	$525,000	$525,000	$2,625,000
Construction	$491,277	$0	$0	$0	$0	$0	$0
Engineering Charges	$0	$9,250	$9,250	$9,250	$9,250	$9,250	$46,250
Engineering Charges	$9,250	$0	$0	$0	$0	$0	$0
Arts	$0	$5,250	$5,250	$5,250	$5,250	$5,250	$26,250
Arts	$5,250	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$197,252	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$197,252	$197,252	$197,252	$197,252	$197,252	$986,260
TOTAL	**$862,253**	**$836,752**	**$836,752**	**$836,752**	**$836,752**	**$836,752**	**$4,183,760**

Operating Description:

Project: 70803 - Capital Repair-Arena (I) **Funding Source:** Other

Project Description: City's contractual obligation to annually fund the capital repair at the arena per the July 8, 2013 agreement.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$500,000	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$1,500,000	$500,000	$500,000	$500,000	$1,000,000	$5,000,000
TOTAL	**$500,000**	**$1,500,000**	**$500,000**	**$500,000**	**$500,000**	**$1,000,000**	**$5,000,000**

Operating Description:

Project: 70804* - Tennis Courts at Paseo Park (I) **Funding Source:** Other

Project Description: Tennis court resurfacing at Paseo Park

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$400,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$400,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description:

PROJECT DETAIL: 2070-General Gov Capital Proje — Category: Other

Project: 84551 - Civic Center Renovation (I) **Funding Source:** Other

Project Description: This enhancement would create another signature feature at the Glendale Civic Center. The east courtyard would be converted into more meeting room space with sky lighting. This project also involves renovating and developing the grass (open space), south of the Civic Center into functional use space that can be booked for private events. 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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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
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**	**$4,123,974**

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.

Operating Costs	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Staffing	$0	$0	$0	$0	$0	$5,312,960
Supplies/Contr	$0	$0	$0	$0	$0	$337,190
Utilities	$0	$0	$0	$0	$0	$700,000
Bldg. Maint.	$0	$0	$0	$0	$0	$499,550
Equip. Maint.	$0	$0	$0	$0	$0	$99,910
Insurance	$0	$0	$0	$0	$0	$60,690
Electrical	$0	$0	$0	$0	$0	$89,920
Water	$0	$0	$0	$0	$0	$35,720

Project: F0003* - Electrical Repairs/Replacement (I) **Funding Source:** Other

Project Description: This project provides for funding in support of an annual program for the replacement and upgrade of lighting and electrical systems, which are required to restore lighting in city parks and upgrade lighting in city buildings. These upgrades are expected to reduce the consumption of electricity usage citywide and restore safety and security for citizens utilizing city parks and facilities. In FY 2022, these projects include lighting replacement at Bonsall North, Rose Lane and Sahuaro Ranch Parks. The ongoing costs from FY 2023 to FY 2026 include funding for the annual program as well as previously deferred projects to upgrade park lighting systems.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Equipment	$0	$0	$0	$0	$0	$0	$1,500,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,500,000**

Operating Description:

PROJECT DETAIL: 2070-General Gov Capital Proje — Category: Other

Project: F0004* - Exterior Repairs/Replacements (I) **Funding Source:** Other

Project Description: This project provides funding in support of an annual program for all exterior repairs and replacements such as painting, sealing, siding replacements, carpentry repairs, window and door replacements, ADA compliance, and plumbing repairs. Exterior repairs to city buildings are estimated to cost $100,000 annually and are needed to preserve, protect and extend the useful life of the infrastructure. In FY 2022, project funding includes the replacement of siding and sealing/painting at Sahuaro Ranch Park and the airport terminal. Keeping the exterior surface coated in paint products protects the underlying building materials.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Equipment	$0	$0	$0	$0	$0	$0	$500,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$500,000**

Operating Description:

Project: F0005* - City Hall - HVAC System (I) **Funding Source:** Other

Project Description: Project provides for replacements and upgrades to the existing heating, ventilating and air conditioning (HVAC) system at Glendale city hall. Three floors of city hall (basement, sub-basement, and aspects of the first floor) were upgraded in previous fiscal years; whereas the remaining floors were deferred to upcoming years in the capital plan. Because the overall HVAC system has reached the end of its serviceable life, this project includes funding for the remaining floors (second, third, fourth and council chambers). Upgrades will include replacement of air handling units on each floor, enhancements to the control units in each suite, ductwork, piping, and associated electrical work. The HVAC system upgrades will improve indoor air quality and provide a new HVAC system life capacity of an additional 20+ years for the entire building.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Construction	$0	$0	$0	$0	$0	$0	$1,050,000
Finance Charges	$0	$0	$0	$0	$0	$0	$56,250
Engineering Charges	$0	$0	$0	$0	$0	$0	$48,000
Arts	$0	$0	$0	$0	$0	$0	$10,500
Equipment	$0	$0	$0	$0	$0	$0	$2,100,000
Contingency	$0	$0	$0	$0	$0	$0	$187,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,452,250**

Operating Description:

PROJECT DETAIL: 2070-General Gov Capital Proje — Category: Other

Project: **T1160 - City Hall Parking Garage (I)** **Funding Source:** Other

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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$0	$0	$0	$0	$0	$150,000
Construction	$0	$0	$0	$0	$0	$0	$1,300,000
Finance Charges	$0	$0	$0	$0	$0	$0	$33,504
Engineering Charges	$0	$0	$0	$0	$0	$0	$43,000
Arts	$0	$0	$0	$0	$0	$0	$13,000
Contingency	$0	$0	$0	$0	$0	$0	$135,689
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,675,193**

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

Project: **70805 - Heart Monitors (R)** **Funding Source:** Other

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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Finance Charges	$0	$20,000	$0	$0	$0	$0	$0
Equipment	$0	$980,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$1,000,000**	**$0**	**$0**	**$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.

PROJECT DETAIL: 2070-General Gov Capital Proje — Category: Other

Project: 70806 - Replacement of Airpacks (R) **Funding Source:** Other

Project Description: Replacement of self-contained breathing apparatus (SCBAs) or air packs. The current supply is in compliance with National Fire Protection Association Standards through FY 2017. In FY 2017, 150 air packs will be outdated and in need of replacement. The useful life span of SCBAs is 7-10 years. Upgrades were completed in 2013 for all air packs. As components of the air packs fail, the department will repair or replace them using the department operating budget. Air packs are considered a capital expenditure due to the type of equipment requiring to be updated all at the same time; which cannot be phased in when replaced. Personnel must all be able to train and work on the same type, make and model of equipment. The department will continue to seek alternative funding mechanisms such as grants as they become available.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Finance Charges	$0	$0	$32,350	$0	$0	$0	$0
Equipment	$0	$0	$1,617,500	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$1,649,850**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M includes maintenance and repair at $70,000 annually and an additional $36,000 (once every 5 years) for 2 hydro tests on 300 bottles at $60.00 per bottle that is performed every 5 years. The current SCBA budget is $17,291 and does not cover the O and M identified; an additional $350,000 is necessary. The $70,000 for annual maintenance and repair will be needed the year after purchase. A supplemental budget request will be submitted once the project is near completion.

Project: 70807 - Purchase of Turnout Gear (R) **Funding Source:** Other

Project Description: Purchase of 120 sets of Fire Turnout Gear. This is the second set of turnout gear.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Equipment	$0	$650,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$650,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description:

Project: 77503* - Exterior Closure (Roofing) (R) **Funding Source:** Other

Project Description: This project provides funding in support of an annual roof repair and replacement program. Ongoing roofing repairs and replacements are required to improve the condition of City facilities and extend the useful life of the infrastructure. Citywide condition assessments will be conducted annually to evaluate roof conditions. In FY 20122, repairs or replacements to roofs at the Main Library, airport terminal, and Sahuaro Ranch Park buildings will be completed.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Equipment	$0	$0	$0	$0	$0	$0	$2,500,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,500,000**

Operating Description:

PROJECT DETAIL: 2070-General Gov Capital Proje — Category: Other

Project: 81067 - Civic Ctr. Maintenance (R) **Funding Source:** Other

Project Description: The Civic Center's maintenance reserve annual allocation has been moved to operations as ongoing repair and maintenance of facility. The reserve will ensure that the Civic Center remains a competitive and high quality event venue and it is essential to the continued success of the facility.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$175,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$175,000**

Operating Description: No additional O and M is needed.

Project: F0001* - HVAC Repair/Replacements (R) **Funding Source:** Other

Project Description: This project provides funding in support of an annual repair and replacement program for existing heating, ventilating and air conditioning (HVAC) systems at various city buildings, which have reached the end of their service life. The replacements and upgrades identified in the annual HVAC Repair/Replacement Program are estimated to cost $500,000 annually. These HVAC system upgrades will improve air quality and renew life cycles of the replaced units. Projects in FY 2022 include the airport terminal, community center north, and equipment management.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Equipment	$0	$0	$0	$0	$0	$0	$2,500,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,500,000**

Operating Description:

Project: F0002* - Interior Repairs/Replacements (R) **Funding Source:** Other

Project Description: This project provides funding in support of an annual program for interior building repairs and replacements such as flooring, ceiling tiles, carpeting, painting, wall coverings, ADA compliance, plumbing, fire protection upgrades and carpentry. Interior repair to city buildings are estimated to cost $300,000 annually and are needed to preserve, protect and extend the useful life of infrastructure.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Equipment	$0	$0	$0	$0	$0	$0	$1,500,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,500,000**

Operating Description:

PROJECT DETAIL: 2070-General Gov Capital Proje — Category: Other

Project: **T4620 - Resurface Library Parking Lots (R)** **Funding Source:** Other

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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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).

Operating Costs	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Bldg. Maint.	$0	$0	$0	$0	$0	$609,580

Project: **T4730 - Fuel Sites Equipment Upgrade (R)** **Funding Source:** Other

Project Description:

This project reflects the replacement of all City of Glendale fuel dispensing equipment that will reach its maximum useful life over the next ten years. The project includes installation of new fuel dispensing pumps, monitoring and tank leak detection systems and replacement of the fuel tracking system at The Field Operations Center, Fire Station 153 and Fire Station 155. Completion of this project will ensure reporting accuracy, equipment stability and integrity, and improved customer service.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$0	$0	$0	$0	$0	$5,357
Construction	$0	$0	$0	$0	$0	$0	$518,397
Finance Charges	$0	$0	$0	$0	$0	$0	$2,872
Engineering Charges	$0	$0	$0	$0	$0	$0	$25,664
Arts	$0	$0	$0	$0	$0	$0	$5,184
Contingency	$0	$0	$0	$0	$0	$0	$25,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$582,474**

Operating Description:

The software is a one-time purchase and the yearly license agreement will be paid through the departments existing budget.. No annual maintenance is required, if repairs are required vendors will be paid through existing operational budgets. Contributions to the Technology Replacement Fund are being made for the hardware currently being used and no additional hardware would be needed at this time.

Operating Costs	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Supplies/Contr	$0	$0	$0	$0	$0	$10,000

PROJECT DETAIL: 2070-General Gov Capital Proje — Category: Other

Project: **T5320 - EOC Equipment Replacement (R)** **Funding Source:** Other

Project Description: This project funds the replacement of the information technology based equipment in the City's Emergency Operations Center (EOC), and places the EOC equipment in the city's technology replacement fund (TRF) to ensure software and hardware updates occur in conjunction with normal city rollouts. The EOC was built in 2006 and EOC equipment was not funded for the TRF due to the annual cost. Equipment updates were to be funded through the capital improvement process as equipment reached the end of its service life. Not being part of the TRF, results in lack of timely equipment replacement and unfunded requirements each time there is a software update, modifications to hardware are required, or there are equipment failures. The frequency of these unfunded requirements continues to rise as the equipment ages. EOC equipment will be two and a half times past its typical service life in the year 2020.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Finance Charges	$0	$0	$0	$0	$0	$0	$14,881
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$595,241
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$610,122**

Operating Description: This project will replace existing equipment and systems at the EOC. This equipment will be placed in the technology replacement fund at a cost of $152,530 annually, or $610,122 over the four year replacement cycle. Approximately 1/4 of the equipment will be replaced each year. The equipment includes the audiovisual, software, hardware, and communications equipment used in the EOC to support emergency and special event operations.

Operating Costs	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$8,177,030

Project: **T5380 - Replace HazMat Vehicle (R)** **Funding Source:** Other

Project Description: Replacement of a HazMat vehicle for the hazardous materials team. The current truck will have served its useful life of 10 years by FY 2019. This vehicle is supported by Fleet Management staff and anticipated mileage is 10,000 miles per year.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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: **70808* - CBR Land IGA (N)** **Funding Source:** Other

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 17 and 18 $668,646 - FY 20 $1,086,822

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Land	$0	$668,646	$668,646	$0	$1,086,822	$0	$0
TOTAL	**$0**	**$668,646**	**$668,646**	**$0**	**$1,086,822**	**$0**	**$0**

Operating Description:

PROJECT DETAIL: 2070-General Gov Capital Proje — Category: Other

Project: **70809* - Emergency Vehicle Preemption (N)** **Funding Source:** Other

Project Description: The fifty-eight (58) high-priority Emergency Vehicle Preemption (EVP) installation intersections (located citywide). Forty-eight (48) will be located at arterial to arterial intersections, five (5) will be located at fire station access signals, and five (5) will be located along high priority corridors.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Design	$0	$95,000	$0	$0	$0	$0	$0
Construction	$0	$0	$311,416	$0	$0	$0	$0
Engineering Charges	$0	$4,655	$15,259	$0	$0	$0	$0
Arts	$0	$0	$3,114	$0	$0	$0	$0
TOTAL	**$0**	**$99,655**	**$329,789**	**$0**	**$0**	**$0**	**$0**

Operating Description: Estimate confirmation lights will need bulb replaced once a year. (58 locations X 4 bulbs X $5). Estimate 5% of EVP equipment will need to be replaced in first 5 years and then 10% after that. Estimate after 5 years, trouble calls will be 3 visits to each location annually with 75% being after hours. (3 X 58 locations X 2 hr callout X $30 X 75%).

FUND SUMMARY: 2150-Technology Infrastructure — Category: Other

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
Existing Assets							
Improvement of Existing Assets							
T7010 Traffic Management Center	0	0	0	0	0	0	1,325,000
Replacement of Existing Assets							
T7030 Project/Permit Tracking System	0	0	0	0	0	0	2,500,000
T7050 Facility Audio/Visual Systems	0	0	0	0	0	0	1,020,000
Sub-Total - Existing Assets	*0*	*0*	*0*	*0*	*0*	*0*	*4,845,000*
Total Project Expenses:	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,845,000**
Total FY 2017 Funding:		**$0**					

PROJECT DETAIL: 2150-Technology Infrastructure — Category: Other

Project: T7010 - Traffic Management Center (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
(upgraded in 2014) to improve the city's management of incidents, events, and day-to-day traffic. Signal system management software along with audio/visual and communications equipment within these two centers needs to be upgraded to enhance system functionality and coordination between the Police Department, Traffic Management Center, and Emergency Operations Center.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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: 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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
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.

Operating Costs	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Staffing	$0	$0	$0	$0	$0	$3,744,100
Supplies/Contr	$0	$0	$0	$0	$0	$1,609,020

PROJECT DETAIL: 2150-Technology Infrastructure — Category: Other

Project: **T7050 - Facility Audio/Visual Systems (R)** **Funding Source:** General Fund

Project Description: This project covers replacement of citywide audio/visual (A/V) equipment. 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.

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Equipment	$0	$0	$0	$0	$0	$0	$1,020,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,020,000**

Operating Description:

Operating Costs	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$7,584,900

FUND SUMMARY: 1220-Arts Commission — Category: Other

Capital Project Expenses	Carryover	FY 2017: New Funding	FY 2018:	FY 2019:	FY 2020:	FY 2021:	FYs 22-26:
New Assets							
0							
84650 Municipal Arts Program	483,849	200,000	200,000	200,000	142,943	0	0
Sub-Total - New Assets	*483,849*	*200,000*	*200,000*	*200,000*	*142,943*	*0*	*0*
Total Project Expenses:	**$483,849**	**$200,000**	**$200,000**	**$200,000**	**$142,943**	**$0**	**$0**
Total FY 2017 Funding:		**$683,849**					

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).

Capital Costs	Carryover	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FYs 22-26
Contingency	$285,049	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$200,000	$200,000	$200,000	$142,943	$0	$0
Miscellaneous/Other	$198,800	$0	$0	$0	$0	$0	$0
TOTAL	**$483,849**	**$200,000**	**$200,000**	**$200,000**	**$142,943**	**$0**	**$0**

Operating Description: Total O&M for maintaining the city art inventory is $173,162.

Fiscal Year 2016-2017 Annual Budget Book

Schedules

GLENDALE AZ

WHY HAVE SCHEDULES?

The budget schedules summarize the City's financial activities in a comprehensive, numeric format. They are intended to give the reader a glance at the city's financial situation. *Schedule 1* is the most comprehensive schedule, offering a summary of all pertinent financial information for all the City's funds. The reader can readily determine the starting and ending fund balances, transfers in and out, revenues and operating, capital and debt service expenditures for each fund.

The remaining schedules provide in-depth detail of budgetary information which is necessary for the smooth operation of the city. All the schedules serve as handy reference materials to City of Glendale employees and to the public.

This section includes detailed analyses and reports for the following areas:

- **Schedule 1** is a summary of the inflows and outflows and the effect on **fund balance**
- **Schedule 2** is a multi-year look at **revenues** by individual fund
- **Schedule 3** is a multi-year look at **operating expenditures**
- **Schedule 4** is a summary of scheduled **inter-fund transfers**
- **Schedule 5** is a multi-year look at Glendale **property tax** rates and levies
- **Schedule 6** is a multi-year listing of departmental **authorized staffing** by position
- **Schedule 7** is a listing of **salary ranges** by job description
- **Schedule 8** is current year **debt service** obligations
- **Schedule 9** is a listing of **internal services premiums** by fund and department

Official Budget Forms per the State of Arizona Office of the Auditor General:

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

City of Glendale
Schedule 1 - Fund Balance Analysis

		Beginning Fund Balance	Projected Revenues	Transfer In	Transfer Out	Operations	Capital Outlay	Debt Service	Contingency	Total Appropriation	Ending Fund Balance
General Fund											
1000	General	40,471,177	210,277,130	25,186,732	(32,770,731)	(196,653,699)	-	-	(5,000,000)	(201,653,699)	41,510,609
1120	Vehicle Replacement	3,378,408	270,000	1,500,000	-	(4,732,500)	-	-	-	(4,732,500)	415,908
	Sub-Total General Fund	**43,849,585**	**210,547,130**	**26,686,732**	**(32,770,731)**	**(201,386,199)**	**-**	**-**	**(5,000,000)**	**(206,386,199)**	**41,926,517**
Special Revenue Funds											
1200	Utility Bill Donation	64,226	155,400			(200,000)	-	-	-	(200,000)	19,626
1220	Arts Commission Fund	1,100,700	282,173			(235,399)	(683,849)	-	-	(919,248)	463,625
1240	Court Security/Bonds	327,245	414,890			(616,775)	-	-	-	(616,775)	125,360
1300	Home Grant	-	1,674,704			(1,674,704)	-	-	-	(1,674,704)	-
1310	Neighborhood Stabilization Pgm	-	229,443			(229,443)	-	-	-	(229,443)	-
1311	N'hood Stabilization Pgm III	-	227,300			(227,300)	-	-	-	(227,300)	-
1320	C.D.B.G.	-	3,683,422			(3,683,422)	-	-	-	(3,683,422)	-
1340	Highway User Gas Tax	20,562,374	14,310,810		(21,038,574)	(10,302,762)	-	-	(720,000)	(11,022,762)	2,811,848
1650	Transportation Grants	-	16,143,008		-	(1,000,000)	(15,143,008)	-	-	(16,143,008)	-
1660	Transportation Sales Tax	35,398,872	25,317,441	900,000	(20,901,015)	(13,247,233)	-	-	(2,100,000)	(15,347,233)	25,368,065
1700	Police Special Revenue	6,618,681	16,086,459	-	(16,986,459)	-	-	-	-	-	5,718,681
1720	Fire Special Revenue	843,043	8,100,273	-	(8,200,273)	-	-	-	-	-	743,043
1760	Airport Special Revenue	-	545,779	135,105		(680,884)	-	-	-	(680,884)	-
1820	CAP Grant	-	1,260,499	64,299		(1,324,798)	-	-	-	(1,324,798)	-
1830	Emergency Shelter Grants	-	208,992			(208,992)	-	-	-	(208,992)	-
1840	Grants	-	15,490,400			(5,807,981)	-	-	(8,689,419)	(14,497,400)	993,000
1860	RICO Funds	1,486,744	1,015,000			(2,501,744)	-	-	-	(2,501,744)	-
1880	Parks & Recreation Self Sust	-	-			-	-	-	-	-	-
1885	Parks & Recreation Designated	204,329	9,300			(62,895)	-	-	-	(62,895)	150,734
2120	Airport Capital Grants	-	5,755,161			-	(5,755,161)	-	-	(5,755,161)	-
2530	Training Facility Revenue Fund	248,633	1,644,474			(1,762,807)	-	-	-	(1,762,807)	130,300
	Sub-Total Special Revenue Fund	**66,854,847**	**112,554,928**	**1,099,404**	**(67,126,321)**	**(43,767,139)**	**(21,582,018)**	**-**	**(11,509,419)**	**(76,858,576)**	**36,524,282**
Debt Service Funds											
1900	G.O. Bond Debt Service	3,984,418	20,157,858	209,713	-		-	(21,311,988)	-	(21,311,988)	3,040,001
1940	M.P.C. Debt Service	2,653,541	-	19,251,103	-		-	(19,281,102)	-	(19,281,102)	2,623,542
1950	Excise Tax Deb Service	32,649	-	6,915,520	-		-	(6,925,521)	-	(6,925,521)	22,648
1970	Transportation Debt Service	199,315	-	7,144,000	-			(7,149,000)	-	(7,149,000)	194,315
	Sub-Total Debt Service Funds	**6,869,923**	**20,157,858**	**33,520,336**	**-**	**-**	**-**	**(54,667,611)**	**-**	**(54,667,611)**	**5,880,506**
Permanent Funds											
2280	Cemetery Perpetual Care	5,683,583	26,000	-	-	-	-	-	(5,709,583)	(5,709,583)	-
	Sub-Total Permanent Funds	**5,683,583**	**26,000**	**-**	**-**	**-**	**-**	**-**	**(5,709,583)**	**(5,709,583)**	**-**

City of Glendale
Schedule 1 - Fund Balance Analysis

		Beginning Fund Balance	Projected Revenues	Transfer In	Transfer Out	Operations	Capital Outlay	Debt Service	Contingency	Total Appropriation	Ending Fund Balance
Capital Project Funds											
1380	DIF Library Blds	1,762,674	11,040				-		(1,773,714)	(1,773,714)	-
1421+	DIF-Fire Protection Facilities	869	224,066				-		(224,935)	(224,935)	-
1441+	DIF-Police Facilities	1,149,232	89,440				(1,148,565)		(90,107)	(1,238,672)	-
1461+	DIF-Citywide Parks	105,739	2,000				-		(107,739)	(107,739)	-
1481+	DIF-Citywide Recreation Fac	1,273,813	7,900		(209,713)		(1,072,000)			(1,072,000)	-
1501+	DIF-Libraries	2,368,583	16,200				(638,614)		(1,746,169)	(2,384,783)	-
1520	DIF-Citywide Open Spaces	505,424	3,000				(318,460)		(189,964)	(508,424)	-
1541+	DIF-Parks Dev Zone 1	124,676	205,010				-		(329,686)	(329,686)	-
1561+	DIF-Parks Dev Zone 2	166,259	1,070				-		(167,329)	(167,329)	-
1581+	DIF-Parks Dev Zone 3	44,124	520				-		(44,644)	(44,644)	-
1601+	DIF-Roadway Improvements	634,455	1,207,900				(725,030)		(1,117,325)	(1,842,355)	-
1620	DIF-General Government	162,234	1,000				-		(163,234)	(163,234)	-
1980	Streets Constr. - 1999 Auth	7,212,940	-				(7,212,940)		-	(7,212,940)	-
2000	HURF Street Bonds	-	-	21,038,574			(21,038,574)			(21,038,574)	-
2040	Public Safety Construction	1,560,191					(1,202,685)		(357,506)	(1,560,191)	-
2060	Parks Construction	142,487					(50,000)		(92,487)	(142,487)	-
2070	General Gov Capital Projects	7,275,448		2,605,053			(9,880,501)			(9,880,501)	-
2080	Gov't Facilities - 1999 Auth	-								-	-
2100	Economic Dev. Constr-1999 Auth	-	10,545,000				(10,545,000)			(10,545,000)	-
2130	Cultural Facility Bond Fund	100,000					(100,000)			(100,000)	-
2140	Open Space/Trails Constr-99 Au	226,795							(226,795)	(226,795)	-
2180	Flood Control Construction	2,288,572					(2,213,114)		(75,458)	(2,288,572)	-
2210	Transportation Capital Project	-		13,757,015			(13,757,015)			(13,757,015)	-
	Sub-Total Capital Fund	**27,104,515**	**12,314,146**	**37,400,642**	**(209,713)**	**-**	**(69,902,498)**	**-**	**(6,707,092)**	**(76,609,590)**	**-**
Enterprise Funds											
2360+	Water and Sewer	99,035,991	91,019,500	20,355,388	(20,126,000)	(51,897,813)	(91,892,694)	(20,150,983)	(2,000,000)	(165,941,490)	24,343,389
2440	Landfill	9,145,667	10,288,219	658,308	-	(10,056,926)	(8,028,308)		(500,000)	(18,585,234)	1,506,960
2480	Solid Waste	3,938,422	14,623,650	125,392	-	(14,135,631)	(2,982,261)		-	(17,117,892)	1,569,572
2500	Pub Housing Budget Activities	200,000	15,959,127	386,563	-	(16,047,175)	-		-	(16,047,175)	498,515
	Sub-Total Enterprise Funds	**112,320,081**	**131,890,496**	**21,525,651**	**(20,126,000)**	**(92,137,545)**	**(102,903,263)**	**(20,150,983)**	**(2,500,000)**	**(217,691,791)**	**27,918,437**
Internal Service Funds											
2540	Risk Management Self Insurance	3,106,834	3,208,001	-	-	(2,951,560)	-	-	(1,400,000)	(4,351,560)	1,963,275
2560	Workers Comp. Self Insurance	7,503,184	2,356,014	-	-	(2,204,924)	-	-	-	(2,204,924)	7,654,274
2580	Benefits Trust Fund	-	26,825,620	-	-	(26,825,620)	-	-	-	(26,825,620)	-
2590	Fleet Services	997,716	9,177,762	-	-	(9,163,611)	-	-	-	(9,163,611)	1,011,867
2591	Technology	1,163,287	7,219,923	-	-	(8,383,210)	-	-	-	(8,383,210)	-
2592	Technology Projects	2,720,500	1,427,225	-	-	(4,147,725)	-	-	-	(4,147,725)	-
	Sub-Total Internal Service Funds	**15,491,522**	**50,214,545**	**-**	**-**	**(53,676,650)**	**-**	**-**	**(1,400,000)**	**(55,076,650)**	**10,629,417**
	TOTAL	**278,174,056**	**537,705,103**	**120,232,765**	**(120,232,765)**	**(390,967,533)**	**(194,387,779)**	**(74,818,594)**	**(32,826,094)**	**(693,000,000)**	**122,879,158**

Fund	Description	FY2015 Actual	FY2016 Budget	FY2016 Estimate	FY2017 Budget
GENERAL FUNDS					
1000 - General					
	City Sales Tax	$ 84,189,606	$ 98,695,608	$ 98,695,608	$ 103,449,149
	State Income Tax	$ 27,445,979	$ 27,297,178	$ 27,297,178	$ 29,376,937
	State Shared Sales Tax	$ 20,694,671	$ 21,659,358	$ 21,659,358	$ 22,601,416
	Staff & Adm Chargebacks	$ 9,700,000	$ 9,700,000	$ 9,700,000	$ 9,700,000
	Motor Vehicle In-Lieu	$ 8,663,012	$ 8,960,744	$ 8,960,744	$ 9,329,684
	Property Tax	$ 5,246,486	$ 5,529,882	$ 5,529,882	$ 5,621,452
	Miscellaneous	$ 4,727,901	$ 3,499,236	$ 3,499,236	$ 5,036,995
	Gas/Electric Franchise Fees	$ 2,856,649	$ 2,828,000	$ 2,828,000	$ 2,856,280
	Court Revenue	$ 2,974,545	$ 2,763,580	$ 2,763,580	$ 2,810,562
	Arena Fees	$ 29,421	$ 7,056,276	$ 2,202,446	$ 2,702,446
	Fire Department Other Fees	$ 1,522,947	$ 2,468,190	$ 2,468,190	$ 2,510,149
	Recreation Revenue	$ 1,248,672	$ 1,400,408	$ 1,400,408	$ 2,213,516
	Facility Rental Income	$ 190,245	$ 1,858,164	$ 1,848,544	$ 1,986,963
	Cable Franchise Fees	$ 1,371,177	$ 1,572,061	$ 1,572,061	$ 1,572,061
	Building Permits	$ 1,527,244	$ 1,124,802	$ 1,124,802	$ 1,343,924
	City Property Rental	$ 566,474	$ 679,707	$ 679,707	$ 1,336,176
	Security Revenue	$ -	$ 740,535	$ 740,535	$ 747,940
	Plan Check Fees	$ 1,212,097	$ 715,968	$ 715,968	$ 728,139
	Sales Tax Licenses	$ 908,939	$ 665,564	$ 665,564	$ 676,878
	Right-of-Way Permits	$ 646,117	$ 581,000	$ 581,000	$ 590,877
	Lease Proceeds	$ 512,027	$ 404,000	$ 404,000	$ 508,040
	Interest	$ 548,354	$ 396,080	$ 396,080	$ 400,041
	Fire Dept CD Fees	$ 430,471	$ 355,220	$ 355,220	$ 361,258
	SRP In-Lieu	$ 282,755	$ 278,315	$ 278,315	$ 278,315
	Library Fines/Fees	$ 171,873	$ 265,490	$ 265,490	$ 270,002
	Planning/Zoning	$ 339,813	$ 235,300	$ 235,300	$ 239,300
	Cemetery Revenue	$ 180,287	$ 185,000	$ 185,000	$ 188,145
	Liquor Licenses	$ 186,061	$ 182,700	$ 182,700	$ 185,806
	Miscellaneous CD Fees	$ 272,578	$ 142,881	$ 142,881	$ 145,310
	Engineering Plan Check Revenue	$ 311,158	$ 139,191	$ 139,191	$ 141,557
	Bus./Prof. Licenses	$ 61,619	$ 110,770	$ 110,770	$ 112,653
	Business Licenses	$ 64,526	$ 80,560	$ 80,560	$ 81,930
	Health Care Revenue	$ -	$ 61,863	$ 61,863	$ 62,480
	Camelback Ranch Rev - Fire	$ -	$ 53,530	$ 53,530	$ 54,065
	Traffic Engineering Plan Check	$ 37,482	$ 30,660	$ 30,660	$ 31,181
	Equipment Rental	$ -	$ 25,250	$ 25,250	$ 25,503
	Airport Fees	$ 578,000	$ -	$ -	
	Water Revenues	$ 29,421	$ -	$ -	
1000 - General Fund Total		**$ 179,728,607**	**$ 202,743,071**	**$ 197,879,621**	**$ 210,277,130**
1120 - Vehicle Replacement					
	Miscellaneous	$ 142,967	$ 250,000	$ 250,000	$ 250,000
	Interest	$ 28,538	$ 6,000	$ 6,000	$ 20,000
	Internal Charges	$ 534,352	$ -	$ -	
	Water Revenues	$ 492	$ -	$ -	
	Arena Fees	$ 492	$ -	$ -	
1120 - Vehicle Replacement Total		**$ 706,841**	**$ 256,000**	**$ 256,000**	**$ 270,000**
TOTAL - GENERAL FUNDS		**$ 180,435,448**	**$ 202,999,071**	**$ 198,135,621**	**$ 210,547,130**
SPECIAL REVENUE FUNDS					
1200 - Utility Bill Donation					
	Other	$ 100,755	$ 80,000	$ 80,000	$ 80,000
	Miscellaneous	$ 75,000	$ 75,000	$ 75,000	$ 75,000
	Interest	$ 997	$ 400	$ 400	$ 400
1200 - Utility Bill Donation Total:		**$ 176,752**	**$ 155,400**	**$ 155,400**	**$ 155,400**
1220 - Arts Commission Fund					
	Miscellaneous	$ 124,278	$ 277,973	$ 277,973	$ 277,973
	Interest	$ 4,124	$ 3,139	$ 3,139	$ 4,200
1220 - Arts Commission Fund Total:		**$ 128,402**	**$ 281,112**	**$ 281,112**	**$ 282,173**
1240 - Court Security/Bonds					
	Court Revenue	$ 372,924	$ 698,497	$ 407,404	$ 383,700
	Miscellaneous	$ 29,236	$ 30,250	$ 32,000	$ 30,000
	Interest	$ 1,246	$ 848	$ 1,656	$ 1,190
1240 - Court Security/Bonds Total		**$ 403,406**	**$ 729,595**	**$ 441,060**	**$ 414,890**
1300 - Home Grant					
	Grants	$ 756,009	$ 1,674,204	$ 1,674,204	$ 1,674,704
	Miscellaneous	$ -	$ -	$ -	
1300 - Home Grant Total:		**$ 756,009**	**$ 1,674,204**	**$ 1,674,204**	**$ 1,674,704**

Fund	Description	FY2015 Actual	FY2016 Budget	FY2016 Estimate	FY2017 Budget
1310 - Neighborhood Stabilization Pgm					
	Grants	$ 616,727	$ 551,259	$ 551,259	$ 136,555
	Miscellaneous	$ 3,927	$ 375,000	$ 375,000	$ 92,888
1310 - Neighborhood Stabilization Pgm Total		**$ 620,654**	**$ 926,259**	**$ 926,259**	**$ 229,443**
1311 - N'hood Stabilization Pgm III					
	Grants	$ -	$ 600,000	$ 600,000	$ 227,300
	Miscellaneous	$ 198,439	$ 500,000	$ 500,000	$ -
1311 - N'Hood Stabilization Pgm III Total:		**$ 198,439**	**$ 1,100,000**	**$ 1,100,000**	**$ 227,300**
1320 - C.D.B.G.					
	Grants	$ 2,303,835	$ 3,617,151	$ 3,617,151	$ 3,663,211
	Miscellaneous	$ 25,006	$ 20,000	$ 20,000	$ 20,211
1320 - C.D.B.G. Total:		**$ 2,328,841**	**$ 3,637,151**	**$ 3,637,151**	**$ 3,683,422**
1340 - Highway User Gas Tax					
	Highway User Revenues	$ 14,037,125	$ 14,147,499	$ 14,147,499	$ 14,288,974
	Miscellaneous	$ 49,345	$ 21,620	$ 21,620	$ 21,836
1340 - Highway User Gas Tax Total:		**$ 14,086,470**	**$ 14,169,119**	**$ 14,169,119**	**$ 14,310,810**
1650 - Transportation Grants					
	Miscellaneous	$ -	$ 5,337,790	$ 337,790	$ 15,143,008
	Grants	$ 2,646,663	$ 13,797,147	$ 1,002,025	$ 1,000,000
1650 - Transportation Grants Total:		**$ 2,646,663**	**$ 19,134,937**	**$ 1,339,815**	**$ 16,143,008**
1660 - Transportation Sales Tax					
	City Sales Tax	$ 24,705,421	$ 24,206,223	$ 24,206,223	$ 25,053,441
	Interest	$ 145,893	$ 140,000	$ 140,000	$ 140,000
	Transit Revenue	$ 116,487	$ 124,000	$ 124,000	$ 124,000
	Miscellaneous	$ 242,531	$ -	$ 1,044	
	Grants	$ 1,325,303	$ -	$ -	
1660 - Transportation Sales Tax Total:		**$ 26,535,635**	**$ 24,470,223**	**$ 24,471,267**	**$ 25,317,441**
1700 - Police Special Revenue					
	City Sales Tax	$ 3,294,117	$ 11,543,249	$ 11,543,249	$ 12,386,573
	City Sales Tax - PS .4	$ 11,713,456	$ 3,502,706	$ 3,502,706	$ 3,699,886
	Miscellaneous	$ 8,431	$ -	$ -	
1700 - Police Special Revenue Total:		**$ 15,016,004**	**$ 15,045,955**	**$ 15,045,955**	**$ 16,086,459**
1720 - Fire Special Revenue					
	City Sales Tax - PS .4	$ 5,856,736	$ 5,814,135	$ 5,814,135	$ 6,237,210
	City Sales Tax	$ 1,647,020	$ 1,762,197	$ 1,762,197	$ 1,863,063
1720 - Fire Special Revenue Total:		**$ 7,503,756**	**$ 7,576,332**	**$ 7,576,332**	**$ 8,100,273**
1760 - Airport Special Revenue					
	Airport Fees	$ 504,216	$ 545,229	$ 529,420	$ 545,229
	Miscellaneous	$ 454	$ 550	$ 652	$ 550
1760 - Airport Special Revenue Total:		**$ 504,670**	**$ 545,779**	**$ 530,072**	**$ 545,779**
1820 - CAP Grant					
	Grants	$ 957,539	$ 1,201,995	$ 1,201,995	$ 1,163,593
	Miscellaneous	$ 57,722	$ 100,030	$ 100,030	$ 96,906
1820 - CAP Grant Total:		**$ 1,015,261**	**$ 1,302,025**	**$ 1,302,025**	**$ 1,260,499**
1830 - Emergency Shelter Grants					
	Grants	$ 189,002	$ 208,992	$ 208,992	$ 208,992
1830 - Emergency Shelter Grants Total:		**$ 189,002**	**$ 208,992**	**$ 208,992**	**$ 208,992**
1840 - Grants					
	Grants	$ 3,041,169	$ 16,267,162	$ 3,939,546	$ 14,821,313
	Miscellaneous	$ 595,816	$ 509,427	$ 509,427	$ 669,087
	Interest	$ 1,115	$ -	$ -	
	Library Fines/Fees	$ 647	$ -	$ -	
1840 - Grants Total:		**$ 3,638,747**	**$ 16,776,589**	**$ 4,448,973**	**$ 15,490,400**
1860 - RICO Funds					
	State Forfeitures	$ 828,064	$ 1,000,000	$ 1,000,000	$ 1,000,000
	Federal Forfeitures	$ 8,688	$ 15,000	$ 15,000	$ 15,000
	Miscellaneous	$ 146,106	$ -	$ -	$ -
	Interest	$ 14,897	$ -	$ -	$ -
1860 - RICO Funds Total:		**$ 997,755**	**$ 1,015,000**	**$ 1,015,000**	**$ 1,015,000**
1880 - Parks & Recreation Self Sust					
	Recreation Revenue	$ 791,157	$ 993,667	$ 993,667	$ -
	Facility Rental Income	$ 114,535	$ 100,500	$ 100,500	$ -
	Miscellaneous	$ 64,983	$ -	$ -	
1880 - Parks & Recreation Self Sust Total:		**$ 970,675**	**$ 1,094,167**	**$ 1,094,167**	**$ -**
1885 - Parks & Recreation Designated					
	Recreation Revenue	$ 7,855	$ 9,000	$ 9,000	$ 9,000
	Interest	$ 443	$ 300	$ 300	$ 300
1885 - Parks & Recreation Designated Total:		**$ 8,298**	**$ 9,300**	**$ 9,300**	**$ 9,300**

Fund	Description	FY2015 Actual	FY2016 Budget	FY2016 Estimate	FY2017 Budget
2120 - Airport Capital Grants					
	Grants	$ 2,408,386	$ 1,735,535	$ 292,946	$ 5,116,338
	Miscellaneous	$ -	$ 3,102,768	$ -	$ 638,823
	Interest	$ 1	$ -	$ -	
2120 - Airport Capital Grants Total:		**$ 2,408,387**	**$ 4,838,303**	**$ 292,946**	**$ 5,755,161**
2530 - Training Facility Revenue Fund					
	Partner Revenue	$ 1,442,498	$ 1,624,992	$ 1,624,992	$ 1,644,474
	Miscellaneous	$ 881	$ -	$ -	$ -
2530 - Training Facility Revenue Fund Total:		**$ 1,443,379**	**$ 1,624,992**	**$ 1,624,992**	**$ 1,644,474**
TOTAL - SPECIAL REVENUE FUNDS		**$ 81,577,205**	**$ 116,315,434**	**$ 81,344,141**	**$ 112,554,928**
DEBT SERVICE FUNDS					
1900 - G.O. Bond Debt Service					
	Property Tax	$ 18,617,952	$ 19,268,783	$ 19,268,783	$ 19,587,858
	Miscellaneous	$ 587,174	$ 573,097	$ 573,097	$ 570,000
	Interest	$ 14	$ -	$ -	
	SRP In-Lieu	$ -	$ -	$ -	
1900 - G.O. Bond Debt Service Total:		**$ 19,205,140**	**$ 19,841,880**	**$ 19,841,880**	**$ 20,157,858**
1940 - M.P.C. Debt Service					
	Interest	$ 390	$ -	$ -	$ -
	Miscellaneous	$ 6	$ -	$ -	$ -
1940 - M.P.C. Debt Service Total:		**$ 396**	**$ -**	**$ -**	**$ -**
1950 - Excise Tax Debt Service					
	Miscellaneous	$ 8,419	$ -	$ -	
1950 - Excise Tax Debt Service Total:		**$ 8,419**	**$ -**	**$ -**	**$ -**
1970 - Transportation Debt Service					
	Miscellaneous	$ 6,141	$ -	$ -	
1970 - Transportation Debt Service Total:		**$ 6,141**	**$ -**	**$ -**	**$ -**
TOTAL - DEBT SERVICE FUNDS		**$ 19,220,096**	**$ 19,841,880**	**$ 19,841,880**	**$ 20,157,858**
CAPITAL PROJECT FUNDS					
1380 - DIF Library Blds					
	Interest	$ 7,400	$ 6,333	$ 6,333	$ 11,040
1380 - DIF Library Blds Total:		**$ 7,400**	**$ 6,333**	**$ 6,333**	**$ 11,040**
1420+ - DIF-Fire Protection Facilities					
	Development Impact Fees	$ 393,202	$ -	$ 329,585	$ 220,000
	Interest	$ 2,622	$ 2,000	$ 4,047	$ 4,066
		$ -	$ -	$ -	
1420+ - DIF-Fire Protection Facilities Total:		**$ 395,824**	**$ 2,000**	**$ 333,632**	**$ 224,066**
1440+ - DIF-Police Facilities					
	Development Impact Fees	$ 99,636	$ -	$ 77,558	$ 79,000
	Interest	$ 6,668	$ 6,403	$ 10,493	$ 10,440
1440+ - DIF-Police Facilities Total:		**$ 106,304**	**$ 6,403**	**$ 88,051**	**$ 89,440**
1460+ - DIF-Citywide Parks					
	Interest	$ 1,391	$ 1,491	$ 2,084	$ 2,000
	Development Impact Fees	$ 416	$ 38,827	$ -	
1460+ - DIF-Citywide Parks Total:		**$ 1,807**	**$ 40,318**	**$ 2,084**	**$ 2,000**
1480+ - DIF-Citywide Recreation Fac					
	Interest	$ 5,473	$ 5,356	$ 8,173	$ 7,900
	Development Impact Fees	$ 416	$ -	$ -	
1480+ - DIF-Citywide Recreation Fac Total:		**$ 5,889**	**$ 5,356**	**$ 8,173**	**$ 7,900**
1500+ - DIF-Libraries					
	Interest	$ 12,439	$ 12,290	$ 17,148	$ 16,200
	Development Impact Fees	$ 796	$ -	$ -	
1500+ - DIF-Libraries Total:		**$ 13,235**	**$ 12,290**	**$ 17,148**	**$ 16,200**
1520 - DIF-Citywide Open Spaces					
	Interest	$ 2,125	$ 2,000	$ 3,161	$ 3,000
1520 - DIF-Citywide Open Spaces Total:		**$ 2,125**	**$ 2,000**	**$ 3,161**	**$ 3,000**
1540+ - DIF-Parks Dev Zone 1					
	Development Impact Fees	$ 217,710	$ -	$ 195,800	$ 202,000
	Interest	$ 991	$ 700	$ 2,844	$ 3,010
1540+ - DIF-Parks Dev Zone 1 Total:		**$ 218,701**	**$ 700**	**$ 198,644**	**$ 205,010**
1560+ - DIF-Parks Dev Zone 2					
	Interest	$ 741	$ 773	$ 1,117	$ 1,070
	Development Impact Fees	$ 209	$ 350	$ -	
1560+ - DIF-Parks Dev Zone 2 Total:		**$ 950**	**$ 1,123**	**$ 1,117**	**$ 1,070**

Fund	Description	FY2015 Actual	FY2016 Budget	FY2016 Estimate	FY2017 Budget
1580+ - DIF-Parks Dev Zone 3					
	Interest	$ 348	$ 383	$ 530	$ 520
	Development Impact Fees	$ 209	$ -	$ -	
		$ -	$ 33,000	$ -	
1580+ - DIF-Parks Dev Zone 3 Total:		**$ 557**	**$ 33,383**	**$ 530**	**$ 520**
1600+ - DIF-Roadway Improvements					
	Development Impact Fees	$ 1,027,684	$ -	$ 1,157,648	$ 1,180,000
	Interest	$ 15,410	$ 11,800	$ 27,451	$ 27,900
	Miscellaneous	$ -	$ -	$ -	
1600+ - DIF-Roadway Improvements Total:		**$ 1,043,094**	**$ 11,800**	**$ 1,185,099**	**$ 1,207,900**
1620 - DIF-General Government					
	Interest	$ 678	$ 667	$ 1,016	$ 1,000
1620 - DIF-General Government Total:		**$ 678**	**$ 667**	**$ 1,016**	**$ 1,000**
1980 - Streets Constr. - 1999 Auth					
	Miscellaneous	$ 4,153	$ 1,500	$ -	$ -
1980 - Streets Constr. - 1999 Auth Total:		**$ 4,153**	**$ 1,500**	**$ -**	**$ -**
2000 - HURF Street Bonds					
	Interest	$ 2,928	$ 1,500	$ 600	$ -
	Miscellaneous	$ 1,727	$ -	$ -	
2000 - HURF Street Bonds Total:		**$ 4,655**	**$ 1,500**	**$ 600**	**$ -**
2040 - Public Safety Construction					
	Interest	$ 973	$ 200	$ -	$ -
2040 - Public Safety Construction Total:		**$ 973**	**$ 200**	**$ -**	**$ -**
2060 - Parks Construction					
	Interest	$ -	$ -	$ -	$ -
2060 - Parks Construction Total:		**$ -**	**$ -**	**$ -**	**$ -**
2080 - Gov't Facilities - 1999 Auth					
	Miscellaneous	$ -	$ -	$ -	$ -
2080 - Gov't Facilities - 1999 Auth Total:		**$ -**	**$ -**	**$ -**	**$ -**
2100 - Economic Dev. Constr-1999 Auth					
	Bond Proceeds	$ -	$ -	$ -	$ 10,545,000
	Interest	$ 659	$ -	$ -	
2100 - Economic Dev. Constr-1999 Auth		**$ 659**	**$ -**	**$ -**	**$ 10,545,000**
2140 - Open Space/Trails Constr-99 Au					
	Interest	$ 589	$ -	$ -	
2140 - Open Space/Trails Constr-99 Au Total:		**$ 589**	**$ -**	**$ -**	**$ -**
2180 - Flood Control Construction					
	Interest	$ 3,606	$ 200	$ -	$ -
2180 - Flood Control Construction Total:		**$ 3,606**	**$ 200**	**$ -**	**$ -**
2210 - Transportation Capital Project					
	Miscellaneous	$ 1,566,493	$ -	$ -	$ -
2210 - Transportation Capital Project Total:		**$ 1,566,493**	**$ -**	**$ -**	**$ -**
TOTAL - CAPITAL PROJECT FUNDS		**$ 3,377,692**	**$ 125,773**	**$ 1,845,588**	**$ 12,314,146**
PERMANENT FUNDS					
2280 - Cemetery Perpetual Care					
	Interest	$ 23,865	$ 22,000	$ 26,000	$ 26,000
2280 - Cemetery Perpetual Care Total:		**$ 23,865**	**$ 22,000**	**$ 26,000**	**$ 26,000**
TOTAL - PERMANENT FUNDS		**$ 23,865**	**$ 22,000**	**$ 26,000**	**$ 26,000**
ENTERPRISE FUNDS					
2360+ - Water and Sewer					
	Water Revenues	$ 44,169,502	$ 46,187,528	$ 45,658,528	$ 45,484,000
	Sewer Revenue	$ 31,647,130	$ 32,733,679	$ 32,033,679	$ 31,830,000
	Miscellaneous	$ 1,871,190	$ 1,310,080	$ 1,841,807	$ 11,479,000
	Water Development Impact Fees	$ 659,977	$ 360,000	$ 360,000	$ 1,120,000
	Sewer Development Impact Fees	$ 306,862	$ 235,000	$ 460,000	$ 700,000
	Interest	$ 344,037	$ 220,200	$ 223,700	$ 253,500
	Staff & Adm Chargebacks	$ 82,000	$ 82,000	$ 82,000	$ 82,000
	City Property Rental	$ 65,638	$ 65,000	$ 65,000	$ 65,000
	Facility Rental Income	$ 5,866	$ 6,000	$ 6,000	$ 6,000
	Arena Fees	$ 1,000	$ -	$ -	
2360+ - Water and Sewer Total:		**$ 79,153,202**	**$ 81,199,487**	**$ 80,730,714**	**$ 91,019,500**
2440 - Landfill					
	Tipping Fees	$ 4,662,179	$ 4,844,590	$ 5,312,943	$ 5,371,644
	Internal Charges	$ 2,930,390	$ 2,570,000	$ 2,722,000	$ 2,550,000
	Recycling Sales	$ 1,771,725	$ 2,688,000	$ 1,550,000	$ 1,565,500

Fund	Description	FY2015 Actual	FY2016 Budget	FY2016 Estimate	FY2017 Budget
	Staff & Adm Chargebacks	$ 431,000	$ 431,000	$ 431,000	$ 431,000
	Miscellaneous	$ 487,365	$ 113,700	$ 215,000	$ 215,000
	Other	$ 150,355	$ 104,000	$ 114,057	$ 109,625
	Interest	$ 53,172	$ 45,000	$ 45,000	$ 45,450
2440 - Landfill Total:		**$ 10,486,186**	**$ 10,796,290**	**$ 10,390,000**	**$ 10,288,219**
2480 - Sanitation					
	Residential Sanitiation	$ 10,652,047	$ 10,630,000	$ 10,630,000	$ 10,683,150
	Commercial Sanitation Frontload	$ 3,374,641	$ 3,400,000	$ 3,400,000	$ 2,817,000
	Commercial Sanitation Rolloff	$ 717,196	$ 600,000	$ 600,000	$ 800,000
	Internal Charges	$ 74,763	$ 115,000	$ 115,000	$ 115,000
	Miscellaneous	$ 111,632	$ 101,000	$ 101,000	$ 101,000
	Miscellaneous Bin Service	$ 14,000	$ 100,000	$ 100,000	$ 100,500
	Interest	$ 8,183	$ 7,000	$ 7,000	$ 7,000
	Outside City Commercial	$ 59,575	$ -	$ -	
2480 - Sanitation Total:		**$ 15,012,037**	**$ 14,953,000**	**$ 14,953,000**	**$ 14,623,650**
2500 - Pub Housing Budget Activities					
	Grants	$ 1,595,817	$ 15,494,940	$ 15,494,940	$ 15,959,127
2500 - Pub Housing Budget Activities Total:		**$ 1,595,817**	**$ 15,494,940**	**$ 15,494,940**	**$ 15,959,127**
TOTAL - ENTERPRISE FUNDS		**$ 106,247,242**	**$ 122,443,717**	**$ 121,568,654**	**$ 131,890,496**
INTERNAL SERVICE FUNDS					
2540 - Risk Management Self Insurance					
	Internal Charges	$ 2,501,500	$ 3,000,000	$ 3,000,000	$ 3,058,001
	Miscellaneous	$ 106,912	$ -	$ -	$ 100,000
	Security Revenue	$ 30,012	$ 24,750	$ 30,000	$ 30,000
	Interest	$ 13,209	$ 8,200	$ 17,000	$ 20,000
2540 - Risk Management Self Insurance Total:		**$ 2,651,633**	**$ 3,032,950**	**$ 3,047,000**	**$ 3,208,001**
2560 - Workers Comp. Self Insurance					
	Internal Charges	$ 1,894,150	$ 2,299,827	$ 2,299,827	$ 2,300,014
	Security Revenue	$ 30,012	$ 24,750	$ 30,000	$ 30,000
	Interest	$ 28,927	$ 11,200	$ 24,000	$ 26,000
	Miscellaneous	$ 49,788	$ -	$ -	
2560 - Workers Comp. Self Insurance Total:		**$ 2,002,877**	**$ 2,335,777**	**$ 2,353,827**	**$ 2,356,014**
2580 - Benefits Trust Fund					
	City Contributions	$ 13,796,547	$ 15,003,357	$ 15,003,357	$ 15,946,287
	Employee Contributions	$ 5,196,780	$ 5,594,915	$ 5,594,915	$ 5,946,545
	Retiree Contributions	$ 3,732,221	$ 4,540,477	$ 4,540,477	$ 4,825,836
	Miscellaneous	$ 27,798	$ 98,370	$ 98,370	$ 104,552
	Right-of-Way Permits	$ 673	$ 1,524	$ 1,524	$ 1,620
	Interest	$ 3,139	$ 733	$ 733	$ 780
	Internal Charges	$ (7,629)	$ -	$ -	
2580 - Benefits Trust Fund Total:		**$ 22,749,529**	**$ 25,239,376**	**$ 25,239,376**	**$ 26,825,620**
2590 - Fleet Services					
	Internal Charges	$ -	$ 9,000,000	$ 9,000,000	$ 9,177,762
2590 - Fleet Services Total:		**$ -**	**$ 9,000,000**	**$ 9,000,000**	**$ 9,177,762**
2591 - Technology					
	Internal Charges	$ -	$ 6,652,283	$ 6,652,283	$ 7,219,923
	Miscellaneous	$ -	$ 3,000	$ 3,000	
2591 - Technology Total:		**$ -**	**$ 6,655,283**	**$ 6,655,283**	**$ 7,219,923**
2592 - Technology Projects					
	Internal Charges	$ -	$ 3,234,800	$ 3,234,800	$ 1,427,225
2592 - Technology Projects Total:		**$ -**	**$ 3,234,800**	**$ 3,234,800**	**$ 1,427,225**
TOTAL - INTERNAL SERVICE FUNDS		**$ 27,404,039**	**$ 49,498,186**	**$ 49,530,286**	**$ 50,214,545**
FY14-15 GENERAL FUND SUB FUNDS					
1010 - National Events					
	Miscellaneous	$ 145,776	$ -	$ -	
	Facility Rental Income	$ 967	$ -	$ -	
1010 - National Events Total:		**$ 146,743**	**$ -**	**$ -**	**$ -**
1040 - General Services					
	Internal Charges	$ 8,488,398		$ -	
	Miscellaneous	$ 8,470	$ -	$ -	
1040 - General Services Total:		**$ 8,496,868**	**$ -**	**$ -**	**$ -**
1100 - Telephone Services					
	Internal Charges	$ 677,870	$ -	$ -	
	Miscellaneous	$ 304	$ -	$ -	
1100 - Telephone Services Total:		**$ 678,174**	**$ -**	**$ -**	**$ -**

Fund	Description	FY2015 Actual	FY2016 Budget	FY2016 Estimate	FY2017 Budget
1140 - PC Replacement					
	Miscellaneous	$ 30,739	$ -	$ -	
	Interest	$ 10,168	$ -	$ -	
	Water Revenues	$ 7,050	$ -	$ -	
	Arena Fees	$ 7,050	$ -	$ -	
	Internal Charges	$ -	$ -	$ -	
1140 - PC Replacement Total:		**$ 55,007**	**$ -**	**$ -**	**$ -**
1190 - Employee Groups					
	Miscellaneous	$ 24,106	$ -	$ -	
1190 - Employee Groups Total:		**$ 24,106**	**$ -**	**$ -**	**$ -**
1260 - Library					
	Library Fines/Fees	$ 103,704	$ -	$ -	
	Miscellaneous	$ 2,096	$ -	$ -	
	Recreation Revenue	$ (805)	$ -	$ -	
1260 - Library Total:		**$ 104,995**	**$ -**	**$ -**	**$ -**
1280 - Youth Sports Complex					
	Recreation Revenue	$ 46,528	$ -	$ -	
	Miscellaneous	$ 10,654	$ -	$ -	
1280 - Youth Sports Complex Total:		**$ 57,182**	**$ -**	**$ -**	**$ -**
1281 - Stadium Event Operations					
	Security Revenue	$ 1,044,707	$ -	$ -	
1281 - Stadium Event Operations Total:		**$ 1,044,707**	**$ -**	**$ -**	**$ -**
1282 - Arena Event Operations					
	Arena Fees	$ 656,879	$ -	$ -	
1282 - Arena Event Operations Total:		**$ 656,879**	**$ -**	**$ -**	**$ -**
1283 - Camelback Ranch Event Operations					
	Miscellaneous	$ 82,362	$ -	$ -	
	Camelback Ranch Rev - Fire	$ 54,741	$ -	$ -	
	Facility Rental Income	$ 2	$ -	$ -	
1283 - Camelback Ranch Event Operations Total:		**$ 137,105**	**$ -**	**$ -**	**$ -**
1740 - Civic Center					
	Facility Rental Income	$ 255,419	$ -	$ -	
	Miscellaneous	$ 93,868	$ -	$ -	
	Equipment Rental	$ 16,969	$ -	$ -	
1740 - Civic Center Total:		**$ 366,256**	**$ -**	**$ -**	**$ -**
1750 - City Sales Tax - Bed Tax					
	City Sales Tax	$ 952,870	$ -	$ -	
1750 - City Sales Tax - Bed Tax Total:		**$ 952,870**	**$ -**	**$ -**	**$ -**
1770 - Zanjero Special Revenue					
	City Sales Tax	$ 2,145,733	$ -	$ -	
1770 - Zanjero Special Revenue Total:		**$ 2,145,733**	**$ -**	**$ -**	**$ -**
1780 - Arena Special Revenue					
	City Sales Tax	$ 6,497,786	$ -	$ -	
	Arena Fees	$ 5,942,404	$ -	$ -	
	Facility Rental Income	$ 1,327,677	$ -	$ -	
	Miscellaneous	$ 2,859	$ -	$ -	
	Water Revenues	$ 2,859	$ -	$ -	
	Interest	$ 1,931	$ -	$ -	
1780 - Arena Special Revenue Total:		**$ 13,775,516**	**$ -**	**$ -**	**$ -**
1790 - Stadium City Sales Tax - AZSTA					
	City Sales Tax	$ 4,609,332	$ -	$ -	
1790 - Stadium City Sales Tax - AZSTA Total:		**$ 4,609,332**	**$ -**	**$ -**	**$ -**
1870 - Marketing Self Sust					
	Miscellaneous	$ 500,593	$ -	$ -	
	Grants	$ 11,449	$ -	$ -	
	City Sales Tax	$ 269	$ -	$ -	
	Facility Rental Income	$ -	$ -	$ -	
1870 - Marketing Self Sust Total:		**$ 512,311**	**$ -**	**$ -**	**$ -**
2538 - Glendale Health Center					
	Health Care Revenue	$ 44,537	$ -	$ -	
2538 - Glendale Health Center Total:		**$ 44,537**	**$ -**	**$ -**	**$ -**
TOTAL - FY14-15 GENERAL FUND SUB FUN		**$ 33,808,321**	**$ -**	**$ -**	**$ -**
TOTAL - REVENUE ALL FUNDS		**$ 452,093,908**	**$ 511,246,061**	**$ 472,292,170**	**$ 537,705,103**

Program Name	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget
GENERAL FUNDS				
1000 - GENERAL				
BUDGET AND FINANCE GROUP				
Budget and Finance				
11310 Finance Administration	$598,682	$633,486	$633,486	$784,449
11320 Accounting Services	$824,240	$890,448	$874,986	$1,044,841
11340 License/Collection	$1,104,468	$1,101,334	$1,101,334	$1,192,354
11351 Arena Events	$0	$15,500,000	$7,675,000	$0
11352 AZSTA - Stadium Tax Refund	$0	$2,377,616	$2,962,115	$0
11360 Materials Management	$321,444	$471,136	$471,136	$492,142
11610 Budget & Research	$265,387	$269,931	$274,881	$284,289
11620 Grants Administration	$109,914	$129,881	$132,381	$138,630
Dept. Total - Budget and Finance	$3,224,135	$21,373,832	$14,125,319	$3,936,705
Lease Pmts/OtherFees				
11380 Lease Payments	$10,994,988	$51,546	$51,546	$51,546
11390 Merchant Fees	$215,293	$206,000	$206,000	$206,000
89800 1000 Advisor Fees	$99,860	$90,000	$70,000	$73,353
Dept. Total - Lease Pmts/OtherFees	$11,310,141	$347,546	$327,546	$330,899
Group Total - BUDGET AND FINANCE:	$14,534,276	$21,721,378	$14,452,865	$4,267,604
CITY ATTORNEY GROUP				
City Attorney				
10610 City Attorney	$2,462,755	$2,744,274	$2,744,274	$3,063,392
10615 Outside Legal Fees	$415,130	$200,000	$550,000	$200,000
Dept. Total - City Attorney	$2,877,885	$2,944,274	$3,294,274	$3,263,392
CITY AUDITOR GROUP				
City Auditor				
10710 City Auditor	$260,670	$337,879	$330,979	$375,679
CITY CLERK GROUP				
City Clerk				
10210 City Clerk	$514,391	$565,381	$565,381	$714,130
10240 Elections	$236,178	$1,445	$46,445	$127,750
Dept. Total - City Clerk	$750,569	$566,826	$611,826	$841,880
CITY COURT GROUP				
City Court				
10410 City Court	$3,629,150	$3,878,094	$3,888,559	$4,446,913
CITY MANAGER GROUP				
City Manager				
10310 City Manager	$1,139,822	$917,044	$923,790	$974,440

Program Name	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget
COMMUNITY SERVICES GROUP				
Community Services				
14420 CAP Local Match	$5,172	$8,569	$8,550	$16,720
14510 Comm. Services Admin.	$587,856	$656,411	$780,753	$824,188
15010 Community Revitalization	$232,558	$401,648	$272,577	$292,340
15220 Library	$3,880,525	$4,409,811	$4,409,811	$4,745,404
Dept. Total - Community Services	$4,706,111	$5,476,439	$5,471,691	$5,878,652
COUNCIL DISTRICTS&OF GROUP				
Council Office				
10110 Council Office	$415,195	$418,168	$418,168	$434,003
10120 Cholla District	$87,276	$91,137	$91,137	$91,217
10130 Barrel District	$70,242	$82,411	$82,411	$85,908
10140 Sahuaro District	$72,547	$87,418	$87,418	$95,665
10150 Cactus District	$87,144	$87,418	$87,418	$91,210
10160 Yucca District	$76,112	$81,963	$81,963	$85,225
10170 Ocotillo District	$87,654	$81,963	$81,963	$85,225
Dept. Total - Council Office	$896,170	$930,478	$930,478	$968,453
DEVELOPMENT SERVICES GROUP				
Building Safety				
15610 Building Safety	$1,932,555	$2,131,049	$2,020,940	$2,466,554
Code Compliance				
14410 Code Compliance	$1,028,303	$1,234,085	$1,223,755	$1,401,844
Planning				
13770 Mapping and Records	$95,322	$96,542	$96,542	$100,952
15910 Planning Administration	$673,548	$770,255	$763,655	$1,016,301
Dept. Total - Planning	$768,870	$866,797	$860,197	$1,117,253
Group Total - DEVELOPMENT SERVICES:	$3,729,728	$4,231,931	$4,104,892	$4,985,651
ECONOMIC DEVELOPMENT GROUP				
Economic Development				
16010 Economic Development	$652,291	$781,951	$781,051	$846,455
16025 Business Development	$137,556	$142,309	$132,309	$153,227
Dept. Total - Economic Development	$789,847	$924,260	$913,360	$999,682
FACILITIES & EVENTS GROUP				
Public Facilities & Events				
10890 Convention/Media/Parking	$118,762	$133,740	$113,638	$0
13040 Parks Maintenance	$4,361,503	$4,936,058	$5,032,262	$5,311,631
14100 City Sales Tax - Bed Tax	$0	$240,191	$239,387	$270,910
14102 Glendale CVB - Memberships	$0	$30,000	$24,000	$30,000
14103 Tourism - Souvenir Program	$0	$5,000	$1,000	$5,000
14104 Glitter Spectacular	$0	$124,865	$115,000	$124,913
14105 December Weekends	$0	$89,268	$108,520	$89,315

Program Name	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget
14106 Glitter and Glow	$0	$170,751	$141,300	$95,791
14107 Chocolate Affaire	$0	$102,676	$105,000	$102,699
14108 Glitters Light	$0	$154,182	$154,182	$154,182
14109 Other Special Events	$0	$103,415	$80,149	$102,415
14110 City-Wide Special Events	$369,895	$361,518	$361,518	$470,785
14111 Summer Band	$0	$3,435	$9,929	$8,435
14112 Special Events Permitting	$0	$0	$49,343	$69,765
14130 Glendale CVB - Bed Tax	$0	$419,502	$421,156	$419,569
14630 Recreation Admin & Events	$332,178	$501,393	$501,393	$669,084
14640 Adult Center	$160,315	$131,486	$131,486	$294,435
14650 Youth and Teen	$26,157	$0	$0	$196,670
14670 Sports and Health	$0	$0	$0	$210,324
14680 Aquatics Rose Lane & Splash Pa	$538,370	$398,625	$396,575	$421,736
14690 Audio/Visual/Support Services	$258,688	$298,304	$302,887	$311,928
14710 Park Rangers	$178,468	$339,009	$238,934	$262,471
14720 Foothills Recreation Center	$1,142,142	$1,148,545	$1,148,545	$1,450,253
14725 Civic Center	$0	$562,512	$557,428	$627,245
14760 Historic Sahuaro Ranch	$0	$0	$0	$81,414
15015 Neighborhood Services	$73,728	$124,327	$122,822	$187,358
Dept. Total - Public Facilities & Events	$7,560,206	$10,378,802	$10,356,454	$11,968,328
FIRE SERVICES GROUP				
Air Med & Logistics Ops				
12492 Air-Med & Logistics Ops (HALO)	$995,982	$1,000,311	$1,001,273	$913,177
Fire Department				
12410 Fire Administration	$1,844,023	$2,225,123	$2,225,123	$2,113,255
12421 Fire Special Operations	$19,156	$16,293	$16,293	$47,625
12422 Fire Operations	$27,277,564	$30,924,878	$29,936,766	$31,348,614
12433 Fire Resource Management	$3,853,308	$3,807,585	$3,849,655	$3,994,557
12434 Fire Training	$0	$0	$0	$25,500
12436 Fire Medical Services & Health	$218,126	$247,363	$247,363	$320,703
12438 Fire-Emergency Mgmt	$416,942	$502,357	$502,357	$562,503
12441 Fire Marshal's Office	$769,240	$983,450	$983,450	$1,023,845
12444 Fire Community Services	$10,914	$22,250	$22,250	$22,250
12491 LA Services	$536,932	$566,041	$566,041	$704,457
12493 FD - NCAA Final 4	$0	$0	$0	$213,932
12494 Fire - Fiesta Bowl Event	$0	$58,816	$46,096	$61,789
12495 Stadium - Fire Event Staffing	$0	$377,441	$322,441	$322,444
12496 Arena - Fire Event Staffing	$0	$139,752	$139,752	$139,178
12497 CBRanch - Fire Event Staffing	$0	$55,852	$55,852	$55,964
12498 Fire - College FB Playoffs	$0	$48,780	$0	$0
12499 Glendale Health Center	$0	$46,129	$46,129	$48,101
Dept. Total - Fire Department	$34,946,205	$40,022,110	$38,959,568	$41,004,717
GRPS Training Center - Fire				
12521 PS Training Ctr - Fire	$532,613	$642,827	$642,827	$642,827

Program Name	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget
Group Total - FIRE SERVICES:	**$36,474,800**	**$41,665,248**	**$40,603,668**	**$42,560,721**
HR & RISK MGT GROUP				
Human Resources				
11010 Risk Management/Safety	$229,857	$0	$0	$0
11020 Benefits	$256,521	$323,061	$323,061	$457,536
11030 Human Resources Administration	$347,244	$358,567	$358,567	$401,171
11040 Employment Services	$325,498	$327,973	$324,973	$346,589
11050 Employee Relations	$254,011	$266,165	$266,165	$264,555
11060 Compensation	$184,934	$370,329	$350,329	$173,456
11070 Organizational Development	$93,104	$110,872	$100,872	$126,318
11080 Employee Programs	$0	$20,000	$20,000	$60,000
Dept. Total - Human Resources	**$1,691,169**	**$1,776,967**	**$1,743,967**	**$1,829,625**
INNOVATION & TECH GROUP				
Innovation & Technology				
11510 Information Technology	$2,820,697	$0	$0	$0
MAYOR'S OFFICE GROUP				
Mayor				
10010 Office of the Mayor	$266,678	$391,288	$390,338	$368,222
NON-DEPARTMENTAL GROUP				
Non-Departmental				
11801 Fund 1000 Non-Dept	$1,554,626	$10,026,202	$9,976,202	$17,876,424
POLICE SERVICES GROUP				
GRPS Training Center - Police				
12232 PS Training Ctr - Police	$532,613	$642,827	$642,827	$642,827
Police Department				
12120 Police Administration	$2,827,500	$2,868,652	$2,876,863	$2,894,852
12121 PD - Stadium Event Staffing	$0	$1,455,726	$1,274,344	$1,414,819
12122 PD - Fiesta Bowl Event	$0	$245,795	$168,735	$221,728
12123 PD - Arena Event Staffing	$0	$541,231	$421,609	$548,511
12124 PD - College FB Playoffs	$0	$302,210	$0	$0
12125 PD - CBRanch Event Staffing	$0	$32,384	$21,200	$30,757
12126 PD - NCAA Final 4	$0	$0	$0	$786,005
12130 Gateway Patrol	$15,718,106	$17,984,153	$16,646,820	$18,173,024
12135 Training	$2,527,616	$2,877,061	$2,780,667	$3,069,150
12150 Crime Investigations	$12,394,026	$12,739,491	$13,117,270	$14,939,996
12160 Police Personnel Management	$642,852	$704,308	$695,964	$758,211
12170 Foothills Patrol Bureau	$15,844,894	$17,841,073	$17,738,430	$19,376,485
12180 Police Support Services	$2,010,850	$2,535,138	$2,634,011	$3,600,160
12210 PD - Fiscal Management	$2,983,581	$3,745,068	$3,626,846	$2,946,920
12215 PD - Tow Administration	$59,886	$63,781	$63,781	$71,419
12220 PD - Detention	$2,657,559	$2,714,759	$2,891,074	$3,048,321

Program Name	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget
12230 PD - Communications	$3,453,062	$3,241,019	$3,545,615	$3,743,353
12233 PD - Special Operations	$7,068,920	$7,479,410	$7,653,168	$8,471,510
Dept. Total - Police Department	$68,188,852	$77,371,259	$76,156,397	$84,095,221
Group Total - POLICE SERVICES:	$68,721,465	$78,014,086	$76,799,224	$84,738,048
PUBLIC AFFAIRS GROUP				
Public Affairs				
10810 Communications	$880,381	$1,043,466	$1,025,406	$0
10891 Media Center Operations	$131,212	$149,267	$148,654	$0
10910 Public Affairs Admin	$384,583	$512,016	$504,916	$1,367,596
10920 Cable Communications	$0	$0	$0	$845,437
14120 Cable Communications	$397,758	$343,620	$341,884	$0
Dept. Total - Public Affairs	$1,793,934	$2,048,369	$2,020,860	$2,213,033
PUBLIC WORKS GROUP				
Public Works				
11890 Stadium - Transportation Ops.	$0	$794,339	$708,046	$792,682
11891 Transp - Fiesta Bowl Event	$0	$92,873	$63,490	$142,668
11892 Arena - Transportation Ops.	$0	$15,025	$12,782	$14,973
13410 Field Operations Admin.	$445,601	$162,628	$163,048	$180,210
13420 Cemetery	$199,155	$218,004	$211,454	$225,584
13430 Manistee Ranch Maintenance	$5,583	$0	$0	$0
13440 Graffiti Removal	$5,292	$17,110	$17,109	$17,110
13450 Facilities Management	$3,723,478	$3,931,542	$3,899,432	$3,864,334
13460 Custodial Services	$742,430	$843,640	$843,740	$938,016
13461 Downtown Parking Garage	$53,025	$0	$0	$0
13556 CBRanch - ROW Maintenance	$0	$16,080	$16,080	$16,080
13710 BofA Bank Building	$279,152	$293,178	$449,445	$528,863
13715 Promenade at Palmaire	$55,935	$57,400	$60,618	$60,312
13720 Engineering Administration	$549,033	$561,744	$561,032	$650,218
13730 Design Division	$8,061	$16,313	$14,576	-$249,369
13780 Land Development Division	$108,390	$128,727	$136,143	$136,051
13790 Construction Inspection	$569,872	$735,928	$687,522	$779,220
Dept. Total - Public Works	$6,745,007	$7,884,531	$7,844,517	$8,096,952
Fund Total - GENERAL:	$160,942,810	$194,114,096	$184,657,944	$196,653,699
1120 - VEHICLE REPLACEMENT				
PUBLIC WORKS GROUP				
Public Works				
13610 Equipment Replacement	$2,864,777	$4,500,000	$3,191,895	$4,732,500
Fund Total - VEHICLE REPLACEMENT:	$2,864,777	$4,500,000	$3,191,895	$4,732,500
TOTAL - GENERAL FUNDS	$163,807,587	$198,614,096	$187,849,839	$201,386,199

Program Name	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget
SPECIAL REVENUE FUNDS				
1200 - UTILITY BILL DONATION				
NON-DEPARTMENTAL GROUP				
Non-Departmental				
36502 From the Heart	$200,000	$200,000	$200,000	$200,000
Fund Total - UTILITY BILL DONATION:	$200,000	$200,000	$200,000	$200,000
1220 - ARTS COMMISSION FUND				
COMMUNITY SERVICES GROUP				
Community Services				
15310 Arts Program	$165,930	$188,226	$188,226	$235,399
Fund Total - ARTS COMMISSION FUND:	$165,930	$188,226	$188,226	$235,399
1240 - COURT SECURITY/BONDS				
CITY COURT GROUP				
City Court				
10510 Court Security	$256,370	$400,318	$310,238	$431,526
10520 Court Time Payments	$59,971	$82,437	$78,501	$127,951
10530 Fill the Gap	$51,711	$57,000	$38,830	$57,298
Dept. Total - City Court	$368,052	$539,755	$427,569	$616,775
Fund Total - COURT SECURITY/BONDS:	$368,052	$539,755	$427,569	$616,775
1300 - HOME GRANT				
COMMUNITY SERVICES GROUP				
Community Services				
30001 HOME Program	-$31,888	$1,419,035	$1,419,035	$887,685
30002 Single Family Rehabilitation	$147,137	$250,713		$375,000
30004 Rehab Delivery	$19,814	$4,456	$1,500	$23,957
30005 Rehabilitation Delivery	$17,960	$0	$0	$13,062
30008 Replacement Housing Prog/NR	$125,918	$0	$0	$375,000
30009 Habitat for Humanity	$0	$0	$0	$0
30010 Habitat-Valley of the Sun	$421,391	$0	$0	$0
Dept. Total - Community Services	$700,332	$1,674,204	$1,420,535	$1,674,704
Fund Total - HOME GRANT:	$700,332	$1,674,204	$1,420,535	$1,674,704
1310 - NEIGHBORHOOD STABILIZATION PGM				
COMMUNITY SERVICES GROUP				
Community Services				
30900 NSP Programs	$620,654	$926,259	$0	$229,443

Program Name	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget
Fund Total - NEIGHBORHOOD STABILIZATION PGM:	**$620,654**	**$926,259**	**$0**	**$229,443**
1311 - N'HOOD STABILIZATION PGM III				
COMMUNITY SERVICES GROUP				
Community Services				
30910 NSP III	$41,926	$600,000	$0	$227,300
30912 Habitat for Humanity	$65,951	$500,000	$0	$0
Dept. Total - Community Services	**$107,877**	**$1,100,000**	**$0**	**$227,300**
Fund Total - N'HOOD STABILIZATION PGM III:	**$107,877**	**$1,100,000**	**$0**	**$227,300**
1320 - C.D.B.G.				
COMMUNITY SERVICES GROUP				
Community Services				
31001 CDBG Programs	-$3	$3,637,151	$3,581,987	$2,854,998
31002 Voluntary Demo - L/M	$0	$0	$0	$25,000
31003 Voluntary Demo - S/B	$72,499	$0	$0	$25,000
31004 Lead-Based Paint Haz Reduction	$4,015	$0	$0	$40,000
31006 Temporary Relocation	$22,598	$0	$0	$34,000
31017 Single Family Residential	$91,212	$0	$0	$500,000
31018 Exterior Improvement Program	$19,025	$0	$0	$30,000
31019 Rehabilitation Staff	$104,197	$0	$0	$500
31020 Rehabilitation Delivery	$8,581	$0	$0	$7,994
31022 Roof Repair Program	$71,130	$0	$0	$75,000
31028 General Administration	$381,300	$0	$0	$90,930
31030 PS-Com Legal Svcs-Fair Housin	$9,952	$0	$0	$0
31039 PS YWCA Senior Congregate Meal	$19,904	$0	$0	$0
31045 PS Glendale Home Accessibility	$5,828	$0	$0	$0
31050 PS-SaintVincentDePaul-OLPH-KFT	$55,937	$0	$0	$0
31054 Boy's & Girl's Club-Metro Phx	$9,952	$0	$0	$0
31063 Visual Improvement Prgm	$0	$0	$0	$0
31078 PI-Code Compliance Clean-up	$2,239	$0	$0	$0
31079 PS-CAP-Evict Prevnt/Rent Assis	$101,950	$0	$0	$0
31081 HS-Code Svc-NBRDH Preservation	$40,124	$0	$0	$0
31087 PS- Back to School Clothing Dr	$9,952	$0	$0	$0
31089 PF-Comm Housing	$28,311	$0	$0	$0
31096 PF-COG Parks & Rec-ADA Improv	$1,660	$0	$0	$0
31098 Habitat-Emergency Home Repair	$364,745	$0	$0	$0
31099 COG Housing Div Modern of Bath	$18,033	$0	$0	$0
31102 PI-Field Operations-St Recon	$0	$0	$0	$0
31103 PI-East Catlin Court Improv	$8,579	$0	$0	$0
31107 PI-Econ Deve-Visual Improv Prg	$33,838	$0	$0	$0
31108 PS-YWCA Home Delivered Meals	$39,807	$0	$0	$0
31109 COG-Comm. Housing 13/14	$126,752	$0	$0	$0
31110 PF-Valley Life-Grp Home Renov	$131,123	$0	$0	$0
31111 COG-Field Operations 13/14	$251,760	$0	$0	$0
31112 PI-COG-Parks & Rec-Sonorita	$23,825	$0	$0	$0
31115 CASS SINGL SHELT 13/14	$52	$0	$0	$0

Program Name	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget
31119 PS-Hope For Hunger	$37,349	$0	$0	$0
31120 PF-Heart For City-Comm Garden	$76,645	$0	$0	$0
31121 PI-COG-Pk & Rec-Velma Teague	$152,323	$0	$0	$0
Dept. Total - Community Services	$2,325,194	$3,637,151	$3,581,987	$3,683,422
Fund Total - C.D.B.G.:	$2,325,194	$3,637,151	$3,581,987	$3,683,422
1340 - HIGHWAY USER GAS TAX				
PUBLIC WORKS GROUP				
Public Works				
16710 Right-of-Way Maintenance	$2,306,817	$2,641,663	$2,661,843	$2,982,981
16720 Street Maintenance	$1,076,339	$1,198,748	$1,247,546	$1,436,424
16731 Graffiti Removal - ROW	$147,902	$162,372	$165,795	$164,667
16810 Traffic Signals	$824,755	$1,201,495	$1,209,606	$1,221,906
16820 Signs & Markings	$364,898	$636,758	$598,163	$587,057
16910 Transportation Administration	$109,281	$115,491	$115,491	$123,775
16920 Street Light Management	$2,083,193	$2,281,469	$2,424,517	$2,654,060
16925 Pavement Management	$0	$620,051	$598,591	$602,620
16940 Traffic Studies	$162,888	$327,087	$312,474	$242,219
16950 Traffic Design and Development	$169,712	$172,502	$172,502	$287,053
Dept. Total - Public Works	$7,245,785	$9,357,636	$9,506,528	$10,302,762
Fund Total - HIGHWAY USER GAS TAX:	$7,245,785	$9,357,636	$9,506,528	$10,302,762
1650 - TRANSPORTATION GRANTS				
PUBLIC WORKS GROUP				
Public Works				
37200 Grant Approp - Transportation	$0	$1,000,000	$0	$1,000,000
37202 New Freedom - GUS 3	$13,934	$0	$0	$0
37208 LTAF II - Fixed Route	$679,750	$0	$0	$0
37209 FTA AZ-90-X131	$0	$0	$0	$0
37210 HSIP Traffic Signals	$0	$0	$0	$0
Dept. Total - Public Works	$693,684	$1,000,000	$0	$1,000,000
Fund Total - TRANSPORTATION GRANTS:	$693,684	$1,000,000	$0	$1,000,000
1660 - TRANSPORTATION SALES TAX				
PUBLIC WORKS GROUP				
Public Works				
16311 GO Street Light Mgmt	$0	$499,100	$499,100	$500,000
16510 Transportation Program Mgmt	$2,262,262	$2,496,273	$2,371,345	$2,462,574
16520 Transportation Education	$158,610	$215,509	$190,682	$199,200
16525 Transit Management	$191,472	$414,317	$413,780	$336,103
16530 Dial-A-Ride	$2,223,047	$2,670,544	$2,639,816	$2,849,318
16540 Fixed Route	$3,445,453	$4,883,203	$4,747,915	$4,761,516
16550 Demand Management	$20,924	$40,300	$36,880	$40,300
16570 Intelligent Transportation Sys	$582,469	$699,685	$699,685	$641,479

Program Name	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget
16580 Traffic Mitigation	$286,072	$300,675	$279,982	$424,536
16590 Transportation CIP O&M	$237,306	$1,173,766	$477,150	$913,344
16610 GO Traffic Signals	$225	$10,050	$2,717	$10,050
16620 GO Signs & Marking	$0	$53,813	$0	$53,813
16630 GO Street Light Mgmt	$445,626	$0	$0	$0
16640 Rail Transit	$53,405	$55,000	$59,944	$55,000
Dept. Total - Public Works	$9,906,871	$13,512,235	$12,418,996	$13,247,233
Fund Total - TRANSPORTATION SALES TAX:	$9,906,871	$13,512,235	$12,418,996	$13,247,233
1760 - AIRPORT SPECIAL REVENUE				
PUBLIC WORKS GROUP				
Public Works				
16410 Airport Operations	$736,406	$638,647	$649,260	$680,884
Fund Total - AIRPORT SPECIAL REVENUE:	$736,406	$638,647	$649,260	$680,884
1820 - CAP GRANT				
COMMUNITY SERVICES GROUP				
Community Services				
32040 Community Action Program (CAP)	$0	$73,111	$68,611	$68,611
32050 Case Mgmt-LIHEAP Voucher	$492,312	$605,964	$605,964	$558,632
32055 Case Mgmt-TANF Voucher	$44,974	$45,000	$45,000	$55,000
32056 Case Mgmt Admin	$263,852	$326,976	$326,976	$393,198
32057 Case Mgmt-NHN Voucher	$1,280	$1,373	$1,373	$1,373
32060 Community Svcs Block Grant-Adm	$154,481	$141,258	$141,563	$174,810
32069 ACAA SWG Energy SHARE Progra	$3,343	$0	$4,500	$13,235
32070 ACAA HEAF Program	$2,232	$7,330	$7,330	$7,472
32071 ACAA SW Gas Assistance	$8,693	$8,693	$8,693	$5,000
32072 ACAA URRD Program	$10,262	$30,000	$28,000	$22,487
32073 ACAA SRP Assistance	$23,070	$50,000	$50,000	$9,980
32074 ACAA APS Assistance	$10,122	$14,018	$14,018	$15,000
Dept. Total - Community Services	$1,014,621	$1,303,723	$1,302,028	$1,324,798
Fund Total - CAP GRANT:	$1,014,621	$1,303,723	$1,302,028	$1,324,798
1830 - EMERGENCY SHELTER GRANTS				
COMMUNITY SERVICES GROUP				
Community Services				
31900 ESG General Administration	$3,101	$208,992	$208,992	$208,992
31904 PREHAB Faith House-ESG	$21,866	$0	$0	$0
31905 ESG Emergency Solution Grant	$20,670	$0	$0	$0
31908 CAP Homeless Prevention	$6,637	$0	$0	$0
31909 CAP Rapid Re-Housing	$28,255	$0	$0	$0
31910 CASS Adult Emergency Shelter	$20,671	$0	$0	$0
31911 CAP Homeless Prev 12/13	$3,485	$0	$0	$0
31912 CAP Rapid Re 12/13	$1,183	$0	$0	$0

Program Name	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget
31913 A New Leaf 14/15	$18,067	$0	$0	$0
31914 CASS Rapid Re-Housing 14/15	$36,265	$0	$0	$0
31915 Streetlight USA 14/15	$28,800	$0	$0	$0
Dept. Total - Community Services	$189,000	$208,992	$208,992	$208,992
Fund Total - EMERGENCY SHELTER GRANTS:	$189,000	$208,992	$208,992	$208,992
1840 - GRANTS				
COMMUNITY SERVICES GROUP				
Community Services				
36001 State Grant In Aid 2005	$11,603	$0	$0	$0
36006 Grant Approp - Library	$0	$25,000	$0	$25,000
36045 Memorial Donations-Library	$0	$0	$0	$0
36046 Library Donations	$547	$0	$0	$0
36048 Library Teen Program Donations	$0	$0	$0	$0
36049 STEM at the Library Grant	$4,665	$0	$0	$0
36050 LSTA Create, Connct & Collab	$17,762	$0	$0	$0
36051 LSTA eMerging Readers grant	$20,999	$0	$0	$0
36052 LSTA Go Mobile@ Your Library	$0	$0	$0	$0
36053 LSTA Tell Your Story	$0	$0	$0	$0
Dept. Total - Community Services	$55,576	$25,000	$0	$25,000
FACILITIES & EVENTS GROUP				
Public Facilities & Events				
35004 Grant Approp - Parks & Rec	$0	$25,000	$0	$25,000
35015 Misc P&R Grants	$2,185	$0	$0	$0
35021 P&R Youth Scholarship Donation	$1,546	$0	$0	$0
35022 GRASP Fitness & Nutrition Prog	$943	$0	$0	$0
35023 Glendale Adult Ctr Donation	$4,150	$0	$0	$0
35025 AZSTA Tbird Pak Trails Enhance	$13,835	$0	$0	$0
35026 Youth Sports Program	$43,052	$0	$0	$0
Dept. Total - Public Facilities & Events	$65,711	$25,000	$0	$25,000
FIRE SERVICES GROUP				
Fire Department				
34001 Grant Approp - Fire Dept	$0	$2,000,000	$2,000,000	$2,000,000
34006 Paramedic Refresher Programs-D	$4,137	$0	$0	$0
34007 Employee Recognition-Donations	$1,500	$0	$0	$0
34008 Crisis Response - Donations	$7,624	$0	$0	$0
34033 Fire Dept Cadet Pgm-Donations	$4,214	$0	$0	$0
34072 AHIMT-Wildland Special Ops	$206,863	$0	$0	$0
34079 Fire Comm. Services Donations	$1,201	$0	$0	$0
34085 2013 UASI GFD RRT	$8,172	$0	$0	$0
34086 2013 UASI GFD TLO	$2,874	$0	$0	$0
34087 SRPMIS Fire Grant	$425,000	$0	$0	$0
34088 2013 Safer Grant	$865,144	$1,158,123	$1,166,373	$302,221
34089 UASI Emer Mgt Display Grant	$53,311	$0	$0	$0

Program Name	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget
34090 2014 UASI GFD RRT	$73,295	$0	$0	$0
34091 2014 UASI GFD TLO Sustainment	$6,501	$0	$0	$0
34092 2014 SHSGP GFD MMRS	$4,024	$0	$0	$0
34093 2013 UASI GFD RRT	$12,333	$0	$0	$0
34094 2013 UASI Server Update	$19,298	$0	$0	$0
Dept. Total - Fire Department	**$1,695,491**	**$3,158,123**	**$3,166,373**	**$2,302,221**
MISCELLANEOUS GRANTS GROUP				
Grants				
32105 Victim's Rights-Cty Atty	$10,100	$0	$0	$0
32108 Prop. 302	$146,441	$0	$0	$0
32109 Nina Mason Pulliam Grant	$7,135	$0	$0	$0
32111 Donations - Glendale Univ.	$2,990	$0	$0	$0
32115 MYAC Fundraising	$1,182	$0	$0	$0
32118 Miscellaneous Grants	$0	$150,000	$0	$150,000
32132 Historic Plaques	$6,518	$0	$0	$0
32133 Community Connections Donation	$0	$0	$0	$0
32149 Centennial HP Bus Tour Donat	$914	$0	$0	$0
32156 STOP Violence Prosecutors Off	$101,896	$0	$0	$592
32157 DV Lethality Assessment Grant	$89,566	$0	$0	$0
32158 CAP Donations	$0	$0	$0	$0
36505 Glendale Habitat Garden Educ	$8,503	$0	$0	$0
Dept. Total - Grants	**$375,245**	**$150,000**	**$0**	**$150,592**
POLICE SERVICES GROUP				
Police Department				
33001 DARE	$152	$0	$0	$0
33002 Victim Rights - PD	$82,811	$84,000	$76,869	$89,928
33006 Police K-9 Donation	$16,652	$0	$0	$0
33010 PD DEA Grant - Overtime	$40,250	$0	$0	$0
33014 CAT Donations	$4,859	$0	$0	$0
33018 VOCA	$100,752	$111,663	$75,079	$123,594
33021 Grant Approp - Police Dept	$0	$2,000,000	$0	$2,000,000
33032 Joint Terrorism Task Force-OT	$24,735	$0	$0	$0
33041 DPS VTTF	$91,471	$0	$0	$0
33047 Advocacy Donations	$693	$0	$0	$0
33057 PD Volunteers	$0	$0	$0	$0
33105 DEA OCDETF Overtime	$30,808	$0	$0	$0
33163 GPD Cold Case Investigation	$26,471	$0	$0	$0
33165 FCTF/MFTF	$12,041	$0	$0	$0
33167 USMS Violent Offend Task Force	$2,002	$0	$0	$0
33169 USS Electronic Crime Task Forc	$0	$0	$0	$0
33172 2011 Smart Policing Initiative	$33,362	$0	$0	$0
33173 2011 JAG CAD/RMS Replacement	$44,843	$0	$0	$0
33180 USPS Taskforce	$621	$0	$0	$0
33181 HIDTA	$44,248	$0	$0	$0
33188 State Farm Safety Education	$457	$0	$0	$0
33202 Rutgers Partnership	$200	$0	$0	$0

Program Name	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget
33203 2013 UASI GPD RRT	$47,285	$0	$0	$0
33204 2013 UASI GPD TLO	$1,297	$0	$0	$0
33207 STEP Speed Enforce/DUI Equip	$112,567	$0	$0	$0
33208 STEP Overtime	$5,520	$0	$0	$0
33209 DUI Enforcement Overtime	$9,504	$0	$0	$0
33210 2014 Occupant Protection OT	$19,998	$0	$0	$0
33211 Police Awards Ceremony Donate	$15,914	$0	$0	$0
33212 2012 UASI GPD Non-EnergeticRAT	$1,770	$0	$0	$0
33213 2013 COPS Hiring Program	$198,150	$515,827	$503,827	$441,572
33215 DUI Enforcement Vehicle (1)	$46,999	$0	$0	$0
33216 2014 DUIAC DUI Enforcement	$49,997	$0	$0	$0
33217 Police Safety Eq ARS12-116.04A	$4,781	$0	$0	$0
33218 2015 GOHS DUI/Impaired Driving	$64,999	$0	$0	$0
33219 2015 GOHS Selective Traffic En	$28,150	$0	$0	$0
33220 2015 GOHS DUI/High Visibility	$46,869	$0	$0	$0
33221 2015 GOHS Selective Traffic En	$7,769	$0	$0	$0
33222 2015 GOHS Occupant Protection	$19,357	$0	$0	$0
33223 2014 UASI Glendale PD RRT Sust	$103,941	$0	$0	$0
33224 2014 UASI Glendale PD TLO Sust	$3,263	$0	$0	$0
33225 2014 JAG Grant	$19,845	$0	$0	$0
33226 TO Nation Mobile Tablet Grant	$56,420	$0	$0	$0
33227 2016 DUIAC Know Your Limit	$14,408	$0	$0	$0
33228 School Resource Officer IGAs	$0	$509,427	$626,825	$650,074
33229 Police Teen Academy Donations	$930	$0	$0	$0
33231 W. Valley Drug Enforcement TF	$0	$0	$0	$0
33232 DUIAC DUI Enforcement OT	$0	$0	$0	$0
33235 2015 UASI GPD RRT	$0	$0	$0	$0
33236 2015 UASI GPD TLO Sustainment	$0	$0	$0	$0
33237 2016 GOHS DUI/OT	$0	$0	$0	$0
33238 2016 GOHS STEP OT	$0	$0	$0	$0
Dept. Total - Police Department	$1,437,161	$3,220,917	$1,282,600	$3,305,168
Fund Total - GRANTS:	$3,629,184	$6,579,040	$4,448,973	$5,807,981
1842 - ARRA STIMULUS GRANTS				
PUBLIC WORKS GROUP				
Public Works				
37091 FTA AZ-96-X002	$33,916	$0	$0	$0
Fund Total - ARRA STIMULUS GRANTS:	$33,916	$0	$0	$0
1860 - RICO FUNDS				
POLICE SERVICES GROUP				
Police Department				
32020 Federal RICO	$17,292	$225,000	$225,000	$225,000
32030 State RICO	$2,103,478	$2,256,886	$2,256,886	$2,276,744
Dept. Total - Police Department	$2,120,770	$2,481,886	$2,481,886	$2,501,744

Program Name	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget
Fund Total - RICO FUNDS:	**$2,120,770**	**$2,481,886**	**$2,481,886**	**$2,501,744**
1880 - PARKS & RECREATION SELF SUST				
FACILITIES & EVENTS GROUP				
Public Facilities & Events				
14820 Rec. Admin & Events Self Sust.	$28,420	$20,500	$20,500	$0
14825 Adult Center Self Sustaining	$119,642	$136,723	$130,797	$0
14830 Rec Self Sust-Foothills Rec	$239,283	$275,501	$275,501	$0
14840 Sports Self Sustaining	$210,321	$303,474	$296,628	$0
14850 Youth and Teen Self Sustaining	$212,819	$295,091	$295,091	$0
14860 SRPHA Sahuaro Ranch Hist	$81,411	$70,341	$67,671	$0
14890 Aquatics Rose Lane Self Sust.	$8,747	$61,292	$32,746	$0
14892 Glendale Community Center	$0	$0	$0	$0
Dept. Total - Public Facilities & Events	**$900,643**	**$1,162,922**	**$1,118,934**	**$0**
Fund Total - PARKS & RECREATION SELF SUST:	**$900,643**	**$1,162,922**	**$1,118,934**	**$0**
1885 - PARKS & RECREATION DESIGNATED				
FACILITIES & EVENTS GROUP				
Public Facilities & Events				
13135 City-Wide Aquatics	$674	$13,700	$0	$0
13170 Dedicate A Tree	$3,685	$4,000	$500	$2,000
13180 Desert Valley Park	$0	$9,000	$0	$6,000
13210 Desert Mirage Park	$0	$5,000	$0	$5,000
13220 Desert Gardens Park	$0	$6,000	$0	$8,000
13230 Discovery Park	$0	$4,000	$0	$4,000
13235 Elsie McCarthy Pk. Maint	$14,015	$35,118	$55	$12,895
13237 Paseo Racquet Center	$1,580	$5,000	$0	$25,000
Dept. Total - Public Facilities & Events	**$19,954**	**$81,818**	**$555**	**$62,895**
Fund Total - PARKS & RECREATION DESIGNATED:	**$19,954**	**$81,818**	**$555**	**$62,895**
2530 - TRAINING FACILITY REVENUE FUND				
FIRE SERVICES GROUP				
Fire Department				
12590 PS Training Ops - Fire	$576,086	$787,230	$800,219	$886,875
POLICE SERVICES GROUP				
Police Department				
12390 PS Training Ops - Police	$269,467	$359,377	$359,377	$372,758

Program Name	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget
PUBLIC WORKS GROUP				
Public Works				
13480 PS Training Ops - Fac. Mgmt.	$509,321	$478,385	$471,688	$503,174
Fund Total - TRAINING FACILITY REVENUE FUND:	$1,354,874	$1,624,992	$1,631,284	$1,762,807
TOTAL - SPECIAL REVENUE FUNDS	$32,333,747	$46,217,486	$39,585,753	$43,767,139
CAPITAL PROJECTS FUNDS				
2040 - PUBLIC SAFETY CONSTRUCTION				
BUDGET AND FINANCE GROUP				
Lease Pmts/OtherFees				
89806 2040 Advisor Fees	$316	$855	$855	$0
Fund Total - PUBLIC SAFETY CONSTRUCTION:	$316	$855	$855	$0
2060 - PARKS CONSTRUCTION				
BUDGET AND FINANCE GROUP				
Lease Pmts/OtherFees				
89804 2060 Advisor Fees	$0	$83	$83	$0
Fund Total - PARKS CONSTRUCTION:	$0	$83	$83	$0
2100 - ECONOMIC DEV. CONSTR-1999 AUTH				
BUDGET AND FINANCE GROUP				
Lease Pmts/OtherFees				
89815 2100 Advisor Fees	$214	$0	$0	$0
Fund Total - ECONOMIC DEV. CONSTR-1999 AUTH:	$214	$0	$0	$0
2180 - FLOOD CONTROL CONSTRUCTION				
BUDGET AND FINANCE GROUP				
Lease Pmts/OtherFees				
89808 2180 Advisor Fees	$1,172	$2,415	$2,415	$0
Fund Total - FLOOD CONTROL CONSTRUCTION:	$1,172	$2,415	$2,415	$0
TOTAL - CAPITAL PROJECTS FUNDS	$1,702	$3,353	$3,353	$0

Program Name	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget
ENTERPRISE FUNDS				
2360 - WATER AND SEWER				
BUDGET AND FINANCE GROUP				
Budget and Finance				
17020 Customer Service Office	$2,452,445	$2,959,403	$3,029,403	$3,223,804
DEVELOPMENT SERVICES GROUP				
Building Safety				
17510 Cross Connection Control	$133,885	$140,647	$128,402	$170,642
WATER SERVICES GROUP				
Water Services				
17010 Environmental Resources	$569,002	$726,136	$719,086	$618,840
17110 Water Services Administration	$7,563,777	$8,057,553	$7,897,543	$7,744,421
17115 Safety Administration	$122,477	$143,879	$133,934	$150,112
17120 Information Management	$729,520	$1,038,000	$977,430	$1,261,238
17130 Public Service Representatives	$557,763	$642,976	$707,399	$892,650
17140 System Security	$407,130	$612,547	$536,704	$656,765
17150 Property Management	$66,616	$65,700	$53,200	$66,131
17160 Arrowhead WRF	$1,607,990	$2,091,543	$1,998,872	$2,094,241
17170 West Area WRF	$2,979,456	$3,321,319	$3,206,967	$3,508,460
17180 Materials Control Warehouse	$127,230	$152,908	$158,648	$197,747
17210 Customer Service - Field	$1,059,385	$1,196,629	$1,164,219	$1,209,506
17220 Irrigation	$172,987	$195,000	$201,000	$215,390
17230 Raw Water Usage	$3,258,129	$4,504,000	$4,500,000	$4,199,002
17240 Central System Control	$1,313,067	$1,481,488	$1,501,410	$1,424,115
17250 Pyramid Peak WTP	$1,693,255	$1,902,798	$1,898,685	$2,088,706
17260 Cholla Treatment Plant	$2,179,667	$2,825,852	$2,642,382	$2,822,788
17280 Central System Maintenance	$1,344,679	$1,670,421	$1,603,374	$1,635,829
17290 Water Distribution	$2,679,282	$3,264,007	$3,060,949	$3,522,573
17300 Meter Maintenance	$835,584	$1,112,515	$971,388	$1,162,130
17310 Oasis Surface WTP	$2,288,317	$2,759,239	$2,549,414	$3,023,224
17320 Oasis Groundwater WTP	$152,542	$409,400	$295,000	$362,318
17410 Water Conservation	$365,381	$468,111	$415,616	$467,433
17420 Water Quality	$1,195,780	$1,261,080	$1,294,010	$1,410,797
17610 Pretreatment Program	$331,498	$466,916	$428,531	$493,924
17620 SROG - 91st Ave WWTP	$3,249,523	$3,472,000	$3,400,000	$3,549,939
17625 99th Avenue Interceptor	$89,395	$100,000	$100,000	$100,200
17630 Wastewater Collection	$2,101,417	$3,005,950	$2,487,360	$2,943,724
17699 Storm Water	$500,155	$552,496	$530,317	$681,164
Dept. Total - Water Services	$39,541,004	$47,500,463	$45,433,438	$48,503,367
Fund Total - WATER AND SEWER:	$42,127,334	$50,600,513	$48,591,243	$51,897,813

Program Name	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget
2440 - LANDFILL				
PUBLIC WORKS GROUP				
Public Works				
17710 Landfill	$3,182,532	$4,416,402	$3,960,998	$4,585,422
17720 Gas Management System	$91,948	$166,800	$143,400	$166,800
17730 Solid Waste Admin	$1,294,092	$1,411,312	$1,478,437	$1,640,061
17740 Recycling	$876,109	$980,837	$910,302	$1,010,727
17750 MRF Operations	$2,124,102	$2,603,562	$2,603,562	$2,653,916
Dept. Total - Public Works	$7,568,783	$9,578,913	$9,096,699	$10,056,926
Fund Total - LANDFILL:	$7,568,783	$9,578,913	$9,096,699	$10,056,926
2480 - SANITATION				
PUBLIC WORKS GROUP				
Public Works				
17810 Solid Waste Roll-off	$644,136	$629,903	$703,682	$737,944
17820 Sanitation Frontload	$3,103,301	$3,087,503	$3,019,675	$2,864,719
17830 Curb Service	$6,950,263	$6,972,815	$6,994,926	$7,445,341
17840 Residential-Loose Trash Collec	$2,881,123	$2,777,050	$3,019,485	$3,087,627
Dept. Total - Public Works	$13,578,823	$13,467,271	$13,737,768	$14,135,631
Fund Total - SANITATION:	$13,578,823	$13,467,271	$13,737,768	$14,135,631
2500 - PUB HOUSING BUDGET ACTIVITIES				
COMMUNITY SERVICES GROUP				
Community Services				
17910 Community Housing	$1,595,812	$15,891,384	$15,890,884	$16,047,175
Fund Total - PUB HOUSING BUDGET ACTIVITIES:	$1,595,812	$15,891,384	$15,890,884	$16,047,175
TOTAL - ENTERPRISE FUNDS	$64,870,752	$89,538,081	$87,316,594	$92,137,545
INTERNAL SERVICE FUNDS				
2540 - RISK MANAGEMENT SELF INSURANCE				
HR & RISK MGT GROUP				
Human Resources				
18010 Risk Mgmt Trust Fund	$2,356,438	$2,934,598	$3,448,302	$2,951,560
Fund Total - RISK MANAGEMENT SELF INSURANCE:	$2,356,438	$2,934,598	$3,448,302	$2,951,560
2560 - WORKERS COMP. SELF INSURANCE				
HR & RISK MGT GROUP				
Human Resources				
18110 Worker's Compensation	$1,335,080	$2,201,956	$2,203,940	$2,204,924

Program Name	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget
Fund Total - WORKERS COMP. SELF INSURANCE:	**$1,335,080**	**$2,201,956**	**$2,203,940**	**$2,204,924**
2580 - BENEFITS TRUST FUND				
HR & RISK MGT GROUP				
Human Resources				
18210 Benefit Programs	$23,031,808	$25,450,368	$25,450,368	$26,825,620
Fund Total - BENEFITS TRUST FUND:	**$23,031,808**	**$25,450,368**	**$25,450,368**	**$26,825,620**
2590 - FLEET SERVICES				
PUBLIC WORKS GROUP				
Public Works				
18300 Fleet Management	$0	$3,995,613	$3,991,993	$4,276,440
18301 Fuel Services	$0	$3,511,944	$2,400,800	$3,168,166
18302 Parts Store Operations	$0	$1,499,953	$1,609,491	$1,719,005
Dept. Total - Public Works	**$0**	**$9,007,510**	**$8,002,284**	**$9,163,611**
Fund Total - FLEET SERVICES:	**$0**	**$9,007,510**	**$8,002,284**	**$9,163,611**
2591 - TECHNOLOGY				
INNOVATION & TECH GROUP				
Innovation & Technology				
18400 Telephones	$0	$1,135,400	$1,134,093	$1,146,234
18401 Technology Replacement	$0	$2,859,943	$2,786,267	$1,576,674
18402 Information Technology	$0	$2,655,208	$2,690,179	$5,660,302
Dept. Total - Innovation & Technology	**$0**	**$6,650,551**	**$6,610,539**	**$8,383,210**
Fund Total - TECHNOLOGY:	**$0**	**$6,650,551**	**$6,610,539**	**$8,383,210**
2592 - TECHNOLOGY PROJECTS				
INNOVATION & TECH GROUP				
Innovation & Technology				
18500 Technology Projects	$0	$3,234,800	$514,300	$4,147,725
Fund Total - TECHNOLOGY PROJECTS:	**$0**	**$3,234,800**	**$514,300**	**$4,147,725**
TOTAL - INTERNAL SERVICE FUNDS	**$26,723,326**	**$49,479,783**	**$46,229,733**	**$53,676,650**

Program Name	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget
FY14-15 GF SUB FUND				
1010 - NATIONAL EVENTS				
DEVELOPMENT SERVICES GROUP				
Building Safety				
15890 Building Safety-Super Bowl	$59,708	$0	$0	$0
ECONOMIC DEVELOPMENT GROUP				
Economic Development				
16120 National Events Pre-Planning	$0	$0	$0	$0
FIRE SERVICES GROUP				
Fire Department				
12560 Fire - Super Bowl Event	$313,617	$0	$0	$0
POLICE SERVICES GROUP				
Police Department				
12360 PD - Super Bowl Event	$754,820	$0	$0	$0
PUBLIC WORKS GROUP				
Public Works				
16360 Transp - Super Bowl Event	$85,436	$0	$0	$0
Fund Total - NATIONAL EVENTS:	**$1,213,581**	**$0**	**$0**	**$0**
1040 - GENERAL SERVICES				
PUBLIC WORKS GROUP				
Public Works				
13510 Equipment Management	$3,878,558	$0	$0	$0
13520 Fuel Services	$2,934,529	$0	$0	$0
13530 Parts Store Operations	$1,586,285	$0	$0	$0
Dept. Total - Public Works	**$8,399,372**	**$0**	**$0**	**$0**
Fund Total - GENERAL SERVICES:	**$8,399,372**	**$0**	**$0**	**$0**
1100 - TELEPHONE SERVICES				
INNOVATION & TECH GROUP				
Innovation & Technology				
11520 Telephones	$1,069,454	$0	$0	$0
Fund Total - TELEPHONE SERVICES:	**$1,069,454**	**$0**	**$0**	**$0**

Program Name	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget
1140 - PC REPLACEMENT				
INNOVATION & TECH GROUP				
Innovation & Technology				
11530 Technology Replacement	$2,848,000	$0	$0	$0
Fund Total - PC REPLACEMENT:	$2,848,000	$0	$0	$0
1190 - EMPLOYEE GROUPS				
HR & RISK MGT GROUP				
Employee Groups				
11110 GEMS	$19,925	$0	$0	$0
Fund Total - EMPLOYEE GROUPS:	$19,925	$0	$0	$0
1260 - LIBRARY				
COMMUNITY SERVICES GROUP				
Community Services				
15410 Library Book Fund	$89,546	$0	$0	$0
Fund Total - LIBRARY:	$89,546	$0	$0	$0
1280 - YOUTH SPORTS COMPLEX				
FACILITIES & EVENTS GROUP				
Public Facilities & Events				
13290 YSC - Parks & Rec	$141,592	$0	$0	$0
PUBLIC WORKS GROUP				
Public Works				
13470 YSC - Facilities Mgt.	$47,006	$0	$0	$0
Fund Total - YOUTH SPORTS COMPLEX:	$188,598	$0	$0	$0
1281 - STADIUM EVENT OPERATIONS				
FACILITIES & EVENTS GROUP				
Public Facilities & Events				
10840 Mkt'g - Stadium Events	$13,494	$0	$0	$0
FIRE SERVICES GROUP				
Fire Department				
12515 Fire - Fiesta Bowl Event	$44,303	$0	$0	$0
12520 Stadium - Fire Event Staffing	$319,458	$0	$0	$0
Dept. Total - Fire Department	$363,761	$0	$0	$0

Program Name	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget
POLICE SERVICES GROUP				
Police Department				
12231 Stadium - PD Event Staffing	$1,406,143	$0	$0	$0
12234 PD - Fiesta Bowl Event	$154,325	$0	$0	$0
Dept. Total - Police Department	$1,560,468	$0	$0	$0
PUBLIC WORKS GROUP				
Public Works				
16840 Stadium - Transportation Ops.	$679,876	$0	$0	$0
16845 Transp - Fiesta Bowl Event	$26,450	$0	$0	$0
Dept. Total - Public Works	$706,326	$0	$0	$0
Fund Total - STADIUM EVENT OPERATIONS:	$2,644,049	$0	$0	$0
1282 - ARENA EVENT OPERATIONS				
BUDGET AND FINANCE GROUP				
Budget and Finance				
11415 Arena Management Fee	$16,003,035	$0	$0	$0
FIRE SERVICES GROUP				
Fire Department				
12490 Arena - Fire Event Staffing	$184,252	$0	$0	$0
POLICE SERVICES GROUP				
Police Department				
12190 Arena-PD Event Staffing	$470,436	$0	$0	$0
PUBLIC WORKS GROUP				
Public Works				
16830 Arena - Transportation Ops.	$10,226	$0	$0	$0
Fund Total - ARENA EVENT OPERATIONS:	$16,667,949	$0	$0	$0
1283 - CAMELBACKRANCH EVENTOPERATIONS				
FIRE SERVICES GROUP				
Fire Department				
12485 CBRanch - Fire Event Staffing	$33,555	$0	$0	$0
POLICE SERVICES GROUP				
Police Department				
12195 CBRanch-Police Event Staffing	$5,890	$0	$0	$0

Program Name	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget
PUBLIC WORKS GROUP				
Public Works				
16741 CBRanch - ROW Maintenance	$9,464	$0	$0	$0
Fund Total - CAMELBACKRANCH EVENTOPERATION	$48,909	$0	$0	$0
1740 - CIVIC CENTER				
FACILITIES & EVENTS GROUP				
Public Facilities & Events				
11710 Civic Center	$541,908	$0	$0	$0
Fund Total - CIVIC CENTER:	$541,908	$0	$0	$0
1750 - CITY SALES TAX-BED TAX				
FACILITIES & EVENTS GROUP				
Public Facilities & Events				
10820 Tourism	$236,367	$0	$0	$0
14312 Bed Tax - Tourism	$305,481	$0	$0	$0
Dept. Total - Public Facilities & Events	$541,848	$0	$0	$0
Fund Total - CITY SALES TAX-BED TAX:	$541,848	$0	$0	$0
1790 - STADIUM CITY SALES TAX - AZSTA				
BUDGET AND FINANCE GROUP				
Budget and Finance				
11400 AZSTA - Stadium Tax Refund	$3,799,197	$0	$0	$0
Fund Total - STADIUM CITY SALES TAX - AZSTA:	$3,799,197	$0	$0	$0
1870 - MARKETING SELF SUST				
FACILITIES & EVENTS GROUP				
Public Facilities & Events				
14310 Tourism - Souvenir Program	$990	$0	$0	$0
14311 Glendale CVB - Memberships	$8,976	$0	$0	$0
14321 Glitter Spectacular	$85,277	$0	$0	$0
14322 Enchanted Evening	$122,113	$0	$0	$0
14323 Glitter and Glow	$74,850	$0	$0	$0
14324 Chocolate Affaire	$118,002	$0	$0	$0
14326 Glitters Light	$154,182	$0	$0	$0
14327 Other Special Events	$75,162	$0	$0	$0
14328 Summer Band	$8,341	$0	$0	$0
Dept. Total - Public Facilities & Events	$647,893	$0	$0	$0

Program Name	FY 2015 Actual	FY 2016 Budget	FY 2016 Estimate	FY 2017 Budget
Fund Total - MARKETING SELF SUST:	**$647,893**	**$0**	**$0**	**$0**
2538 - GLENDALE HEALTH CENTER				
FIRE SERVICES GROUP				
Fire Department				
12711 Glendale Health Center	**$40,435**	**$0**	**$0**	**$0**
Fund Total - GLENDALE HEALTH CENTER:	**$40,435**	**$0**	**$0**	**$0**
TOTAL - FY14-15 GF SUB FUND	**$38,760,664**	**$0**	**$0**	**$0**
TOTAL - OPERATING BUDGET	**$326,497,778**	**$383,852,799**	**$360,985,272**	**$390,967,533**

Transfer From → / Transfers To ↓	1000 - General	2360 Water/ Sewer	1340 - Highway User Gas Tax	1480 - DIF-Citywide RecFac pre SB1525	1660 - Transporta-tion Sales Tax	1700 - Police Special Revenue	1720 - Fire Special Revenue	Total Transfer-In
1000 - General	-	-	-	-	-	16,986,459	8,200,273	**25,186,732**
1120-Vehicle Repl	1,500,000	-	-	-	-	-	-	**1,500,000**
1660 - Transp. Sales Tax	900,000	-	-	-	-	-	-	**900,000**
1760 - Airport Special Revenue	135,105	-	-	-	-	-	-	**135,105**
1820 - CAP Grant	64,299	-	-	-	-	-	-	**64,299**
1900 - G.O. Bond Debt Service		-	-	209,713	-	-	-	**209,713**
1940 - M.P.C. Debt Service	20,600,853	-	-	-	-	-	-	**20,600,853**
1950 - Excise Tax Deb Service	5,565,770	-	-	-	-	-	-	**5,565,770**
1970 - Transp. Debt Service	-	-	-	-	7,144,000	-	-	**7,144,000**
2000 - Hurf Street Bonds	-	-	21,038,574	-	-	-	-	**21,038,574**
2070 - Gen Gov Capital Projects	2,605,053	-	-	-	-	-	-	**2,605,053**
2210 - Transp. Capital Project	-	-	-	-	13,757,015	-	-	**13,757,015**
2380 - Water/Sewer Debt Service	-	20,126,000	-	-	-	-	-	**20,126,000**
2360 Water/Sewer	229,388	-	-	-	-	-	-	**229,388**
2440 - Landfill	658,308	-	-	-	-	-	-	**658,308**
2480 - Sanitation	125,392	-	-	-	-	-	-	**125,392**
2500 - Pub Housing Budget	386,563	-	-	-	-	-	-	**386,563**
Total Transfer Out	**32,770,731**	**20,126,000**	**21,038,574**	**209,713**	**20,901,015**	**16,986,459**	**8,200,273**	**120,232,765**

** Actual transfer amounts will vary based on actual revenues, expenses, grant opportunities, etc.*

DESCRIPTION	BUDGET FY 2013	BUDGET FY 2014	BUDGET FY 2015	BUDGET FY 2016	PROJECTED FY 2017
Fiscal Year Budget Amount	$579,000,000	$576,000,000	$642,000,000	$632,000,000	$693,000,000
Qualifiable Exclusions (estimated)	$196,076,577	$202,072,306	$212,754,492	$203,261,649	$220,089,427
Total Estimated Expenditures	$382,923,423	$373,927,694	$429,245,508	$428,738,351	$472,910,573
Expenditure Limitation	$516,173,179	$528,504,325	$528,312,730	$542,088,977	$554,464,628
b1. Maximum Allowable Primary Property Tax Levy (ARS 42-17051)					
Primary Assessed Valuation	$1,146,680,633	$1,044,786,020	$1,095,616,087	$1,129,008,207	$1,173,091,035
Maximum Allowable Primary Tax	$5,043,101	$5,196,766	$5,364,136	$5,529,882	$5,732,896
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	$1,149,264,817	$1,050,893,890	$1,148,164,650	$1,129,008,207	$1,173,091,035
A. Secondary Property Tax Levy	**$18,985,812**	**$18,496,280**	**$19,065,274**	**$19,268,783**	**$19,587,858**
B. Primary Property Tax Levy	**$2,536,663**	**$5,086,376**	**$5,364,136**	**$5,529,882**	**$5,621,452**
Total Property Tax Levy Amount	$21,522,475	$23,582,656	$24,429,410	$24,798,665	$25,209,310
b4. Property Taxes Collected (Estimated)					
A. Primary Property Tax	$2,490,052	$5,071,423	$5,324,339	$5,486,383	$5,687,694
Prior Year's	$46,611	$14,953	$39,797	$43,499	$45,202
B. Secondary Property Tax	$18,730,018	$18,360,614	$18,951,838	$19,095,187	$19,094,786
Prior Year's	$255,794	$135,666	$113,436	$173,596	$173,997
Total Current Year's Collections	$21,220,070	$23,432,037	$24,276,177	$24,581,570	$24,782,480
Total Prior Year's Collections	$302,405	$150,619	$153,233	$217,095	$219,199
Total Property Tax Levy Collected	$21,522,475	$23,582,656	$24,429,410	$24,798,665	$25,001,679
City of Glendale Tax Rate					
A. Primary Property Tax Rate	$0.2252	$0.4974	$0.4896	$0.4898	$0.4792
B. Secondary Property Tax Rate	$1.6753	$1.7915	$1.6605	$1.7067	$1.6698
Total Property Tax Rate	$1.9005	$2.2889	$2.1501	$2.1965	$2.1490

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	$1,173,091,035
Bond Indebtedness Limitation	$234,618,207
Debt Outstanding as of 07/01/16	$135,130,000
Principal Payments FY17	$15,130,000
Proposed Debt FY17	$0
Estimated Debt outstanding FY17	$120,000,000
Remaining limitation available	$114,618,207
6% Bonds	
Secondary Property Value	$1,173,091,035
Bond Indebtedness Limitation	$70,385,462
Debt Outstanding as of 07/01/16	$0
Principal Payments FY17	$0
Proposed Debt FY17	$0
Estimated Debt outstanding FY17	$0
Remaining limitation available	$70,385,462

Truth in Taxation Calculation

Previous year's primary levy	=	Tax Rate
Current net assessed valuation(AV)		
$5,529,882 / $1,154,075,406	=	$0.4792
Current AV-Existing Property		$1,154,075,406
Prior year Levy		$5,529,882
Prior Year Tax Rate		$0.4898
Rate to Receive Prior Year Levy		$0.4792
New property valuation		$19,015,629
Growth in Levy-New Property		$91,123
Increase-Exclusive of New Property		$111,444

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
BUDGET AND FINANCE DEPARTMENT						
Budget and Finance						
11310 Finance Administration						
Administrator, Revenue	1000	-	-	-	-	1
Assistant Director, Finance	1000	-	-	1	1	1
Chief Financial Officer	1000	1	1	-	-	-
Contracts Program Manager	1000	-	-	-	-	1
Director, Budget and Finance	1000	-	-	-	-	1
Finance & Technology Director	1000	-	-	1	1	-
Management Assistant	1000	1	-	-	-	1
Office Support Supv	1000	1	1	1	1	-
Revenue Admin	1000	1	1	1	1	-
Finance Administration Division Total:		**4**	**3**	**4**	**4**	**5**
11320 Accounting Services						
Account Spec	1000	2	2	2	2	-
Account Spec II	1000	2	2	2	2	-
Accountant	1000	-	-	-	-	3
Accountant I	1000	3	4	3	3	-
Accountant II	1000	3	3	3	3	-
Accountant, Sr.	1000	-	-	-	-	3
Accounting Mgr	1000	2	2	2	1	-
Accounting Project Mgr	1000	-	-	-	-	1
Accounts Payable Specialist	1000	-	-	-	-	2
Controller	1000	-	-	-	1	1
Financial Srvcs Supv	1000	-	1	1	1	-
Payroll & Accts Payable Supv	1000	1	-	-	-	-
Payroll Specialist	1000	-	-	-	-	2
Supervisor, Payroll	1000	-	-	-	-	1
Accounting Services Division Total:		**13**	**14**	**13**	**13**	**13**
11340 License/Collection						
Account Spec	1000	-	1	1	1	-
Applications Analyst, Sr.	1000	-	-	-	-	1
Coll Rep	1000	1	-	-	-	-
Contracts Program Manager	1000	-	-	-	-	1
Customer Service Rep	1000	-	-	-	-	1
Licensing & Taxpayer Analyst	1000	-	3	3	3	2
Licensing Specialist	1000	-	-	-	-	1
Manager, Tax & License	1000	1	1	1	1	1
Reg Licensing & Compl Analyst	1000	1	-	-	-	-
Sr Applications Analyst	1000	1	1	1	1	-
Sr Billing & Compliance Spec	1000	-	1	1	1	-
Tax Auditor	1000	3	3	3	3	3
License/Collection Division Total:		**7**	**10**	**10**	**10**	**10**
11360 Materials Management						
Administrative Sppt Specialist	1000	-	-	-	-	1
Administrator, Procurement	1000	-	-	-	-	1

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
BUDGET AND FINANCE DEPARTMENT						
Budget and Finance						
11360 Materials Management						
Contract Analyst	1000	2	2	4	3	3
Mgmt Aide	1000	-	-	-	1	-
Purch & Materials Control Mgr	1000	1	-	-	-	-
Purch & Materials Mgr	1000	-	-	1	1	-
Materials Management Division Total:		**3**	**2**	**5**	**5**	**5**
11610 Budget & Research						
Administrator, Budget	1000	-	-	1	1	1
Budget and Finance Analyst	1000	-	-	-	-	1
Chief Budget Officer	1000	1	1	-	-	-
Finance & Tech Dir	1000	1	1	-	-	-
Sr Budget Analyst	1000	2	2	1	1	-
Budget & Research Division Total:		**4**	**4**	**2**	**2**	**2**
11620 Grants Administration						
Grants Admin	1000	-	-	-	1	-
Grants Program Manager	1000	-	-	-	-	1
Sr Mgmt Asst	1000	1	1	-	-	-
Grants Administration Division Total:		**1**	**1**	**-**	**1**	**1**
17020 Customer Service Office						
Account Spec	2360	1	-	-	-	-
Account Spec II	2360	4	3	3	3	-
Accountant	2360	-	-	-	-	1
Accountant I	2360	-	1	1	1	-
Administrative Sppt Specialist	2360	-	-	-	-	2
Billing & Compliance Spec	2360	9	9	9	15	-
Billing Supv	2360	1	-	-	-	-
Business Equip Tech	2360	2	2	-	-	-
Cashier	2360	6	6	6	1	1
Collections Representative	2360	2	-	1	1	1
Customer Service Manager	2360	-	1	1	1	-
Customer Service Rep	2360	-	-	-	-	15.5
Customer Service Rep, Sr.	2360	-	-	-	-	3
Financial Srvcs Supv	2360	-	4	4	4	-
Management Analyst	2360	-	-	-	-	1
Manager, Customer Service	2360	-	-	-	-	1
Mgmt Asst	2360	-	-	1	1	-
Office Asst	2360	-	-	1	1	-
Reg Licensing & Compl Analyst	2360	1	-	-	-	-
Revenue Recovery Supv	2360	1	1	-	-	-
Sr Account Spec	2360	4	-	-	-	-
Sr Billing & Compliance Spec	2360	2	-	-	-	-
Sr Customer Assistance Rep	2360	2.5	2.5	1.5	0.5	-
Sr Secretary	2360	-	-	1	1	-
Supervisor, Customer Service	2360	-	-	-	-	4

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
BUDGET AND FINANCE DEPARTMENT						
Budget and Finance						
17020 Customer Service Office						
Customer Service Office Division Total:		**35.5**	**29.5**	**29.5**	**29.5**	**29.5**
BUDGET AND FINANCE DEPARTMENT TOTAL:		**67.5**	**63.5**	**63.5**	**64.5**	**65.5**
CITY ATTORNEY DEPARTMENT						
City Attorney						
10610 City Attorney						
Administrative Sppt Assistant	1000	-	-	-	-	1
Administrative Sppt Specialist	1000	-	-	-	-	5
Assistant City Attorney	1000	2	2	2	3	3
Assistant City Prosecutor	1000	6	6	6	6	5
Assistant City Prosecutor, Sr.	1000	-	-	-	-	1
Chief Deputy City Attorney	1000	-	-	-	1	1
City Attorney	1000	1	1	1	1	1
City Prosecutor	1000	1	1	1	1	1
Dep City Attorney	1000	3	3	3	2	2
Exec Legal Asst	1000	1	1	1	1	-
Legal Assistant	1000	-	-	-	-	2
Legal Assistant, Sr.	1000	-	-	-	-	1
Legal Asst	1000	2	2	2	2	-
Mgmt Asst to the City Attorney	1000	1	1	1	1	1
Public Safety Staff Attorney	1000	1	1	1	-	-
Records Coordinator	1000	-	-	-	-	1
Secretary	1000	1	1	1	1	-
Sr Secretary	1000	5	5	5	5	-
Victim Assistance Caseworker	1000	1	1	1	1	1
CITY ATTORNEY DEPARTMENT TOTAL:		**25**	**25**	**25**	**25**	**26**
CITY AUDITOR DEPARTMENT						
City Auditor						
10710 City Auditor						
Assistant City Auditor	1000	1	1	1	1	1
City Auditor	1000	-	-	1	1	1
Compliance/Asset Mgmt Exec Dir	1000	1	1	-	-	-
Sr Secretary	1000	0.5	0.5	0.5	0.5	-
CITY AUDITOR DEPARTMENT TOTAL:		**2.5**	**2.5**	**2.5**	**2.5**	**2**
CITY CLERK DEPARTMENT						
City Clerk						
10210 City Clerk						
Administrative Sppt Specialist	1000	-	-	-	-	1
City Clerk	1000	1	1	1	1	1
Council Agenda Process Manager	1000	-	-	-	-	1
Dep City Clerk	1000	1	1	1	1	1

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
CITY CLERK DEPARTMENT						
City Clerk						
10210 City Clerk						
Management Assistant	1000	-	-	-	-	1
Mgmt Aide	1000	1	1	1	1	-
Records Coordinator	1000	-	-	-	-	1
Records Mgmt Asst	1000	-	-	1	1	-
Records Program Manager	1000	-	-	-	-	1
Records Supv	1000	-	-	1	1	-
Sr Secretary	1000	1	1	1	1	-
City Clerk Division Total:		**4**	**4**	**6**	**6**	**7**
10220 Records Management						
Records Mgmt Asst	1000	1	1	-	-	-
Records Supv	1000	1	1	-	-	-
Records Management Division Total:		**2**	**2**	**-**	**-**	**-**
CITY CLERK DEPARTMENT TOTAL:		**6**	**6**	**6**	**6**	**7**
CITY COURT DEPARTMENT						
City Court						
10410 City Court						
Account Spec II	1000	1	1	1	1	-
Account Specialist	1000	-	-	-	-	1
Accountant, Sr.	1000	-	-	-	-	1
Administrative Sppt Specialist	1000	-	-	-	-	1
Administrator, Court	1000	-	-	-	-	1
City Judge	1000	2	2	2	2	2
Court Accounting Supv	1000	1	1	1	1	-
Court Admin	1000	1	1	1	1	-
Court Clerk	1000	-	-	-	-	23.25
Court Clerk I	1000	1	1	-	-	-
Court Clerk II	1000	20.2	20.2	24.2	23.25	-
Court Clerk III	1000	2	2	2	2	-
Court Clerk, Sr.	1000	-	-	-	-	2
Court Hearing Officer	1000	1	1	1	1	1
Court Interpreter	1000	1.75	1.5	1.5	1.5	1.5
Court Program Coordinator	1000	-	-	-	-	1
Court Supv	1000	3	3	3	3	-
Dep Court Admin	1000	1	-	-	-	-
Judicial Asst	1000	1	1	1	1	-
Judicial Projects Coordinator	1000	-	-	-	-	1
Mgmt Asst	1000	-	-	-	1	-
Presiding City Judge	1000	1	1	1	1	1
Sr Secretary	1000	0.8	0.8	1	1	-
Supervisor, Court	1000	-	-	-	-	3
Sys Analyst	1000	-	-	1	1	-
Systems Analyst	1000	-	-	-	-	2

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
CITY COURT DEPARTMENT						
City Court						
10410 City Court						
City Court Division Total:		**37.75**	**36.5**	**40.7**	**40.75**	**41.75**
10510 Court Security						
Court Program Coordinator	1240	-	-	-	-	1
Mgmt Asst	1240	1	1	1	1	-
Police Officer	1240	1	1	1	1	1
Court Security Division Total:		**2**	**2**	**2**	**2**	**2**
10520 Court Time Payments						
Court Clerk	1240	-	-	-	-	1.75
Court Clerk II	1240	1	1	-	-	-
Court Time Payments Division Total:		**1**	**1**	**-**	**-**	**1.75**
CITY COURT DEPARTMENT TOTAL:		**40.75**	**39.5**	**42.7**	**42.75**	**45.5**
CITY MANAGER DEPARTMENT						
City Manager						
10310 City Manager						
Assistant City Manager	1000	1	1	2	2	1
City Mgr	1000	1	1	1	1	1
Exec Asst to the City Mgr	1000	-	-	-	-	1
Management Assistant	1000	1	1	-	-	1
Mgmt Asst to the City Mgr	1000	1	1	1	1	-
Sr Mgmt Asst	1000	1	1	1	1	-
Strat Init&Spec Proj Exec Off	1000	-	-	-	-	1
CITY MANAGER DEPARTMENT TOTAL:		**5**	**5**	**5**	**5**	**5**
COMMUNITY SERVICES DEPARTMENT						
Community Services						
14510 Comm. Services Admin.						
Account Specialist	1000	-	-	-	-	1
Administrative Sppt Specialist	1000	-	-	-	-	1
Asst Director, Community Svcs	1000	-	-	1	1	1
Community Svcs Program Manager	1000	-	-	-	-	1
Director, Community Services	1000	-	-	1	1	1
Marketing & Comm Prog Mgr	1000	-	-	-	-	1
Mgmt Aide	1000	-	-	2	2	-
Mgmt Asst	1000	-	-	1	1	-
Office Support Supv	1000	-	-	2	-	-
Secretary	1000	-	-	2	-	-
Supervisor, Admin Support	1000	-	-	-	-	1
Comm. Services Admin. Division Total:		**-**	**-**	**9**	**5**	**7**
15010 Community Revitalization						
Administrator, Revitalization	1000	-	-	-	-	1
Human Srvs Administrator	1000	-	-	1	1	-
Revitalization Admin	1000	1	1	-	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
COMMUNITY SERVICES DEPARTMENT						
Community Services						
15010 Community Revitalization						
Revitalization Mgr	1000	-	-	1	1	-
Supv, Revitalization Grants	1000	1	1	1	1	1
Community Revitalization Division Total:		**2**	**2**	**3**	**3**	**2**
15220 Library						
Administrative Librarian	1000	-	-	5	5	5
Administrator, Library	1000	-	-	-	-	1
Chief Librarian	1000	1	1	1	1	1
Courier	1000	0.5	-	-	-	-
Librarian	1000	-	-	11.75	11.75	12
Librarian II	1000	16.75	12.75	-	-	-
Librarian III	1000	3	3	-	-	-
Librarian IV	1000	3	1	-	-	-
Library Assistant	1000	-	-	-	-	3.5
Library Assistant, Lead	1000	-	-	-	-	4
Library Assistant, Sr.	1000	-	-	-	-	6
Library Asst I	1000	3.5	2.5	2	2	-
Library Asst II	1000	1	1	1.5	1.5	-
Library Asst III	1000	11.75	11.75	10.75	10.75	-
Library Mgr	1000	3	2	1	1	-
Library Operations Coordinator	1000	-	-	-	-	1
Library Technology Coord	1000	1	-	-	-	-
Library Technology Specialist	1000	-	-	-	-	1
Public Service Assistant	1000	5.5	5.5	5.5	5.5	5.5
Secretary	1000	1	-	-	-	-
Supervisor, Library Operations	1000	4	3	4	4	3
Library Division Total:		**55**	**43.5**	**42.5**	**42.5**	**43**
15310 Arts Program						
Arts & Culture Program Manager	1220	-	-	-	-	1
Arts Coordinator	1220	-	-	1	1	-
Library Graphics Coord	1220	1	1	-	-	-
Arts Program Division Total:		**1**	**1**	**1**	**1**	**1**
17910 Community Housing						
Account Spec II	2500	1	1	1	1	-
Account Specialist	2500	-	-	-	-	1
Accountant	2500	-	-	-	-	1
Administrative Sppt Assistant	2500	-	-	-	-	1
Administrative Sppt Specialist	2500	-	-	-	-	2
Administrator, Housing Service	2500	-	-	-	-	1
Bldg Maint Leader	2500	1	1	1	1	-
Bldg Maint Supv	2500	1	1	1	1	-
Building Maint Worker, Lead	2500	-	-	-	-	1
Building Maintenance Worker	2500	2	2	2	2	2
Community Partnerships Dir	2500	1	-	-	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
COMMUNITY SERVICES DEPARTMENT						
Community Services						
17910 Community Housing						
Community Serv Rep, Sr	2500	-	-	-	-	1
Community Services Rep	2500	-	-	-	-	8
Housing Assistance Rep	2500	10	10	10	10	-
Housing Program Inspector	2500	-	-	-	-	1
Housing Program Manager	2500	-	-	1	1	1
Housing Srvcs Admin	2500	1	1	-	-	-
Mgmt Asst	2500	1	1	1	1	-
Neighborhood Srvcs Coord	2500	1	1	1	1	1
Secretary	2500	2	2	2	2	-
Service Worker (Bldg Maint)	2500	-	-	-	-	1
Sr Mgmt Asst	2500	1	1	1	1	-
Sr Secretary	2500	1	1	1	1	-
Srvc Worker I (Bldg Maint)	2500	1	1	1	1	-
Supervisor, Housing	2500	1	1	1	1	1
Supv Building Maintenance	2500	-	-	-	-	1
Community Housing Division Total:		**25**	**24**	**24**	**24**	**24**
31001 CDBG Programs						
Account Spec II	1320	1	1	1	1	-
Account Specialist	1320	-	-	-	-	1
Administrative Sppt Assistant	1320	-	-	-	-	1
Administrative Sppt Specialist	1320	-	-	-	-	1
Management Assistant	1320	-	-	-	-	0.75
Mgmt Asst	1320	0.75	0.75	0.75	0.75	-
Revitalization Coordinator	1320	4	4	4	4	4
Secretary	1320	1	1	1	1	-
Sr Secretary	1320	1	1	1	1	-
Supervisor, Revitalization	1320	1	1	1	1	1
CDBG Programs Division Total:		**8.75**	**8.75**	**8.75**	**8.75**	**8.75**
32056 Case Mgmt Admin						
Community Eligibility Rep	1820	2.5	2	2.5	2.5	-
Community Eligibility Spec	1820	1	1	1	1	-
Community Serv Rep, Sr	1820	-	-	-	-	1
Community Services Rep	1820	-	-	-	-	2.5
Management Assistant	1820	-	-	-	-	1
Mgmt Aide	1820	-	-	-	1	-
Case Mgmt Admin Division Total:		**3.5**	**3**	**3.5**	**4.5**	**4.5**
32060 Community Svcs Block Grant-Adm						
Admin, Community Action	1820	-	-	-	-	1
Community Action Program Admin	1820	1	1	-	-	-
Community Action Program Mgr	1820	-	-	1	1	-
Community Eligibility Rep	1820	-	0.5	-	-	-
Customer Assistance Rep	1820	1	-	-	-	-
Mgmt Aide	1820	1	1	1	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
COMMUNITY SERVICES DEPARTMENT						
Community Services						
32060 Community Svcs Block Grant-Adm						
Office Asst	1820	0.5	-	-	-	-
Community Svcs Block Grant-Adm		**3.5**	**2.5**	**2**	**1**	**1**
COMMUNITY SERVICES DEPARTMENT TOTAL:		**98.75**	**84.75**	**93.75**	**89.75**	**91.25**
COUNCIL DISTRICTS&OF DEPARTMENT						
Council Office						
10110 Council Office						
Council Asst	1000	4	4	3	3	3
Council Srvcs Admin	1000	1	1	1	-	-
Exec Administrative Asst	1000	2	2	2	2	-
Executive Assistant	1000	-	-	-	-	2
Council Office Division Total:		**7**	**7**	**6**	**5**	**5**
10120 Cholla District						
Council Member	1000	1	1	1	1	1
10130 Barrel District						
Council Member	1000	1	-	-	1	1
Vice Mayor	1000	-	1	1	-	-
Barrel District Division Total:		**1**	**1**	**1**	**1**	**1**
10140 Sahuaro District						
Council Member	1000	-	1	1	1	1
Vice Mayor	1000	1	-	-	-	-
Sahuaro District Division Total:		**1**	**1**	**1**	**1**	**1**
10150 Cactus District						
Council Member	1000	1	1	1	1	1
10160 Yucca District						
Council Member	1000	1	1	1	1	1
10170 Ocotillo District						
Council Member	1000	1	1	1	1	1
COUNCIL DISTRICTS&OF DEPARTMENT TOTAL:		**13**	**13**	**12**	**11**	**11**
DEVELOPMENT SERVICES DEPARTMENT						
Building Safety						
15610 Building Safety						
Administrative Sppt Specialist	1000	-	-	-	-	1
Administrator, Building Safety	1000	-	-	-	-	2
Asst Bldg Safety Dir	1000	1	-	-	-	-
Bldg Safety Dir	1000	1	-	-	-	-
Bldg Safety Mgr	1000	-	1	3	3	-
Building Inspector	1000	3	3	3	3	2
Building Inspector Specialist	1000	4	3	4	4	5
Building Safety Official	1000	-	1	1	1	1
Development Plans Tech	1000	-	2	2	2	2

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
DEVELOPMENT SERVICES DEPARTMENT						
Building Safety						
15610 Building Safety						
Development Srvcs Rep	1000	-	1	1	1	2
Plans Examiner	1000	2	2	1	1	1
Plans Examiner, Sr.	1000	-	-	-	-	1
Secretary	1000	1	1	1	1	-
Sr Bldg Insp	1000	4	4	3	3	-
Sr Development Srvcs Rep	1000	-	1	-	-	-
Sr Secretary	1000	1	1	-	-	-
Structural Plans Examiner	1000	1	1	1	1	1
Supv, Building Inspection	1000	-	-	-	-	4
Supv, Development Services	1000	-	-	1	1	1
Building Safety Division Total:		**18**	**21**	**21**	**21**	**23**
15620 Development Services Center						
Bldg Safety Mgr	1000	1	-	-	-	-
Development Plans Tech	1000	2	-	-	-	-
Development Srvcs Rep	1000	1	-	-	-	-
Sr Development Srvcs Rep	1000	1	-	-	-	-
Development Services Center Division		**5**	**-**	**-**	**-**	**-**
17510 Cross Connection Control						
Administrative Sppt Specialist	2400	-	-	-	-	0.75
Bldg Insp	2400	1	1	1	1	-
Building Inspector Specialist	2400	-	-	-	-	1
Secretary	2400	0.75	0.75	0.75	0.75	-
Sr Bldg Insp	2400	1	-	-	-	-
Cross Connection Control Division Total:		**2.75**	**1.75**	**1.75**	**1.75**	**1.75**
Building Safety Rollup Total:		**25.75**	**22.75**	**22.75**	**22.75**	**24.75**
Code Compliance						
14410 Code Compliance						
Administrative Sppt Assistant	1000	-	-	-	-	1
Administrative Sppt Specialist	1000	-	-	-	-	1
Administrator, Code Compliance	1000	-	-	1	1	1
Asst Code Compliance Dir	1000	1	1	-	-	-
Code Compliance Dir	1000	1	1	-	-	-
Code Insp I	1000	3	3	3	4	-
Code Insp II	1000	4	3	3	2	-
Code Insp III	1000	2	2	2	2	-
Code Inspector	1000	-	-	-	-	6
Code Inspector, Sr.	1000	-	-	-	-	2
Director, Development Services	1000	-	-	1	1	1
Mgmt Asst	1000	1	1	-	-	-
Secretary	1000	1	1	1	1	-
Sr Secretary	1000	1	1	1	1	-
Supervisor, Code Compliance	1000	2	2	2	2	2
Code Compliance Division Total:		**16**	**15**	**14**	**14**	**14**

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
DEVELOPMENT SERVICES DEPARTMENT						
Code Compliance						
Community Dev Admin						
15510 CD Deputy City Manager						
Dep City Mgr	1000	1	-	-	-	-
Planning						
13770 Mapping and Records						
GIS Technician	1000	-	-	-	-	1
Sr Engineering Tech	1000	1	1	1	1	-
Mapping and Records Division Total:		**1**	**1**	**1**	**1**	**1**
15910 Planning Administration						
Administrative Sppt Assistant	1000	-	-	-	-	1
Assistant Director, Planning	1000	-	1	1	1	1
Director, Planning	1000	1	1	1	1	1
Management Assistant	1000	-	-	-	-	1
Planner	1000	-	1	1	1	2
Planner, Sr.	1000	-	2	2	2	2
Planning Technician	1000	-	1	1	1	1
Sr Secretary	1000	2	1	1	1	-
Planning Administration Division Total:		**3**	**7**	**7**	**7**	**9**
15930 Current Planning						
Asst Planning Dir	1000	1	-	-	-	-
Planner	1000	1	-	-	-	-
Sr Planner	1000	1	-	-	-	-
Current Planning Division Total:		**3**	**-**	**-**	**-**	**-**
15940 Long-Range Planning & Research						
Planning Tech	1000	1	-	-	-	-
Sr Planner	1000	1	-	-	-	-
Long-Range Planning & Research Division		**2**	**-**	**-**	**-**	**-**
Planning Rollup Total:		**9**	**8**	**8**	**8**	**10**
DEVELOPMENT SERVICES DEPARTMENT TOTAL:		**51.75**	**45.75**	**44.75**	**44.75**	**48.75**
ECONOMIC DEVELOPMENT DEPARTMENT						
Economic Development						
16010 Economic Development						
Asst Director, Economic Dev	1000	1	-	1	1	1
Community & Econ Dev Exec Dir	1000	-	1	-	-	-
Director, Economic Development	1000	1	-	1	1	1
Econ Dev Official	1000	-	1	-	-	-
Econ Development Admin Asst	1000	1	1	1	1	-
Economic Dev Program Mgr	1000	-	-	-	-	1
Economic Development Admin	1000	1	1	1	1	-
Economic Development Officer	1000	-	-	-	-	1
Economic Development Spec	1000	1	2	1	1	1
Management Assistant	1000	-	-	-	-	1

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
ECONOMIC DEVELOPMENT DEPARTMENT						
Economic Development						
16010 Economic Development						
Mgmt Asst II	1000	1	-	-	-	-
Programs Admin	1000	-	-	1	1	-
ECONOMIC DEVELOPMENT DEPARTMENT TOTAL:		**6**	**6**	**6**	**6**	**6**
FACILITIES & EVENTS DEPARTMENT						
Public Facilities & Events						
10820 Tourism						
Customer Assistance Rep	1000	0.5	0.5	0.5	-	-
CVB Mgr	1000	1	1	1	-	-
Tourism Coordinator	1000	1	1	1	-	-
Tourism Division Total:		**2.5**	**2.5**	**2.5**	**-**	**-**
Public Facilities & Events						
13010 Pool Maintenance						
Srvc Worker III (Parks)	1000	2	2	-	-	-
13030 Parks CIP & Planning						
Parks & Rec Projects Coord	1000	1	-	-	-	-
13040 Parks Maintenance						
Administrative Sppt Specialist	1000	-	-	-	-	1
Crewleader (Parks)	1000	2	2	-	-	2
Dep Parks & Rec Dir	1000	1	-	-	-	-
Landscape Gard/Horticulturist	1000	1	1	1	1	1
Park Manager	1000	-	1	2	2	3
Parks & Rec Admin	1000	-	-	1	1	-
Playground Equip Srvc Worker	1000	2	2	2	2	2
Rec Mgr	1000	1	2	-	-	-
Recreation Coordinator	1000	1	2	1	1	1
Secretary	1000	1	-	-	-	-
Service Worker (Parks)	1000	-	-	-	-	9
Service Worker, Sr. (Parks)	1000	-	-	-	-	2
Sr Heavy Equip Srvc Worker	1000	1	-	-	-	-
Sr Secretary	1000	-	1	1	1	-
Srvc Worker II (Parks)	1000	8	9	9	9	-
Srvc Worker III (Parks)	1000	2	2	2	2	-
Support Srvc Supv	1000	-	1	1	1	-
Parks Maintenance Division Total:		**20**	**23**	**20**	**20**	**21**
14100 City Sales Tax - Bed Tax						
Administrator, CVB	1000	-	-	-	-	1
Customer Assistance Rep	1000	-	-	-	0.5	-
CVB Mgr	1000	-	-	-	1	-
CVB Representative	1000	-	-	-	-	0.5
Tourism Coordinator	1000	-	-	-	1	1
City Sales Tax - Bed Tax Division Total:		**-**	**-**	**-**	**2.5**	**2.5**

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
FACILITIES & EVENTS DEPARTMENT						
Public Facilities & Events						
14110 City-Wide Special Events						
Administrator, Special Events	1000	-	-	-	-	1
Dir, Public Facilities & Event	1000	-	-	-	-	1
Special Events Coordinator	1000	1	1	1	1	1
Special Events Division Mgr	1000	1	1	1	1	-
Special Events Program Manager	1000	2	2	2	2	1
City-Wide Special Events Division Total:		**4**	**4**	**4**	**4**	**4**
14610 Parks & Recreation Admin.						
Account Spec	1000	2	-	-	-	-
Community Srvcs Dir	1000	1	1	-	-	-
Mgmt Aide	1000	-	1	-	-	-
Mgmt Asst	1000	-	1	-	-	-
Mgmt Asst II	1000	1	-	-	-	-
Rec Coord	1000	-	1	-	-	-
Rec Mgr	1000	-	1	-	-	-
Secretary	1000	-	2	-	-	-
Sr Secretary	1000	-	1	-	-	-
Parks & Recreation Admin. Division Total:		**4**	**8**	**-**	**-**	**-**
14630 Recreation Admin & Events						
Admin, Community Services	1000	-	-	-	-	1
Administrative Sppt Assistant	1000	-	-	-	-	2
Administrative Sppt Coord	1000	-	-	-	-	1
CSG Operations Mgr	1000	-	-	-	1	-
Mgmt Asst	1000	1	-	-	-	-
Office Support Supv	1000	-	-	-	1	-
Rec Mgr	1000	-	-	2	1	-
Recreation Coordinator, Sr.	1000	-	-	1	1	1
Recreation Programmer	1000	-	-	-	-	1
Secretary	1000	2	-	-	2	-
Sr Secretary	1000	1	-	-	-	-
Superintendent, Parks	1000	-	-	-	-	1
Recreation Admin & Events Division Total:		**4**	**-**	**3**	**6**	**7**
14640 Adult Center						
Administrative Sppt Assistant	1000	-	-	-	-	1
Rec Mgr	1000	1	1	-	-	-
Recreation Coordinator	1000	1	1	1	1	1
Secretary	1000	1	1	1	1	-
Srvc Worker II (Parks)	1000	1	1	-	-	-
Support Srvc Supv	1000	1	-	-	-	-
Adult Center Division Total:		**5**	**4**	**2**	**2**	**2**
14650 Youth and Teen						
Rec Mgr	1000	1	-	-	-	-
Recreation Coordinator	1000	-	-	-	-	1
Recreation Programmer	1000	2.25	-	-	-	1

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
FACILITIES & EVENTS DEPARTMENT						
Public Facilities & Events						
14650 Youth and Teen						
Sr Rec Coord	1000	1	-	-	-	-
Youth and Teen Division Total:		**4.25**	**-**	**-**	**-**	**2**
14670 Sports and Health						
Park Mgr	1000	1	-	-	-	-
Rec Coord	1000	1	-	-	-	-
Rec Mgr	1000	1	-	-	-	-
Srvc Worker II (Parks)	1000	1	-	-	-	-
Sports and Health Division Total:		**4**	**-**	**-**	**-**	**-**
14680 Aquatics Rose Lane & Splash Pa						
Recreation Coordinator	1000	-	-	1	1	1
Service Worker, Sr. (Parks)	1000	-	-	-	-	2
Srvc Worker III (Parks)	1000	-	-	2	2	-
Aquatics Rose Lane & Splash Pa Division		**-**	**-**	**3**	**3**	**3**
14690 Audio/Visual/Support Services						
Media Production Spec	1000	-	-	1	1	1
Service Worker (Parks)	1000	-	-	-	-	2
Service Worker, Sr. (BldgMain)	1000	-	-	-	-	1
Srvc Worker II (Parks)	1000	-	-	2	2	-
Srvc Worker III (Bldg Maint)	1000	-	-	1	1	-
Audio/Visual/Support Services Division		**-**	**-**	**4**	**4**	**4**
14710 Park Rangers						
Park Mgr	1000	-	-	-	1	-
Park Ranger	1000	3	3	3	2	2
Park Rangers Division Total:		**3**	**3**	**3**	**3**	**2**
14720 Foothills Recreation Center						
Administrative Sppt Coord	1000	-	-	-	-	1
Building Maintenance Worker	1000	1	-	-	-	-
Office Support Supv	1000	1	1	-	1	-
Rec Mgr	1000	1	-	-	-	-
Rec Programmer	1000	2	2	1	1	-
Recreation Coordinator	1000	-	-	-	-	2
Recreation Coordinator, Sr.	1000	1	1	1	1	1
Srvc Worker II (Parks)	1000	1	-	-	-	-
Foothills Recreation Center Division Total:		**7**	**4**	**2**	**3**	**4**
14725 Civic Center						
Admin, Community Services	1000	-	-	-	-	1
Civic Center Event Coord	1000	-	-	-	2	2
CSG Operations Mgr	1000	-	-	-	1	-
Civic Center Division Total:		**-**	**-**	**-**	**3**	**3**
14760 Historic Sahuaro Ranch						
Rec Coord	1000	1	-	-	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
FACILITIES & EVENTS DEPARTMENT						
Public Facilities & Events						
14830 Rec Self Sust-Foothills Rec						
Rec Coord	1880	1	1	1	1	-
14840 Sports Self Sustaining						
Rec Coord	1880	1	-	-	-	-
14850 Youth and Teen Self Sustaining						
Rec Programmer	1880	5	4	4	4	-
15015 Neighborhood Services						
Neighborhood Partnership Admin	1000	1	-	-	-	-
Neighborhood Srvcs Coord	1000	1	1	1	1	1
Neighborhood Services Division Total:		**2**	**1**	**1**	**1**	**1**
Public Facilities & Events Rollup Total:		**68.25**	**54**	**47**	**56.5**	**55.5**
Public Facilities & Events						
14620 Glendale Community Center						
Rec Programmer	1000	1	-	-	-	-
Public Facilities & Events						
11710 Civic Center						
Civic Center Event Coord	1740	2	2	2	-	-
Civic Center Mgr	1740	1	-	-	-	-
Civic Center Ops Coord	1740	1	1	-	-	-
CSG Operations Mgr	1740	-	-	1	-	-
Srvc Worker III (Bldg Maint)	1740	1	1	-	-	-
Civic Center Division Total:		**5**	**4**	**3**	**-**	**-**
FACILITIES & EVENTS DEPARTMENT TOTAL:		**76.75**	**60.5**	**52.5**	**56.5**	**55.5**
FIRE SERVICES DEPARTMENT						
Air Med & Logistics Ops						
12492 Air-Med & Logistics Ops (HALO)						
Account Specialist	1000	-	-	-	-	1
Fire Engineer (40 Hrs)	1000	1	1	1	1	-
Fire Engineer (52 Hrs)	1000	-	-	-	-	1
Fire Fighter (52 Hrs)	1000	2	2	2	2	1
Mgmt Aide	1000	1	1	1	1	-
Air-Med & Logistics Ops (HALO) Division		**4**	**4**	**4**	**4**	**3**
Fire Department						
12410 Fire Administration						
Account Specialist	1000	-	-	-	-	1
Administrative Sppt Specialist	1000	-	-	-	-	1
Assistant Fire Chief	1000	2	2	2	2	2
Customer Assistance Rep	1000	-	-	1	1	-
Dep Fire Chief (40 hrs)	1000	1	1	2	2	-
Dep Fire Chief (52 hrs)	1000	-	-	-	-	2
Fire Battalion Chief (40 Hrs)	1000	1	1	-	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
FIRE SERVICES DEPARTMENT						
Fire Department						
12410 Fire Administration						
Fire Chief	1000	1	1	1	1	1
Fire Comm Outreach Coord	1000	2	1	1	1	-
Fire Crisis Response Vol Coord	1000	-	-	2	2	2
Fire Data Project Manager	1000	-	-	-	-	1
Fire Dept Staff Counselor	1000	-	-	1	1	1
Fire Educ&Comm Outreach Coord	1000	-	-	-	-	1
Fire EMS Coordinator	1000	-	-	1	1	1
Fire Fighter (52 Hrs)	1000	1	-	-	-	-
Fire Finance/Budget Coord	1000	1	1	-	-	-
Fire Mgmt Analyst	1000	1	1	1	1	-
Fire Personnel Analyst	1000	-	-	-	-	1
Management Assistant	1000	-	-	-	-	2
Mgmt Aide	1000	1	1	3	3	-
Mgmt Asst	1000	1	-	-	-	-
Programs Admin	1000	1	-	-	-	-
Sr Mgmt Asst	1000	-	-	1	1	-
Fire Administration Division Total:		**13**	**9**	**16**	**16**	**16**
12422 Fire Operations						
Admin, Fire Human Services	1000	-	-	-	-	1
Dep Fire Chief (40 hrs)	1000	2	1	1	1	1
Dep Fire Chief (52 hrs)	1000	1	2	3	3	3
Fire Battalion Chief (40 Hrs)	1000	3	2	3	2	2
Fire Battalion Chief (52 Hrs)	1000	3	4	4	5	5
Fire Captain (40 Hrs)	1000	5	7	9	9	15
Fire Captain (52 Hrs)	1000	45	40	44	44	38
Fire Comm Outreach Coord	1000	1	1	1	1	-
Fire Crisis Response Vol Coord	1000	1	-	-	-	-
Fire Engineer (40 Hrs)	1000	1	-	2	2	4
Fire Engineer (52 Hrs)	1000	45	45	47	47	45
Fire Fighter (40 Hrs)	1000	5	7	9	12	13
Fire Fighter (52 Hrs)	1000	76	74	97	94	94
Fire Operations Division Total:		**188**	**183**	**220**	**220**	**221**
12433 Fire Resource Management						
Admin, Fire Physical Resources	1000	-	-	-	-	1
Business Analyst	1000	-	-	-	-	1
Fire Captain (52 Hrs)	1000	-	-	-	1	1
Mgmt Analyst	1000	-	-	1	1	-
Programs Admin	1000	1	1	1	-	-
Public Safety Tech Srvcs Admin	1000	1	1	1	1	-
Service Worker	1000	-	-	-	-	1
Service Worker, Sr.	1000	-	-	-	-	1
Shop Maintenance Coordinator	1000	-	-	1	1	1
Srvc Worker II	1000	1	1	1	1	-
Srvc Worker III	1000	-	-	1	1	-

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
FIRE SERVICES DEPARTMENT						
Fire Department						
12433 Fire Resource Management						
Sys Analyst	1000	1	1	-	-	-
Fire Resource Management Division Total:		**4**	**4**	**6**	**6**	**6**
12438 Fire-Emergency Mgmt						
Emergency Management Analyst	1000	-	-	-	-	1
Emergency Mgmt Admin	1000	-	-	1	-	-
Emergency Srvcs Coord	1000	-	-	1	1	1
Fire Battalion Chief (52 Hrs)	1000	-	-	-	1	1
Police Ops Mgr	1000	-	1	-	-	-
Sys Admin	1000	-	1	1	1	-
Fire-Emergency Mgmt Division Total:		**-**	**2**	**3**	**3**	**3**
12441 Fire Marshal's Office						
Assistant Fire Marshal	1000	1	1	1	1	1
Fire Insp I	1000	1	1	1	1	-
Fire Insp II	1000	5	5	6	6	-
Fire Inspector	1000	-	-	-	-	2
Fire Inspector, Sr.	1000	-	-	-	-	5
Fire Marshal	1000	1	1	1	1	1
Plans Examiner	1000	1	1	1	1	1
Fire Marshal's Office Division Total:		**9**	**9**	**10**	**10**	**10**
12490 Arena - Fire Event Staffing						
Secretary	1282	1	1	-	-	-
12491 LA Services						
Administrative Sppt Specialist	1000	-	-	-	-	1
Fire Captain (52 Hrs)	1000	1	1	1	1	3
Fire Fighter (52 Hrs)	1000	-	-	-	-	2
Sr Secretary	1000	1	1	1	1	-
LA Services Division Total:		**2**	**2**	**2**	**2**	**6**
12590 PS Training Ops - Fire						
Administrative Sppt Coord	2530	-	-	-	-	1
Administrative Sppt Specialist	2530	-	-	-	-	1
Dep Fire Chief (40 hrs)	2530	1	1	1	1	-
Dep Fire Chief (52 hrs)	2530	-	-	-	-	1
Fire Captain (40 Hrs)	2530	1	1	-	1	-
Fire Captain (52 Hrs)	2530	-	-	1	-	1
Mgmt Aide	2530	1	1	1	1	-
Mgmt Asst	2530	1	1	1	1	-
Secretary	2530	1	1	1	1	-
Supervisor, Admin Support	2530	-	-	-	-	1
PS Training Ops - Fire Division Total:		**5**	**5**	**5**	**5**	**5**
12610 Fire - Special Revenue Fund						
Customer Assistance Rep	1720	1	1	-	-	-
Emergency Srvcs Coord	1720	1	1	-	-	-
Fire Battalion Chief (52 Hrs)	1720	3	3	-	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
FIRE SERVICES DEPARTMENT						
Fire Department						
12610 Fire - Special Revenue Fund						
Fire Captain (40 Hrs)	1720	1	-	-	-	-
Fire Captain (52 Hrs)	1720	4	5	-	-	-
Fire Crisis Response Vol Coord	1720	2	2	-	-	-
Fire Dept Staff Counselor	1720	1	1	-	-	-
Fire EMS Coordinator	1720	1	1	-	-	-
Fire Engineer (40 Hrs)	1720	1	-	-	-	-
Fire Engineer (52 Hrs)	1720	3	4	-	-	-
Fire Fighter (40 Hrs)	1720	4	5	-	-	-
Fire Fighter (52 Hrs)	1720	24	20	-	-	-
Fire Insp II	1720	1	1	-	-	-
Mgmt Aide	1720	2	2	-	-	-
Shop Maint Coord	1720	1	1	-	-	-
Srvc Worker III	1720	1	1	-	-	-
Fire - Special Revenue Fund Division Total:		**51**	**48**	**-**	**-**	**-**
34088 2013 Safer Grant						
Fire Fighter (52 Hrs)	1840	-	-	15	15	15
Fire Department Rollup Total:		**273**	**263**	**277**	**277**	**282**
FIRE SERVICES DEPARTMENT TOTAL:		**277**	**267**	**281**	**281**	**285**
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	-	-
Risk Management/Safety Division Total:		**1**	**4**	**3**	**-**	**-**
11020 Benefits						
Administrator, Human Resources	1000	-	-	-	-	1
Asst HR Dir	1000	-	-	1	-	-
Benefits & Wellnes Analyst	1000	-	-	-	-	1
HR Admin	1000	-	1	-	1	-
HR Business Partner	1000	-	-	-	-	1
HR Generalist	1000	1	1	1	1	-
HR Technician	1000	-	1	2	2	2
Sr Customer Assistance Rep	1000	-	1	-	-	-
Benefits Division Total:		**1**	**4**	**4**	**4**	**5**
11030 Human Resources Administration						
Asst HR Dir	1000	1	1	-	-	-
Business Analyst	1000	-	-	-	-	1
Director, HR & Risk Mgmt	1000	-	-	1	1	1
HR Coord	1000	1	1	-	-	-
Management Assistant	1000	1	1	1	1	1
Mgmt Analyst	1000	-	-	1	1	-

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
HR & RISK MGT DEPARTMENT						
Human Resources						
11030 Human Resources Administration						
Human Resources Administration Division		**3**	**3**	**3**	**3**	**3**
11040 Employment Services						
Assistant Director, HR	1000	-	-	-	1	1
Benefits Analyst	1000	1	-	-	-	-
HR Admin	1000	1	1	1	-	-
HR Business Partner	1000	-	-	-	-	2
HR Generalist	1000	2	2	2	2	-
Employment Services Division Total:		**4**	**3**	**3**	**3**	**3**
11050 Employee Relations						
Administrator, Human Resources	1000	-	-	-	-	1
Customer Assistance Rep	1000	-	-	-	1	-
HR Admin	1000	1	1	1	1	-
HR Business Partner	1000	-	-	-	-	1
HR Generalist	1000	1	1	1	1	-
Human Resources Assistant	1000	-	-	-	-	1
Employee Relations Division Total:		**2**	**2**	**2**	**3**	**3**
11060 Compensation						
Dep HR Dir	1000	1	-	-	-	-
HR Admin	1000	1	1	-	-	-
HR Coord	1000	1	1	1	-	-
HR Program Manager	1000	-	-	-	-	1
HR Specialist	1000	-	-	-	-	1
HR Tech	1000	1	-	-	-	-
Sr Customer Assistance Rep	1000	0.75	-	-	-	-
Sr HR Analyst	1000	-	-	1	1	-
Sr HR Tech	1000	-	-	-	1	-
Compensation Division Total:		**4.75**	**2**	**2**	**2**	**2**
11070 Organizational Development						
Employee Devel Coord	1000	1	1	1	1	-
HR Generalist	1000	1	-	-	-	-
HR Program Manager	1000	-	-	-	-	1
Organizational Development Division		**2**	**1**	**1**	**1**	**1**
18010 Risk Mgmt Trust Fund						
Risk & Safety Analyst	2540	3	-	-	1	1
Risk Manager	2540	-	-	-	1	1
Risk Mgmt Trust Fund Division Total:		**3**	**-**	**-**	**2**	**2**
18110 Worker's Compensation						
HR Program Manager	2560	-	-	-	-	1
Risk & Safety Analyst	2560	-	-	-	1	-
Worker's Compensation Division Total:		**-**	**-**	**-**	**1**	**1**
HR & RISK MGT DEPARTMENT TOTAL:		**20.75**	**19**	**18**	**19**	**20**

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
INNOVATION & TECH DEPARTMENT						
Innovation & Technology						
11510 Information Technology						
Applications Analyst	1000	1	1	1	-	-
CIO	1000	-	-	1	-	-
Database Admin	1000	1	1	1	-	-
Dep Chief Info Tech Officer	1000	1	1	1	-	-
GIS Analyst	1000	-	1	1	-	-
Help Desk Support Spec	1000	3	2	2	-	-
Help Desk Supv	1000	1	1	1	-	-
Info Technology Mgr	1000	3	3	3	-	-
Innovate Admin	1000	1	1	-	-	-
Library Technology Supv	1000	1	-	-	-	-
Network Engineer	1000	1	1	1	-	-
PC Support Specialist II	1000	2	2	2	-	-
Sr Database Admin	1000	1	1	1	-	-
Sr GIS Analyst	1000	1	1	1	-	-
Sr Network Engineer	1000	1	1	1	-	-
Sr Sys Admin	1000	1	1	1	-	-
Sr Sys Analyst	1000	1	1	1	-	-
Sys Admin	1000	3	3	3	-	-
Sys Analyst	1000	4	3	3	-	-
Tech & Innovation Exec Dir	1000	1	1	-	-	-
Information Technology Division Total:		**28**	**26**	**25**	**-**	**-**
11520 Telephones						
Voice Comms Admin	1100	1	1	1	-	-
11530 Technology Replacement						
Mgmt Aide	1140	1	1	1	-	-
18400 Telephones						
Telecommunications Analyst	2591	-	-	-	-	1
Voice Comms Admin	2591	-	-	-	1	-
Telephones Division Total:		**-**	**-**	**-**	**1**	**1**
18401 Technology Replacement						
Mgmt Aide	2591	-	-	-	1	-
18402 Information Technology						
Administrator, Info Technology	2591	-	-	-	-	3
Applications Analyst	2591	-	-	-	1	1
Chief Information Officer	2591	-	-	-	1	1
Data Architect	2591	-	-	-	-	1
Database Administrator	2591	-	-	-	1	1
Database Administrator, Sr.	2591	-	-	-	1	1
Deputy Chief Info Officer	2591	-	-	-	1	1
GIS Analyst	2591	-	-	-	1	1
GIS Analyst, Sr.	2591	-	-	-	1	1
Help Desk Support Spec	2591	-	-	-	2	-
Help Desk Supv	2591	-	-	-	1	-

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
INNOVATION & TECH DEPARTMENT						
Innovation & Technology						
18402 Information Technology						
Info Technology Mgr	2591	-	-	-	3	-
Info Technology Project Mgr	2591	-	-	-	-	2
Management Assistant	2591	-	-	-	-	1
Network Engineer	2591	-	-	-	1	1
Network Engineer, Sr.	2591	-	-	-	1	1
PC Support Specialist II	2591	-	-	-	2	-
Service Desk Specialist	2591	-	-	-	-	4
Supervisor, Service Desk	2591	-	-	-	-	1
System Administrator	2591	-	-	-	3	3
Systems Administrator, Sr	2591	-	-	-	1	1
Systems Analyst	2591	-	-	-	3	3
Systems Analyst, Sr	2591	-	-	-	1	1
Information Technology Division Total:		**-**	**-**	**-**	**25**	**29**
INNOVATION & TECH DEPARTMENT TOTAL:		**30**	**28**	**27**	**27**	**30**
MAYOR'S OFFICE DEPARTMENT						
Mayor						
10010 Office of the Mayor						
Assistant to the Mayor	1000	1	1	1	1	1
Communications Project Manager	1000	-	-	-	-	1
Management Assistant	1000	-	-	-	-	1
Mayor	1000	1	1	1	1	1
Mgmt Aide	1000	1	1	1	1	-
Sr Mgmt Asst	1000	1	-	-	1	-
MAYOR'S OFFICE DEPARTMENT TOTAL:		**4**	**3**	**3**	**4**	**4**
POLICE SERVICES DEPARTMENT						
Police Department						
12120 Police Administration						
Administrative Sppt Coord	1000	-	-	-	-	1
Assistant Police Chief	1000	2	2	2	2	2
Management Analyst	1000	-	-	-	-	1
Management Assistant	1000	2	2	3	3	4
Mgmt Aide	1000	-	-	2	2	-
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	-
Police Officer	1000	4	4	4	4	4
Police Plan & Research Analyst	1000	1	1	1	1	2
Police Sergeant	1000	4	4	5	4	4
Sr Mgmt Asst	1000	1	1	1	1	-
Sr Secretary	1000	1	1	-	-	-
Sys Analyst	1000	-	1	-	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
POLICE SERVICES DEPARTMENT						
Police Department						
12120 Police Administration						
Police Administration Division Total:		**18**	**19**	**21**	**20**	**19**
12121 PD - Stadium Event Staffing						
Account Specialist	1000	-	-	-	-	1
Mgmt Aide	1000	-	-	-	1	-
Public Safety Events Scheduler	1000	-	-	-	1	1
PD - Stadium Event Staffing Division Total:		**-**	**-**	**-**	**2**	**2**
12123 PD - Arena Event Staffing						
Public Safety Events Scheduler	1000	-	-	-	1	1
12130 Gateway Patrol						
Administrative Sppt Specialist	1000	-	-	-	-	1
Police Commander	1000	1	1	1	1	1
Police Crime Prevention Spec	1000	2	3	2	2	2
Police Lieutenant	1000	5	5	5	4	6
Police Officer	1000	87	77	112	108	105
Police Sergeant	1000	14	14	14	15	14
Secretary	1000	-	-	1	1	-
Gateway Patrol Division Total:		**109**	**100**	**135**	**131**	**129**
12135 Training						
Police Commander	1000	-	-	1	1	1
Police Lieutenant	1000	-	-	1	1	1
Police Officer	1000	-	-	8	12	12
Police Sergeant	1000	-	-	3	3	3
Training Division Total:		**-**	**-**	**13**	**17**	**17**
12150 Crime Investigations						
Administrative Sppt Specialist	1000	-	-	-	-	1
Mgmt Aide	1000	2	1	3	3	-
Police Case Support Specialist	1000	-	-	-	-	3
Police Commander	1000	2	1	1	1	2
Police Community Srvcs Officer	1000	1	1	1	1	1
Police Crime/Stats Analyst	1000	1	1	-	-	-
Police Forensics Specialist	1000	-	-	-	-	4
Police Identification Supv	1000	1	1	1	1	-
Police Identification Tech	1000	4	4	4	4	-
Police Lieutenant	1000	2	3	3	3	3
Police Officer	1000	60	62	67	64	66
Police Sergeant	1000	9	9	10	9	11
Secretary	1000	-	1	1	1	-
Sr Secretary	1000	1	-	-	-	-
Supervisor, Forensics	1000	-	-	-	-	1
Supervisor, Victim Assistance	1000	-	-	-	-	1
Victim Assistance Caseworker	1000	2	2	3	4	3
Crime Investigations Division Total:		**85**	**86**	**94**	**91**	**96**

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
POLICE SERVICES DEPARTMENT						
Police Department						
12160 Police Personnel Management						
Manager, Police Personnel	1000	-	-	-	-	1
Police Hiring Coord	1000	-	-	1	1	-
Police Officer	1000	12	4	2	2	2
Police Personnel Specialist	1000	-	-	-	-	1
Police Sergeant	1000	4	3	1	1	1
Police Tech Srvcs Mgr	1000	-	1	1	1	-
Police Volunteer Coord	1000	-	1	-	-	-
Secur Officer	1000	3	4	-	-	-
Secur Srvcs Coord	1000	1	1	-	-	-
Police Personnel Management Division		**20**	**14**	**5**	**5**	**5**
12170 Foothills Patrol Bureau						
Administrative Sppt Specialist	1000	-	-	-	-	1
Mgmt Aide	1000	-	-	1	1	-
Police Case Support Specialist	1000	-	-	-	-	1
Police Commander	1000	1	1	1	1	-
Police Crime Prevention Spec	1000	3	1	2	2	2
Police Crime/Stats Analyst	1000	1	1	-	-	-
Police Lieutenant	1000	4	3	4	5	4
Police Officer	1000	94	86	104	106	108
Police Sergeant	1000	14	14	14	15	15
Secretary	1000	1	1	1	1	-
Foothills Patrol Bureau Division Total:		**118**	**107**	**127**	**131**	**131**
12180 Police Support Services						
Account Specialist	1000	-	-	-	-	1
Admin, Police Technical Svcs	1000	-	-	-	-	1
Business Analyst	1000	-	-	-	-	1
Manager, Police Sppt Services	1000	-	-	-	-	1
Mgmt Analyst	1000	-	-	1	1	-
Mgmt Asst	1000	-	-	1	1	-
Police Comm Sys Spec	1000	-	-	-	1	1
Police Comm System Tech	1000	-	-	-	1	1
Police Community Srvcs Officer	1000	2	1	1	-	5
Police Lieutenant	1000	1	1	-	-	-
Police Officer	1000	-	1	1	1	-
Police Property/Evid Custodian	1000	3	3	3	4	-
Police Property/Evid Spec	1000	-	-	-	-	4
Police Records Technician	1000	12.5	10.5	13.5	14.5	14.5
Police Support Srvcs Supv	1000	-	-	1	1	-
Police Tech Srvcs Mgr	1000	1	1	1	1	-
Property Room Supv	1000	1	1	1	1	-
Public Safety Tech Srvcs Admin	1000	1	1	1	1	-
Supervisor, Property Evidence	1000	-	-	-	-	1
Supervisor, Support Services	1000	-	-	-	-	2
Systems Analyst	1000	-	-	1	1	2

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
POLICE SERVICES DEPARTMENT						
Police Department						
12180 Police Support Services						
Police Support Services Division Total:		**21.5**	**19.5**	**25.5**	**28.5**	**34.5**
12190 Arena-PD Event Staffing						
Public Safety Events Scheduler	1282	1	1	1	-	-
12215 PD - Tow Administration						
Account Specialist	1000	-	-	-	-	1
Mgmt Aide	1000	1	1	1	1	-
PD - Tow Administration Division Total:		**1**	**1**	**1**	**1**	**1**
12220 PD - Detention						
Manager, Detention & Fleet Svc	1000	-	-	-	-	1
Police Detention Officer	1000	6	6	14	14	14
Police Tech Srvcs Mgr	1000	1	1	1	1	-
Supervisor, Support Services	1000	3	3	4	4	4
PD - Detention Division Total:		**10**	**10**	**19**	**19**	**19**
12230 PD - Communications						
Comm Sys Tech	1000	1	1	1	-	-
Manager, Police Communications	1000	-	-	-	-	1
Police Comm Specialist	1000	22.5	20.5	30.5	29.5	30.5
Police Comm Sys Spec	1000	1	1	1	-	-
Police Crime/Stats Analyst	1000	-	-	-	1	-
Police Ops Mgr	1000	1	1	1	1	-
Supv, Police Communications	1000	5	5	5	5	5
PD - Communications Division Total:		**30.5**	**28.5**	**38.5**	**36.5**	**36.5**
12231 Stadium - PD Event Staffing						
Mgmt Aide	1281	1	1	1	-	-
Public Safety Events Scheduler	1281	1	1	1	-	-
Stadium - PD Event Staffing Division Total:		**2**	**2**	**2**	**-**	**-**
12233 PD - Special Operations						
Police Aide	1000	-	-	1	1	1
Police Commander	1000	1	1	1	1	1
Police Lieutenant	1000	3	3	3	3	3
Police Officer	1000	23	21	28	30	30
Police Officer (Assignment)	1000	1	1	1	-	-
Police Sergeant	1000	7	8	9	9	9
Police Volunteer Coordinator	1000	-	-	1	1	1
Security Officer	1000	-	-	5	5	5
Supervisor, Support Services	1000	-	-	1	1	1
PD - Special Operations Division Total:		**35**	**34**	**50**	**51**	**51**
12235 PD - Emergency Management						
Building Maintenance Worker	1000	1	-	-	-	-
Police Ops Mgr	1000	1	-	-	-	-
Police Volunteer Coord	1000	1	-	-	-	-
Sys Admin	1000	1	-	-	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
POLICE SERVICES DEPARTMENT						
Police Department						
12235 PD - Emergency Management						
PD - Emergency Management Division		**4**	**-**	**-**	**-**	**-**
12310 Patrol - Special Revenue Fund						
Info Technology Mgr	1700	1	1	-	-	-
Mgmt Aide	1700	5	4	-	-	-
Mgmt Asst	1700	2	2	-	-	-
Police Aide	1700	1	1	-	-	-
Police Comm Spec	1700	9	10	-	-	-
Police Detention Officer	1700	8	8	-	-	-
Police Hiring Coord	1700	1	1	-	-	-
Police Lieutenant	1700	1	1	-	-	-
Police Officer	1700	75	71	-	-	-
Police Records Tech	1700	3	3	-	-	-
Police Sergeant	1700	4	4	-	-	-
Police Support Srvcs Supv	1700	2	2	-	-	-
Police Tech Srvcs Mgr	1700	1	-	-	-	-
Programs Admin	1700	1	-	-	-	-
Secretary	1700	1	1	-	-	-
Secur Officer	1700	1	1	-	-	-
Sys Analyst	1700	1	-	-	-	-
Victim Assistance Caseworker	1700	1	1	-	-	-
Patrol - Special Revenue Fund Division		**118**	**111**	**-**	**-**	**-**
12390 PS Training Ops - Police						
Police Lieutenant	2530	1	1	1	1	1
Security Officer	2530	1	1	1	1	1
PS Training Ops - Police Division Total:		**2**	**2**	**2**	**2**	**2**
32030 State RICO						
Account Specialist	1860	-	-	-	-	1
Secretary	1860	0.5	0.5	0.5	1	-
State RICO Division Total:		**0.5**	**0.5**	**0.5**	**1**	**1**
33002 Victim Rights - PD						
Victim Assistance Caseworker	1840	1	1	1	1	1
33018 VOCA						
Victim Assistance Caseworker	1840	1	1	1	1	1
33213 2013 COPS Hiring Program						
Police Officer	1840	-	-	10	10	10
33228 School Resource Officer IGAs						
Police Officer	1840	-	-	-	7	7
POLICE SERVICES DEPARTMENT TOTAL:		**577.5**	**537.5**	**546.5**	**556**	**564**

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
PUBLIC AFFAIRS DEPARTMENT						
Public Affairs						
10810 Communications						
Comm Exec Dir	1000	1	1	-	-	-
Communications Director	1000	-	-	1	1	-
Creative Designer	1000	1	1	1	1	-
Creative Services Mgr	1000	1	1	1	1	-
Customer Assistance Rep	1000	1	-	-	-	-
Dep Comm Dir	1000	2	2	-	1	-
Marketing & Comm Prog Mgr	1000	2	2	2	2	-
Mgmt Aide	1000	-	1	1	1	-
Mgmt Asst	1000	1	1	1	1	-
Sr Marketing & Comm Mgr	1000	1	1	1	1	-
Web Content Program Mgr	1000	1	1	1	1	-
Communications Division Total:		**11**	**11**	**9**	**10**	**-**
10891 Media Center Operations						
Chief Broadcast Engineer	1000	1	1	1	1	-
10910 Public Affairs Admin						
Admin, Intergovernment Program	1000	-	-	-	-	1
Administrative Sppt Specialist	1000	-	-	-	-	1
Asst Director, Communications	1000	-	-	-	-	1
Creative Designer	1000	-	-	-	-	1
Creative Services Program Mgr.	1000	-	-	-	-	1
Digital Content Prgm Manager	1000	-	-	-	-	1
Director, Public Affairs	1000	-	-	-	-	1
Intergov Programs Admin	1000	2	1	1	1	-
Intergov Programs Dir	1000	1	1	1	1	-
Management Assistant	1000	1	1	1	1	2
Marketing & Comm Prgm Mgr, Sr	1000	-	-	-	-	1
Marketing & Comm Prog Mgr	1000	-	-	-	-	1
Public Affairs Admin Division Total:		**4**	**3**	**3**	**3**	**11**
10920 Cable Communications						
Chief Broadcast Engineer	1000	-	-	-	-	1
Media Production Spec	1000	-	-	-	-	3.5
Cable Communications Division Total:		**-**	**-**	**-**	**-**	**4.5**
14115 Audio/Visual						
Media Production Spec	1000	1	1	-	-	-
14120 Cable Communications						
Cable Media Administrator	1000	1	1	1	-	-
Media Production Spec	1000	4	3.5	3.5	3.5	-
Television Producer/Host	1000	1	-	-	-	-
Cable Communications Division Total:		**6**	**4.5**	**4.5**	**3.5**	**-**
PUBLIC AFFAIRS DEPARTMENT TOTAL:		**23**	**20.5**	**17.5**	**17.5**	**15.5**

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
PUBLIC WORKS DEPARTMENT						
Engineering						
13800 Materials Testing						
Materials Tech	1000	2	2	-	-	-
Sr Materials Tech	1000	1	1	-	-	-
Materials Testing Division Total:		**3**	**3**	**-**	**-**	**-**
Field Operations						
11370 Materials Control Warehouse						
Materials Control Spec	1000	2.75	1.75	-	-	-
Secretary	1000	1	1	-	-	-
Materials Control Warehouse Division		**3.75**	**2.75**	**-**	**-**	**-**
16040 Downtown Beaut. & Promotion						
Secur Officer	1000	2	-	-	-	-
Field Operations Rollup Total:		**5.75**	**2.75**	**-**	**-**	**-**
Public Works						
13410 Field Operations Admin.						
Dep Field Ops Dir	1000	1	1	-	-	-
Deputy Director, Public Works	1000	-	-	1	1	1
Public Works Exec Dir	1000	1	-	-	-	-
Field Operations Admin. Division Total:		**2**	**1**	**1**	**1**	**1**
13420 Cemetery						
Crewleader (Parks)	1000	1	1	1	1	1
Srvc Worker III (Parks)	1000	1	-	-	-	-
Cemetery Division Total:		**2**	**1**	**1**	**1**	**1**
13440 Graffiti Removal						
Srvc Worker II (Streets)	1000	2	-	-	-	-
13450 Facilities Management						
Bldg Maint Leader	1000	1	1	2	2	-
Building Maintenance Worker	1000	7	7	7	7	-
Supv Building Maintenance	1000	2	2	1	1	1
Trades Worker	1000	-	-	-	-	7
Trades Worker,Lead	1000	-	-	-	-	2
Facilities Management Division Total:		**10**	**10**	**10**	**10**	**10**
13460 Custodial Services						
Custodial Supv	1000	1	1	-	-	-
Custodian	1000	8	6	4	4	3
Custodian, Lead	1000	4	4	2	2	2
Superintendent, Facilities Mgt	1000	-	-	-	-	1
Custodial Services Division Total:		**13**	**11**	**6**	**6**	**6**
13480 PS Training Ops - Fac. Mgmt.						
Building Maintenance Worker	2530	1	1	1	1	1
Custodian	2530	2	1	1	1	1
PS Training Ops - Fac. Mgmt. Division		**3**	**2**	**2**	**2**	**2**

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
PUBLIC WORKS DEPARTMENT						
Public Works						
13510 Equipment Management						
Buyer I	1040	1	1	1	-	-
Equip Mechanic I	1040	3	3	3	-	-
Equip Mechanic II	1040	9	6	6	-	-
Equip Mechanic Spec	1040	14	14	14	-	-
Equip Mgmt Supt	1040	1	1	1	-	-
Shop Maint Coord	1040	2	2	2	-	-
Shop Supv	1040	2	2	2	-	-
Srvc Worker I	1040	1	1	1	-	-
Equipment Management Division Total:		**33**	**30**	**30**	**-**	**-**
13530 Parts Store Operations						
Buyer II	1040	1	1	1	-	-
13720 Engineering Administration						
Administrative Sppt Coord	1000	-	-	-	-	1
Administrative Sppt Specialist	1000	-	-	-	-	2
CIP Project Manager	1000	-	-	-	-	1
City Engineer	1000	-	-	1	1	1
Engineering Project Mgr	1000	1	1	1	1	1
Mgmt Asst	1000	1	1	1	1	-
Programs Admin	1000	-	-	1	1	-
Sr Secretary	1000	1	1	1	1	-
Engineering Administration Division Total:		**3**	**3**	**5**	**5**	**6**
13730 Design Division						
Civil Engineer, Sr.	1000	1	-	1	1	1
Engineering Insp II	1000	1	1	-	-	-
Engineering Project Mgr	1000	2	2	2	2	2
Principal Engineer	1000	1	1	1	-	-
Programs Admin	1000	1	1	-	-	-
Design Division Division Total:		**6**	**5**	**4**	**3**	**3**
13780 Land Development Division						
Asst City Engineer	1000	1	1	-	-	-
Civil Engineer, Sr.	1000	2	2	1	1	1
Land Development Division Division Total:		**3**	**3**	**1**	**1**	**1**
13790 Construction Inspection						
Admin, Civil Engr	1000	-	-	-	-	1
Engineering Insp II	1000	2	2	3	3	-
Engineering Inspector	1000	-	-	-	-	5
Engineering Inspector, Sr.	1000	1	1	1	1	2
Engineering Project Mgr	1000	1	1	1	1	-
Materials Tech	1000	-	-	2	2	-
Sr Materials Tech	1000	-	-	1	1	-
Construction Inspection Division Total:		**4**	**4**	**8**	**8**	**8**
16410 Airport Operations						
Administrator, Airport	1760	1	1	1	1	1

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
PUBLIC WORKS DEPARTMENT						
Public Works						
16410 Airport Operations						
Crewleader (Airport)	1760	1	1	1	1	-
Management Assistant	1760	-	-	1	1	1
Mgmt Aide	1760	1	1	-	-	-
Service Worker (Airport)	1760	-	-	-	-	3
Srvc Worker II (Airport)	1760	3	3	3	3	-
Supervisor, Airport Operations	1760	-	-	-	-	1
Airport Operations Division Total:		**6**	**6**	**6**	**6**	**6**
16510 Transportation Program Mgmt						
Admin, Transportation Planning	1660	-	-	-	-	1
Administrative Sppt Specialist	1660	-	-	-	-	1
Dep Public Works Dir	1660	-	-	1	1	-
Deputy Director, Transportatio	1660	1	1	-	-	1
Management Assistant	1660	-	1	1	1	1
Planning Mgr	1660	1	1	1	1	-
Principal Engineer	1660	-	-	-	-	1
Sr Secretary	1660	1	1	1	1	-
Sr. Trans Analyst	1660	-	-	1	1	-
Trans Engineer	1660	-	-	-	1	-
Trans Srvcs Exec Dir	1660	1	1	-	-	-
Transportation Analyst	1660	-	-	-	-	1
Transportation Engineer	1660	-	-	1	-	-
Transportation Planner	1660	1	1	1	1	2
Transportation Program Manager	1660	-	-	-	-	1
Transportation Program Mgmt Division		**5**	**6**	**7**	**7**	**9**
16520 Transportation Education						
Sr. Trans Analyst	1660	1	1	-	-	-
Traffic Education Program Mgr	1660	-	-	1	1	1
Transportation Education Division Total:		**1**	**1**	**1**	**1**	**1**
16525 Transit Management						
Administrator, Transit	1660	1	1	1	1	1
Management Assistant	1660	-	-	-	-	1
Sr Mgmt Asst	1660	-	-	1	1	-
Supt, Transit Operations	1660	-	-	-	-	1
Trans Planner	1660	1	1	-	-	-
Transit Mgr	1660	2	2	2	2	-
Transit Management Division Total:		**4**	**4**	**4**	**4**	**3**
16530 Dial-A-Ride						
Administrative Sppt Specialist	1660	-	-	-	-	1
Dispatcher/Router	1660	5.5	5.5	5.5	5.5	5.5
Programs Admin	1660	1	1	-	-	-
Supervisor, Transit	1660	1	1	1	1	2
Transit Coordinator	1660	2	2	2	2	1
Transit Oper	1660	16.75	16.75	16	16	16

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
PUBLIC WORKS DEPARTMENT						
Public Works						
16530 Dial-A-Ride						
Transit Representative, Lead	1660	8	7	7.75	7.75	6.75
Dial-A-Ride Division Total:		**34.25**	**33.25**	**32.25**	**32.25**	**32.25**
16570 Intelligent Transportation Sys						
Admin,Transportation Systems	1660	-	-	-	-	1
Intelligent Trans Sys Analyst	1660	1	1	1	1	-
ITS Technician	1660	1	1	2	2	2
Principal Engineer	1660	1	1	-	-	-
Supv, Intelligent Transp Sys	1660	-	-	-	-	1
Trans Sys Mgr	1660	1	1	1	1	-
Transportation Engineer	1660	-	-	1	1	-
Intelligent Transportation Sys Division		**4**	**4**	**5**	**5**	**4**
16580 Traffic Mitigation						
Principal Engineer	1660	-	-	-	-	1
Traffic Engineer I	1660	1	1	1	1	-
Transportation Engineer	1660	-	-	-	-	1
Traffic Mitigation Division Total:		**1**	**1**	**1**	**1**	**2**
16710 Right-of-Way Maintenance						
Contract Monitor	1340	-	-	-	-	1
Crewleader (Streets)	1340	1	-	-	-	1
Engineering Insp II	1340	1	1	1	1	-
Parks & Rec Projects Coord	1340	-	1	1	1	-
Service Worker (Streets)	1340	-	-	-	-	6
Service Worker III (Streets)	1340	5	5	5	5	-
Service Worker, Sr. (Streets)	1340	-	-	-	-	5
Srvc Worker II (Streets)	1340	4	4	4	4	-
Supervisor, Right of Way	1340	-	-	-	-	1
Right-of-Way Maintenance Division Total:		**11**	**11**	**11**	**11**	**14**
16720 Street Maintenance						
Crewleader (Streets)	1340	2	2	2	2	2
Service Worker III (Streets)	1340	2	2	2	2	-
Service Worker, Sr. (Streets)	1340	-	-	-	-	2
Superintendent, Streets	1340	-	-	1	1	1
Supervisor, Streets	1340	1	1	1	1	1
Street Maintenance Division Total:		**5**	**5**	**6**	**6**	**6**
16731 Graffiti Removal - ROW						
Service Worker (Streets)	1340	-	-	-	-	2
Srvc Worker II (Streets)	1340	-	2	2	2	-
Graffiti Removal - ROW Division Total:		**-**	**2**	**2**	**2**	**2**
16810 Traffic Signals						
Supervisor, Traffic Signal	1340	1	1	1	1	1
Traffic Ops Electronic Tech	1340	1	1	1	1	1
Traffic Signal Tech I	1340	-	1	1	1	-
Traffic Signal Tech II	1340	2	2	2	2	-

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
PUBLIC WORKS DEPARTMENT						
Public Works						
16810 Traffic Signals						
Traffic Signal Tech III	1340	1	1	1	1	-
Traffic Signal Tech, Sr	1340	-	-	-	-	3
Traffic Signal Technician	1340	-	-	-	-	1
Traffic Signals Division Total:		**5**	**6**	**6**	**6**	**6**
16820 Signs & Markings						
Crewleader (Streets)	1340	2	2	2	2	1
Service Worker (Streets)	1340	-	-	-	-	3
Srvc Worker II (Streets)	1340	4	4	4	3	-
Traffic Signs & Markings Supv	1340	1	1	-	-	-
Signs & Markings Division Total:		**7**	**7**	**6**	**5**	**4**
16910 Transportation Administration						
Intelligent Trans Sys Tech	1340	1	1	-	-	-
Sr Mgmt Asst	1340	1	1	1	1	-
Supervisor, Admin Support	1340	-	-	-	-	1
Transportation Administration Division		**2**	**2**	**1**	**1**	**1**
16920 Street Light Management						
Programs Admin	1340	-	-	1	1	-
Streetlight Program Manager	1340	-	-	-	-	1
Street Light Management Division Total:		**-**	**-**	**1**	**1**	**1**
16925 Pavement Management						
Civil Engineer, Sr.	1340	-	-	-	1	1
Engineering Inspector, Sr.	1340	-	-	-	2	2
Engineering Project Mgr	1340	-	-	-	1	1
Principal Engineer	1340	-	-	-	1	1
Pavement Management Division Total:		**-**	**-**	**-**	**5**	**5**
16940 Traffic Studies						
City Traffic Engineer	1340	-	-	-	-	1
Principal Engineer	1340	1	1	-	-	-
Sr Traffic Engineering Spec	1340	-	-	1	1	-
Traffic Education Program Mgr	1340	1	1	-	-	-
Traffic Engineering Technician	1340	2	2	1	1	1
Transportation Engineer	1340	-	-	1	1	-
Traffic Studies Division Total:		**4**	**4**	**3**	**3**	**2**
16950 Traffic Design and Development						
Sr Traffic Engineering Spec	1340	1	1	-	-	-
Supervisor, Traffic Engr	1340	-	-	-	-	1
Traffic Engineering Spec	1340	1	1	1	1	1
Traffic Engineering Technician	1340	-	-	1	1	1
Traffic Design and Development Division		**2**	**2**	**2**	**2**	**3**
17710 Landfill						
Business Analyst	2440	-	-	-	-	1
Cashier	2440	3	3	3	3	3

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
PUBLIC WORKS DEPARTMENT						
Public Works						
17710 Landfill						
Crewleader (Landfill)	2440	1	1	1	1	1
Equip Mechanic Specialist, Sr	2440	1	1	1	1	1
Landfill Inspector	2440	1	1	1	1	1
Landfill Operator	2440	5	5	5	5	5
Mgmt Asst	2440	1	1	1	1	-
Service Worker (Landfill)	2440	-	-	-	-	3
Srvc Worker I	2440	1	1	-	-	-
Srvc Worker I (Landfill)	2440	-	-	1	1	-
Srvc Worker II (Landfill)	2440	2	2	2	2	-
Supervisor, Landfill	2440	1	1	1	1	1
Landfill Division Total:		**16**	**16**	**16**	**16**	**16**
17730 Solid Waste Admin						
Account Spec II	2440	2	2	5	5	-
Account Specialist	2440	-	-	-	-	5
Account Specialist, Lead	2440	-	-	-	-	1
Accountant II	2440	1	1	1	1	-
Accountant, Sr.	2440	-	-	-	-	1
Admin, Dept Support Svcs	2440	-	-	-	-	1
Budget and Finance Analyst	2440	-	-	-	-	1
Dep Field Ops Dir	2440	1	-	-	-	-
Director, Public Works	2440	-	-	1	1	1
Equipment Operator (Streets)	2440	-	-	-	1	-
Field Ops Admin Supv	2440	1	1	1	1	-
Public Works Exec Dir	2440	-	1	-	-	-
Public Works Program Manager	2440	-	-	-	-	1
Sanitation Supt	2440	1	1	1	1	-
Sr Budget Analyst	2440	1	1	1	1	-
Sr Mgmt Asst	2440	-	-	1	1	-
Sr Secretary	2440	1	1	-	-	-
Srvc Worker II (Streets)	2440	-	-	-	1	-
Superintendent, Landfill	2440	1	1	1	1	1
Supervisor, Admin Support	2440	-	-	-	-	1
Supt, Solid Waste Mgmt	2440	-	-	-	-	1
Solid Waste Admin Division Total:		**9**	**9**	**12**	**14**	**14**
17740 Recycling						
Recycling Coord	2440	1	1	1	1	-
Sanitation Insp	2440	4	4	4	4	-
Solid Waste Mgmt Inspector	2440	-	-	-	-	4
SolidWaste Mgt Inspector, Lead	2440	-	-	-	-	1
Sr Sanitation Insp	2440	1	1	1	1	-
Supervisor, Recycling	2440	-	-	-	-	1
Recycling Division Total:		**6**	**6**	**6**	**6**	**6**

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
PUBLIC WORKS DEPARTMENT						
Public Works						
17750 MRF Operations						
Account Spec II	2440	1	1	1	1	-
Account Specialist	2440	-	-	-	-	1
Crewleader (Sanitation)	2440	1	1	1	1	-
Crewleader (Sol Wst Mgmt)	2440	-	-	-	-	1
Equip Mechanic I	2440	1	1	-	-	-
Equip Mechanic II	2440	1	1	-	-	-
Equip Mechanic Specialist, Sr	2440	-	-	-	-	2
Sanitation Supv	2440	1	1	1	1	-
Service Worker	2440	-	-	-	-	1
Service Worker (Landfill)	2440	-	-	-	-	2
Sr Equip Mechanic Special	2440	-	-	2	2	-
Srvc Worker II	2440	2	2	2	2	-
Srvc Worker II (Landfill)	2440	1	1	1	1	-
Supervisor, MRF Operations	2440	-	-	-	-	1
MRF Operations Division Total:		**8**	**8**	**8**	**8**	**8**
17810 Solid Waste Roll-off						
Account Spec II	2480	1	1	-	-	-
Equip Operator (Sanitation)	2480	1	1	1	1	-
Equip Operator (Sold Wst Mgt)	2480	-	-	-	-	1
Solid Waste Roll-off Division Total:		**2**	**2**	**1**	**1**	**1**
17820 Sanitation Frontload						
Account Spec II	2480	1	1	-	-	-
Commercial Sanitation Insp	2480	1	1	1	1	-
Crewleader (Sanitation)	2480	1	1	1	1	-
Crewleader (Sol Wst Mgmt)	2480	-	-	-	-	1
Equip Operator (Sanitation)	2480	9	9	9	9	-
Equip Operator (Sold Wst Mgt)	2480	-	-	-	-	9
Service Worker, Sr (SWM)	2480	-	-	-	-	1
Solid Waste Mgmt Inspector	2480	-	-	-	-	1
Sr Mgmt Asst	2480	1	1	-	-	-
Srvc Worker III (Sanitation)	2480	1	1	1	1	-
Sanitation Frontload Division Total:		**14**	**14**	**12**	**12**	**12**
17830 Curb Service						
Crewleader (Sanitation)	2480	2	2	2	2	-
Crewleader (Sol Wst Mgmt)	2480	-	-	-	-	2
Equip Mechanic I	2480	2	2	2	2	-
Equip Mechanic Spec	2480	-	-	-	-	2
Equip Operator (Sanitation)	2480	30	30	30	30	-
Equip Operator (Sold Wst Mgt)	2480	-	-	-	-	30
Sanitation Supv	2480	1	1	1	1	-
Service Worker (Sol Wst Mgmt)	2480	-	-	-	-	2
Srvc Worker II (Sanitation)	2480	2	2	2	2	-
Supervisor, Solid Waste Mgmt	2480	-	-	-	-	1

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
PUBLIC WORKS DEPARTMENT						
Public Works						
17830 Curb Service						
Curb Service Division Total:		**37**	**37**	**37**	**37**	**37**
17840 Residential-Loose Trash Collec						
Crewleader (Sanitation)	2480	1	1	1	1	-
Crewleader (Sol Wst Mgmt)	2480	-	-	-	-	1
Equip Operator (Sanitation)	2480	16	16	16	16	-
Equip Operator (Sold Wst Mgt)	2480	-	-	-	-	16
Equipment Operator (Streets)	2480	2	2	2	1	1
Sanitation Insp	2480	1	1	1	1	-
Sanitation Supv	2480	1	1	1	1	-
Solid Waste Mgmt Inspector	2480	-	-	-	-	1
Supervisor, Solid Waste Mgmt	2480	-	-	-	-	1
Residential-Loose Trash Collec Division		**21**	**21**	**21**	**20**	**20**
18300 Fleet Management						
Buyer	2590	-	-	-	-	1
Buyer I	2590	-	-	-	1	-
Equip Mechanic	2590	-	-	-	-	4
Equip Mechanic I	2590	-	-	-	3	-
Equip Mechanic II	2590	-	-	-	6	-
Equip Mechanic Spec	2590	-	-	-	14	14
Equip Mechanic, Sr.	2590	-	-	-	-	5
Equip Mgmt Supt	2590	-	-	-	1	-
Fleet Maintenance Coordinator	2590	-	-	-	-	2
Service Worker	2590	-	-	-	-	1
Shop Maint Coord	2590	-	-	-	2	-
Shop Supv	2590	-	-	-	2	-
Srvc Worker I	2590	-	-	-	1	-
Superintendent, Equipment Mgt	2590	-	-	-	-	1
Supervisor, Fleet	2590	-	-	-	-	2
Supv, Fleet Acquisition & Bill	2590	-	-	-	-	1
Fleet Management Division Total:		**-**	**-**	**-**	**30**	**31**
18302 Parts Store Operations						
Buyer II	2590	-	-	-	1	-
Management Assistant	2590	-	-	-	-	1
Parts Store Operations Division Total:		**-**	**-**	**-**	**1**	**1**
Public Works Rollup Total:		**286.25**	**278.25**	**276.25**	**280.25**	**285.25**
PUBLIC WORKS DEPARTMENT TOTAL:		**295**	**284**	**276.25**	**280.25**	**285.25**
WATER SERVICES DEPARTMENT						
Water Services						
17010 Environmental Resources						
Civil Engineer	2360	-	-	1	1	1
Dep Water Srvcs Dir	2360	-	-	1	1	-
Environmental Program Mgr	2360	3	3	3	3	3

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
WATER SERVICES DEPARTMENT						
Water Services						
17010 Environmental Resources						
Environmental Resource Dir	2360	1	1	-	-	-
Principal Engineer	2360	-	-	1	1	1
Sr Secretary	2360	1	1	1	-	-
Environmental Resources Division Total:		**5**	**5**	**7**	**6**	**5**
17110 Water Services Administration						
Account Specialist	2360	-	-	-	-	1
Admin, Dept Support Svcs	2360	-	-	-	-	1
Admin, Financial Programs	2360	-	-	-	-	1
Administrative Sppt Assistant	2360	-	-	-	-	1
Administrative Sppt Coord	2360	-	-	-	-	1
Administrative Sppt Specialist	2360	-	-	-	-	1
Dep Utilities Dir	2360	2	2	-	-	-
Deputy Director, Water Service	2360	-	-	2	2	3
Director, Water Services	2360	-	-	1	1	1
HR Business Partner	2360	-	-	-	-	1
HR Generalist	2360	1	1	1	1	-
Management Analyst	2360	-	-	-	-	1
Management Assistant	2360	1	1	2	2	1
Mgmt Aide	2360	1	1	1	1	-
Secretary	2360	1	1	1	1	-
Sr Civil Engineer	2360	1	1	-	-	-
Sr Mgmt Asst	2360	-	1	1	1	-
Sr Secretary	2360	2	2	1	2	-
Supervisor, Logistical Support	2360	-	-	-	-	1
Water Srvcs Admin	2360	2	2	2	2	-
Water Srvcs Exec Dir	2360	1	1	-	-	-
Water Services Administration Division		**12**	**13**	**12**	**13**	**14**
17115 Safety Administration						
Safety Program Manager	2360	-	-	-	-	1
Water Srvcs Safety/Security Coor	2360	-	-	1	1	-
Safety Administration Division Total:		**-**	**-**	**1**	**1**	**1**
17120 Information Management						
GIS Coord	2360	1	1	1	1	1
Network Engineer	2360	-	-	-	-	1
PC Operator	2360	-	-	-	-	1
PC Support Specialist II	2360	-	-	1	1	-
System Administrator	2360	1	1	1	1	1
Systems Administrator, Sr	2360	-	-	-	1	1
Utilities Network Engineer	2360	2	2	-	-	-
Utilities Technology Mgr	2360	1	1	-	-	-
Utility Data Coord	2360	1	1	-	-	-
Water Srvcs Data Coord	2360	-	-	2	2	2
Water Srvcs Network Engineer	2360	-	-	2	1	-

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
WATER SERVICES DEPARTMENT						
Water Services						
17120 Information Management						
Water Srvcs Process Ops Mgr	2360	-	-	-	-	1
Water Srvcs Technology Mgr	2360	-	-	1	1	-
Information Management Division Total:		**6**	**6**	**8**	**8**	**8**
17130 Public Service Representatives						
Public Service Rep, Lead	2360	-	-	-	-	1
Public Service Representative	2360	4	5	3	3	3
Sr. Water Srvcs Syst Tech	2360	-	-	1	1	-
Supervisor, Water Services	2360	-	-	1	1	1
Utility Locator	2360	-	-	2	2	2
Public Service Representatives Division		**4**	**5**	**7**	**7**	**7**
17140 System Security						
Security Officer	2360	6	5	5	5	5
Security Systems Tech	2360	1	-	-	-	-
Sr Mgmt Asst	2360	1	-	-	-	-
Supervisor, Support Services	2360	-	-	-	-	1
Supt, Water Svcs Ops/Maint	2360	-	-	-	-	1
Util Safety/Security Coor	2360	1	2	-	-	-
Utilities Secur Supt	2360	1	1	-	-	-
Water Srvcs Safety/Security Coor	2360	-	-	1	1	-
Water Srvcs Secur Supt	2360	-	-	1	1	-
System Security Division Total:		**10**	**8**	**7**	**7**	**7**
17160 Arrowhead WRF						
Plant Maint Mechanic II	2360	2	2	-	-	-
Sr Plant Instrument Tech	2360	1	1	-	-	-
Supervisor, Water Facilities	2360	-	-	-	-	1
Water Reclam Fac Oper, Lead	2360	-	-	-	-	1
Water Reclam Fac Oper, Sr	2360	1	1	1	1	6
Water Reclam Facility Oper II	2360	7	7	7	7	-
Water Reclam Facility Supv	2360	1	1	-	-	-
Water/Wastewater Ops Supv	2360	-	-	1	1	-
Arrowhead WRF Division Total:		**12**	**12**	**9**	**9**	**8**
17170 West Area WRF						
PC Operator	2360	1	1	1	1	1
Plant Instrument Tech II	2360	1	1	-	-	-
Sr Plant Instrument Tech	2360	1	1	-	-	-
Sr Plant Maint Mechanic	2360	1	1	-	-	-
Supervisor, Water Facilities	2360	-	-	-	-	1
Supt, Water Svcs Ops/Maint	2360	-	-	-	-	1
Utility Ops Supt	2360	1	1	-	-	-
Water Reclam Fac Oper, Lead	2360	-	-	-	-	1
Water Reclam Fac Oper, Sr	2360	1	1	1	1	9
Water Reclam Facility Oper II	2360	8	8	8	8	-
Water Reclam Facility Supv	2360	1	1	-	-	-

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
WATER SERVICES DEPARTMENT						
Water Services						
17170 West Area WRF						
Water Srvcs Ops Supt	2360	-	-	1	1	-
Water/Wastewater Ops Supv	2360	-	-	1	1	-
West Area WRF Division Total:		**15**	**15**	**12**	**12**	**13**
17180 Materials Control Warehouse						
Buyer	2360	-	-	-	-	1.75
Materials Control Spec	2360	-	-	1.75	1.75	-
Materials Control Warehouse Division		**-**	**-**	**1.75**	**1.75**	**1.75**
17210 Customer Service - Field						
Applications Analyst, Sr.	2400	1	1	1	1	1
Supervisor, Water Services	2400	-	-	1	1	1
Utilities Supv	2400	1	1	-	-	-
Utility Ops Supt	2400	1	1	-	-	-
Water Services Representative	2400	11	11	10	10	10
Water Srvc Rep, Lead	2400	2	2	2	2	2
Water Srvcs Ops Supt	2400	-	-	1	1	-
Customer Service - Field Division Total:		**16**	**16**	**15**	**15**	**14**
17220 Irrigation						
Crewleader (Water)	2400	1	-	-	-	-
17240 Central System Control						
Plant Maint Mechanic II	2400	1	1	-	-	-
Sr Water Plant Oper	2400	1	1	-	-	-
Supervisor, Water Facilities	2400	-	-	-	-	1
Utility Ops Supt	2400	1	-	-	-	-
Water Control Room Oper	2400	5	5	6	6	6
Water Plant Ops Supv	2400	1	1	-	-	-
Water/Wastewater Ops Supv	2400	-	-	1	1	-
Central System Control Division Total:		**9**	**8**	**7**	**7**	**7**
17250 Pyramid Peak WTP						
Sr Plant Instrument Tech	2400	1	1	-	-	-
Sr Plant Maint Mechanic	2400	1	1	-	-	-
Supervisor, Water Facilities	2400	-	-	-	-	1
Water Plant Oper, Lead	2400	-	-	-	-	1
Water Plant Operator II	2400	7	7	7	7	-
Water Plant Operator, Sr	2400	1	1	1	1	7
Water Plant Ops Supv	2400	1	1	-	-	-
Water/Wastewater Ops Supv	2400	-	-	1	1	-
Pyramid Peak WTP Division Total:		**11**	**11**	**9**	**9**	**9**
17260 Cholla Treatment Plant						
Sr Plant Instrument Tech	2400	1	1	-	-	-
Sr Plant Maint Mechanic	2400	1	1	-	-	-
Supervisor, Water Facilities	2400	-	-	-	-	1
Water Plant Oper, Lead	2400	-	-	-	-	1
Water Plant Operator II	2400	5	5	5	6	-

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
WATER SERVICES DEPARTMENT						
Water Services						
17260 Cholla Treatment Plant						
Water Plant Operator, Sr	2400	2	2	2	1	5
Cholla Treatment Plant Division Total:		**9**	**9**	**7**	**7**	**7**
17280 Central System Maintenance						
Industrial Maint Mechanic	2400	-	-	-	-	3
Industrial Maint Mechanic Sr	2400	-	-	-	-	4
Instrumentation Technician	2400	-	-	-	-	3
Instrumentation Technician, Sr	2400	-	-	-	-	5
Plant Instrument Tech II	2400	2	2	3	3	-
Plant Maint Mechanic II	2400	-	-	3	3	-
Sr Plant Instrument Tech	2400	1	1	5	5	-
Sr Plant Maint Mechanic	2400	-	-	4	4	-
Srvc Worker II (Water)	2400	1	1	-	-	-
Supervisor, Water Services	2400	-	-	1	1	1
Water Plant Ops Supv	2400	1	1	-	-	-
Water/Wastewater Ops Supv	2400	-	-	1	1	-
Central System Maintenance Division		**5**	**5**	**17**	**17**	**16**
17290 Water Distribution						
Sr Utility Sys Tech	2400	2	2	-	-	-
Sr. Water Srvcs Syst Tech	2400	-	-	2	2	-
Srvc Worker II (Water)	2400	-	-	1	1	-
Supervisor, Water Services	2400	-	-	2	2	2
Supt, Water Svcs Ops/Maint	2400	-	-	-	-	1
Utilities Supv	2400	2	2	-	-	-
Utility Sys Tech I	2400	10	10	-	-	-
Utility Sys Tech II	2400	12	12	-	-	-
Water Srvcs Sys Tech I	2400	-	-	10	11	-
Water Srvcs Sys Tech II	2400	-	-	11	10	-
Water Srvcs Sys Tech, Lead	2400	-	-	-	-	2
Water Srvcs Sys Tech, Sr	2400	-	-	-	-	9
Water Srvcs Sys Technician	2400	-	-	-	-	12
Water Distribution Division Total:		**26**	**26**	**26**	**26**	**26**
17300 Meter Maintenance						
Sr Utility Sys Tech	2400	1	1	-	-	-
Sr. Water Srvcs Syst Tech	2400	-	-	1	1	-
Supervisor, Water Services	2400	-	-	1	1	1
Utilities Supv	2400	1	1	-	-	-
Utility Locator	2400	3	3	-	-	-
Utility Sys Tech I	2400	3	3	-	-	-
Utility Sys Tech II	2400	3	3	-	-	-
Water Srvcs Sys Tech I	2400	-	-	3	3	-
Water Srvcs Sys Tech II	2400	-	-	3	3	-
Water Srvcs Sys Tech, Lead	2400	-	-	-	-	1
Water Srvcs Sys Tech, Sr	2400	-	-	-	-	3

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
WATER SERVICES DEPARTMENT						
Water Services						
17300 Meter Maintenance						
Water Srvcs Sys Technician	2400	-	-	-	-	3
Meter Maintenance Division Total:		**11**	**11**	**8**	**8**	**8**
17310 Oasis Surface WTP						
Building Maintenance Worker	2400	1	1	1	1	-
Custodian	2400	1	-	-	-	-
Industrial Maint Mechanic	2400	-	-	-	-	1
Plant Instrument Tech II	2400	1	1	-	-	-
Public Srvc Rep	2400	1	-	-	-	-
Sr Plant Instrument Tech	2400	1	1	-	-	-
Sr Plant Maint Mechanic	2400	1	1	-	-	-
Srvc Worker II (Water)	2400	1	1	1	1	-
Supervisor, Water Facilities	2400	-	-	-	-	1
Supt, Water Svcs Ops/Maint	2400	-	-	-	-	1
Trades Worker	2400	-	-	-	-	1
Utility Ops Supt	2400	-	1	-	-	-
Water Plant Oper, Lead	2400	-	-	-	-	1
Water Plant Operator II	2400	5	5	5	5	-
Water Plant Operator, Sr	2400	1	1	1	1	6
Water Plant Ops Supv	2400	1	1	-	-	-
Water Srvcs Ops Supt	2400	-	-	1	1	-
Water/Wastewater Ops Supv	2400	-	-	1	1	-
Oasis Surface WTP Division Total:		**14**	**13**	**10**	**10**	**11**
17410 Water Conservation						
Admin, Envt Programs	2400	-	-	-	-	1
Environmental Program Mgr	2400	1	1	1	1	-
Water Conservation Spec	2400	1	1	1	2	2
Water Conservation Division Total:		**2**	**2**	**2**	**3**	**3**
17420 Water Quality						
Admin, Water Quality Lab	2360	-	-	-	-	1
Chemist	2360	5	5	5	5	4
Chemist, Lead	2360	-	-	-	-	1
Laboratory Technician	2360	3	3	3	3	3
Water Quality Assurance Coord	2360	-	-	1	1	1
Water Quality Data Coord	2360	1	1	1	1	-
Water Quality Lab Mgr	2360	1	1	1	1	-
Water Srvcs Data Coord	2360	-	-	-	-	1
Water Quality Division Total:		**10**	**10**	**11**	**11**	**11**
17610 Pretreatment Program						
Admin, Pretreatment Prgm	2420	-	-	-	-	1
Pretreatment Inspector	2420	3	4	2	3	3
Pretreatment Inspector, Sr.	2420	2	1	3	1	1
Pretreatment Program Mgr	2420	1	1	1	1	-
Pretreatment Program Division Total:		**6**	**6**	**6**	**5**	**5**

DEPT/Rollup/Division/Position Title	Fund	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
WATER SERVICES DEPARTMENT						
Water Services						
17630 Wastewater Collection						
PC Operator	2420	1	1	1	1	1
Sr Utility Sys Tech	2420	1	1	-	-	-
Supervisor, Water Services	2420	-	-	1	1	1
Supt, Water Svcs Ops/Maint	2420	-	-	-	-	1
Utilities Supv	2420	1	1	-	-	-
Utility Ops Supt	2420	1	1	-	-	-
Utility Sys Tech I	2420	8	8	-	-	-
Utility Sys Tech II	2420	5	5	-	-	-
Water Srvcs Ops Supt	2420	-	-	1	1	-
Water Srvcs Sys Tech I	2420	-	-	8	8	-
Water Srvcs Sys Tech II	2420	-	-	4	4	-
Water Srvcs Sys Tech, Lead	2420	-	-	-	-	2
Water Srvcs Sys Tech, Sr	2420	-	-	2	2	4
Water Srvcs Sys Technician	2420	-	-	-	-	8
Wastewater Collection Division Total:		**17**	**17**	**17**	**17**	**17**
17699 Storm Water						
Sr Utility Sys Tech	2420	-	1	-	-	-
Supervisor, Water Services	2420	-	-	-	-	1
Utility Sys Tech I	2420	2	2	-	-	-
Utility Sys Tech II	2420	1	1	-	-	-
Water Srvcs Sys Tech I	2420	-	-	2	2	-
Water Srvcs Sys Tech II	2420	-	-	1	1	-
Water Srvcs Sys Tech, Lead	2420	-	-	-	-	1
Water Srvcs Sys Tech, Sr	2420	-	-	1	1	1
Water Srvcs Sys Technician	2420	-	-	-	-	2
Storm Water Division Total:		**3**	**4**	**4**	**4**	**5**
WATER SERVICES DEPARTMENT TOTAL:		**204**	**202**	**203.75**	**203.75**	**203.75**
Grand Total		**1,824.25**	**1,712.50**	**1,726.70**	**1,742.25**	**1,771.00**

Position Description	Grade	# of FTE's	Range Min	Range Mid	Range Max
Account Specialist	309	17.00	$36,899	$46,124	$55,349
Account Specialist, Lead	312	1.00	$42,714	$53,393	$64,071
Accountant	313	5.00	$44,850	$56,063	$67,275
Accountant, Sr.	316	5.00	$51,919	$64,899	$77,879
Accounting Project Mgr	321	1.00	$66,264	$82,830	$99,396
Accounts Payable Specialist	306	2.00	$31,874	$39,843	$47,811
Administrative Librarian	319	5.00	$60,103	$75,129	$90,155
Administrative Support Assistant	305	9.00	$30,356	$37,945	$45,534
Administrative Support Coordinator	312	6.00	$42,714	$53,393	$64,071
Administrative Support Specialist	309	29.75	$36,899	$46,124	$55,349
Administrator, Airport	324	1.00	$76,709	$95,886	$115,064
Administrator, Budget	325	1.00	$80,544	$100,680	$120,816
Administrator, Building Safety	321	2.00	$66,264	$82,830	$99,396
Administrator, Civil Engineering	322	1.00	$69,576	$86,970	$104,364
Administrator, Code Compliance	323	1.00	$73,056	$91,320	$109,584
Administrator, Community Action Program	323	1.00	$73,056	$91,320	$109,584
Administrator, Community Services	321	2.00	$66,264	$82,830	$99,396
Administrator, Court	326	1.00	$84,571	$105,714	$126,857
Administrator, CVB	318	1.00	$57,241	$71,551	$85,862
Administrator, Department Support Services	321	2.00	$66,264	$82,830	$99,396
Administrator, Environmental Programs	323	1.00	$73,056	$91,320	$109,584
Administrator, Financial Programs	321	1.00	$66,264	$82,830	$99,396
Administrator, Fire Human Services	320	1.00	$63,108	$78,885	$94,662
Administrator, Fire Physical Resources	323	1.00	$73,056	$91,320	$109,584
Administrator, Housing Services	323	1.00	$73,056	$91,320	$109,584
Administrator, Human Resources	321	2.00	$66,264	$82,830	$99,396
Administrator, Info Technology	325	3.00	$80,544	$100,680	$120,816
Administrator, Intergovernmental Programs	322	1.00	$69,576	$86,970	$104,364
Administrator, Library	322	1.00	$69,576	$86,970	$104,364
Administrator, Police Technical Services	323	1.00	$73,056	$91,320	$109,584
Administrator, Pretreatment Programs	318	1.00	$57,241	$71,551	$85,862
Administrator, Procurement	323	1.00	$73,056	$91,320	$109,584
Administrator, Revenue	324	1.00	$76,709	$95,886	$115,064
Administrator, Revitalization	323	1.00	$73,056	$91,320	$109,584
Administrator, Special Events	319	1.00	$60,103	$75,129	$90,155
Administrator, Transit	323	1.00	$73,056	$91,320	$109,584
Administrator, Transportation Planning	323	1.00	$73,056	$91,320	$109,584
Administrator, Transportation Systems	323	1.00	$73,056	$91,320	$109,584
Administrator, Water Quality Lab	323	1.00	$73,056	$91,320	$109,584
Applications Analyst	318	1.00	$57,241	$71,551	$85,862
Applications Analyst, Sr.	319	2.00	$60,103	$75,129	$90,155
Arts & Culture Program Manager	319	1.00	$60,103	$75,129	$90,155
Assistant City Attorney	325	3.00	$80,544	$100,680	$120,816
Assistant City Auditor	323	1.00	$73,056	$91,320	$109,584
Assistant City Manager	351	1.00	$137,758	$172,198	$206,637
Assistant City Prosecutor	321	5.00	$66,264	$82,830	$99,396
Assistant City Prosecutor, Sr.	324	1.00	$76,709	$95,886	$115,064

Position Description	Grade	# of FTE's	Range Min	Range Mid	Range Max
Assistant Director, Communications	324	1.00	$76,709	$95,886	$115,064
Assistant Director, Community Services	329	1.00	$97,901	$122,376	$146,852
Assistant Director, Economic Development	325	1.00	$80,544	$100,680	$120,816
Assistant Director, Finance	327	1.00	$88,799	$110,999	$133,199
Assistant Director, HR	326	1.00	$84,571	$105,714	$126,857
Assistant Director, Planning	325	1.00	$80,544	$100,680	$120,816
Assistant Fire Chief	329	2.00	$97,901	$122,376	$146,852
Assistant Fire Marshal	321	1.00	$66,264	$82,830	$99,396
Assistant Police Chief	329	2.00	$97,901	$122,376	$146,852
Assistant to the Mayor	321	1.00	$66,264	$82,830	$99,396
Benefits & Wellnes Analyst	319	1.00	$60,103	$75,129	$90,155
Budget and Finance Analyst	320	2.00	$63,108	$78,885	$94,662
Building Inspector	313	2.00	$44,850	$56,063	$67,275
Building Inspector Specialist	317	6.00	$54,515	$68,144	$81,773
Building Inspector, Sr.	320	4.00	$63,108	$78,885	$94,662
Building Maintenance Worker	310	3.00	$38,743	$48,429	$58,115
Building Maintenance Worker, Lead	311	1.00	$40,680	$50,850	$61,020
Building Safety Official	326	1.00	$84,571	$105,714	$126,857
Business Analyst	318	4.00	$57,241	$71,551	$85,862
Buyer	312	2.75	$42,714	$53,393	$64,071
Cashier	305	4.00	$30,356	$37,945	$45,534
Chemist	314	4.00	$47,092	$58,865	$70,638
Chemist, Lead	315	1.00	$49,446	$61,808	$74,169
Chief Broadcast Engineer	318	1.00	$57,241	$71,551	$85,862
Chief Deputy City Attorney	331	1.00	$106,857	$133,571	$160,286
Chief Information Officer	347	1.00	$113,333	$141,666	$170,000
Chief Librarian	326	1.00	$84,571	$105,714	$126,857
CIP Project Manager	321	1.00	$66,264	$82,830	$99,396
City Attorney	509	1.00	Negotiated	Negotiated	Negotiated
City Auditor	346	1.00	$107,936	$134,920	$161,904
City Clerk	504	1.00	Negotiated	Negotiated	Negotiated
City Engineer	344	1.00	$97,901	$122,376	$146,852
City Judge	506	2.00	Negotiated	Negotiated	Negotiated
City Manager	505	1.00	Negotiated	Negotiated	Negotiated
City Prosecutor	330	1.00	$101,768	$127,210	$152,652
City Traffic Engineer	326	1.00	$84,571	$105,714	$126,857
Civic Center Event Coordinator	313	2.00	$44,850	$56,063	$67,275
Civil Engineer	319	1.00	$60,103	$75,129	$90,155
Civil Engineer, Sr.	322	3.00	$69,576	$86,970	$104,364
Code Inspector	313	6.00	$44,850	$56,063	$67,275
Code Inspector, Sr.	314	2.00	$47,092	$58,865	$70,638
Collections Representative	311	1.00	$40,680	$50,850	$61,020
Communications Project Manager	318	1.00	$57,241	$71,551	$85,862
Community Services Program Manager	318	1.00	$57,241	$71,551	$85,862
Community Services Representative	310	10.50	$38,743	$48,429	$58,115
Community Services Representative, Sr.	311	2.00	$40,680	$50,850	$61,020
Contract Analyst	317	3.00	$54,515	$68,144	$81,773

Position Description	Grade	# of FTE's	Range Min	Range Mid	Range Max
Contract Monitor	315	1.00	$49,446	$61,808	$74,169
Contracts Program Manager	321	2.00	$66,264	$82,830	$99,396
Controller	325	1.00	$80,544	$100,680	$120,816
Council Agenda Process Manager	316	1.00	$51,919	$64,899	$77,879
Council Assistant	317	3.00	$54,515	$68,144	$81,773
Council Member	502	5.00	$34,000	$34,000	$34,000
Court Clerk	308	25.00	$35,141	$43,926	$52,712
Court Clerk, Sr.	310	2.00	$38,743	$48,429	$58,115
Court Hearing Officer	508	1.00	Negotiated	Negotiated	Negotiated
Court Interpreter	310	1.50	$38,743	$48,429	$58,115
Court Program Coordinator	314	2.00	$47,092	$58,865	$70,638
Creative Designer	315	1.00	$49,446	$61,808	$74,169
Creative Services Program Manager	318	1.00	$57,241	$71,551	$85,862
Crewleader (Landfill)	312	1.00	$42,714	$53,393	$64,071
Crewleader (Parks)	312	2.00	$42,714	$53,393	$64,071
Crewleader (Solid Waste Management)	312	5.00	$42,714	$53,393	$64,071
Crewleader (Streets)	312	4.00	$42,714	$53,393	$64,071
Custodian	302	4.00	$26,223	$32,779	$39,335
Custodian, Lead	305	2.00	$30,356	$37,945	$45,534
Customer Service Representative	307	16.50	$33,468	$41,835	$50,202
Customer Service Representative, Sr.	309	3.00	$36,899	$46,124	$55,349
CVB Representative	305	0.50	$30,356	$37,945	$45,534
Data Architect	325	1.00	$80,544	$100,680	$120,816
Database Administrator	322	1.00	$69,576	$86,970	$104,364
Database Administrator, Sr.	323	1.00	$73,056	$91,320	$109,584
Deputy Chief Information Officer	329	1.00	$97,901	$122,376	$146,852
Deputy City Attorney	330	2.00	$101,768	$127,210	$152,652
Deputy City Clerk	321	1.00	$66,264	$82,830	$99,396
Deputy Director, Parks & Recreation	326	1.00	$84,571	$105,714	$126,857
Deputy Director, Public Works Field Operations	328	1.00	$93,239	$116,549	$139,859
Deputy Director, Transportation	328	1.00	$93,239	$116,549	$139,859
Deputy Director, Water Services	328	3.00	$93,239	$116,549	$139,859
Deputy Fire Chief (40 hrs)	327	0.00	$88,799	$110,999	$133,199
Deputy Fire Chief (52 hours)	327	7.00	$88,799	$110,999	$133,199
Development Plans Technician	310	2.00	$38,743	$48,429	$58,115
Development Services Representative	310	2.00	$38,743	$48,429	$58,115
Digital Content Program Manager	318	1.00	$57,241	$71,551	$85,862
Director, Budget and Finance	347	1.00	$113,333	$141,666	$170,000
Director, Communications	346	0.00	$107,936	$134,920	$161,904
Director, Community Services	347	1.00	$118,999	$148,749	$178,499
Director, Development Services	347	1.00	$113,333	$141,666	$170,000
Director, Economic Development	347	1.00	$113,333	$141,666	$170,000
Director, Finance & Technology	348	0.00	$118,999	$148,749	$178,499
Director, HR & Risk Management	347	1.00	$113,333	$141,666	$170,000
Director, Intergovernmental Programs	346	0.00	$107,936	$134,920	$161,904
Director, Planning	330	1.00	$101,768	$127,210	$152,652
Director, Public Affairs	347	1.00	$113,333	$141,666	$170,000

Position Description	Grade	# of FTE's	Range Min	Range Mid	Range Max
Director, Public Facilities & Event	347	1.00	$113,333	$141,666	$170,000
Director, Public Works	348	1.00	$118,999	$148,749	$178,499
Director, Water Services	348	1.00	$118,999	$148,749	$178,499
Dispatcher/Router	305	5.50	$30,356	$37,945	$45,534
Economic Development Officer	325	1.00	$80,544	$100,680	$120,816
Economic Development Program Manager	320	1.00	$63,108	$78,885	$94,662
Economic Development Specialist	317	1.00	$54,515	$68,144	$81,773
Emergency Management Analyst	318	1.00	$57,241	$71,551	$85,862
Emergency Services Coordinator	319	1.00	$60,103	$75,129	$90,155
Engineering Inspector	315	5.00	$49,446	$61,808	$74,169
Engineering Inspector, Sr.	316	4.00	$51,919	$64,899	$77,879
Engineering Project Manager	321	4.00	$66,264	$82,830	$99,396
Environmental Program Manager	322	3.00	$69,576	$86,970	$104,364
Equipment Mechanic	308	4.00	$35,141	$43,926	$52,712
Equipment Mechanic Specialist	313	16.00	$44,850	$56,063	$67,275
Equipment Mechanic Specialist, Sr.	315	3.00	$49,446	$61,808	$74,169
Equipment Mechanic, Sr.	310	5.00	$38,743	$48,429	$58,115
Equipment Operator (Solid Waste Management)	309	56.00	$36,899	$46,124	$55,349
Equipment Operator (Streets)	309	1.00	$36,899	$46,124	$55,349
Executive Assistant	310	2.00	$38,743	$48,429	$58,115
Fire Battalion Chief (40 Hrs)	326	0.00	$84,571	$105,714	$126,857
Fire Battalion Chief (52 Hrs)	326	8.00	$84,571	$105,714	$126,857
Fire Chief	349	1.00	$124,950	$156,188	$187,425
Fire Crisis Response Volunteer Coordinator	314	2.00	$47,092	$58,865	$70,638
Fire Data Project Manager	317	1.00	$54,515	$68,144	$81,773
Fire Department Staff Counselor	314	1.00	$47,092	$58,865	$70,638
Fire Education & Community Outreach Coordinator	315	1.00	$49,446	$61,808	$74,169
Fire EMS Coordinator	317	1.00	$54,515	$68,144	$81,773
Fire Inspector	311	2.00	$40,680	$50,850	$61,020
Fire Inspector, Sr.	316	5.00	$51,919	$64,899	$77,879
Fire Marshal	327	1.00	$88,799	$110,999	$133,199
Fire Personnel Analyst	317	1.00	$54,515	$68,144	$81,773
Fleet Maintenance Coordinator	314	2.00	$47,092	$58,865	$70,638
GIS Analyst	318	1.00	$57,241	$71,551	$85,862
GIS Analyst, Sr.	321	1.00	$66,264	$82,830	$99,396
GIS Coordinator	317	1.00	$54,515	$68,144	$81,773
GIS Technician	313	1.00	$44,850	$56,063	$67,275
Grants Program Manager	322	1.00	$69,576	$86,970	$104,364
Housing Program Inspector	311	1.00	$40,680	$50,850	$61,020
Housing Program Manager	319	1.00	$60,103	$75,129	$90,155
HR Business Partner	319	5.00	$60,103	$75,129	$90,155
HR Program Manager	319	3.00	$60,103	$75,129	$90,155
HR Specialist	312	1.00	$42,714	$53,393	$64,071
HR Technician	310	2.00	$38,743	$48,429	$58,115
Human Resources Assistant	307	1.00	$33,468	$41,835	$50,202
Industrial Maintenance Mechanic	312	4.00	$42,714	$53,393	$64,071
Industrial Maintenance Mechanic, Sr.	314	4.00	$47,092	$58,865	$70,638

Position Description	Grade	# of FTE's	Range Min	Range Mid	Range Max
Information Technology Project Manager	325	2.00	$80,544	$100,680	$120,816
Instrumentation Technician	314	3.00	$47,092	$58,865	$70,638
Instrumentation Technician, Sr.	315	5.00	$49,446	$61,808	$74,169
ITS Technician	315	2.00	$49,446	$61,808	$74,169
Judicial Projects Coordinator	318	1.00	$57,241	$71,551	$85,862
Laboratory Technician	310	3.00	$38,743	$48,429	$58,115
Laboratory Technician, Lead	311	0.00	$40,680	$50,850	$61,020
Landfill Inspector	311	1.00	$40,680	$50,850	$61,020
Landfill Operator	310	5.00	$38,743	$48,429	$58,115
Landscape Gardener/Horticulturalist	310	1.00	$38,743	$48,429	$58,115
Legal Assistant	311	2.00	$40,680	$50,850	$61,020
Legal Assistant, Sr.	313	1.00	$44,850	$56,063	$67,275
Librarian	315	12.00	$49,446	$61,808	$74,169
Library Assistant	306	3.50	$31,874	$39,843	$47,811
Library Assistant, Lead	308	4.00	$35,141	$43,926	$52,712
Library Assistant, Sr.	308	6.00	$35,141	$43,926	$52,712
Library Operations Coordinator	315	1.00	$49,446	$61,808	$74,169
Library Technology Specialist	309	1.00	$36,899	$46,124	$55,349
Licensing & Taxpayer Analyst	313	2.00	$44,850	$56,063	$67,275
Licensing Specialist	311	1.00	$40,680	$50,850	$61,020
Management Analyst	316	3.00	$51,919	$64,899	$77,879
Management Assistant	312	22.75	$42,714	$53,393	$64,071
Management Assistant to the City Attorney	317	1.00	$54,515	$68,144	$81,773
Management Assistant to the City Manager	318	1.00	$57,241	$71,551	$85,862
Manager, Customer Service	322	1.00	$69,576	$86,970	$104,364
Manager, Detention and Fleet Services	320	1.00	$63,108	$78,885	$94,662
Manager, Police Communications	322	1.00	$69,576	$86,970	$104,364
Manager, Police Personnel	319	1.00	$60,103	$75,129	$90,155
Manager, Police Support Services	320	1.00	$63,108	$78,885	$94,662
Manager, Tax & License	322	1.00	$69,576	$86,970	$104,364
Marketing & Communications Mgr, Sr.	321	1.00	$66,264	$82,830	$99,396
Marketing & Communications Program Manager	316	2.00	$51,919	$64,899	$77,879
Mayor	501	1.00	$48,000	$48,000	$48,000
Media Production Specialist	314	4.50	$47,092	$58,865	$70,638
Neighborhood Services Coordinator	318	2.00	$57,241	$71,551	$85,862
Network Engineer	320	2.00	$63,108	$78,885	$94,662
Network Engineer, Sr.	322	1.00	$69,576	$86,970	$104,364
Park Manager	318	3.00	$57,241	$71,551	$85,862
Park Ranger	306	2.00	$31,874	$39,843	$47,811
Payroll Specialist	309	2.00	$36,899	$46,124	$55,349
PC Operator	306	3.00	$31,874	$39,843	$47,811
Planner	318	2.00	$57,241	$71,551	$85,862
Planner, Sr.	320	2.00	$63,108	$78,885	$94,662
Planning Technician	311	1.00	$40,680	$50,850	$61,020
Plans Examiner	316	2.00	$51,919	$64,899	$77,879
Plans Examiner, Sr.	319	1.00	$60,103	$75,129	$90,155
Playground Equipment Service Worker	309	2.00	$36,899	$46,124	$55,349

Position Description	Grade	# of FTE's	Range Min	Range Mid	Range Max
Police Aide	307	1.00	$33,468	$41,835	$50,202
Police Case Support Specialist	310	4.00	$38,743	$48,429	$58,115
Police Chief	349	1.00	$124,950	$156,188	$187,425
Police Commander	328	5.00	$93,239	$116,549	$139,859
Police Communications Specialist	311	30.50	$40,680	$50,850	$61,020
Police Communications System Technician	313	1.00	$44,850	$56,063	$67,275
Police Communications Systems Specialist	315	1.00	$49,446	$61,808	$74,169
Police Community Services Officer	308	6.00	$35,141	$43,926	$52,712
Police Crime Prevention Specialist	312	4.00	$42,714	$53,393	$64,071
Police Detention Officer	308	14.00	$35,141	$43,926	$52,712
Police Forensics Specialist	312	4.00	$42,714	$53,393	$64,071
Police Lieutenant	326	18.00	$84,571	$105,714	$126,857
Police Personnel Specialist	312	1.00	$42,714	$53,393	$64,071
Police Planning & Research Analyst	315	2.00	$49,446	$61,808	$74,169
Police Property Evidence Specialist	308	4.00	$35,141	$43,926	$52,712
Police Records Technician	307	14.50	$33,468	$41,835	$50,202
Police Volunteer Coordinator	313	1.00	$44,850	$56,063	$67,275
Presiding City Judge	507	1.00	Negotiated	Negotiated	Negotiated
Pretreatment Inspector	312	3.00	$42,714	$53,393	$64,071
Pretreatment Inspector, Sr.	313	1.00	$44,850	$56,063	$67,275
Principal Engineer	324	4.00	$76,709	$95,886	$115,064
Public Safety Events Scheduler	308	2.00	$35,141	$43,926	$52,712
Public Service Assistant	304	5.50	$28,911	$36,139	$43,367
Public Service Representative	308	3.00	$35,141	$43,926	$52,712
Public Service Representative, Lead	313	1.00	$44,850	$56,063	$67,275
Public Works Program Manager	318	1.00	$57,241	$71,551	$85,862
Records Coordinator	305	2.00	$30,356	$37,945	$45,534
Records Program Manager	311	1.00	$40,680	$50,850	$61,020
Recreation Coordinator	315	6.00	$49,446	$61,808	$74,169
Recreation Coordinator, Sr.	317	2.00	$54,515	$68,144	$81,773
Recreation Programmer	309	2.00	$36,899	$46,124	$55,349
Revitalization Coordinator	315	4.00	$49,446	$61,808	$74,169
Risk & Safety Analyst	318	1.00	$57,241	$71,551	$85,862
Risk Manager	324	1.00	$76,709	$95,886	$115,064
Safety Program Manager	316	1.00	$51,919	$64,899	$77,879
Security Officer	306	11.00	$31,874	$39,843	$47,811
Service Desk Specialist	314	4.00	$47,092	$58,865	$70,638
Service Worker	308	3.00	$35,141	$43,926	$52,712
Service Worker (Airport)	308	3.00	$35,141	$43,926	$52,712
Service Worker (Bldg Maint)	308	1.00	$35,141	$43,926	$52,712
Service Worker (Landfill)	308	5.00	$35,141	$43,926	$52,712
Service Worker (Parks)	308	11.00	$35,141	$43,926	$52,712
Service Worker (Solid Waste Management)	308	2.00	$35,141	$43,926	$52,712
Service Worker (Streets)	308	11.00	$35,141	$43,926	$52,712
Service Worker, Sr.	310	1.00	$38,743	$48,429	$58,115
Service Worker, Sr. (Bldg Maint)	310	1.00	$38,743	$48,429	$58,115
Service Worker, Sr. (Parks)	310	4.00	$38,743	$48,429	$58,115

Position Description	Grade	# of FTE's	Range Min	Range Mid	Range Max
Service Worker, Sr. (Solid Waste Management)	310	1.00	$38,743	$48,429	$58,115
Service Worker, Sr. (Streets)	310	7.00	$38,743	$48,429	$58,115
Shop Maintenance Coordinator	314	1.00	$47,092	$58,865	$70,638
Solid Waste Management Inspector	309	6.00	$36,899	$46,124	$55,349
Solid Waste Management Inspector, Lead	312	1.00	$42,714	$53,393	$64,071
Special Events Coordinator	313	1.00	$44,850	$56,063	$67,275
Special Events Program Manager	317	1.00	$54,515	$68,144	$81,773
Strat Init&Spec Proj Exec Off	326	1.00	$84,571	$105,714	$126,857
Streetlight Program Manager	320	1.00	$63,108	$78,885	$94,662
Structural Plans Examiner	318	1.00	$57,241	$71,551	$85,862
Superintendent, Equipment Management	323	1.00	$73,056	$91,320	$109,584
Superintendent, Facilities Management	323	1.00	$73,056	$91,320	$109,584
Superintendent, Landfill	323	1.00	$73,056	$91,320	$109,584
Superintendent, Parks	321	1.00	$66,264	$82,830	$99,396
Superintendent, Solid Waste Management	323	1.00	$73,056	$91,320	$109,584
Superintendent, Streets	323	1.00	$73,056	$91,320	$109,584
Superintendent, Transit Operations	321	1.00	$66,264	$82,830	$99,396
Superintendent, Water Services Operations/Maintenance	324	5.00	$76,709	$95,886	$115,064
Supervisor, Administrative Support	316	4.00	$51,919	$64,899	$77,879
Supervisor, Airport Operations	315	1.00	$49,446	$61,808	$74,169
Supervisor, Building Maintenance	316	2.00	$51,919	$64,899	$77,879
Supervisor, Code Compliance	317	2.00	$54,515	$68,144	$81,773
Supervisor, Court	316	3.00	$51,919	$64,899	$77,879
Supervisor, Customer Service	316	4.00	$51,919	$64,899	$77,879
Supervisor, Development Services	315	1.00	$49,446	$61,808	$74,169
Supervisor, Fleet	316	2.00	$51,919	$64,899	$77,879
Supervisor, Fleet Acquisition & Billing	316	1.00	$51,919	$64,899	$77,879
Supervisor, Forensics	316	1.00	$51,919	$64,899	$77,879
Supervisor, Housing	318	1.00	$57,241	$71,551	$85,862
Supervisor, Intelligent Transportation Systems	319	0.00	$60,103	$75,129	$90,155
Supervisor, Landfill	316	1.00	$51,919	$64,899	$77,879
Supervisor, Library Operations	315	3.00	$49,446	$61,808	$74,169
Supervisor, Logistical Support	316	1.00	$51,919	$64,899	$77,879
Supervisor, MRF Operations	316	1.00	$51,919	$64,899	$77,879
Supervisor, Payroll	317	1.00	$54,515	$68,144	$81,773
Supervisor, Police Communication	315	5.00	$49,446	$61,808	$74,169
Supervisor, Property Evidence	316	1.00	$51,919	$64,899	$77,879
Supervisor, Recycling	316	1.00	$51,919	$64,899	$77,879
Supervisor, Revitalization	319	1.00	$60,103	$75,129	$90,155
Supervisor, Revitalization Grants	318	1.00	$57,241	$71,551	$85,862
Supervisor, Right of Way	316	1.00	$51,919	$64,899	$77,879
Supervisor, Service Desk	318	1.00	$57,241	$71,551	$85,862
Supervisor, Solid Waste Management	316	2.00	$51,919	$64,899	$77,879
Supervisor, Streets	316	1.00	$51,919	$64,899	$77,879
Supervisor, Support Services	315	8.00	$49,446	$61,808	$74,169
Supervisor, Traffic Engineering	316	1.00	$51,919	$64,899	$77,879
Supervisor, Traffic Engr	316	1.00	$51,919	$64,899	$77,879

Position Description	Grade	# of FTE's	Range Min	Range Mid	Range Max
Supervisor, Traffic Signal	316	1.00	$51,919	$64,899	$77,879
Supervisor, Transit	315	2.00	$49,446	$61,808	$74,169
Supervisor, Victim Assistance	318	1.00	$57,241	$71,551	$85,862
Supervisor, Water Facilities	319	6.00	$60,103	$75,129	$90,155
Supervisor, Water Services	319	8.00	$60,103	$75,129	$90,155
Supv, Intelligent Transp Sys	319	1.00	$60,103	$75,129	$90,155
System Administrator	319	4.00	$60,103	$75,129	$90,155
System Administrator, Sr.	320	2.00	$63,108	$78,885	$94,662
System Analyst	321	7.00	$66,264	$82,830	$99,396
System Analyst, Sr.	322	1.00	$69,576	$86,970	$104,364
Tax Auditor	316	3.00	$51,919	$64,899	$77,879
Telecommunications Analyst	315	1.00	$49,446	$61,808	$74,169
Tourism Coordinator	315	1.00	$49,446	$61,808	$74,169
Trades Worker	313	8.00	$44,850	$56,063	$67,275
Trades Worker, Lead	314	2.00	$47,092	$58,865	$70,638
Traffic Education Program Manager	315	1.00	$49,446	$61,808	$74,169
Traffic Engineering Technician	313	2.00	$44,850	$56,063	$67,275
Traffic Operations Electronic Technician	313	1.00	$44,850	$56,063	$67,275
Traffic Signal Technician	310	1.00	$38,743	$48,429	$58,115
Traffic Signal Technician, Sr.	312	3.00	$42,714	$53,393	$64,071
Transit Coordinator	310	1.00	$38,743	$48,429	$58,115
Transit Operator	306	16.00	$31,874	$39,843	$47,811
Transit Representative, Lead	308	6.75	$35,141	$43,926	$52,712
Transportation Analyst	319	1.00	$60,103	$75,129	$90,155
Transportation Engineer	318	1.00	$57,241	$71,551	$85,862
Transportation Planner	317	2.00	$54,515	$68,144	$81,773
Transportation Program Manager	321	1.00	$66,264	$82,830	$99,396
Utility Locator	309	2.00	$36,899	$46,124	$55,349
Vice Mayor	502	1.00	$34,000	$34,000	$34,000
Victim Assistance Caseworker	314	6.00	$47,092	$58,865	$70,638
Water Conservation Specialist	315	2.00	$49,446	$61,808	$74,169
Water Control Room Operator	313	6.00	$44,850	$56,063	$67,275
Water Plant Operator	311	0.00	$40,680	$50,850	$61,020
Water Plant Operator, Lead	315	3.00	$49,446	$61,808	$74,169
Water Plant Operator, Sr.	313	18.00	$44,850	$56,063	$67,275
Water Quality Assurance Coordinator	319	1.00	$60,103	$75,129	$90,155
Water Reclamation Facility Operator	311	0.00	$40,680	$50,850	$61,020
Water Reclamation Facility Operator, Lead	315	2.00	$49,446	$61,808	$74,169
Water Reclamation Facility Operator, Sr.	313	15.00	$44,850	$56,063	$67,275
Water Services Data Coordinator	318	3.00	$57,241	$71,551	$85,862
Water Services Process Operations Program Manager	323	1.00	$73,056	$91,320	$109,584
Water Services Representative	308	10.00	$35,141	$43,926	$52,712
Water Services Representative, Lead	312	2.00	$42,714	$53,393	$64,071
Water Services System Technician	307	25.00	$33,468	$41,835	$50,202
Water Services System Technician, Lead	312	6.00	$42,714	$53,393	$64,071
Water Services System Technician, Sr.	310	17.00	$38,743	$48,429	$58,115
TOTAL NON-REPRESENTED STAFF		**1136.00**			

Position Description	Grade	# of FTE's	Range Min	Range Mid	Range Max
POLICE REPRESENTED STAFF					
Police Officer Step 1	211	38.00	$55,116	$55,116	$55,116
Police Officer Step 2	211	29.00	$57,872	$57,872	$57,872
Police Officer Step 3	211	9.00	$60,765	$60,765	$60,765
Police Officer Step 4	211	6.00	$63,804	$63,804	$63,804
Police Officer Step 5	211	58.00	$66,904	$66,904	$66,904
Police Officer Step 6	211	23.00	$70,344	$70,344	$70,344
Police Officer Step 7	211	28.00	$73,861	$73,861	$73,861
Police Officer Step 8	211	154.00	$77,554	$77,554	$77,554
Police Sergeant Step 1	213	3.00	$85,309	$85,309	$85,309
Police Sergeant Step 2	213	3.00	$89,575	$89,575	$89,575
Police Sergeant Step 3	213	51.00	$91,054	$91,054	$91,054
TOTAL POLICE REPRESENTED STAFF:		**402.00**			
FIRE REPRESENTED STAFF					
Fire Fighter (52 Hrs) Step 1	131	19.00	$44,146	$44,146	$44,146
Fire Fighter (52 Hrs) Step 2	131	16.00	$46,353	$46,353	$46,353
Fire Fighter (52 Hrs) Step 3	131	0.00	$48,670	$48,670	$48,670
Fire Fighter (52 Hrs) Step 4	131	1.00	$51,103	$51,103	$51,103
Fire Fighter (52 Hrs) Step 5	131	6.00	$53,659	$53,659	$53,659
Fire Fighter (52 Hrs) Step 6	131	0.00	$56,342	$56,342	$56,342
Fire Fighter (52 Hrs) Step 7	131	3.00	$59,159	$59,159	$59,159
Fire Fighter (52 Hrs) Step 8	131	1.00	$62,117	$62,117	$62,117
Fire Fighter (52 Hrs) Step 9	131	63.00	$65,223	$65,223	$65,223
Fire Fighter (40 Hrs) Step 2	131	3.00	$46,353	$46,353	$46,353
Fire Fighter (40 Hrs) Step 9	131	13.00	$65,223	$65,223	$65,223
Fire Engineer (52 Hrs) Step 8	132	2.00	$68,484	$68,484	$68,484
Fire Engineer (52 Hrs) Step 9	132	44.00	$71,908	$71,908	$71,908
Fire Engineer (40 Hrs) Step 9	132	4.00	$71,908	$71,908	$71,908
Fire Captain (52 Hrs) Step 7	137	3.00	$77,392	$77,392	$77,392
Fire Captain (52 Hrs) Step 8	137	4.00	$81,261	$81,261	$81,261
Fire Captain (52 Hrs) Step 9	137	36.00	$85,324	$85,324	$85,324
Fire Captain (40 Hrs) Step 8	137	3.00	$81,261	$81,261	$81,261
Fire Captain (40 Hrs) Step 9	137	12.00	$85,324	$85,324	$85,324
TOTAL FIRE REPRESENTED STAFF		**233.00**			
GRAND TOTAL		**1771.00**			

Bond Description	Original Issue	Outstanding 7/1/2016	FY16-17 Principal	FY16-17 Interest	FY16-17 Fees	Total Requirements
MPC Tax Funded Debt (Fund 1940)						
Existing						
MPC Bonds - Series 2003 AMFP Series 16 - Arena						
MPC Bonds - Series 2003B - Taxable	97,040,000	2,883,928	-	82,584	5,000	87,584
MPC Bonds - Series 2008A	32,315,000	2,870,000	1,405,000	114,800	5,000	1,524,800
MPC Bonds - Series 2008B - Taxable	52,780,000	46,065,000	1,495,000	2,803,226	5,000	4,303,226
MPC Bonds - Series 2012A*	8,665,000	8,665,000	2,175,000	331,300	5,000	2,511,300
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	**430,675,000**	**289,993,928**	**5,075,000**	**14,176,103**	**30,000**	**19,281,103**
Excise Tax Funded Debt (Fund 1950)						
Existing						
Excise Tax Debt Bonds - Series 2015A*	114,130,000	100,430,000	-	5,021,500	5,000	5,026,500
Excise Tax Debt Bonds - Series 2015B	13,700,000	13,700,000	-	544,271	5,000	549,271
Excise Tax Debt Bonds - Series 2016*	33,830,000	33,830,000	-	1,349,750	-	1,349,750
Excise Tax Funded Debt Total	**161,660,000**	**147,960,000**	**-**	**6,915,521**	**10,000**	**6,925,521**
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	2,170,000	2,170,000	89,513	38,400	2,297,913
General Obligation Bonds - Series 2007	61,000,000	8,775,000	4,290,000	417,300	82,700	4,790,000
General Obligation Bonds - Series 2009B	41,650,000	33,275,000	1,920,000	1,694,925	81,300	3,696,225
General Obligation Bonds - Series 2010	38,300,000	23,680,000	6,750,000	1,082,800	79,900	7,912,700
General Obligation Bond - Series 2015	39,490,000	35,610,000	-	1,497,750	37,700	1,535,450
Property Tax Funded Debt Total	**276,205,000**	**107,845,000**	**15,130,000**	**4,868,988**	**320,000**	**20,318,988**
Water & Sewer Revenue Funded Debt (Fund 2380)						
Existing						
Subordinate Lien W&S Rev Bonds - Series 2007	44,500,000	2,215,000	2,215,000	110,750	5,000	2,330,750
Subordinate Lien W&S Rev Bonds - Series 2008	65,500,000	6,020,000	2,950,000	240,800	5,000	3,195,800
Subordinate Lien W&S Rev Bonds - Series 2010	25,685,000	25,685,000	-	1,638,858	5,000	1,643,858
Senior Lien W&S Bonds - Series 2012*	77,635,000	67,155,000	4,640,000	3,210,050	5,000	7,855,050
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**	**222,320,000**	**9,805,000**	**10,320,983**	**25,000**	**20,150,983**
Transp. Sales Tax Rev Funded Debt (Fund 1970)						
Existing						
Transp Sales Tax Obligations Bond - Series 2007	109,110,000	15,265,000	3,550,000	998,850	5,000	4,553,850
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**	**70,605,000**	**3,550,000**	**3,594,000**	**5,000**	**7,149,000**
						-
Total Debt Service Payments (All Funds)	**$ 1,367,555,000**	**$ 838,723,928**	**$ 33,560,000**	**$ 39,875,593**	**$ 390,000**	**$ 73,825,593** **

* Refunding

** Schedule 1 includes fees/commissions ($993,001)

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 Fund						
	Mayor					
	Office of the Mayor	$2,359	$402	-	$13,543	$3,085
	Council Office					
	Barrel District	$456	$101	-	$2,706	-
	Cactus District	$466	$101	-	$2,706	-
	Cholla District	$473	$101	-	$2,706	-
	Council Office	$2,258	$503	-	$18,969	$8,022
	Ocotillo District	$455	$101	-	$2,706	-
	Sahuaro District	$466	$101	-	$2,706	-
	Yucca District	$455	$101	-	$2,706	-
	City Clerk					
	City Clerk	$2,855	$603	-	$21,286	$7,405
	City Manager					
	City Manager	$24,144	$503	-	$16,637	$4,936
	City Auditor					
	City Auditor	$1,396	$129	-	$8,707	$1,851
	Public Affairs					
	Cable Communications	$3,779	$1,443	-	$208,446	$23,450
	Public Affairs Admin	$6,854	$1,308	-	$42,167	$12,959
	City Court					
	City Court	$20,049	$5,235	-	$206,494	$41,963
	City Attorney					
	City Attorney	$49,014	$2,331	-	$84,739	$21,599
	Community Services					
	CAP Local Match	-	-	-	$5,830	$8,639
	Comm. Services Admin.	$2,688	$594	-	$13,528	$23,450
	Community Revitalization	$1,660	$240	-	$14,724	$7,405
	Library	$43,337	$6,527	-	$218,989	$62,328
	Human Resources					
	Benefits	$1,801	$402	-	$10,822	-
	Compensation	$1,319	$201	-	$5,411	-
	Employee Relations	$1,401	$302	-	$8,117	-
	Employment Services	$1,523	$302	-	$8,117	-
	Human Resources Administration	$1,506	$277	-	$22,598	$18,513
	Organizational Development	$511	$101	-	$2,706	-
	Budget and Finance					
	Accounting Services	$5,544	$818	-	$35,172	-

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
Budget and Finance						
	Budget & Research	$1,115	$201	-	$6,577	$2,468
	Finance Administration	$31,458	$280	-	$22,093	$14,193
	Grants Administration	$549	$101	-	$3,094	$617
	License/Collection	$5,505	$822	-	$80,493	$7,405
	Materials Management	$2,386	$503	-	$15,860	$1,851
Non-Departmental						
	Fund 1000 Non-Dept	-	-	$1,427,225	-	-
Police Department						
	Crime Investigations	$128,235	$125,354	-	$259,730	-
	Foothills Patrol Bureau	$257,878	$190,870	-	$354,423	-
	Gateway Patrol	$207,161	$189,270	-	$349,012	-
	PD - Arena Event Staffing	$1,366	$101	-	$2,706	-
	PD - CBRanch Event Staffing	$65	$12	-	-	-
	PD - Communications	$17,091	$4,333	-	$98,752	-
	PD - Detention	$13,167	$15,439	-	$51,405	-
	PD - Fiesta Bowl Event	$487	$392	-	-	-
	PD - Fiscal Management	$20,186	-	-	$160,318	$299,301
	PD - NCAA Final 4	-	$441	-	-	-
	PD - Special Operations	$170,684	$70,146	-	$135,665	-
	PD - Stadium Event Staffing	$3,285	$3,681	-	$5,411	-
	PD - Tow Administration	$418	$101	-	$2,706	-
	Police Administration	$17,819	$17,302	-	$51,794	-
	Police Personnel Management	$15,704	$4,700	-	$13,528	-
	Police Support Services	$382,640	$3,594	-	$131,923	-
	Training	$13,204	$25,496	-	$45,994	-
Fire Department						
	Arena - Fire Event Staffing	$278	-	-	-	-
	CBRanch - Fire Event Staffing	$112	-	-	-	-
	Fire - Fiesta Bowl Event	$117	-	-	-	-
	Fire Administration	$109,404	$14,119	-	$43,677	-
	Fire Marshal's Office	$5,122	$15,732	-	$27,055	-
	Fire Operations	$131,688	$527,719	-	$595,215	-
	Fire Resource Management	$68,675	$6,104	-	$125,637	$144,405
	Fire-Emergency Mgmt	$1,874	$2,610	-	$39,598	-
	Glendale Health Center	$92	-	-	$1,943	-
	LA Services	$2,133	$2,510	-	$5,411	-
	Stadium - Fire Event Staffing	$753	-	-	-	-

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
Air Med & Logistics Ops						
	Air-Med & Logistics Ops (HALO)	$3,578	$7,328	-	$10,822	-
Public Facilities & Events						
	Adult Center	$842	$2,351	-	$15,127	-
	Aquatics Rose Lane & Splash Pa	$1,656	$6,131	-	$8,505	-
	Audio/Visual/Support Services	$2,166	$5,064	-	$10,822	-
	Chocolate Affaire	-	$23	-	-	-
	City Sales Tax - Bed Tax	$1,192	$2,184	-	$9,096	$3,085
	City-Wide Special Events	$1,877	$451	-	$13,543	$2,468
	Civic Center	$2,388	$1,474	-	$13,558	$9,256
	December Weekends	-	$47	-	-	-
	Foothills Recreation Center	$3,950	$9,230	-	$20,554	$16,045
	Glendale CVB - Bed Tax	$836	$603	-	-	-
	Glitter and Glow	-	$40	-	-	-
	Glitter Spectacular	-	$48	-	-	-
	Historic Sahuaro Ranch	-	$421	-	-	-
	Neighborhood Services	$956	$199	-	$3,094	$2,468
	Park Rangers	$3,250	$5,571	-	$8,117	-
	Parks Maintenance	$50,315	$28,653	-	$61,884	$3,702
	Recreation Admin & Events	$2,958	$3,444	-	$25,157	-
	Sports and Health	-	$1,039	-	-	-
	Youth and Teen	$1,673	$6,203	-	$10,146	-
Building Safety						
	Building Safety	$15,710	$20,520	-	$120,030	$14,810
Planning						
	Mapping and Records	$482	$101	-	$3,483	-
	Planning Administration	$3,557	$704	-	$27,878	$4,936
Economic Development						
	Economic Development	$3,291	$603	-	$19,731	$5,554
Code Compliance						
	Code Compliance	$11,146	$1,959	-	$46,428	$11,108
Public Works						
	Arena - Transportation Ops.	$30	-	-	-	-
	Cemetery	$14,005	$1,785	-	$3,094	$1,234
	Construction Inspection	$8,832	$30,096	-	$25,531	-
	Custodial Services	$10,267	$6,401	-	$18,565	-
	Design Division	$905	$302	-	$8,117	-
	Engineering Administration	$2,538	$566	-	$17,803	$8,022

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
	Public Works					
	Facilities Management	$17,403	$19,414	-	$29,776	$13,576
	Field Operations Admin.	$550	$101	-	$5,815	$17,279
	Graffiti Removal	$34	-	-	-	-
	Land Development Division	$548	$101	-	$3,094	-
	Stadium - Transportation Ops.	$1,579	-	-	-	-
	Transp - Fiesta Bowl Event	$185	-	-	-	-
Total General Fund		**$1,956,119**	**$1,407,917**	**$1,427,225**	**$4,153,028**	**$829,388**
1220 - Arts Commission Fund						
	Community Services					
	Arts Program	$667	$215	-	$2,706	-
Total Arts Commission Fund		**$667**	**$215**	**-**	**$2,706**	**-**
1240 - Court Security/Bonds Fund						
	City Court					
	Court Security	$1,382	$2,077	-	$5,411	-
	Court Time Payments	$165	$567	-	-	-
	Fill the Gap	$114	$184	-	-	-
Total Court Security/Bonds Fun		**$1,661**	**$2,828**	**-**	**$5,411**	**-**
1310 - Neighborhood Stabilization Pgm						
	Community Services					
	NSP Programs	$412	$1,731	-	-	-
Total Neighborhood Stabilizatio		**$412**	**$1,731**	**-**	**-**	**-**
1320 - C.D.B.G. Fund						
	Community Services					
	CDBG Programs	$10,660	$880	-	$23,673	-
Total C.D.B.G. Fund		**$10,660**	**$880**	**-**	**$23,673**	**-**
1340 - Highway User Gas Tax Fund						
	Public Works					
	Graffiti Removal - ROW	$2,158	$8,570	-	$5,411	-
	Pavement Management	$2,689	$8,872	-	$16,248	-
	Right-of-Way Maintenance	$31,859	$44,061	-	$32,481	-
	Signs & Markings	$6,450	$21,425	-	$14,694	-
	Street Light Management	$5,247	$163	-	$2,706	-
	Street Maintenance	$213,872	$25,710	-	$22,840	-
	Traffic Design and Development	$1,760	$4,386	-	$6,188	-

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
	Public Works					
	Traffic Signals	$8,297	$25,710	-	$17,788	-
	Traffic Studies	$2,778	$4,486	-	$9,671	-
	Transportation Administration	$501	$101	-	$3,483	$12,959
Total Highway User Gas Tax F		**$275,611**	**$143,484**	**-**	**$131,510**	**$12,959**
1660 - Transportation Sales Tax Fund						
	Public Works					
	Dial-A-Ride	$134,582	$35,828	-	$96,969	$9,873
	Fixed Route	-	$649	-	-	-
	Intelligent Transportation Sys	$5,397	$8,771	-	$20,150	$3,085
	Traffic Mitigation	$892	$101	-	$3,094	-
	Transit Management	$1,990	$402	-	$10,822	-
	Transportation Education	$1,565	$581	-	$3,871	-
	Transportation Program Mgmt	$4,507	$1,441	-	$71,584	-
Total Transportation Sales Tax		**$148,933**	**$47,773**	**-**	**$206,490**	**$12,958**
1760 - Airport Special Revenue Fund						
	Public Works					
	Airport Operations	$31,942	$10,590	-	$18,565	$3,085
Total Airport Special Revenue		**$31,942**	**$10,590**	**-**	**$18,565**	**$3,085**
1820 - CAP Grant						
	Community Services					
	Case Mgmt Admin	$1,963	$453	-	$12,175	-
	Community Svcs Block Grant-Adr	$864	$411	-	$2,706	-
Total CAP Grant		**$2,827**	**$864**	**-**	**$14,881**	**-**
1840 - Grants Fund						
	Police Department					
	2013 COPS Hiring Program	$3,940	$14,997	-	$27,055	-
	School Resource Officer IGAs	$3,055	$10,498	-	$18,939	-
	Victim Rights - PD	$459	$101	-	$2,706	-
	VOCA	$514	$445	-	$2,706	-
	Fire Department					
	2013 Safer Grant	$6,678	$36,138	-	$40,583	-
	Grants					
	STOP Violence Prosecutors Off	$491	$101	-	-	-
Total Grants Fund		**$15,137**	**$62,280**	**-**	**$91,989**	**-**

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
1860 - RICO Funds						
	Police Department					
	State RICO	$422	$101	-	$2,706	-
Total RICO Funds		**$422**	**$101**	**-**	**$2,706**	**-**
1885 - Parks & Recreation Designated						
	Public Facilities & Events					
	Elsie McCarthy Pk. Maint	-	$46	-	-	-
Total Parks & Recreation Desig		**-**	**$46**	**-**	**-**	**-**
2360 - Water and Sewer Fund						
	Budget and Finance					
	Customer Service Office	$22,156	$2,905	-	$100,023	$22,216
	Water Services					
	Arrowhead WRF	$11,135	$10,739	-	$23,199	-
	Environmental Resources	$4,426	$503	-	$15,082	-
	Information Management	$6,610	$1,526	-	$162,726	-
	Materials Control Warehouse	$2,501	$456	-	$5,901	$1,234
	Property Management	$131	-	-	-	-
	Public Service Representatives	$8,006	$9,396	-	$18,939	-
	Safety Administration	$1,001	$101	-	$2,706	-
	System Security	$4,100	$5,536	-	$18,939	-
	Water Quality	$7,394	$10,078	-	$29,761	$5,554
	Water Services Administration	$9,583	$1,408	-	$38,266	$145,022
	West Area WRF	$14,630	$14,967	-	$36,338	-
Total Water and Sewer Fund		**$91,673**	**$57,615**	**-**	**$451,880**	**$174,026**
2400 - Water Fund						
	Building Safety					
	Cross Connection Control	$1,209	$2,017	-	$6,289	$1,234
	Water Services					
	Central System Control	$10,015	$9,396	-	$18,939	-
	Central System Maintenance	$10,924	$23,275	-	$43,677	-
	Cholla Treatment Plant	$9,363	$9,396	-	$18,939	-
	Customer Service - Field	$18,330	$17,914	-	$37,877	-
	Irrigation	$390	-	-	-	-
	Meter Maintenance	$10,481	$10,739	-	$21,644	-
	Oasis Groundwater WTP	$818	-	-	-	-
	Oasis Surface WTP	$12,078	$14,123	-	$32,093	-

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
	Water Services					
	Pyramid Peak WTP	$9,366	$12,081	-	$24,350	-
	Raw Water Usage	$9,002	-	-	-	-
	Water Conservation	$2,227	$743	-	$10,837	$1,851
	Water Distribution	$73,084	$33,750	-	$70,344	-
Total Water Fund		**$167,287**	**$133,434**	**-**	**$284,989**	**$3,085**
2420 - Sewer Fund						
	Water Services					
	99th Avenue Interceptor	$200	-	-	-	-
	Pretreatment Program	$4,916	$6,712	-	$13,528	-
	SROG - 91st Ave WWTP	$6,939	-	-	-	-
	Storm Water	$6,355	$6,712	-	$13,916	-
	Wastewater Collection	$60,283	$20,336	-	$46,383	-
Total Sewer Fund		**$78,693**	**$33,760**	**-**	**$73,827**	**-**
2440 - Landfill Fund						
	Public Works					
	Landfill	$24,105	$37,428	-	$51,839	$7,405
	MRF Operations	$11,537	$15,164	-	$23,587	$2,468
	Recycling	$7,026	$22,037	-	$20,120	$2,468
	Solid Waste Admin	$7,095	$8,491	-	$41,764	$1,234
Total Landfill Fund		**$49,763**	**$83,120**	**-**	**$137,310**	**$13,575**
2480 - Solid Waste Fund						
	Public Works					
	Curb Service	$67,919	$128,970	-	$101,659	$1,851
	Residential-Loose Trash Collec	$48,048	$72,858	-	$54,110	-
	Sanitation Frontload	$37,347	$42,863	-	$37,907	$4,319
	Solid Waste Roll-off	$4,893	$3,673	-	$2,706	-
Total Solid Waste Fund		**$158,207**	**$248,364**	**-**	**$196,382**	**$6,170**
2500 - Pub Housing Budget Activities						
	Community Services					
	Community Housing	$15,451	$11,853	-	$74,260	-
Total Pub Housing Budget Activ		**$15,451**	**$11,853**	**-**	**$74,260**	**-**
2530 - Training Facility Revenue Fund						
	Police Department					
	PS Training Ops - Police	$8,305	$2,567	-	$8,909	$17,279

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	$7,853	$5,120	-	$88,927	$30,855
	Public Works					
	PS Training Ops - Fac. Mgmt.	$4,365	$3,008	-	$5,411	-
Total Training Facility Revenue		**$20,523**	**$10,695**	**-**	**$103,247**	**$48,134**
2540 - Risk Management Self Insurance						
	Human Resources					
	Risk Mgmt Trust Fund	$977	$201	-	-	-
Total Risk Management Self Ins		**$977**	**$201**	**-**	**-**	**-**
2560 - Workers Comp. Self Insurance						
	Human Resources					
	Worker's Compensation	$482	$101	-	-	-
Total Workers Comp. Self Insur		**$482**	**$101**	**-**	**-**	**-**
2590 - Fleet Services Fund						
	Public Works					
	Fleet Management	$15,837	$39,345	-	$95,935	$24,684
	Parts Store Operations	$463	$101	-	$2,706	-
Total Fleet Services Fund		**$16,300**	**$39,446**	**-**	**$98,641**	**$24,684**
2591 - Technology Fund						
	Innovation & Technology					
	Information Technology	$13,351	$2,615	-	-	$20,364
	Technology Replacement	$424	-	-	-	-
	Telephones	$479	$101	-	-	-
Total Technology Fund		**$14,254**	**$2,716**	**-**	**-**	**$20,364**
FY 2017 Total Internal Service Premiums:		**$3,058,001**	**$2,300,014**	**$1,427,225**	**$6,071,495**	**$1,148,428**

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City of Glendale
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2017

Fiscal Year		Sch	FUNDS							
			General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Total All Funds
2016	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	204,114,096	80,238,274	57,774,010	70,603,613	5,669,617	162,720,607	50,879,783	632,000,000
2016	Actual Expenditures/Expenses**	E	187,875,136	39,994,251	57,774,010	16,261,440	0	97,129,816	46,229,733	445,264,386
2017	Fund Balance/Net Position at July 1***		43,849,585	66,854,847	6,869,923	27,104,515	5,683,583	112,320,081	15,491,522	278,174,056
2017	Primary Property Tax Levy	B	5,621,452							5,621,452
2017	Secondary Property Tax Levy	B			19,587,858					19,587,858
2017	Estimated Revenues Other than Property Taxes	C	204,925,678	112,554,928	570,000	12,314,146	26,000	131,890,496	50,214,545	512,495,793
2017	Other Financing Sources	D	0	0	0	0	0	0	0	0
2017	Other Financing (Uses)	D	0	0	0	0	0	0	0	0
2017	Interfund Transfers In	D	26,686,732	1,099,404	33,520,335	37,400,642	0	21,525,651	0	120,232,764
2017	Interfund Transfers (Out)	D	32,770,731	67,126,321	0	209,713	0	20,126,000	0	120,232,765
2017	Reduction for Amounts Not Available:									
LESS:	Amounts for Future Debt Retirement:									0
										0
										0
										0
2017	Total Financial Resources Available		248,312,716	113,382,858	60,548,116	76,609,590	5,709,583	245,610,228	65,706,067	815,879,158
2017	Budgeted Expenditures/Expenses	E	206,386,199	76,858,576	54,667,611	76,609,590	5,709,583	217,691,791	55,076,650	693,000,000

EXPENDITURE LIMITATION COMPARISON	2016	2017
1. Budgeted expenditures/expenses	$ 632,000,000	$ 693,000,000
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	632,000,000	693,000,000
4. Less: estimated exclusions	203,261,649	220,089,427
5. Amount subject to the expenditure limitation	$ 428,738,351	$ 472,910,573
6. EEC expenditure limitation	$ 542,088,977	$ 554,464,628

* Includes Expenditure/Expense Adjustments Approved in the current year from Schedule E.

** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

*** Amounts on this line represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

City of Glendale
Tax Levy and Tax Rate Information
Fiscal Year 2017

	2016	2017
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	$ 5,529,882	$ **5,732,896**
2. Amount received from primary property taxation in the **current year** in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	$	
3. Property tax levy amounts		
A. Primary property taxes	$ 5,529,882	$ 5,621,452
B. Secondary property taxes	19,268,783	19,587,858
C. Total property tax levy amounts	$ 24,798,665	$ 25,209,310
4. Property taxes collected*		
A. Primary property taxes		
(1) **Current** year's levy	$ 5,474,583	
(2) Prior years' levies	55,299	
(3) Total primary property taxes	$ 5,529,882	
B. Secondary property taxes		
(1) **Current** year's levy	$ 19,076,095	
(2) Prior years' levies	192,688	
(3) Total secondary property taxes	$ 19,268,783	
C. Total property taxes collected	$ 24,798,665	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.4898	0.4792
(2) Secondary property tax rate	1.7067	1.6698
(3) Total city/town tax rate	2.1965	2.1490

B. Special assessment district tax rates

Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating _____ special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.

* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

CITY OF GLENDALE
Revenues Other Than Property Taxes
Fiscal Year 2017

SOURCE OF REVENUES	ESTIMATED REVENUES 2016	ACTUAL REVENUES* 2016	ESTIMATED REVENUES 2017
GENERAL FUNDS			
Local taxes			
City Sales Tax	$ 98,695,608	$ 98,695,608	$ 103,449,149
Arena Fees	749,618	749,618	1,249,618
Licenses and permits			
Gas/Electric Franchise Fees	2,828,000	$ 2,828,000	$ 2,856,280
Cable Franchise Fees	1,572,061	1,572,061	1,572,061
Building Permits	1,124,802	1,124,802	1,343,924
Fire Department Other Fees	995,600	995,600	1,012,525
Sales Tax Licenses	665,564	665,564	676,878
Right-of-Way Permits	331,000	331,000	336,627
Fire Dept CD Fees	355,220	355,220	361,258
Liquor Licenses	182,700	182,700	185,806
Planning/Zoning	235,300	235,300	239,300
Bus./Prof. Licenses	110,770	110,770	112,653
Miscellaneous CD Fees	142,881	142,881	145,310
Business Licenses	80,560	80,560	81,930
Arena Fees	182,828	182,828	182,828
Engineering Plan Check Revenue	9,000	9,000	9,153
Plan Check Fees	4,068	4,068	4,137
Intergovernmental			
State Income Tax	$ 27,297,178	$ 27,297,178	$ 29,376,937
State Shared Sales Tax	21,659,358	21,659,358	22,601,416
Motor Vehicle In-Lieu	8,960,744	8,960,744	9,329,684
Partner Revenue	-	-	-
Arena Fees	350,000	350,000	350,000
Miscellaneous	103,020	103,020	104,050
Charges for services			
Staff & Adm Chargebacks	$ 9,700,000	$ 9,700,000	$ 9,700,000
Arena Fees	5,773,830	920,000	920,000
Facility Rental Income	1,858,164	1,848,544	1,986,963
Recreation Revenue	1,400,408	1,400,408	2,213,516
Partner Revenue	-	-	-
Audio/Video Rental		25,250	25,503
Security Revenue	740,535	740,535	747,940
Plan Check Fees	711,900	711,900	724,002
Miscellaneous	485,985	485,985	490,845
Fire Department Other Fees	484,805	484,805	493,047
Right-of-Way Permits	250,000	250,000	254,250
City Property Rental	329,527	329,527	332,822
Engineering Plan Check Revenue	130,191	130,191	132,404
Health Care Revenue	61,863	61,863	62,480
Court Revenue	56,000	56,000	56,952
Camelback Ranch Rev- Fire	53,530	53,530	54,065
Traffic Engineering Plan Check	30,660	30,660	31,181
Equipment Rental	25,250	-	-

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

CITY OF GLENDALE
Revenues Other Than Property Taxes
Fiscal Year 2017

SOURCE OF REVENUES	ESTIMATED REVENUES 2016	ACTUAL REVENUES* 2016	ESTIMATED REVENUES 2017
Fines and forfeits			
Court Revenue	$ 2,707,580	$ 2,707,580	$ 2,753,610
Miscellaneous	252,750	252,750	255,278
Library Fines/Fees	131,844	131,844	134,085
Interest on investments			
Interest	$ 402,080	$ 402,080	$ 420,041
In-lieu property taxes			
	$ -	$ -	$ -
Contributions			
SRP In-Lieu	$ 278,315	$ 278,315	$ 278,315
Miscellaneous			
Miscellaneous	$ 2,827,481	$ 2,907,481	$ 4,436,822
Fire Department Other Fees	987,785	987,785	1,004,577
City Property Rental	350,180	350,180	1,003,354
Lease Proceeds	404,000	404,000	508,040
Cemetery Revenue	185,000	185,000	188,145
Library Fines/Fees	133,646	133,646	135,917
Other	80,000	-	-
Total General Fund	$ 197,469,189	$ 192,605,739	$ 204,925,678
SPECIAL REVENUE FUNDS			
Public Facilities and Events Funds			
Recreation Revenue	$ 1,002,667	$ 1,002,667	$ 9,000
Facility Rental Income	100,500	100,500	-
Interest	300	300	300
	$ 1,103,467	$ 1,103,467	$ 9,300
Community Services Grants			
Grants	$ 7,853,601	$ 7,853,601	$ 7,074,355
Miscellaneous	995,030	995,030	210,005
	$ 8,848,631	$ 8,848,631	$ 7,284,360
Other Grants			
Grants	$ 16,267,162	$ 3,939,546	$ 14,821,313
Miscellaneous	509,427	509,427	669,087
	$ 16,776,589	$ 4,448,973	$ 15,490,400
Public Safety Funds			
City Sales Tax	$ 13,305,446	$ 13,305,446	$ 14,249,636
City Sales Tax - PS .4	9,316,841	9,316,841	9,937,096
State Forfeitures	1,000,000	1,000,000	1,000,000
Federal Forfeitures	15,000	15,000	15,000
	$ 23,637,287	$ 23,637,287	$ 25,201,732

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

CITY OF GLENDALE
Revenues Other Than Property Taxes
Fiscal Year 2017

SOURCE OF REVENUES	ESTIMATED REVENUES 2016	ACTUAL REVENUES* 2016	ESTIMATED REVENUES 2017
Transportation/HURF Funds			
City Sales Tax	$ 24,206,223	$ 24,206,223	$ 25,053,441
Grants	15,532,681	1,294,971	6,116,338
Highway User Revenues	14,147,499	14,147,499	14,288,974
Miscellaneous	8,526,097	399,876	15,867,586
LTAF - Lottery	-	-	-
Airport Fees	481,860	490,650	481,860
Transit Revenue	124,000	124,000	124,000
Interest	140,000	140,000	140,000
	$ 63,158,360	$ 40,803,219	$ 62,072,199
Charges for services			
Partner Revenue	$ 1,285,654	$ 1,624,992	$ 1,644,474
	$ 1,285,654	$ 1,624,992	$ 1,644,474
Intergovernmental			
Partner Revenue	$ 339,338	$ -	$ -
Miscellaneous	30,250	-	-
	$ 369,588	$ -	$ -
Fines and forfeits			
Court Revenue	$ 698,497	$ 439,404	$ 413,700
Interest		1,656	$ 1,190
	$ 698,497	$ 441,060	$ 414,890
Interest on investments			
Interest	$ 4,387	$ -	$ -
	$ 4,387	$ -	$ -
Miscellaneous			
Miscellaneous	$ 432,973	$ 436,512	$ 437,573
	$ 432,973	$ 436,512	$ 437,573
Total Special Revenue Funds	$ 116,315,433	$ 81,344,141	$ 112,554,928

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

CITY OF GLENDALE
Revenues Other Than Property Taxes
Fiscal Year 2017

SOURCE OF REVENUES	ESTIMATED REVENUES 2016	ACTUAL REVENUES* 2016	ESTIMATED REVENUES 2017
DEBT SERVICE FUNDS			
Miscellaneous	$ 573,097	$ 573,097	$ 570,000
SRP In-Lieu	-	-	-
	$ 573,097	$ 573,097	$ 570,000
Total Debt Service Funds	$ 573,097	$ 573,097	$ 570,000
CAPITAL PROJECTS FUNDS			
Development Impact Fee Funds			
Development Impact Fees	$ 39,177	$ 1,760,591	$ 1,681,000
Interest	50,196	84,397	88,146
	$ 89,373	$ 1,844,988	$ 1,769,146
G.O. Bond Funds			
Interest	$ 400	$ -	$ -
Miscellaneous	1,500	-	-
Bond Proceeds		-	10,545,000
	$ 1,900	$ -	$ 10,545,000
Other Capital Funds			
Interest	$ 1,500	$ 600	$ -
	$ 1,500	$ 600	$ -
Total Capital Projects Funds	$ 92,773	$ 1,845,588	$ 12,314,146
PERMANENT FUNDS			
Cemetery Perpetual Care			
Interest	$ 22,000	$ 26,000	$ 26,000
	$ 22,000	$ 26,000	$ 26,000
Total Permanent Funds	$ 22,000	$ 26,000	$ 26,000

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

CITY OF GLENDALE
Revenues Other Than Property Taxes
Fiscal Year 2017

SOURCE OF REVENUES	ESTIMATED REVENUES 2016	ACTUAL REVENUES* 2016	ESTIMATED REVENUES 2017
ENTERPRISE FUNDS			
Water/Sewer Funds			
Water Revenues	$ 46,187,528	$ 45,658,528	$ 45,484,000
Sewer Revenue	32,733,679	32,033,679	31,830,000
Miscellaneous	1,310,080	1,841,807	11,479,000
Water Development Impact Fees	360,000	360,000	1,120,000
Sewer Development Impact Fees	235,000	460,000	700,000
Interest	220,200	223,700	253,500
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
	$ 81,199,487	$ 80,730,714	$ 91,019,500
Landfill			
Tipping Fees	$ 4,844,590	$ 5,312,943	$ 5,371,644
Recycling Sales	2,688,000	1,550,000	1,565,500
Internal Charges	2,570,000	2,722,000	2,550,000
Staff & Adm Chargebacks	431,000	431,000	431,000
Miscellaneous	113,700	215,000	215,000
Other	104,000	114,057	109,625
Interest	45,000	45,000	45,450
	$ 10,796,290	$ 10,390,000	$ 10,288,219
Sanitation			
Residential Sanitiation	$ 10,630,000	$ 10,630,000	$ 10,683,150
Commercial Sanitation Frontload	3,400,000	3,400,000	2,817,000
Commercial Sanitation Rolloff	600,000	600,000	800,000
Miscellaneous	101,000	101,000	101,000
Internal Charges	115,000	115,000	115,000
Miscellaneous Bin Service	100,000	100,000	100,500
Interest	7,000	7,000	7,000
	$ 14,953,000	$ 14,953,000	$ 14,623,650
Pub Housing Budget Activities			
Grants	$ 15,494,940	$ 15,494,940	$ 15,959,127
	$ 15,494,940	$ 15,494,940	$ 15,959,127
Total Enterprise Funds	$ 122,443,717	$ 121,568,654	$ 131,890,496

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

CITY OF GLENDALE
Revenues Other Than Property Taxes
Fiscal Year 2017

SOURCE OF REVENUES	ESTIMATED REVENUES 2016	ACTUAL REVENUES* 2016	ESTIMATED REVENUES 2017
INTERNAL SERVICE FUNDS			
Risk Management Self Insurance			
Internal Charges	$ 3,000,000	$ 3,000,000	$ 3,058,001
Security Revenue	24,750	30,000	30,000
Interest	8,200	17,000	20,000
Miscellaneous		-	100,000
	$ 3,032,950	$ 3,047,000	$ 3,208,001
Workers Comp. Self Insurance			
Internal Charges	$ 2,299,827	$ 2,299,827	$ 2,300,014
Security Revenue	24,750	30,000	30,000
Interest	11,200	24,000	26,000
	$ 2,335,777	$ 2,353,827	$ 2,356,014
Benefits Trust Fund			
City Contributions	$ 15,003,357	$ 15,003,357	$ 15,946,287
Employee Contributions	5,594,915	5,594,915	5,946,545
Retiree Contributions	4,540,477	4,540,477	4,825,836
Miscellaneous	98,370	98,370	104,552
Right-of-Way Permits	1,524	1,524	1,620
Interest	733	733	780
	$ 25,239,376	$ 25,239,376	$ 26,825,620
Fleet Services			
Internal Charges	$ 9,000,000	$ 9,000,000	$ 9,177,762
	$ 9,000,000	$ 9,000,000	$ 9,177,762
Technology			
Internal Charges	$ 6,652,283	$ 6,652,283	$ 7,219,923
Miscellaneous	3,000	3,000	-
	$ 6,655,283	$ 6,655,283	$ 7,219,923
Technology Projects			
Internal Charges	$ 3,234,800	$ 3,234,800	$ 1,427,225
	$ 3,234,800	$ 3,234,800	$ 1,427,225
Total Internal Service Funds	$ 49,498,186	$ 49,530,286	$ 50,214,545
TOTAL ALL FUNDS	$ 486,414,395	$ 447,493,505	$ 512,495,793

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

City of Glendale
Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2017

FUND	OTHER FINANCING 2017 SOURCES	OTHER FINANCING 2017 <USES>	INTERFUND TRANSFERS 2017 IN	INTERFUND TRANSFERS 2017 <OUT>
GENERAL FUND				
1000- General	$	$	$ 25,186,732	$ 32,770,731
1120- Vehicle Replacement			1,500,000	
Total General Fund	$	$	$ 26,686,732	$ 32,770,731
SPECIAL REVENUE FUNDS				
1340 - Highway User Revenue Fund	$	$	$	$ 21,038,574
1660-Transportation Sales Tax Fund			900,000	20,901,015
1700- Police Special Revenue Fund				16,986,459
1720-Fire Special Revenue Fund				8,200,273
1760- Airport Special Revenue Fund			135,105	
1820-CAP Grant			64,299	
Total Special Revenue Funds	$	$	$ 1,099,404	$ 67,126,321
DEBT SERVICE FUNDS				
1900-G.O. Bonds Debt Service	$	$	$ 209,713	$
1940-M.P.C Debt Service			19,251,102	
1950-Excise Tax Debt Service			6,915,520	
1970-Transportation Debt Service			7,144,000	
Total Debt Service Funds	$	$	$ 33,520,335	$
CAPITAL PROJECTS FUNDS				
1481+DIF Citywide Recreation Facility	$	$	$	$ 209,713
2000- HURF Street Capital Projects			21,038,574	
2070- Gen Gov't Capital Projects			2,605,053	
2210-Transportation Capital Projects			13,757,015	
Total Capital Projects Funds	$	$	$ 37,400,642	$ 209,713
PERMANENT FUNDS				
	$	$	$	$
Total Permanent Funds	$	$	$	$
ENTERPRISE FUNDS				
2360+ Water/Sewer	$	$	$ 20,355,388	$ 20,126,000
2440-Landfill			658,308	
2480-Solid Waste			125,392	
2500- Public Housing			386,563	
Total Enterprise Funds	$	$	$ 21,525,651	$ 20,126,000
INTERNAL SERVICE FUNDS				
	$	$	$	$
Total Internal Service Funds	$	$	$	$
TOTAL ALL FUNDS	$	$	$ 120,232,764	$ 120,232,765

CITY OF GLENDALE
Expenditures/Expenses by Fund
Fiscal Year 2017
Schedule E

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2016	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2016	ACTUAL EXPENDITURES/ EXPENSES* 2016	BUDGETED EXPENDITURES/ EXPENSES 2017
GENERAL FUND				
Budget and Finance**	$ 21,721,378	$	$ 14,452,865	$ 4,267,604
City Attorney	2,944,274	350,000	3,294,274	3,263,392
City Auditor	337,879		330,979	375,679
City Clerk	566,826	45,000	611,826	841,880
City Court	3,878,094		3,888,559	4,446,913
City Manager	917,044		917,044	974,440
Communications**	1,670,093		1,629,582	-
Community Services**	5,600,766	38,000	5,594,513	6,066,010
Council Districts&Of	930,478		930,478	968,453
Development Services	4,231,931		4,104,892	4,985,651
Economic Development	924,260		913,360	999,682
Fire Services	41,665,248		40,603,668	42,560,721
HR & Risk Mgt	1,776,967	161,512	1,743,967	1,829,625
Mayor's Office	391,288		390,338	368,222
Non-Departmental	10,026,202		9,976,202	17,876,424
Police Services	78,014,086		76,799,224	84,738,048
Public Affairs**	512,016		504,916	2,213,033
Public Facilities & Events**	10,120,735	(38,000)	10,119,994	11,780,970
Public Works	12,884,531	1,157,933	11,068,455	12,829,452
Contingency	5,000,000	(2,108,439)	-	5,000,000
Total General Fund	$ 204,114,096	(393,994)	187,875,136	206,386,199
SPECIAL REVENUE FUNDS				
City Court	$ 539,755	$	$ 427,569	$ 616,775
Community Services**	388,226	294,346	193,926	932,483
Community Services Grants**	9,125,329		6,509,042	7,610,424
Fire Grants	5,158,123		3,166,373	4,302,221
Fire Services	787,230		800,219	886,875
Misc. Grants	5,447,549	(608,697)	-	3,940,011
Non-Departmental	200,000		200,000	200,000
Police Grants	5,720,917		1,282,600	5,805,168
Police RICO	2,481,886		2,481,886	2,501,744
Police Services	359,377		359,377	372,758
Public Facilities & Events**	1,244,740		1,119,489	62,895
Public Facilities & Events Grants**	175,000		-	175,000
Public Works	26,693,071	3,321,901	22,483,219	24,229,053
Public Works Grants	21,267,071		970,551	22,403,169
Contingency	650,000		-	2,820,000
Total Special Revenue Funds	$ 80,238,274	$ 3,007,550	$ 39,994,251	$ 76,858,576

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**Dept. reorganized July 2016. History follows new dept.

CITY OF GLENDALE
Expenditures/Expenses by Fund
Fiscal Year 2017
Schedule E

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2016	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2016	ACTUAL EXPENDITURES/ EXPENSES* 2016	BUDGETED EXPENDITURES/ EXPENSES 2017
DEBT SERVICE FUNDS				
General Obligation	$ 24,337,128	$	$ 24,337,128	$ 21,311,988
Excise Tax Bonds	5,575,770		5,575,770	6,925,521
Highway User (HURF)	1,975,800		1,975,800	-
Municipal Property Corp	18,737,313		18,737,313	19,281,102
Transportation Obligation	7,147,999		7,147,999	7,149,000
Total Debt Service Funds	$ 57,774,010	$ -	$ 57,774,010	$ 54,667,611
CAPITAL PROJECTS FUNDS				
Community Services	$ 1,064,630	$	$ 314,649	$ 638,614
Economic Development	2,404,337		-	16,637,500
General Government	4,274,836		2,440,351	9,880,501
Police Services	1,929,586		855	2,351,250
Public Facilities & Events	310,580	82,695	83	1,535,460
Public Works	48,158,682	(2,613,556)	13,505,502	38,859,173
Contingency	12,460,962	(82,695)	-	6,707,092
Total Capital Projects Funds	$ 70,603,613	$ (2,613,556)	$ 16,261,440	$ 76,609,590
PERMANENT FUNDS				
Contingency	$ 5,669,617	$	$ -	$ 5,709,583
Total Permanent Funds	$ 5,669,617	$ -	$ -	$ 5,709,583
ENTERPRISE FUNDS				
Development Services	$ 140,647	$	$ 128,402	$ 170,642
Budget and Finance	3,029,403		3,029,403	3,223,804
Pub Housing Budget Activities	15,891,384		15,890,884	16,047,175
Public Works	37,639,918	101,694	26,079,317	35,203,126
Water Services	76,423,148	2,471,287	51,976,810	140,396,061
Water Services Debt	20,158,683		25,000	20,150,983
Contingency	9,437,424	(2,572,981)	-	2,500,000
Total Enterprise Funds	$ 162,720,607	$ -	$ 97,129,816	$ 217,691,791
INTERNAL SERVICE FUNDS				
HR & Risk Mgt	$ 30,586,922	$ 1,400,000	$ 31,102,610	$ 31,982,104
Innovation & Technology	9,885,351		7,124,839	12,530,935
Public Works	9,007,510		8,002,284	9,163,611
Contingency	1,400,000	(1,400,000)	-	1,400,000
			-	
Total Internal Service Funds	$ 50,879,783	$ 0	$ 46,229,733	$ 55,076,650
TOTAL ALL FUNDS	$ 632,000,000	$ 0	$ 445,264,386	$ 693,000,000

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**Dept. reorganized July 2016. History follows new dept.

City of Glendale
Expenditures/Expenses by Department
Fiscal Year 2017
Schedule F

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2016	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2016	ACTUAL EXPENDITURES/ EXPENSES* 2016	BUDGETED EXPENDITURES/ EXPENSES 2017
City Attorney				
1000 - General	$ 2,944,274	$ 350,000	$ 3,294,274	$ 3,263,392
City Attorney Total	$ 2,944,274	$ 350,000	$ 3,294,274	$ 3,263,392
City Auditor				
1000 - General	$ 337,879	$	$ 330,979	$ 375,679
City Auditor Total	$ 337,879	$ -	$ 330,979	$ 375,679
City Clerk				
1000 - General	$ 566,826	$ 45,000	$ 611,826	$ 841,880
City Clerk Total	$ 566,826	$ 45,000	$ 611,826	$ 841,880
City Court				
1000 - General	$ 3,878,094	$	$ 3,888,559	$ 4,446,913
1240 - Court Security/Bonds	539,755		427,569	616,775
City Court Total	$ 4,417,849	$ -	$ 4,316,128	$ 5,063,688
City Manager				
1000 - General	$ 917,044	$	$ 917,044	$ 974,440
City Manager Total	$ 917,044	$ -	$ 917,044	$ 974,440
Communications**				
1000 - General	$ 1,670,093	$	$ 1,629,582	$ -
Communications Total	$ 1,670,093	$ -	$ 1,629,582	$ -
Community Services**				
1000 - General	$ 5,600,766	$ 38,000	$ 5,594,513	$ 6,066,010
1220 - Arts Commission Fund	388,226	285,049	189,426	919,248
1300 - Home Grant	1,674,204		1,420,535	1,674,704
1310 - Neighborhood Stabilization Pgm	926,259		-	229,443
1311 - Neighborhd Stabilization Pgm3	1,100,000		-	227,300
1320 - C.D.B.G.	3,637,151		3,581,987	3,683,422
1500 - DIF-Libraries pre SB1525	1,064,630		314,649	638,614
1820 - CAP Grant	1,303,723		1,302,028	1,324,798
1830 - Emergency Shelter Grants	208,992		208,992	208,992
1840 - Other Federal and State Grants	275,000	9,297	-	275,000
2500 - Pub Housing Budget Activities	15,891,384		15,890,884	16,047,175
Community Services Total	$ 32,070,335	$ 332,346	$ 28,503,014	$ 31,294,706

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**Dept. reorganized July 2016. History follows new dept.

City of Glendale
Expenditures/Expenses by Department
Fiscal Year 2017
Schedule F

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2016	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2016	ACTUAL EXPENDITURES/ EXPENSES* 2016	BUDGETED EXPENDITURES/ EXPENSES 2017
Contingency				
1000 - General	$ 5,000,000	$ (2,108,439)	$ -	$ 5,000,000
1340 - Highway User Gas Tax	650,000		-	720,000
1380 - DIF Library Blds	-		-	-
1380 - DIF-Library Blds pre SB1525	1,760,020		-	1,773,714
1420 - DIF-Fire Protec Fac pre SB1525	805,992		-	224,935
1440 - DIF-Police Faciliti pre SB1525	1,638,229		-	90,107
1460 - DIF-Citywide Parks pre SB1525	371,713		-	107,739
1480 - DIF-Citywide RecFac pre SB1525	1,093,981	(40,000)	-	-
1500 - DIF-Libraries pre SB1525	1,873,985		-	1,746,169
1520 - DIF-Citywide Open Spaces	505,021		-	189,964
1540 - DIF-Parks Dev Zone1 pre SB1525	122,235		-	329,686
1560 - DIF-Parks Dev Zone2 pre SB1525	15,789		-	167,329
1580 - DIF-Parks Dev Zone3 pre SB1525	52,115	(42,695)	-	44,644
1600 - DIF-Roadway Improve pre SB1525	3,142,136		-	1,117,325
1620 - DIF-General Government	161,990		-	163,234
1660 - Transportation Sales Tax	-		-	2,100,000
1980 - Streets Constr. - 1999 Auth	44,313		-	-
2040 - Public Safety Construction	-		-	357,506
2060 - Parks Construction	-		-	92,487
2140 - Open Space/Trails Constr-99 Au	-		-	226,795
2180 - Flood Control Construction	873,443		-	75,458
2280 - Cemetery Perpetual Care	5,669,617		-	5,709,583
2360 - Water and Sewer	8,637,424	(2,471,287)	-	2,000,000
2440 - Landfill	600,000	(211,217)	-	500,000
2480 - Sanitation	200,000	109,523	-	-
2540 - Risk Management Self Insurance	1,400,000	(1,400,000)	-	1,400,000
Contingency Total	$ 34,618,003	$ (6,164,115)	$ -	$ 24,136,675
** Grant Contingency Allocated to Department*				
Mayor and Council				
1000 - General	$ 930,478	$	$ 930,478	$ 968,453
Mayor and Council	$ 930,478	$ -	$ 930,478	$ 968,453
Development Services				
1000 - General	$ 4,231,931	$	$ 4,104,892	$ 4,985,651
2400 - Water	140,647		128,402	170,642
Development Services Total	$ 4,372,578	$ -	$ 4,233,294	$ 5,156,293

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**Dept. reorganized July 2016. History follows new dept.

City of Glendale
Expenditures/Expenses by Department
Fiscal Year 2017
Schedule F

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2016	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2016	ACTUAL EXPENDITURES/ EXPENSES* 2016	BUDGETED EXPENDITURES/ EXPENSES 2017
Economic Development				
1000 - General	$ 924,260	$	$ 913,360	$ 999,682
1980 - Streets Constr. - 1999 Auth	2,404,337		-	6,092,500
2100 - Economic Dev. Constr-1999 Auth	-		-	10,545,000
Economic Development Total	$ 3,328,597	$ -	$ 913,360	$ 17,637,182
Budget and Finance**				
1000 - General	$ 21,721,378	$	$ 14,452,865	$ 4,267,604
1900 - G.O. Bond Debt Service	24,337,128		24,337,128	21,311,988
1940 - M.P.C. Debt Service	18,737,313		18,737,313	19,281,102
2360 - Water and Sewer	3,029,403		3,029,403	3,223,804
1950 - Excise Tax Debt Service	5,575,770		5,575,770	6,925,521
Budget and Finance Total	$ 73,400,992	$ -	$ 66,132,479	$ 55,010,019
Fire Services				
1000 - General	$ 41,665,248	$	$ 40,603,668	$ 42,560,721
1420 - DIF-Fire Protec Fac pre SB1525	-		-	-
1840 - Other Federal and State Grants	5,158,123		3,166,373	4,302,221
2070 - General Gov Capital Projects	-		-	1,749,655
2530 - Training Facility Revenue Fund	787,230		800,219	886,875
Fire Services Total	$ 47,610,601	$ -	$ 44,570,260	$ 49,499,472
HR & Risk Mgt				
1000 - General	$ 1,776,967	$ 161,512	$ 1,743,967	$ 1,829,625
2540 - Risk Management Self Insurance	2,934,598	1,400,000	3,448,302	2,951,560
2560 - Workers Comp. Self Insurance	2,201,956		2,203,940	2,204,924
2580 - Benefits Trust Fund	25,450,368		25,450,368	26,825,620
HR & Risk Mgt Total	$ 32,363,889	$ 1,561,512	$ 32,846,577	$ 33,811,729
Innovation & Technology**				
2591 - Technology	$ 6,650,551	$	$ 6,610,539	$ 8,383,210
2592 - Technology Projects	3,234,800		514,300	4,147,725
Innovation & Technology Total	$ 9,885,351	$ -	$ 7,124,839	$ 12,530,935
Public Affairs**				
1000 - General	$ 512,016	$	$ 504,916	$ 2,213,033
Public Affairs Total	$ 512,016	$ -	$ 504,916	$ 2,213,033

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**Dept. reorganized July 2016. History follows new dept.

City of Glendale
Expenditures/Expenses by Department
Fiscal Year 2017
Schedule F

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2016	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2016	ACTUAL EXPENDITURES/ EXPENSES* 2016	BUDGETED EXPENDITURES/ EXPENSES 2017
Mayor's Office				
1000 - General	$ 391,288	$	$ 390,338	$ 368,222
Mayor's Office Total	$ 391,288	$ -	$ 390,338	$ 368,222
Misc. Grants & Misc Capital Grants				
1840 - Other Federal and State Grants	$ 5,447,549	$ (608,697)	$ -	$ 3,940,011
Misc. Grants & Misc Capital Grants Total	$ 5,447,549	$ (608,697)	$ -	$ 3,940,011
Non-Departmental				
1000 - General	$ 10,026,202	$	$ 9,976,202	$ 17,876,424
1200 - Utility Bill Donation	200,000		200,000	200,000
Non-Departmental Total	$ 10,226,202	$ -	$ 10,176,202	$ 18,076,424
Police Services				
1000 - General	$ 78,014,086	$	$ 76,799,224	$ 84,738,048
1440 - DIF-Police Faciliti pre SB1525	-		-	1,148,565
1840 - Other Federal and State Grants	5,720,917		1,282,600	5,805,168
1860 - RICO Funds	2,481,886		2,481,886	2,501,744
2040 - Public Safety Construction	1,929,586		855	1,202,685
2530 - Training Facility Revenue Fund	359,377		359,377	372,758
Police Services Total	$ 88,505,852	$ -	$ 80,923,942	$ 95,768,968
Public Facilities & Events**				
1000 - General	$ 10,120,735	$ (38,000)	$ 10,119,994	$ 11,780,970
1460 - DIF-Citywide	-		-	-
1480 - DIF-Citywide RecFac pre SB1525	-	40,000	-	1,067,000
1520 - DIF-Citywide Open Spaces	-		-	318,460
1540 - DIF-Parks Dev Zone1 pre SB1525	114,000		-	-
1560 - DIF-Parks Dev Zone2 pre SB1525	163,497		-	-
1580 - DIF-Parks Dev Zone3 pre SB1525	33,000	42,695	-	-
1840 - Other Federal and State Grants	175,000		-	175,000
1880 - Parks & Recreation Self Sust	1,162,922		1,118,934	-
1885 - Parks & Recreation Designated	81,818		555	62,895
2060 - Parks Construction	83		83	50,000
2070 - General Gov Capital Projects	-		-	400,000
2130 - Cultural Facility Bond Fund	-		-	100,000
Public Facilites & Events Total	$ 11,851,055	$ 44,695	$ 11,239,566	$ 13,954,325

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City of Glendale
Expenditures/Expenses by Department
Fiscal Year 2017
Schedule F

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2016	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2016	ACTUAL EXPENDITURES/ EXPENSES* 2016	BUDGETED EXPENDITURES/ EXPENSES 2017
Public Works				
1000 - General	$ 10,424,929	$ 2,036,148	$ 9,809,674	$ 8,096,952
1120 - Vehicle Replacement	4,500,000		3,191,895	4,732,500
1340 - Highway User Gas Tax	9,357,636		9,324,621	10,302,762
1480 - DIF-Citywide RecFac pre SB1525	-		-	5,000
1600 - DIF-Roadway Improve pre SB1525	925,555		105,483	725,030
1620 - DIF-General Government	-		-	-
1650 - Transportation Grants	19,134,936	5,988,252	408,759	16,143,008
1660 - Transportation Sales Tax	13,512,235		12,418,996	13,247,233
1760 - Airport Special Revenue	638,647		649,260	680,884
1920 - HURF Debt Service	1,975,800		1,975,800	-
1970 - Transportation Debt Service	7,147,999		7,147,999	7,149,000
1980 - Streets Constr. - 1999 Auth	251,149	314,351	468,459	1,120,440
2000 - Hurf Street Bonds	20,654,378		9,245,240	21,038,574
2070 - General Gov Capital Projects	2,234,438	(484,221)	507,237	7,730,846
2080 - Gov't Facilities - 1999 Auth	-		-	-
2120 - Airport Capital Projects	4,838,303	(2,666,351)	180,446	5,755,161
2180 - Flood Control Construction	1,680,158		117,713	2,213,114
2210 - Transportation Capital Project	24,647,442	(3,321,901)	3,568,607	13,757,015
2440 - Landfill	20,717,201	211,217	12,341,549	18,085,234
2480 - Sanitation	16,922,717	(109,523)	13,737,768	17,117,892
2530 - Training Facility Revenue Fund	478,385		471,688	503,174
2590 - Fleet Services	9,007,510		8,002,284	9,163,611
Public Works Total	$ 169,049,418	$ 1,967,972	$ 93,673,478	$ 157,567,430
Water Services				
2360+ - Water and Sewer	96,581,831	2,471,287	52,001,810	$ 160,547,044
Water Services Total	$ 96,581,831	$ 2,471,287	$ 52,001,810	$ 160,547,044
TOTAL ALL DEPARTMENTS	$ 632,000,000	$ -	$ 445,264,386	$ 693,000,000

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.
**Dept. reorganized July 2016. History follows new dept.

CITY OF GLENDALE

Full-Time Employees and Personnel Compensation
Fiscal Year 2017

FUND	Full-Time Equivalent (FTE) 2017	Employee Salaries and Hourly Costs 2017	Retirement Costs 2017	Healthcare Costs 2017	Other Benefit Costs 2017	Total Estimated Personnel Compensation 2017
GENERAL FUND						
1000 - General	1,168.75	$ 98,123,160	$ 23,915,823	$ 12,888,469	$ 8,535,439	$ 143,462,891
Total General Fund	1,168.75	$ 98,123,160	$ 23,915,823	$ 12,888,469	$ 8,535,439	$ 143,462,891
SPECIAL REVENUE FUNDS						
1220 - Arts Commission Fund	1.00	$ 76,307	$ 8,041	$ 6,369	$ 5,844	$ 96,561
1240 - Court Security/Bonds	3.75	301,098	56,963	47,135	28,910	434,106
1310 - Neighborhd Stab. Pgm		32,019				32,019
1311 - Neighborhd Stab. Pgm3		25,000				25,000
1300 - Home Grant		25,000				25,000
1320 - C.D.B.G.	8.75	508,703	58,233	108,734	38,849	714,519
1340 - Highway User Gas Tax	44.00	2,776,090	303,317	487,306	220,755	3,787,468
1660 - Transportation Sales Tax	51.25	3,030,985	344,578	547,217	251,537	4,174,317
1760 - Airport Special Revenue	6.00	347,357	39,842	48,764	27,178	463,141
1820 - CAP Grant	5.50	335,963	38,295	70,166	26,701	471,125
1830 - Emergency Shelter Grants	0.00	17,183	0	0	0	17,183
1840 - Grants	34.00	4,272,730	777,573	371,671	185,006	5,606,980
1860 - RICO Funds	1.00	56,917	6,528	14,457	4,355	82,257
1885 - Parks & Rec. Designated	0.00	5,200	0	0	383	5,583
2530 - Training Fac. Rev Fund	9.00	619,491	149,407	105,547	37,136	911,581
Total Special Revenue Funds	164.25	$ 12,430,043	$ 1,782,777	$ 1,807,366	$ 826,654	$ 16,846,840
DEBT SERVICES FUNDS						
Total Debt Services Funds	-	$ -	$ -	$ -	$ -	$ -
CAPITAL PROJECTS FUNDS						
Total Capital Projects Funds	-	$ -	$ -	$ -	$ -	$ -

CITY OF GLENDALE

Full-Time Employees and Personnel Compensation
Fiscal Year 2017

FUND	Full-Time Equivalent (FTE) 2017	Employee Salaries and Hourly Costs 2017	Retirement Costs 2017	Healthcare Costs 2017	Other Benefit Costs 2017	Total Estimated Personnel Compensation 2017
PERMANENT FUNDS						
Total Permanent Funds	-	$ -	$ -	$ -	$ -	$ -
ENTERPRISE FUNDS						
2360 - Water and Sewer	235.00	$ 14,066,188	$ 1,588,209	$ 2,420,070	$ 1,105,008	$ 19,179,475
2440 - Landfill	44.00	2,644,466	291,589	429,080	199,514	3,564,649
2480 - Sanitation	70.00	3,502,580	387,374	729,313	259,849	4,879,116
2500 - Pub Housing Bdgt Activities	24.00	1,394,020	160,731	259,367	108,823	1,922,941
Total Enterprise Funds	373.00	$ 21,607,254	$ 2,427,903	$ 3,837,830	$ 1,673,194	$ 29,546,181
INTERNAL SERVICE FUNDS						
2540 - Risk Management Self Ins.	2.00	$ 159,383	$ 18,281	$ 25,064	$ 13,094	$ 215,822
2560 - Workers Comp. Self Ins.	1.00	70,588	8,096	14,854	5,881	99,419
2590 - Fleet Services	32.00	1,802,776	206,460	351,252	145,264	2,505,752
2591 - Technology	30.00	2,562,518	294,316	294,623	193,615	3,345,072
Total Internal Service Funds	65	$ 4,595,265	$ 527,153	$ 685,793	$ 357,854	$ 6,166,065
TOTAL ALL FUNDS	1,771.00	$ 136,755,722	$ 28,653,656	$ 19,219,458	$ 11,393,141 =	$ 196,021,977

Fiscal Year 2016-2017 Annual Budget Book

Appendix

GLENDALE AZ

RESOLUTION NO. 5124 NEW SERIES

A RESOLUTION OF THE COUNCIL OF THE CITY OF GLENDALE, MARICOPA COUNTY, ARIZONA, ADOPTING THE FINAL BUDGET OF THE AMOUNTS REQUIRED FOR THE PUBLIC EXPENSE FOR THE CITY OF GLENDALE FOR THE FISCAL YEAR 2016-17; AND SETTING FORTH THE REVENUE AND THE AMOUNT TO BE RAISED BY DIRECT PROPERTY TAXATION FOR THE VARIOUS PURPOSES; AND ADOPTING THE CITY COUNCIL'S FINANCIAL POLICIES.

WHEREAS, pursuant to the provisions of the laws of the United States, the State of Arizona, and the charter and ordinances of the City of Glendale, the Council must adopt a final budget for the fiscal year beginning July 1, 2016 and ending June 30, 2017; and

WHEREAS, the tentative budget has been advertised in the City's newspaper of record; and

WHEREAS, the tentative budget was approved by the Glendale City Council on May 24, 2016, by Resolution No. 5111, New Series; and

WHEREAS, as of this date the City Council has conducted a public hearing and entered a special meeting in connection with the adoption of the final budget; and

WHEREAS, it appears that the sums to be raised by taxation, as specified in the tentative budget, do not in the aggregate, exceed that amount for primary property taxes as computed in A.R.S. §42-17051(A); and

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF GLENDALE as follows:

SECTION 1. That the schedules contained in Exhibit A are adopted for the purpose as set forth in the final budget for the City of Glendale for the fiscal year 2016-2017.

SECTION 2. That the Council will set the property tax levy on June 28, 2016.

SECTION 3. That upon the recommendation by the City Manager and with the approval of the City Council, expenditures may be made from the appropriation for contingencies.

SECTION 4. That money from any fund may be used for any and all of these appropriations, except monies specifically restricted by federal and state law, or the Glendale City Charter and ordinances.

SECTION 5. That all sums contained in the final budget estimates expenditures are considered as specific appropriation and authority for the expenditures, as provided in the final budget, the laws of the United States Government, the State of Arizona, 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 14th day of June, 2016.

MAYOR

ATTEST:

City Clerk (SEAL)

APPROVED AS TO FORM:

City Attorney

REVIEWED BY:

City Manager

Year Founded:
- 1892

Date Incorporated
- June 18, 1910

Form of Government
- Council/City Manager

County
- Maricipa

Elevation:
- 1,152 Ft.

Top Five Glendale Employers

Luke AFB	5,100
Banner Health	3,000
CSAA/AAA Insurance	1,065
Arrowhead Hospital	1,000
Humana	940

Annexed Area in Sq. Miles

Year	Total
1910	1
1910-1969	15
1970-1979	39
1980-1989	49
1990-2003	54
2004	56
2005	57
2006-2009	58
2010-2016	60

Population

1970	36,228
1980	97,172
1990 (Census)	148,134
2000 (Census)	218,812
2010 (Census)	226,721
2015 (Estimate	234,766
2016 (Estimate)	237,114

* All population numbers 1995 and after include the population of Luke AFB.

City Authorized Staffing (FY 2017)

Full-Time &Part-Time, Permanent	1,771

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%
November 2015 Special Recall	25.18%

Building Permits (FY)

Fiscal Year	Number	Value of Buildings
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
2016	6,295	$207,203,096

Fire Protection (CY 2015)

Number of Stations	9
Number of Incidents (includes Automatic Aid):	
EMS	33,225
Fire	3,341
Miscellaneous	1,867
Special Operations	676
Total Calls	39,109
Fire FTE's (FY 2017)	285

Police Protection (CY 2015)

Number of Stations	3
Calls Processed*	431,881
Vehicular Patrol Units**	126
Number of Reserves	3

*Includes incoming, outgoing and 911 calls
**Marked by lights/sirens & uniformed patrol officers

Police FTE's (FY 2017)	564

Court Offenses Processed (FY 2015)

DUI	1,541
Serious Traffic	292
Other Criminal Traffic	1,901
Civil Traffic	19,859
Non-Traffic Misdemeanor	7,070
Total Citations Issued	**30,663**
Protective Orders	3,304

Parks and Recreation (FY 2016)

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	48
Area Lights	1,493
Park Benches	542
Drinking Fountains	139
Barbeques	252
Picnic Tables	703
Miles of Trails	46
Linear Feet of Multiuse Walkways	92,892

Landfill & MRF (FY 2015)

Number of Customer Transactions	160,502
Tonnage Processed	
Residential	228,436
Commercial	116,771
Recycle	18,975
Total	**364,182**

Sanitation (FY 2015)

Number of Customers	53,000

Transportation Services (FY 2016)

Number of:	
Streetlights	20,141
Signalized Intersections	197
High-Intensity Activated Crosswalks	3
Total Bus Stops	544
Bus Stops w/ Shelters	172
Bus Stops w/ Benches Only	58
Total Glendale Transit Ridership	2,673,112
Dial-a-Ride Total/ADA	73,883/22,601
Glendale Urban Shuttle (GUS)	91,012
Taxi Program	5,901
Fixed Route	2,502,316
Avg. Monthly Aircraft Based at Airport	294

Transportation (FY 2016)

Miles of Streets Maintained	
Arterial	108.5
Residential	488.5
Collector Major	81.5
Collector Minor	70.5
Alleys	25

Water Services (FY 2015)

Number of Customers	62,167
Miles of Distribution lines	994
Storage Capacity	67.0 MG
Treatment Plant Capacities	
Cholla WTP	30.0 MGD
Pyramid Peak WTP	37.0 MGD
Oasis WTP	22.5 MGD
Groundwater Wells	14.6 MGD
Total Capacity	104.1 MGD
Annual Consumption	12.80 BG
Average Daily Water Treated	35.1 MGD
Average gallons/used/year	207 KG

Wastewater Services (FY 2015)

Number of Customers	57,588
Miles of Collection Lines	707
Treatment Plant Capacities	
West Area WRF	11.5 MGD
Arrowhead WRF	4.5 MGD
91st Ave WWTP	13.2 MGD
Total Capacity	29.2 MGD
Annual Wastewater Treated	6.1 BG
Average Daily Water Treated	16.8 MGD

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 MAINENANCE (O & M) COSTS: The day-to-day costs of a municipality including personnel, gas, electric and utility bills, telephone expenses, reproduction costs, postage and vehicle maintenance.

OPERATING BUDGET: The day-to-day costs of delivering city services.

P

PAY-AS-YOU-GO (PAYGO) CAPITAL PROJECTS: Capital projects funded by General Fund operating revenues.

PERFORMANCE MEASURES: Measurement of service performance indicators that reflect the amount of money spent on services and the resulting outcomes at a specific level of services provided.

PERMANENT BASE ADJUSTMENT: An adjustment to the expenditure limitation base established by the Economics Estimate Commission (see expenditure limitation) which requires voter approval. The Glendale voters approved a permanent base adjust in the spring of 2000 which became effective with the FY 2003 budget year.

PRODUCTIVITY: A measurement of the increase/decrease of city services output compared to the per unit input cost invested.

PROGRAM: A group of related activities performed by one or more organizational units for the purpose of accomplishing a city responsibility.

PROPERTY TAX: The total property tax levied by a municipality. Arizona's municipal property tax system is divided into a primary and secondary tax rate.

> **Primary Tax:** Arizona statute limits the primary property tax levy amount and municipalities may use this tax for any purpose.
>
> **Secondary Rate:** Arizona statute does not limit the secondary tax levy amount and municipalities may only use this levy to retire the principal and interest or redemption charges on bond debt.

R

RESOURCES: Total amounts available for appropriation including fund balances, estimated revenues and fund transfers.

REVENUE: Financial resources received from taxes, user charges and other levels of government.

> **Actual vs. Budget:** Difference between the amount projected (budgeted) in revenues or expenditures at the beginning of the fiscal year and the actual receipts or expenses which are incurred through the end of the fiscal year.

S

SALARY SAVINGS TRANSFER: A transfer of savings from salary & benefit accounts to non-salary, operational accounts like office supplies, equipment maintenance, etc. Normal employee turnover, retirements and terminations can create salary savings situations. This action requires Council approval.

SECONDARY PROPERTY TAX: A tax levy restricted to the payment of principal and interest on general obligation bonds.

SERVICE LEASE: A lessor maintains and services an asset under a service lease.

SPECIAL REVENUE FUND: A separate fund that accounts for receipts from revenue sources that have been earmarked for specific activities and related expenditures.

STATE-SHARED REVENUE: Includes the city's portion of state sales tax revenues, state income tax receipts and Motor Vehicle In-Lieu taxes.

SUPPLEMENTAL BUDGET ALLOWANCE: This allowance provides additional personnel, equipment and related expenses which enhance the service level of a program. Supplemental increases are directed at attaining council goals or meeting increased service needs and must be approved by Council.

T

TAX LEVY: The total amount of the general property taxes collected for purposes specified in the Tax Levy Ordinance.

TAX RATE: The amount of tax levied for each $100 of assessed valuation.

TRANSFER: Movement of resources between two funds. Example: An inter-fund transfer could include the transfer of operating resources from the General Fund to the Civic Center or Housing Fund.

U

USER CHARGES: The payment of a fee in direct receipt of a public service by the party who benefits from the service.

W

WORKLOAD INDICATORS: Statistical information that indicates the demands for services within a given department or division. Workload indicators are a type of performance measure utilized by some departments or divisions to help assess its level of service being provided.

A	
ADA	Americans with Disabilities Act
ADOT	Arizona Department of Transportation
AFB	Air Force Base
ARRA	American Recovery and Reinvestment Act
AMFP	Arizona Municipal Financing Program
A/V	Audio/Visual
AWRF	Arrowhead Water Reclamation Facility
AZSTA	Arizona Sports and Tourism Authority
B	
BofA	Bank of America
C	
CAFR	Comprehensive Annual Financial Report
CAP	Community Action Program
CD	Community Development
CDBG	Community Development Block Grant
CIP	Capital Improvement Plan
CPI	Consumer Price Index
CPI-U	Consumer Price Index for Urban Users
CVB	Convention & Visitors Bureau
CY	Calendar Year
D	
DIF	Development Impact Fees
DMP	Debt Management Plan
E	
EMS	Emergency Medical Services
EOC	Emergency Operations Center
F	
FAA	Federal Aviation Administration
FAQ	Frequently Asked Questions
FT	Full Time
FTA	Federal Transit Administration
FTE	Full Time Equivalent
FY	Fiscal Year
G	
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GF	General Fund
GFOA	Government Finance Officers Association
GIS	Geographic Information System
G.O.	General Obligation
GO	Glendale Onboard
GUS	Glendale Urban Shuttle

H	
HALO	Helicopter Air-medical and Logistical Operations
HR	Human Resources
HUD	Department of Housing and Urban Development
HURF	Highway User Revenue Fund
I	
IGA	Intergovernmental Agreement
IT	Innovation & Technology
J	
JAG	Juvenile Alternatives of Glendale
JARC	Job Access and Reverse Commute
L	
LID	Local Improvement Districts
LTAF	Local Transportation Assistance Fund
M	
MGD	Million Gallons per Day
MPC	Municipal Property Corporation
MRF	Material Recovery Facility
N	
NHL	National Hockey League
O	
O and M	Operational and Maintenance
P	
PAYGO	Pay-As-You-Go Capital
PC	Personal Computer
PFC	Public Facilities Corporation
R	
RICO	Racketeer Influenced and Corrupt Organizations
ROW	Right-of-Way
S	
SROG	Sub-Regional Operating Group
SRP	Salt River Project
V	
VOCA	Victims of Crime Act
W	
WAWRF	Western Area Water Reclamation Facility
WIFA	Water Infrastructure Finance Authority
WTP	Water Treatment Plant

FREQUENTLY ASKED QUESTIONS

The City of Glendale Annual Budget document is designed to offer citizens and staff an understandable and meaningful financial plan. This user guide to frequently asked questions (FAQ) provides assistance to those unfamiliar with Glendale's budgeting and financial planning processes.

What is a "Fiscal Year (FY)" and when does it begin and end? The City of Glendale and State of Arizona follow a Fiscal Year (FY) that starts July 1 and ends June 30. A Fiscal Year is the period designated by the city for the beginning and ending of financial transactions or a budget cycle.

What does it mean to, "adopt the budget?" Budget adoption is a formal action taken by the City Council that sets the city's priorities and spending limits for the upcoming fiscal year. The FY budget will be formally adopted by the City Council at a public meeting in June, though city staff has been preparing the budget for months in advance.

How do I get involved or learn about the budget before it's adopted? At any time of the year citizens can view Glendale's budget on the city's website, in city libraries or at City Hall. Residents can discuss it with neighbors, city staff or Council Members. In addition, the City Council has several special Budget Workshops every March and/or April that citizens can attend, watch on KGLN cable channel 11 or borrow on videotape from Glendale's libraries.

What is meant by "budget appropriation?" Budget appropriation refers to authorizations made by the City Council that permit the city to incur obligations and expend resources. When the City Council appropriates funds, they are saying the community should, for example, spend its money on public safety, or make investments that improve the quality of life in Glendale. The city cannot spend money unless it is appropriated, and this ensures the public's money is spent according to the public's needs as expressed by the democratically elected City Council.

What are municipal bonds? A municipality, such as the City of Glendale, will sell (issue) bonds primarily to finance capital projects. This is similar to a family taking out a mortgage in order to finance a house. Just like a family, the city has basic necessities (infrastructure) like roads and office buildings, but usually does not have cash available for such major purchases. Municipal bonds are like loans that help make large, important purchases affordable. Bonds also effectively spread out the costs of major projects across their useful life, so all those citizens who utilize them can help pay for them.

What is the difference between the capital budget and the operating budget? The capital budget, or Capital Improvement Plan, is an appropriation of bonds or operating revenue for improvements to city facilities that may include buildings, parks, streets and water/sewer lines. The operating budget covers the costs of the city's day-to-day operations, such as employee salaries, supplies and contracts.

What is carryover? Carryover refers to year-end savings that can be carried forward into the next fiscal year to cover any equipment or special contracts that were budgeted for but not purchased (or paid for) in the previous fiscal year (typically Capital projects). For example, if a piece of equipment was ordered in June (the last month in a fiscal year) but not received until July (the start of the next fiscal year), then the "savings" from the previous budget year could be used to purchase the equipment in the next budget year using carryover appropriation.

What is a debt ratio? The debt ratio is total debt divided by total assets. This is one measurement of fiscal health. If the city, or a family, owes substantially more money than the value of the things it owns or its ability to generate revenue, a dangerous financial situation exists. The lower the debt ratio, the better interest rates the city can receive when it wants to sell more bonds to finance additional capital improvements for Glendale.

What is debt service? A family's debt service is the payments they make on loans, such as a mortgage and credit cards. Principal and interest payments on outstanding bonds are referred to as debt service. Just like a family cannot skip on mortgage or credit card payments, the city must always keep up on its debt service, so this will always be a part of the city's budget.

What is an encumbrance? An encumbrance refers to the formal accounting recognition of commitments to expend resources in the future. For example, when a purchase order is issued for equipment, that funding is encumbered until delivery. Once the equipment is received, the invoice is paid and the encumbrance becomes an expense.

What is an expenditure? Expenditures represent a decrease in fund resources or, stated simply, a recorded expense.

What is an expenditure limitation or permanent base adjustment? Any city or town can permanently adjust its state imposed expenditure limitation base if a majority of the electors voting on the issue at a regular city election vote in favor of the adjustment. In the spring of 2000, Glendale voters approved a permanent base adjustment.

What is a full-time equivalent position (FTE)? An FTE (1.0 FTE) refers to one or more employees working 40 hours per week, or 2,080 hours per year. For example, a part-time employee working 20 hours per week would be considered a 0.5 FTE. Two part-time employees each working 20 hours per week would be considered 1.0 FTE.

What is the definition of a budget fund? Glendale currently has over 100 budget funds to help keep track of and focus resources. These include the General Fund, Transportation Fund, Sanitation Fund and Water/Sewer Fund, to name just a few. A family might use several funds, too, in order to help manage their finances and determine how close they are to reaching certain goals. For instance, a family might have a children's college fund, a retirement fund, vacation fund and household expenses fund (such as an IRA, savings and checking account). A budget fund, then, is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources. Glendale uses separate funds in order to correctly and legally track revenues and expenditures associated with that particular fund to aid with various financial reporting requirements.

What is a fund balance? Fund balance refers to the remainder or carryover that occurs when actual revenues exceed budgeted revenues and/or when actual expenditures are less than budgeted expenditures at the end of the fiscal year (June 30). If the city budgets (plans to spend) $15.0 million on roads next year, but only spends $14.0 million, the leftover $1.0 million would essentially become fund balance.

What does the word "group" in Glendale's budget mean? Every department belongs to an administrative group led by a Department Director, City Manager or Assistant City Manager. These groups include Appointed & Elected Officials, City Auditor, City Manager, 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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