



# City of Avondale, Arizona

## Annual Budget & Financial Plan

Fiscal Year 2012-2013





*The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Avondale for its annual budget for the fiscal year beginning July 1, 2011.*

*In order to receive this award, a governmental 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.*

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

*Annual Budget for the fiscal year beginning  
July 1, 2012 through June 30, 2013  
Adopted by the City Council on June 18, 2012*

## *A Reader's Guide to the City of Avondale's Budget*

This guide is intended to assist readers in finding information in the City of Avondale's FY 2012-2013 Annual Budget book.

- Introductory section – The table of contents is followed by an organization chart, the City's mission and values statement, a brief look at our City Council, helpful maps, and a community profile sketch. Also provided are miscellaneous City statistics and demographics.
- Budget Message – This section includes the budget message from the City Manager to the Mayor and Council which includes financial priorities and significant issues for the FY 2012-2013 budget year.
- Policies & Budget Development – This section outlines Avondale's financial policies and provides an overview of the budgeting process.
- Budget Summary – This section provides the reader with a summary of the FY 2012-2013 budget and financial plan. Included are projections of year-end financial condition for each fund along with staffing changes for the coming year. This section includes City revenue data including trends, restrictions, forecast assumptions and historical figures.
- Department Sections – This section includes departmental/division activities, FY 2011-12 highlights, FY 2012-2013 goals, performance indicators, authorized staffing levels, and appropriations.
- Capital Improvement Program – This section provides the reader with the City's ten year blueprint for creating and maintaining the crucial infrastructure that will support the continued growth and development. The financing of the plan is included with a full description of all funding sources and outstanding debt.
- Schedules & Summaries – This section includes all detailed schedules of revenues, expenditures, interfund transfers, property taxes, supplemental requests, staffing by fund and department, and other supplementary schedules.

### Who Do I Contact For More Information?

All requests for public information at the City of Avondale are handled by the City Clerk's Office. Please call (623) 333-1200 or visit our website at [www.avondale.org](http://www.avondale.org).

## Table of Contents

Mission Statement.....	1
City Organization Chart.....	2
Mayor and City Council .....	3
Community Profile .....	9
Greater Phoenix Map.....	14
City of Avondale Maps .....	15
Miscellaneous Statistics .....	16
Demographics .....	18

### **BUDGET MESSAGE**

City Manager’s Budget Message .....	19
-------------------------------------	----

### **POLICIES AND BUDGET DEVELOPMENT**

Policies and Budget Development.....	25
Budget Calendar .....	33

### **BUDGET SUMMARY**

Budget Summary .....	35
Revenue Summary .....	39
Projection of Financial Condition .....	49

### **DEPARTMENT BUDGETS**

City Council .....	55
City Administration .....	56
Information Technology .....	58
Community Relations .....	63
Non-Departmental .....	69
Finance & Budget.....	70
Human Resources.....	73
Development Services & Engineering.....	76
City Clerk.....	83
Police.....	86
City Court .....	91
Fire.....	94
Economic Development.....	97
Parks, Recreation & Libraries.....	99
Neighborhood & Family Services.....	105
Public Works .....	112

## Table of Contents

### **CAPITAL IMPROVEMENT**

Capital Improvement Plan .....	121
CIP Ten Year summary .....	127
CIP Detail	
Street Construction .....	131
Police Development .....	148
Parkland .....	152
Library Development .....	156
General Government Development .....	158
Fire Department Development .....	160
Improvement Districts .....	164
Transit Capital Projects .....	166
Sewer Development .....	168
Water Development .....	173
Sanitation Development .....	190
Water Equipment Replacement .....	192
Sewer Equipment Replacement .....	194
Sanitation Equipment Replacement .....	196
Vehicle Replacement .....	198
Equipment Replacement .....	200

### **SCHEDULES AND SUMMARIES**

Schedule of Projected Fund Balances .....	203
Revenue Schedule .....	205
Expenditure Schedule .....	212
Schedule of Interfund Transfers .....	214
Summary of Tax Levy/Tax Rate .....	216
Schedule of Authorized Positions .....	217
Debt Service Schedules .....	233
Schedule of Carryover Funding .....	236
Schedule of Funded Supplemental Requests .....	239
Vehicle Replacement Schedule .....	242
Technology Equipment Replacement Schedule .....	243
Glossary .....	245

City of Avondale  
 Finance and Budget Department  
 11465 W. Civic Center Drive, #250  
 Avondale, AZ 85323-6807  
 (623) 333-2000

## **City of Avondale Mission Statement**

Serving the Citizens of Avondale  
Building Community...Celebrating Diversity...Fostering Pride  
We Value our Culture and History.

---

### **Our Values**

#### **Integrity**

- Honest and Ethical
- Respect for All
- Dedication to Doing the Right Thing

#### **Communication**

- Listening
- Inclusive
- Diversified
- Internal and External

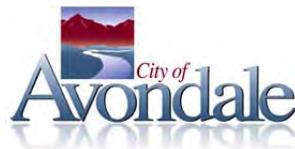
#### **Customer Service**

- Quality and Timely
- Professional and Polite
- Go the Extra Mile
- Beyond Expectations

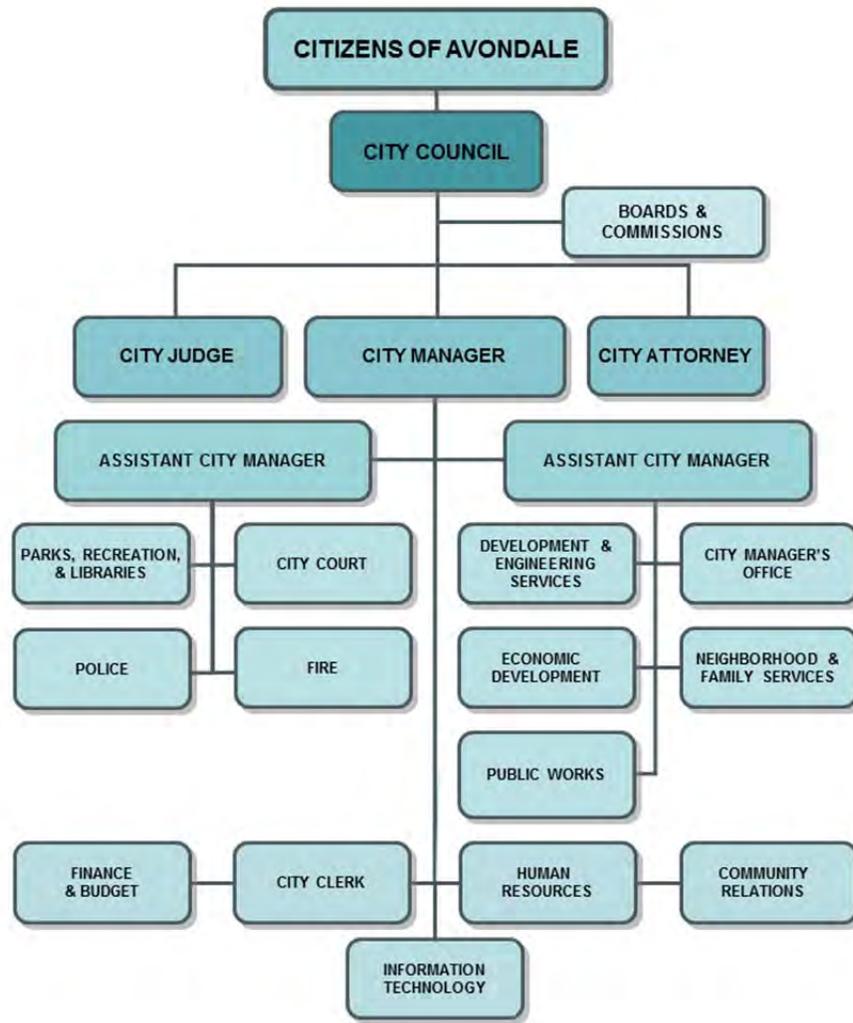
#### **Innovation and Creativity**

- Pioneering and Innovative
- Risk Taking
- Creative
- Thinking "Outside the Box"

**United to Serve...Unidos Para Servir.**



### Organization Chart



#### Management Staff

Charles McClendon, City Manager

David Fitzhugh, Assistant City Manager

Rogene Hill, Assistant City Manager

#### Department Heads

Kevin Artz, Finance & Budget Director

Kevin Kotsur, Police Chief

Carmen Martinez, City Clerk

Paul Adams, Fire Chief

Sue McDermott, City Engineer

Cherlene Penilla, Human Resources Director

Richard Lynch, City Judge

Robert Lloyd, Chief Information Officer

Pier Simeri, Community Relations Director

Dan Davis, Economic Development Director

Chris Reams, Parks, Recreation & Libraries Director

Wayne Janis, Public Works Director

Gina Montes, Neighborhood & Family Services Director



### Avondale City Council FY 2012-2013

Avondale operates under the Council-Manager form of government in accordance with its Charter. Legislative authority is vested in a seven-member City Council consisting of a Mayor and six council members elected at large for a term of four years. The Mayor and Council appoint the City Manager and such other officers deemed necessary and proper for the orderly government and administration of the affairs of the City, as prescribed by the constitution and applicable laws, and ordinances.



## Mayor Marie Lopez Rogers

*Served on council since January 1996; as Vice-Mayor until Dec. 2003; re-elected in November 2003; appointed Mayor in January 2006; elected Mayor in September 2007*

*Term expires: December 31, 2012*

### City Committees:

- Contributions Assistance Program Council Subcommittee
- Board, Commission & Committee Interview Subcommittee
- Served on the Planning and Zoning Commission until June 2001
- Housing Code Task Force, Former Member

### Regional Committees:

• League of Arizona Cities & Towns, Executive Committee Member; Distinguished Service Award; Arizona Women in Municipal Government, Ex-Officio President

- Maricopa Association of Governments (MAG)
  - Regional Council, Executive Committee, Treasurer
  - Transportation Policy Committee, Former Chair
  - Human Service Coordinating Committee, Member
  - Youth Policy Committee, Former Chair
  - Economic Development Committee, Member
- WESTMARC Executive Committee Member; Board of Directors Member
- Luke West Valley Council, Member
- Estrella Mountain Community College/Southwest Skill Center Advisory Board
- Maricopa County El Rio Project, Executive Committee member
- Valley Metro/Regional Public Transportation Authority, Former Member
- Southwest Valley Chamber Rail Partnership
- Southwest Valley Chamber of Commerce, Past Chair
- Leadership West, Member and Former Board of Directors
- Hispanic Leadership Forum del Oeste, Board of Directors, Past President

### National Committees:

- National League of Cities (NLC)
  - 1st Vice President
  - 2nd Vice President, Former
  - Board of Directors, Former Member
  - Advisory Council, Former Member
  - Nominating Committee, Former Member
  - Hispanic Elected Local Officials (HELO), Past President
  - Women in Municipal Government (WIMG), Past President
- National Association of Latino Elected Officials (NALEO), Member
- City of Avondale Ambassador for Kids at Hope

## Vice Mayor Stephanie Karlin

*First elected Nov. 1999; re-elected September 2007  
Term expires December 31, 2012*

### City Committees:

- Contributions Assistance Program, Council Subcommittee Member
- Board, Commission, & Committee Interview, Council Subcommittee Member
- Served as City Councilmember from January 2000 to December 2003
- Freedom Memorial Committee, Past Member
- Mariachi Committee, Past Member
- West Valley Fine Arts Council, Past Liaison
- Parks and Recreation Advisory Board, Past Vice Chair
- 50th Anniversary Committee, Past Member
- Charter Review Committee, Past Member
- Recycling Committee, Past Member
- Council Ambassador to Littleton Elementary School District



### Regional Committees:

- Ambassador, Maricopa County Air Quality Department Clean Air Committee

### National Committees

- National League of Cities
  - Energy, Environment, and Natural Resources Policy and Advocacy Committee, Member
  - International Council, Member
  - Women in Municipal Government (WIMG), Member
  - First Tier Suburbs Council, Member

### Past Member:

- Executive Board member El Rio Project, Maricopa County Flood District
- Designated member, Southwest Superfund Project, ADEQ
- Arizona Town Hall member
- Public Safety and Crime Prevention Committee
- Hispanic Elected Local Officials (HELO)

### Community

- Past President, Vagabond Youth Theatre
- Past Executive Board member, Playhouse Theatre for Children
- Past Executive Board member and adjudicator, AriZoni's Theatre Awards of Excellence
- Founder, Tres Rios International Ambassador's Association (TRIAA)(student and cultural exchange)
- Past Vice Chair, Pathways (adolescent programs)
- Past Executive Advisory Board member, Red Cross
- Member, West Valley Women Organization



### Councilmember Jim Buster

*Elected November 2005; re-elected September 2009  
Term expires December 31, 2014*

#### City & Regional Committees

- Contributions Assistance Program Council Subcommittee
- Member, Avondale Charter Review Committee
- Council Ambassador to Pendergast Elementary School District
- Arizona Municipal Water Users Association, Board Member

#### Education & Employment

- Bachelor of Arts, Journalism, University of Arizona
- Director of Legislative Affairs, AZ Dept. of Environmental Quality
- Appointed to Yuma County Board of Supervisors, 1997-1998
- State Senator representing Yuma & La Paz Counties, 1991-1997
- Mayor of Yuma, 1986-1990
- Past Member, Arizona Housing Commission

### Councilmember Jim McDonald

*Elected September 2007; selected Vice Mayor in January 2010  
Term expires: December 31, 2012*

#### City & Regional Committees

- Valley Metro/Regional Public Transportation Authority Board, Member
- Budget and Finance Committee, Member
- Chair, Risk Management Trust Fund Board
- Past Chair, Parks and Recreation Advisory Board
- Past Avondale Representative, Citizens Traffic Oversight Committee
- Council Ambassador to Agua Fria Union High School District

#### Employment & Education

- Financial Advisor, Wells Fargo Advisors
- Hold Series 7 General Securities License
- Hold Series 66 Law Exam for Insurance
- Financial Advisor, Edward Jones Investments 2002 to 2010
- Process Engineer, semiconductor manufacturing, 1995 to 2002
- Associates degree, DeVry Institute of Technology
- Aircraft Com/Nav/Radar repair certificate, United States Army
- Aircraft color radar repair certificate, United States Air Force Reserve
- Held Top Secret Security Clearance, 1992 to 1995
- Held Secret Security Clearance, 1985 to 1992

#### Community / Professional Involvement

- Church Leadership, Congregation President, 5th and 6th grade Sunday School teacher
- Volunteer, Agua Fria High School Band of Owls



## Councilmember Frank Scott

---

*Elected November 2005; re-elected September 2009  
Term expires: December 31, 2014*

### Regional Committees:

- Avondale representative, Maricopa County Human Service Department Community Services Commission
- Avondale representative, Southwest Valley Chamber of Commerce Board of Directors
- Chair, Southwest Valley Chamber of Commerce Business Retention & Tourism (BRATS) Committee
- Board member, Southwest Lending Closet
- Member, Southwest Community Network
- Council Ambassador to Tolleson Union High School District

### National Committees:

- NLC Public Safety & Crime Prevention Steering Committee

### Education & Employment

- Avondale business owner since 1979
- College level courses at ASU-West, NAU, and the Maricopa Community College District



## Councilmember Charles Vierhout

---

*Elected November 2009  
Term expires December 31, 2014*

### City Activities

- 2009 Avondale Citizen Leadership Academy Graduate
- Council Ambassador to Avondale Elementary School District

### Education & Employment

- Director of Systems Engineering for Troon Golf LLC
- B.S. in Industrial Management Technology, Southeastern Louisiana University
- Former member of Society of Manufacturing Engineers - Robotic group

### Community

- RFP Review Committee for Maricopa County Community College

District

- Advisory Committee Member - ITT Technical Institute

### National Committee

- NLC Information Technology & Communications Steering Committee, Member



## Councilmember Ken Weise

---

*Appointed: January 2006; elected September 2007*

*Served as Vice Mayor from January 2008 to January 2010*

*Term expires: December 2012*

### Council Committee Assignments

- Charter Review Committee
- Citizens Police Academy
- Board, Commission & Committee Interview, Past Subcommittee Member
- Contributions Assistance Program Council Subcommittee, Past Member
- Western Maricopa Enterprise Zone (WMEZ) Commission, Chair
- Council Ambassador to Litchfield Elementary School District

### Education & Employment

- Attended Moraine Valley College in Illinois studying business

administration

- Certified in Network Analysis and Logic Analysis by Tektronix Corporation

### Community

- Board of Elders Trinity Lutheran Church
- Community volunteer for various organizations

## Community Profile



### HISTORY

- In 1851, at the confluence of the Salt and Gila Rivers in what is present-day Avondale, Monument Hill was built by the US Boundary Commission, while making a reconnaissance survey for the United States-Mexico boundary under the 1848, Treaty of Guadalupe-Hildago. Fourteen years later, John A. Clark, Surveyor General for New Mexico and Arizona selected Monument Hill as the initial point for surveys in Arizona.
- Like the Pima and Tohono O'odham Indians who inhabited the area before them, the first pioneers to settle near the Salt River and the Gila River confluence were farmers. These settlers were drawn to the area as a result of the Desert Land Act of 1877. Enticed by the offer of 640 acres of land for development of irrigation systems on the property, and by the small purchase price of the land, a substantial number of settlers made their way to this area 15 miles west of Phoenix.



- Avondale's founding father, William "Billy" G. Moore, arrived in Arizona in the late 1860s, settling near the Agua Fria River in 1880. Billy Moore called his settlement "Coldwater, Arizona" - apparently both for the river and the water that flowed from a local spring. He served a brief stint as Justice of the Peace for the Agua Fria area. He bought land, established a stage stop, erected a saloon and a general store, and was even Postmaster of Coldwater from 1901 until 1905.
- In the early 1900s, the Coldwater post office moved to a site near Avondale Ranch. The post office soon became known as Avondale, and the name Coldwater was discontinued.
- By 1940, lots were being sold for \$50. Migrant farm workers flocked in from dust bowls and colder Midwest areas; they lived in tents, under trees and under bridges. The government built a migrant camp at the corner of Dysart Road and Van Buren Street, which provided large bathhouses with showers, latrines, washbasins, and plenty of hot and cold water for the newcomers.

## Community Profile

- With the establishment of Luke Air Force Base in 1941 and several manpower cutbacks as a result of new agricultural machinery, the area began a transition from a major agricultural focus to a mixture of farming and industrial, commercial, and service activities.
- In December 1946, the City of Avondale was incorporated with a population of approximately 2,000 citizens.
- The Avondale Police and Fire Departments were formed by ordinance of the City Council in 1947.
- The opening of the nearby Goodyear Aerospace Plant in 1949 further solidified Avondale's transition from a small farming community to a modern city with diverse opportunities.
- The small 4,225 square foot building (pictured bottom left) on Central Avenue and Brinker Drive was Avondale city hall from 1971 to 2003.
- The current city hall building and campus (bottom right), off of Avondale Boulevard and Van Buren Street, was constructed in 2004. The new center of municipal operations in Avondale occupies 69,319 square feet with room for expansion. Other buildings located at the Civic Center Campus are the Police Station (26,250 sq. feet), City Court House (11,700 sq. feet), City Center Library (30,000 sq. feet), and Veteran's Memorial Walkway.
- The Municipal Operations Service Center (MOSC), the main hub for the City's Public Works, was constructed in 2005. It occupies 30,000 square feet and houses Field Operations and Water Resources.
- Since 2000, population growth took place at a rate of almost 103%, making the city the 12<sup>th</sup> largest in the state. According to the 2010 Census, the current population is 76,238 residents. That figure is projected to rise to 104,000 by 2020.



## Community Profile

### LOCATION

- Nestled at the base of the scenic Estrella Mountains where the Agua Fria and Gila Rivers meet, Avondale is located along the Interstate 10 corridor, and just a 15-minute commute from the heart of Phoenix. Avondale's freeway development sites are premium locations in the metro area for new stores, restaurants, hotels, offices and business parks.
- Over 1.84 million potential customers are within a 30-minute radius, and the Phoenix valley wide population is over 3.8 million.
- The City of Avondale is an ideal transportation hub. Bisected by Interstate 10 and bordered by the 101 Freeway, Avondale's daily traffic counts are over 180,000 along I-10 and 131,000 along the 101.

### COMMUNITY

- Avondale has made substantial investments into community amenities including the new Randall McDaniel Sports Complex, several parks, and two public libraries – Civic Center and Sam Garcia Western Avenue.
- Opened in November 2010 as a public/private venture, the Randall McDaniel Sports Complex is an 83,000 square-foot multi-purpose indoor recreation center providing indoor volleyball, basketball, soccer, and meeting space, and concessions for hosting leagues, tournaments and community activities. The facility maintenance and operations are managed by American Sports Centers.



## Community Profile

### QUALITY OF LIFE

- The quality of life and the variety of cultural, economic, geographic and educational advantages in the area provides a progressive atmosphere rich in resources and opportunity. Avondale and its environs offer numerous recreational activities, an array of dining and entertainment venues, as well as housing to suit any budget.
- Every year, hundreds of thousands of visitors come to the Avondale area to experience all types of national sporting events. Avondale is home to Phoenix International Raceway (PIR), which hosts two NASCAR races annually. Avondale is also less than 5 miles away from the University of Phoenix Stadium – home to the Arizona Cardinals, and the Jobing.com Arena – home to the Phoenix Coyotes NHL hockey team. On the borders of Avondale are two Spring Training baseball facilities - home to the Chicago White Sox, Los Angeles Dodgers, Cleveland Indians and Cincinnati Reds. Two other spring training facilities are located within 15 miles of Avondale.
- For nature lovers, Avondale offers wildlife viewing, hiking, biking and trail running opportunities on the developing Tres Rios Recreation Corridor and Maricopa County’s Estrella Mountain Regional Park, which is located at the base of the Estrellas. The Audubon Society and Bird Life International has recognized the Tres Rios as an “Important Bird Area” with over 150 species of birds attracted to the area.
- Opportunities to excel in education are boundless – Avondale is home to Northern Arizona University, Estrella Mountain Community College, Rio Salado College at Avondale Learning Center and Universal Technical Institute. Estrella Mountain College currently enrolls more than 13,000 students and is projected to reach over 40,000 when the college’s 135-acre campus is complete.



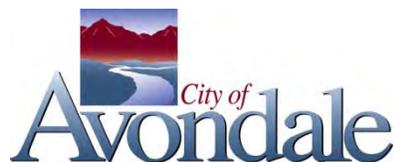
## Community Profile

### BUSINESS ENVIRONMENT

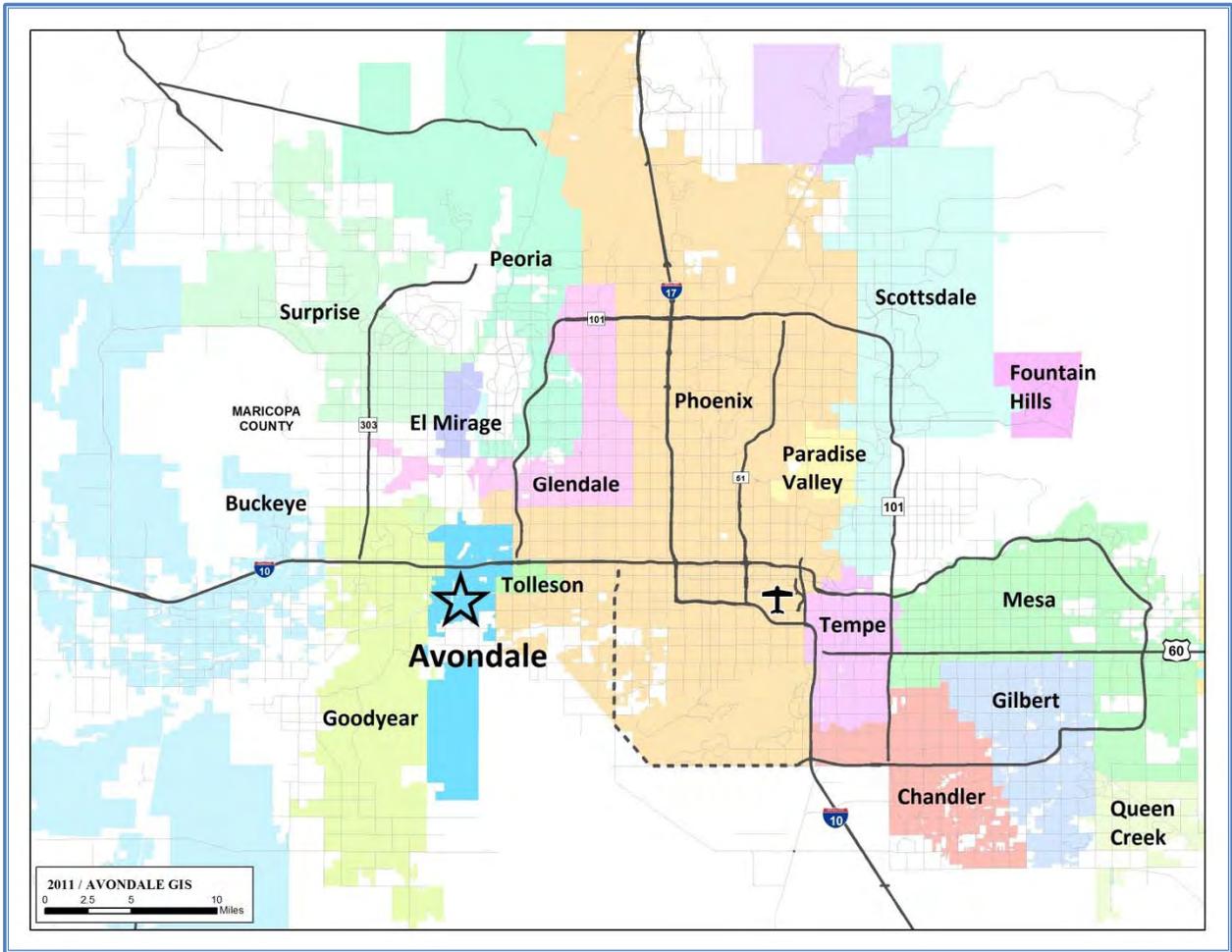
- Avondale, located adjacent to Phoenix, is situated in one of the fastest-growing labor forces in the US. The workforce in Avondale is young, educated, and skilled, consisting of over 32,000 workers and a median age of 30.
- Excellent accessibility to suppliers, customers, and other markets through Phoenix Sky Harbor International Airport, with almost 462,000 annual aircraft operations, and Phoenix-Goodyear Airport, located on Avondale's western boundary.
- Avondale City Center, encompassing 2.2 million square feet of mixed-use development south of I-10 on Avondale Boulevard, is poised to become a premier destination for shopping, entertainment, professional offices and housing in a fun atmosphere conducive to daytime and nighttime activities.



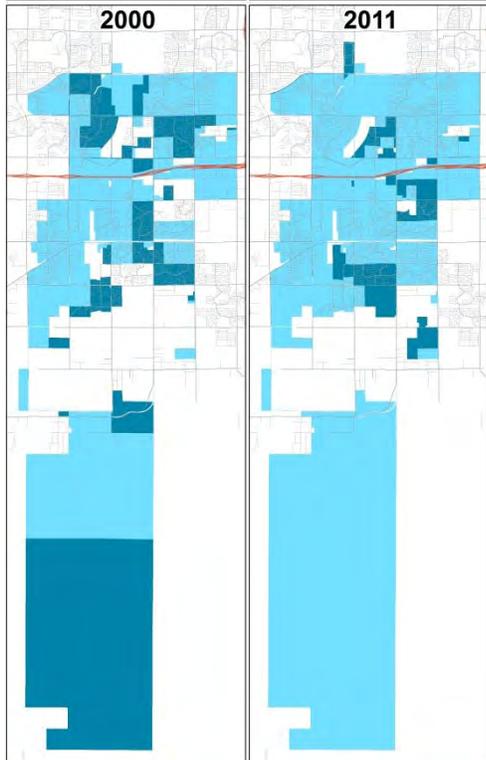
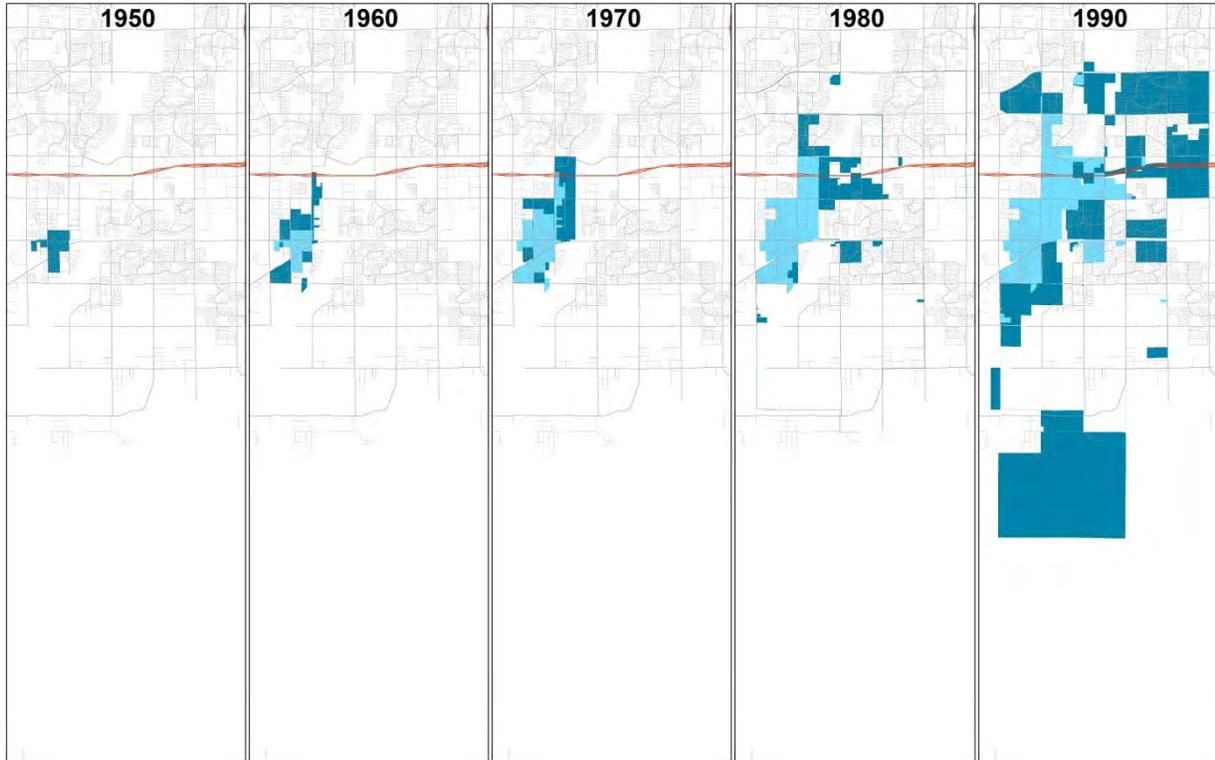
- New developments for shopping, restaurants, hotels and other commercial ventures include City Center; multiple retail power centers such as Gateway Pavilions, Coldwater Promenade, Gateway Crossing and Alameda Crossing.



# Avondale and Greater Phoenix Communities



# Avondale Growth



<u><b>Historical Population and Size</b></u>	
<b>1950</b>	
• Population: 2,505	Square Miles: 0.5
<b>1960</b>	
• Population: 6,151	Square Miles: 1.2
<b>1970</b>	
• Population: 6,626	Square Miles: 2.5
<b>1980</b>	
• Population: 8,168	Square Miles: 4.7
<b>1990</b>	
• Population: 16,169	Square Miles: 6.0
<b>2000</b>	
• Population: 35,883	Square Miles: 41.8
<b>2010</b>	
• Population: 76,238	Square Miles: 44.9

## Miscellaneous Statistics

### Snapshot of Avondale

Date of Incorporation .....	December 13, 1946
Form of Government.....	Council/Manager
City Budget FY 2012-2013 .....	\$159,557,020
Number of City Employees (FTE) .....	485.5
Land Area (Square Miles) .....	44.9
Miles of Streets .....	288

### City Facilities and Services

#### *Culture and Recreation*

Community Centers.....	1
Parks .....	10
Park Acreage.....	193
Ramadas .....	16
Ball Fields.....	9
Multi-Use Fields .....	12
Basketball Courts .....	12
Volleyball Courts .....	3
Tennis Courts .....	2
Dog Park.....	1

#### *Police Protection*

Number of Stations.....	1
Number of Sub Stations.....	4
Number of Beat Offices .....	1
Number of Police Personnel and Officers.....	166
Number of Patrol Vehicles .....	101

#### *Fire Protection*

Number of Stations.....	3
Number of Fire Personnel .....	59
Number of Calls Answered Yearly .....	5,718

#### *Sewage System*

Miles of Sanitary Sewers .....	230
Number of Service Connections.....	21,612

#### *Water Systems*

Miles of Water Mains .....	330
Number of Service Connections.....	22,990
Daily Average Consumption in Gallons .....	11,108,412
Maximum Storage Capacity of Plant in Gallons .....	15,750,000

### Facilities and Services not Included in the Reporting Entity

#### *Education*

Number of Elementary Schools .....	10
Number of Junior High Schools.....	2
Number of Secondary Schools.....	4

## Miscellaneous Statistics

Number of Community Colleges.....	1
Number of Technical/Trade Schools.....	1

### Major Employers (100+ Employees)

- Agua Fria School District
- Avondale Dodge, Chrysler/Jeep
- Avondale Elementary School District
- Avondale Automotive Inc.
- Baker Concrete Construction
- City of Avondale
- Costco Wholesale
- Estrella Mountain Community College
- Food City
- Fry's Food and Drug Store
- The Home Depot
- Litchfield Elementary School District
- Littleton School District 65
- Phoenix International Raceway
- Royal Sun West Care Center
- Sam's Club
- SunBridge Estrella Care Center
- Tolleson Union High School District
- Universal Technical Institute
- Wal-Mart Stores

### Other Avondale Employers

- American Sports Centers
- BestBuy
- Avondale Toyota
- Earnhardt Honda
- Gateway Chevrolet
- Larry Miller Volkswagen
- Fresh & Easy Neighborhood Market
- Sprouts Farmers Market
- Century 21 Metro Alliance
- Field Lining Systems, Inc.
- Cemex

### Avondale Points of Interest

- Historic Avondale, Sernas Plaza
- Monument Hill
- Phoenix International Raceway
- Randall McDaniel Sports Complex
- Estrella Mountain Community College
- Tres Rios Recreation Corridor
- Estrella Mountain Regional Park

## Demographics

### Population<sup>1</sup>

2010 Census Population	76,238	
White	44,272	58%
Black or African American	7,102	9%
Asian	2,684	4%
American Indian/Alaska Native	1,264	2%
Other	17,512	23%
Two or More Races	3,404	4%
Hispanic or Latino (of any race)	38,340	50%
Housing Units Total	27,001	
Occupied	23,386	87%
Vacant	3,615	13%

### Age, Income, and Workforce<sup>2</sup>

Population by Age		
Age 0 - 4		11%
Age 5 - 9		9%
Age 10 - 14		9%
Age 15 - 17		5%
Age 18 - 20		4%
Age 21 - 24		5%
Age 25 - 34		15%
Age 35 - 44		16%
Age 45 - 54		12%
Age 55 - 64		9%
Age 65 - 74		4%
Age 75 - 84		2%
Age 85 and over		1%
Male	51%	
Female	49%	
Median Home Value	\$155,000	
Per Capita Income	\$21,890	
Median Household Income	\$64,606	
Average Household Income	\$75,268	
Household Income by Bracket		
Income \$15,000 - \$34,999		16%
Income \$35,000 - \$49,999		13%
Income \$50,000 - \$74,999		23%
Income \$75,000 - \$99,999		17%
Income \$100,000 - \$149,999		17%
Income \$150,000 +		6%

Average Travel Time to Work (minutes) 28.37

### Workforce by Classification

For-Profit Private Workers	77%
Non-Profit Private Workers	5%
Local Government Workers	8%
State Government Workers	5%
Federal Government Workers	2%
Self-Employed Workers	4%

### Workforce by Occupation

Architect/Engineer	1%
Arts/Entertainment/Sports	1%
Building & Grounds Maintenance	6%
Business & Financial	5%
Community/Social Services	2%
Computer/Mathematical	2%
Construction/Extraction	9%
Education & Training	5%
Farm, Fish, & Forestry	1%
Food Prep & Serving	5%
Healthcare & Support	5%
Maintenance Repair	4%
Legal	1%
Life/Physical/Social Science	1%
Management	9%
Office & Admin Support	15%
Production	6%
Protective Services	3%
Sales & Related	10%
Personal Care Services	4%
Transportation & Moving	8%

### Climate<sup>3</sup>

Average maximum temperature	87.6°F
Average annual temperature	71.0°F
Average annual precipitation	8.62"

### City Election Turnout<sup>4</sup>

Registered Voters (as of 4/12/12)	30,486
Ballots cast at 11/2/10 Election	12,632
Voter Turnout	44%

Sources: <sup>1</sup>2010 United States Census    <sup>2</sup>Nielson Demographic Snapshot, August 2010    <sup>3</sup>National Weather Service    <sup>4</sup>Avondale City Clerk

## City Manager's Budget Message

### To the Honorable Mayor and Council:

I submit to you the proposed Annual Budget for the City of Avondale for fiscal year 2012-2013.

This year's budget continues the positive outlook that we cautiously enjoyed last year, after a few years of financial declines and budget reductions. During the recession, we cut the budget while maintaining critical city functions and continued to provide services to our citizens with little-to-no reduction in the level of quality or commitment. The good news now is that financial indicators have continued to trend in an upward direction over the last several months and we are seeing positive growth in local revenues.

With the recovery in the economy still underway, we will continue to take a conservative approach to the budget and our planned expenditures. Even with revenues up, we will not be restoring everything back to the budget as it was before the recession. In some cases, service demands are not what they were. In other situations, through our efforts to make due with less, departments have innovated and revamped processes leading to better methods to provide services than before. These efficiency savings will remain as we have found a better way of doing things. Like last year, this budget represents a rather minimalist approach: maintaining existing service levels and improving critical equipment and infrastructure with a nominal amount of supplemental requests approved for additional funding.



### **Fiscal Year 2012-2013 Budget Summary**

The total recommended budget for FY 2012-2013 is \$ 159,557,020. A few supplemental requests were added this year dealing with restoring funding to services where budgets have been held steady or even cut, while costs of doing business have increased. Funding for police safety equipment has been provided to ensure that our officers are as safe as possible while going about their important duties here in Avondale. Additional funding has been provided for the Public Works Department to help maintain the city's critical water and sewer equipment and infrastructure. Funding has also been restored to the Economic Opportunities Fund, to help encourage the growth of businesses in Avondale which will further strengthen our economic recovery. Operating and capital expenditures have been prioritized to advance the goals and objectives established by the City Council.

Significant budget changes to the 2012-2013 base budget include the following items:

- Added \$1,073,170 to fund a salary increase for City employees– the first raise since 2008
- Added \$225,000 in fuel contingency monies in anticipation of rising fuel prices

## City Manager's Budget Message

- \$550,000 for the rehabilitation and replacement of wastewater treatment plant facilities and equipment

Overall, for FY 2012-2013, the budget was reduced by \$3.6 million, the majority of which comes from capital projects. Departments have been asked to continue to examine areas within their programs for increased efficiencies. As the economy improves, all programs will be re-evaluated to determine the need for future funding. Budget staff continues to monitor revenues throughout the year and recommend adjustments to the budget when circumstances warrant it.

Total general fund expenditures and transfers out for fiscal year 2012-2013 are projected to be \$54,099,350. Included in these costs is \$3.5 million for contingency. Transfers out of the general fund include \$4,500,000 for capital projects in the fire department development and street construction funds. The fund balance at the end of fiscal year is projected to be \$22.7 million; down from 2011-2012's projected ending balance of \$29.9 million, primarily due to planned capital improvements.

Capital expenditures, including enterprise fund projects and transfers for debt service for the fiscal year 2012-2013 are estimated at \$ 56,999,980. The capital improvement plan incorporates diverse financing strategies. The plan maximizes the use of development fees, bonds, grants, operating transfers and other intergovernmental cost sharing agreements that provide a balanced distribution of costs. The plan includes funding in the form of transfers from the general fund and enterprise funds that ensure current residents contribute to the many projects that relate to improving existing infrastructure.

### **The Budget Process**

Each year the budget process begins with the forecast of revenues for the coming fiscal year, followed by the departmental budget preparation stage. Departments review and adjust budgets based on needs for the upcoming fiscal year and expenditure history from previous years. Requests for supplemental funding above the department's base budget is reviewed by management and evaluated for recommendation to the City Council.

As in years past, staff has continued to maintain a conservative approach with regard to setting the FY 2012-2013 ongoing revenue base. This helps to ensure that the City can weather changes in the economic situation that may arise. This base is evaluated each year as changes occur in our local revenue base and as Avondale's share of State revenues changes with population or legislative adjustments. Avondale experienced growth in census population in relation to other cities in the state and as a result, the city has benefitted from an increase in revenues based on census figures. The local economy has shown signs of improvement; year-to-date, city sales tax numbers have met or exceeded the previous year's numbers and projections for the coming year follow that trend.

However, one legacy of the recession remains with us and continues to affect us in a negative way financially. Property tax revenues have once again been affected by declining assessed valuations. The decline in the housing market has eroded home values so much that the secondary property tax, which is based on the assessed value of all property within Avondale, will generate less than what is needed to meet the City's required General Obligation debt service payments. Fund balance will be used to bridge the gap between revenues and expenditures in this case.

## City Manager's Budget Message

### **Community Participation**

The management review of the budget has been an ongoing process which has incorporated feedback from the community throughout the fiscal year. Citizen involvement and input continues to play a prominent role in the budget process.

The budget process this year included the seventh annual Resident Appreciation Night in October, an event that not only showcased the City's many programs and services, but also sought to solicit input from residents regarding their top priorities. This event proved once again to be a success, with several hundred residents attending to voice their opinions, concerns and ideas.

The City's capital improvement plan process also provides for citizen involvement through the Citizen's Capital Improvement Plan (CIP) committee. The committee was convened in February when it conducted its annual review of the capital infrastructure projects planned over the next ten years. The committee was also provided an update on the status of current year projects. Additionally, this committee provides citizen oversight for the 0.5% dedicated sales tax revenue approved by the voters in 2001 and the 0.5% sales tax for public safety approved by the voters in September of 2003.

### **Council Goals**

The following is a summary of the goals and objectives developed by the Council for the coming fiscal year which will, in large part, determine how the city spends its available revenues. The goals the City Council sets are long-term in perspective. These shape the department objectives, which are the city's short-term goals for the next-year. Department objectives are directly tied to these City Council goals and can be found in the individual department sections.

#### **Goal: Community & Economic Development**

*Strive to make Avondale an attractive investment opportunity for retail, commercial, office and light industrial development and ensure that all development in the community meets quality standards.*

- Continue with areas of emphasis identified at previous council visioning retreats, focusing on the following:
  - Medical-related businesses and offices
  - Technology-based businesses
  - Youth/amateur sports
  - Limit "big box" warehouses to the two areas designated
- Market Avondale's unique characteristics and define "who we are" as a City
- Focus on attracting higher wage jobs to Avondale
- Provide support to small business
- Prepare the General Plan for the Fall election
- Update the previous Economic Development plan
- Form and engage the Ad Hoc IT Committee to assist in community/economic development

## City Manager's Budget Message

- Engage and partner with schools and community colleges to find ways to prepare students for the workforce
- Continue to be involved in local, state, regional and national economic development initiatives

### **Goal: Community Involvement**

*Encourage effective coordination and involvement with community groups and other levels of government; promote community involvement among residents.*

- Actively engage in technology such as social media, Channel 11 and other creative means to increase awareness regarding: Crime, Transportation, Speeding, Other topics (to address specific issues)
- Provide options for people throughout the community to be involved
- Ensure excellent citywide customer service

### **Goal: Financial Stability**

*Ensure long-term financial stability of the City. Maintain the fund balance, contingency reserves, and service levels to ensure efficient operations.*

- Direct one-time funds towards parks improvements
- Continue to provide parks & recreation programs that are self-supporting; seek support for scholarship programs for those who need assistance
- Prepare for Home Rule Election
- Continue to monitor revenue trends closely and adjust budget accordingly

### **Goal: Quality of Life**

*Provide quality of life options and opportunities in the community.*

- Market and "brand" our City as a "Quality Community of Choice" and all that it has to offer to residents, visitors and businesses
- Ensure that planning strategies and efforts are focused on sustainability, as it pertains to city codes, grey water etc.
- Incorporate Avondale's PIR into branding efforts
- Develop a plan to incorporate funding in the budget for special events and activities at City Center and throughout the city

## City Manager's Budget Message

- Develop plans to address housing needs/issues in Historic Avondale
- Continue partnership with Care 1st to provide housing and social service resources for the community

### **Goal: Public Safety**

*Improve public safety in the community.*

- Continue crime reduction efforts, particularly in the area of property crime
- Continue CAT Team activities to target crime
- Strengthen partnerships with businesses and involve residents in crime reduction efforts
- Work with residents to identify areas where speeding is a problem and apply appropriate techniques to tackle the issue
- Continue to use technology, statistics and data to attack crime
- Include Fire Department updates in weekly report to council
- Develop a plan for opening Fire Station 174 in the future
- Ensure that Police and Fire have the necessary equipment
- Continue leadership role in the Southwest Valley Family Advocacy Center

### **Goal: Environmental Leadership**

*Meet, and wherever possible, exceed regulations pertaining to water conservation, air-quality and storm water management.*

- Continue with sustainability efforts in the areas of: Recycling, Water management, Green initiatives
- Study "green" alternatives for our fleet vehicles (i.e. alternative fuels, etc.)
- Continue to closely monitor and be engaged in the Crane Co./PGA Superfund site issue

### **Goal: Staff Retention**

*Encourage recruitment and retention of quality and diverse staff and improve administrative capacity.*

- Take a prudent and fiscally-sound approach to addressing employee salaries, including developing options for distribution of salary adjustments
- Conduct salary comparison studies of: Private sector, Other cities

## City Manager's Budget Message

- Continue no cost employee morale boosting activities

### **Goal: Transportation Management**

*Optimize multi-modal transportation and traffic flow in the community.*

- Develop and update plans for West Valley trails, including near PIR
- Explore future transit planning and options
- Evaluate MAG Southwest Valley Transit study to determine feasibility of shared service between Southwest Valley cities and cost-effectiveness
- Continue to seek funding for capital costs of constructing the Regional Transit Center at Avondale City Center
- Continue long-range planning for Transit Oriented Development
- Develop plans for pedestrian and bike-friendly options within City Center

These goals shape department objectives and operations for the year as reflected in the individual department summaries, found in the Department Section of this document. Staff will continue to provide quality services and look for efficiencies to ensure Avondale residents will see continued improvement in their community.

### **Acknowledgements**

I would like to thank the Department Directors and their team members who exhibited impressive leadership through their hard work in developing a fiscally sound budget, which allows the City to continue providing a high level of service to citizens, and ensures Avondale's future as a thriving and prospering community. I would also like to recognize the involvement of the Citizens of Avondale for their participation in public processes, and the CIP Committee for its review and input into the ten-year CIP Plan. Finally, I would like to recognize the Finance & Budget Department for their excellent work in preparing this document.

Sincerely,



Charles P. McClendon  
City Manager

## Policies and Budget Development

A budget is a planning tool. It identifies the work plan for the City for the fiscal year and matches the financial, material, and human resources available with the requirements to complete the work plan set by the City Council. It also includes information about the organization and identifies the policy direction under which the budget was prepared. The budget is the City's means of planning and reporting what it intends to do with its financial resources and ensure that those dollars are spent as wisely and efficiently as possible.

The budget process allows City staff to review City Council goals and objectives in a formal setting, determine what will be required to meet those objectives, develop an implementation plan, and share that information with citizens and decision-makers. The budget process for the City of Avondale is designed to meet the citizens' needs for information and communication; the decision makers' needs for information and input from citizens on their desired blend of services while meeting the requirements of Arizona Budget Law.

This section will discuss the process that the City of Avondale undertakes to prepare and execute the budget. The key steps in this process are: 1) building upon foundational fiscal policies; 2) financial forecasting and projections as well as factoring in operational impacts; 3) City department planning and evaluation; 4) and finally budget adoption and monitoring.

### **Financial Policies and Budgetary Accounting**

#### ***Financial Policies***

Sound financial, budgetary and economic principles are part of creating a solid financial plan. Avondale's budget incorporates the following long-term and short-term financial policies and guidelines for managing revenues, expenditures, fund balance and net assets, capital planning, and debt management. In addition, proper accounting is the complement to budgeting; the accounting principles the City follows are also included in this section.

#### **Revenues**

- ❖ Ongoing operating costs will be funded with ongoing revenue sources; one-time operating costs are tied to one-time revenue sources to ensure fund balance integrity. Ongoing expenses will not be tied to one-time revenues without a plan for restoring structural balance. This may occur on an infrequent and temporary basis during periods of significant revenue shortfalls.
- ❖ Enterprise fund revenues, in total, will provide for each enterprise to be financially self-sustaining.
- ❖ Minimize the impact of property tax rates on Avondale property owners. The secondary property tax rate will be set at an amount that when combined with the primary property tax rate will not be more than \$2.00 per \$100 of assessed valuation.
- ❖ National and local economic indicators, such as population growth, personal income growth, inflation, business growth, and unemployment will be evaluated regularly.

## Policies and Budget Development

- ❖ Annual evaluation of rates, fees and charges for appropriate recovery rates based on the purpose of the fee or charge.
- ❖ Rates and fees charged by the City will be established annually by resolution as part of the budget adoption.

### Expenditures and Budget Control

- ❖ Estimated budgets for all departments, including contribution-driven programs, will be submitted by each department to ensure adequate appropriation each year.
- ❖ Mid-year budget requests that require commitment of ongoing resources will be kept to a minimum to minimize the impact on future budgets.
- ❖ All departments are responsible for ensuring that expenditures do not exceed their approved budget.
- ❖ Transfer of general fund contingency appropriation requires City Council approval. All other transfers of contingency require City Manager approval.
- ❖ Requests for carryover appropriation must be submitted no later than April 1<sup>st</sup> of the current budget year to ensure proper evaluation time.
- ❖ If unexpected resources are secured after budget adoption, departments must not expend any of the funds without appropriation which is required prior to expenditure of the funds.

### Capital Planning

- ❖ A Capital Improvement Plan (CIP) shall be developed for a ten-year period to allow for appropriate planning.
- ❖ The CIP shall be reviewed each year by the Capital Improvement Plan Citizen's Committee.
- ❖ The CIP must satisfactorily address all legal and financial limitations and maintain the City's favorable investment ratings.
- ❖ The impact of capital projects (maintenance costs, staffing, etc.) on the operating budget should always be an important consideration when evaluating projects for inclusion in the CIP.
- ❖ Capital projects should:
  - ◆ Support City Council goals and objectives and be consistent with the City of Avondale's General Plan.
  - ◆ Prevent the deterioration of the City's existing infrastructure and protect its investments in parks, streets, buildings and utilities.
  - ◆ Encourage and sustain economic development in Avondale.
  - ◆ Respond to and anticipate future growth in the City.
  - ◆ Increase the efficiency and productivity of City operations.

## Policies and Budget Development

- ◆ When possible, capital projects constructed in response to residential or commercial development should be financed through growth in the tax base or development fees.
- ◆ Where appropriate, capital projects should take maximum advantage of improvements provided by other units of government.
- ❖ Major changes to the CIP of \$50,000 or more should be reviewed and approved by the City Council.

### Fund Balance and Net Assets Policies

- ❖ The City classifies and reports fund balances in accordance with Governmental Accounting Standards Board (GASB) Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*
- ❖ The Council has the authority to set aside funds for a specific purpose. Any funds set aside as committed fund balance requires the passage of a resolution by a simple majority vote of the Council prior to June 30<sup>th</sup> of the applicable fiscal year.
- ❖ The City manager, or his authorized designee, has the authority to assign funds for specific purposes. Any funds set aside as assigned fund balance must be reported to the Council at their next regular meeting and recorded in the minutes. The Council has the authority to remove or change the assignment of the funds with a simple majority vote.
- ❖ The Council shall establish and maintain a stabilization fund as a committed fund balance in the General Fund of no less than 35 percent (35%) of budgeted General Fund expenditures and transfers out of the prior fiscal year to provide a comfortable margin of safety for natural disasters, urgent events, revenue shortfalls or budget deficits. This policy is subject to final approval of the Council which is scheduled to occur after the publication of this document.
- ❖ Net assets in the Enterprise Funds shall be maintained at a minimum of three (3) months of operating expenditures plus the amount required to satisfy the annual debt service requirements.

### Debt Management

- ❖ Long-term debt shall not be issued to finance ongoing operations.
- ❖ Short-term borrowing or lease purchase contracts should only be considered for financing major operating capital equipment when it is determined to be in the City's best financial interest.
- ❖ The general obligation debt property tax rate when combined with the primary rate should not exceed more than \$2.00 per hundred dollars of assessed valuation.
- ❖ Water and sewer revenue debt will be issued to avoid using the City's general obligation (G.O.) bond capacity. Also, net utility operating revenue will exceed 1.25 times the

## Policies and Budget Development

maximum annual water/sewer revenue bond debt service cost. This coverage ratio ensures the City will be able to sell bonds at a reasonable rate.

### Accounting Principles and Budgets

Annually, the City of Avondale Finance and Budget Department publishes a financial document related to the City budget called a Comprehensive Annual Financial Report (CAFR). It presents the status of the City's financial position, changes in financial position, and changes in cash flow, as applicable, of the City's governmental funds, proprietary funds and fiduciary funds in accordance with U.S. "generally accepted accounting principles" (GAAP) adopted by the Governmental Accounting Standards Board. The GASB is the recognized standard-setting body for establishing governmental accounting and reporting principles.

In accordance with GASB, the governmental fund types (General, Special Revenue, Debt Service, and Capital Project Funds) are prepared on a modified accrual basis. In these funds, expenditures are recorded when the related fund liability is incurred, and revenues are recognized only when they are measurable and available. The proprietary fund types (Internal Service and Enterprise Funds) are prepared on an accrual basis of accounting. In these funds, expenses are recognized when they are incurred and revenues are recognized when they are earned by the City (e.g., water user fees are recognized as revenue when service is provided). The CAFR includes a budgetary comparison for all major governmental and enterprise funds.

The City of Avondale uses a fund-based budget, meaning that the accounts of the City are organized on the basis of funds. Each fund is considered a separate entity accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund balance/net assets, revenues and expenditures/expenses. For all funds, the budget, or appropriations, lapse on June 30th. Any unspent appropriations required in the subsequent fiscal year are estimated and re-appropriated as carryover budgets in each respective fund.

In most cases, the City conforms to GASB principles when preparing its budget. Exceptions are made where it would be impractical or inappropriate to budget using accounting requirements. Some of the more significant differences follow:

- ❖ Compensated absence liabilities (e.g., sick and vacation leave) are recorded as expenses within the Enterprise Funds when earned by employees (GAAP) as opposed to being expensed when paid (Budget).
- ❖ General staff and administrative charges are recognized as direct expenses of the Water, Sewer, and Sanitation Enterprise Funds on a GAAP basis as opposed to being accounted for and funded by operating transfers into the General Fund from each enterprise fund on the Budget basis.
- ❖ Capital outlays within the Enterprise Funds are recorded as assets on a GAAP basis and expenses on a budget basis.
- ❖ Principal payments on debt obligations of the Enterprise funds are recorded as a reduction of liability on a GAAP basis and expensed on a budget basis.
- ❖ Depreciation expense is recorded on a GAAP basis only.

## Policies and Budget Development

### **Budget Development Overview**

The budget process for the City of Avondale is actually an ongoing process throughout the year but typically preparations for the next fiscal year begin in late August of each year; soon after the completion and adoption of the current fiscal year's budget. At this time, the Finance and Budget Department begins to review the rate and fees structures of City services, the cost of current services provided, the proposed capital improvement program, and financial plans.

The City Council's goals and objectives guide the budget-making process. During the course of the year, new initiatives for services, new regulations, new funding sources, better methods for providing existing services, and new concerns are brought forward by citizens and staff to the City Council or to a board or commission for discussion, study, or implementation. City boards and commissions spend time throughout the year developing plans for new or enhanced programs to be included in the following year's budget proposal. At the Council's discretion, these new ideas can be incorporated into the City's plan and made to happen through the budget process.

### **Financial Projections & Operational Impacts**

Arizona state law requires all cities in Arizona to adopt a budget annually and also establishes the maximum level of expenditure. The expenditure limitation is set by Arizona Constitution but local voters have the ability to approve alternative limitations which allow utilization of all available resources. The Avondale voters have approved an alternative expenditure limitation, known as "Home Rule" which sets the maximum annually at tentative budget adoption.

In order to develop a budget, the City must determine the amount of money it will have to work with. Since budgeting is a plan of how the City will utilize money it has yet to receive, projecting and forecasting, must be done. Staff develops projections each year for each type of revenue the City receives and identifies recurring, reliable sources and the more volatile sources. These projections take into consideration, historical trends, anticipated growth, economic conditions, new rates and fees and a number of other factors. For example, development related revenues (building permits, construction sales tax system development charges, and requests for new water service connections) are all based on assumptions about what development will do in Avondale during the coming year. These types of revenues are not considered recurring, reliable sources since development has repeatedly proven to be cyclical in nature. Revenue estimates are made cautiously since estimating recurring revenues too high may result in setting a budget that will not be supported by future revenues. Onetime and non-recurring sources are planned for use on capital outlay, one-time programs and ensuring adequate reserves for unplanned or unforeseen events. Note that rates and fees charged by the City are established by resolution as part of the budget adoption.

In addition to forecasting revenues, staff evaluates current services and identifies issues to be addressed during budget development hearings. Primary factors considered by staff in making recommendations include:

- ❖ Relevant federal, state or City regulations or needs that affect services provided by a department.
- ❖ Council position, policy statement, or general consensus regarding a service.

## Policies and Budget Development

- ❖ Service deficiencies that have been identified through complaints, observations, or citizen survey data.
- ❖ Demographics, neighborhood data, or trends in demand for services.
- ❖ Special interest, neighborhood or professional group input or request for service.
- ❖ Special studies or reports that have identified a need for a service.
- ❖ Annual equipment assessments and inventories, which have identified a deficiency.

The City Council conducts a budget work session, traditionally in early November, to give policy direction for development of the budget. The Council also sets priorities and goals at this meeting. These goals give the overarching direction for the City's operation for the next year and in turn guide how funds will be spent. Once that is completed, staff turns its attention to turning that direction into numbers on paper. Factors that will play into budget planning at this point include:

- ❖ Review of the base budget or ongoing expenditures, including general operations, routine maintenance, employee compensation and utilities and any required adjustments.
- ❖ The cost of employee salaries is the largest expenditure in the city budget. Therefore, careful attention is given to step increases, cost-of-living adjustments, or any other major change in the employee salary schedule.
- ❖ Changes in employee fringe benefits, such as changes affecting vacation policy, overtime, holidays, uniform allowances, health insurance, and sick leave affect expenditures.
- ❖ Known cost factors including such items as postal rate increases, social security costs, contribution rates to employee pension and retirement funds, and other similar costs.
- ❖ Required elements of the budget such as insurance costs, utility costs, and vehicle maintenance costs are developed.
- ❖ Capital projects that have been recommended by facility plans or special area land-use plans, or that have been requested by citizens.
- ❖ A price list is developed for anticipated costs on items in the general category of supplies and contractual services. This list includes costs for any anticipated major capital expenditures because expenditures of this nature usually require a considerable amount of budget planning. Cost factors in this area tend to be more susceptible to inflation.
- ❖ General economic fluctuations can be one of the most difficult considerations when preparing a budget. In recent years even the best economists have encountered difficulty in predicting the performance of the economy. Also, any local event significantly impacting the local economy is taken into consideration. The failure or inability to conservatively consider projected economic activity can cause significant financial problems.

An analysis of revenue sources and budgets by fund type is included in the Budget Summary section, highlighting the relationship between the revenue sources and expenditures.

## Policies and Budget Development

In February, citizen input is obtained through a Capital Improvement Plan (CIP) Committee, a group comprised of appointed citizens, and from constituents that contact the Council and city management directly. These large infrastructure projects have some of the greatest impact on the quality of life for citizens in Avondale because they affect service delivery and impact spending and bonding ability in large amounts. The CIP Committee and city residents alert staff about infrastructure development and renovation needs, essential quality of life enhancements, and environmental and historic preservation issues that should be addressed in the capital plan. As well as determining what projects will be funded for the upcoming fiscal year, the Committee has oversight over the use of dedicated sales taxes intended to retire bond debt and can impact the budget process through decisions made regarding those funds.

### **Departmental Planning & Preparation**

Departments are formed on the basis of compatible services and are the highest level of organizational unit within the City. Every department sets objectives that they will strive to accomplish during the next budget year. Each objective is tied to a goal that the City Council has set. By working toward these goals, the various City departments make short-term progress toward the long-term vision that the Council has for the City. Budgets are allocated by departments in such a way that they will have the resources required to meet their objectives.

Each department prepares a budget that includes information about the department and matches the financial, material and human resources available with the requirements to complete both the department and fund work plans.

As with the revenue estimates, fiscal prudence demands that expenditure estimates be as accurate as possible. Departments submit their budget to the Finance and Budget Department for review. Budget analysts review the budgets in detail, checking for the accuracy and reasonableness of projections, and ensuring that all required elements of the budget are correct. The analysts then conduct a technical review with each department to gain a comprehensive understanding of their approach and to quantify their numbers. Adjustments may be made if new efficiencies are developed or historical data suggests that funding levels can be adjusted without harming service levels.

Departments may also submit a request for increased funding for a new or existing service or program when circumstances warrant it, referred to as a *supplemental request*. Rising costs of inflation and service provision, an increase in demand for services, maintenance costs tied to new facilities, and fulfilling requirements set by other governing bodies that the City is subject to are a few examples of reasons why a department may submit a supplemental funding request. These requests are analyzed by budget staff and reviewed by the City Manager who has the final say on whether the Department's request will be recommended to Council or if other avenues to handle the situation need to be explored.

Once the initial budget analysis is completed, each department meets with the City Manager who reviews the budget with department staff to be sure that planned activities are in line with Council goals and objectives. The Finance and Budget Department staff then develops a budget document to present to the public, Mayor, and City Council for review and adoption.

## Policies and Budget Development

### **Budget Adoption, Monitoring and Evaluation**

While the City Charter requires that the City Manager present his estimated budget by the first of June, usually by early April, the City Manager's Proposed Budget is delivered to the City Council and reviewed in budget work session. In this public meeting the Council is able to review the proposal and ask staff questions regarding the budget to ensure to their satisfaction that it will carry out their goals as intended. Feedback and direction from the Council is then integrated into the proposed budget and redelivered as the Tentative Budget Proposal in mid-May. Arizona state law requires that the cities publish a notice advising its citizens of the budget proposal for two consecutive weeks before final adoption. A public hearing is then held to discuss the final budget and then a special meeting is convened wherein the budget is adopted as final by the City Council.

In the months following the adoption of the budget, incoming revenues are monitored regularly and compared to the budget projections. Department expenditures are also tracked against what has been budgeted.

When circumstances warrant it, the City Manager may at any time transfer any unencumbered appropriation balance or portion thereof between general classifications of expenditures within a department or fund. At the request of the City Manager, the Council may at any time transfer any unencumbered appropriation balance or portion thereof between general classifications of expenditures from one department or fund to another.

Quarterly operating reports are prepared that provide the status of revenues and expenditures compared to the budget and details reasons for variances; updates the status of each department's work plan and the capital improvement program; and provides information on the status of the City's investments.

The final evaluation of the budget is conducted at the close of the fiscal year when the aforementioned CAFR is prepared which reports on the financial position of the City. During the budget process, this financial record is used to compare the projections of revenues and expenditures made during the prior fiscal year to the actual revenues and expenditures for a given fiscal year. Current year and future year assumptions about revenues and expenditures may be changed depending on how close projections were to actual figures.



## Budget Calendar Fiscal Year 2012-2013

**October**

- 5<sup>th</sup> CIP worksheets distributed to departments
- 28<sup>th</sup> Community Open House/ Resident Appreciation Night

**November**

- 7<sup>th</sup> Council Budget Work Session
- 17<sup>th</sup> Departments submit preliminary CIP updates and requests

**January**

- 3<sup>rd</sup> Budget Kick-Off
- 3<sup>rd</sup> Adoption of Council Goals
- 3<sup>rd</sup> – 10<sup>th</sup> Administrative review of CIP
- 3<sup>rd</sup> – 10<sup>th</sup> Management budget review meetings
- 31<sup>st</sup> Department operating budget requests due

**February**

- 1<sup>st</sup>-6<sup>th</sup> Staff preliminary review of budget requests
- 13<sup>th</sup> Preliminary operating budget presented to City Manager
- 16<sup>th</sup> Final revenue estimates prepared
- 21<sup>st</sup> General Fund budget presented to City Council
- 29<sup>th</sup> CIP Citizen's Committee meeting

**March**

- 29<sup>th</sup> City Manager recommended budget distributed to City Council
- 29<sup>th</sup> Carryover Requests due to Budget Office

**April**

- 9<sup>th</sup> Council workshop on proposed operating and capital budgets
- 10<sup>th</sup> – 26<sup>th</sup> Prepare the tentative budget
- 18<sup>th</sup> Publish Rates and Fees Schedule (60 days before adoption)

**May**

- 21<sup>th</sup> Adopt tentative budget

**June**

- 5<sup>th</sup> Publish tentative budget and truth in taxation notice
- 12<sup>th</sup> Publish tentative budget and truth in taxation notice
- 18<sup>th</sup> Hold public hearing on budget and property tax levy. Convene special meeting to adopt final proposed budget and fee schedule.

**July**

- 2<sup>nd</sup> Adopt property tax levy.

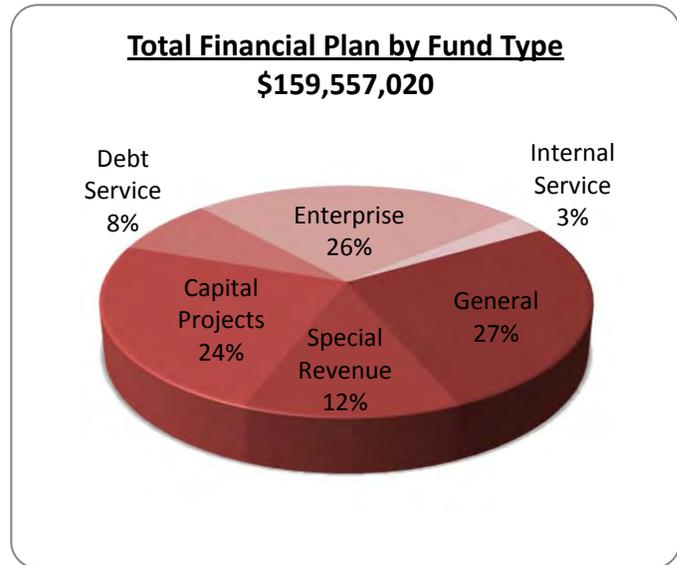


## Budget Summary

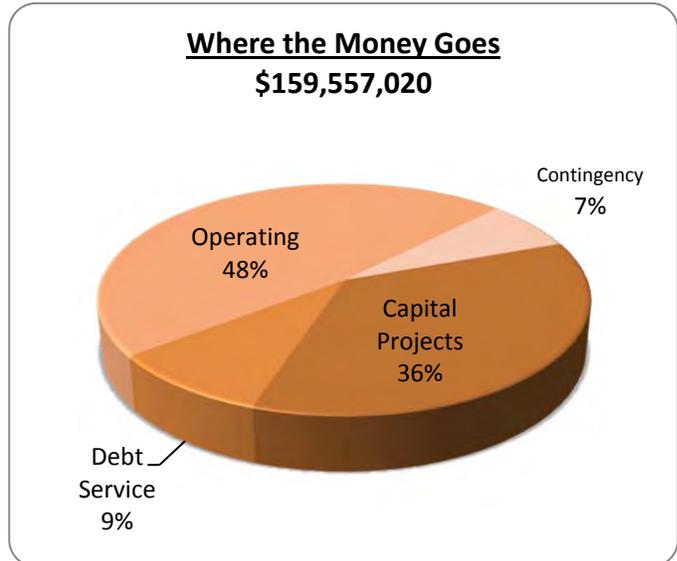
### Fiscal Year 2012-2013

#### Overview

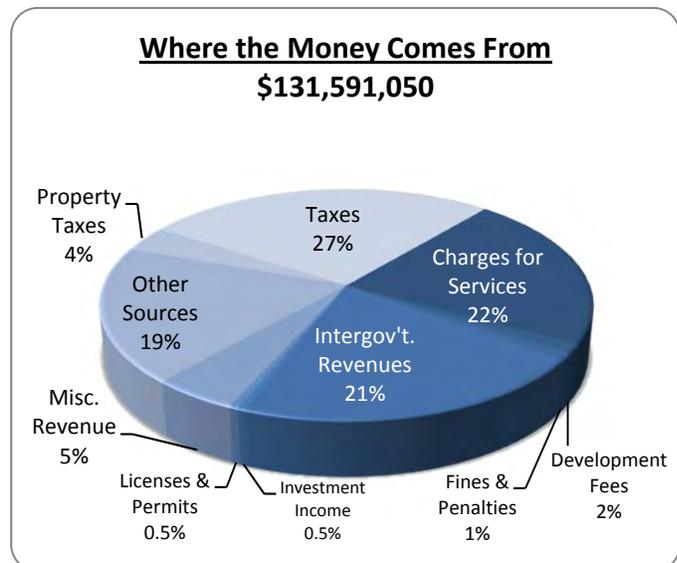
The annual budget for fiscal year 2012-2013 totals \$159,557,020. The appropriations by major fund type are depicted on the right. The general fund appropriations comprise 27% of the total budget and capital funds make up 24%. Enterprise funds, including enterprise capital projects make up about 26%. Special revenue funds, including dedicated sales taxes and grant funds, total 12%. The debt service and internal service funds make up the remainder at eight and three percent, respectively.



The largest category of expenditure in the adopted budget is the operating budget at \$76,298,620, or 48% of the total 2012-2013 budget. The second largest category is capital projects, which includes the enterprise fund capital, at \$56,999,980, or 36%. The major projects are discussed in the capital improvement plan section of this document. Debt service is \$14,986,700 or 9% and contingencies total \$11,271,720 or 7%. When compared to the prior year budget, this is an overall decrease of approximately 2% which includes an increase in the operating budget of about 2%. Usually larger than the operating in years past, capital projects reflect a decrease in funding of approximately 8%.

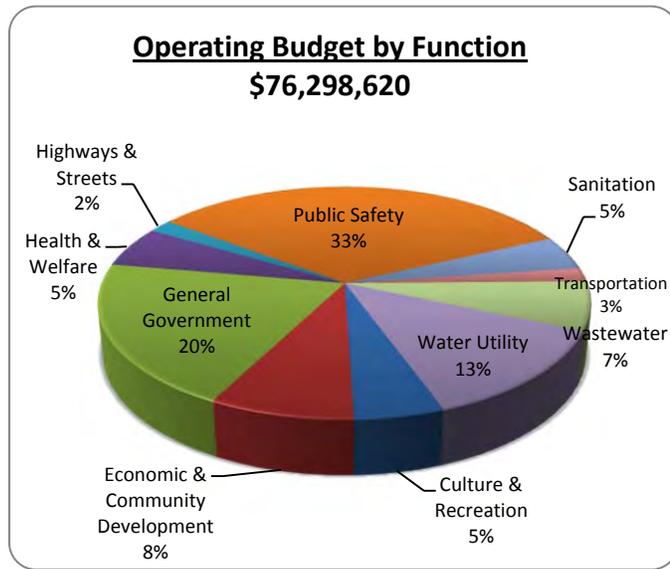


Revenue projections for fiscal year 2012-2013 total \$131,591,050. Local taxes, which include only sales and property taxes levied by the City of Avondale, make up the largest share at 27% of total revenues. Intergovernmental revenues, which include all state sales tax, income tax, lottery funds, fuel taxes and vehicle fees, comprise 21% of the total. Licenses and permits include business licenses and building permits, 75% of which is classified as one-time revenue and is not used to fund recurring expenditures. Charges for service, at 22%, include all enterprise fund user fees, recreation user fees and internal service charges. Development fees, at 2% of total revenues, are used to fund capital projects or pay debt service on project bonds.



## Budget Summary

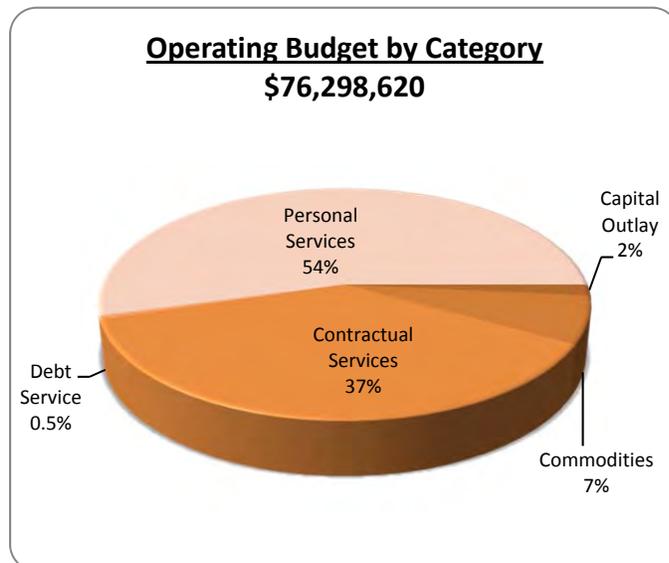
Fines, forfeitures and penalties are one of the smallest revenues sources at one percent and include all court revenues. The remaining 6% includes all other revenues such as interest earnings, reimbursements and contributions. The major revenue categories are discussed in detail later in this section.



## Expenditures

The budgeted operating expenditures include services and programs for the community such as public safety, community and economic development, general government and administration, recreation, street maintenance, and water, sewer, and sanitation services. While most operating costs are accounted for in the general fund, some costs are funded by special revenue funds, such as the state’s Highway User Revenues Fund for street and traffic maintenance and Avondale’s Dedicated Public Safety Tax for increased police, fire and court services. Enterprise funds are used to account for water, sewer and sanitation services. The enterprise fund expenditures have decreased as a result of changes in service delivery such as automated meter reading, sanitation route changes, and decrease in demand.

The major expenditure category in the operating budget is personal services at 54%, which includes all salaries and benefits for city staff. Contractual services comprise 37% of the operating budget. Applicable charges are items such as outside professional services and consultants, maintenance for city vehicles, and also include utilities, landfill fees, and development agreement obligations. Goods and commodities such as office supplies and equipment, software and licensing,



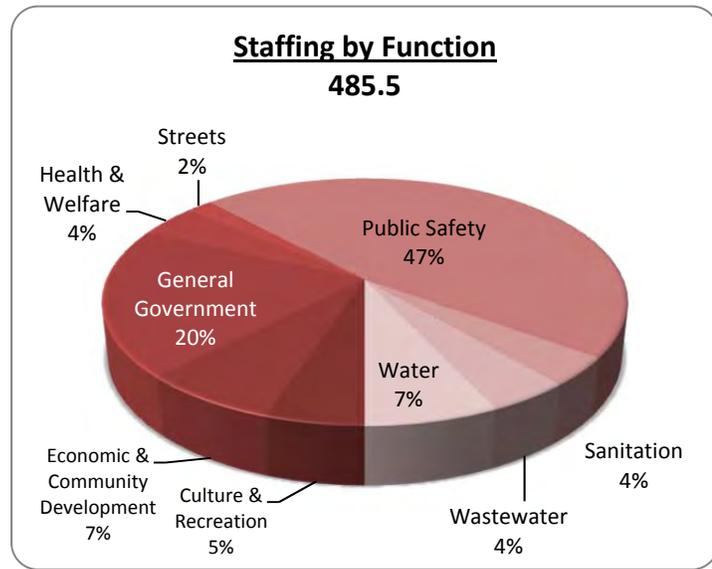
and small capital purchases make up 7% of the operating budget. Less than 2% of the operating budget is made up of other items such as debt service and capital outlay.

For the first time in several years, expenditure assumptions for the 2012-2013 fiscal year include a salary adjustment of three percent. The capital project funds maintain funding for the scheduled replacement of equipment and vehicles.

## Budget Summary

### City Staffing

With personnel costs at 54% of the operating budget, staffing is clearly an essential factor in providing services to our citizens. Avondale maintains one of the lowest employee-to-citizen ratios in the Phoenix valley at 6.3 FTE per 1,000 citizens, indicating that the city's workforce is efficient and effective. For the 2012-2013 fiscal year, some positions have been eliminated and a few positions have been added to meet the priorities set by the City Council based on the changing service needs of the community. The net result of these staffing adjustments has been an addition of two in positions this year; the total Council authorized full-time equivalent (FTE) position count has been raised to 485.5.



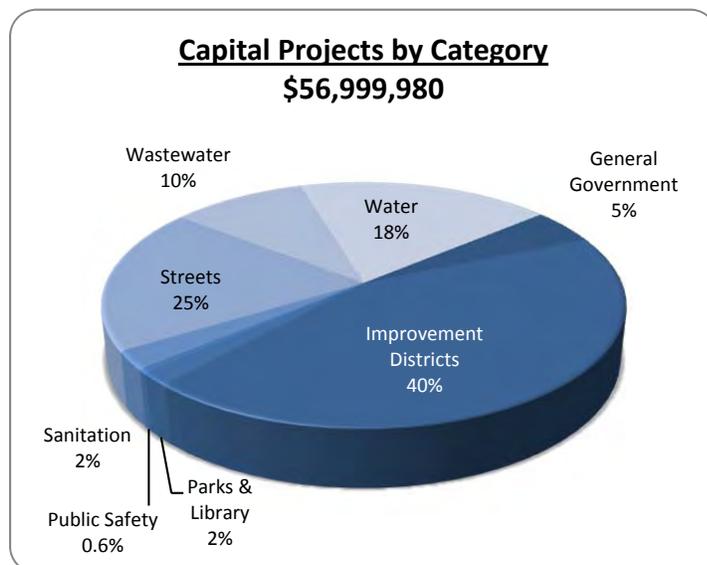
### Positions Eliminated

Part-Time Customer Service Assistant (2)

### Positions Added

Webmaster/Media Specialist  
Environmental Program Manager  
Forensic Interviewer

Since the onset of the recent decline in the economy, positions have been eliminated to adjust expenditure levels to meet the reduced revenue stream. Changes in demand for services have also necessitated the elimination or reallocation of positions. Over the last five fiscal years the changes in staffing, net of positions added, have resulted in 58 eliminated positions or an 11% reduction in personnel since fiscal year 2007-08. The details of these changes are included in the full schedule of all positions by fund and department which is included in the schedules and summaries section, located at the back of this book.



### Capital Improvement Plan

The Capital Improvement Plan (CIP) is an integral component of the City's budget. The first year of the developed ten year plan becomes the source of capital appropriations within this budget. The total capital appropriations for FY 2012-13 are \$56,999,980 including transfers to debt service funds. This total includes the appropriations for Enterprise fund capital projects and equipment replacement. The CIP incorporates a diverse financing plan. Development fees are a major source of funding for

## Budget Summary

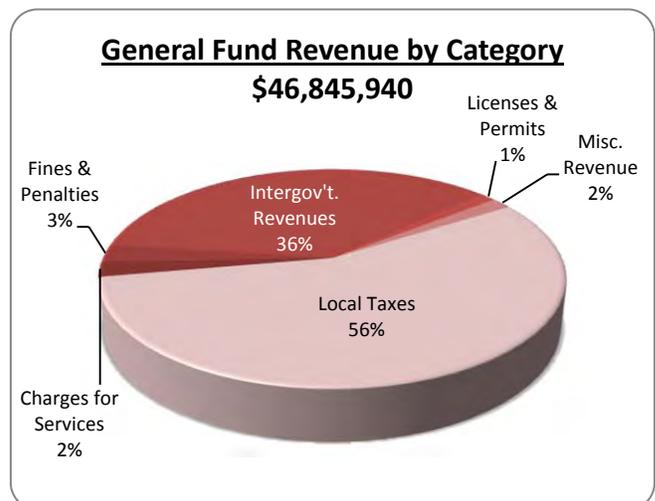
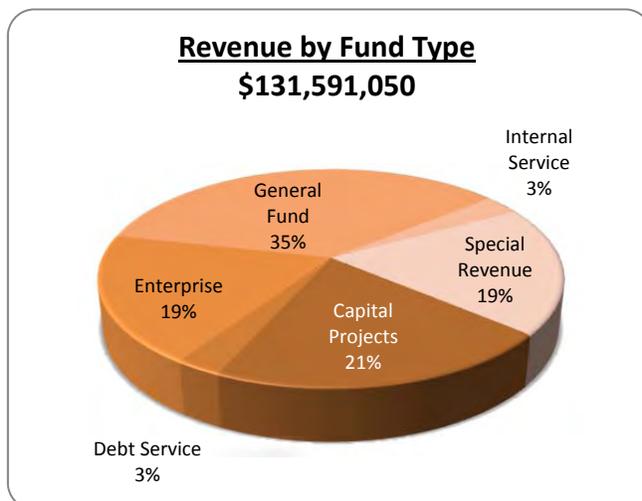
the plan. The plan utilizes not only development fees to ensure that new development is paying for costs associated with growth, but also includes operating transfers that allow existing residents to contribute to the many projects that are planned. The financing plan also includes a transfer to the streets, water and wastewater funds from the revenues generated from the dedicated half-cent sales tax. Detailed information for each capital project is included in the Capital Improvement Plan section.

### Revenues

Revenue projections are the core of the budget process and are developed early in the process to provide parameters within which base budgets and requests for new funding are evaluated. The projection of revenues has been one of the most difficult components of the budget process during this economic cycle. Projections by budget staff are traditionally very conservative so that revenues usually exceed projections; this allows the City to build reserves and fund much needed infrastructure in good years and lessens the impact of shortfalls in bad years. However, for the last three fiscal years, the severity and duration of the recession has caused revenues to fall below staff's cautious projections. While the City tries to ensure that reserves are maintained at adequate levels, revenue shortfalls and major projects have caused a drop in some reserves including the general fund and several capital funds. As we have seen the economy start to stabilize, this budget incorporates an increase in consumption related taxes and related revenues. The assumptions used in developing this year's revenue projections include:

- Sales tax growth at 4% for Avondale and 9% for state
- Inflation at 2.0%, population growth 2% and 100 new homes for development
- 100% of contracting sales tax deemed non-recurring revenue source
- 75% of building permits and related fees deemed non-recurring revenue source

The general fund is the largest source of operating revenue. The estimated revenue for the general fund is \$46,845,940. The following chart on the bottom right shows the total general fund revenues by category. As indicated, local taxes like sales and property taxes comprise the largest source of general fund revenue at 56%. The next several pages show all major operating revenue sources in greater detail. A full revenue detail schedule is included in the Schedules and Summaries section at the back of this document.



## Revenue Summary

### Property Tax

**Description** The City maintains a two-tiered property tax consisting of a primary and secondary. The primary property tax is levied each year on or before the third Monday in August. The levy is based on the assessed value as determined by the Maricopa County Assessor's Office. By State law, the City is limited to a 2% increase over the previous year's levy excluding the assessment for new construction.

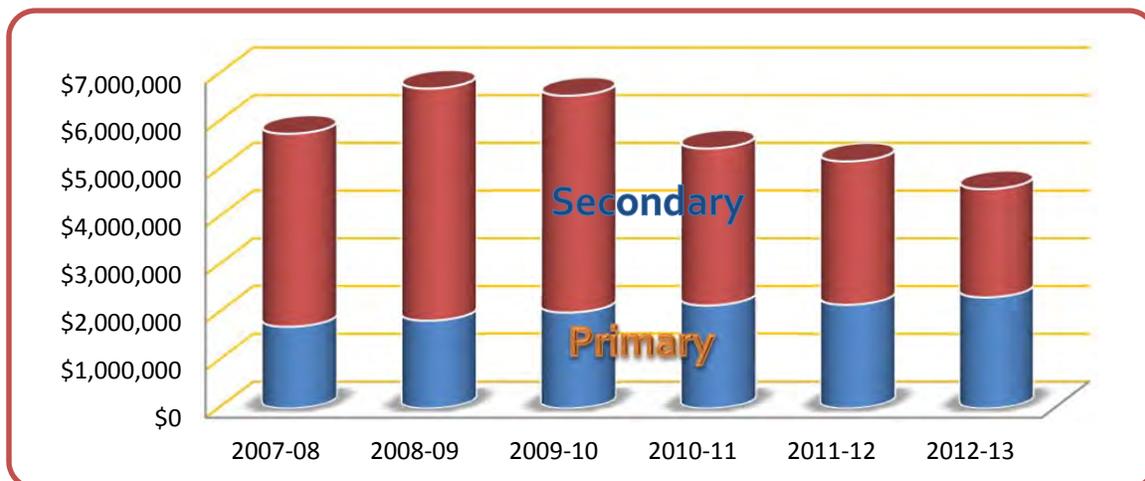
The secondary property tax allows a city to levy a property tax for the purpose of retiring the principal and interest on bonded indebtedness. This property tax may be levied in any amount necessary to retire bonded indebtedness as deemed prudent by the city and utilizes the full cash-value of the home, not assessed value.

**Use** Primary property taxes are used to fund daily operations. There are currently no restrictions as to usage. Secondary property taxes are restricted to debt service.

**Structure** Primary - \$0.675 per \$100 of assessed valuation in FY2012-13  
 Secondary - \$0.655 per \$100 of assessed valuation in FY2012-13

**Assumptions** The City annually receives a net assessed value of taxable property detail from the County Assessor, which outlines changes in values and new growth in property subject to taxation. The net change in primary assessed property values in Avondale since fiscal year 2011-12 is a decrease of 7%. The secondary value decreased by 32%. Total expected revenues are 13% lower than the previous year which, aside from the raising the rates (2% limit on primary and 1% on secondary) is primarily due to declining assessed value.

Fiscal Year	Revenue	Inc./Dec.
2007-08	\$5,755,814	24%
2008-09	\$6,704,020	14%
2009-10	\$6,553,485	(2%)
2010-11	\$5,446,873	(20%)
2011-12 Estimate	\$5,176,661	(5%)
2012-13 Projection	\$4,595,850	(13%)



## Revenue Summary

### City Sales Tax

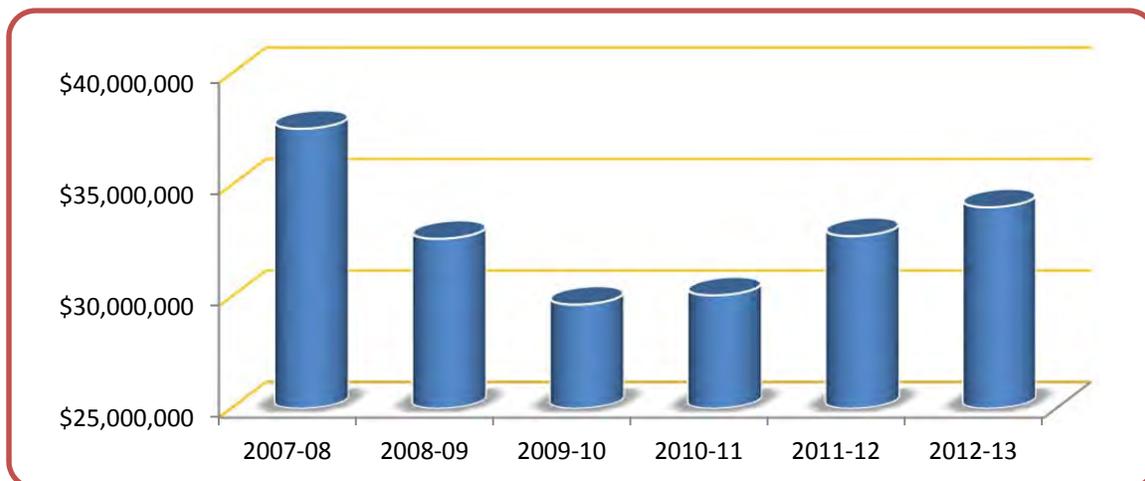
**Description** The City of Avondale imposes a tax on the sale of merchandise within the limits of the City. A use tax is also in effect for goods brought into and used in the City of Avondale. Effective on July 1, 2001, the City implemented a voter approved 0.5% sales tax dedicated for capital projects. Avondale voters approved an additional 0.5% to fund public safety which became effective on January 1, 2004. Increases are reflected in the table below.

**Use** This revenue is the largest source of funds brought into the General Fund for the City. Portions of these proceeds are pledged as security for bond payments due under Municipal Development Corporation agreements. The remaining funds are used to fund daily operations. The sales tax dedicated to capital projects is used to finance street, water and sewer projects either as “pay-as-you-go” funding or through repayment of bonded debt. The public safety tax is used exclusively to fund police, fire and court services.

**Structure** The city charges a tax of 2.5% on all eligible transactions. This excludes any single purchase over \$5,000, which is taxed at 1.5%. This charge is over and above the State and County Sales Tax Rates, which are currently 5.6% and 0.7 % respectively. The City does not participate in the State collection system. The City operates under the model city tax code.

**Assumptions** A growth rate of 4% is projected for the fiscal year 2012-13. Projections were based on a stable population, minimal development, and an increase in activity at retail centers reflecting the reports of economic recovery locally and nationally.

Fiscal Year	Revenue	Inc./(Dec.)
2007-08	\$37,549,019	(11%)
2008-09	\$32,613,973	(13%)
2009-10	\$29,664,424	(10%)
2010-11	\$30,079,348	1%
2011-12 Estimate	\$32,736,450	8%
2012-13 Projection	\$34,028,170	4%



## Revenue Summary

### State Shared Income Tax

**Description** Cities and towns in Arizona are precluded from imposing an income tax by Arizona state law. In 1972, the voters of Arizona approved the Urban Revenue Sharing program which requires the State to share 15% of income tax revenue with incorporated cities and towns.

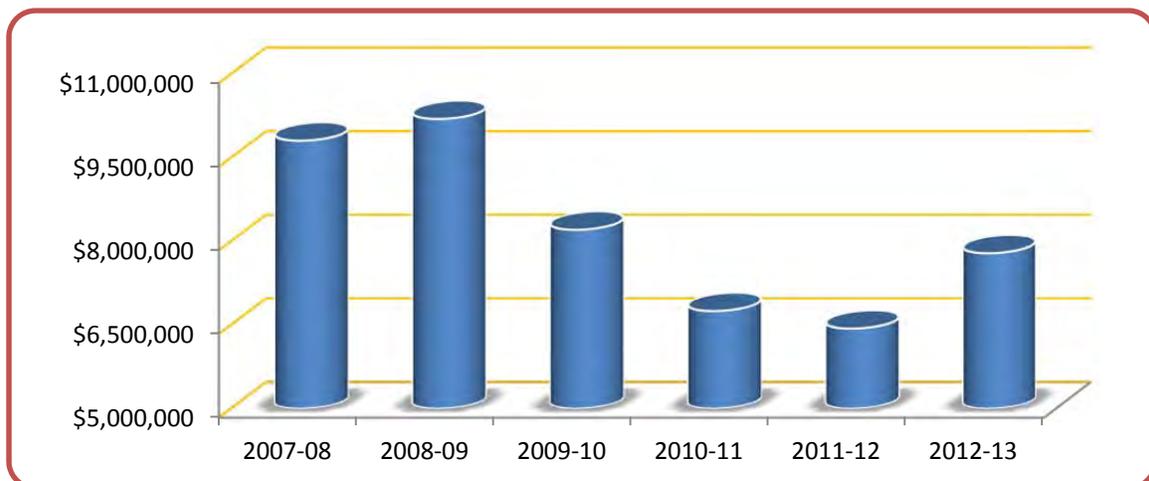
**Use** State shared income tax may be used for any municipal public purpose. There are no restrictions as to usage for this revenue source.

**Structure** Revenues are based on income taxes collected by the State prior two years. These revenues are distributed to incorporated cities and towns monthly based on population estimates acquired through the most recent census or census survey.

**Assumptions** This revenue source is based on economic conditions during the year for which the income was taxed and is subject to fluctuations in employment, corporate profits, tax credits and exemptions. This is evident by the declining trend as pictured which shows a statewide decline in personal income and corporate profits.

A 17% increase in the fiscal year 2012-13 distribution is expected, based on income taxes collected by the Arizona Department of Revenue for the 2011 tax year. The distribution is based on new population figures after each national Census and is also subject to changes made by the State Legislature.

Fiscal Year	Revenue	Inc./ (Dec.)
2007-08	\$9,806,105	18%
2008-09	\$10,195,604	4%
2009-10	\$8,208,394	(24%)
2010-11	\$6,750,612	(22%)
2011-12 Estimate	\$6,434,808	(5%)
2012-13 Projection	\$7,786,840	17%



## Revenue Summary

### State Shared Sales Tax

**Description** Arizona also has a revenue sharing program for state sales tax. Like the local sales tax, the State imposes a tax on the sale of goods and then establishes a distribution base of which 25% is shared with all incorporated cities and towns. The city receives its share of the state sales tax based on population estimates from the most recent U.S Census or Census Survey.

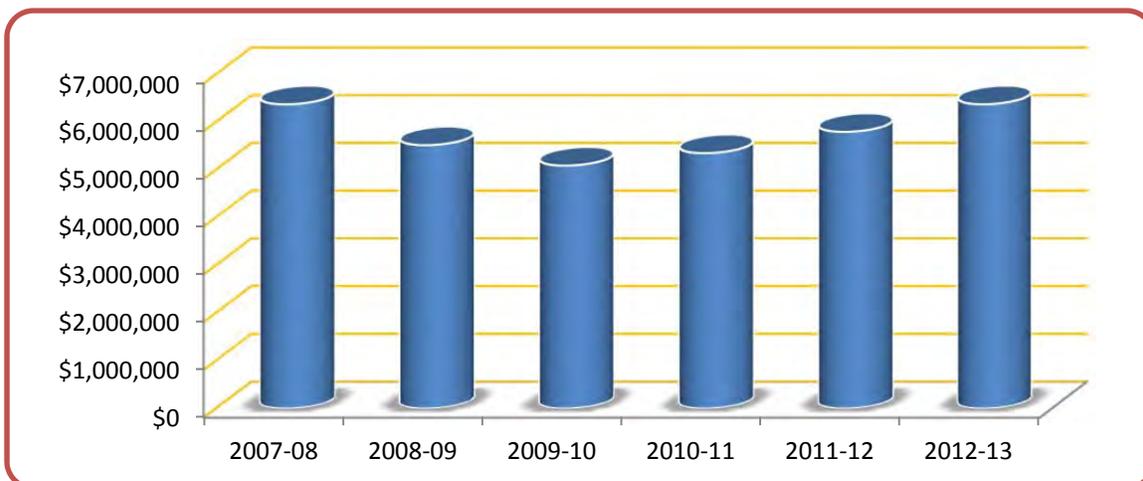
**Use** May be used for any municipal public purpose. There are no restrictions as to usage for this revenue source.

**Structure** 5.6% state sales tax rate – 25% of distribution base is distributed monthly based on population estimates acquired through the most recent census or census survey.

**Assumptions** This revenue source is highly dependent on the strength of the economy. Consumer confidence, unemployment, interest rates and the general state of the economy are all variables affecting this revenue stream.

State Shared Sales Tax Revenues are projected to increase slightly for the 2012-2013 fiscal year. This revenue source is also subject to changes made by the State Legislature in how it is distributed.

Fiscal Year	Revenue	Inc./{(Dec.)
2007-08	\$6,374,091	(3%)
2008-09	\$5,518,183	(16%)
2009-10	\$5,089,719	(8%)
2010-11	\$5,351,475	5%
2011-12 Estimate	\$5,796,929	8%
2012-13 Projection	\$6,375,040	9%



## Revenue Summary

### Highway User Fees

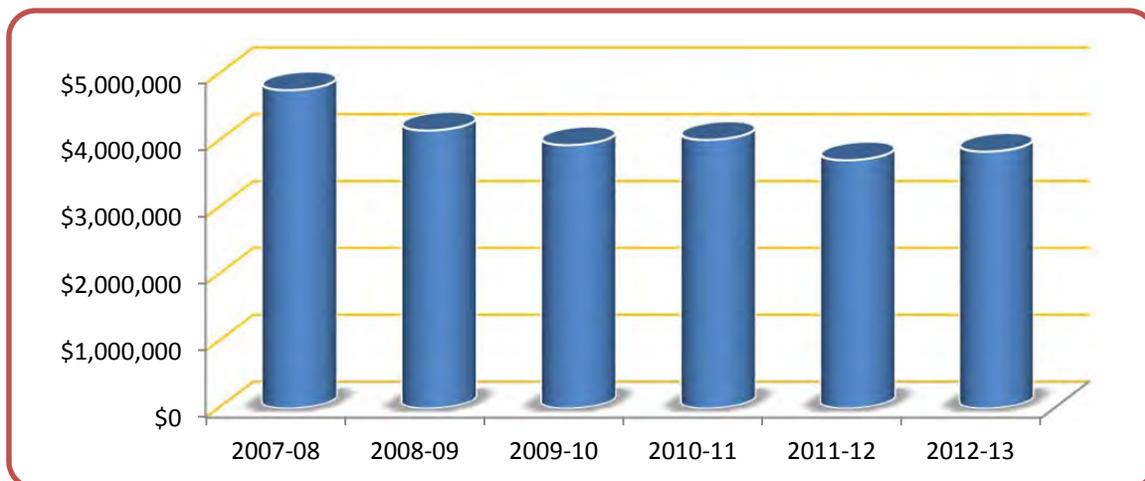
**Description** The State of Arizona collects various fees and taxes from users of the State’s roads and highways. An excise tax is charged on fuel purchases on a per gallon basis. There are also a number of additional transportation related fees/taxes which are distributed through the highway user revenue fund (HURF). These revenues are then distributed by the State to all cities and towns.

**Use** There is a state constitutional restriction on the use of the highway user revenues, which requires that these funds be used solely for street and highway purposes. Up to one-half of the prior year’s distribution may also be used for the retirement of debt issued for street and roadway improvements. Law prohibits use of this funding for traffic law enforcement.

**Structure** Cities and towns receive 27.5% of highway user revenues based on two factors: population estimates acquired through the most recent census or census survey; and gasoline sales within each county.

**Assumptions** This revenue source is subject to fluctuations in fuel prices and consumer behavior. With fuel prices increasing both nationally and in Arizona, and expected to remain around \$4.00 per gallon well into 2012, a 3% growth rate is projected for 2012-13.

Fiscal Year	Revenue	Inc./ (Dec.)
2007-08	\$4,764,909	(4%)
2008-09	\$4,161,313	(15%)
2009-10	\$3,942,434	(6%)
2010-11	\$4,020,214	2%
2011-12 Estimate	\$3,715,216	(8%)
2012-13 Projection	\$3,844,240	3%



## Revenue Summary

### Development Fees

**Description** As allowable under A.R.S. §9-463.05, the City of Avondale charges a fee for all new construction based on the impact the development will have on City services and infrastructure. The intent is to ensure that growth pays for itself and current residents are not burdened with additional taxes and fees to defray the capital costs of new development. Development fees are collected with each new building permit. The current fees were adopted in March 2007.

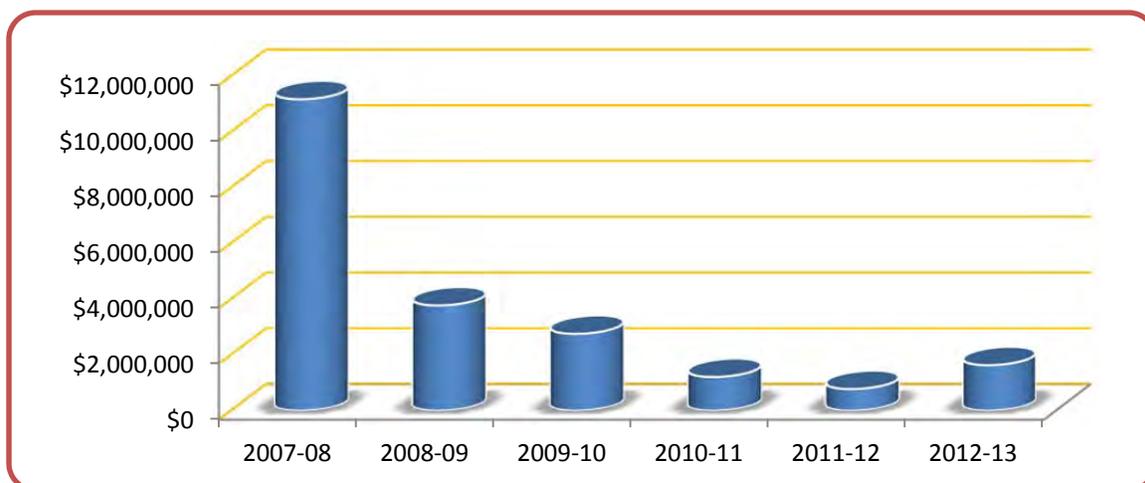
On April 26, 2011 the Governor of Arizona signed legislation establishing new guidelines for the collection of development fees; specifically eliminating sanitation, library and general government fees. The collection of fees is acceptable for facilities financed prior to June 1, 2011, where fees were pledged to repay debt service obligations. As allowed, the city will continue to collect library and general government development fees to repay debt service.

**Use** This revenue is utilized to fund the City’s capital improvements related to growth such as expanding wastewater treatment plants, purchasing sanitation equipment, constructing new fire stations and widening existing arterial streets. The fees are used either as “pay-as-you-go” funding or to repay debt on bonds. These funds cannot be used for operations.

**Structure** The city currently charges development fees for water, sewer, libraries, parks and recreation, police, fire, sanitation, transportation and general government projects. With the exception of water and sewer, the fees are assessed on each residential dwelling and on commercial development based on the business type and square footage of the facility. For water and sewer, the fees are based on the anticipated demand the development will have on the City’s water and sewer system. This is determined by water meter size using the capacity ratios developed by the American Water Works Association (AWWA).

**Assumptions** Projections are based on an additional 100 homes being permitted in FY 2012-13. Due to the cyclical nature of construction, the City uses very conservative fee projections.

<b>Fiscal Year</b>	<b>Revenue</b>	<b>Inc./(Dec.)</b>
2007-08	\$11,170,075	(5%)
2008-09	\$3,771,193	(196%)
2009-10	\$2,753,890	(37%)
2010-11	\$1,207,256	(128%)
2011-12 Estimate	\$774,010	(56%)
2012-13 Projection	\$1,629,800	53%



## Revenue Summary

### Water Sales

**Description** The City of Avondale provides a potable water system to the residences, units and facilities in need of such services.

**Use** The revenue generated is used to cover the costs of operations, administration, maintenance and replacement of the water treatment and delivery system.

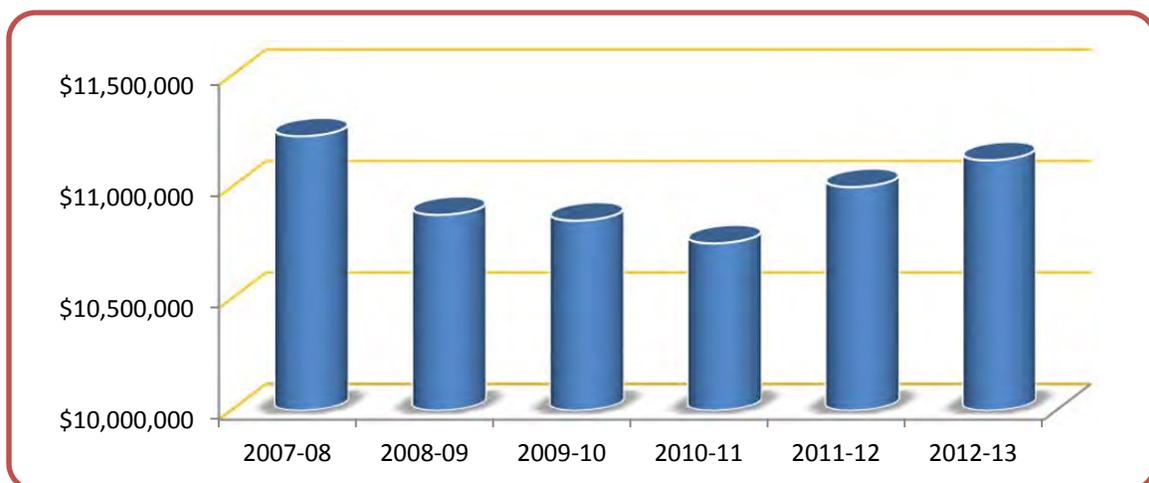
### Structure

<b>Meter Size-Base Fee all users* - per bill admin fee</b>		<b>\$ 2.60</b>	
3/4" Meter		\$ 7.90	
1" Meter		19.90	
1 1/2" Meter		31.80	
2" Meter		50.90	
3" Meter		95.50	
4" Meter		159.20	
6" Meter		318.50	
Hydrant Meter		318.50	
<b>Residential Usage Charge* / 1,000 gallons</b>		<b>Non-Residential Usage Charge/ 1,000 gallons</b>	
0-4,000 gal	\$ 0.94	0-8,000 gal	\$ 1.44
5,000-8,000 gal	\$ 1.44	9,000-12,000gal	\$ 2.16
9,000-12,000gal	\$ 2.16	13,000 + gal	\$ 3.30
13,000 + gal	\$ 3.30	Hydrant – all gal	\$ 3.30

\*Multi-family rates are adjusted by an equivalency factor of 47% of residential rates multiplied by the number of units.

**Assumptions** The number of customers and water consumption increased by a small amount during the 2011-12 fiscal year. That trend is expected to continue for the 2012-13 fiscal year.

<b>Fiscal Year</b>	<b>Revenue</b>	<b>Inc.//(Dec.)</b>
2007-08	\$11,230,152	5%
2008-09	\$10,877,716	(3%)
2009-10	\$10,851,807	0%
2010-11	\$10,750,119	(-1%)
2011-12 Projection	\$11,002,454	2%
2012-13 Estimate	\$11,122,500	1%



## Revenue Summary

### Sewer Fees

**Description** The City levies a charge on each sewage system user having any sewer connection or otherwise discharging sewage, industrial waste, or other liquids, in the City's sewage system. The last fee increase was in January of 2009.

**Use** The revenue generated is used to cover the costs of operations, administration, maintenance and replacement of the wastewater collection and treatment system.

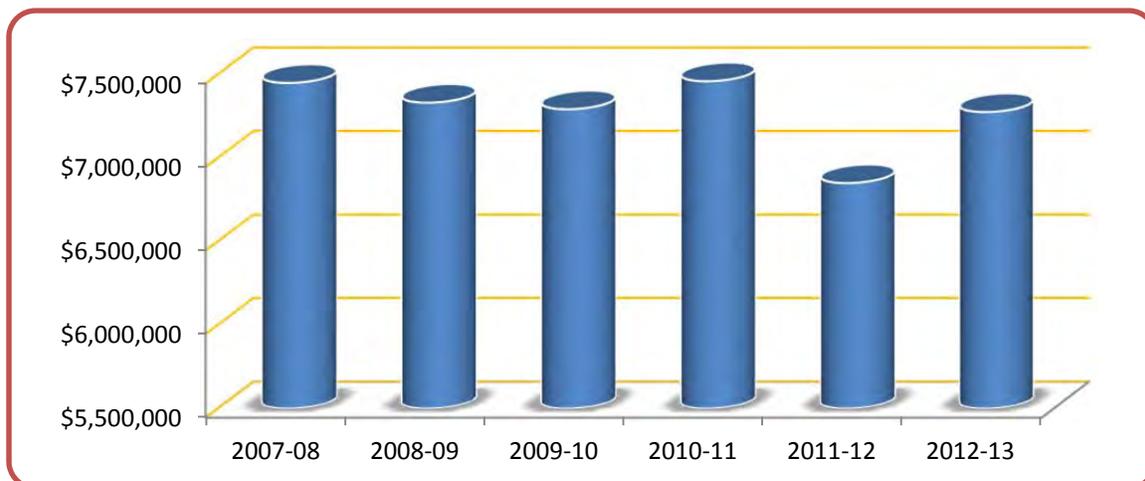
### Structure

Per bill admin. charge		\$6.25			
<i>Customer Class</i>	<i>Volume charge per 1,000 gal</i>	<i>Return Factor</i>	<i>Customer Class</i>	<i>Volume charge per 1,000 gal</i>	<i>Return Factor</i>
Residential*	\$3.17	80%	Restaurant	7.30	80%
Multi-Family	3.17	100%	Mobile Home Park*	3.17	80%
Auto Steamcleaning	9.37	70%	Laundromat	2.48	70%
Bakery Wholesale	7.30	80%	Non Residential	2.73	80%
Hospital & Convalescent	2.90	80%	School and College	2.37	80%
Hotel W/ Dining	5.08	80%	Laundry, commercial	4.09	70%
Hotel W/O Dining	3.21	80%	Professional Office	2.32	80%
Markets w/Garbage Disposal	6.84	80%	Car Wash	1.99	70%
Mortuaries	6.84	80%	Department/Retail	2.56	80%
Repair Shop/Svc Station	2.90	80%	Bars w/o Dining	2.89	80%

\*Charges are calculated using average water usage for December, January and February, adjusted by listed return factor.

**Assumptions** This source is not subject to decreases in water consumption as the bill is based on winter averages.

Fiscal Year	Revenue	Inc./ (Dec.)
2007-08	\$7,449,333	4%
2008-09	\$7,331,141	(2%)
2009-10	\$7,291,881	(1%)
2010-11	\$7,459,580	2%
2011-12 Estimate	\$6,849,605	(9%)
2012-13 Projection	\$7,275,100	6%



## Revenue Summary

### Refuse Fees

**Description** Sanitation services are provided for Avondale residents weekly. The City imposes a monthly fee for the collection of refuse and recyclables. The fee also includes a monthly collection of uncontained refuse. Avondale began its recycling program in January 2003.

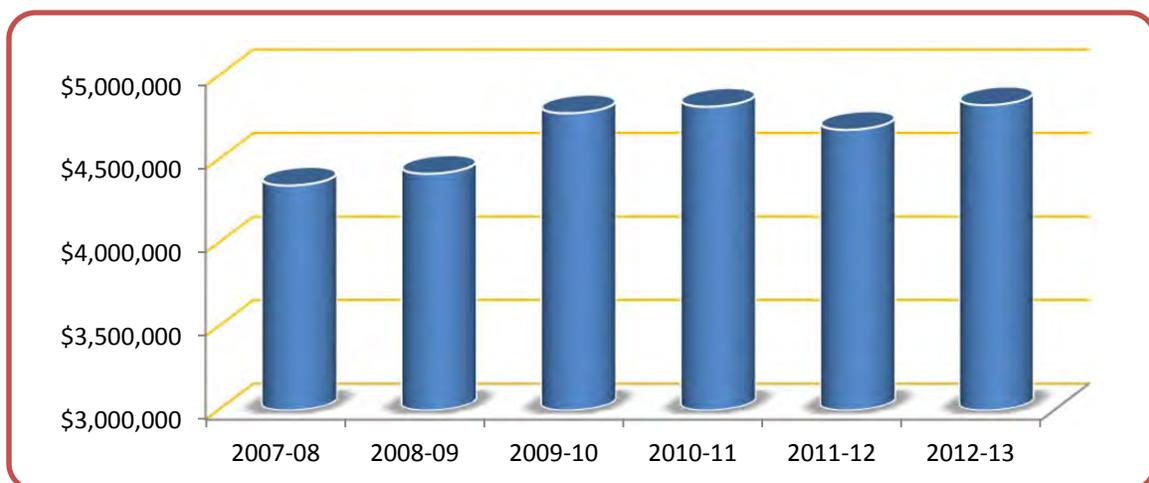
**Use** Revenue from the City's sanitation services is collected and deposited in the Sanitation Enterprise fund. The revenue is used to recover the costs of collection and disposal of refuse and recyclables.

**Structure** There is a flat rate service charge for all single-family residential, residential duplex and residential triplex units.

The current monthly fee for service is \$20.00 for standard residential collection. Special fees apply for additional containers and pickups.

**Assumptions** Annual growth is estimated at 153 new customers.

Fiscal Year	Revenue	Inc./ (Dec.)
2007-08	\$4,346,895	10%
2008-09	\$4,417,367	2%
2009-10	\$4,779,641	8%
2010-11	\$4,819,033	1%
2011-12 Estimate	\$4,680,428	(3%)
2012-13 Projection	\$4,828,040	3%



## Revenue Summary

### Grant Revenue

**Description** The City of Avondale actively pursues grant funds from a wide variety of sources, both governmental and non-governmental. Recent Awards include: American Recovery & Reinvestment Act of 2009 (ARRA) which provided funding for public safety, streets and roads, and energy efficiency, as well as Community Development Block Grant (CDBG) for addressing needs such as housing and expanding economic opportunities.

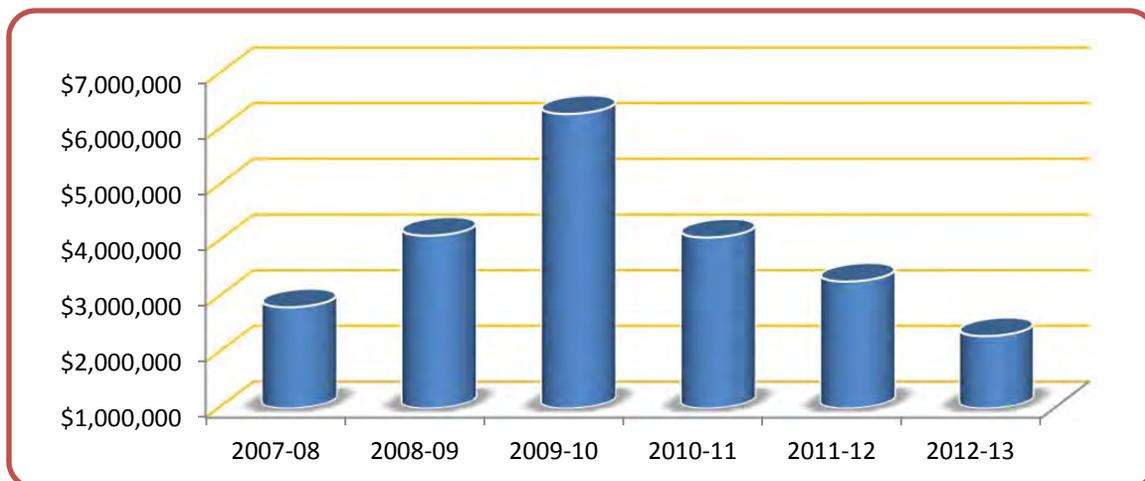
**Use** Grant programs have requirements established by the grantor that guide the use of grant monies as outlined in the grant proposal and contract. These parameters will vary but usually include guidelines that further the goals of the funding agency.

**Structure** Grant revenue is a transient funding source and as such is treated as one-time revenue and not included in the city’s base budget. Some grants are for a single fiscal year and others span multiple years.

**Assumptions** The estimate for FY 2011-12 was contrived by taking an average of grant revenues from available data (July 1, 2011-May 14, 2012) and extrapolating that over the full 12-months. Actual amount is likely to be slightly higher due to expenditures typically being higher toward the latter part of the fiscal year/grant cycle.

The projected FY 2012-13 amount is based on trend data, current economic outlook, known information that some departments have expressed that they are more or less likely to pursue certain grants, the current amount being pursued, and the changes in availability of funding sources. Due to the variability of factors, a conservative estimate is provided.

Fiscal Year	Revenue	Inc./ (Dec.)
2007-08	\$2,817,147	(159%)
2008-09	\$4,104,650	351%
2009-10	\$6,290,208	35%
2010-11	\$4,071,073	(55%)
2011-12 Estimate	\$3,280,375	(24%)
2012-13 Projection	\$2,300,000	(43%)



## Projection of Financial Condition by Fund Group Fiscal Year 2012-13

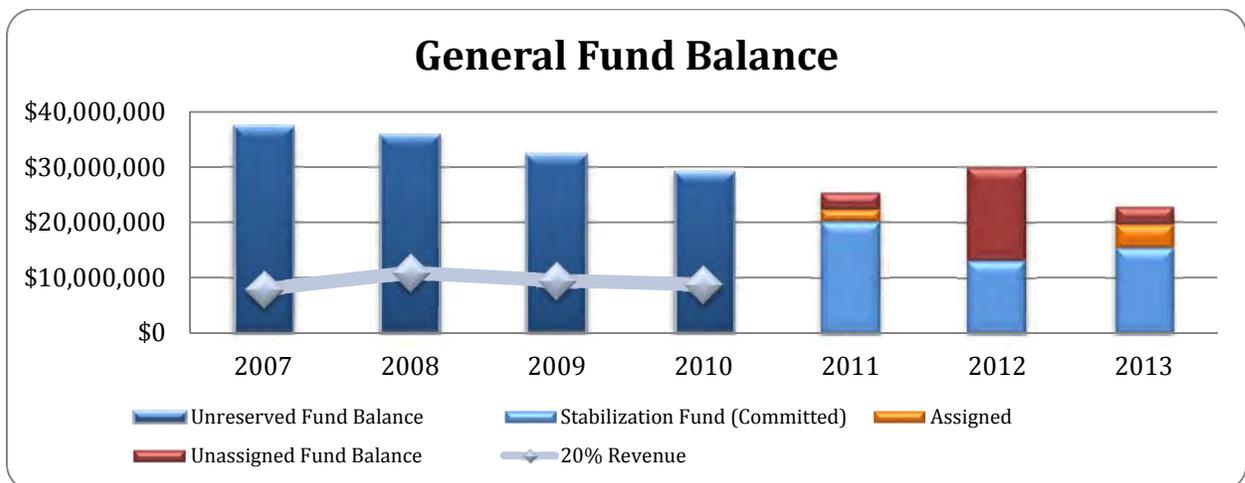
### City Funds and Fund Balance Information

Fund Group	June 30, 2012 Estimated Fund Balance	2012-2013 Estimated Revenue	2012-2013 Estimated Expenditures	Net Transfers In/(Out)	Assignment/ Stabilization Fund	June 30, 2013 Estimated Fund Balance
General Fund	29,977,133	46,845,940	43,068,270	(11,031,080)	19,589,437	3,134,286
Special Revenue	8,595,205	25,149,530	19,361,420	(6,586,810)	-	7,796,505
Capital Projects	14,101,192	27,153,240	39,113,900	8,677,970	-	10,818,502
Debt Service	12,194,875	3,579,790	12,669,590	8,805,950	-	11,911,025
Enterprise	60,729,715	24,999,580	41,159,750	150,000	-	44,719,545
Internal Service	2,691,891	3,862,970	4,184,090	(16,030)	-	2,354,741
<b>Total All Funds</b>	<b>128,290,011</b>	<b>131,591,050</b>	<b>159,557,020</b>	<b>0</b>	<b>19,589,437</b>	<b>80,734,604</b>

### General Fund

The general fund is the City’s primary operating fund. It accounts for all financial resources except those required to be accounted for in other funds.

At the end of the 2013 fiscal year, the balance in the general fund is estimated to total \$22,723,723. Of that total, \$4.2 million is assigned and \$15,389,437 is committed to the stabilization fund. This leaves \$3,134,286 in unassigned fund balance. This is in accordance with the City’s newly implemented policy of retaining at least 35% of General Fund expenditures and transfers within the City’s stabilization Fund. The prior goal was to maintain 20% of revenues in fund balance. The decline in fund balance can be attributed to Council approved one-time transfers to capital projects.



## Projection of Financial Condition by Fund Group

### Fiscal Year 2012-13

#### Departments by Function Supported by the General Fund

- |                                 |   |
|---------------------------------|---|
| General Government              | Public Safety                                 |
| ▪ <i>City Council</i>           | ▪ <i>Police</i>                               |
| ▪ <i>City Administration</i>    | ▪ <i>Fire</i>                                 |
| ▪ <i>Community Relations</i>    | Health & Welfare                              |
| ▪ <i>Information Technology</i> | ▪ <i>Neighborhood &amp; Family Services</i>   |
| ▪ <i>Finance &amp; Budget</i>   | Economic & Community Development              |
| ▪ <i>Human Resources</i>        | ▪ <i>Development Services and Engineering</i> |
| ▪ <i>City Clerk</i>             | ▪ <i>Economic Development</i>                 |
| ▪ <i>City Court</i>             | Culture & Recreation                          |
| ▪ <i>Public Works</i>           | ▪ <i>Parks, Recreation &amp; Libraries</i>    |

#### General Fund Budget Analysis

Revenue	Recurring Revenue			Non-Recurring Sources			Totals
Taxes			23,753,100			2,562,710	26,315,810
Intergovernmental Revenues			14,890,600			1,989,040	16,879,640
Licenses & Permits			381,440			254,760	636,200
Charges for Services			324,460			712,970	1,037,430
Fines, Forfeitures & Penalties			1,175,910			18,430	1,194,340
Other Financing Sources			-			-	-
Investment Income			90,760			272,270	363,030
Miscellaneous Revenue			286,580			132,910	419,490
<b>Total Revenue</b>			<b>40,902,850</b>			<b>5,943,090</b>	<b>46,845,940</b>
Expenditures	Base Budget			One-Time Uses			
	<i>FY 2012 Base</i>	<i>Additions</i>	<i>FY 2013 Base</i>	<i>Supplemental</i>	<i>All Other*</i>	<i>Sub-Total</i>	
General Government	8,875,850	1,742,290	10,618,140	154,460	(322,510)	(168,050)	10,450,090
Public Safety	18,106,640	925,060	19,031,700	103,940	89,600	193,540	19,225,240
Health & Welfare	1,482,830	(63,240)	1,419,590	62,220	115,010	177,230	1,596,820
Economic and Community Develop.	3,315,320	8,630	3,323,950	122,320	539,900	662,220	3,986,170
Culture & Recreation	3,123,990	63,150	3,187,140	2,060	670,750	672,810	3,859,950
Capital Outlay	-	-	-	-	-	61,870	61,870
Debt Principal	366,910	(46,530)	320,380	-	-	-	320,380
Interest on Debt	-	46,030	46,030	-	-	-	46,030
Contingency	-	-	-	-	-	3,521,720	3,521,720
<b>Total Expenditures</b>	<b>35,271,540</b>	<b>2,675,390</b>	<b>37,946,930</b>	<b>445,000</b>	<b>1,092,750</b>	<b>5,121,340</b>	<b>43,068,270</b>
Other Financing Sources							
Transfers In	-	-	-	-	-	-	-
Transfers Out	(2,790,350)	(79,270)	(2,711,080)	-	-	(8,320,000)	(11,031,080)
<b>Total Other</b>	<b>(2,790,350)</b>	<b>(79,270)</b>	<b>(2,711,080)</b>	<b>-</b>	<b>-</b>	<b>(8,320,000)</b>	<b>(11,031,080)</b>
<b>Net Change in Fund Balance</b>			<b>244,840</b>			<b>(7,498,250)</b>	<b>(7,253,410)</b>

\*Includes carryovers, contingency, onetime credits and contribution based programs.

The foregoing analysis shows the relationship between revenues, recurring and non-recurring, and the ongoing budget and the one-time uses. As stated in the financial policies section, the City makes every effort to match recurring revenues with ongoing expenditures (Base Budget).

## Projection of Financial Condition by Fund Group

### Fiscal Year 2012-13

#### Special Revenue Funds

The special revenue funds account for the proceeds of specific revenue sources, other than major capital projects, legally restricted to expenditures for specific purposes. Some of the major Special Revenue Funds are the Highway User Revenue Fund (HURF), Grant Funding (including CDBG), 0.5% Dedicated Sales Tax, and the Public Safety Dedicated Sales Tax.

We are anticipating a continuation of the uptick in revenues for both Dedicated Sales Tax funds due to continued economic recovery. A new environmental fee is being charged to cover expenses incurred as a result of an unfunded state mandate. We expect reduced revenue sharing of HURF and a reduction in local transportation revenues (LTAF). The decline in fund balance is attributable to departments (Transit Operations, Public Works, and Engineering) planning to utilize fund balance to manage projects and operations.

#### Departments by Function Supported by Special Revenue Funds

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>General Government           <ul style="list-style-type: none"> <li>▪ <i>Community Relations</i> <ul style="list-style-type: none"> <li>○ <i>Transit Operations</i></li> </ul> </li> <li>▪ <i>City Court</i></li> </ul> </li> <li>Public Safety           <ul style="list-style-type: none"> <li>▪ <i>Police</i></li> <li>▪ <i>Fire</i></li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Streets &amp; Highways           <ul style="list-style-type: none"> <li>▪ <i>Public Works</i> <ul style="list-style-type: none"> <li>○ <i>Street Maintenance</i></li> </ul> </li> </ul> </li> <li>Health &amp; Welfare           <ul style="list-style-type: none"> <li>▪ <i>Neighborhood &amp; Family Services</i></li> </ul> </li> <li>Economic &amp; Community Development           <ul style="list-style-type: none"> <li>▪ <i>Development Services and Engineering</i></li> </ul> </li> <li>Culture &amp; Recreation           <ul style="list-style-type: none"> <li>▪ <i>Parks, Recreation &amp; Libraries</i></li> </ul> </li> </ul> |
|---|--|

#### Special Revenue Funds Budget Analysis

Revenue	Recurring Revenue			Non-Recurring Sources			Totals
Taxes			10,841,860			679,380	11,521,240
Intergovernmental Revenues			4,334,640			3,861,600	8,196,240
Charges for Service			230,000			-	230,000
Fines, Forfeitures & Penalties			95,110			-	95,110
Investment Income			1,040			6,340	7,380
Miscellaneous Revenue			4,180			5,098,380	5,099,560
<b>Total Revenue</b>			<b>15,506,830</b>			<b>9,642,700</b>	<b>25,149,530</b>
Expenditures	Base Budget			One-Time Uses			
	<i>FY 2012 Base</i>	<i>Additions</i>	<i>FY 2013 Base</i>	<i>Supplemental</i>	<i>All Other*</i>	<i>Sub-Total</i>	
General Government	334,180	6,530	340,710	-	5,405,730	5,405,730	5,746,440
Public Safety	5,217,820	102,380	5,320,200	35,450	189,110	224,560	5,544,760
Highways & Streets	1,395,920	(1,490)	1,394,430	13,670	-	13,670	1,408,100
Health and Welfare	547,090	1,633,480	2,180,570	3,300	573,500	576,800	2,757,370
Economic & Community Development	1,852,970	195,220	2,048,190	6,930	24,500	31,430	2,079,620
Transportation	2,031,120	(591,790)	1,439,330	-	-	-	1,439,330
Capital Outlay	17,250	-	17,250	289,000	79,550	368,550	385,800
<b>Total Expenditures</b>	<b>11,396,350</b>	<b>1,344,330</b>	<b>12,740,680</b>	<b>348,350</b>	<b>6,272,390</b>	<b>6,620,740</b>	<b>19,361,420</b>
Other Financing Sources							
Transfers In	-	-	346,980	-	-	-	346,980
Transfers Out	(6,081,330)	(202,460)	(6,283,790)	-	(650,000)	(650,000)	(6,933,790)
<b>Total Other</b>	<b>(6,081,330)</b>	<b>(202,460)</b>	<b>(5,936,810)</b>	<b>-</b>	<b>(650,000)</b>	<b>(650,000)</b>	<b>(6,586,810)</b>
<b>Net Change in Fund Balance</b>			<b>(3,170,660)</b>			<b>2,371,960</b>	<b>(798,700)</b>

\*Includes carryovers, contingency, onetime credits and grant/contribution based programs.

## Projection of Financial Condition by Fund Group

### Fiscal Year 2012-13

The City considers grant revenues to be non-recurring with the exception of certain grants that have been awarded consistently for five years or more (CDBG, VOCA, and various Maricopa County grants).

#### Capital Projects Funds

The capital projects funds account for resources to be used for the acquisition or construction of capital facilities, equipment and infrastructure other than those financed by the enterprise funds.

The ending fund balance is projected to decrease due to the spending accumulated impact fees and bond proceeds.

Changes in fund balance are attributable to street construction and water project completion as well as scheduled vehicle and technology replacement. A summary along with detailed schedules of projected revenues and uses of these funds are presented in the Capital Improvement Plan section of this document (under the Capital Improvement Plan tab).

#### Debt Service Funds

The debt service funds account for the accumulation of resources and the payment of general long-term debt principal, interest, and related costs. The Enterprise fund debt is included within each Enterprise fund. The primary use of debt by the City is for capital projects therefore, more information regarding the use of debt is included in the Capital Improvement Plan section of this document.

While there are no significant changes anticipated in fund balance for the debt service funds, a portion of fund balance will be used to make full payment of General Obligation Debt over the next few fiscal years given the substantial decrease in assessed property valuation. The refinance of certain bond issues resulted in a decrease in general long term debt this year.

#### **Debt Service Funds Budget Analysis**

<b>Revenue</b>	<b>Recurring Revenue</b>			<b>Non-Recurring Sources</b>			<b>Totals</b>
Taxes			2,417,760			-	2,417,760
Intergovernmental Revenues*			631,140			-	631,140
Investment Income			940			2,870	3,810
Miscellaneous Revenue			-			527,080	527,080
<b>Total Revenue</b>			<b>3,049,840</b>			<b>529,950</b>	<b>3,579,790</b>
<b>Expenditures</b>	<b>Base Budget</b>			<b>One-Time Uses</b>			
	<i>FY 2012 Base</i>	<i>Changes</i>	<i>FY 2013 Base</i>	<i>Supplemental</i>	<i>All Other</i>	<i>Sub-Total</i>	
Principal	8,156,950	106,850	8,263,800	-	-	-	8,263,800
Interest & other charges	4,647,250	(291,460)	4,405,790	-	-	-	4,405,790
<b>Total Expenditures</b>	<b>12,854,200</b>	<b>(184,610)</b>	<b>12,669,590</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,669,590</b>
<b>Other Financing Sources</b>							
Transfers In	7,305,950	-	7,305,950	-	1,500,000	1,500,000	8,805,950
Transfers Out	-	-	-	-	-	-	-
<b>Total Other</b>	<b>7,305,950</b>	<b>-</b>	<b>7,305,950</b>	<b>-</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>8,805,950</b>
<b>Net Change in Fund Balance</b>			<b>(2,313,800)</b>			<b>2,029,950</b>	<b>(283,850)</b>

\*Includes Federal Government interest reimbursement through the Build America Bonds program.

## Projection of Financial Condition by Fund Group

### Fiscal Year 2012-13

#### Enterprise Funds

The enterprise funds are used to account for operations (1) that are financed and operated in a manner similar to private business enterprises, where the intent of the City Council is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges or (2) where the City Council has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

The enterprise funds are projected to have a decrease in fund balance. This decrease is due to the completion of several major capital projects. These projects are detailed in the capital improvement section of this document.

#### Department Supported by Enterprise Funds

- Public Works
  - Water Resources
  - Wastewater
  - Sanitation

#### Enterprise Funds Budget Analysis

Revenue	Recurring Revenue			Non-Recurring Sources			Totals
Licenses & Permits			3,250			9,750	13,000
Charges for Services			23,513,410			142,000	23,655,410
Development Fees			-			1,074,400	1,074,400
Fines, Forfeitures & Penalties			-			4,590	4,590
Investment Income			30,030			158,670	188,700
Miscellaneous Revenue			200			63,280	63,480
<b>Total Revenue</b>			<b>23,546,890</b>			<b>1,452,690</b>	<b>24,999,580</b>
<b>Expenditures</b>	<b>Base Budget</b>			<b>One-Time Uses</b>			
	<i>FY 2012 Base</i>	<i>Additions</i>	<i>FY 2013 Base</i>	<i>Supplemental</i>	<i>All Other*</i>	<i>Sub-Total</i>	
Cost of sales & services	17,208,620	321,140	17,529,760	244,810	253,070	497,880	18,027,640
Contingency	-	-	-	-	2,250,000	2,250,000	2,250,000
Capital Outlay	490,000	(10,000)	480,000	250,000	17,835,000	18,085,000	18,565,000
Debt Principal	2,158,050	(86,830)	2,071,220	-	-	-	2,071,220
Interest on Debt	328,450	(82,560)	245,890	-	-	-	245,890
<b>Total Expenditures</b>	<b>20,185,120</b>	<b>141,750</b>	<b>20,326,870</b>	<b>494,810</b>	<b>20,338,070</b>	<b>20,832,880</b>	<b>41,159,750</b>
<b>Other Financing Sources</b>							
Transfers In	-	200,000	200,000	-	3,291,570	3,291,570	3,491,570
Transfers Out	(955,150)	(436,420)	(1,391,570)	-	(3,234,950)	(1,950,000)	(3,341,570)
<b>Total Other</b>	<b>(955,150)</b>	<b>(236,420)</b>	<b>(1,191,570)</b>	<b>-</b>	<b>(56,620)</b>	<b>(1,950,000)</b>	<b>150,000</b>
<b>Net Change in Net Assets</b>			<b>2,028,450</b>			<b>(18,038,620)</b>	<b>(16,010,170)</b>

\*Includes capital projects and carryforwards which are a planned use of Net Assets.

## Projection of Financial Condition by Fund Group

### Fiscal Year 2012-13

#### Internal Service Funds

These funds account for activities and services performed primarily for other organizational units within the City. This includes the Risk Management fund, the Printer – Copier Service fund and the Fleet Services fund.

The internal service funds are projected to remain relatively static over the next year, with only a small decrease in fund balance as new equipment is purchased according to the replacement schedule.

There will be no significant changes in fund balances for these funds.

#### Departments Supported by Internal Service Funds

- Risk Management Division (City Administration Department)
- Fleet Services Division (Public Works)

#### Internal Service Funds Budget Analysis

Revenue	Recurring Revenue			Non-Recurring Sources			Totals
Charges for Services			3,610,200			225,000	3,835,200
Investment Income			640			1,910	2,550
Miscellaneous Revenue			-			25,220	25,220
<b>Total Revenue</b>			<b>3,610,840</b>			<b>252,130</b>	<b>3,862,970</b>
<b>Expenditures</b>	<b>Base Budget</b>			<b>One-Time Uses</b>			
	<i>FY 2012 Base</i>	<i>Additions</i>	<i>FY 2013 Base</i>	<i>Supplemental</i>	<i>All Other*</i>	<i>Sub-Total</i>	
Cost of sales & services	2,690,340	(56,250)	2,634,090	225,540	(18,000)	207,540	2,841,630
Insurance claims and expenses*	1,057,460	-	1,057,460	-	-	-	1,057,460
Contingency	-	-	-	-	250,000	250,000	250,000
Capital Outlay	-	-	-	10,000	25,000	35,000	35,000
<b>Total Expenditures</b>	<b>3,747,800</b>	<b>(56,250)</b>	<b>3,691,550</b>	<b>235,540</b>	<b>257,000</b>	<b>492,540</b>	<b>4,184,090</b>
<b>Other Financing Sources</b>							
Transfers In	-	-	-	-	-	-	-
Transfers Out	(17,800)	1,770	(16,030)	-	-	-	(16,030)
<b>Total Uses</b>	<b>(17,800)</b>	<b>1,770</b>	<b>(16,030)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(16,030)</b>
<b>Net Change in Net Assets</b>			<b>(96,740)</b>			<b>(240,410)</b>	<b>(337,150)</b>

\*Includes insurance reserves for claims, contingency and capital outlay which are a planned use of Net Assets.



## City Council

### Department Description

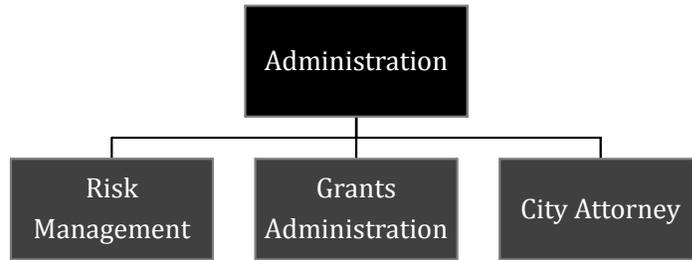
The Mayor and six City Council members are the elected representatives of the City of Avondale. They are responsible for setting public policy that establishes the direction necessary to meet community needs. The City Council appoints the City Manager, City Attorney, and the City Magistrate.

The City Council goals can span across several fiscal years and are intended to serve as a guide for city staff to develop departmental goals and the objectives necessary to helping achieve those goals for the year.

### Budget Summary

	FY 09-10 Actuals	FY 10-11 Actuals	FY 11-12 Budget	FY 11-12 Estimates	FY 12-13 Budget
<b>Expenditures by Category</b>					
Personal Services	121,419	140,811	153,590	157,390	151,900
Contractual Services	48,019	48,289	80,280	44,060	91,820
Commodities	344	237	650	200	650
Other	(66,250)	(17,290)	3,000	-	3,000
Transfers Out	-	8,450	7,280	5,500	6,370
<b>Total by Category</b>	<b>103,532</b>	<b>180,497</b>	<b>244,800</b>	<b>207,150</b>	<b>253,740</b>
<b>Expenditures by Program</b>					
City Council	67,212	3,705	30,950	14,600	38,980
City Council - McDonald	3,458	35,366	37,570	37,470	33,010
City Council - Lopez-Rogers	6,603	34,000	37,040	37,540	37,910
City Council - Earp	3,724	-	-	-	-
City Council - Karlin	5,522	27,097	23,750	24,250	29,830
City Council - Scott	3,627	15,868	24,270	20,170	23,900
City Council - Buster	4,576	13,799	25,050	18,450	24,680
City Council - Weise	6,070	24,805	34,380	26,280	34,010
City Council - Vierhout	2,740	25,857	31,790	28,390	31,420
<b>Total by Program</b>	<b>103,532</b>	<b>180,497</b>	<b>244,800</b>	<b>207,150</b>	<b>253,740</b>
<b>Expenditures by Fund</b>					
General Fund	103,532	180,497	244,800	207,150	253,740
<b>Total by Fund</b>	<b>103,532</b>	<b>180,497</b>	<b>244,800</b>	<b>207,150</b>	<b>253,740</b>

## City Administration



### Department Description

The City Administration Department coordinates the work of the other city departments to ensure that the City Council's goals are accomplished and that the day-to-day operations of the City function in an orderly and efficient manner, including the execution of the Capital Improvement Plan. Weekly written updates are provided to the Council on customer services issues, intergovernmental relations, and other issues or events affecting the City.

Through the Grants Administrator, the City's departments seek and obtain supplemental resources as they are offered by submitting grant funding proposals.

The Avondale Municipal Art Committee (AMAC) has developed the City's Public Art Master Plan and Program. The AMAC advises Council and staff on the acquisition, maintenance and disposition of public art, art displays, monuments and memorials.

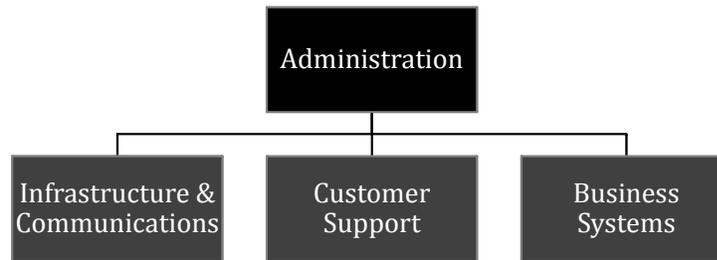
The Risk Management & Safety division oversees the property and liability insurance programs, and administers the City's self-insurance fund. The staff secures safety training and provides safety program services to all city departments and administers the workers compensation insurance program.

The recently established Ad Hoc Centennial Committee continues to refine its recommendations of possible projects for the 2012 centennial celebration.

## City Administration

<b>Budget Summary</b>					
	<b>FY 09-10 Actuals</b>	<b>FY 10-11 Actuals</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimates</b>	<b>FY 12-13 Budget</b>
<b>Expenditures by Category</b>					
Personal Services	1,093,281	1,107,358	1,071,160	1,089,712	1,222,230
Contractual Services	1,437,687	2,595,367	1,995,150	1,427,478	2,038,400
Commodities	14,574	10,655	12,910	15,183	12,810
Capital Outlay	11,200	-	79,550	-	96,800
Other	(310,670)	(326,000)	(239,240)	(243,240)	(92,810)
Transfers Out	-	15,000	10,410	10,410	7,630
Contingency	-	-	250,000	-	250,000
<b>Total by Category</b>	<b>2,246,072</b>	<b>3,402,380</b>	<b>3,179,940</b>	<b>2,299,543</b>	<b>3,535,060</b>
<b>Expenditures by Program</b>					
City Administrative Office	588,344	539,290	619,830	667,670	914,630
Grants Administration	161,465	197,315	219,610	186,249	226,380
E.E.C.B.G Grant	23,287	310,145	-	314,521	-
Municipal Arts Commission	13,388	920	111,050	-	135,700
City Attorney	428,690	592,044	543,190	508,114	573,190
Risk Management Operations	202,301	268,934	303,800	311,047	302,700
Premiums and Claims	828,597	1,493,732	1,382,460	311,942	1,382,460
<b>Total by Program</b>	<b>2,246,072</b>	<b>3,402,380</b>	<b>3,179,940</b>	<b>2,299,543</b>	<b>3,535,060</b>
<b>Expenditures by Fund</b>					
General Fund	1,178,325	1,328,649	1,357,630	1,362,033	1,689,200
Other Grants	174	-	25,000	-	25,000
Public Arts Fund	13,388	920	111,050	-	135,700
ARRA Fund	23,287	310,145	-	314,521	-
Risk Management Fund	1,030,898	1,762,666	1,686,260	622,989	1,685,160
<b>Total by Fund</b>	<b>2,246,072</b>	<b>3,402,380</b>	<b>3,179,940</b>	<b>2,299,543</b>	<b>3,535,060</b>
<b>Authorized Positions by Program</b>					
City Manager	1.00	1.00	1.00	1.00	1.00
Assistant City Manager	2.00	2.00	2.00	2.00	2.00
Risk Manager	1.00	1.00	1.00	1.00	1.00
Emergency Management Officer	-	-	-	1.00	1.00
Risk Management Claims Analyst	1.00	1.00	1.00	1.00	1.00
Grants Administrator	1.00	1.00	1.00	1.00	1.00
Senior Executive Assistant	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	-	-	-
Management Technician	-	1.00	1.00	1.00	1.00
<b>Total Authorized FTE</b>	<b>8.00</b>	<b>9.00</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>

## Information Technology



### Department Description

The Information Technology Department (IT) partners with departments to optimize the City's performance, decision-making, and efficiencies through the use of technology. The Department administers the City's technical infrastructure and business systems, ensures core telecommunications services meet operational needs, and supports staff use of technology tools in their work. As stewards, the Department also ensures successful management of technology-related projects, procurements, contracts, vendor relationships, and policies.

The Information Technology Department consists of four divisions and 14 total information technology professionals.

#### Business Systems

- Critical Systems Administration, Maintenance, and Support
  - Financials
  - Human Resources
  - Payroll
  - Police/Fire/Family Advocacy Center
  - Public Works
- Internet Applications and City Website Hosted Service
- City Intranet
- Specialized Systems Development

#### Customer Support

- Computing, Telephony, and Reprographics Support
- Core Productivity Software Support
- IT Asset Management
- Special support for Police, Libraries, and Neighborhood & Family Services

#### Infrastructure and Operations

- Voice/Data/Video Communications
- Server and Storage Administration
- Information Systems Security
- Disaster Recovery/Business Resumption
- Specialized Systems Administration
  - Police CAD/RMS
  - FACS Interviewing System
  - Libraries SAMS
  - Building Security and Camera Systems
  - Council Chambers and Audio/Visual Systems
  - Mobile Computing Solutions

## Information Technology

### Administration

- IT Strategic Planning and Policies
- IT Portfolio Management and Prioritization
- Project Management
- Technology-Related Procurement Approvals and Vendor Management

### FY 2011-2012 Highlights

- Rebuilt the City Data Center. This project addressed the City's long-term issues with power, battery backups, and available server storage-- power consumption was reduced from 96% of available power to under 40%, Uninterruptible Power Supply systems at City Hall and the Police Department were fully replaced, and available disk storage was increased by over 25%. This project was accomplished under budget, on-schedule, within scope requirements, and positions the City for three to four years of growth.
- Completed New Information and Communication Technology Policy. Together with the City's new IT Steering Group, department staff rewrote Chapter 16, the City's governing technology policy. The new policy addresses social media, security, telecommuting, mobile computing, in-enterprise use of personal computing devices, records retention, and use of Administrative Policies to administer technical details required. The new policy situates the City for current technologies and was approved by City Council in December 2011.
- Formed the City IT Steering Group. To improve the input of all City departments into information technology policies and initiatives, the IT Department formed a standing IT Steering Group for the City. The ITSG has one representative from every department, helps guide technology practices, and will be a core part of defining the City's IT Strategic Plan.
- Completed City Technology Infrastructure Plan. This plan guides capital investments into the Municipal Area Network, servers, and telecommunications. The IT Department used a new model, plotting standards-driven lifecycles for equipment replacement date, identifying network costs with special cost allocation requirements, and reintegrating parts of the City's infrastructure that are nearing end-of-life but were not accounted for in replacement funding. Working with the Finance Department, the plan and associated costs are being built into the City's budget.
- Achieved Cost Savings. Working with the Finance Department, the IT Department successfully saved the City significant funds in the Fiscal Year. The Data Center Rebuild project was engineered and negotiated well, hitting all performance, schedule, and budget requirements, plus the critical and unplanned replacement of the uninterruptible power system at Police Headquarters costing a \$50,000. A modified PC Allocation approach and successful negotiations resulted in additional discounts well below Western States Contracting Alliance pricing, totaling ~\$120,000 in savings for the Technology Replacements Fund. Procurement of cloud-based telephony services resulted in the assistance programs registration system and utilities disconnection notification system at 85% less than the available State contract cost.
- Achieved Positive Security Audit Results. In mid-2011, The Arizona Department of Public Safety conducted an audit of the City against required standards, including network access, processes, and protocols. Passing is critical to maintain Police Department access to data resources used in their operations. The Department of Public Safety complimented that, "Your agency is commended for its complete compliance with current ACJIS/NCIC requirements".
- Supported IT Ad Hoc Committee. The Economic Development Department and IT Department worked together to assemble the IT Ad Hoc Committee prioritized by City Council. Resulting work included a computer donations program to benefit schools and providing IT internship opportunities to local students. IT staff are also evaluating a telecommunications procurement effort to serve the City and local school districts.

## Information Technology

### FY 2011-2012 Highlights

- Improved Internal Processes. Refining internal work processes resulted in a number of significant improvements for the City and IT Department. Staff deployed a new imaging solution and process that allow IT to standardize desktop and laptop setups and deploy quickly, supporting a new performance measure to deploy 100% of PCs within 90 days of receipt. PC allocation policy and process changes updated the City's inventories and will allow the City to reduce the costs of its computer inventories long-term. Mature case management practices helped yield high customer service scores. And improved procurement and financial processes resulted in clearing IT's backlog of procurements, almost eliminating late fees, and managing its budget with better precision.
- Won National Recognition. The City of Avondale earned recognition as one of the Digital Cities of America in 2011. The award honors municipal governments that make effective use of technology in engaging with citizens and businesses, saving their organizations money, and collaborating to provide innovative municipal services.

**Council Goal:** *Community Development/Economic Development*

### FY 2012-13 Objectives:

- Technology Partnerships— Support the activities of the City's IT Ad Hoc Committee to yield efforts that increase cooperation, shared services, and Science/Technology/Education/Arts/Math initiatives in the community. Work with other local governments and non-profits on initiatives of common interest.

**Council Goal:** *Community Involvement*

### FY 2012-13 Objectives:

- eGovernment— Provide full and convenient government services online. Add online signup for utilities services with the Finance Department. Support access to City news, meetings, activities, and legal notices as required by the City Clerk's Office and the Community Relation Department. Projects include: Develop and implement a new City Intranet; Support business process automation projects.

**Council Goal:** *Environmental Leadership*

### FY 2012-13 Objectives:

- Green IT— Reduce energy consumed and the impacts of technology-related waste. Decrease electricity used by the City Data Center and associated cooling systems. Minimize city inventories of computers and servers through strong asset management policies and practices. Ensure the City disposes of computing and network equipment in an environmentally friendly manner.

**Council Goal:** *Public Safety*

### FY 2012-13 Objectives:

- Public Safety— Deploy and support technologies that maintain high standards of safety for citizens. Support implementation of emergency reporting and medical data relays for Fire. Projects include: Define and begin execution of a long-term strategy for Police Systems; Upgrade Police Computer-Aided Dispatch System; Implement Public Safety Dashboards.
- Secure, Reliable, and Resilient Technology Environment— Provide a technology environment that supports the mission and work of staffs in a manner that protects the integrity of operations, provides reliable solutions and communications, supports decision-making, and can recover from disaster. Secure sensitive data. Projects include: Disaster Recovery/Business Resumption Program; Certifications.
- Effective Use of Technology— Maximize employee effectiveness with software and hardware tools, data/voice/video communications, and support services. Projects include: Sales Tax system upgrade and portal; Storage Consolidation and Cost Reduction; City Engineering Accela Mobile and Automation modules; Long-range ERP Planning.

## Information Technology

**Council Goal:** *Quality of Life*

**FY 2012-13 Objectives:**

- ❑ Project Management— Manage initiation, planning, execution, monitoring, and completion of IT projects for City departments with successful outcomes, high value, and nominal project failures. Achieve an >80% success rate on project success measures.
- ❑ Technology Strategic Planning— Align technology to support the City Council goals and department priorities. Develop City IT Strategic Plan by the end of 2012 to set long-term direction of technology services. Projects include: Technology roadmaps for Public Safety, Libraries, and Public Works; Cost Allocation Plan Update with Finance.

**Council Goal:** *Staff Retention*

**FY 2012-13 Objectives:**

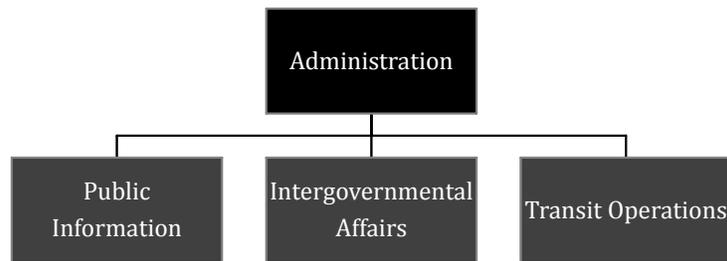
- ❑ Effective Staff Management—Create a strong information technology culture in the City of Avondale. Commit to and invest in performance management, project management, training and development, mature IT practices, and staff recognition. Grow the IT Department’s partnership and steward culture. Achieve high customer service rating and low attrition.

Performance/Workload Indicators:	FY 2010-11 Actuals	FY 2011-12 Projected	FY 2012-13 Projected
Cases submitted by customers resolved within one business day. (Goal >=75%)	n/a	n/a	75%
Successfully pass public safety, financials and human resources systems, and other required audits without findings against information systems security. (Goal 0 Findings)	0	0	0
Address security incidences, legal hold requests, public records searches, and network account changes by deadlines required. (Goal 100%)	n/a	100%	100%
Administer City IT vendor invoicing to achieve zero late payment penalties. (Goal 0)	n/a	5	0
Administer City IT contracts and agreements to achieve zero contract lapses or violations. (Goal 0)	13	2	0
Percentage of respondents in the Annual Customer Service Survey rating IT as “Good” to “Excellent” overall. (Goal >=80%)	76%	84%	80%
Percentage of projects completed within schedule, budget, scope, and satisfaction requirements defined in charters. (Goal >80%)	n/a	n/a	80%
Number of business software, systems, and infrastructure projects completed. (Goal >15/year)	n/a	18	15
Number of PCs imaged, deployed, and migrated. (Goal 150/year)	n/a	284	150
Percentage of PCs deployed within 90 days of receipt. (Goal >=98%)	n/a	95%	98%
Percentage of all hours the City business software systems are operational and usable by departments (Goal >=99.5%)	n/a	99%	99%
Percentage of all hours the City servers are operational and usable by departments (Goal >=99.9%)	n/a	99.6%	99.9%
Percentage of all hours the City network and telephone systems are operational and usable by departments (Goal >99.9%)	n/a	99.7%	99.9%

## Information Technology

<b>Budget Summary</b>					
	<b>FY 09-10 Actuals</b>	<b>FY 10-11 Actuals</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimates</b>	<b>FY 12-13 Budget</b>
<b>Expenditures by Category</b>					
Personal Services	1,188,636	1,273,475	1,328,090	1,366,926	1,435,910
Contractual Services	398,913	278,183	641,760	623,101	638,670
Commodities	228,123	232,453	207,710	210,912	2,200
Capital Outlay	105,079	14,391	-	-	55,000
Other	(254,010)	(322,160)	(321,130)	(321,130)	(348,320)
Transfers Out	-	54,670	44,910	44,910	18,770
<b>Total by Category</b>	<b>1,666,741</b>	<b>1,531,012</b>	<b>1,901,340</b>	<b>1,924,719</b>	<b>1,802,230</b>
<b>Expenditures by Program</b>					
Technology Administration	1,476,197	1,521,054	307,820	313,280	397,250
IT Infrastructure & Communications	-	-	773,530	812,449	677,370
ERP Systems Development	190,544	9,958	-	-	-
IT Business Systems	-	-	558,760	527,220	489,260
IT Customer Support	-	-	261,230	271,770	238,350
<b>Total by Program</b>	<b>1,666,741</b>	<b>1,531,012</b>	<b>1,901,340</b>	<b>1,924,719</b>	<b>1,802,230</b>
<b>Expenditures by Fund</b>					
General Fund	1,666,741	1,531,012	1,901,340	1,924,719	1,802,230
<b>Total by Fund</b>	<b>1,666,741</b>	<b>1,531,012</b>	<b>1,901,340</b>	<b>1,924,719</b>	<b>1,802,230</b>
<b>Authorized Positions by Program</b>					
Chief Information Officer	-	-	-	1.00	1.00
Information Technology Director	1.00	1.00	1.00	-	-
IT Assistant Director	1.00	1.00	1.00	1.00	1.00
IT Applications Development Manager	-	1.00	1.00	-	-
IT Applications Manager	1.00	-	-	-	-
IT Application Developer	1.00	2.00	2.00	2.00	2.00
IT Systems Analyst	1.00	1.00	1.00	1.00	1.00
IT Application & Business Analyst	-	-	1.00	1.00	1.00
Lead Developer/IT Architect	-	-	-	1.00	1.00
IT Administrator Unix/Windows	1.00	1.00	1.00	1.00	1.00
IT Systems Administrator	1.20	1.20	1.20	1.20	2.00
Network Engineer	1.00	1.00	1.00	1.00	1.00
IT Desktop Technician II	1.00	2.00	2.00	2.00	2.00
IT Desktop Technician I	1.00	1.00	1.00	1.00	1.00
Development Services Technician	-	1.00	-	-	-
<b>Total Authorized FTE</b>	<b>10.20</b>	<b>13.20</b>	<b>13.20</b>	<b>13.20</b>	<b>14.00</b>

## Community Relations



### Department Description

The Community Relations and Public Affairs Department encompasses public information and media relations; intergovernmental affairs, Council relations, community relations and citizen outreach, as well as public transit operations. This Department engages in citywide public information, community outreach, neighborhood programs, citizen/neighborhood advocacy, marketing, web page development, cable/video production, and internal and external communications.

Furthermore, it provides professional assistance to the City Council, City Manager, and senior management staff on matters related to the dissemination of public information and the activities at the regional, state and federal levels of government. The Department represents and guides Avondale's interest on all legislative matters.

The Department serves as a central source of information about the City and as an official channel of communication between the City and the public. It assists all City departments in developing educational and marketing materials and public outreach campaigns. It also develops and shapes a comprehensive image of the City of Avondale, through the media and special community events and activities.

The Transit Operations division is responsible for all intergovernmental agreements, grants and contracts for transit and Paratransit services. It also coordinates planning for future multi-model responses to current demand and future needs.

### FY 2011-2012 Highlights

- State Level Government Affairs
  - Avondale took the lead in Senator Nelson's Film Bill Stakeholders Group organized by Senator Nelson to re-write the film bill and shape political strategy for bill introduction during the 2011 Legislative Session
  - Provided reports and verbal updates regarding enactment provisions of legislation passed the state bills that impact to the city
  - Continued building relationships with Senators, Representatives and legislative Staff
  - Met regularly with the Governor's staff to maintain good relations and discuss policy issues
  - Developed strategies for the City Management, the Mayor and Council on policy issues and political matters.
  - Continued improving working relations with other public and private sector lobbyists.
  - Continued to lead the West Valley Igs by coordinating and organizing monthly meetings to ensure communication between cities.
- Regional Level Government Affairs
  - Held Quarterly meetings to advance the goals of the Southwest Valley Rail Partnership.
  - Secured MAG funding for the SW Valley Local Transit Study
  - Continue to manage the MAG committee process and inform management as to the issues and decisions that need to be made to ensure the best outcome for the City
  - Provided monthly MAG Report to Management and Council regarding monthly

## Community Relations

### FY 2011-2012 Highlights

- ❑ Federal Level Government Affairs
  - Managed Federal Legislative Agenda to ensure Congressional Delegation and appropriate staff are kept informed of issues happening in Avondale
  - Continued to work with Federal Lobbyists and Grant coordinator to ensure all possible federal grants were being sought.
  - Provided Reports to Council and Management on the key policy issues moving in Congress that affect the City.
- ❑ Continued monthly City Hall Comes to You series, which garnered great media publicity as well, touting Avondale leaders' proactive approach to citizen outreach. This initiative has garnered awards and numerous positive editorials for Avondale.
- ❑ Held the fifth Citizen Leadership Academy session, with approximately 20 people graduating from the course
- ❑ Community Relations staff serve as liaisons to the Art Committee, the Avondale Centennial Committee, the Luke West Valley Council, the Kids at Hope Treasure Hunters' Council, the Community Bridges outreach board, Agua Fria HS District Transition Team for Students with Special Needs; City County Communications and Marketing Association (3CMA) board.
- ❑ Submitted numerous Avondale entries for various awards, garnering an award at Best of the West, Valley Forward, Clean Air award, and two awards at 3CMA Savvy Competition and a Leadership Award for the Clean Air Campaign
- ❑ Provided staff support to the Mayor during her tenure as Officer at the National League of Cities
- ❑ Continued, in partnership with Neighborhood and Family Services, the quarterly coordination of the Mayor's Faith Based Initiative
- ❑ Handled numerous citizen issues and complaints routed through the Community Relations and Council offices. These issues ranged from simple citizen requests for information
- ❑ Compiled hundreds of New Resident welcome packets, distributed through the Water billing division
- ❑ Answered media calls, questions and requests for information; worked with staff on media issues as they arose; and kept track of and filed media clips. We also responded to the public's request for information about the city, and worked with the various departments to handle the creation and dissemination of informational materials to the public about the services they provide. In addition, the Public Information staff conducted proactive publicity about the various programs, services and event through press releases, web site news flashes, slides on Avondale 11, press conferences and story pitches to reporters and editors covering Avondale.
- ❑ Daily updates of Avondale's Facebook page provide another means to keep residents in touch with city events and happenings, and to encourage open communication and dialogue. In the past year, more than 575 "friends" have joined our social media site
- ❑ Conducted a complete redesign of the City website, to include new customer friendly features and branding.
- ❑ Convened a Mayor's Meeting with superintendents and principals of all 14 schools in Avondale
- ❑ Coordinated planning of "Tale of Two Cities" Parade and Festival, which was held on Feb. 25, 2012.
- ❑ Convened the first annual Avondale Legislative Link (ALL) program in January, 2012.

## Community Relations

### FY 2011-2012 Highlights

- Continued programming for Avondale 11, with new slides and videos
- Developed numerous rack cards for various departments to promote their programs and initiatives.
- Worked with Water Resources to develop the annual Water Quality Report/Water Calendar, produced almost exclusively in-house
- Worked on Vino in the Valley Fundraising Committee to raise monies for Phoenix Children's Hospital Avondale
- Staff played a major role in assisting City of Phoenix in planning the 2011 National League of Cities Conference in Phoenix
- Conducted month-long on-line survey as well as Resident Appreciation Night Survey, gathering more than 330 Comment Cards. Compiled information and shared this with department directors
- Launched the Zoom Circulator bus in July 2011; ridership is approximately 7,000 a month.
- Developed departmental promotional and public outreach campaigns and initiatives, including: General Plan 2010 (Development Services); Energy Rebate program (City Admin/Grants); Avondale PROUD; Cartoon Character series for Public Works, including CLOG, CLUMP, Will I Close and Miss D Curb; Shop Avondale (Economic Development); Avondale City Center (ED); Avondale Aps.
- Inform voters about the 2012 election and propositions on the ballot.
- Staff actively serve and coordinate the activities of the United Way campaign committee, MBA Committee, and the Safety Team
- Held a successful, annual Resident Appreciation/GAIN Night in October 2011 which drew more than 3,000 residents at the Randall McDaniel Sports Complex.
- Hosted Avondale booth at the League of Arizona Cities and Town Conference, focusing on Avondale as a Kids at Hope City.
- Worked with city departments, in particular, Parks, Recreation & Libraries and Economic Development Department, to establish co-partnerships and promotion of special initiatives and events, keeping in line with the cost effective and cost recovery model of event management: Resident Appreciation Night; Old Town Avondale Art Walk (in partnership with Art League West and the Western Avenue businesses); Memorial Day & Veterans Day (American Legion, VFW), Tres Rios (Wildlife for Tomorrow, AzGame and Fish), IMS Marathon
- Conducted successful United Way Campaign in partnership with Economic Development Department – raising approximately \$48,000
- Produced the first annual Legislative Bill Summary Book that summarizes more than 300 bills that affect the city. The book was distributed to Departments, the press and is our web site for the public to access.
- Included Avondale staff in numerous Legislative stakeholders groups at the State Legislature to share Avondale's expertise in molding legislation in the best interest of municipalities.

**Council Goal:** *Community Development/Economic Development*

### FY 2012-13 Objectives:

- Continue the "Keep Green in Avondale" campaign, finding opportunities wherever possible to promote shopping locally, and promote the Avondale Automall

## Community Relations

**Council Goal:** *Community Development/Economic Development*

**FY 2012-13 Objectives:**

- Assist with the marketing and branding for the City Center area, highlighting the amenities and promote it as a regional sports destination

**Council Goal:** *Community Involvement*

**FY 2012-13 Objectives:**

- Expand the public information function to include cultural outreach, media training, policy development, cable programming, and specialized attention to the media needs of individual City departments
- Continue to organize the monthly City Hall Comes to You series
- Continue to explore the use of web-based technology (social networking, upgraded customer response management system) to expand on citizen outreach efforts
- Continue to coordinate Resident Appreciation Night seeking sponsors to offset costs of the event and consolidating other opportunities (GAIN, etc.) to make this a true community event.
- Assist with department outreach such as publications, community workshops, open houses, and forums
- Continue to administer the Avondale Citizen Leadership Academy. Efforts will be made to encourage graduates of the program to become involved in the community particularly serving on boards and commissions
- Continue strong public and media relations activities to engage residents, enhance Avondale's image, and promote activities and events. This is accomplished through publications such as the RAVE Review, the annual report, media releases, and interactions with the media and public

**Council Goal:** *Financial Stability*

**FY 2012-13 Objectives:**

- Provide weekly Bill Tracking reports to each department during the legislative session to keep the Department Heads apprised of the legislation that is moving through the process that may affect their departments if passed.
- Actively monitor and respond to bills introduced by the State legislature that have a direct impact on Avondale
- Continue to seek information and expertise from Department Heads on legislation so that - that information is used with State Legislators when forming or amending state laws to ensure the best policies for the City.
- Advocate at the state legislature to preserve state shared revenues

**Council Goal:** *Quality of Life*

**FY 2012-13 Objectives:**

- Partner with other departments on opportunities to provide low cost community special event
- Actively seek out sponsorships from the private sector for community special events and activities. This includes developing sponsorship packages, sponsorship policy, and coordinating sponsorship database
- Coordinate activities and plan for the city's participation in the State 2012 Centennial Celebration; including special activities surrounding Monument Hill.

**Council Goal:** *Staff Retention*

**FY 2012-13 Objectives:**

- Oversee the low/no cost activities sponsored by the Morale Booster Activity Committee to foster employee pride in being a part of the organization and offer an opportunity to interact with fellow employees throughout the City

## Community Relations

**Council Goal:** *Transportation Management*

### FY 2012-13 Objectives:

- Monitor and provide input on transportation issues that have a direct impact on Avondale such as SR801, I-10, and Loop 303

160	FY 2010-11 Actuals	FY 2011-12 Projected	FY 2012-13 Projected
<b>Performance/Workload Indicators:</b>			
Coordinate City Hall Comes to You events	11	11	11
Respond to citizen inquiries within 24 hours	90%	90%	100%
Respond to Council queries within 24 hours	100%	100%	100%
Publish RAVE Review magazine	3	3	3
Press contacts that result in news coverage	80%	80%	90%
Respond to media inquiries within 24 hours	100%	100%	100%

## Community Relations

<b>Budget Summary</b>					
	<b>FY 09-10 Actuals</b>	<b>FY 10-11 Actuals</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimates</b>	<b>FY 12-13 Budget</b>
<b>Expenditures by Category</b>					
Personal Services	556,746	553,925	564,980	537,918	663,240
Contractual Services	1,313,420	1,605,696	2,266,280	2,237,790	1,614,010
Commodities	3,561	5,810	2,800	2,741	2,800
Capital Outlay	399	-	-	-	-
Other	(206,450)	(189,690)	(187,970)	(187,970)	-
Transfers Out	-	6,900	5,760	5,760	5,890
<b>Total by Category</b>	<b>1,667,676</b>	<b>1,982,641</b>	<b>2,651,850</b>	<b>2,596,239</b>	<b>2,285,940</b>
<b>Expenditures by Program</b>					
Public Information Office	269,547	264,181	346,280	323,373	602,180
Transit Operations	1,250,796	1,582,068	2,073,160	2,039,938	1,440,160
Intergovernmental Affairs	147,333	136,392	232,410	232,928	243,600
<b>Total by Program</b>	<b>1,667,676</b>	<b>1,982,641</b>	<b>2,651,850</b>	<b>2,596,239</b>	<b>2,285,940</b>
<b>Expenditures by Fund</b>					
General Fund	416,880	400,573	578,690	556,301	845,780
Transit Fund	1,250,796	1,582,068	2,073,160	2,039,938	1,440,160
<b>Total by Fund</b>	<b>1,667,676</b>	<b>1,982,641</b>	<b>2,651,850</b>	<b>2,596,239</b>	<b>2,285,940</b>
<b>Authorized Positions by Program</b>					
Community Relations Director	1.00	1.00	1.00	1.00	1.00
Intergovernmental Affairs Manager	1.00	1.00	1.00	1.00	1.00
Public Information Officer	1.00	1.00	1.00	1.00	1.00
Executive Assistant to the Mayor and Council	-	-	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00	1.00
Assistant to the Mayor and Council	1.00	1.00	-	-	-
Administrative Secretary	1.00	-	-	-	-
Administrative Assistant	-	1.00	1.00	1.00	1.00
Webmaster/Media Specialist	-	-	-	-	1.00
<b>Total Authorized FTE</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>

## Non-Departmental

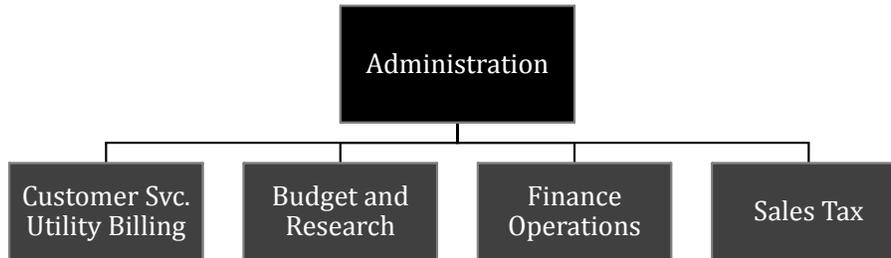
### Department Description

The Non-Departmental budget includes activities that are not specified functions of any one department. Some of the expenditures budgeted include: development agreements, contingency, printer/copier fund expenditures and contributions to a variety of non-profit organizations. All general fund transfers to the capital and other funds are included in this budget.

### Budget Summary

	FY 09-10 Actuals	FY 10-11 Actuals	FY 11-12 Budget	FY 11-12 Estimates	FY 12-13 Budget
<b>Expenditures by Category</b>					
Contractual Services	251,006	3,161,434	6,205,000	1,161,441	5,712,830
Commodities	34,861	34,919	227,000	200,844	77,000
Capital Outlay	-	3,100,720	120,000	120,000	-
Other	-	-	5,990	-	-
Debt Service	277,357	277,356	277,360	212,421	277,360
Transfers Out	12,169,770	3,877,920	1,941,330	1,955,913	9,878,780
Contingency	-	-	3,250,000	-	3,771,720
<b>Total by Category</b>	<b>12,732,994</b>	<b>10,452,349</b>	<b>12,026,680</b>	<b>3,650,619</b>	<b>19,717,690</b>
<b>Expenditures by Program</b>					
Non-Departmental	12,732,994	10,452,349	12,026,680	3,650,619	19,717,690
<b>Total by Program</b>	<b>12,732,994</b>	<b>10,452,349</b>	<b>12,026,680</b>	<b>3,650,619</b>	<b>19,717,690</b>
<b>Expenditures by Fund</b>					
General Fund	12,211,792	9,933,336	6,063,690	3,015,219	13,860,690
Highway User Revenue Fund	400,000	400,000	650,000	400,000	665,000
Other Grants	-	-	5,000,000	1,556	5,000,000
Cemetery Maintenance Fund	-	125	-	5,000	5,000
Public Safety Dedicated Sales Tax	-	4,200	-	-	-
Public Arts Fund	-	-	5,990	-	-
Printer - Copier Service Fund	121,202	114,688	307,000	228,844	187,000
<b>Total by Fund</b>	<b>12,732,994</b>	<b>10,452,349</b>	<b>12,026,680</b>	<b>3,650,619</b>	<b>19,717,690</b>

## Finance & Budget



### Department Description

The Finance and Budget Department provides support functions for the city including: fiscal planning and treasury services, utility billing, cash receipts, purchasing, sales tax collection and auditing, accounts payable, development and monitoring of the annual operating and capital budgets, establishing and monitoring internal controls, preparing Comprehensive Annual Financial Report, and facilitating external audits and independent reviews and grant management.

These services provide for the delivery of comprehensive, value-added financial services to internal and external customers ensuring that Avondale is managed in a fiscally effective and efficient manner.

### FY 2011-2012 Highlights

- Received the Certificate of Excellence in Financial Reporting and the Distinguished Budget Award.
- Completed the Comprehensive Annual Financial Report in accordance with GASB 34.
- Prepared a balanced budget incorporating Council's goals and objectives.
- Maintained existing bond rating of A+ for general obligation bonds and AA- for municipal development bonds.
- Implemented new procedures to help the city collect delinquent utility accounts.
- Implemented the city's fund balance policy in accordance with GASB 54.
- Revised the city's procurement policies and procedures.
- Completed analysis for Home Rule election.
- Evaluated refunding opportunities for the \$7 million of MDC Bonds.

**Council Goal:** *Financial Stability*

### FY 2012-13 Objectives:

- Implement web-based utility bill payment option.
- Process all financial transactions in a timely fashion.
- Ensure adherence to procurement code & policies.
- Prepare a balanced budget that incorporates Council's goals and objectives for the year.

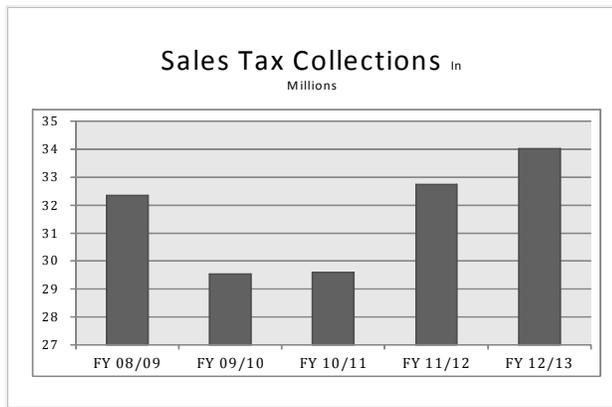
## Finance & Budget

**Council Goal:** *Financial Stability*

**FY 2012-13 Objectives:**

- Ensure Council is informed with the most current financial data available by providing Quarterly Council Updates.
- Continue with sound financial practices in an effort to improve bond rating and ensure the long-term financial stability of the city.
- Continue to review and provide cost-of-business/cost-of-service analysis of city programs and services.

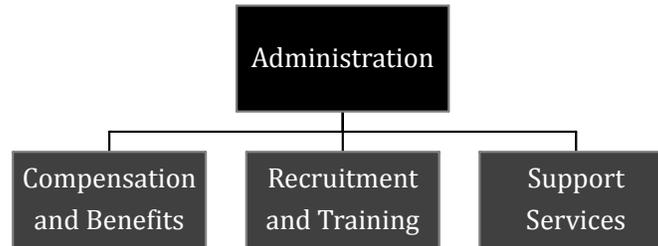
<b>Performance/Workload Indicators:</b>	<b>FY 2010-11 Actuals</b>	<b>FY 2011-12 Projected</b>	<b>FY 2012-13 Projected</b>
Formal Solicitations Issued	77	65	50
Percentage of requisitions processed with 24 business hours	92%	93%	94%
Requisitions processed	1,140	1,150	1,150
Number of utility accounts set-up	7,468	6,800	7,000
Number of utility accounts closed	6,323	6,200	6,400
Accounts payable checks processed	8,000	10,700	9,300
Sales tax forms sent	46,125	41,400	37,300
Business licenses issued	1,998	2,100	2,200
Revenue coverage ratios met	Yes	Yes	Yes
Unqualified audit opinion	Yes	Yes	Yes
Obtained Distinguished Budget Presentation award	16 Years	17 Years	18 Years
Obtained the Certificate of Excellence in Financial Reporting award	10 Years	11 Years	12 Years



## Finance &amp; Budget

<b>Budget Summary</b>					
	<b>FY 09-10 Actuals</b>	<b>FY 10-11 Actuals</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimates</b>	<b>FY 12-13 Budget</b>
<b>Expenditures by Category</b>					
Personal Services	1,987,707	2,122,169	2,175,840	2,081,041	2,190,310
Contractual Services	582,519	562,152	557,640	575,761	698,350
Commodities	21,982	12,603	20,640	18,614	20,640
Capital Outlay	958	-	-	-	-
Other	(1,554,930)	(1,338,760)	(1,348,400)	(1,348,400)	(1,330,620)
Transfers Out	-	35,850	29,560	29,560	28,440
<b>Total by Category</b>	<b>1,038,236</b>	<b>1,394,014</b>	<b>1,435,280</b>	<b>1,356,576</b>	<b>1,607,120</b>
<b>Expenditures by Program</b>					
Financial Services	753,005	1,023,684	1,203,830	1,065,711	1,150,780
Water Billing	20,504	60,770	(43,860)	29,161	85,110
Budget and Research	264,727	309,560	275,310	261,704	371,230
<b>Total by Program</b>	<b>1,038,236</b>	<b>1,394,014</b>	<b>1,435,280</b>	<b>1,356,576</b>	<b>1,607,120</b>
<b>Expenditures by Fund</b>					
General Fund	1,038,236	1,394,014	1,435,280	1,356,576	1,607,120
<b>Total by Fund</b>	<b>1,038,236</b>	<b>1,394,014</b>	<b>1,435,280</b>	<b>1,356,576</b>	<b>1,607,120</b>
<b>Authorized Positions by Program</b>					
Finance & Budget Director	1.00	1.00	1.00	1.00	1.00
Finance & Budget Assistant Director	1.00	1.00	1.00	1.00	1.00
Controller	1.00	1.00	1.00	1.00	1.00
Customer Service Manager	1.00	1.00	1.00	1.00	1.00
Accounting Manager	1.00	-	-	-	-
Accounting Supervisor	-	1.00	1.00	1.00	1.00
Budget Analyst	2.00	2.00	2.00	2.00	2.00
Customer Service Supervisor	1.00	1.00	1.00	1.00	1.00
Privilege Tax Auditor	1.00	2.00	2.00	2.00	2.00
Accountant	2.00	2.00	2.00	2.00	2.00
Procurement Officer	1.00	1.00	1.00	1.00	1.00
Senior Account Clerk	12.50	12.50	13.50	13.50	13.50
Revenue Collector	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	-	-	-	-
Administrative Assistant	-	1.00	1.00	1.00	1.00
Utility Customer Service Worker	1.00	1.00	-	-	-
<b>Total Authorized FTE</b>	<b>27.50</b>	<b>28.50</b>	<b>28.50</b>	<b>28.50</b>	<b>28.50</b>

## Human Resources



### Department Description

The Human Resources Department delivers services to ensure that the internal and external customers of the City receive the support they need to accomplish their goals and assignments. Among the Department's responsibilities are:

- Coordinate and administer recruitment and employment activities
- Administer Classification and Compensation Plan
- Develop and administer comprehensive employee benefits package
- Administer and monitor performance evaluation process
- Coordinate and administer employee tuition reimbursement program
- Administer and apply grievance and discipline procedures
- Develop and administer employee development and training efforts
- Administer and audit Kronos Timekeeping System
- Administer bi-weekly employee payroll
- Administer Fire MOU
- Administer PSPRS Boards
- Administer Personnel Board

### FY 2011-2012 Highlights

- Prepared RFP for functional and technical consultants for Lawson 9.0.1 upgrade. Through the RFP process, consultants were selected and project anticipated to be completed by April 2012.
- Prepared and released RFP for health insurance bids. Completed feasibility study of joining with other municipalities for group health insurance. This process is for benefits beginning July 2012.
- Successfully negotiated labor contracts with police and fire unions. Proposed contracts will be presented for council approval in February 2012.
- Completed numerous recruitments for internal promotions and backfills for existing positions.
- Developing online performance management system via NEOGOV. Targeted release date is May 2012.

**Council Goal:** *Financial Stability*

### FY 2012-13 Objectives:

- Ensure proper payroll practices are developed and administered according to Federal and State regulations.

**Council Goal:** *Staff Retention*

### FY 2012-13 Objectives:

- Provide training to employees and supervisors on the Kronos Timekeeping system.

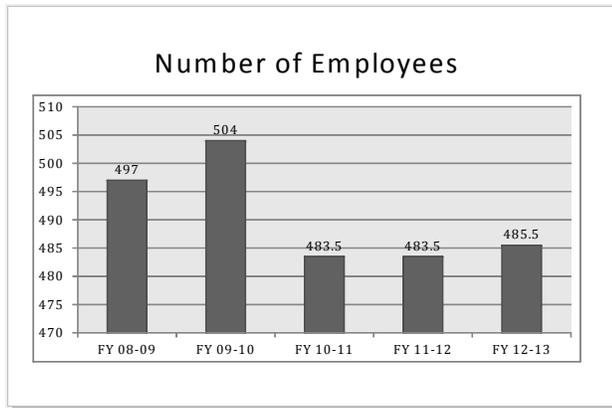
## Human Resources

**Council Goal:** *Staff Retention*

**FY 2012-13 Objectives:**

- Provide advanced training for HR staff on the Lawson HR/Payroll System.
- Develop and maintain employee benefits that are responsive to the health and welfare needs of the employees and are cost effective.
- Ensure that appointments and promotions are made competitively on the basis of merit and that the City has a diversified work force reflective of the community we serve.
- Maintain the Classification Plan so all employees' job duties, responsibilities, and qualification requirements are accurately described and appropriately titled.
- Ensure the City's compensation practices are externally competitive and internally equitable.
- Provide expert personnel policy and procedural consulting to City managerial personnel and employees for various personnel actions while influencing positive management-workforce relationships.

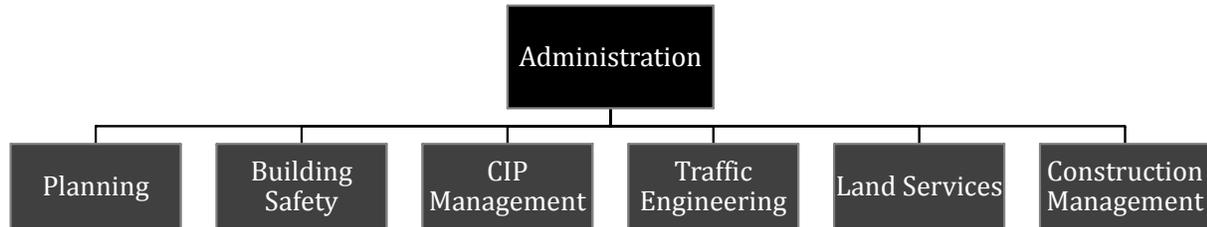
Performance/Workload Indicators:	FY 2010-11	FY 2011-12	FY 2012-13
	Actuals	Projected	Projected
Number of employees utilizing tuition assistance	28	35	35
Percentage of full-time employees completing annual workplace training	98%	98%	98%
Number of disciplinary cases appealed to the Personnel Board	0	1	1
Number of payroll checks or direct deposits processed	15,000	15,000	15,000



## Human Resources

<b>Budget Summary</b>					
	<b>FY 09-10 Actuals</b>	<b>FY 10-11 Actuals</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimates</b>	<b>FY 12-13 Budget</b>
<b>Expenditures by Category</b>					
Personal Services	712,352	717,035	722,800	729,012	741,100
Contractual Services	441,802	757,794	427,710	666,414	493,810
Commodities	5,823	8,272	27,180	10,011	27,180
Other	(246,030)	(267,170)	(255,810)	(255,810)	(268,400)
Transfers Out	-	9,790	8,400	8,400	6,800
<b>Total by Category</b>	<b>913,947</b>	<b>1,225,721</b>	<b>930,280</b>	<b>1,158,027</b>	<b>1,000,490</b>
<b>Expenditures by Program</b>					
Human Resources	913,947	1,225,721	930,280	1,158,027	1,000,490
<b>Total by Program</b>	<b>913,947</b>	<b>1,225,721</b>	<b>930,280</b>	<b>1,158,027</b>	<b>1,000,490</b>
<b>Expenditures by Fund</b>					
General Fund	913,947	1,225,721	930,280	1,158,027	1,000,490
<b>Total by Fund</b>	<b>913,947</b>	<b>1,225,721</b>	<b>930,280</b>	<b>1,158,027</b>	<b>1,000,490</b>
<b>Authorized Positions by Program</b>					
Human Resources Director	1.00	1.00	1.00	1.00	1.00
HR Assistant Director	1.00	1.00	1.00	1.00	1.00
Benefits Administrator	1.00	1.00	1.00	1.00	1.00
Senior HR Analyst	1.00	1.00	1.00	2.00	2.00
Human Resources Analyst	1.00	1.00	1.00	-	-
Human Resources Technician	2.00	2.00	2.00	2.00	2.00
<b>Total Authorized FTE</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

## Development Services & Engineering



### Department Description

The Development Services & Engineering Department provides planning, building safety, and engineering excellence, innovative solutions, and outstanding customer service to build and maintain a better quality of life for the citizens.

The Planning Division provides a multitude of services related to current planning, long range planning, land use regulations, land subdivision, site planning, design review, construction plan review, home occupations, permitting, building and landscape inspections, and final occupancy clearance. The Division administers the City's Zoning Ordinance, General Plan, and the Minor Land Division and Subdivision Regulations, as well as the Design Manuals for single-family, multi-family, commercial, and industrial development. The Department also provides on-going staff support for the City Council, the Planning Commission, and the Board of Adjustment and is a resource for developers, site selectors, other governmental agencies, and the general public.

The Building Safety Division provides assistance to residents and developers in all areas of building construction. Staff provides technical code assistance, review of construction and fire plans for code compliance and inspections of all building, fire, electrical, plumbing, mechanical, fuel gas, energy, and accessibility requirements for construction projects city wide.

The Engineering Division consists of Capital Improvement Program (CIP) Management, Construction Management, Traffic Engineering and Land Services. CIP Management staff plans, develops and implements the City's CIP for streets, water mains, sidewalks, storm drains, drainage and traffic signals, including in-house design for several projects. Construction Engineering staff monitors and inspects construction projects ensuring compliance with project specifications, plans and applicable federal, state and local regulations, Traffic Engineering staff performs the operation and maintenance of traffic control devices including traffic signals, streetlights, roadway signs, and pavement markings. Land Services staff provides oversight for land survey concerns and support for the acquisitions and dispositions of land, rights-of-way, and easements.

In addition, the Engineering Division administers several programs including: Street and Roadway Preventative Maintenance, Stormwater Management, Air Quality, Floodplain Administration, and School Traffic Safety.

### FY 2011-2012 Highlights

- The Planning Division completed the final draft of the General Plan 2030 Update.
- Updated the General Plan 2030 Land Use Map to identify locations for four new Transit-Oriented Development Land Use Categories.
- Completed the Comprehensive Update to the Avondale Zoning Ordinance.
- Completed the Rezoning and General Plan Amendment for Phoenix International Raceway.
- Participated in the planning and development of the Monument Hill project - trail design.

## Development Services & Engineering

### FY 2011-2012 Highlights

- ❑ Completed the 4th Annual Build-a-City Program with Quentin Elementary and Littleton Elementary 7th and 8th grade gifted classes, using a grant received from the Tohono O'odham Nation.
- ❑ Attracted the Arizona Community Farmers Market to Friendship Park.
- ❑ Streamlined the simultaneous review process for Engineering and Construction Plans.
- ❑ Building Division staff served as Project Manager for the City Center ASC Retail Project.
- ❑ Performed and approved plan review, inspections, and C-of-O's for a number of community enhancing projects, such as restaurants, school facilities, gymnasiums, Phoenix Children's Hospital Urgent Care, and retail spaces.
- ❑ Completed the third year of Fire Plan Review and Inspections for Fire Alarms and Sprinklers on all non-school projects.
- ❑ Process and prepare building and fire permits for issuance of all new construction, tenant Improvements, and additions for residential and commercial projects.
- ❑ Continue to provide over-the-counter reviews and associated permits.
- ❑ Continue to work with Neighborhood and Family Services Department and Foundations for Senior Living on the Home Repair Program.
- ❑ Successfully implemented the adoption of the 2009 International Building Codes.
- ❑ Provided project management on the following:
  - The Traffic Operations Center (TOC) Building Renovations Design and Construction, which included coordinating with ADOT on the installation of communications equipment purchased with American Recovery and Reinvestment Act (ARRA) funds
  - In conjunction with ADOT, the design services contract for the McDowell Road/99th Avenue Intelligent Transportation System (ITS) project which utilized CMAQ funding
  - Avondale Transportation Plan Update (2030)
  - Supported the Planning Division on the General Plan 2030 update
  - 107th Avenue and Westview High School Traffic Signal design and construction in coordination with the Tolleson Unified High School District
  - Monument Hill Trail ROW acquisition
- ❑ Completed the following in-house design projects:
  - Ramp Replacement Improvements
  - Rose Lane Improvements
  - Old Town Drainage Report
  - Floodplain Clean-up
- ❑ Completed in-house design, construction and inspection services of the following projects:
  - Roosevelt Street – 99th Avenue to 107th Avenue Roadway Improvements
  - Western Ave Storm Drain Improvements
  - Avondale City Center Marquee Sign Installation
  - Avondale Former City Hall Renovations
  - Littleton Elementary Crossing
  - Roadway and Intersection Improvements at McDowell Road and Avondale Boulevard
  - 99th Avenue Date Palm Landscaping Improvements
  - Bridge Repairs - Van Buren Bridge over the Agua Fria River

## Development Services & Engineering

### FY 2011-2012 Highlights

- ❑ Completed construction, provided construction management and inspection services of the following projects:
  - Avondale Boulevard & I-10 TI Improvements
  - Riley Drive Waterline & Roadway Improvements
  - 107th Avenue Roadway Improvements from Indian School Road to the RID Canal
  - Thomas Road Roadway Improvements from Avondale Boulevard to 107th Avenue
  - Coldwater Booster Station Drainage Improvements
  - Van Buren Street Roadway Improvements from Dysart Road to Central Avenue
- ❑ Provided construction management and inspection services on the following projects:
  - Thomas Road Waterline from 99th Avenue to 103rd Avenue
  - ADOT 99th Avenue Reconstruction
- ❑ Completed engineering plan review on 70 development projects.
- ❑ Assisted Public Works Department with acceptance of 40 reduced pressure backflow assemblies (RPBAs).
- ❑ Implemented NPDES tracking software.
- ❑ Collected GIS/asset data for more than half of the City storm drain inlets.
- ❑ Staff obtained certification as a Sustainable Building Advisor.
- ❑ Worked with City Departments on developing a Citywide Sustainability Plan.
- ❑ Provided manual traffic signal control to mitigate traffic congestion on McDowell Road and Van Buren Street for special events, I-10 lane closures, and Avondale Traffic Interchange construction closures.
- ❑ Managed traffic signal optimization (TSOP) for McDowell Road, Dysart Road, and Indian School Road in coordination with the MAG regional program.
- ❑ Completed the first year of maintenance services and inspections on the City of Tolleson's traffic signals and streetlights.
- ❑ Coordinated improvements based on school traffic study recommendations at: Collier Elementary, Littleton Elementary, and Imagine Charter School.
- ❑ Replaced 1300 regulatory and warning signs and 850 street name signs as part of the annual sign replacement program.
- ❑ Stripped 28 miles of arterial and collectors as part of the annual striping maintenance program.
- ❑ Administered Safe Routes to School projects to install traffic calming measures at three (3) elementary schools.
- ❑ Represented the City at Sustainable Cities Network (SCN) meetings. Participant on the Solar Energy and Efficiency and Green Infrastructure workgroups.
- ❑ Represented the City on 9 MAG technical committees; held 2 Chair positions and 2 Vice Chair positions.

**Council Goal:** *Community Development/Economic Development*

### FY 2012-13 Objectives:

- ❑ Complete the update to the Freeway Corridor and North Avondale Specific Plans.

## Development Services & Engineering

**Council Goal:** *Community Development/Economic Development*

**FY 2012-13 Objectives:**

- Complete the Coldwater Depot Site Plan and construction approval process.
- Complete the Phoenix Children's Hospital development process.
- Further business development efforts along McDowell Road to design and develop as a medical corridor.
- Begin working on the General Plan Implementation Strategies.
- Complete the General Plan Update 2030 and prepare for election.

**Council Goal:** *Community Involvement*

**FY 2012-13 Objectives:**

- Work with HOA's and neighborhood organizations to increase resident participation in planning matters.
- Building Division staff will develop additional handouts for customers related to various types of building projects in an effort to improve the flow of plan review and approvals through our Division.
- Building Division inspectors will work through hundreds of outstanding permit files, providing complete, accurate, and up-to-date data.
- Increase public participation and community outreach processes by utilizing other social networking tools to engage citizens during the public process in addition to Twitter and Facebook.

**Council Goal:** *Environmental Leadership*

**FY 2012-13 Objectives:**

- Work closely with homebuilders to ensure all new home development is Energy Star approved construction.
- Closely monitor the success of the voluntary green building programs implemented by Phoenix and Scottsdale for the best possible way to implement green building in Avondale.

**Council Goal:** *Public Safety*

**FY 2012-13 Objectives:**

- Utilize the pending third party review contract as an assist to continue providing the highest level of customer service and expertise at the front counter.

**Council Goal:** *Quality of Life*

**FY 2012-13 Objectives:**

- Focus efforts on sustaining and expanding the Arizona Community Farmers Market at Friendship Park to promote Avondale as a healthy community.

**Council Goal:** *Staff Retention*

**FY 2012-13 Objectives:**

- Expand employee recognition through staff development opportunities, activities, and programs.

**Council Goal:** *Transportation Management*

**FY 2012-13 Objectives:**

- Amend the Avondale Zoning Ordinance to include a Transit Oriented Development Zoning District.

## Development Services & Engineering

**Council Goal:** *Transportation Management*

### FY 2012-13 Objectives:

- Work with the Parks and Recreation Department to design and update development plans for the West Valley Trail System and bike friendly options.

450	FY 2010-11 Actuals	FY 2011-12 Projected	FY 2012-13 Projected
<b>Performance/Workload Indicators:</b>			
Permits Issued – Development Services/Engineering	978	1,200	1,300
Average number of projects assigned to each CIP Project Manager	6	8	4
Percent of projects completed on schedule/ Percent completed within budget	85%/85%	90%/90%	90%/90%
Total amount of design contracts designed in-house	\$640K	\$500K	\$400K
Total amount of construction costs managed in-house	\$12.6M	\$9M	\$6M
Total amount of cost savings for the City due to in-house design and project management services	\$1.3M	\$900K	\$600K
Total number of signalized intersections/Percent of signals inspected and maintained	44/100%	46/100%	46/100%
Total number of streetlight requests per year/Percent completed within 3 working days (excludes knockdowns/emergencies & power company involvement)	1,015/100%	650/100%	650/100%
Number of projects designed in-house	9	7	4
Number of miles/lane miles sealed per year	8/15	44/92	30/60
Hold pre-application meetings within two weeks and provide written comments to the customer prior to the meeting	100%	100%	100%
Plan Reviews completed – Building	526	800	1,000
Plan Reviews completed – Fire	213	220	230
Plan Reviews completed – Planning	540	800	1,000
Review Building and Fire construction plans within 12 working days	100%	100%	100%
Respond to general inquiries within 24 hours	110%	110%	100%
Customers served at the front Counter	3,900	4,500	5,000
Performed planning site and landscape inspections within 24 hours of being submitted	100%	100%	100%
Review building and architectural construction plans within 12 working days	100%	100%	100%
Total number of sign repair requests per year/Percent completed within 3 working days (or 6 working days if it requires Bluestaking)	122/100%	166/100%	166/100%

## Development Services & Engineering



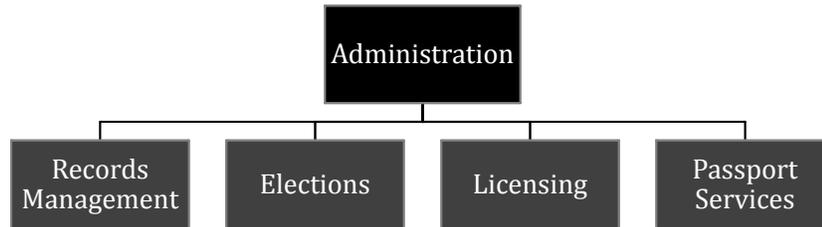
## Development Services &amp; Engineering

<b>Budget Summary</b>					
	<b>FY 09-10 Actuals</b>	<b>FY 10-11 Actuals</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimates</b>	<b>FY 12-13 Budget</b>
<b>Expenditures by Category</b>					
Personal Services	3,184,860	2,832,283	2,849,180	2,812,365	2,874,810
Contractual Services	1,367,966	1,323,108	1,860,560	1,702,661	1,974,670
Commodities	116,585	145,732	163,050	161,095	168,440
Capital Outlay	93,551	69,273	-	-	140,000
Other	(10,510)	(57,050)	129,730	129,730	92,840
Transfers Out	-	204,102	87,720	98,270	101,980
<b>Total by Category</b>	<b>4,752,452</b>	<b>4,517,448</b>	<b>5,090,240</b>	<b>4,904,121</b>	<b>5,352,740</b>
<b>Expenditures by Program</b>					
Planning	646,233	617,440	724,870	659,084	723,200
Building Services	662,620	726,640	936,470	886,617	913,200
Growing Smarter Planning Grant	-	286	-	-	-
Development Services Center	152,912	(2,249)	-	-	-
Engineering Plan Review	155,183	-	-	-	-
Development Svcs Administration	184,406	-	-	-	-
Long Range Planning	(190)	-	-	-	-
Engineering	1,070,277	1,162,321	1,431,600	1,355,568	1,544,450
Traffic Engineering	1,877,213	2,005,045	1,988,590	1,994,142	1,893,610
NPDES Program	3,798	7,965	8,710	8,710	278,280
<b>Total by Program</b>	<b>4,752,452</b>	<b>4,517,448</b>	<b>5,090,240</b>	<b>4,904,121</b>	<b>5,352,740</b>
<b>Expenditures by Fund</b>					
General Fund	2,757,783	2,414,543	3,000,790	2,868,388	3,081,150
Highway User Revenue Fund	1,989,058	1,928,877	2,089,450	2,035,733	1,993,310
Other Grants	5,611	174,028	-	-	-
NPDES Environmental Fund	-	-	-	-	278,280
<b>Total by Fund</b>	<b>4,752,452</b>	<b>4,517,448</b>	<b>5,090,240</b>	<b>4,904,121</b>	<b>5,352,740</b>

## Development Services &amp; Engineering

<b>Budget Summary</b>					
	<b>FY 09-10 Actuals</b>	<b>FY 10-11 Actuals</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimates</b>	<b>FY 12-13 Budget</b>
<b>Authorized Positions by Program</b>					
Development Services Director	1.00	-	-	-	-
City Engineer	1.00	1.00	1.00	-	-
Development Services and Engineering Director	-	-	-	1.00	1.00
Chief Building Official	1.00	1.00	1.00	1.00	1.00
Building Inspector	3.00	3.00	3.00	3.00	3.00
Planning Manager	1.00	1.00	1.00	1.00	1.00
Engineering Plan Review Manager	1.00	-	-	-	-
Engineering Project Manager	2.00	2.00	2.00	2.00	2.00
Construction Project Manager	1.00	1.00	1.00	1.00	1.00
Assistant Traffic Engineer	1.00	1.00	1.00	1.00	1.00
Plans Review Engineer	1.00	1.00	-	-	-
Senior Engineering Project Manager	1.00	1.00	1.00	1.00	1.00
Land Services Manager	-	-	1.00	1.00	1.00
GIS Manager	-	1.00	-	-	-
Senior Planner	1.00	-	-	-	-
Planner II	2.00	2.00	2.00	2.00	2.00
Development Services Supervisor	1.00	-	-	-	-
Senior Plans Examiner	1.00	1.00	1.00	1.00	1.00
Plans Examiner	1.00	1.00	1.00	-	-
Planner I	1.00	1.00	1.00	1.00	1.00
Zoning Specialist	1.00	1.00	1.00	1.00	1.00
Engineering Inspector	3.00	2.00	1.00	1.00	1.00
Pavement Management Technician	1.00	1.00	1.00	1.00	1.00
Signal Technician	1.00	1.00	1.00	1.00	1.00
Traffic Operations Supervisor	1.00	1.00	1.00	1.00	1.00
Streetlight Technician	2.00	2.00	2.00	2.00	2.00
Traffic Operations Technician	2.00	2.00	2.00	2.00	2.00
Fire Inspector II	1.00	1.00	1.00	1.00	1.00
Engineering Technician II	1.00	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00	1.00
Development Services Technician	2.00	-	-	-	-
Development Services Representative	2.00	1.00	1.00	1.00	1.00
Administrative Secretary	2.00	-	-	-	-
Administrative Assistant	-	2.00	2.00	2.00	2.00
Environmental Program Manager	-	-	-	-	1.00
<b>Total Authorized FTE</b>	<b>41.00</b>	<b>34.00</b>	<b>32.00</b>	<b>31.00</b>	<b>32.00</b>

## City Clerk



### Department Description

The City Clerk's Office performs various external functions and provides internal support functions for the City. The primary responsibilities of the City Clerk are to give notice of all council meetings, keep journal of all council proceedings, act as the custodian of City records, coordinate primary, general and special elections and to administer liquor licenses. These duties are performed as required by Charter, Ordinance, or State Law.

Other responsibilities include:

- First line customer service
- Passports
- Annexations
- Peddler's licensing
- Council agendas, minutes, resolutions and ordinances
- Legal publications
- Internal and external request for information or public records
- Notary Services
- Contracts/agreements
- Code and charter updates
- Incoming and outgoing mail
- Conference room reservation for community organizations and staff
- Coordination of appointments to boards, commissions and committees as well as posting of agendas and minutes and tracking of attendance
- Carpool reservations
- Special event permits

### FY 2011-2012 Highlights

- Scheduled and coordinated Meet and Greet sessions for the appointment of members to the City's Boards, Commissions and Committees. We were able to fill most vacancies and encouraged those members who were termed out to apply for appointment to another BCC.
- Continued to publish the "Avondale Insider", a quarterly newsletter for Board, Commission and Committee members.
- Worked with the Information Technology Department to discontinue the printing of Council Agenda packets and implement a 100% electronic agenda packet. Council Members and some staff members are now using iPads to access agenda packets. The agenda packet is published as a PDF document which is easy to download and includes links and bookmarks for easy navigation and annotation.
- Prepared various materials related to the City's fall election. Candidate packets were prepared and distributed as requested. Election information was posted on the City's website as required by law.
- Encouraged staff training and development. Staff members have each attended at least one training and are encouraged to seek more opportunities on topics that will promote personal and professional growth.

## City Clerk

### FY 2011-2012 Highlights

- ❑ Started working with the Finance and Information Technology Departments to develop the list of features that should be included in a contract management system. The system is slated for development and implementation in the fall of 2013.
- ❑ Facilitated the review and approval of 24 special events. The events ranged from small community events organized by neighborhood organizations to the Live Life Expo held at ASC and the Good Sam Rally held at PIR. The small events foster community building, while the larger events bring in tax revenue to Avondale.

**Council Goal:** *Community Development/Economic Development*

### FY 2012-13 Objectives:

- ❑ Continue to review the special event process to encourage residents and businesses to submit special event applications on a timely basis so that events run smoothly and are in compliance with all applicable regulations.

**Council Goal:** *Financial Stability*

### FY 2012-13 Objectives:

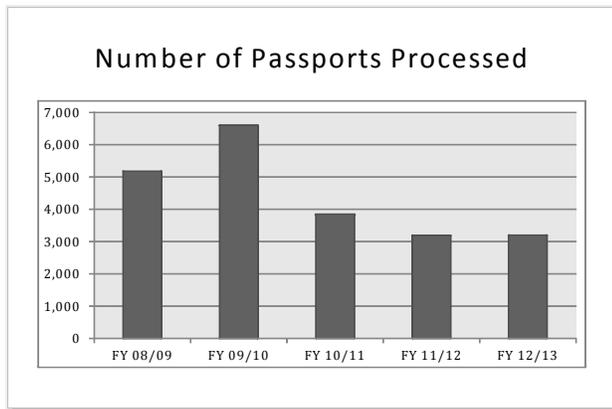
- ❑ Continue working with the Finance and Information Technology Departments to develop and implement a contract management system.

**Council Goal:** *Staff Retention*

### FY 2012-13 Objectives:

- ❑ Continue to emphasize training for staff to increase proficiency in their duties.

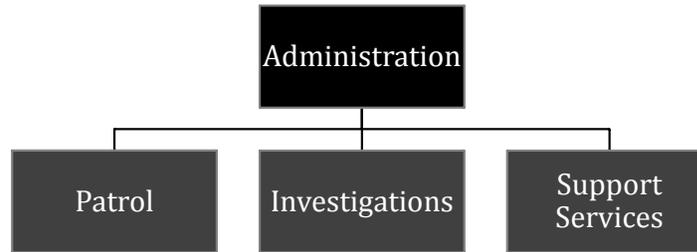
Performance/Workload Indicators:	FY 2010-11	FY 2011-12	FY 2012-13
	Actuals	Projected	Projected
Room reservations	1,238	1,252	1,250
Requests for public records processed	254	350	350
Boxes of records destroyed after reaching their retention requirement	196	199	187
Pool Vehicle reservations	1,452	1,450	1,455
Passports processed	3,448	3,194	3,200



## City Clerk

<b>Budget Summary</b>					
	<b>FY 09-10 Actuals</b>	<b>FY 10-11 Actuals</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimates</b>	<b>FY 12-13 Budget</b>
<b>Expenditures by Category</b>					
Personal Services	312,857	337,355	341,090	325,676	345,750
Contractual Services	131,116	84,785	106,840	65,527	117,190
Commodities	5,634	4,946	3,750	2,984	3,750
Other	(164,936)	(151,350)	(161,850)	(161,840)	(15,450)
Transfers Out	-	9,950	7,360	7,360	6,720
<b>Total by Category</b>	<b>284,671</b>	<b>285,686</b>	<b>297,190</b>	<b>239,707</b>	<b>457,960</b>
<b>Expenditures by Program</b>					
City Clerk	220,308	259,203	268,720	239,707	418,900
Elections	64,363	26,483	28,470	-	39,060
<b>Total by Program</b>	<b>284,671</b>	<b>285,686</b>	<b>297,190</b>	<b>239,707</b>	<b>457,960</b>
<b>Expenditures by Fund</b>					
General Fund	284,671	285,686	297,190	239,707	457,960
<b>Total by Fund</b>	<b>284,671</b>	<b>285,686</b>	<b>297,190</b>	<b>239,707</b>	<b>457,960</b>
<b>Authorized Positions by Program</b>					
City Clerk	1.00	1.00	1.00	1.00	1.00
City Clerk Assistant II	1.00	1.00	2.00	2.00	2.00
Records Management Clerk	1.00	1.00	-	-	-
Senior Administrative Clerk	2.00	2.00	2.00	2.00	2.00
<b>Total Authorized FTE</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

## Police



### Department Description

The Police Department provides public safety related services to the community in a variety of ways including proactive and reactive patrol through the city, responding to calls for service from the public, providing crime prevention services, and enforcing criminal and traffic laws. The Police Department also provides community services in the form of programs, presentations, and by networking with community groups. The Department also provides a presence in the school systems through the School Resource Officer (SRO) program. All of these services work towards providing a safer environment for our citizens to live, work, and raise their families.

The Avondale Police Department consists of 167 employees which includes 115 sworn police officers and 52 professional staff positions. There are two Divisions in the Police Department which include the Patrol/Investigations Division, and the Support Services Division. The Patrol/Investigations Division is managed by Lieutenants and directed by an Assistant Chief. The Support Services Division is managed by a Lieutenant over Communications, Professional Standards Bureau, a Police Volunteer Coordinator, the Community Services Supervisor, and the Division is directed by an Assistant Chief. The Police Chief oversees the Budget/Records Manager, Internal Affairs, PIO, and the two Assistant Chiefs.

### FY 2011-2012 Highlights

- ❑ The Avondale Police Department participated in the annual Getting Arizona Involved in Neighborhoods event in downtown Avondale where a record number of citizens attended.
- ❑ Sterling Crime Free and the Avondale Police Department created a public-private partnership to provide training to multi-housing property staff, with the ultimate goal being reduced crime on their properties. This free training focuses on: better screening of potential tenants, ensuring the property has implemented all safety precautions available, and learning the law regarding landlord tenant issues that arise in multi-housing communities. To date 16 multi-housing communities' staff have attended our Crime Free Phase 1 training, and actively participate in this cost free program helping to reduce the crime rate in these communities.
- ❑ Two promotional processes were conducted this year where two internal candidates were promoted to Lieutenant. A Sergeant testing process was just completed and all candidates were internal. Those promotions will be determined shortly.
- ❑ This Avondale Police Officers Association and the Management Team from the City participated in their first contract negotiation through Meet and Confer. It is anticipated that the first labor contract will be completed in February, 2012.
- ❑ The Police department has developed a task force to develop and implement strategies in dealing with the on-going issues of scrap metal thefts. The task force includes various areas and units within the department in order to take a multi-facet approach to the problem. The group will focus on investigative, education, and prevention techniques in order to address the issues. The department is also working with other City departments and segments of the community, such as realtors, HOAs and block watch groups, to have a positive impact on the reduction of metal thefts within the City.

## Police

### FY 2011-2012 Highlights

- ❑ The City of Avondale and Community Bridges completed their work together to establish a west valley treatment facility titled the West Valley Access Point. Several Avondale citizens have been referred to this facility for treatment for co-occurring disorders leading to a reduction in calls for service.
- ❑ The Police Department goal to reduce the crime rate by 5% was exceeded. The crime rate in Avondale dropped 7.5% when compared to the previous year.
- ❑ The Community Action Team consisting of 6 Officers and 1 Sergeant is now fully operational. This team was created, in part, from a Federal Grant and the team is now fully active to focus on crime trends in Avondale. During the year the CAT team has made 242 arrests, worked 98 uniformed patrol details and attended 29 HOA/Community events.

**Council Goal:** *Public Safety*

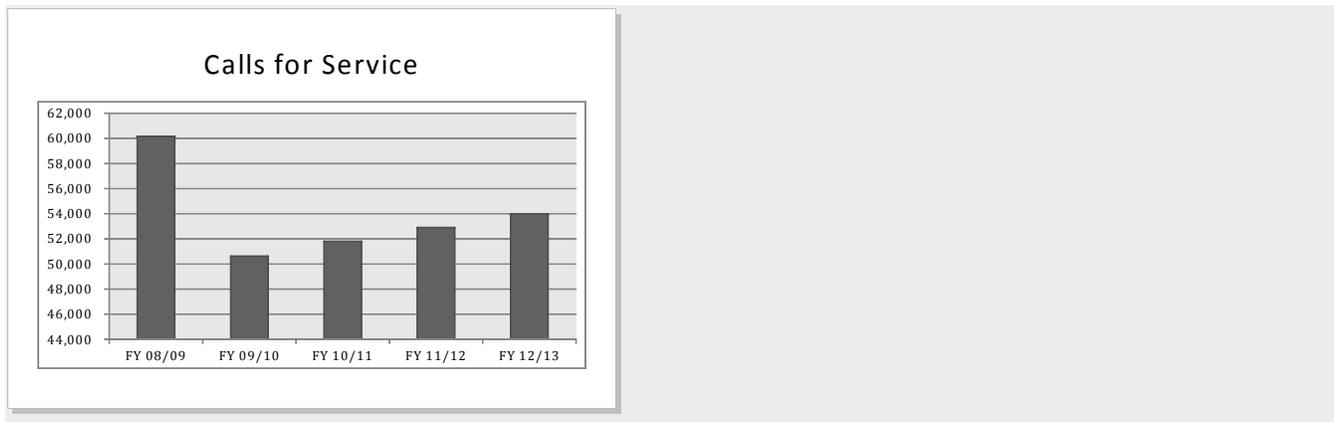
### FY 2012-13 Objectives:

- ❑ Goal: Reduce the crime rate in the City of Avondale. Method of Measurement: The crime rate in Avondale is calculated on a 12 month rolling year normalized by the population using standardized UCR part 1 crime categories. Overall the total crime in Avondale decreased by 7.5% in 2011 from 2010, however UCR part 1 crime category totals increased slightly by 3.9%.
- ❑ Goal: Improve the quality of criminal investigations conducted by police officers. Method of Measurement: Reviewing feedback provided from the County and City Attorney on the overall quality of police officer criminal investigations. Reviewing feedback provided by Department and or city personnel on the overall quality of an officer's criminal investigation and Sergeant's observation.
- ❑ Goal: Increase the amount of self-initiated activity produced by officers assigned to the Patrol Division. Method of Measurement: Measuring the level of self-initiated activity produced by individual police officers is captured on a weekly and monthly basis using Autolog. An executive report is produced with select performance indicators which are compared to other officers and other squads.

550	FY 2010-11 Actuals	FY 2011-12 Projected	FY 2012-13 Projected
<b>Performance/Workload Indicators:</b>			
Burglar Alarm	2,206	2,299	2,364
Rapes	6	14	20
Robberies	103	110	115
Aggravated Assaults	131	150	164
Burglaries	712	680	600
Thefts	2,975	3,175	3,364
Motor Vehicle Thefts	232	215	200
Arsons	17	15	13
911 Hang Up	14,274	15,354	16,117
Homicides	7	9	11
Suspicious	5,548	5,771	5,929
Citations Issued	5,491	6,484	7,186
Burglar Alarm - False Alarm	2,009	2,029	2,043
Citizen Assist	4,179	4,315	4,412
Parking Problem	1,167	1,427	1,611

## Police

550	FY 2010-11 Actuals	FY 2011-12 Projected	FY 2012-13 Projected
<b>Performance/Workload Indicators:</b>			
Felony Arrests	766	931	1,047
Misdemeanor Arrests	4,320	4,397	4,452
Wanted Persons	1,969	2,139	2,260
Court Processes	530	546	558
Traffic Stops	10,550	13,311	15,263
Traffic Accidents	1,413	1,453	1,482
Animal Problem	2,421	2,617	2,755



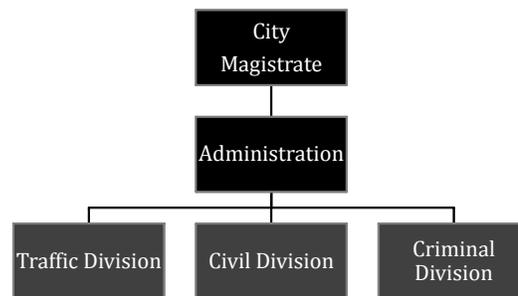
## Police

<b>Budget Summary</b>					
	<b>FY 09-10 Actuals</b>	<b>FY 10-11 Actuals</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimates</b>	<b>FY 12-13 Budget</b>
<b>Expenditures by Category</b>					
Personal Services	13,276,037	13,879,490	14,062,870	13,945,111	14,266,690
Contractual Services	2,469,136	2,323,727	2,235,940	2,276,532	2,525,280
Commodities	423,577	434,281	521,460	529,722	659,840
Capital Outlay	77,833	392,389	-	-	149,000
Other	-	-	-	-	30,530
Transfers Out	-	705,618	557,600	557,600	924,100
<b>Total by Category</b>	<b>16,246,583</b>	<b>17,735,505</b>	<b>17,377,870</b>	<b>17,308,965</b>	<b>18,555,440</b>
<b>Expenditures by Program</b>					
Police--RICO	22,116	184,055	-	9,500	-
Police - Administration	1,349,952	1,427,294	1,571,870	1,484,469	1,485,080
Police - Family Advocacy Center	736,286	674,016	798,580	655,008	776,110
Police - Community Services	148,368	143,791	162,800	146,741	161,350
Police - Patrol Support	380,287	425,347	462,190	566,203	516,980
Police - Professional Standards Bureau	216,381	31,743	135,050	101,828	126,730
Police - Communications	1,289,207	1,342,202	1,388,610	1,214,359	1,363,160
Police - Records	178,947	157,924	172,130	158,147	172,020
Police - Traffic	656,098	675,854	670,750	688,038	717,820
Police - Victims' Rights Program	54,937	56,830	61,500	54,004	59,810
Police - COPS Hiring ARRA	186,084	326,746	336,520	307,074	366,980
Edward Byrne Memorial JAG	78,864	79,925	-	77,559	-
Police - Detention Services	732,950	811,192	745,340	800,325	741,320
Police - Patrol	7,638,854	8,438,633	8,109,690	7,573,509	8,551,900
Police - Investigations	2,078,618	2,355,605	2,320,760	2,417,511	2,404,290
Police - Community Programs	-	133,591	110,220	603,752	687,920
Police - Avondale SRO	2,160	-	-	-	-
Police - Agua Fria SRO	91,079	92,007	98,260	95,976	103,390
Police - Tolleson Union SRO	159,938	149,005	149,640	156,788	156,580
Police - GIITEM	93,483	103,562	83,960	98,057	88,890
Police Grants	151,974	126,183	-	100,117	75,110
<b>Total by Program</b>	<b>16,246,583</b>	<b>17,735,505</b>	<b>17,377,870</b>	<b>17,308,965</b>	<b>18,555,440</b>
<b>Expenditures by Fund</b>					
General Fund	12,231,225	13,128,749	13,262,210	13,408,595	14,306,470
Other Grants	151,974	126,183	-	100,117	75,110
Co. R.I.C.O. w/Maricopa Atty	22,116	184,055	-	9,500	-
COPS Universal Hiring Fund	-	99,154	-	-	-
Voca Crime Victim Advocate	54,937	56,830	61,500	52,594	59,810
Regional Family Advocacy	741,216	674,016	798,580	655,008	776,110
Public Safety Dedicated Sales Tax	2,780,167	3,059,847	2,919,060	2,698,518	3,337,940
ARRA Fund	264,948	406,671	336,520	384,633	-
<b>Total by Fund</b>	<b>16,246,583</b>	<b>17,735,505</b>	<b>17,377,870</b>	<b>17,308,965</b>	<b>18,555,440</b>

## Police

<b>Budget Summary</b>					
	<b>FY 09-10 Actuals</b>	<b>FY 10-11 Actuals</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimates</b>	<b>FY 12-13 Budget</b>
<b>Authorized Positions by Program</b>					
Police Chief	1.00	1.00	1.00	1.00	1.00
Assistant Police Chief	1.00	1.00	2.00	2.00	2.00
FAC Manager	1.00	1.00	1.00	1.00	1.00
Police Support Services Supervisor	-	-	-	1.00	1.00
Police Lieutenant	6.00	6.00	6.00	6.00	6.00
Professional Standard Bureau Supervisor	1.00	-	-	-	-
Communications Supervisor	3.00	3.00	3.00	3.00	3.00
Police Records Supervisor	1.00	-	-	-	-
Identification Technician	1.00	1.00	1.00	1.00	1.00
IT Systems Administrator	0.80	0.80	0.80	0.80	-
CAD-RMS Applications Administrator	1.00	1.00	1.00	1.00	1.00
Police Sergeant	16.00	16.00	16.00	16.00	16.00
Internal Affairs Investigator	1.00	1.00	1.00	-	-
Police Officer	91.00	91.00	90.00	90.00	90.00
Animal Control Officer	2.00	2.00	2.00	2.00	2.00
Detention Supervisor	2.00	2.00	2.00	2.00	2.00
Background Investigator	1.00	-	-	-	-
Detention Officer	6.00	6.00	7.00	7.00	7.00
Crime Victim Advocate	1.00	1.00	1.00	1.00	1.00
Park Ranger	2.00	2.00	2.00	2.00	2.00
Police Crime Analyst	1.00	1.00	1.00	1.00	1.00
Community Service Supervisor	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	3.00	-	-	-	-
Administrative Assistant to the Police Chief	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	-	3.00	3.00	3.00	3.00
Senior Management Assistant	1.00	1.00	1.00	1.00	1.00
Police Traffic Program Coordinator	2.00	1.00	1.00	1.00	1.00
Public Safety Dispatcher	14.00	14.00	14.00	14.00	14.00
Volunteer Coordinator	1.00	1.00	1.00	1.00	1.00
Investigations Support Officer	1.00	1.00	1.00	1.00	1.00
Community Service Officer	1.00	1.00	1.00	1.00	1.00
Police Records Clerk	3.00	3.00	3.00	3.00	3.00
Senior Administrative Clerk	2.00	1.00	1.00	1.00	1.00
Property & Evidence Custodian	2.00	2.00	2.00	2.00	2.00
Forensic Interviewer	-	-	-	-	1.00
<b>Total Authorized FTE</b>	<b>171.80</b>	<b>166.80</b>	<b>167.80</b>	<b>167.80</b>	<b>168.00</b>

## City Court



### Department Description

The Avondale City Court is the judicial branch of the city government. It, like all other courts of limited jurisdiction in the state, is under the supervision and mandates of the Arizona Supreme Court and the Maricopa County Superior Court. By enforcing its orders, the court promotes social order and creates confidence in government.

The Avondale City Court provides a forum for resolution of disputes between the State of Arizona and citizens as well as disputes between citizens. The court hears criminal misdemeanor cases, non-criminal traffic cases, property maintenance, sanitation, parking, fire code and bond forfeiture cases. The court also issues and conducts hearing on orders of protection which are injunctions involving persons with domestic relations, injunctions against harassment and injunctions against workplace harassment. The court decides issues regarding search warrants and their return.

#### Other Duties of the Court:

- Process and record the filing and disposition of the cases it hears
- Conduct criminal trials and non-criminal (civil) hearings
- Summon jurors and conduct jury trials
- Prepare and schedule court dockets
- Disburse restitution to crime victims
- Set and process bail bonds

### FY 2011-2012 Highlights

- At the Avondale City Court, 11,559 (46%) cases were filed and 13,626, (54%) cases were completed; net revenues were \$1,332,319.
- 24,176 people came through the Avondale City Court system for service.
- The City Court hosts interns from the Phoenix College of Law. Under Supreme Court Rule, these third year law students may practice law under the supervision of the City Prosecutor.
- The Court also hosts Ms. Marian Haley's Law/Public Safety/Security II class from Agua Fria High School every year.
- Finally, Judge Lynch presents at Estrella Community College's Administration of Justice seminar at the invitation of Justice Program Director Eddie W. Zuleger.

**Council Goal:** *Financial Stability*

### FY 2012-13 Objectives:

- Observe court performance standards, including collections through the Fines, Fees, Restitution Enforcement Program, Debt Setoff Program, Tax Interception Program and Court Orders.

## City Court

**Council Goal:** *Public Safety*

**FY 2012-13 Objectives:**

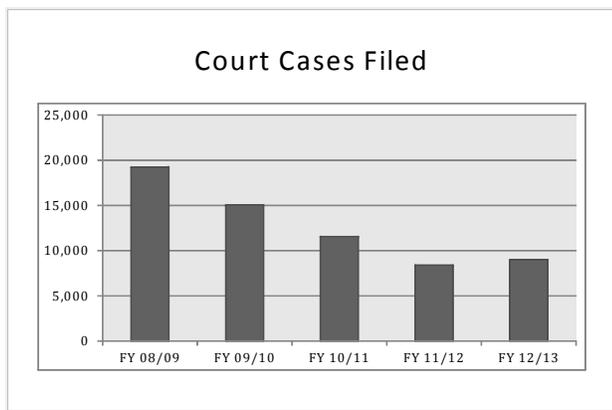
- Continue to improve and monitor restitution, diversion compliance and domestic violence case processing and continue to give crime victims a voice.

**Council Goal:** *Quality of Life*

**FY 2012-13 Objectives:**

- Maintain or enhance current level of customer service by providing adequate access to interpreters and public defenders through contractual services.
- Continue to promote confidence in the judiciary and city government by keeping up with technology and court operations.
- Provide judicial services to the people who visit the Avondale City Court annually and continue to provide all court users with access to fairness and justice, ensuring timely resolution of criminal and civil cases.
- Continue to develop programs with use of technology resources and existing staffing levels.

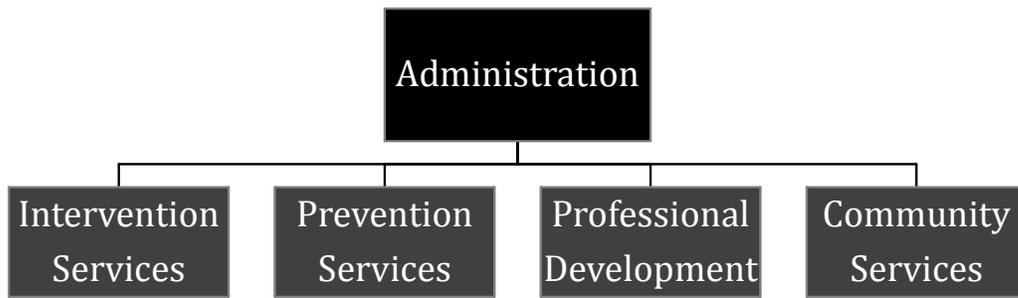
Performance/Workload Indicators:	FY 2010-11 Actuals	FY 2011-12 Projected	FY 2012-13 Projected
Initiate communication with alleged victims regarding release conditions in the absence of information from the victim advocate	100%	100%	100%
12 month net revenue collections	\$1,332,319	\$1,347,000	\$1,375,000
Case filings	11,559	12,500	13,500
Court staff successfully obtain mandated non-judicial education and ethics training	100%	100%	100%
City Judge and civil traffic hearing officers successfully obtain mandated annual judicial education and ethics training	100%	100%	100%
Issue timely arrest warrants, and orders to show cause on litigants who fail to appear or comply for criminal cases	100%	100%	100%
Restitution disbursements processed within 8 days	92%	100%	100%



## City Court

<b>Budget Summary</b>					
	<b>FY 09-10 Actuals</b>	<b>FY 10-11 Actuals</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimates</b>	<b>FY 12-13 Budget</b>
<b>Expenditures by Category</b>					
Personal Services	922,478	816,331	920,090	911,466	945,440
Contractual Services	254,185	195,115	367,460	268,093	322,610
Commodities	5,413	6,097	82,150	22,265	83,320
Capital Outlay	-	-	6,870	6,870	6,870
Transfers Out	-	7,490	7,040	7,890	7,310
<b>Total by Category</b>	<b>1,182,076</b>	<b>1,025,033</b>	<b>1,383,610</b>	<b>1,216,584</b>	<b>1,365,550</b>
<b>Expenditures by Program</b>					
Court	1,109,576	970,852	1,162,190	1,153,601	1,139,260
Court Security	55,272	52,304	63,280	55,433	64,710
JCEF Payments	15,498	1,877	102,370	-	116,370
Fill The Gap Payments	-	-	10,000	-	10,000
Court Enhancement Fund	1,730	-	45,770	7,550	35,210
<b>Total by Program</b>	<b>1,182,076</b>	<b>1,025,033</b>	<b>1,383,610</b>	<b>1,216,584</b>	<b>1,365,550</b>
<b>Expenditures by Fund</b>					
General Fund	886,989	798,634	946,930	939,062	941,180
Court Payments	61,114	43,883	205,930	48,952	210,510
Public Safety Dedicated Sales Tax	233,973	182,516	230,750	228,570	213,860
<b>Total by Fund</b>	<b>1,182,076</b>	<b>1,025,033</b>	<b>1,383,610</b>	<b>1,216,584</b>	<b>1,365,550</b>
<b>Authorized Positions by Program</b>					
Municipal Judge	1.00	1.00	1.00	1.00	1.00
Court Administrator	1.00	1.00	1.00	1.00	1.00
Court Supervisor	1.00	1.00	1.00	1.00	1.00
Court Security Officer	1.00	1.00	1.00	1.00	1.00
Court Collections Specialist	1.00	-	-	-	-
Senior Court Clerk	-	-	1.00	1.00	1.00
Court Clerk II	2.00	2.00	1.00	2.00	2.00
Court Clerk III	3.00	3.00	3.00	2.00	2.00
Court Clerk I	4.00	4.00	4.00	4.00	4.00
<b>Total Authorized FTE</b>	<b>14.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>

## Fire



### Department Description

Avondale Fire-Rescue's mission is to provide fire, medical, and other life safety services, including a wide range of non-emergency and non-traditional customer service activities, to those who reside, work, visit or travel through the City of Avondale. The Fire Department's five major organizational divisions are Administration, Intervention Services, Community Services, Prevention, and Professional Development.

A few of its programs and services include:

- Community Life Safety Education
- Crisis Intervention
- Commercial Fire / Life Safety Inspections
- Childhood Immunizations
- Child Car Seat Inspections
- Homeland Security / Citizen Emergency Response Teams

The Department also participates in a number of unique regional partnerships including:

- Valley automatic aid dispatch system
- Helicopter Aeromedical and Logistical Operations
- Glendale Regional Public Safety Training Center
- Special event staffing consortium

Through these and other programs, the department accomplishes its mission through dedication, innovation, customer service, prevention through education, and rapid intervention.

### FY 2011-2012 Highlights

- Completed an emergency services agreement with Phoenix International Raceway to support race events.
- Completed migration to a web based fire-rescue data management system.
- Completed implementation of a field based emergency patient care reporting system.
- Completed an organizational restructuring which provided additional staff support for field operations.
- Fire prevention staff completed 2,789 inspections, 298 plan reviews, and 26 fire investigations.
- Community service personnel contacted 12,100 residents of all ages through various school programs, community education programs and community events and completed 107 car seat installations.
- The department's immunization program administered 1,492 vaccines to 583 children.

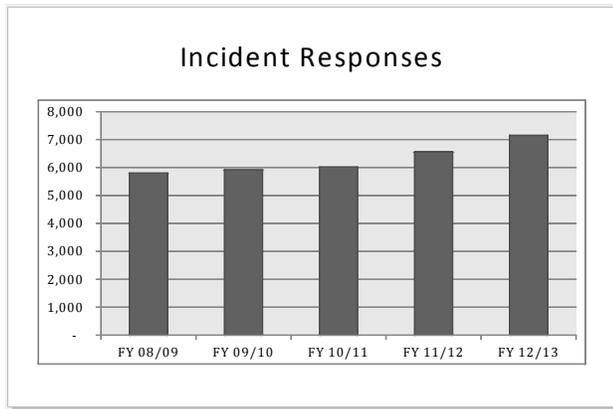
## Fire

**Council Goal:** *Public Safety*

**FY 2012-13 Objectives:**

- Continue to work to identify technology based applications to improve efficiency and/or effectiveness.
- Continue to work to identify potential alternative funding mechanisms for fire and EMS activities.
- Continue to seek joint initiatives with other west valley agencies to improve efficiency and/or effectiveness.
- Work to identify and implement "value added" services or activities.

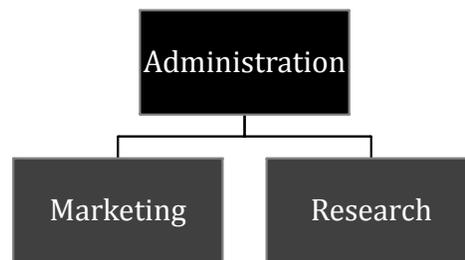
Performance/Workload Indicators:	FY 2010-11	FY 2011-12	FY 2012-13
	Actuals	Projected	Projected
Requests for service	6,801	6,900	6,950
Meet response time goal (6 minutes or less for code 3 calls 90% of the time).	65%	63%	63%



## Fire

<b>Budget Summary</b>					
	<b>FY 09-10 Actuals</b>	<b>FY 10-11 Actuals</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimates</b>	<b>FY 12-13 Budget</b>
<b>Expenditures by Category</b>					
Personal Services	5,871,573	5,830,192	5,838,110	5,773,993	6,033,140
Contractual Services	1,019,856	1,051,410	1,209,430	1,235,276	1,067,020
Commodities	166,604	156,463	519,170	546,062	182,500
Capital Outlay	8,582	79,430	-	2,763	-
Other	2,023	-	-	-	-
Debt Service	76,771	89,054	89,550	89,550	89,050
Transfers Out	-	365,070	350,220	350,220	541,470
<b>Total by Category</b>	<b>7,145,409</b>	<b>7,571,619</b>	<b>8,006,480</b>	<b>7,997,864</b>	<b>7,913,180</b>
<b>Expenditures by Program</b>					
Fire - Community Services	625,501	626,026	578,940	573,765	450,840
Fire - Administration	520,899	780,977	943,380	964,193	919,120
Public Safety Stabilization Grant	-	62,250	-	2,763	-
2007 UASI GRANTS	21,429	21,384	-	7,731	-
Fire - Professional Development	241,117	222,985	142,740	254,010	376,340
Fire - Intervention Services	5,619,140	5,769,331	6,267,350	6,114,465	6,067,630
PIR Race Fire Overtime	117,323	88,666	74,070	80,937	99,250
<b>Total by Program</b>	<b>7,145,409</b>	<b>7,571,619</b>	<b>8,006,480</b>	<b>7,997,864</b>	<b>7,913,180</b>
<b>Expenditures by Fund</b>					
General Fund	5,352,607	5,818,158	5,978,120	6,031,184	6,198,420
Other Grants	21,429	21,384	-	7,731	-
Public Safety Dedicated Sales Tax	1,771,373	1,669,827	2,028,360	1,956,186	1,714,760
ARRA Fund	-	62,250	-	2,763	-
<b>Total by Fund</b>	<b>7,145,409</b>	<b>7,571,619</b>	<b>8,006,480</b>	<b>7,997,864</b>	<b>7,913,180</b>
<b>Authorized Positions by Program</b>					
Fire Chief	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief	-	-	2.00	2.00	2.00
Fire Captain	13.00	13.00	13.00	14.00	14.00
Fire Engineer	11.00	12.00	12.00	12.00	12.00
Fire Marshall	1.00	1.00	1.00	1.00	1.00
Fire Division Chief/Training Officer	1.00	1.00	-	-	-
Battalion Chief	3.00	3.00	3.00	3.00	3.00
Emergency Management Coordinator	1.00	1.00	1.00	-	-
Firefighter	23.00	21.00	21.00	21.00	21.00
Fire Inspector II	1.00	1.00	1.00	1.00	1.00
Fire Inspector I	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	-	-	-	-
Administrative Assistant	-	1.00	1.00	1.00	1.00
Senior Management Assistant	-	-	1.00	1.00	1.00
Public Education Specialist	1.00	1.00	1.00	1.00	1.00
<b>Total Authorized FTE</b>	<b>58.00</b>	<b>57.00</b>	<b>59.00</b>	<b>59.00</b>	<b>59.00</b>

## Economic Development



### Department Description

The mission of the Avondale Economic Development Department is to attract and preserve quality retail, commercial, light industrial and office development opportunities that create and enhance employment opportunities and expand the tax base in our community. The four primary areas of focus include:

- To market Avondale as a premier location for retail, commercial, industrial, and office development
- To provide assistance to the development community to attract and retain businesses
- To develop plans and implementation strategies to attract new business opportunities
- To develop and implement a business retention program

This past year was very difficult for business owners, commercial developers, and property owners. The down turn in the economy saw some national and local business and property owners go through foreclosure and operating hardships. Overall, the Avondale business community weathered the storm, and toward the end of the fiscal year saw a resurgence and slight positive growth to build upon for next year.

### FY 2011-2012 Highlights

- Coordinated two LaidOffCamp Southwest Valley camps
- Executed two leases for over 50% of the square footage of the City Center retail development
- Led efforts to extend film credits and other employment initiatives
- Actively participated in the Arizona Technology Council and the Phoenix Regional Sports Commission
- Finalized Gangplank Avondale and coordinated Old City Hall remodel
- Initiated the Shop QA online business directory - Shop Avondale!
- Coordinated with Trammel Crow to identify and develop property for large-scale fulfillment/distribution center
- Developed Employment Incentive Package
- Initiated Business Development meetings in specific sectors
- Identified strategic economic sectors of Youth & Amateur Sports, Medical/Health Services, Advanced Business/Information Technology, Higher Education/Lifelong Learning

## Economic Development

**Council Goal:** *Community Development/Economic Development*

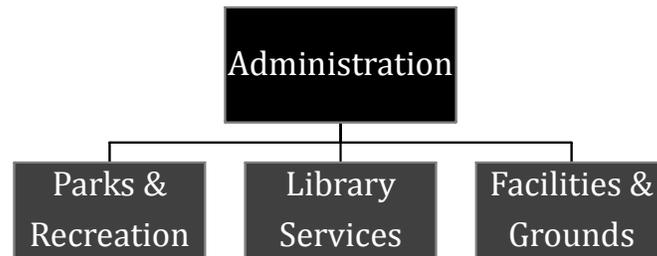
### FY 2012-13 Objectives:

- Focus on attracting higher wage jobs to Avondale
- Continue to be involved in local, state, regional, and national economic development issues
- Update Economic Development Plan
- Partner with schools and community colleges to explore ways to better prepare students for the workforce
- Provide support to small businesses
- Continue to focus on specific areas of emphasis for economic development opportunities.
  - Medical related businesses and office
  - Technology based businesses
  - Youth and Amateur Sports
  - Focus warehouse/distribution development to specific areas
- Advocate at the legislature for stronger, more effective economic development tools
- Market Avondale's unique characteristics and define "who we are" as a city

### Budget Summary

	FY 09-10 Actuals	FY 10-11 Actuals	FY 11-12 Budget	FY 11-12 Estimates	FY 12-13 Budget
<b>Expenditures by Category</b>					
Personal Services	339,289	376,141	402,500	403,738	411,860
Contractual Services	211,363	173,434	577,010	307,817	542,170
Commodities	591	960	1,000	500	1,000
Transfers Out	-	3,530	1,920	1,920	2,650
<b>Total by Category</b>	<b>551,243</b>	<b>554,065</b>	<b>982,430</b>	<b>713,975</b>	<b>957,680</b>
<b>Expenditures by Program</b>					
Economic Development	551,243	554,065	982,430	713,975	957,680
<b>Total by Program</b>	<b>551,243</b>	<b>554,065</b>	<b>982,430</b>	<b>713,975</b>	<b>957,680</b>
<b>Expenditures by Fund</b>					
General Fund	551,243	554,065	982,430	713,975	957,680
<b>Total by Fund</b>	<b>551,243</b>	<b>554,065</b>	<b>982,430</b>	<b>713,975</b>	<b>957,680</b>
<b>Authorized Positions by Program</b>					
Economic Development Director	-	1.00	1.00	1.00	1.00
City Center Business Development Specialist	-	1.00	1.00	1.00	1.00
Economic Development Analyst	1.00	1.00	1.00	1.00	1.00
<b>Total Authorized FTE</b>	<b>1.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

## Parks, Recreation & Libraries



### Department Description

The Parks, Recreation, and Libraries Department's areas of responsibility are to administer the city's two libraries, administer the city's Recreation division and public activities, and oversee grounds, building and facility maintenance.

**Library** - It is the responsibility of the library to promote learning and enrich the lives within the community by making available the best possible library resources and services. The library supports the principles of intellectual freedom for all citizens. Services provided include: Youth and Adult Programs, Story Time in English and Spanish, Art Masterpiece Program, Senior and outreach services, Interlibrary Loans, Internet Access, Reference services, Ingles sin Barreras, Online Book Club, Ongoing Book Sale, Summer Reading Program, Teen activities, Feature Film & Educational DVDs, Family Literacy Program, Book Discussions, TumbleBook Library, and Learning Express Library On Line Test preparation Database.

**Recreation** - The Recreation division seeks to preserve and enhance the high quality of life for those who live and work in our community. Services provided include: Citywide special events, sports programs and leisure classes for all ages, senior center programs and meals service, youth summer/after school camps and programs as well as centralized park and facility reservations.

**Building Maintenance** - the Building Maintenance division is responsible for providing and maintaining clean, safe, comfortable, and productive environments for the citizens and staff of the City of Avondale. Duties include: Provide high quality Janitorial services ensuring clean, healthy facilities, Upgrade and enhance the appearance and function of all public buildings, Ensure compliance with applicable codes, laws, rules, and regulations for the safety and convenience of citizens and staff, Preserve and maintain the city of Avondale's assets and infrastructure in top condition, Manage and coordinate moves, rearranges, and furnishings for City departments

**Grounds Maintenance** - The Grounds Maintenance division is responsible for maintaining all City parks and building grounds in a healthy, attractive, safe, and functional condition for the citizens and staff of Avondale. This function is accomplished through a combination of staff and contract maintenance. Responsibilities include: Perform maintenance such as grass cutting, trimming, raking, seeding, fertilizing, and repairs to parks and building grounds to provide well groomed and manicured city facilities, Maintain all irrigation systems in top condition to ensure healthy vegetation and inviting areas for recreation, Maintain parks and turf areas, including ball fields, soccer fields, basketball courts, volleyball courts, and lighting ensuring all of the facilities are functional and playability is maximized, Provide high quality cleaning of parks and grounds to maintain safe and inviting environments, Perform reconfigurations and upgrades to City parks and building grounds to increase the aesthetics, recreational value, safety, and maintainability.

### FY 2011-2012 Highlights

- The Tale of Two Cities Centennial Parade and Festival was held on Saturday, February 25, 2012. Over 75 parade participants including: the Phoenix Suns Gorilla, the Governor of Arizona, and over 300 girls scouts also commemorating 100 years of organization.

## Parks, Recreation & Libraries

### FY 2011-2012 Highlights

- ❑ The City of Avondale Billy Moore Days Parade has been recognized in Arizona Highways Magazine, February 2012 edition, page 64. The magazine features 100 years of photos from significant Arizona events.
- ❑ Avondale Library's Oral History Project has been approved as an official Arizona Centennial Legacy Project by the Arizona Historical Advisory Commission (AHAC).
- ❑ The Avondale Farmers Market opened at Friendship Park on Saturday, November 5, 2011 with 23 vendors and approximately 800 visitors.
- ❑ The Tres Rios Nature and Earth Festival will return to the City of Avondale in October 2012. The Fall 2012 event will combine the Centennial Celebration, Monument Hill Dedication, and a mini-Tres Rios Event
- ❑ Students from Millennium High School participated in the City of Avondale Adopt a Park Program. The students painted the dog park play equipment at Friendship Park.
- ❑ The City of Avondale PRLD Recreation Division was recognized for the following achievements:  
Outstanding Active Adult 50+ Program – West Valley Senior Games.  
Second place for the APRA Media Contest - Senior Fashion Show  
Special Recognition for Support – Mayor Marie Lopez-Rogers  
Best Participant Photo – Family Fun Expo  
Best Magazine or Newspaper Ad – Family Fun Expo  
Best Event Shirt – Family Fun Expo
- ❑ The City of Avondale and Desert Sounds hosted an instrument distribution event to outfit students with instruments for the school year.
- ❑ The Phoenix Suns Operation Orange Neighborhood Event Contest was awarded to an Avondale Resident, Jan Jamison. The event was held at Friendship Park.
- ❑ Estrella Mountain Community College (EMCC) contracted with the City of Avondale to hold sports and recreation classes at ASC.
- ❑ The Facilities Division has been approved for energy efficiency grant funding for the replacement of the Civic Center building lettering to more efficient LED lighting and the addition of a chilled water flow sensor in the chilled water line at the Civic Center.
- ❑ The City of Avondale Public Library Division has been approved for E-Rate funding for a maximum of \$5,167.32 to offset the cost of telecommunications and internet services.
- ❑ The Area Agency on Aging (AAA) conducted an annual assessment of the City of Avondale Senior Services Program. There were no findings in Administrative, Congregate, MCO and Transportation programs.
- ❑ Avondale Library patrons can now register online for a library card. An upgrade to the Library operating system provides the capability.
- ❑ Art League West displays rotating art shows in Civic Center City Hall Library and the Civic Center Library. The art will be displayed at both locations on a 3-month rotation.
- ❑ The Luke West Valley Recreation Committee hosted the fifth annual Recreation Expo at Gateway Park in El Mirage.
- ❑ The Arbor Day Foundation has named the City of Avondale an official Tree City USA for the second consecutive year.

## Parks, Recreation & Libraries

### FY 2011-2012 Highlights

- Coins retrieved out of the Civic Center water fountain were delivered to the Canyon Breeze Elementary School as part of a fund drive to refurbish the dome on the Arizona State Capital building.
- Second Annual Writer's Workshop was held on Saturday, October 29, 2011. Attendance increased and the program was 100% cost recoverable, with a more than \$5000 profit.
- Installed programming for Energy Management system that reduced energy use for Civic Center Campus by an average of 3%.
- Implemented a project to replace metal halide and high pressure sodium parking lot lighting with LED lighting in the Civic Center Campus parking lots and at Friendship Park parking lot.

**Council Goal:** *Community Development/Economic Development*

### FY 2012-13 Objectives:

- Increase the use of technology in the community by providing learning opportunities for residents through library programming and recreational skills development classes.
- Develop high quality, cost recoverable programs and activities that impact Economic Development and resident Quality of Life.
- Develop programs and partnerships that support Economic Development and growth of Amateur athletics.

**Council Goal:** *Community Involvement*

### FY 2012-13 Objectives:

- Help parents to make healthy choices by providing access and education through wellness programming
- Increase collaborations with local school districts to enhance the quality of life for residents.

**Council Goal:** *Environmental Leadership*

### FY 2012-13 Objectives:

- Implement an energy savings project quarterly.
- Continue to expand the use of green seal products in city buildings.
- Upgrade and enhance the energy efficiency of city buildings.
- Maintain all city buildings and facilities in such a manner as to ensure that the operation, functionality, safety, and appearance are sustained at a high level.

**Council Goal:** *Financial Stability*

### FY 2012-13 Objectives:

- Implement lighting controls in city buildings to reduce energy related costs.

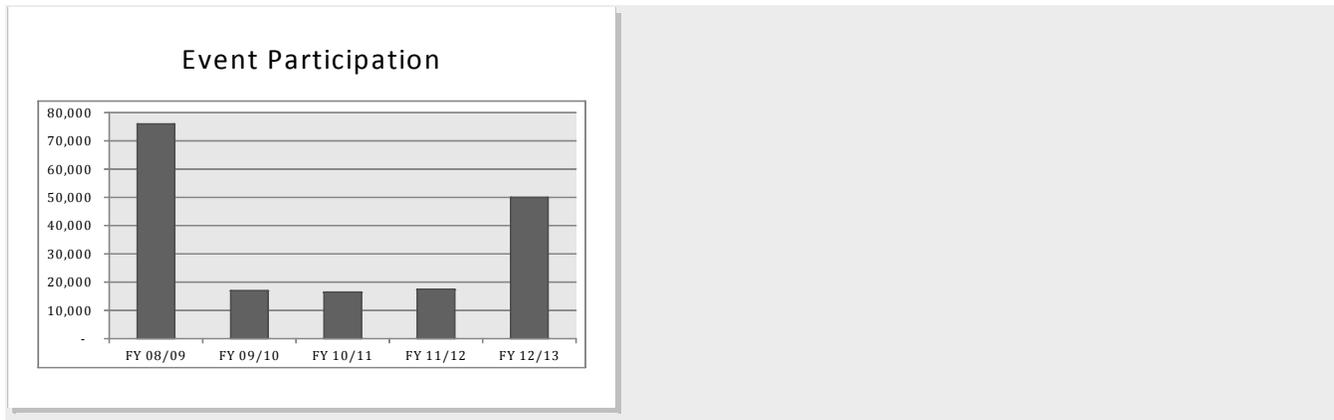
**Council Goal:** *Staff Retention*

### FY 2012-13 Objectives:

- Provide training opportunities for staff to enhance their customer service, managerial, cross training abilities, planning, and job function skills.

### Parks, Recreation & Libraries

750	FY 2010-11 Actuals	FY 2011-12 Projected	FY 2012-13 Projected
<b>Performance/Workload Indicators:</b>			
Library programs and activities	536	550	600
Hours of Library patron computer usage	81,885	90,000	100,000
Library catalog access and usage	27,557	30,000	40,000
Library registered borrowers	27,515	30,000	40,000
Partnerships with outside organizations	13	17	17
Library program and activity attendance annual increase	10%	15%	15%
Library materials circulation	379,692	340,000	350,000
Home delivered meals served	27,000	29,000	30,000
Congregate meals served	15,000	17,000	17,500
Program activity increase	5%	10%	10%
Revenue from sports programs	\$17,500	\$18,500	\$20,000
Revenue from recreation classes and programs	\$82,000	\$85,000	\$90,000
Out of School Time program sites	2	4	5
New energy efficiency projects	4	4	4
Facilities work orders completed	1,400	1,500	1,650



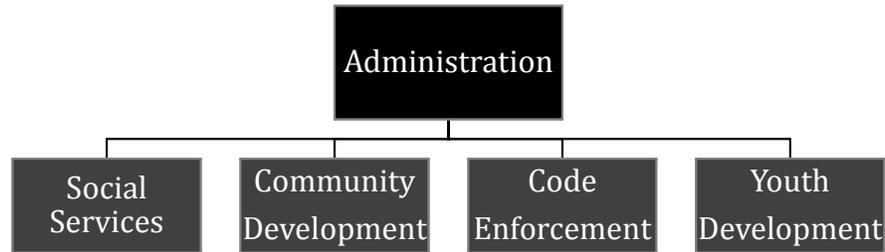
## Parks, Recreation &amp; Libraries

<b>Budget Summary</b>					
	<b>FY 09-10 Actuals</b>	<b>FY 10-11 Actuals</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimates</b>	<b>FY 12-13 Budget</b>
<b>Expenditures by Category</b>					
Personal Services	2,239,849	1,752,473	1,828,110	1,672,696	1,880,360
Contractual Services	2,675,232	2,853,574	3,808,910	3,257,403	3,785,690
Commodities	361,214	289,480	331,520	321,756	246,120
Capital Outlay	8,395	13,289	-	-	-
Other	(304,780)	(254,360)	(300,210)	(251,060)	(314,710)
Transfers Out	78,425	164,010	125,360	125,360	164,670
<b>Total by Category</b>	<b>5,058,335</b>	<b>4,818,466</b>	<b>5,793,690</b>	<b>5,126,155</b>	<b>5,762,130</b>
<b>Expenditures by Program</b>					
Grounds Maintenance	1,033,133	1,089,904	1,041,970	987,850	1,053,440
Building Maintenance	1,199,290	1,115,300	1,093,880	1,244,928	1,395,350
Other Grants & Contributions	9,117	(12)	-	-	-
Congregate Meals	130,564	107,292	130,650	99,057	121,480
Home Delivered Meals	298,992	212,203	260,520	169,748	164,420
MCSO	32,741	21,276	22,920	38,346	60,600
Soc. Svcs - Senior Transportation	33,018	39,579	14,400	61,404	29,030
PRL Administration	435,281	285,136	373,070	242,146	246,100
Library - Sam Garcia	529,806	435,387	548,020	456,595	524,230
Library - Civic Center	840,863	820,155	524,300	476,808	532,720
Library Administration	-	-	306,800	397,271	317,300
Recreation	506,268	672,966	1,477,160	895,079	1,317,460
Target Link to Literacy at Your Library	418	-	-	-	-
FY11LSTA Grant Write It, Act It, Film It	-	-	-	10,450	-
FY11LSTA Grant Oral History	-	-	-	5,050	-
Target Link to Literacy at Library	8,844	1,704	-	-	-
LSTA Grant- Lifespan Learning	-	14,686	-	312	-
LSTA Grant	-	2,000	-	-	-
Broadband Technology Opportunities Grant	-	-	-	20,066	-
Tohono O-Odham Monument Hill Grant	-	890	-	21,045	-
<b>Total by Program</b>	<b>5,058,335</b>	<b>4,818,466</b>	<b>5,793,690</b>	<b>5,126,155</b>	<b>5,762,130</b>
<b>Expenditures by Fund</b>					
General Fund	4,620,082	4,492,776	5,523,350	4,717,009	5,419,960
Senior Nutrition	341,449	306,422	270,340	352,223	342,170
Other Grants	9,117	878	-	21,045	-
Library Projects	9,262	18,390	-	15,812	-
ARRA Fund	78,425	-	-	20,066	-
<b>Total by Fund</b>	<b>5,058,335</b>	<b>4,818,466</b>	<b>5,793,690</b>	<b>5,126,155</b>	<b>5,762,130</b>

## Parks, Recreation &amp; Libraries

<b>Budget Summary</b>					
	<b>FY 09-10 Actuals</b>	<b>FY 10-11 Actuals</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimates</b>	<b>FY 12-13 Budget</b>
<b>Authorized Positions by Program</b>					
Parks, Recreation & Libraries Services Director	1.00	1.00	1.00	1.00	1.00
Parks, Recreation & Libraries Assistant Director	1.00	-	-	-	-
Facilities Manager	1.00	1.00	1.00	1.00	1.00
Library Manager	2.00	1.00	1.00	1.00	1.00
Librarian	4.00	4.00	4.00	4.00	4.00
Library Supervisor	1.00	1.00	1.00	1.00	1.00
IT Desktop Technician II	1.00	-	-	-	-
Recreation Coordinator	3.00	3.00	3.00	3.00	3.00
Recreation Specialist	-	-	-	1.00	2.00
Administrative Secretary	1.00	-	-	-	-
Administrative Assistant	-	1.00	1.00	1.00	1.00
Senior Administrative Clerk	1.00	1.00	1.00	-	-
Library Administrative Services Coordinator	1.00	-	-	-	-
Library Assistant	8.00	7.00	7.00	7.00	7.00
Library Monitor	1.00	0.50	0.50	-	-
Library Page	2.00	2.50	2.50	3.00	3.00
Craftsperson	1.00	1.00	1.00	1.00	1.00
Facilities Work Coordinator	1.00	-	-	-	-
Cook	2.00	2.00	2.00	2.00	2.00
Senior Center Aide	1.00	1.00	1.00	1.00	1.00
Customer Service Assistant	5.00	5.00	5.00	4.00	3.00
Custodian	3.00	-	-	-	-
Kitchen Assistant	0.50	0.50	0.50	0.50	0.50
HDM Driver	1.00	0.50	0.50	0.50	0.50
Building Maintenance Worker	1.00	1.00	1.00	1.00	1.00
<b>Total Authorized FTE</b>	<b>43.50</b>	<b>34.00</b>	<b>34.00</b>	<b>33.00</b>	<b>33.00</b>

## Neighborhood & Family Services



### Department Description

The Neighborhood and Family Services Department was created to support the development of families and the sustainability of the neighborhoods in which they live. Program areas include Code Enforcement, Community Development and Revitalization, Social Services and Youth Services. In partnership with residents, the department addresses the upkeep and rehabilitation of substandard housing and other property. This includes enforcing property maintenance and zoning regulations in the interest of health and safety, general welfare and blight elimination. In addition, the department provides safety net services and prevention programs to families in need. When appropriate, financial tools and training are made available for families to become self-sufficient. The department seeks to bring new services to Avondale through partnerships, collaboration and leveraging of funds. This approach recognizes that the health of the community is a shared responsibility and that no one entity can meet all the needs of Avondale neighborhoods. Staff advocate for families, children, youth and residents by listening to their needs and desires and developing programs and strategies to address those needs.

Encouraging community involvement is an important goal of the department. In addition to talking to program participants and other customers, the department is advised by three advisory bodies to assure that we are responsive to community needs. These include the Neighborhood and Family Services Commission, Youth Advisory Commission and the International Property Maintenance Code Appeals Board.

### FY 2011-2012 Highlights

- ❑ The Code Enforcement Division implemented its new Neighborhood Focus Program – Avondale PROUD. The program is aimed at improving all neighborhoods by working in partnership with property owners and area residents to instill the sense of pride, cleanup neighborhoods, and to make certain that communities are in compliance with city code. Prior to code enforcement officers auditing a neighborhood, a post card advisory is mailed to each area resident notifying them that compliance inspections in their neighborhood will begin soon. All neighborhoods throughout the city are included in the program.
- ❑ This fiscal year, the Code Enforcement Division transitioned from tracking the number of cases to tracking the number of inspections conducted for statistical purposes. Since a single case can consist of anywhere from one to several inspections, this new reporting method provides a more accurate gauge of the overall activity and workload of the division.
- ❑ The Code Enforcement Division continues to work closely with the company GPC to enhance the now fully implemented “myAvondale” and the related code enforcement case management smartphone apps. The “myAvondale” app allows citizens to report concerns to the city using their mobile device. The code enforcement case management app allows code officers to manage their cases more efficiently with accurate up to the minute information available on their Android smartphones.
- ❑ The Code Enforcement Division conducted a routine inspection of 27 merchants in the city known to sell graffiti related products. This valuable inspection program seeks to both educate those businesses not in compliance, as well as remind all merchants who sell graffiti related implements that the city is committed to eliminating graffiti for the betterment of the community and their role with those efforts.

## Neighborhood & Family Services

### FY 2011-2012 Highlights

- ❑ The Code Enforcement Division continues to be actively involved in the Code Enforcement League of Arizona (CELA). There are two staff members on the Board of Directors as Treasurer and Secretary and the entire staff attended the Fall Conference in October 2011, which included informative training on the foreclosure process presented by representatives from Wells Fargo Bank.
- ❑ The Code Enforcement Division has successfully utilized its clean and lien program to enhance the community by bringing numerous vacant and foreclosed homes into compliance. This successful program abates violations through the use of a contractor and liens the property for the associated costs.
- ❑ The Code Enforcement Division continued to pursue unregistered residential rental properties. In order to be in compliance with this ordinance, a residential rental property must be registered with the Maricopa County Assessor's Office so that it can be properly classified for the purpose of taxation.
- ❑ The Youth Services Division conducted the School Spirit Holiday Food Drive in that engaged the Avondale Youth Advisory Commission, 7 elementary schools and 1 high school. The food drive generated over 17,000 lbs. in food.
- ❑ The Youth Services Division provided training to 56 Avondale Residents to increase understanding and buy-in of the Kids at Hope philosophy. The trainings were well attended by Avondale PD, teachers and staff from the Avondale, Pendergast and Littleton school districts.
- ❑ The Youth Services Division provided job training and summer internships to 18 teens from low income families through the Next STEP program funded through the Community Development Block Grant.
- ❑ The Youth Services Division established partnerships with Avondale Parks, Recreation and Libraries, Boys & Girls Club, Phoenix Conservatory of Music and Michael Anderson Elementary School to offer free afterschool programing on early school release Wednesdays.
- ❑ Improved the housing conditions in Avondale's low-moderate income neighborhoods through the substantial and emergency home rehabilitation programs removing health and safety issues as well as code violations while improving the energy efficiency and sustainability of the home.
- ❑ Through the use of Community Development Block Grant funds, the City invested in the reconstruction of streets in the South Old Town area. The streets included portions of 3rd Ave, Rio Vista, Holben, Frost and Del Rio Ln.
- ❑ Continued commercial building improvements for 5 buildings on Western Avenue to arrest further decline, promote new investment and assist with the revitalization efforts in the Old Town area.
- ❑ Fair Housing education was provided to housing professionals and the general public via a workshop conducted by the Southwest Fair Housing Council.
- ❑ Programs and services at the Care1st Avondale Resource and Housing Center continue to grow. Over 2,000 residents use services at the resource center each month.
- ❑ The Family Success Program was created this year through funding from First Things First and Maricopa County. This program provides early childhood literacy services and intensive case management to assist families become self-sufficient. Currently eleven families are receiving services and a waiting list has had to be created.
- ❑ We received \$240,000 from First Things First to provide services to families with children five and under. Services include early childhood literacy, parenting, play groups, emergency baby boxes, and health insurance enrollment.
- ❑ We were able to assist over forty eligible residents with rent assistance through referrals to Valle del Sol. Funding for this service came from the ARRA funded Homeless Prevention and Rapid Rehousing program.

## Neighborhood & Family Services

### FY 2011-2012 Highlights

- ❑ We received Emergency Food and Shelter funding from which allowed us to provide rent assistance to over forty eligible residents. This funding was very welcome as housing assistance from Maricopa County is shrinking.
- ❑ In July we provided over 300 youth with back to school supplies. This included school supplies, a backpack, and a school uniform shirt. Funding for this service came Maricopa County and Care1st Health Plan AZ.
- ❑ We are working with Catholic Charities and Valley of the Sun United Way to provide a Volunteer Income Tax Assistance (VITA) site at the Care1st Avondale Resource and Housing Center. Volunteers will assist residents with completing and filing income taxes and ensuring that residents receive refunds for which they are eligible including the Earned Income Tax Credit (EITC).
- ❑ Over 200 volunteers from the Church of Latter Day Saints assisted us with Make-a-Difference Day. We were able to paint eight housing and were able to provide substantial improvements to one house. The substantial improvements including plumbing improvements, new windows, landscaping including rocks, and paint.
- ❑ Over 300 families received gifts and food during the holidays this year. Additionally, we provided a Hometown Holidays event at the resource center which allowed children to have their picture taken with Santa and receive a book and toy.
- ❑ City employees continue to receive loans through the Employee Assistance Program which is administered through this Division. Twenty-one loans have been made to date during FY 2012.
- ❑ The Contributions Assistance Program provided funding to fourteen non-profit agencies during FY 2012. This agencies provide needed health and human services to the residents of Avondale.
- ❑ In January a community health and resource fair was provided at the Care1st Avondale Resource and Housing Center. Over 300 residents enjoyed hot dogs, Zumba demonstrations, music, and access to a wide variety of community resources.
- ❑ A renewal contract was established with Care1st Health Plan AZ for the operation of the Care1st Avondale Resource and Housing Center. This funding allows the resource center to provide a wide variety of needed services to the residents of Avondale and the Southwest Valley.

**Council Goal:** *Community Development/Economic Development*

### FY 2012-13 Objectives:

- ❑ Promote reinvestment in commercial areas located in low-income neighborhoods to sustain and stimulate relationship between residents and businesses for mutual economic benefit.

**Council Goal:** *Community Involvement*

### FY 2012-13 Objectives:

- ❑ Conduct a comprehensive code enforcement program that fosters compliance and enhances the community through the administration of a fair and unbiased compliance program while educating the public on the adopted city codes and the value of effective code enforcement.
- ❑ Continue to provide services and special events which benefit the community and use volunteers from the community. These may include Make-a-Difference Day, holiday events, back to school supply drive, and community resource events.
- ❑ Strengthen the Avondale Youth Advisory Commission by increasing participation and representation from all Avondale High Schools

## Neighborhood & Family Services

**Council Goal:** *Quality of Life*

**FY 2012-13 Objectives:**

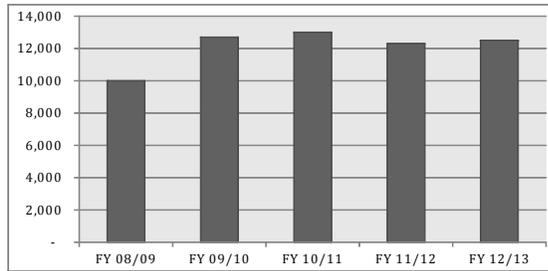
- Continue to provide programming for families with children birth to five through First Things First funding. Work with First Things First staff to strengthen the resource center model and work to bring other providers of First Things First services to the Care1st Avondale Resource and Housing Center.
- Identify and implement opportunities to increase understanding and buy-in of the Kids at Hope philosophy with the purpose of making Avondale a Kids at Hope city.
- Develop partnerships and secure resources to implement and expand after-school programing at additional sites
- Provide job training to low-income teens to increase the viability of the work force and to alleviate the effects of poverty on the community while offering post-secondary educational assistance.
- Improve the economic conditions of Avondale's low-income neighborhoods through the elimination of substandard housing, the provision of adequate infrastructure and the availability of services to meet basic health, safety and educational needs.
- Promote homeownership in Avondale to absorb the surplus of single family residences in the city and increase the financial stability of families.
- Continue to provide needed health and human services through the Care1st Avondale Resource and Housing Center. Work closely with Care1st Health Plan AZ to ensure future funding.
- Develop new and update existing property maintenance codes that will streamline the enforcement process and allow the Code Enforcement Division to timely and effectively pursue enforcement remedies while also providing a set of ordinances that are conveniently located in one section and are able to be published, making them more easily accessible to the citizens.
- Provide programming and training to Community Associations, including board members and residents through the Southwest Valley HOA Academy and HOA Summits provided three times per year.
- Provide safety net services to families in need through the Community Action Program including utility and rental assistance.
- Encourage community pride through code enforcement efforts that promote clean, sanitary and safe conditions citywide by proactively inspecting the condition of existing structures and property through the Neighborhood Focus Program – Avondale PROUD.
- Implement the clean and lien program to abate violations at abandoned, foreclosed or neglected properties.
- Continue code enforcement requiring registration of residential rental property, which allows for ease of information on property owners and ensures that proper property tax rates are applied.
- Improve the health of Avondale residents by addressing issues in the home which have a direct effect on the health of the occupants through home rehabilitation and education founded on the Healthy Homes Principles.

Performance/Workload Indicators:	FY 2010-11 Actuals	FY 2011-12 Projected	FY 2012-13 Projected
Total number of graffiti sites abated by the Code Enforcement division	4,182	2,500	2,500
Total number of inspections conducted by the Code Enforcement division	n/a	12,300	12,500
Number of people benefiting from volunteer income tax assistance program	60	100	120
Number of children benefiting from back to school drive and holiday assistance events	550	600	650
Number of programs provided with First Things First funding	n/a	5	8
Number of participants in the Family Success program	n/a	15	30

## Neighborhood & Family Services

825	FY 2010-11 Actuals	FY 2011-12 Projected	FY 2012-13 Projected
<b>Performance/Workload Indicators:</b>			
Average monthly traffic through the Care1st Avondale Resource and Housing Center	1,500	2,000	2,500
Number of residents assisted through homebuyer assistance program	5	5	15
Substantial rehabilitation projects completed on homes owned by low-income residents	1	3	3
Emergency repairs completed on homes owned by low-income residents	9	10	10
Number of participants in Next STEP (Summer Teen Employment Program)	18	20	20
Number of participants in Avondale Youth Advisory Commission	14	19	19
Number of youth participating in Teen Summit life skills training	43	100	100
Number of community members participating in Kids at Hope trainings	72	80	80
Total number of illegal signs removed by the Code Enforcement Division	1,956	2,300	2,300

Code Enforcement Inspections



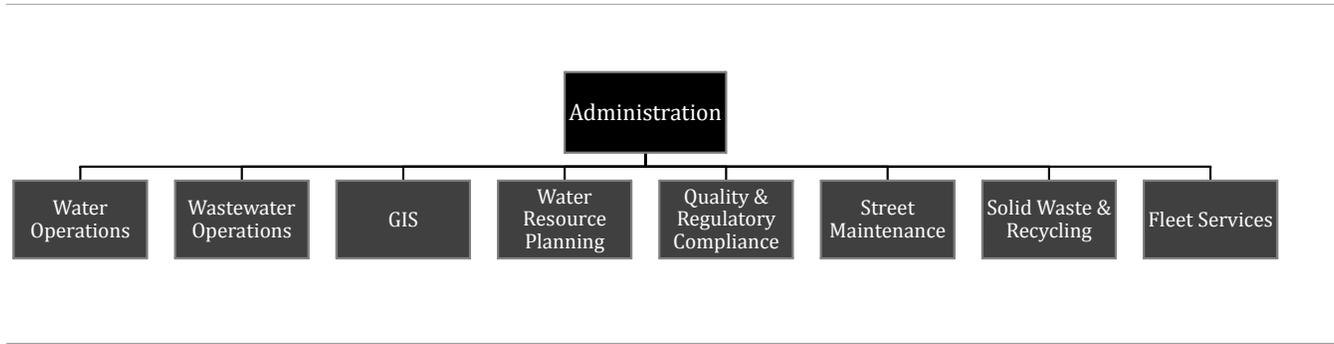
## Neighborhood &amp; Family Services

<b>Budget Summary</b>					
	<b>FY 09-10 Actuals</b>	<b>FY 10-11 Actuals</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimates</b>	<b>FY 12-13 Budget</b>
<b>Expenditures by Category</b>					
Personal Services	1,495,071	1,490,183	1,360,010	1,532,264	1,345,150
Contractual Services	3,305,827	840,217	1,281,730	1,394,035	2,551,050
Commodities	59,912	56,134	88,220	125,185	91,030
Capital Outlay	11,996	-	-	-	-
Other	2,088	-	-	-	-
Transfers Out	300,000	338,750	232,750	232,750	283,120
<b>Total by Category</b>	<b>5,174,894</b>	<b>2,725,284</b>	<b>2,962,710</b>	<b>3,284,234</b>	<b>4,270,350</b>
<b>Expenditures by Program</b>					
Neighborhood & Family Services Admin	524,139	517,349	570,430	484,810	673,580
Social Services	216,573	224,779	237,380	257,254	277,270
Code Enforcement	626,813	669,793	727,260	670,428	750,830
Community Action Program	160,208	205,474	170,140	136,740	139,190
Caregiver Forum	107,071	135,320	-	93,192	-
Youth Commission	3,888	3,336	3,470	3,986	3,470
GRIC--Youth Development & Young Families	115,174	59,830	-	39,414	-
Emergency Food & Shelter Program	26,407	-	-	64,000	-
First Things First	164,788	82,495	-	214,415	-
Ft McDowell Yavapai Nation Project Real	5,347	3,724	-	1,604	-
APS Bill Assistance Grant	-	1,489	-	49,000	-
ACAA Utility Assistance Grant-SW Gas	-	1,253	-	-	-
ACAA Utility Assistance Grant-SRP	-	-	-	20,000	-
ACAA Utility Assistance Grant - General	-	-	-	6,500	-
Street Reconstruction	300,000	300,000	200,000	200,000	241,420
Youth Jobs Public Service	27,408	16,002	60,100	48,907	63,000
Housing Rehabilitation	126,292	193,706	193,690	68,941	176,600
Substantial Rehabilitation	300,896	93,641	298,870	103,911	344,150
Homebuyer Assistance	107,230	-	160,000	-	-
Business Facade Renovation	50,967	44,067	120,000	190,004	18,500
ADOH	-	-	-	244,251	221,850
NSP3	-	-	44,780	44,780	-
Small Business Development, Revitalization	-	-	1,000	1,000	61,000
Educational IDA Program	-	-	50,000	50,000	25,000
CDBG Public Services	-	-	15,000	15,000	15,000
NSP Home Buyer Assistance Grant	2,311,693	173,026	110,590	276,097	1,259,490
<b>Total by Program</b>	<b>5,174,894</b>	<b>2,725,284</b>	<b>2,962,710</b>	<b>3,284,234</b>	<b>4,270,350</b>
<b>Expenditures by Fund</b>					
General Fund	1,281,645	1,301,840	1,430,330	1,333,321	1,606,140
Community Action Program	160,208	168,855	168,380	131,510	139,190
Home Grant	414,888	101,430	466,380	340,944	348,810
Other Grants	2,755,304	457,137	155,370	823,253	1,481,340
CDBG	562,849	659,403	742,250	655,206	694,870
ARRA Fund	-	36,619	-	-	-
<b>Total by Fund</b>	<b>5,174,894</b>	<b>2,725,284</b>	<b>2,962,710</b>	<b>3,284,234</b>	<b>4,270,350</b>

## Neighborhood &amp; Family Services

<b>Budget Summary</b>					
	<b>FY 09-10 Actuals</b>	<b>FY 10-11 Actuals</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimates</b>	<b>FY 12-13 Budget</b>
<b>Authorized Positions by Program</b>					
Neighborhood & Family Services Director	1.00	1.00	1.00	1.00	1.00
Community Relations Specialist	1.00	-	-	-	-
Revitalization Project Manager	1.00	1.00	1.00	1.00	1.00
Social Services Manager	1.00	1.00	1.00	1.00	1.00
CDBG Program Manager	1.00	1.00	1.00	1.00	1.00
Youth Development Coordinator	1.00	1.00	1.00	1.00	1.00
Social Services Coordinator	2.00	2.00	2.00	2.00	2.00
Code Compliance Manager	1.00	1.00	1.00	1.00	1.00
Code Compliance Specialist	1.00	1.00	1.00	1.00	1.00
Code Enforcement Officer	4.00	4.00	4.00	4.00	4.00
Administrative Secretary	1.00	-	-	-	-
Administrative Assistant	-	1.00	1.00	1.00	1.00
Community Outreach Specialist	1.00	1.00	1.00	1.00	1.00
Neighborhood Preservation Tech	1.00	1.00	1.00	1.00	1.00
<b>Total Authorized FTE</b>	<b>17.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>

## Public Works



### Department Description

The Public Works Department has three major programs including Water Resources Management, Water and Wastewater Operations, and Field Operations. The following Divisions combine to support these primary Departmental programs:

The Administration Division oversees daily operations, manages the department budget, optimizes asset management, promotes team building, advances strategic planning, and implements the water and sewer capital improvement program.

The Water Resources Planning Division tracks all water resource issues, advocates policy and direction, participates in regional resource and infrastructure planning, evaluates growth impacts, projects future water demands, and identifies programs and /or projects to expand water supplies.

The Water Quality and Regulatory Compliance Division ensures all Department operations comply with applicable laws and regulations, manages renewable water resources by maintaining compliance with federal and state water laws, promotes water conservation, and operates the Crystal Gardens Water Treatment and McDowell Road Recharge Facilities.

The Water Operations Division provides for the production, storage, treatment, and distribution of potable water supplies to approximately 23,000 customers in compliance with applicable regulations, is responsible for all water system repairs and preventative maintenance activities, and ensures meter reading accuracy.

The Wastewater Operations Division ensures the effective operation of the wastewater collection systems and the water reclamation facility in compliance with applicable regulations, and with a primary emphasis on the production of reclaimed water for recharge and/or reuse.

The Geographic Information System Division maintains computer-based mapping and inventory systems for use by the City with spatial information and including infrastructure location, planning and zoning, emergency dispatch, and streets and address records, oversees the City's system for vertical and horizontal control, and provides support for asset management systems.

The Field Operations Division provides solid waste services and street maintenance services for the entire community, and provides preventative maintenance and repairs for the fleet of City-owned vehicles and equipment.

Each Division's activities ensure that the City is able to provide life essential services safely and economically without sacrificing quality and superior customer service.

### FY 2011-2012 Highlights

- Staff attended Resident Appreciation Night. A side-load sanitation truck and valves and meters were on display. Educational materials and promotional items were provided to residents. The staff answered questions on the services provided.

## Public Works

### FY 2011-2012 Highlights

- ❑ Completed the annual hydrant maintenance program, ensuring compliance with insurance requirements by confirming that all hydrants are in working order.
- ❑ Completed the rehabilitation of two critical manholes located at the 10th St. Lift Station and at Dysart and Broadway Roads.
- ❑ Increased the Preventative Maintenance Sewer Cleaning Program from 100 to 130 linear miles to ensure uninterrupted citywide sewer service.
- ❑ Developed a new campaign in recycling/sanitation for educating citizens. The campaign includes materials encouraging compliance by featuring the new mascots "Miss D. Curb" and "Bulk E. Pile" to keep neighborhoods clean and free of debris.
- ❑ Implemented the sanitation can replacement program improving the quality of cans provided to our residents.
- ❑ Fleet Services again earned the Blue Seal of Excellence recognition as a highly qualified repair facility with a commitment to excellence.
- ❑ Provided street sweeping services to all neighborhood streets once per month and all collector and arterial streets twice per month.
- ❑ Upgraded intelligent hardware for the water reclamation facility process control with hardware and software upgrades to PLC 1.
- ❑ Completed SCADA migration and integration of Plant 1 and Plant 2 into a cohesive Unified Treatment software platform and process control experience.
- ❑ Completed an upgrade to the Enterprise Asset Management (EAM) and work order system to version 8.5.
- ❑ Purchased five new mixers for aeration basin service at the water reclamation facility to replace those reaching the end of their useful life, and serviced and repaired eight existing mixer units.
- ❑ Successfully completed site improvements and the replacement of all water meters in the newly acquired Rigby water system. All the meter locations were added to the Asset Management and GIS systems with the appropriate billing information attached.
- ❑ Completed the first six sub-areas of the GPS Point Verification Project, equaling 4.7 sq. mi.
- ❑ Purchased and tested new GPS and survey equipment that will allow higher accuracy when collecting survey locations and elevations. This will provide better and more accurate support to all City departments.
- ❑ Used in-house staff to design all original alignment options for the PIR Water and Sewer alignment project. The alignment study was used to obtain more accurate project cost estimates and saved the expense of hiring an outside consultant to prepare the alignments.
- ❑ Partnered with A-to-Z rentals and Hickman Family Farms to provide residents the opportunity to recycle Christmas trees.
- ❑ Upgraded the Programmable Logic Controller and Human Machine Interface programming in the water reclamation facility's pre-expansion areas to meet the standards of the expansion areas.
- ❑ Completed an evaluation of ARC-Flash potential at all Public Works facilities including recommendations for improvements to minimize or eliminate the potential for deadly ARC-Flash incidents.

## Public Works

**Council Goal:** *Community Development/Economic Development*

**FY 2012-13 Objectives:**

- Improve the integration of Enterprise Asset Management and GIS by creating a SQL data connection that will allow for real time map creation and analysis. This is the next step towards a web interface allowing users to query work orders and visually see the results on the web map.

**Council Goal:** *Community Involvement*

**FY 2012-13 Objectives:**

- Continue our public education efforts in water conservation, recycling and other public works programs; continue to participate in community events and increase our presence in schools throughout the City.

**Council Goal:** *Environmental Leadership*

**FY 2012-13 Objectives:**

- Implement findings of the ARC-Flash analysis for protection of site equipment and personnel including re-design of power and variable frequency drives at the Rancho Santa Fe Booster Station and Reservoir Site.

**Council Goal:** *Financial Stability*

**FY 2012-13 Objectives:**

- Work to optimize the Garden Lakes Nitrate Treatment process and redesign the waste disposal process and procedures.
- Continue to evaluate opportunities for efficiency throughout our programs including maintenance, scheduling, technology, routing, and staffing to optimize operations.

**Council Goal:** *Public Safety*

**FY 2012-13 Objectives:**

- If funding available, implement the Aeration Basin Mixer Replacement Program ensuring maximum functionality of the aeration process at the water reclamation facility.

**Council Goal:** *Quality of Life*

**FY 2012-13 Objectives:**

- If funding available, implement a Corrosion/Odor Control Project along Thomas and Dysart Roads to the 10th St. Lift Station to extend the life of this critical infrastructure and eliminate foul sewer odors.
- Keep our neighborhoods clean and free from trash and debris through our sanitation services, inspection program, and street maintenance and sweeping efforts.
- Complete the valve maintenance program by exercising all of the City's more than 7,000 valves.

Performance/Workload Indicators:	FY 2010-11 Actuals	FY 2011-12 Projected	FY 2012-13 Projected
Gallons per capita per day (GPCD) water consumption rate =/< ADWR requirement of 167.	112	150	150
Lost and unaccounted water at =/< ADWR requirement of 10%	5.42%	<5%	<5%
Chlorine residual in drinking water system =/> 1.00 mg/L	100%	100%	100%
Billions of gallons of wastewater treated annually	2.00	2.00	2.00
Miles of sewer lines cleaned annually	100	130	140
Respond to after hours emergency callouts within one hour	100%	100%	100%

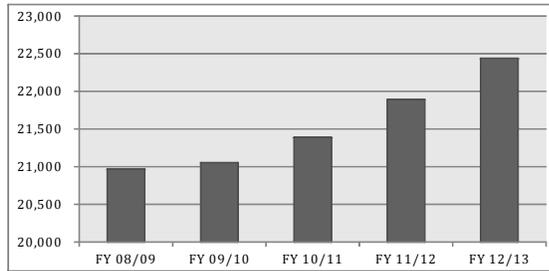
## Public Works

830

### Performance/Workload Indicators:

	FY 2010-11 Actuals	FY 2011-12 Projected	FY 2012-13 Projected
Recycling diversion rate	19%	20%	22%
Recycling revenue collected	\$161,950	\$160,000	\$160,000

### Water Accounts



## Public Works

<b>Budget Summary</b>					
	<b>FY 09-10 Actuals</b>	<b>FY 10-11 Actuals</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimates</b>	<b>FY 12-13 Budget</b>
<b>Expenditures by Category</b>					
Personal Services	6,482,969	6,216,342	6,959,310	6,145,325	6,894,550
Contractual Services	8,399,079	8,684,928	8,487,060	7,726,134	9,140,360
Commodities	3,822,530	3,354,055	3,107,150	2,670,344	3,442,890
Capital Outlay	67,046	36,482	517,910	80,824	730,000
Other	3,122,864	2,923,830	2,639,890	2,639,720	2,250,940
Debt Service	540,368	382,463	2,486,500	2,347,510	2,317,110
Transfers Out	807,720	1,604,980	6,168,080	6,168,080	3,717,370
Contingency	-	-	2,250,000	50,654	2,250,000
<b>Total by Category</b>	<b>23,242,576</b>	<b>23,203,080</b>	<b>32,615,900</b>	<b>27,828,591</b>	<b>30,743,220</b>
<b>Expenditures by Program</b>					
Fleet Services	1,901,044	1,982,958	2,157,600	2,129,354	2,327,960
Field Operations Administration	53,412	78,638	3,200	8,667	23,850
Motor Pool	-	27,305	33,560	33,198	47,290
Streets	1,675,469	1,520,384	1,601,480	1,435,355	1,728,880
Solid Waste	3,135,004	3,020,690	3,475,310	3,050,634	3,862,300
Sanitation-Uncontained	513,517	465,927	582,970	477,922	637,700
Recycling Education and Enforcement	252,088	246,082	275,410	250,883	273,120
Water Distribution	3,464,171	3,303,678	2,515,900	1,987,801	2,430,360
Water Administration	2,233,110	2,163,613	4,198,290	2,541,925	4,472,680
GIS and Land Services	483,100	397,650	492,070	463,820	590,670
Water Resources	1,530,146	1,527,110	1,458,570	1,443,469	1,829,460
Water Quality	225,567	437,634	574,460	478,283	581,140
Wetlands Treatment	337,918	319,963	346,170	290,190	336,370
Water Production	2,399,424	2,569,148	3,218,990	2,690,973	3,061,850
Wastewater Collection	823,893	927,166	1,240,430	1,247,015	1,557,720
Wastewater Administration	1,583,970	1,346,501	7,353,670	6,296,073	3,632,650
Wastewater Lift Stations	97,641	135,541	134,110	136,123	138,720
Water Reclamation Facility	2,533,102	2,733,092	2,953,710	2,866,906	3,210,500
<b>Total by Program</b>	<b>23,242,576</b>	<b>23,203,080</b>	<b>32,615,900</b>	<b>27,828,591</b>	<b>30,743,220</b>
<b>Expenditures by Fund</b>					
General Fund	54,181	105,943	36,760	41,865	71,140
Highway User Revenue Fund	1,675,469	1,520,384	1,601,480	1,435,355	1,728,880
Water Operations	10,673,436	10,718,796	12,804,450	9,896,461	13,302,530
Sewer Operations	5,038,606	5,142,409	11,681,920	10,546,117	8,539,590
Sanitation	3,900,609	3,732,590	4,333,690	3,779,439	4,773,120
Fleet Services Fund	1,900,275	1,982,958	2,157,600	2,129,354	2,327,960
<b>Total by Fund</b>	<b>23,242,576</b>	<b>23,203,080</b>	<b>32,615,900</b>	<b>27,828,591</b>	<b>30,743,220</b>

## Public Works

<b>Budget Summary</b>					
	<b>FY 09-10 Actuals</b>	<b>FY 10-11 Actuals</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimates</b>	<b>FY 12-13 Budget</b>
<b>Authorized Positions by Program</b>					
Field Operations Director	1.00	-	-	-	-
Water Resources Director	1.00	1.00	1.00	1.00	1.00
Water Resources Assistant Director	1.00	1.00	1.00	1.00	1.00
Field Operations Assistant Director	1.00	1.00	1.00	1.00	1.00
Water Operations Superintendent	1.00	1.00	1.00	-	-
Water Resources Project Manager	1.00	1.00	1.00	1.00	1.00
Water Resources Superintendent	1.00	1.00	1.00	1.00	1.00
Water Resources Manager	-	1.00	1.00	1.00	1.00
Water Resources Planning Manager	1.00	-	-	-	-
GIS Manager	1.00	-	1.00	1.00	1.00
Utilities Reliability Manager	-	-	-	-	1.00
Water Quality & Regulatory Compliance Manager	1.00	1.00	1.00	1.00	1.00
Water Distribution Supervisor	1.00	1.00	1.00	1.00	1.00
Water Reclamation Supervisor	1.00	-	-	-	-
Operations and Service Manager - Collections	-	1.00	1.00	1.00	1.00
Wastewater Collection Supervisor	1.00	-	-	-	-
Water Production Supervisor	-	-	-	1.00	1.00
Water/Well Production Supervisor	1.00	1.00	1.00	-	-
Water Reclamation Facility Supervisor	-	-	1.00	1.00	1.00
Fleet Services Supervisor	1.00	1.00	1.00	1.00	1.00
GIS Analyst	1.00	1.00	1.00	-	-
Solid Waste Inspector/Coordinator	1.00	1.00	1.00	1.00	1.00
Street Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Solid Waste Supervisor	1.00	1.00	1.00	1.00	1.00
Solid Waste Inspector	1.00	1.00	1.00	1.00	1.00
Water Reclamation Facility Operator III	-	-	-	3.00	3.00
GIS/GPS Technician II	1.00	1.00	1.00	1.00	1.00
Pretreatment and Laboratory Coordinator	1.00	1.00	1.00	-	-
Regulatory Compliance Coordinator-Pretreatment	-	-	-	1.00	1.00
Control Systems Senior Technician	-	-	-	1.00	1.00
Utility Maintenance Mechanic	-	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	-	-	-	-
Administrative Assistant	-	2.00	1.00	1.00	1.00
Executive Assistant	-	-	1.00	1.00	1.00
Senior Water Reclamation Facility Operator	-	1.00	1.00	1.00	1.00
Senior Administrative Clerk	1.00	-	1.00	1.00	1.00
Water Resources Coordinator	1.00	1.00	-	-	-
Fleet Services Coordinator	1.00	1.00	1.00	1.00	1.00
Cross Connection Control Specialist	1.00	1.00	1.00	-	-
Regulatory Compliance Coordinator-Cross Connection	-	-	-	1.00	1.00
Water Treatment Operator	1.00	1.00	1.00	1.00	1.00
Lead Water Resources Operator	1.00	1.00	1.00	1.00	1.00
Senior Water Resources Mechanic	3.00	3.00	3.00	3.00	3.00

## Public Works

<b>Budget Summary</b>					
	<b>FY 09-10 Actuals</b>	<b>FY 10-11 Actuals</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimates</b>	<b>FY 12-13 Budget</b>
<b>Authorized Positions by Program</b>					
Automotive Equipment Mechanic	4.00	4.00	4.00	4.00	4.00
Senior Water Recharge & Wetlands Operator	1.00	1.00	1.00	1.00	1.00
Senior Water Resources Operator	6.00	6.00	5.00	5.00	5.00
Water Quality Specialist	1.00	1.00	1.00	-	-
Water Conservation and Education Specialist	1.00	1.00	1.00	1.00	1.00
Field Operations Crew Leader	-	2.00	2.00	2.00	2.00
Regulatory Compliance Inspector	-	-	-	1.00	1.00
Utility Location Specialist	1.00	1.00	1.00	1.00	1.00
Wastewater Treatment Plant Operator	-	4.00	2.00	2.00	2.00
Preventative Maintenance Technician	1.00	1.00	1.00	1.00	1.00
Water Resources Mechanic	5.00	4.00	3.00	3.00	3.00
Water Resources Operator	12.00	8.00	9.00	9.00	8.00
Senior Equipment Operator	5.00	3.00	3.00	3.00	3.00
Customer Service Technician	1.00	1.00	1.00	1.00	1.00
Water Reclamation Facility Operator	-	-	2.00	1.00	1.00
Water Reclamation Facility Mechanic	-	-	1.00	-	-
Equipment Operator	15.00	16.00	16.00	16.00	16.00
Service Assistant	1.00	-	-	-	-
Water Recharge & Wetlands Operator	2.00	2.00	2.00	2.00	2.00
Customer Service Worker	2.00	2.00	-	-	-
Equipment Parts Specialist	1.00	1.00	1.00	1.00	1.00
Maintenance Worker	3.00	2.00	2.00	2.00	2.00
<b>Total Authorized FTE</b>	<b>94.00</b>	<b>91.00</b>	<b>91.00</b>	<b>91.00</b>	<b>91.00</b>



## Capital Improvement Plan

**FY2012-2013 through FY2021-2022**

### Developing the Capital Improvement Plan

The Capital Improvement Plan (CIP) is the City's ten-year blueprint for creating and maintaining the crucial infrastructure that will support the continued growth and development of Avondale. Fiscal year 2012-2013 represents the first year of the City's established official ten-year CIP. Each year, in conjunction with the annual budgeting process, the ten-year CIP is reviewed, updated and approved by the Citizens' CIP Committee and the City Council. The mission statement, values, priority areas, goals, and objectives established by Avondale's elected officials determine the broad parameters for incorporating new capital improvement projects into the CIP. Other documents, such as the City of Avondale General Plan, a water master plan or transportation master plan also provide valuable information and guidance in the preparation of the capital plan.

The city's professional staff in Administration, Public Works, Parks, Recreation & Libraries, Finance and Budget, Engineering, Police, Fire, Court, and Economic Development participates in the review of past capital project accomplishments and the identification of new projects for inclusion in the plan.

Citizen input is obtained through a Capital Improvement Plan Committee and from constituents that contact the Council and city management directly. City residents have frequently alerted staff about infrastructure development and renovation needs, essential quality of life enhancements, and environmental and historic preservation issues that should be addressed in the capital plan. Citizens are also given the opportunity to weigh in on capital expenditures as voter authorization is required for several types of municipal bonds. On May 15, 2007 a bond election was also held to obtain voter approval to issue bonds to help finance the current ten year plan. Voters approved \$70 million in bonds for the various categories of improvements.

Projects included in the 2013-2022 CIP will form the basis for appropriations in the 2012-2013 fiscal year budget. Some projects will affect the city's budget process five to ten years into the future. Individual projects will continue to be subject to ongoing community and City Council review and discussion during the annual appropriations process.

The Capital Improvement Plan is also an important public communication medium. The CIP gives residents and businesses a clear and fairly accurate view of the city's long-term direction in the area of capital improvements and a better understanding of the city's ongoing needs for stable revenue sources to fund large or multi-year capital projects.

### What are Capital Improvements?

Capital improvements are the foundation for facilities and amenities within the city. Streets, water treatment and reclamation plants, parks and recreation buildings, and major, one-time acquisitions of equipment are all considered capital improvements. With the exception of vehicles and technology equipment, projects in the CIP generally cost more than \$100,000 and have a projected minimum life span of five years.

### Financing the Capital Improvement Plan

When developing the capital improvement plan, the city must consider its ability to finance the needed projects. This involves prioritization of projects while maximizing use of available financing mechanisms. Since so many projects require the use of debt financing to complete, the capital budget is directly related to the city's debt budget. The use of bonded debt may also require voter authorization. This is acquired through what is known as a bond election. The city's available financing mechanisms include some or all of the following sources.

## Capital Improvement Plan

### Pay-As-You-Go Financing

**Development Fees** - Development Fees are assessments on developers that allow for “pay-as-you-go” financing for capital projects. When a developer takes out a building permit, the developer is required to pay fees for fire, police, library, parks, water, sewer, transportation and general government infrastructure based on the impact their development is expected to have on City services. The funds may also be used to retire debt issued for “growth” related projects. Newly signed legislation will restrict the use of fees and in the case of library and general government facilities to allow solely for existing debt service obligation. Sanitation development fees previously collected for the acquisition of new equipment and containers required by new development have been eliminated through this legislation and the City will need to find an alternate source of funding to meet this need.

**Sales Tax** - In May 2001, voters approved a 0.5% sales tax increase to fund water, sewer and street projects. The City is able to leverage these dollars through the issuance of bonds in the street, water and sewer funds. These funds are used for pay-as-you-go capital funding and for bond redemption.

**Operating Funds** - The City plans to transfer in approximately \$71.1 million dollars over the next ten years from operating funds to supplement the ten-year capital budget. These transfers represent the contribution of current residents to improvements to public infrastructure.

**Replacement Funds** - The replacement of vehicles and major equipment can have a major impact on the operating budget from year to year. To minimize the impact, the City sets funding aside each year to replace existing vehicles and equipment. Currently, contributions from the operating funds are made to the replacement funds which spread the costs of replacement evenly over the estimated useful life of the vehicles and equipment for each respective fund.

### Grants and Other Intergovernmental Funding

There are a number of grants available from federal, state, and county sources. The City aggressively pursues this type of funding and plans to apply for over \$15.5 million in grant funding and \$6.9 million in intergovernmental cost sharing.

### General Obligation Bonds

General Obligation (G.O.) bonds are backed by “the full faith and credit” of the city, and are usually considered to be a safe investment for bondholders. These bonds also require voter approval before the City can issue this type of debt. The principal and interest on G.O. bonds is normally paid through a property tax levy, referred to as the “secondary” property tax. This means that property owners pay for the benefit of the improvements funded with this type of bond through payment of their property taxes. As indicated in the financial policies section, the City maintains a policy that the secondary property tax rate, when combined with the primary property tax rate, cannot exceed \$2.00 per one hundred dollars of assessed valuation. Based on the decreased property values experienced throughout Arizona, an increase in the secondary property rate has been proposed to ensure there is sufficient funding to make G.O. bond debt service payments over the next few years.

Under the Arizona State Constitution, general obligation debt is segregated into two categories of uses. Prior to November of 2006, a municipality could be indebted up to twenty percent in G.O. bonds for parks, open space, water, sewer and flood control projects. In November of 2006, Arizona voters approved a constitutional amendment that also allows a municipality to include public safety, law enforcement, fire and emergency services facilities and streets and transportation facilities within the 20% limit. For all other purposes, the municipality is limited to six percent (6%) of the assessed value. This limitation must be complied with at the time of a bond sale. Below is a table that displays the City’s projected capacity to issue new debt, or debt margin, for fiscal year 2012-2013. The current year’s assessed valuation is more than 37%

## Capital Improvement Plan

below values from two years ago, thereby reducing the new G.O. bond capacity by more than \$56 million. This has limited the ability to add projects to the capital plan.

	20%	6%
	Water, Sewer, Public Safety, Streets, Transportation Facilities, Open Space, Flood Control and Parks	General Municipal Purpose Bonds
Net Assessed Value	345,672,132	345,672,132
Debt Limit	69,134,426	20,740,328
Net Bonds Outstanding	33,195,000	1,190,000
<b>Legal Debt Margin</b>	<b>35,939,426</b>	<b>19,550,328</b>

### Highway User Revenue Fund Bonds

Highway User Revenue Fund (HURF) Bonds are special revenue bonds specifically issued for the purpose of constructing street and highway projects. The bonds are secured by gas tax revenues distributed to cities and towns throughout the State based on a formula of population and gas sales within the county of origin. The bonds must be voter approved and the amount the City may issue is limited by the amount of annual HURF revenues from the State. The annual total debt service (principal and interest), must not exceed one-half of the annual HURF revenues received by the City.

### Revenue Bonds

Revenue bonds are backed only by revenues derived from the project or system they are used to build or create in the form of user charges or fees for services. They must be voter approved. Revenue bond indenture agreements may include a reserve requirement. The City has used this form of bonds for water and sewer projects. In compliance with the City's indenture agreements for the outstanding revenue bonds, a reserve fund has been established.

### Water Infrastructure Financing Authority

The Water Infrastructure Financing Authority (WIFA) provides financial assistance to municipalities and other public agencies for constructing, acquiring or improving wastewater treatment facilities, drinking water facilities and other related water quality facilities and projects. WIFA bonds historically offer significantly lower interest rates and bond issuance costs as it has the ability to leverage several revenue sources as repayment or combine bond sales for multiple municipalities and/or political subdivisions, thereby lowering the costs. These agreements also require voter approval. Once the bonds are sold, the proceeds are "loaned" to the municipality on agreed upon terms. The City currently has no WIFA loans outstanding for water and wastewater projects.

## Capital Improvement Plan

### Voter Authorization

As stated, all General Obligation bonds, Revenue bonds and WIFA loans require voter approval prior to the City becoming indebted using these instruments. The following table shows the election data for all voter approved debt.

Election Date	Purpose	Approved	Issued	Remaining Authorization
17-Mar-92	Loan Agreements with WIFA	10,000,000	-	10,000,000
10-Oct-95	Water Improvements	10,000,000	6,430,000	3,570,000
8-Sep-98	Water and Sewer Improvements (a)			
	Wastewater Treatment Capacity - \$12,500,000	12,500,000	8,000,000	4,500,000
	Water Lines & Storage Reservoirs - \$2,500,000	2,500,000		2,500,000
8-Sep-98	Street & Highway Improvements (b)	10,300,000	10,300,000	-
				-
15-May-07	Water and Sewer Improvements (a)	5,000,000	-	5,000,000
15-May-07	Street & Highway Improvements (b)	20,000,000	11,750,000	8,250,000
15-May-07	Parks, Community Center and Recreation Facilities	15,000,000	8,000,000	7,000,000
15-May-07	Public Safety Facilities & Equipment	13,000,000	-	13,000,000
15-May-07	General Government Facilities	17,000,000	-	17,000,000
	<b>Totals</b>	<b>\$115,300,000</b>	<b>\$44,480,000</b>	<b>\$70,820,000</b>

(a) City can pledge either enterprise revenues or property taxes.

(b) City can pledge either street & highway revenues or property taxes.

The remaining bond/debt types do not require voter approval but must meet other legal debt limitations such as property owner consent or revenue collections that exceed the specified debt service coverage ratio.

### Local Improvement Districts

Local improvement districts (LID) are legally designated geographic areas in the city which, through the consent of the affected property owners, pay for public improvements through a supplemental tax assessment. This financing approach ties the repayment of debt to those property owners who most directly benefit from the improvements financed.

While LID bonds are not subject to specific debt limits, they do entail several practical constraints: 1) affected property owners must agree to the creation of the district; 2) LID debt appears in the city's financial statements as an obligation of the city, and can affect the city's bond ratings; 3) LIDS often include a "general" city contribution (for the share of improvements that benefit property owners outside the district) which must be financed with other sources.

### Municipal Development Corporation Bonds

The Municipal Development Corporation, or MDC, is a non-profit organization, over which the city exercises significant oversight authority, including the appointment of its governing board. The city may enter into an agreement with an MDC under which the corporation sells bonds and pays for capital improvements. Over a period of years, the improvement will be purchased from the corporation by the city.

In order for the MDC to market its bonds, the city typically pledges excise taxes (e.g., city sales tax, franchise fees, certain state-shared taxes or other undesignated revenues), and further pledges that, before entering into a purchase agreement with the MDC, actual annual excise tax collections will be at least three times the maximum annual debt service payment for all MDC bonds.

## Capital Improvement Plan

### Carryover Projects/Fund Balance

Due to the nature of capital projects, the life of a project may span across multiple fiscal years. As funds are received to fund a project, they are accumulated in the appropriate capital fund and expended as projects progress. When the funds are not spent in one year they remain in the fund balance, much like a savings account, to be used in the following fiscal years. This is also referred to as carryover. As the City refines the annual CIP process, these “carry over” projects will be redefined into areas of “contractual liability”, and ongoing projects will be re-appropriated in the following year as all of the financing is reevaluated to ensure project and funding viability. It is expected that over \$11.9 million will carryover in fund balance for the FY 2012-13 capital budget. Most of this carryover is unspent bond proceeds.

### Debt and Capital Budgets Relationship

The capital improvement plan obviously impacts the City’s debt budget. In most cases, the repayment of debt also affects the amount of revenue available for other operating expenses. For example, Highway User Revenue bonds are repaid using the same state shared funding source as street maintenance expenditures. The fiscal year 2012-2013 budget includes \$15,021,690 in debt payments and fees related to funding of capital projects. General long-term debt is budgeted and expended in the debt service funds, while enterprise fund debt is recorded in the respective enterprise funds in accordance with GAAP. The following schedule shows the 2012-2013 budgeted payments by debt type. The summary repayment schedules are included in the Schedules and Summaries section of this document.

<b>Debt Type</b>	<b>Principal</b>	<b>Interest</b>	<b>Fees</b>	<b>Total</b>
General Obligation (GO) Bonds	2,840,000	2,017,200	10,000	4,867,200
Highway User Revenue Bonds	335,000	68,150	10,000	413,150
Municipal Development Corporation (MDC) Bonds-GLTD	5,088,790	2,262,450	38,000	7,389,240
<b>Sub-total</b>	<b>8,263,790</b>	<b>4,347,800</b>	<b>58,000</b>	<b>12,669,590</b>
<i>Enterprise Funded Debt</i>				
Water & Sewer Revenue Bonds	2,015,000	191,800	30,000	2,236,800
MDC Bonds - Water & Sewer	56,210	54,090	5,000	115,300
<b>Sub-total</b>	<b>2,071,210</b>	<b>245,890</b>	<b>35,000</b>	<b>2,352,100</b>
<b>Grand Total All Debt</b>	<b>\$10,335,000</b>	<b>\$4,593,690</b>	<b>\$93,000</b>	<b>\$15,021,690</b>

### Operating and Capital Budget Relationship

The capital improvement plan also impacts the operating budget as projects are completed and operating funds are necessary for the routine maintenance and operation of facilities and equipment including, utilities, staffing, repairs, fuel for heavy equipment and equipment maintenance. Recurring equipment replacement expenses for new patrol cars, street sweepers, and recurring maintenance costs such as street asphalt overlay are also funded through the operating budget. These ongoing costs must be tied to ongoing revenues (i.e., sales tax, user fees, and intergovernmental revenues) to ensure they can be sustained into the future.

There are a number of major projects in the CIP that will require substantial operating funds when completed. The project details in the following capital section include the expected impact on the operating budget of capital projects. A few major examples are listed below:

- New traffic signal installations
- Northwest Fire Station
- Water Lines and Wells

## Capital Improvement Plan

The following table summarizes the estimated cumulative monetary impact of planned projects each year on the operating funds.

	2013	2014	2015	2016	2017	2018-2022
<b>General Fund</b>						
Staffing	-	39,000	678,000	1,278,000	1,278,000	12,754,000
Supplies/Contracts	5,000	5,000	9,000	9,000	9,000	864,000
Utilities	-	50,000	150,000	150,000	150,000	3,595,000
Equipment Maintenance	-	-	2,000	2,000	2,000	137,200
Electric Costs	-	-	250,000	500,000	500,000	2,500,000
PC/Vehicle Replacement	-	-	-	-	-	825,000
<b>GF Total</b>	<b>5,000</b>	<b>94,000</b>	<b>1,089,000</b>	<b>1,939,000</b>	<b>1,939,000</b>	<b>20,675,200</b>
<b>Highway User Revenue Fund</b>						
Landscape/Water/Refuse	200	200	200	200	200	1,000
Staffing	-	-	-	2,000	2,000	50,000
Supplies/Contracts	-	-	-	5,000	5,000	25,000
Street Maintenance	400	5,400	10,400	10,400	15,400	277,000
Equipment Maintenance	3,000	3,000	3,500	3,500	3,500	23,500
Electrical Costs	-	-	200	600	600	13,500
Street Light Maintenance	-	-	-	500	6,000	50,000
<b>HURF Total</b>	<b>3,600</b>	<b>8,600</b>	<b>14,300</b>	<b>22,200</b>	<b>32,700</b>	<b>440,000</b>
<b>Water Operations</b>						
Staffing	-	29,300	54,300	61,500	86,500	1,109,000
Supplies	-	17,150	27,150	30,750	40,750	492,000
Utilities	-	35,000	70,000	70,000	105,000	1,225,000
Building Maintenance	-	-	40,000	40,000	80,000	1,200,000
Equipment Maintenance	-	58,650	76,650	80,250	95,250	789,500
Vehicle Replacement	-	10,000	10,000	10,000	10,000	50,000
<b>Water Total</b>	<b>-</b>	<b>150,100</b>	<b>278,100</b>	<b>292,500</b>	<b>417,500</b>	<b>4,865,500</b>
<b>Wastewater Operations</b>						
Staffing	-	-	40,000	40,000	40,000	1,545,000
Supplies/Contracts	-	-	40,000	40,000	40,000	1,700,000
Utilities	-	-	50,000	50,000	50,000	750,000
Building Maintenance	-	-	-	-	-	1,000,000
Equipment Maintenance	-	10,000	60,000	60,000	60,000	1,205,000
WW Total	-	10,000	190,000	190,000	190,000	6,200,000
<b>Grand Total</b>	<b>\$ 8,600</b>	<b>\$ 262,700</b>	<b>\$ 1,571,400</b>	<b>\$ 2,443,700</b>	<b>\$ 2,579,200</b>	<b>\$ 32,180,700</b>

### Capital Improvement Plan Summary

The capital plan for the City of Avondale totals \$303,657,440 for fiscal years 2012-13 through 2021-22. The fiscal year 2012-13 budget totals \$58,055,770 including \$1,151,800 in transfers to debt service funds. The plan takes into consideration all known capital needs and ties potential revenue sources to those needs. As the City continues to grow and age, new needs will undoubtedly surface, causing the plan to fluctuate and require more resources. For this reason, the City Council always considers all requests, but only those projects of the highest priority that fit within the available dollars are included in the capital budget. All other projects may be reconsidered in future years as property begins to appreciate once again and construction of new development resumes.

## Capital Improvement Plan Summary

Fiscal Year 2013-2022

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2018-22	Total
<b>Fund Balances All</b>	34,849,792	18,356,622	10,516,152	14,015,262	12,669,702	15,860,272	34,849,792
<b>Capital Plan Revenues</b>							
<b>Intergovernmental Revenues</b>							
Other State Sources	-	-	-	-	-	650,000	650,000
Other Cities & Towns - IGAs	-	-	2,800,000	-	-	500,000	3,300,000
Federal Grants & Other Sources	1,314,000	1,250,000	-	-	-	12,970,000	15,534,000
Maricopa County	-	1,310,000	-	150,000	-	1,550,000	3,010,000
<b>Total Intergovernmental Revenues</b>	1,314,000	2,560,000	2,800,000	150,000	-	15,670,000	22,494,000
<b>Development Fees</b>							
Street Construction	185,700	278,550	742,800	742,800	742,800	7,428,000	10,120,650
Police Development	32,600	48,900	130,400	130,400	130,400	1,304,000	1,776,700
Parkland	117,800	176,700	471,200	471,200	471,200	4,712,000	6,420,100
Library Development	34,500	51,750	138,000	138,000	138,000	1,380,000	1,880,250
General Government Development	90,500	135,750	362,000	-	-	-	588,250
Fire Dept. Development	94,300	141,450	377,200	377,200	377,200	3,772,000	5,139,350
Sewer Development	549,300	823,950	2,197,200	2,197,200	2,197,200	21,972,000	29,936,850
Water Development	525,100	787,650	2,100,400	2,100,400	2,100,400	21,004,000	28,617,950
<b>Total Development Fees</b>	1,629,800	2,444,700	6,519,200	6,157,200	6,157,200	61,572,000	84,480,100
<b>Bond Proceeds</b>							
Street Construction	-	-	6,000,000	-	-	-	6,000,000
Police Development	-	-	-	-	-	4,500,000	4,500,000
General Government Development	-	-	-	-	-	15,000,000	15,000,000
Fire Dept. Development	-	-	-	-	-	1,000,000	1,000,000
Improvement Districts	25,000,000	-	-	-	-	-	25,000,000
Transit Capital Projects	-	-	2,000,000	6,000,000	7,900,000	-	15,900,000
Sewer Development	-	-	-	-	-	23,500,000	23,500,000
Water Development	-	-	7,000,000	-	-	-	7,000,000
<b>Total Bond Proceeds</b>	25,000,000	-	15,000,000	6,000,000	7,900,000	44,000,000	97,900,000
<b>Investment Income</b>							
Interest Earned	114,390	45,190	28,270	65,600	62,680	123,250	439,380
<b>Total Investment Income</b>	114,390	45,190	28,270	65,600	62,680	123,250	439,380
<b>Reimbursement Revenue</b>							
Reimbursement/Cost Share	-	-	1,400,000	-	-	-	1,400,000
Traffic Signal Cost Sharing	240,000	-	-	-	-	780,000	1,020,000
<b>Total Reimbursement Revenue</b>	240,000	-	1,400,000	-	-	780,000	2,420,000
<b>Operating Transfers In</b>							
Replacement Contributions - Fire Equipment	45,000	45,000	45,000	45,000	45,000	225,000	450,000
Replacement Contributions - Technology	791,360	787,790	787,790	787,790	787,790	3,645,800	7,588,320
Replacement Contributions - Vehicle	2,623,560	1,836,580	1,836,580	1,836,580	1,836,580	8,085,900	18,055,780
Transfer In 101--General Fund	6,820,000	2,650,000	3,355,000	1,575,000	1,550,000	10,750,000	26,700,000
Transfer In 230--Dedicated Sales Tax	650,000	650,000	650,000	650,000	650,000	3,250,000	6,500,000
Transfer In 235--Public Safety Ded Sales	-	-	-	-	-	679,160	679,160
Transfer In 240--CDBG	241,420	300,000	300,000	300,000	300,000	1,300,000	2,741,420

### Capital Improvement Plan Summary

Fiscal Year 2013-2022

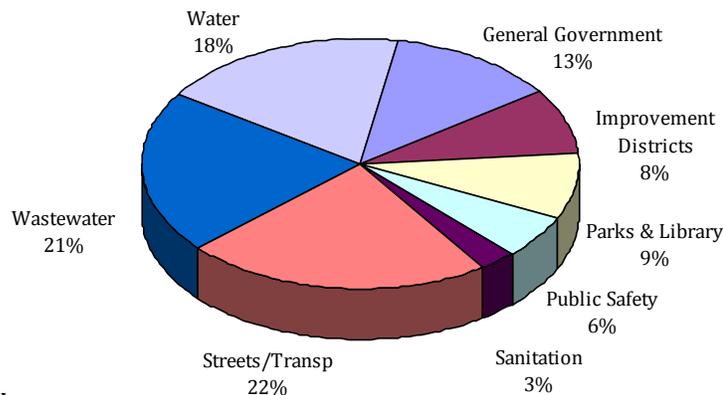
	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2018-22	Total
<b>Operating Transfers In</b>							
Transfer In 520--Sanitation Fund	200,000	50,000	50,000	50,000	50,000	250,000	650,000
Transfer in 501--Avondale Water	1,950,000	650,000	650,000	650,000	650,000	3,250,000	7,800,000
<b>Total Operating Transfers In</b>	<b>13,321,340</b>	<b>6,969,370</b>	<b>7,674,370</b>	<b>5,894,370</b>	<b>5,869,370</b>	<b>31,435,860</b>	<b>71,164,680</b>
<b>Sub-Total</b>	<b>41,619,530</b>	<b>12,019,260</b>	<b>33,421,840</b>	<b>18,267,170</b>	<b>19,989,250</b>	<b>153,581,110</b>	<b>278,898,160</b>
<b>Total Resources</b>	<b>76,469,322</b>	<b>30,375,882</b>	<b>43,937,992</b>	<b>32,282,432</b>	<b>32,658,952</b>	<b>169,441,382</b>	<b>313,747,952</b>

#### Capital Outlay\*

304 Street Construction	9,151,380	4,599,000	9,538,000	5,559,000	2,100,000	20,835,000	51,782,380
308 Police Development	117,100	915,660	2,025,660	89,660	89,660	4,950,000	8,187,740
310 Parkland	800,000	800,000	1,000,000	750,000	1,000,000	19,800,000	24,150,000
311 Library Development	208,400	208,400	207,950	207,950	207,950	1,032,000	2,072,650
318 General Government Development	732,900	482,000	482,000	-	-	15,000,000	16,696,900
319 Fire Dept. Development	202,890	2,165,070	322,570	142,570	142,570	5,598,000	8,573,670
320 Improvement Districts	25,000,000	-	-	-	-	-	25,000,000
333 Transit Capital Projects	2,000,000	-	2,000,000	6,000,000	7,900,000	-	17,900,000
513 Sewer Development	5,630,000	1,150,000	2,650,000	150,000	150,000	52,450,000	62,180,000
514 Water Development	10,650,000	2,150,000	8,780,000	2,700,000	2,800,000	25,150,000	52,230,000
524 Sanitation Development	-	-	-	-	275,000	275,000	550,000
530 Water Equipment Replacement	103,600	637,600	450,700	337,150	168,100	1,492,650	3,189,800
531 Sewer Equipment Replacement	88,400	304,000	511,050	205,700	153,900	525,550	1,788,600
532 Sanitation Equipment Replacement	1,375,000	2,184,000	547,000	94,800	72,600	4,259,000	8,532,400
601 Vehicle Replacement	1,252,000	3,954,000	804,000	2,718,500	682,000	4,405,000	13,815,500
603 Equipment Replacement Fund	801,030	310,000	603,800	657,400	1,056,900	3,635,600	7,064,730
<b>Total Expenditures</b>	<b>58,112,700</b>	<b>19,859,730</b>	<b>29,922,730</b>	<b>19,612,730</b>	<b>16,798,680</b>	<b>159,407,800</b>	<b>303,714,370</b>

<b>Estimated Ending Balance</b>	<b>18,356,622</b>	<b>10,516,152</b>	<b>14,015,262</b>	<b>12,669,702</b>	<b>15,860,272</b>	<b>10,033,582</b>	<b>10,033,582</b>
---------------------------------	-------------------	-------------------	-------------------	-------------------	-------------------	-------------------	-------------------

Capital Improvement Projects by Type



\*Includes transfers to debt service funds

## Capital Improvement Plan

## Fiscal Years 2013-2022

## Street Construction

304 Street Construction	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2018-22	Total
Beginning Balance	4,570,934	421,574	462,524	3,669,124	836,824	1,285,124	
<b>Revenues</b>							
Bond Proceeds - GO	-	-	6,000,000	-	-	-	6,000,000
CMAQ Funding	-	1,250,000	-	-	-	-	1,250,000
Development Fees	185,700	278,550	742,800	742,800	742,800	7,428,000	10,120,650
Grants	1,314,000	-	-	-	-	970,000	2,284,000
IGA	-	-	2,800,000	-	-	500,000	3,300,000
Interest Earned	20,900	1,400	1,800	33,900	5,500	10,000	73,500
MCDOT Funding	-	1,310,000	-	150,000	-	1,550,000	3,010,000
McDowell / Avondale Cost Share	-	-	1,400,000	-	-	-	1,400,000
Traffic Signal Cost Sharing	240,000	-	-	-	-	780,000	1,020,000
Transfer In - CDBG	241,420	300,000	300,000	300,000	300,000	1,300,000	2,741,420
Transfer In- General Fund	2,500,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	11,500,000
Transfer In- Sales Tax	500,000	500,000	500,000	500,000	500,000	2,500,000	5,000,000
<b>Total Revenues</b>	<b>5,002,020</b>	<b>4,639,950</b>	<b>12,744,600</b>	<b>2,726,700</b>	<b>2,548,300</b>	<b>20,038,000</b>	<b>47,699,570</b>
<b>Total Resources</b>	<b>9,572,954</b>	<b>5,061,524</b>	<b>13,207,124</b>	<b>6,395,824</b>	<b>3,385,124</b>	<b>21,323,124</b>	<b>52,270,504</b>
<b>Expenditures</b>							
ST1007-Street Drainage Issues	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
ST1009-City Wide Street Overlay	1,450,000	500,000	500,000	500,000	500,000	2,500,000	5,950,000
ST1012-Bridge Repairs	-	50,000	-	100,000	-	100,000	250,000
ST1020-Preventative Street Maintenance (Citywide)	800,000	400,000	500,000	500,000	500,000	2,500,000	5,200,000
ST1021-Dysart Rd - Lower Buckeye to Harrison	-	-	-	-	300,000	2,200,000	2,500,000
ST1125-Avondale Blvd - McDowell to Thomas	-	-	100,000	900,000	-	-	1,000,000
ST1127-Traffic Signal at 107th and Pierce	-	-	-	-	-	475,000	475,000
ST1146-Van Buren Street - 121st - 122nd (N. Half)	-	-	-	-	-	150,000	150,000
ST1148-Avondale and Buckeye Intersection	-	1,262,000	800,000	-	-	-	2,062,000
ST1162-CDBG Street and Sidewalk Improvements	200,000	300,000	300,000	300,000	300,000	1,300,000	2,700,000
ST1164-Streetlights Program Citywide	-	-	50,000	50,000	50,000	250,000	400,000
ST1166-Avondale Blvd - Lower Buckeye to Miami	-	-	-	-	-	800,000	800,000
ST1170-Traffic Signal and Intersection Improvements at Avondale & Lower Buckeye	-	-	-	-	-	600,000	600,000
ST1171-Traffic Signal and Roadway Improvements at El Mirage & Lower Buckeye	-	-	-	-	-	575,000	575,000
ST1172-Roadway Improvements on El Mirage - Lower Buckeye Road to Calle Hermosa	-	-	-	-	-	810,000	810,000
ST1178-Central - Western to Van Buren	-	1,250,000	-	-	-	-	1,250,000
ST1180-Traffic Signal - 107th Ave and Dealer Dr	-	-	-	-	-	475,000	475,000
ST1181-Traffic Signal - 107th Avenue and Roosevelt Street	-	-	-	-	-	475,000	475,000
ST1186-Roundabout - Avondale Blvd and Thomas	-	-	-	800,000	-	-	800,000
ST1187-Traffic Signal - 119th Ave and McDowell	-	-	-	475,000	-	-	475,000
ST1188-Traffic Signal - 119th Ave and Lower Buckeye	-	-	-	-	-	475,000	475,000
ST1189-Traffic Signal - 107th Ave and Lower Buckeye	-	-	-	-	-	200,000	200,000
ST1195-Traffic Signal - Central and Lower Buckeye	-	-	-	-	-	475,000	475,000
ST1220-Pedestrian Ramp/Sidewalks Program (Citywide)	150,000	50,000	50,000	100,000	100,000	500,000	950,000

## Capital Improvement Plan

## Fiscal Years 2013-2022

## Street Construction

304 Street Construction	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2018-22	Total
ST1224-107th Avenue/McDowell Widening and Well Relocation	-	-	-	-	-	1,900,000	1,900,000
ST1229-Traffic Signal - Van Buren Street and 103rd Avenue	-	-	-	-	-	450,000	450,000
ST1248-Traffic Signal - Dysart Road and Lower Buckeye Road	-	-	-	-	-	475,000	475,000
ST1261-City Center	1,500,000	-	-	-	-	-	1,500,000
ST1265-Dysart/McDowell Intersection	-	-	-	-	-	1,150,000	1,150,000
ST1267-Intelligent Transportation System (ITS)	1,476,380	-	-	-	-	-	1,476,380
ST1275-Western - Central to 4th Ave - Mill/Overlay	-	-	-	-	-	750,000	750,000
ST1286-Van Buren Drainage Channel	200,000	200,000	5,300,000	-	-	-	5,700,000
ST1287-McDowell - Bridge to Avondale Blvd.	1,400,000	-	-	-	-	-	1,400,000
ST1288-Dynamic Message Signs	100,000	-	-	-	-	-	100,000
ST1290-Rancho Santa Fe - East of Dysart	400,000	-	-	-	-	-	400,000
ST1294-ITS Fiber Backbone Program	150,000	150,000	250,000	250,000	250,000	750,000	1,800,000
ST1305-Indian School - Dysart to El Mirage w/turn lane	700,000	-	-	-	-	-	700,000
ST1306-Thomas - 99th Ave to 103rd Ave - Mill/Overlay	525,000	-	-	-	-	-	525,000
ST1307-Van Buren - El Mirage to 119th Ave - Mill/Overlay	-	187,000	-	-	-	-	187,000
ST1308-107th Ave - McDowell to Thomas - Mill/Overlay	-	50,000	488,000	-	-	-	538,000
ST1309-MC85 - Litchfield to Agua Fria Bridge - Mill/Overlay	-	-	50,000	834,000	-	-	884,000
ST1310-Van Buren - 99th Ave to Avondale Blvd - Mill/Overlay	-	100,000	1,000,000	-	-	-	1,100,000
ST1311-Washington - Dysart to 9th St - Road Improvements	-	-	50,000	650,000	-	-	700,000
<b>Total Expenditures</b>	<b>9,151,380</b>	<b>4,599,000</b>	<b>9,538,000</b>	<b>5,559,000</b>	<b>2,100,000</b>	<b>20,835,000</b>	<b>51,782,380</b>
<b>Estimated Ending Balance</b>	421,574	462,524	3,669,124	836,824	1,285,124	488,124	

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Street Construction

<b>Project No:</b>	ST1007	<b>Total Project Cost:</b>	\$1,000,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-------------	------------------------------	-------

**Project Title:** Street Drainage Issues

**Funding Source:** General Fund

**Project Description:**

This project is a program that allocates funds to be used citywide in areas that require drainage improvements. These dollars have historically been used for property acquisition, construction of storm water runoff conveyance systems and retention facilities.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	100,000	100,000	100,000	100,000	100,000	100,000	500,000

**Operating Impact:**

Landscape/Water/Refuse			200	200	200	200	200	1,000
Street Maintenance			400	400	400	400	400	2,000
<b>Operating Impact Totals:</b>			<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>3,000</b>

<b>Project No:</b>	ST1009	<b>Total Project Cost:</b>	\$5,950,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-------------	------------------------------	-------

**Project Title:** City Wide Street Overlay

**Funding Source:** Sales Tax

**Project Description:**

This project is an annual program that allocates funds to rehabilitate streets that have deteriorated. The pavement life of these streets can be extended by milling and overlaying. These improvements reduce pavement roughness, mitigate noise, and extend the life of city streets.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	950,000	500,000	1,450,000	500,000	500,000	500,000	500,000	2,500,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	ST1012	<b>Total Project Cost:</b>	\$250,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-----------	------------------------------	-------

**Project Title:** Bridge Repairs

**Funding Source:** General Fund

**Project Description:**

This bridge repair program provides improvements to the City's bridges as recommended by the Arizona Department of Transportation's structural bridge group.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	50,000	-	100,000	-	100,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Street Construction

<b>Project No:</b>	ST1020	<b>Total Project Cost:</b>	\$5,200,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-------------	------------------------------	-------

**Project Title:** Preventative Street Maintenance (Citywide)

**Funding Source:** General Fund

**Project Description:**

This project is an annual program that allocates funds for areas in need of minor repair and maintenance of streets. Typically these improvements consist of sealing surface cracks and rejuvenating the pavement.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	400,000	400,000	800,000	400,000	500,000	500,000	500,000	2,500,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	ST1021	<b>Total Project Cost:</b>	\$2,500,000	<b>Pct. New Development:</b>	50.00%
--------------------	--------	----------------------------	-------------	------------------------------	--------

**Project Title:** Dysart Rd - Lower Buckeye to Harrison

**Funding Source:** Development Fees / Bonds

**Project Description:**

This two-phase project will provide continuity of Dysart Road by extending two lanes with a center turn lane south from the Mountain View Drive alignment through the intersection at Lower Buckeye Road and terminating near the back of the Festival Fields Park. Under phase-one, the existing intersection at Lower Buckeye Road will be improved and the roadway will be constructed south to the park. Under phase-two, the roadway will be extended north of the intersection to Mountain View Drive.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	300,000	2,200,000
<b>Operating Impact:</b>								
Street Maintenance			-	-	-	-	-	125,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	125,000

<b>Project No:</b>	ST1125	<b>Total Project Cost:</b>	\$1,000,000	<b>Pct. New Development:</b>	100.00%
--------------------	--------	----------------------------	-------------	------------------------------	---------

**Project Title:** Avondale Blvd - McDowell to Thomas

**Funding Source:** Development Fees

**Project Description:**

This project will provide roadway widening along the west side of Avondale Boulevard from McDowell Road to 1350 feet north of Encanto Boulevard. The half street improvements will increase Avondale Boulevard capacity from a 3-lane to a 5-lane roadway. The project improvements include vertical curb and gutter, sidewalk, streetlights, a new pavement section, new striping, temporary retention basins, and scuppers. Utility undergrounding and landscaping will not be included as part of these improvements.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	100,000	900,000	-	-
<b>Operating Impact:</b>								
Street Maintenance			-	-	-	-	5,000	25,000
<b>Operating Impact Totals:</b>			-	-	-	-	5,000	25,000

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Street Construction

<b>Project No:</b>	ST1127	<b>Total Project Cost:</b>	\$475,000	<b>Pct. New Development:</b>	100.00%
--------------------	--------	----------------------------	-----------	------------------------------	---------

**Project Title:** Traffic Signal at 107th and Pierce

**Funding Source:** Development Fees

**Project Description:**

Construct a standard Maricopa County Department of Transportation traffic signal at the intersection of 107th Avenue and Pierce Street. The traffic signal will help improve traffic flow and provide safer access for vehicles exiting the future Roosevelt Park Phase 2 Development on the west side and the UTI site on the east side of 107th Avenue. The existing intersection is a 3-way intersection with STOP control for the east leg (westbound Pierce Street traffic) only.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	475,000
<b>Operating Impact:</b>								
Equipment Maintenance			-	-	-	-	-	6,000
Electric Costs			-	-	-	-	-	2,500
<b>Operating Impact Totals:</b>			-	-	-	-	-	<b>8,500</b>

<b>Project No:</b>	ST1146	<b>Total Project Cost:</b>	\$150,000	<b>Pct. New Development:</b>	10.00%
--------------------	--------	----------------------------	-----------	------------------------------	--------

**Project Title:** Van Buren Street - 121st - 122nd (N. Half)

**Funding Source:**

**Project Description:**

Widen the north side of Van Buren from 121st Avenue to 122nd Avenue to minor arterial standards. This project will construct frontage improvements on the north side of the corridor and specifically includes curb & gutter, sidewalks, street lights, and drainage improvements to include valley gutters, scuppers, and retention basins. Sewer and water stub-out will be incorporated into the design to serve the existing northern parcels.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	150,000
<b>Operating Impact:</b>								
Street Maintenance			-	-	-	-	-	25,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	<b>25,000</b>

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Street Construction

<b>Project No:</b>	ST1148	<b>Total Project Cost:</b>	\$2,062,000	<b>Pct. New Development:</b>	50.00%
--------------------	--------	----------------------------	-------------	------------------------------	--------

**Project Title:** Avondale and Buckeye Intersection

**Funding Source:** Development Fees / Grant

**Project Description:**

This project will add a left-turn lane and a right-tune land on the Avondale Boulevard on the north side of the intersection. This project will improve the northern Avondale Boulevard intersection approach to a major arterial standard. This section requires 130-feet of right-of-way to include 6-travel lanes, a center-left turn lane/median, bike lanes, sidewalks, and landscaping. Improving the roadway will require upgrades to the railroad crossing and the cost associated with those improvements has been included in this estimate. Traffic signal improvements are also included as part of this project. Utilities conflicts and relocations are anticipated to be significant and include relocation of the existing major irrigation line and a large gas substation. The project estimate does not include the relocation costs of the gas substation. General improvements will include but not be limited to vertical curb and gutter, driveways, sidewalk, streetlights, pavement widening, new striping, and valley gutters.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	1,262,000	800,000	-	-	-
<b>Operating Impact:</b>								
Street Maintenance			-	-	5,000	5,000	5,000	25,000
<b>Operating Impact Totals:</b>			-	-	5,000	5,000	5,000	25,000

<b>Project No:</b>	ST1162	<b>Total Project Cost:</b>	\$2,700,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-------------	------------------------------	-------

**Project Title:** CDBG Street and Sidewalk Improvements

**Funding Source:** CDBG / General Fund

**Project Description:**

The project includes reconstruction of 2nd and 3rd Streets from Main Street to Harrison Drive. The design will be completed in fiscal year 2012-13 and construction completed in fiscal year 2013-14. This project will replace asphalt pavement, driveways, and water mains within the streets.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	200,000	200,000	300,000	300,000	300,000	300,000	1,300,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	ST1164	<b>Total Project Cost:</b>	\$400,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-----------	------------------------------	-------

**Project Title:** Streetlights Program Citywide

**Funding Source:** General Fund

**Project Description:**

This project is a program that allocates money to be used citywide in areas that needs streetlight improvements.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	50,000	50,000	50,000	250,000
<b>Operating Impact:</b>								
Equipment Maintenance			-	-	500	500	500	2,500
Electric Costs			-	-	200	200	200	1,000
<b>Operating Impact Totals:</b>			-	-	700	700	700	3,500

## Capital Improvement Plan

### Fiscal Years 2013-2022

#### Street Construction

<b>Project No:</b>	ST1166	<b>Total Project Cost:</b>	\$800,000	<b>Pct. New Development:</b>	25.00%
<b>Project Title:</b>	Avondale Blvd - Lower Buckeye to Miami				
<b>Funding Source:</b>	General Fund / MCDOT				

**Project Description:**

This project will construct Avondale Boulevard by widening the east half of the corridor and constructing curb & gutter, sidewalks, street lights, and landscaping. There is an existing Salt River Project irrigation ditch that will need to be relocated and right-of-way acquisition is anticipated for this project. It is also anticipated that there will be an intergovernmental agreement and cost sharing with the Maricopa County Department of Transportation.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	800,000
<b>Operating Impact:</b>								
Street Maintenance			-	-	-	-	-	25,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	25,000

<b>Project No:</b>	ST1170	<b>Total Project Cost:</b>	\$600,000	<b>Pct. New Development:</b>	100.00%
<b>Project Title:</b>	Traffic Signal and Intersection Improvements at Avondale & Lower Buckeye				
<b>Funding Source:</b>	Development Fees				

**Project Description:**

Construct a traffic signal using City standard trombone-type specifications at the intersection of Avondale Boulevard and Lower Buckeye Road. The traffic signal will help improve traffic flow, reduce delay along the arterial roadways, and provide safer access for vehicles. There is an existing Salt River Project irrigation ditch that will need to be partially relocated and right-of-way acquisition is anticipated for this project. It is also anticipated that there will be an intergovernmental agreement and cost sharing with the Maricopa County Department of Transportation.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	600,000
<b>Operating Impact:</b>								
Staffing			-	-	-	-	-	5,000
Electric Costs			-	-	-	-	-	1,000
Street Light Maintenance			-	-	-	-	-	2,500
<b>Operating Impact Totals:</b>			-	-	-	-	-	8,500

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Street Construction

<b>Project No:</b>	ST1171	<b>Total Project Cost:</b>	\$575,000	<b>Pct. New Development:</b>	100.00%
<b>Project Title:</b>	Traffic Signal and Roadway Improvements at El Mirage & Lower Buckeye				
<b>Funding Source:</b>	Development Fees				

**Project Description:**

Construct a traffic signal using City standard trombone-type specifications at the intersection of El Mirage Road and Lower Buckeye Road. The traffic signal will help improve traffic flow, reduce delay along the arterial roadways, and provide safer access for vehicles from adjacent development.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	575,000
<b>Operating Impact:</b>								
Staffing			-	-	-	-	-	5,000
Electric Costs			-	-	-	-	-	1,000
Street Light Maintenance			-	-	-	-	-	2,500
<b>Operating Impact Totals:</b>			-	-	-	-	-	<b>8,500</b>

<b>Project No:</b>	ST1172	<b>Total Project Cost:</b>	\$810,000	<b>Pct. New Development:</b>	100.00%
<b>Project Title:</b>	Roadway Improvements on El Mirage - Lower Buckeye Road to Calle Hermosa				
<b>Funding Source:</b>	Development Fees / MCDOT				

**Project Description:**

This project includes widening El Mirage Road on the west side from Lower Buckeye Road north approximately 1100 feet. The north side of Lower Buckeye will be improved from El Mirage to 123rd Drive. The south side of Lower Buckeye will be improved for approximately 200 feet west of the intersection. Improvements south of Lower Buckeye on El Mirage will extend 250' south of the intersection.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	810,000
<b>Operating Impact:</b>								
Street Maintenance			-	-	-	-	-	25,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	<b>25,000</b>

<b>Project No:</b>	ST1178	<b>Total Project Cost:</b>	\$1,250,000	<b>Pct. New Development:</b>	0.00%
<b>Project Title:</b>	Central - Western to Van Buren				
<b>Funding Source:</b>	Bonds / Grant				

**Project Description:**

The purpose of this project is to improve Central Avenue from Western Avenue to Van Buren Road. Improvements will be limited to the rehabilitation of the pavement section to current City of Avondale standards. The preliminary design will include a pavement evaluation. The existing roadway width shall remain as is, therefore no right of way acquisition or concrete improvements are anticipated other than renovations to bad curb or valley gutter.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	1,250,000	-	-	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Street Construction

<b>Project No:</b>	ST1180	<b>Total Project Cost:</b>	\$475,000	<b>Pct. New Development:</b>	50.00%
<b>Project Title:</b>	Traffic Signal - 107th Ave and Dealer Dr				
<b>Funding Source:</b>	Development Fees / General Fund				

**Project Description:**

Construct a traffic signal using a standard Maricopa County Department of Transportation (MCDOT) signal at the intersection of 107th Avenue and Dealer Drive. The traffic signal will help improve traffic flow, reduce delay, and provide safer access for vehicles exiting adjacent development.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	475,000
<b>Operating Impact:</b>								
Staffing			-	-	-	-	-	5,000
Electric Costs			-	-	-	-	-	1,000
Street Light Maintenance			-	-	-	-	-	2,500
<b>Operating Impact Totals:</b>			-	-	-	-	-	<b>8,500</b>

<b>Project No:</b>	ST1181	<b>Total Project Cost:</b>	\$475,000	<b>Pct. New Development:</b>	100.00%
<b>Project Title:</b>	Traffic Signal - 107th Avenue and Roosevelt Street				
<b>Funding Source:</b>	Development Fees				

**Project Description:**

Construct a traffic signal using a standard Maricopa County Department of Transportation signal at the intersection of 107th Avenue and Roosevelt Parkway. The traffic signal will help improve traffic flow, reduce delay along the arterial roadways, and provide safer access for vehicles exiting adjacent developments.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	475,000
<b>Operating Impact:</b>								
Staffing			-	-	-	-	-	5,000
Electric Costs			-	-	-	-	-	1,000
Street Light Maintenance			-	-	-	-	-	2,500
<b>Operating Impact Totals:</b>			-	-	-	-	-	<b>8,500</b>

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Street Construction

<b>Project No:</b>	ST1186	<b>Total Project Cost:</b>	\$800,000	<b>Pct. New Development:</b>	50.00%
<b>Project Title:</b>	Roundabout - Avondale Blvd and Thomas				
<b>Funding Source:</b>	Development Fees / General Fund				

**Project Description:**

Construct a roundabout at the intersection of Avondale Boulevard and Thomas Road . The roundabout will help improve traffic flow, reduce delay along the arterial roadways, and provide safer access to and from adjacent developments with significantly less maintenance costs. The preliminary design will include traffic analysis for a basis for the roundabout design. The roundabout will also reduce emissions due to the fact that vehicles do not sit idling.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	800,000	-	-
<b>Operating Impact:</b>								
Staffing			-	-	-	1,000	1,000	5,000
Electric Costs			-	-	-	200	200	1,000
Street Light Maintenance			-	-	-	-	500	2,500
<b>Operating Impact Totals:</b>			-	-	-	<b>1,200</b>	<b>1,700</b>	<b>8,500</b>

<b>Project No:</b>	ST1187	<b>Total Project Cost:</b>	\$475,000	<b>Pct. New Development:</b>	50.00%
<b>Project Title:</b>	Traffic Signal - 119th Ave and McDowell				
<b>Funding Source:</b>	Development Fees / General Fund				

**Project Description:**

Construct a traffic signal using a standard Maricopa County Department of Transportation signal at the intersection of 119th Avenue and McDowell Road. The traffic signal will help improve traffic flow, reduce delay along the arterial roadways and provide safer access for vehicles to and from adjacent developments.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	475,000	-	-
<b>Operating Impact:</b>								
Staffing			-	-	-	1,000	1,000	5,000
Electric Costs			-	-	-	200	200	1,000
Street Light Maintenance			-	-	-	500	500	2,500
<b>Operating Impact Totals:</b>			-	-	-	<b>1,700</b>	<b>1,700</b>	<b>8,500</b>

## Capital Improvement Plan

### Fiscal Years 2013-2022

#### Street Construction

<b>Project No:</b>	ST1188	<b>Total Project Cost:</b>	\$475,000	<b>Pct. New Development:</b>	100.00%
--------------------	--------	----------------------------	-----------	------------------------------	---------

**Project Title:** Traffic Signal - 119th Ave and Lower Buckeye

**Funding Source:** Development Fees

**Project Description:**

Construct a traffic signal using a standard Maricopa County Department of Transportation signal at the intersection of 119th Avenue and Lower Buckeye Road. The traffic signal will help improve traffic flow, reduce delay along the arterial roadways, and provide safer access for vehicles exiting adjacent neighborhood areas.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	475,000
<b>Operating Impact:</b>								
Staffing			-	-	-	-	-	5,000
Electric Costs			-	-	-	-	-	1,000
Street Light Maintenance			-	-	-	-	-	2,500
<b>Operating Impact Totals:</b>			-	-	-	-	-	<b>8,500</b>

<b>Project No:</b>	ST1189	<b>Total Project Cost:</b>	\$200,000	<b>Pct. New Development:</b>	100.00%
--------------------	--------	----------------------------	-----------	------------------------------	---------

**Project Title:** Traffic Signal - 107th Ave and Lower Buckeye

**Funding Source:** Development Fees

**Project Description:**

The City will cost share with Maricopa County and the City of Phoenix, who will serve as the lead on this traffic signal project at the intersection of 107th Avenue and Lower Buckeye Road. The traffic signal will help improve traffic flow, reduce delay, and provide safer access for vehicles to and from adjacent developments.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	200,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	ST1195	<b>Total Project Cost:</b>	\$475,000	<b>Pct. New Development:</b>	25.00%
--------------------	--------	----------------------------	-----------	------------------------------	--------

**Project Title:** Traffic Signal - Central and Lower Buckeye

**Funding Source:** General Fund / Dev Fees / MCDOT

**Project Description:**

Construct a traffic signal using City standard trombone-type or a Maricopa County Department of Transportation (MCDOT) standard type signal at the intersection of Central Avenue and Lower Buckeye Road. The traffic signal will help improve traffic flow, reduce delay along the arterial roadways, and provide safe access for vehicles to and from adjacent residential neighborhoods to the north, and the community park to the south.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	475,000
<b>Operating Impact:</b>								
Staffing			-	-	-	-	-	5,000
Electric Costs			-	-	-	-	-	1,000
Street Light Maintenance			-	-	-	-	-	2,500
<b>Operating Impact Totals:</b>			-	-	-	-	-	<b>8,500</b>

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Street Construction

<b>Project No:</b>	ST1220	<b>Total Project Cost:</b>	\$950,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-----------	------------------------------	-------

**Project Title:** Pedestrian Ramp/Sidewalks Program (Citywide)

**Funding Source:** General Fund

**Project Description:**

This project is an annual program that allocates money to be used citywide in areas that need sidewalk improvements and ADA compliant ramps. This program will also allocate funds to upgrade existing ramps to ADA compliant ramps.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	100,000	50,000	150,000	50,000	50,000	100,000	100,000	500,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	ST1224	<b>Total Project Cost:</b>	\$1,900,000	<b>Pct. New Development:</b>	50.00%
--------------------	--------	----------------------------	-------------	------------------------------	--------

**Project Title:** 107th Avenue/McDowell Widening and Well Relocation

**Funding Source:** Bonds / General Fund

**Project Description:**

This project will widen McDowell Road west of 107th Avenue for approximately 500 feet along the south side of the road in order to provide a 6-lane major arterial section. Widening will also take place along 107th Avenue south of McDowell Road for approximately 700 feet along the west side of the road in order to provide a 4-lane collector section. Improvements will include: pavement, curb & gutter, scuppers, drainage excavation for temporary retention basins, and a new traffic signal in the southwest corner. Right-of-way will be required along the south side of McDowell Road and along the west side of 107th Avenue due to the roadway widening. The existing private concrete irrigation channel along 107th Avenue and McDowell Road will need to be relocated. In addition, the existing Salt River Project structure located in the southwest corner will need to be relocated along with the existing 42-inch and 72-inch Salt River Project irrigation pipe located along McDowell Road and 107th Avenue. Additional right-of-way and easements will have to be acquired as part of the channel relocations.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	1,900,000
<b>Operating Impact:</b>								
Street Maintenance			-	-	-	-	-	25,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	<b>25,000</b>

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Street Construction

<b>Project No:</b>	ST1229	<b>Total Project Cost:</b>	\$450,000	<b>Pct. New Development:</b>	100.00%
--------------------	--------	----------------------------	-----------	------------------------------	---------

**Project Title:** Traffic Signal - Van Buren Street and 103rd Avenue

**Funding Source:** Development Fees

**Project Description:**

Construct a traffic signal using a Maricopa County Department of Transportation (MCDOT) standard signal at the intersection of Van Buren Street and 103rd Avenue. The traffic signal will help improve traffic flow, reduce delay along the arterial roadways and provide safer access for vehicles to and from adjacent developments.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	450,000
<b>Operating Impact:</b>								
Staffing			-	-	-	-	-	5,000
Electric Costs			-	-	-	-	-	1,000
Street Light Maintenance			-	-	-	-	-	2,500
<b>Operating Impact Totals:</b>			-	-	-	-	-	<b>8,500</b>

<b>Project No:</b>	ST1248	<b>Total Project Cost:</b>	\$475,000	<b>Pct. New Development:</b>	50.00%
--------------------	--------	----------------------------	-----------	------------------------------	--------

**Project Title:** Traffic Signal - Dysart Road and Lower Buckeye Road

**Funding Source:** Development Fees / MCDOT

**Project Description:**

Construct a traffic signal using City standard trombone-type specifications at the intersection of Dysart Road and Lower Buckeye Road. The traffic signal will help improve traffic flow, reduce delay along the arterial roadways and provide safer access for vehicles to and from adjacent developments

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	475,000
<b>Operating Impact:</b>								
Staffing			-	-	-	-	-	5,000
Electric Costs			-	-	-	-	-	1,000
Street Light Maintenance			-	-	-	-	-	2,500
<b>Operating Impact Totals:</b>			-	-	-	-	-	<b>8,500</b>

<b>Project No:</b>	ST1261	<b>Total Project Cost:</b>	\$1,500,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-------------	------------------------------	-------

**Project Title:** City Center

**Funding Source:** General Fund

**Project Description:**

The project entails designing and constructing street improvements to include Roosevelt, 114th Avenue, Park Lane and intersection improvements along Avondale Boulevard at Roosevelt. Improvements will include water, sewer, underground utilities, lighting, landscaping and landscape irrigation. The infrastructure improvements will support the City Center Transit Center.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	1,500,000	1,500,000	-	-	-	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

## Capital Improvement Plan

### Fiscal Years 2013-2022

#### Street Construction

<b>Project No:</b>	ST1265	<b>Total Project Cost:</b>	\$1,150,000	<b>Pct. New Development:</b>	50.00%
--------------------	--------	----------------------------	-------------	------------------------------	--------

**Project Title:** Dysart/McDowell Intersection

**Funding Source:** Dev Fees / General Fund / IGA

**Project Description:**

This project shall improve the intersection to arterial standards with dual left turn lanes. The proposed improvements will increase the left turn storage northbound and southbound to accomadate the traffic by implementing longer storage lengths and dual left turn bays. The dual lefts will improve traffic flow, reduces delays and provide safer access for vehicles to and from adjacent developments.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	1,150,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	ST1267	<b>Total Project Cost:</b>	\$1,476,380	<b>Pct. New Development:</b>	25.00%
--------------------	--------	----------------------------	-------------	------------------------------	--------

**Project Title:** Intelligent Transportation System (ITS)

**Funding Source:** MCDOT / Dev Fees / General Fund

**Project Description:**

The project will facilitate efficient traffic flow via fiber optic communications along the key corridor of McDowell Road. Fiber optic conduit, cable and associated equipment will be furnished and installed in existing traffic signal controllers at McDowell Road intersections from 99th Avenue to Avondale Boulevard and on 99th Avenue from McDowell Road to the Costco driveway. The design of this project is a Congestion Mitigation and Air Quality (CMAQ) funded in the amount of \$280,000 and will comply with Arizona Department of Transportation federal funding requirements. Design is scheduled for 2012 and will be administered by ADOT. Construction funding in the amount of \$1.2M will be obligated in 2013 with a \$1.034k federal allocation and \$154k local match.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	430,000	1,046,380	1,476,380	-	-	-	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	ST1275	<b>Total Project Cost:</b>	\$750,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-----------	------------------------------	-------

**Project Title:** Western - Central to 4th Ave - Mill/Overlay

**Funding Source:** Bonds

**Project Description:**

This project will mill and overlay Western Avenue from Central Avenue to 4th Avenue. The pavement is showing signs of distress and conducting a mill and overlay will increase the existing pavement life cycle. The design and construction documents will be prepared by the Engineering Department.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	750,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Street Construction

<b>Project No:</b>	ST1286	<b>Total Project Cost:</b>	\$5,700,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-------------	------------------------------	-------

**Project Title:** Van Buren Drainage Channel

**Funding Source:** Bonds / General Fund / IGA

**Project Description:**

This project will design and construct a drainage channel between the Agua Fria River and 99th Avenue. The proposed drainage channel would intercept flows along Van Buren Street and convey these flows west to the Agua Fria River. By intercepting flows that originate north of Van Buren Street, relief would be provided to the existing "Drop" drainage corridor located to the south of Van Buren Street. The City of Avondale feels that the proposed drainage channel would not only satisfy Avondale's needs, but also the Flood Control District of Maricopa County (FCDMC) due to the projects regional drainage aspect and importance. The implementation and ultimate construction of the Van Buren Street Drainage Channel project will alleviate existing flooding in and around 99th Avenue and assist in the formation of future development that would benefit from such a regional drainage facility. The Flood Control District will be responsible for 50% of the project cost.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	100,000	100,000	200,000	200,000	5,300,000	-	-	-

**Operating Impact:**

Supplies/Contracts			-	-	-	5,000	5,000	25,000
<b>Operating Impact Totals:</b>			-	-	-	<b>5,000</b>	<b>5,000</b>	<b>25,000</b>

<b>Project No:</b>	ST1287	<b>Total Project Cost:</b>	\$1,400,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-------------	------------------------------	-------

**Project Title:** McDowell - Bridge to Avondale Blvd.

**Funding Source:** Bonds / General Fund

**Project Description:**

This project will consist of a study phase and then ultimately a design & construction phase. During the study phase, McDowell Road from Avondale Boulevard to the existing McDowell Road bridge will be evaluated with the goal of reducing the existing super-elevated roadway, meet current roadway design guidelines, meet future development needs along this corridor and be able to connect to a future widening of the McDowell Road bridge. The design and construction phase will advance the preferred McDowell Road alignment and construct a modern 6-lane plus median arterial section. Additional improvements would include lighting, landscaping, and drainage improvements.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	100,000	1,300,000	1,400,000	-	-	-	-	-

**Operating Impact:**

Street Maintenance			-	5,000	5,000	5,000	5,000	25,000
<b>Operating Impact Totals:</b>			-	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>25,000</b>

## Capital Improvement Plan

### Fiscal Years 2013-2022

#### Street Construction

<b>Project No:</b>	ST1288	<b>Total Project Cost:</b>	\$100,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-----------	------------------------------	-------

**Project Title:** Dynamic Message Signs

**Funding Source:** General Fund

**Project Description:**

"This Congestion Mitigation and Air Quality (CMAQ) funded project, along with Avondale's match, will purchase variable or dynamic message signs for the City of Avondale. Often abbreviated VMS, CMS, or DMS, is an electronic traffic sign often used on roadways to give travelers information about special events. Such signs warn of traffic congestion, collisions, roadwork zones, or speed limits on a specific highway segment. They may also ask vehicles to take alternative routes, limit travel speed, warn of duration and location of the incidents or just inform of the traffic conditions. These signs are also used for AMBER Alert messages."

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	100,000	100,000	-	-	-	-	-
<b>Operating Impact:</b>								
Equipment Maintenance			3,000	3,000	3,000	3,000	3,000	15,000
<b>Operating Impact Totals:</b>			<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>15,000</b>

<b>Project No:</b>	ST1290	<b>Total Project Cost:</b>	\$400,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-----------	------------------------------	-------

**Project Title:** Rancho Santa Fe - East of Dysart

**Funding Source:** General Fund / Bonds

**Project Description:**

This project consists of pavement milling and overlay in order to improve the structural integrity of the existing roadway surface and thereby extend the service life. Minimal impact to other improvements will result from this work with the exception of minor adjustments to manholes and water valve utilities. The design and construction documents will be prepared by the Engineering Department.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	400,000	-	400,000	-	-	-	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	ST1294	<b>Total Project Cost:</b>	\$1,800,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-------------	------------------------------	-------

**Project Title:** ITS Fiber Backbone Program

**Funding Source:** General Fund / Bonds

**Project Description:**

This project will install fiber optic infrastructure and interim equipment to utilize existing wireless communications system, including replacement of the existing wireless communication system. This infrastructure is crucial to running the Traffic Operations Center (TOC). This project will include design, construction, and possible right-of-way acquisition. Upon ultimate completion, this project will include infrastructure for Lower Buckeye, Van Buren Street, Indian School Road, and complete infrastructure on McDowell Road, Avondale Boulevard, and Dysart Road. This will enable the City to interconnect and communicate with all traffic signals and ITS infrastructure to a single location (TOC) for timely, if not instantaneous diagnostics and response as well as for emergency traffic operations.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	150,000	150,000	150,000	250,000	250,000	250,000	750,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Street Construction

<b>Project No:</b>	ST1305	<b>Total Project Cost:</b>	\$700,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-----------	------------------------------	-------

**Project Title:** Indian School - Dysart to El Mirage w/turn lane

**Funding Source:** General Fund

**Project Description:**

The project includes mill and overlay of the existing pavement on Indian School Road from Dysart Road to El Mirage Road. The existing pavement in front of the Remington Ranch Apartments will be widened to provide a safe left turn bay into the complex. This will increase the life of the existing pavement and improve rideability.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	700,000	700,000	-	-	-	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	ST1306	<b>Total Project Cost:</b>	\$525,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-----------	------------------------------	-------

**Project Title:** Thomas - 99th Ave to 103rd Ave - Mill/Overlay

**Funding Source:** General Fund

**Project Description:**

The project includes mill and overlay of the existing pavement on Thomas Road from 99th Avenue to 103rd Avenue. This will increase the life of the existing pavement and improve rideability.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	525,000	525,000	-	-	-	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	ST1307	<b>Total Project Cost:</b>	\$187,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-----------	------------------------------	-------

**Project Title:** Van Buren - El Mirage to 119th Ave - Mill/Overlay

**Funding Source:** General Fund

**Project Description:**

The project includes mill and overlay of the existing pavement along the south half of Van Buren Street from El Mirage Road to 119th Avenue. This will increase the life of the existing pavement and improve rideability.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	187,000	-	-	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Street Construction

<b>Project No:</b>	ST1308	<b>Total Project Cost:</b>	\$538,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-----------	------------------------------	-------

**Project Title:** 107th Ave - McDowell to Thomas - Mill/Overlay

**Funding Source:** General Fund

**Project Description:**

The project will mill and overlay existing pavement on 107th Avenue from McDowell Road to 119th Avenue. This will increase the life of the existing pavement and improve rideability.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	50,000	488,000	-	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	ST1309	<b>Total Project Cost:</b>	\$884,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-----------	------------------------------	-------

**Project Title:** MC85 - Litchfield to Agua Fria Bridge - Mill/Overlay

**Funding Source:** General Fund

**Project Description:**

The project includes mill and overlay of the existing pavement along MC85 (Main Street/Buckeye Road) from Litchfield Road to the Agua Fria River Bridge. This will increase the life of the existing pavement and improve rideability.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	50,000	834,000	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	ST1310	<b>Total Project Cost:</b>	\$1,100,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-------------	------------------------------	-------

**Project Title:** Van Buren - 99th Ave to Avondale Blvd - Mill/Overlay

**Funding Source:** General Fund

**Project Description:**

The project includes mill and overlay, microseal, and slurry seal various segments of Van Buren Street. This will increase the life of the existing pavement and improve rideability.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	100,000	1,000,000	-	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Street Construction

<b>Project No:</b>	ST1311	<b>Total Project Cost:</b>	\$700,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-----------	------------------------------	-------

<b>Project Title:</b>	Washington - Dysart to 9th St - Road Improvements
-----------------------	---

<b>Funding Source:</b>	General Fund
------------------------	--------------

**Project Description:**

The project includes reconstruction of Washington Street from Dysart Road to the 9th Street alignment. The curb, gutter, sidewalk, and driveways will be replaced and new water lines will be installed.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	50,000	650,000	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

## Capital Improvement Plan

## Fiscal Years 2013-2022

## Police Development

308 Police Development	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2018-22	Total
Beginning Balance	168,973	86,173	220,273	77,213	118,853	160,793	
<b>Revenues</b>							
Bond Proceeds - GO	-	-	-	-	-	4,500,000	4,500,000
Development Fees	32,600	48,900	130,400	130,400	130,400	1,304,000	1,776,700
Interest Earned	1,700	860	2,200	900	1,200	1,600	8,460
Transfer In- General Fund	-	1,000,000	1,750,000	-	-	-	2,750,000
<b>Total Revenues</b>	<b>34,300</b>	<b>1,049,760</b>	<b>1,882,600</b>	<b>131,300</b>	<b>131,600</b>	<b>5,805,600</b>	<b>9,035,160</b>
<b>Total Resources</b>	<b>203,273</b>	<b>1,135,933</b>	<b>2,102,873</b>	<b>208,513</b>	<b>250,453</b>	<b>5,966,393</b>	<b>9,204,133</b>
<b>Expenditures</b>							
PL1161-Property and Evidence Room	-	-	-	-	-	3,000,000	3,000,000
PL1176-Joint Training Facility with Glendale	-	-	-	-	-	450,000	450,000
PL1296-RWC Radio System Consoles	-	750,000	-	-	-	-	750,000
PL1297-RWC Police Radio Upgrade	-	89,660	1,949,660	89,660	89,660	-	2,218,640
PL1999-Command Vehicle	-	-	-	-	-	1,500,000	1,500,000
TR09-Transfer to Debt Service Fund	117,100	76,000	76,000	-	-	-	269,100
<b>Total Expenditures</b>	<b>117,100</b>	<b>915,660</b>	<b>2,025,660</b>	<b>89,660</b>	<b>89,660</b>	<b>4,950,000</b>	<b>8,187,740</b>
<b>Estimated Ending Balance</b>	<b>86,173</b>	<b>220,273</b>	<b>77,213</b>	<b>118,853</b>	<b>160,793</b>	<b>1,016,393</b>	

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Police Development

<b>Project No:</b>	PL1161	<b>Total Project Cost:</b>	\$3,000,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-------------	------------------------------	-------

**Project Title:** Property and Evidence Room

**Funding Source:** Bonds

**Project Description:**

The Avondale Police Department is requesting the funds to build a new 10,000 square foot Property and Evidence Room. The Property and Evidence Room is located in the Main Police building and occupies approximately 1500 square feet. Inside the Property and Evidence Room there are separate locations for guns, illegal drugs, a large box refrigerator, and a large box freezer. Currently the drug room is at 90%, main warehouse shelving area is at 95%, gun room is near capacity, fire cabinet is over capacity and the safe is at capacity. The Property and Evidence Room is severely limited in options for expansion. While two containers have been purchased for the Tolleson impound lot only specific items can be placed there due to security, accessibility, and the environment. These containers will only be a stop-gap solution which will only extend the capacity deadline by 1-2 years.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	3,000,000
<b>Operating Impact:</b>								
Staffing			-	-	-	-	-	325,000
Supplies/Contracts			-	-	-	-	-	125,000
Utilities			-	-	-	-	-	300,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	750,000

<b>Project No:</b>	PL1176	<b>Total Project Cost:</b>	\$450,000	<b>Pct. New Development:</b>	50.00%
--------------------	--------	----------------------------	-----------	------------------------------	--------

**Project Title:** Joint Training Facility with Glendale

**Funding Source:** Development Fees

**Project Description:**

This is a shared project between Avondale Police Department and the Glendale Police Department for ongoing employee training to include a driving track, training classrooms and a shooting range for police mandatory qualifications.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	450,000
<b>Operating Impact:</b>								
Staffing			-	-	-	-	-	1,000,000
Supplies/Contracts			-	-	-	-	-	150,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	1,150,000

<b>Project No:</b>	PL1296	<b>Total Project Cost:</b>	\$750,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-----------	------------------------------	-------

**Project Title:** RWC Radio System Consoles

**Funding Source:** General Fund

**Project Description:**

The Police Department needs to purchase 5 new MCC7400 consoles to join the Regional Wireless Cooperative (RWC) because the current Gold Elite consoles will no longer be supported by the Regional Wireless Coalition after December 2013.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	750,000	-	-	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Police Development

<b>Project No:</b>	PL1297	<b>Total Project Cost:</b>	\$2,218,640	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-------------	------------------------------	-------

**Project Title:** RWC Police Radio Upgrade

**Funding Source:** General Fund

**Project Description:**

The Federal Government(FCC) has mandated a re-banding of radio frequencies for use by public safety, effective in 2017. Current mobile and portable police radios will not work on the new frequencies and must be replaced prior to 2017. The new radios are necessary for communications involving officer safety, delivery of basic police services to citizens, and interoperability with other police and fire departments throughout the state. The new radios will be acquired in 2015. The Avondale Police Department operates on the RWC radio system. The infrastructure for the RWC system must also be upgraded to be able to work on the new public safety frequencies. The RWC assigned a special assessment fee for the infrastructure upgrade based on the number of subscribers on the radio system. The fee structure for this special assessment requires payment over four (4) years from 2014-2017.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	89,660	1,949,660	89,660	89,660	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	PL1999	<b>Total Project Cost:</b>	\$1,500,000	<b>Pct. New Development:</b>	25.00%
--------------------	--------	----------------------------	-------------	------------------------------	--------

**Project Title:** Command Vehicle

**Funding Source:** Bonds / Development Fees

**Project Description:**

This is a state of the art mobile vehicle to be used when a complex operational response to an emergency or crisis situation is necessary. Some of the uses of the command vehicle would include barricaded suspects, processing major crime scenes, natural disasters, major transportation accidents such as plane crashes or train derailments, civil disorder, lost persons and special events management. The MCV will be particularly effective in isolated areas where there may be limited or no accessibility to technical resources necessary for effective on-scene management of an incident or event.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	1,500,000
<b>Operating Impact:</b>								
Equipment Maintenance			-	-	-	-	-	125,000
PC/Vehicle Replacement			-	-	-	-	-	825,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	950,000

<b>Project No:</b>	TR09	<b>Total Project Cost:</b>	\$269,100	<b>Pct. New Development:</b>	100.00%
--------------------	------	----------------------------	-----------	------------------------------	---------

**Project Title:** Transfer to Debt Service Fund

**Funding Source:** Development Fees

**Project Description:**

Transfer of police development fees to MDC debt service fund for the existing police station.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	117,100	117,100	76,000	76,000	-	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

## Capital Improvement Plan

## Fiscal Years 2013-2022

## Parkland

310 Parkland	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2018-22	Total
Beginning Balance	872,840	194,340	72,940	44,870	266,520	240,320	
<b>Revenues</b>							
AF Restoration Grant	-	-	-	-	-	650,000	650,000
Army Corp Grant Funding (AF Restoration)	-	-	-	-	-	5,000,000	5,000,000
Development Fees	117,800	176,700	471,200	471,200	471,200	4,712,000	6,420,100
Future Grants	-	-	-	-	-	7,000,000	7,000,000
Interest Earned	3,700	1,900	730	450	2,600	2,400	11,780
Transfer In- General Fund	-	500,000	500,000	500,000	500,000	2,250,000	4,250,000
<b>Total Revenues</b>	<b>121,500</b>	<b>678,600</b>	<b>971,930</b>	<b>971,650</b>	<b>973,800</b>	<b>19,614,400</b>	<b>23,331,880</b>
<b>Total Resources</b>	<b>994,340</b>	<b>872,940</b>	<b>1,044,870</b>	<b>1,016,520</b>	<b>1,240,320</b>	<b>19,854,720</b>	<b>24,204,720</b>
<b>Expenditures</b>							
PK1026-Future Park Development	-	-	-	-	-	6,500,000	6,500,000
PK1027-Friendship Park Enhancements	300,000	300,000	-	-	-	-	600,000
PK1029-West Valley Corridor / Multi -Modal Trail System	-	-	-	750,000	1,000,000	2,000,000	3,750,000
PK1094-Aqua Fria Restoration - grant funding	-	-	-	-	-	6,300,000	6,300,000
PK1105-Festival Fields	-	500,000	1,000,000	-	-	-	1,500,000
PK1119-American Sports Center - Retail Portion	500,000	-	-	-	-	-	500,000
PK1200-El Rio Nature Area	-	-	-	-	-	5,000,000	5,000,000
<b>Total Expenditures</b>	<b>800,000</b>	<b>800,000</b>	<b>1,000,000</b>	<b>750,000</b>	<b>1,000,000</b>	<b>19,800,000</b>	<b>24,150,000</b>
<b>Estimated Ending Balance</b>	<b>194,340</b>	<b>72,940</b>	<b>44,870</b>	<b>266,520</b>	<b>240,320</b>	<b>54,720</b>	

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Parkland

<b>Project No:</b>	PK1026	<b>Total Project Cost:</b>	\$6,500,000	<b>Pct. New Development:</b>	100.00%
--------------------	--------	----------------------------	-------------	------------------------------	---------

**Project Title:** Future Park Development

**Funding Source:** Development Fees

**Project Description:**

This provides for development of a future 30 acre park in southern Avondale. The land is proposed to be acquired via a donation. Master planning and design development will occur in 2018, with development planned over the following two fiscal years.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	6,500,000
<b>Operating Impact:</b>								
Staffing			-	-	-	-	-	39,000
Supplies/Contracts			-	-	-	-	-	4,000
Utilities			-	-	-	-	-	45,000
Equipment Maintenance			-	-	-	-	-	2,200
<b>Operating Impact Totals:</b>			-	-	-	-	-	<b>90,200</b>

<b>Project No:</b>	PK1027	<b>Total Project Cost:</b>	\$600,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-----------	------------------------------	-------

**Project Title:** Friendship Park Enhancements

**Funding Source:** General Fund

**Project Description:**

Friendship Park enhancements may include permanent fencing, additional ramadas, additional parking, removal of football fields and enhanced play area. The park is located at McDowell Road and 125th Avenue.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	300,000	300,000	300,000	-	-	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	PK1029	<b>Total Project Cost:</b>	\$3,750,000	<b>Pct. New Development:</b>	50.00%
--------------------	--------	----------------------------	-------------	------------------------------	--------

**Project Title:** West Valley Corridor / Multi -Modal Trail System

**Funding Source:** Development Fees / Grants /General Fund

**Project Description:**

Phased implementation of recreational trails and improvements throughout the West Valley Recreation Corridor. A multi-modal trail system will be developed to provide connectivity along the Agua Fria River. Trail heads are planned at Friendship Park, Coldwater Park and Festival Fields with street access at Van Buren Street and Thomas Road.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	750,000	1,000,000	2,000,000
<b>Operating Impact:</b>								
Supplies/Contracts			-	-	-	-	-	50,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	<b>50,000</b>

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Parkland

<b>Project No:</b>	PK1094	<b>Total Project Cost:</b>	\$6,300,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-------------	------------------------------	-------

**Project Title:** Aqua Fria Restoration - grant funding

**Funding Source:** Grants / General Fund

**Project Description:**

Planning, design and development to restore riparian habitat and native resources along the Agua Fria River. This specific project will be a component of the West Valley Recreation Corridor. Improvements will include passive recreation, trails, observation platforms, landscaping and signage.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	6,300,000
<b>Operating Impact:</b>								
Supplies/Contracts			-	-	-	-	-	50,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	50,000

<b>Project No:</b>	PK1105	<b>Total Project Cost:</b>	\$1,500,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-------------	------------------------------	-------

**Project Title:** Festival Fields

**Funding Source:** General Fund

**Project Description:**

Phase II includes completion of landscape / erosion control along the north and east end of the community park, located at Central Avenue and Lower Buckeye Road. Amenities may include youth and adult ball fields, additional ramadas, football fields, splash area, enhanced play area, additional parking and support facilities.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	500,000	1,000,000	-	-	-
<b>Operating Impact:</b>								
Staffing			-	-	39,000	39,000	39,000	195,000
Supplies/Contracts			-	-	4,000	4,000	4,000	20,000
Utilities			-	-	100,000	100,000	100,000	500,000
Equipment Maintenance			-	-	2,000	2,000	2,000	10,000
<b>Operating Impact Totals:</b>			-	-	145,000	145,000	145,000	725,000

<b>Project No:</b>	PK1119	<b>Total Project Cost:</b>	\$500,000	<b>Pct. New Development:</b>	25.00%
--------------------	--------	----------------------------	-----------	------------------------------	--------

**Project Title:** American Sports Center - Retail Portion

**Funding Source:**

**Project Description:**

Complete construction of the retail portion and infrastructure improvements at City Center.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	500,000	-	500,000	-	-	-	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2013-2022

Parkland

**Project No:** PK1200      **Total Project Cost:** \$5,000,000      **Pct. New Development:** 0.00%

**Project Title:** El Rio Nature Area

**Funding Source:** General Fund / Grants

**Project Description:**

Develop a plan for nature interpretive and passive recreation around the confluence of the Gila, Salt, and Agua Fria Rivers. This funding will initiate the design process with the anticipation that construction will begin in FY 2018-2022.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	5,000,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

## Capital Improvement Plan

## Fiscal Years 2013-2022

## Library Development

311 Library Development	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2018-22	Total
Beginning Balance	(5,374)	20,726	14,276	19,466	24,706	4,996	
<b>Revenues</b>							
Development Fees	34,500	51,750	138,000	138,000	138,000	1,380,000	1,880,250
Interest Earned	-	200	140	190	240	50	820
Transfer In- General Fund	200,000	150,000	75,000	75,000	50,000	-	550,000
<b>Total Revenues</b>	<b>234,500</b>	<b>201,950</b>	<b>213,140</b>	<b>213,190</b>	<b>188,240</b>	<b>1,380,050</b>	<b>2,431,070</b>
<b>Total Resources</b>	<b>229,126</b>	<b>222,676</b>	<b>227,416</b>	<b>232,656</b>	<b>212,946</b>	<b>1,385,046</b>	<b>2,425,696</b>
<b>Expenditures</b>							
TR06-Debt Service for Library	208,400	208,400	207,950	207,950	207,950	1,032,000	2,072,650
<b>Total Expenditures</b>	<b>208,400</b>	<b>208,400</b>	<b>207,950</b>	<b>207,950</b>	<b>207,950</b>	<b>1,032,000</b>	<b>2,072,650</b>
<b>Estimated Ending Balance</b>	<b>20,726</b>	<b>14,276</b>	<b>19,466</b>	<b>24,706</b>	<b>4,996</b>	<b>353,046</b>	

Capital Improvement Plan

Fiscal Years 2013-2022

Library Development

<b>Project No:</b>	TR06	<b>Total Project Cost:</b>	\$2,072,650	<b>Pct. New Development:</b>	100.00%
--------------------	------	----------------------------	-------------	------------------------------	---------

**Project Title:** Debt Service for Library

**Funding Source:** Development Fees

**Project Description:**

The construction of the regional library for the growing Avondale population required the sale of bonds. These funds will be transferred to the appropriate debt service fund.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	208,400	208,400	208,400	207,950	207,950	207,950	1,032,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

## Capital Improvement Plan

## Fiscal Years 2013-2022

## General Government Development

318 General Government Development	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2018-22	Total
Beginning Balance	1,066,599	434,799	92,849	2,849	2,849	2,849	
<b>Revenues</b>							
Bond Proceeds - GO	-	-	-	-	-	15,000,000	15,000,000
Development Fees	90,500	135,750	362,000	-	-	-	588,250
Interest Earned	10,600	4,300	-	-	-	-	14,900
Transfer In- General Fund	-	-	30,000	-	-	-	30,000
<b>Total Revenues</b>	<b>101,100</b>	<b>140,050</b>	<b>392,000</b>	<b>-</b>	<b>-</b>	<b>15,000,000</b>	<b>15,633,150</b>
<b>Total Resources</b>	<b>1,167,699</b>	<b>574,849</b>	<b>484,849</b>	<b>2,849</b>	<b>2,849</b>	<b>15,002,849</b>	<b>16,699,749</b>
<b>Expenditures</b>							
PW1184-Court Expansion	-	-	-	-	-	2,000,000	2,000,000
PW1191-City Hall Expansion	-	-	-	-	-	13,000,000	13,000,000
TR07-Debt service on government center	732,900	482,000	482,000	-	-	-	1,696,900
<b>Total Expenditures</b>	<b>732,900</b>	<b>482,000</b>	<b>482,000</b>	<b>-</b>	<b>-</b>	<b>15,000,000</b>	<b>16,696,900</b>
<b>Estimated Ending Balance</b>	<b>434,799</b>	<b>92,849</b>	<b>2,849</b>	<b>2,849</b>	<b>2,849</b>	<b>2,849</b>	

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### General Government Development

<b>Project No:</b>	PW1184	<b>Total Project Cost:</b>	\$2,000,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-------------	------------------------------	-------

**Project Title:** Court Expansion

**Funding Source:** Bonds

**Project Description:**

Design and construct the expansion of the Court facilities. Future growth in Avondale will increase the demand of court services. Expansion of the lobby, new courtroom, administrative offices and storage will be required to maintain the level of service. The Court is located on Civic Center Drive, east of Avondale Boulevard.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	2,000,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	PW1191	<b>Total Project Cost:</b>	\$13,000,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	--------------	------------------------------	-------

**Project Title:** City Hall Expansion

**Funding Source:** Bonds

**Project Description:**

Provides for a space needs study, design and construction of additional administrative space at City Hall to maintain level of service for future growth. City Hall is located east of Avondale Boulevard on Civic Center Drive.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	13,000,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	TR07	<b>Total Project Cost:</b>	\$1,696,900	<b>Pct. New Development:</b>	100.00%
--------------------	------	----------------------------	-------------	------------------------------	---------

**Project Title:** Debt service on government center

**Funding Source:** Development Fees

**Project Description:**

Transfer of general government development fee to MDC debt service fund for civic center.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	732,900	732,900	482,000	482,000	-	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

## Capital Improvement Plan

## Fiscal Years 2013-2022

## Fire Dept. Development

319 Fire Dept. Development	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2018-22	Total
Beginning Balance	12,990	2,024,530	1,190	55,940	290,870	528,000	
<b>Revenues</b>							
Bond Proceeds	-	-	-	-	-	1,000,000	1,000,000
Development Fees	94,300	141,450	377,200	377,200	377,200	3,772,000	5,139,350
Interest Earned	130	280	120	300	2,500	4,500	7,830
Transfer In - Public Safety Sales Tax	-	-	-	-	-	679,160	679,160
Transfer In- General Fund	2,120,000	-	-	-	-	-	2,120,000
<b>Total Revenues</b>	<b>2,214,430</b>	<b>141,730</b>	<b>377,320</b>	<b>377,500</b>	<b>379,700</b>	<b>5,455,660</b>	<b>8,946,340</b>
<b>Total Resources</b>	<b>2,227,420</b>	<b>2,166,260</b>	<b>378,510</b>	<b>433,440</b>	<b>670,570</b>	<b>5,983,660</b>	<b>8,959,330</b>
<b>Expenditures</b>							
FR0010-Apparatus Lease Payments (12/12)	64,490	-	-	-	-	-	64,490
FR1040-Lakin Ranch Fire Station	-	-	-	-	-	3,600,000	3,600,000
FR1159-Glendale Fire Academy	-	-	-	-	-	1,358,000	1,358,000
FR1217-PIR Fire Operations Facility	-	-	-	-	-	450,000	450,000
FR1225-Northwest Fire Station	-	2,000,000	-	-	-	-	2,000,000
FR1324-RWC Radio System	45,000	70,070	227,570	47,570	47,570	-	437,780
TR10-Debt Service - Bonds	93,400	95,000	95,000	95,000	95,000	190,000	663,400
<b>Total Expenditures</b>	<b>202,890</b>	<b>2,165,070</b>	<b>322,570</b>	<b>142,570</b>	<b>142,570</b>	<b>5,598,000</b>	<b>8,573,670</b>
<b>Estimated Ending Balance</b>	<b>2,024,530</b>	<b>1,190</b>	<b>55,940</b>	<b>290,870</b>	<b>528,000</b>	<b>385,660</b>	

## Capital Improvement Plan

## Fiscal Years 2013-2022

## Fire Dept. Development

<b>Project No:</b>	FR0010	<b>Total Project Cost:</b>	\$64,490	<b>Pct. New Development:</b>	100.00%
--------------------	--------	----------------------------	----------	------------------------------	---------

<b>Project Title:</b>	Apparatus Lease Payments (12/12)
-----------------------	----------------------------------

<b>Funding Source:</b>	Development Fees
------------------------	------------------

**Project Description:**

These funds cover the annual payments for the lease on the pumper for Fire Station #3 purchased in FY 05-06 on a short term lease which expires December 2012

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	64,490	64,490	-	-	-	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	FR1040	<b>Total Project Cost:</b>	\$3,600,000	<b>Pct. New Development:</b>	100.00%
--------------------	--------	----------------------------	-------------	------------------------------	---------

<b>Project Title:</b>	Lakin Ranch Fire Station
-----------------------	--------------------------

<b>Funding Source:</b>	Development Fees
------------------------	------------------

**Project Description:**

The project is the fire department in the area of El Mirage Road and Broadway Road. Timing of the facility will be coordinated with residential development in the area. The station would house an engine company which will serve the far southern portion of Avondale. The space may be designed to house an ambulance through a lease arrangement. An additional pumper will be required to open the station. Construction of that type of apparatus is approximately one year so the vehicle will be ordered to coordinate delivery just prior to opening the station, The total project cost includes all necessary equipment (hose, breathing apparatus, etc.) to put the vehicle in service. It is anticipated that the project will begin in fiscal year 2022 and be completed the following year.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	3,600,000
<b>Operating Impact:</b>								
Staffing			-	-	-	-	-	5,000,000
Utilities			-	-	-	-	-	2,500,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	7,500,000

<b>Project No:</b>	FR1159	<b>Total Project Cost:</b>	\$1,358,000	<b>Pct. New Development:</b>	50.00%
--------------------	--------	----------------------------	-------------	------------------------------	--------

<b>Project Title:</b>	Glendale Fire Academy
-----------------------	-----------------------

<b>Funding Source:</b>	Development Fees / Sales Tax
------------------------	------------------------------

**Project Description:**

"In 2005 the City of Avondale approved an Intergovernmental Agreement with the City of Glendale and various other parties, including Surprise, Peoria and the Community College District, to construct and operate a regional public safety training facility. This facility will provide training props and capabilities not available elsewhere in the West Valley and will significantly enhance the department's on-going training and professional development efforts. The Avondale/Goodyear training facility will serve to compliment this regional facility. Together these facilities will fill a significant training void in the West Valley and the City of Avondale."

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	1,358,000
<b>Operating Impact:</b>								
Supplies/Contracts			-	-	-	-	-	440,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	440,000

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Fire Dept. Development

<b>Project No:</b>	FR1217	<b>Total Project Cost:</b>	\$450,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-----------	------------------------------	-------

**Project Title:** PIR Fire Operations Facility

**Funding Source:** Bonds

**Project Description:**

"There has been a long standing need at Phoenix International Raceway (PIR) for a facility that will serve as an onsite fire/ems facility and joint operations center for NASCAR race events and other major activities at PIR. The facility would be a modular type building that would provide basic living areas for on-duty personnel, an emergency medical station treatment area/first aid station, information area and a joint operations area that would function as a multi-agency command and control area. Apparatus would be housed under an adjoining canopy type structure."

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	450,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	FR1225	<b>Total Project Cost:</b>	\$2,000,000	<b>Pct. New Development:</b>	50.00%
--------------------	--------	----------------------------	-------------	------------------------------	--------

**Project Title:** Northwest Fire Station

**Funding Source:** General Fund

**Project Description:**

The northwest area of the community is presently served by the fire station located on Litchfield Road just north of Thomas Road in Goodyear. As the north area of Goodyear continues to develop and that station get busier, the response time to calls within Avondale has begun to increase. The shell of the station has been constructed along with the Northwest Police Station at Dysart Road and Sage Lane. Funding to complete the station will be identified in the future.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	2,000,000	-	-	-	-
<b>Operating Impact:</b>								
Staffing			-	-	600,000	1,200,000	1,200,000	6,000,000
Electric Costs			-	-	250,000	500,000	500,000	2,500,000
<b>Operating Impact Totals:</b>			-	-	<b>850,000</b>	<b>1,700,000</b>	<b>1,700,000</b>	<b>8,500,000</b>

<b>Project No:</b>	FR1324	<b>Total Project Cost:</b>	\$437,780	<b>Pct. New Development:</b>	100.00%
--------------------	--------	----------------------------	-----------	------------------------------	---------

**Project Title:** RWC Radio System

**Funding Source:** Development Fees

**Project Description:**

By January 2017 the Federal Communication Commission will require 700mhz P25 compliant equipment. By this time all radios will need to be replaced from the XTS/XTL version to APX radios. The department will need to purchase 49 radios.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	45,000	45,000	70,070	227,570	47,570	47,570	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2013-2022

Fire Dept. Development

<b>Project No:</b>	TR10	<b>Total Project Cost:</b>	\$663,400	<b>Pct. New Development:</b>	0.00%
--------------------	------	----------------------------	-----------	------------------------------	-------

**Project Title:** Debt Service - Bonds

**Funding Source:** Development Fees

**Project Description:**

Transfer for debt service on Fire Station MDC Bonds

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	93,400	93,400	95,000	95,000	95,000	95,000	190,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

## Capital Improvement Plan

## Fiscal Years 2013-2022

## Improvement Districts

320 Improvement Districts	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2018-22	Total
Beginning Balance	-	-	-	-	-	-	-
<b>Revenues</b>							
Improvement District Bonds	25,000,000	-	-	-	-	-	- 25,000,000
<b>Total Revenues</b>	<b>25,000,000</b>	-	-	-	-	-	<b>- 25,000,000</b>
<b>Total Resources</b>	<b>25,000,000</b>	-	-	-	-	-	<b>- 25,000,000</b>
<b>Expenditures</b>							
ID1046-Improvement District - Unformed	25,000,000	-	-	-	-	-	- 25,000,000
<b>Total Expenditures</b>	<b>25,000,000</b>	-	-	-	-	-	<b>- 25,000,000</b>
<b>Estimated Ending Balance</b>	-	-	-	-	-	-	-

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Improvement Districts

<b>Project No:</b>	ID1046	<b>Total Project Cost:</b>	\$25,000,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	--------------	------------------------------	-------

<b>Project Title:</b>	Improvement District - Unformed
-----------------------	---------------------------------

<b>Funding Source:</b>	Bonds
------------------------	-------

**Project Description:**

The scope and location of this project will be determined if and when an improvement district is formed for the purpose of making major facility/infrastructure improvements.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	25,000,000	25,000,000	-	-	-	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

## Capital Improvement Plan

## Fiscal Years 2013-2022

## Transit Capital Projects

333 Transit Capital Projects	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2018-22	Total
Beginning Balance	-	-	-	-	-	-	-
<b>Revenues</b>							
Potential Improvement District	-	-	2,000,000	6,000,000	7,900,000	-	15,900,000
Transfer In - General Fund	2,000,000	-	-	-	-	-	2,000,000
<b>Total Revenues</b>	<b>2,000,000</b>	<b>-</b>	<b>2,000,000</b>	<b>6,000,000</b>	<b>7,900,000</b>	<b>-</b>	<b>17,900,000</b>
<b>Total Resources</b>	<b>2,000,000</b>	<b>-</b>	<b>2,000,000</b>	<b>6,000,000</b>	<b>7,900,000</b>	<b>-</b>	<b>17,900,000</b>
<b>Expenditures</b>							
TN1276-Avondale City Center Transit Center	2,000,000	-	2,000,000	6,000,000	7,900,000	-	17,900,000
<b>Total Expenditures</b>	<b>2,000,000</b>	<b>-</b>	<b>2,000,000</b>	<b>6,000,000</b>	<b>7,900,000</b>	<b>-</b>	<b>17,900,000</b>
<b>Estimated Ending Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Capital Improvement Plan

Fiscal Years 2013-2022

Transit Capital Projects

<b>Project No:</b>	TN1276	<b>Total Project Cost:</b>	\$17,900,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	--------------	------------------------------	-------

**Project Title:** Avondale City Center Transit Center

**Funding Source:** Grant

**Project Description:**

Land acquisition, design and construction of a transit center at City Center, located on Avondale Boulevard between Interstate 10 and Van Buren Street.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	2,000,000	2,000,000	-	2,000,000	6,000,000	7,900,000	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

## Capital Improvement Plan

## Fiscal Years 2013-2022

## Sewer Development

513 Sewer Development	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2018-22	Total
Beginning Balance	5,400,940	488,440	317,290	17,690	2,215,070	4,434,470	
<b>Revenues</b>							
Bond Proceeds - GO	-	-	-	-	-	8,000,000	8,000,000
Bond Proceeds - Sales Tax	-	-	-	-	-	15,500,000	15,500,000
Development Fees	549,300	823,950	2,197,200	2,197,200	2,197,200	21,972,000	29,936,850
Interest Earned	18,200	4,900	3,200	180	22,200	44,300	92,980
Transfer In- General Fund	-	-	-	-	-	3,500,000	3,500,000
Transfer In- Sales Tax	150,000	150,000	150,000	150,000	150,000	750,000	1,500,000
<b>Total Revenues</b>	<b>717,500</b>	<b>978,850</b>	<b>2,350,400</b>	<b>2,347,380</b>	<b>2,369,400</b>	<b>49,766,300</b>	<b>58,529,830</b>
<b>Total Resources</b>	<b>6,118,440</b>	<b>1,467,290</b>	<b>2,667,690</b>	<b>2,365,070</b>	<b>4,584,470</b>	<b>54,200,770</b>	<b>63,930,770</b>
<b>Expenditures</b>							
SW1047-Citywide Sewer Improvements	230,000	150,000	150,000	150,000	150,000	750,000	1,580,000
SW1108-Backup Force Main - 10th St. Lift Station to El Mirage	1,000,000	-	-	-	-	-	1,000,000
SW1233-Lift Station - Southern and Dysart	-	-	-	-	-	3,500,000	3,500,000
SW1234-Southern Ave. Sewerline - Dysart to Avondale	-	-	-	-	-	3,200,000	3,200,000
SW1237-Phase II Expansion - Water Reclamation Facility	-	-	-	-	-	45,000,000	45,000,000
SW1270-McDowell Rd. Sewerline Replacement - 119th to Avondale	200,000	-	-	-	-	-	200,000
SW1295-South Avondale / PIR Sewer Line	3,500,000	-	-	-	-	-	3,500,000
SW1304-Tertiary Filters - Water Reclamation Facility	-	1,000,000	2,500,000	-	-	-	3,500,000
SW1313-Fire Protection System - Water Reclamation Facility	700,000	-	-	-	-	-	700,000
<b>Total Expenditures</b>	<b>5,630,000</b>	<b>1,150,000</b>	<b>2,650,000</b>	<b>150,000</b>	<b>150,000</b>	<b>52,450,000</b>	<b>62,180,000</b>
<b>Estimated Ending Balance</b>	<b>488,440</b>	<b>317,290</b>	<b>17,690</b>	<b>2,215,070</b>	<b>4,434,470</b>	<b>1,750,770</b>	

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Sewer Development

<b>Project No:</b>	SW1047	<b>Total Project Cost:</b>	\$1,580,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-------------	------------------------------	-------

**Project Title:** Citywide Sewer Improvements

**Funding Source:** Sales Tax

**Project Description:**

Funding for improvements and repairs to existing sewer lines. Improvements are unforeseen, and improvements and repairs may be required to ensure compliance with federal, state and local regulations. This will also provide for unscheduled projects.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	80,000	150,000	230,000	150,000	150,000	150,000	150,000	750,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	SW1108	<b>Total Project Cost:</b>	\$1,000,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-------------	------------------------------	-------

**Project Title:** Backup Force Main - 10th St. Lift Station to El Mirage

**Funding Source:** Sales Tax

**Project Description:**

The design and construction of a backup force main for the 10th Street wastewater lift station. The station on Eliseo Felix Way, north of Van Buren Street, is the second largest in the collection system. With the high volume of pumped wastewater and the potential of line failure during significant flow events a backup force main is advisable. The current condition of the plastic line is unknown and a break would discharge raw sewage to the river. Additional minor piping modifications and equipment upgrades would be required to meet the hydraulic capacity needed for the flows generated at build-out.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	1,000,000	1,000,000	-	-	-	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	SW1233	<b>Total Project Cost:</b>	\$3,500,000	<b>Pct. New Development:</b>	100.00%
--------------------	--------	----------------------------	-------------	------------------------------	---------

**Project Title:** Lift Station - Southern and Dysart

**Funding Source:** Development Fees / Bonds

**Project Description:**

This project will design and construct a new lift station in the vicinity of Sunland Avenue and Southern Avenue east of Dysart Road to support new development between Sunland and the Gila River. It is anticipated that the proposed lift station improvements will include pumps, a control panel, odor control infrastructure, electrical infrastructure, and security fencing and infrastructure. Additionally, it is anticipated the proposed lift station will serve either an 8-inch or 10-inch sewer trunk line.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	3,500,000
<b>Operating Impact:</b>								
Staffing			-	-	-	-	-	75,000
Equipment Maintenance			-	-	-	-	-	125,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	200,000

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Sewer Development

<b>Project No:</b>	SW1234	<b>Total Project Cost:</b>	\$3,200,000	<b>Pct. New Development:</b>	100.00%
<b>Project Title:</b>	Southern Ave. Sewerline - Dysart to Avondale				
<b>Funding Source:</b>	Development Fees / Bonds				

**Project Description:**

This project will construct either an 8-inch or 10-inch sewer trunk line from Dysart Road to Avondale Boulevard and will connect to the proposed Southern & Dysart Sewer Lift Station. The project alignment will be located within the right-of-way (ROW) of Southern Avenue.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	3,200,000
<b>Operating Impact:</b>								
Staffing			-	-	-	-	-	20,000
Equipment Maintenance			-	-	-	-	-	30,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	<b>50,000</b>

<b>Project No:</b>	SW1237	<b>Total Project Cost:</b>	\$45,000,000	<b>Pct. New Development:</b>	100.00%
<b>Project Title:</b>	Phase II Expansion - Water Reclamation Facility				
<b>Funding Source:</b>	Bonds / Development Fees				

**Project Description:**

This project includes design and construction services, will increase the water reclamation facility average daily maximum flow capacity from 9-MGD to 12-MGD, and is projected to be implemented between 2018 and 2022. The proposed improvements include adding two new pumps at the influent station, one mechanical bar screen and one grit removal system, one 100-ft diameter primary clarifier, an equalization basin, an aeration basin, a new blower building and blower, mixed liquor suspended solids (MLSS) flow splitter, one 70-ft diameter secondary clarifier and returned activated sludge/water pumping, additional tertiary filtration units, a chlorine contact basin, one reclaimed water pump, and a third anaerobic digester. All secondary processes including the aeration basins and secondary clarifiers will be covered and an odor control system added. A 5,000 square foot administration/maintenance building will also be constructed in this phase.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	45,000,000
<b>Operating Impact:</b>								
Staffing			-	-	-	-	-	1,250,000
Supplies/Contracts			-	-	-	-	-	1,500,000
Utilities			-	-	-	-	-	500,000
Building Maintenance			-	-	-	-	-	1,000,000
Equipment Maintenance			-	-	-	-	-	750,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	<b>5,000,000</b>

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Sewer Development

<b>Project No:</b>	SW1270	<b>Total Project Cost:</b>	\$200,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-----------	------------------------------	-------

**Project Title:** McDowell Rd. Sewerline Replacement - 119th to Avondale

**Funding Source:** General Fund

**Project Description:**

The purpose of this project is to replace the sewer line that was cut off from much of it's previous flows when the Avondale Boulevard connection was made. The existing 24-inch line is too large for the flows it currently serves. This causes the release of noxious odors into the community, corrosion of the system, and a need to treat the corrosive odors on an ongoing basis. This needs to be downsized to avoid maintenance issues. This will be needed when the north side of McDowell Road, west of Avondale Boulevard, develops.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	200,000	200,000	-	-	-	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	SW1295	<b>Total Project Cost:</b>	\$3,500,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-------------	------------------------------	-------

**Project Title:** South Avondale / PIR Sewer Line

**Funding Source:** Operating Funds

**Project Description:**

This project will connect Phoenix International Raceway to the City sewer system. Included in the scope of work is a force main and lift station.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	3,500,000	-	3,500,000	-	-	-	-	-
<b>Operating Impact:</b>								
Equipment Maintenance			-	10,000	10,000	10,000	10,000	50,000
<b>Operating Impact Totals:</b>			-	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>50,000</b>

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Sewer Development

<b>Project No:</b>	SW1304	<b>Total Project Cost:</b>	\$3,500,000	<b>Pct. New Development:</b>	100.00%
<b>Project Title:</b>	Tertiary Filters - Water Reclamation Facility				
<b>Funding Source:</b>	Development Fees				

**Project Description:**

This project includes design and construction of a sand filtration system at the water reclamation facility for polishing of flows after treatment in the chlorine contact basins. Originally, this was scheduled to be constructed in the last expansion but was cut due to lack of funding. Without filters the facility will be in violation as flows increase from 6-MGD to 9-MGD before the next expansion. These filters will act as the final treatment process, further reducing effluent turbidity and improving discharge water quality from B+ to A+. This will significantly reduce the chance of coliform permit violations and provide for direct reuse.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	1,000,000	2,500,000	-	-	-
<b>Operating Impact:</b>								
Staffing			-	-	40,000	40,000	40,000	200,000
Supplies/Contracts			-	-	40,000	40,000	40,000	200,000
Utilities			-	-	50,000	50,000	50,000	250,000
Equipment Maintenance			-	-	50,000	50,000	50,000	250,000
<b>Operating Impact Totals:</b>			-	-	<b>180,000</b>	<b>180,000</b>	<b>180,000</b>	<b>900,000</b>

<b>Project No:</b>	SW1313	<b>Total Project Cost:</b>	\$700,000	<b>Pct. New Development:</b>	0.00%
<b>Project Title:</b>	Fire Protection System - Water Reclamation Facility				
<b>Funding Source:</b>	Sales Tax				

**Project Description:**

The water reclamation facility completed a \$48M upgrade in 2009 adding several process structures, basins, and tanks. The main building of the facility is currently without automated fire protection infrastructure. As the facility is unmanned most of the time, even with alarms and prompt Fire Department response the facility will be catastrophically damaged in a fire. This project will design and install the necessary fire protection features and infrastructure to safeguard the City's investment and minimize any disruption of the treatment process due to fire.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	700,000	700,000	-	-	-	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

## Capital Improvement Plan

## Fiscal Years 2013-2022

## Water Development

514 Water Development	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2018-22	Total
Beginning Balance	9,062,076	931,776	235,726	1,215,526	1,285,126	1,255,426	
<b>Revenues</b>							
Bond Proceeds	-	-	7,000,000	-	-	-	7,000,000
Development Fees	525,100	787,650	2,100,400	2,100,400	2,100,400	21,004,000	28,617,950
Interest Earned	44,600	16,300	9,400	19,200	19,900	19,600	129,000
Transfer In - Water Operating	1,950,000	650,000	650,000	650,000	650,000	3,250,000	7,800,000
<b>Total Revenues</b>	<b>2,519,700</b>	<b>1,453,950</b>	<b>9,759,800</b>	<b>2,769,600</b>	<b>2,770,300</b>	<b>24,273,600</b>	<b>43,546,950</b>
<b>Total Resources</b>	<b>11,581,776</b>	<b>2,385,726</b>	<b>9,995,526</b>	<b>3,985,126</b>	<b>4,055,426</b>	<b>25,529,026</b>	<b>52,609,026</b>
<b>Expenditures</b>							
WA1057-Citywide Water Improvements	600,000	300,000	300,000	300,000	300,000	1,500,000	3,300,000
WA1068-Wellhead Treatment	1,500,000	-	-	-	-	-	1,500,000
WA1090-Well #26 - I-10/Agua Fria River	200,000	-	800,000	1,500,000	-	-	2,500,000
WA1131-Future Well - North of I-10	-	-	-	-	-	2,500,000	2,500,000
WA1132-Thomas Road - 103rd to 99th Water Line Improvement	800,000	-	-	-	-	-	800,000
WA1133-99th Avenue Water Line - Thomas to McDowell	800,000	-	-	-	-	-	800,000
WA1135-McDowell Rd Waterline - 117th to Avondale	500,000	-	-	-	-	-	500,000
WA1139-Water Line Avondale Blvd.- Lower Buckeye to Gila River	2,600,000	-	-	-	-	-	2,600,000
WA1140-Indian Springs Rd. Gila River to El Mirage Rd	500,000	-	-	-	-	-	500,000
WA1142-Future Well - North of Van Buren	-	-	-	-	-	2,500,000	2,500,000
WA1153-127th Ave Waterline - Lower Buckeye to Dysart	900,000	-	-	-	-	-	900,000
WA1162-CDBG Waterline Improvements	-	250,000	-	250,000	-	750,000	1,250,000
WA1169-Rio Vista Waterline Replacement	-	-	-	400,000	1,000,000	-	1,400,000
WA1201-Well #22 - Van Buren/Avondale	500,000	1,000,000	-	-	-	-	1,500,000
WA1214-Well #27 - Corporate/El Mirage	-	-	-	-	-	2,500,000	2,500,000
WA1231-Dysart Rd. Waterline - Whyman to Lower Buckeye	-	-	-	-	500,000	-	500,000
WA1282-Central Ave Waterline - La Canada to Western	-	600,000	-	-	-	-	600,000
WA1283-Booster Station Upgrades -Rancho Santa Fe	750,000	-	-	-	-	-	750,000
WA1284-Well Rehabilitation/Screen Modifications	-	-	2,000,000	-	1,000,000	3,000,000	6,000,000
WA1285-White Mountain Apache Tribe Water Settlement	-	-	2,000,000	-	-	-	2,000,000
WA1298-Well #7 Site Improvements	-	-	500,000	250,000	-	-	750,000
WA1302-Dysart Rd. Waterline - Roeser Alignment to Southern	-	-	1,000,000	-	-	-	1,000,000
WA1314-Well #8 Rehabilitation - Gateway Booster Station	1,000,000	-	-	-	-	-	1,000,000
WA1315-Well Relocation - McDowell / 107th	-	-	-	-	-	2,500,000	2,500,000
WA1316-Indian School Rd. Waterline - Santa Fe to Dysart	-	-	1,700,000	-	-	-	1,700,000
WA1317-Encanto Blvd. Waterline - 101st to 99th Ave	-	-	230,000	-	-	-	230,000
WA1318-Central Avondale Waterlines - City Center Area	-	-	-	-	-	2,700,000	2,700,000
WA1319-125th Ave Waterline - Durango to Calle Hermosa	-	-	250,000	-	-	-	250,000
WA1320-El Mirage Rd. Waterline - Lower Buckeye to Southern	-	-	-	-	-	3,500,000	3,500,000

## Capital Improvement Plan

## Fiscal Years 2013-2022

## Water Development

514 Water Development	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2018-22	Total
WA1321-El Mirage Rd. Waterline - Southern to Indian Springs	-	-	-	-	-	1,500,000	1,500,000
WA1322-Southern Ave Waterline - Dysart to El Mirage	-	-	-	-	-	1,200,000	1,200,000
WA1323-Southern Avondale Waterline - Lower Buckeye to Southern	-	-	-	-	-	1,000,000	1,000,000
<b>Total Expenditures</b>	<b>10,650,000</b>	<b>2,150,000</b>	<b>8,780,000</b>	<b>2,700,000</b>	<b>2,800,000</b>	<b>25,150,000</b>	<b>52,230,000</b>
<b>Estimated Ending Balance</b>	931,776	235,726	1,215,526	1,285,126	1,255,426	379,026	

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Water Development

<b>Project No:</b>	WA1057	<b>Total Project Cost:</b>	\$3,300,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-------------	------------------------------	-------

**Project Title:** Citywide Water Improvements

**Funding Source:** Water Operating

**Project Description:**

This provides funding for miscellaneous water projects throughout Avondale. Projects typically include replacement of obsolete and deteriorated lines, relocation to eliminate other construction conflicts, and water valve and meter upgrades.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	300,000	300,000	600,000	300,000	300,000	300,000	300,000	1,500,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	WA1068	<b>Total Project Cost:</b>	\$1,500,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-------------	------------------------------	-------

**Project Title:** Wellhead Treatment

**Funding Source:** Water Operating

**Project Description:**

As the City develops new production wells, sites requiring no wellhead treatment are increasingly difficult to identify. In addition, as new contaminants are identified by federal and state regulatory agencies, additional wellhead treatment efforts will be required. The most common treatment is for nitrate and arsenic. This project will provide for the analysis, design, construction and/or purchase of the wellhead treatment infrastructure necessary to ensure compliance with drinking water regulations.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	300,000	1,200,000	1,500,000	-	-	-	-	-

**Operating Impact:**

Staffing			-	25,000	25,000	25,000	25,000	125,000
Supplies/Contracts			-	15,000	15,000	15,000	15,000	75,000
Utilities			-	35,000	35,000	35,000	35,000	175,000
Equipment Maintenance			-	40,000	40,000	40,000	40,000	200,000
PC/Vehicle Replacement			-	10,000	10,000	10,000	10,000	50,000
<b>Operating Impact Totals:</b>			-	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>625,000</b>

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Water Development

<b>Project No:</b>	WA1090	<b>Total Project Cost:</b>	\$2,500,000	<b>Pct. New Development:</b>	100.00%
<b>Project Title:</b>	Well #26 - I-10/Agua Fria River				
<b>Funding Source:</b>	Development Fees				

**Project Description:**

Well #26 is located south of I-10 and east of the Agua Fria River. This well is identified in the 2010 Water Infrastructure Master Plan as important for increasing system capacity and supplying water to the Coldwater Booster Station and Reservoir Site and is recommended for completion by 2015. Because this site is directly adjacent to the Agua Fria riverbed and only 1/2 mile from the McDowell Road recharge basins, it is expected to provide high quality flows without the need for wellhead treatment. A 20-inch transmission line is in-place adjacent to the Agua Fria River to convey flows to the Coldwater Station. This project includes site acquisition, design, and construction.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	200,000	200,000	-	800,000	1,500,000	-	-
<b>Operating Impact:</b>								
Staffing			-	-	-	-	25,000	125,000
Supplies/Contracts			-	-	-	-	10,000	50,000
Utilities			-	-	-	-	35,000	175,000
Building Maintenance			-	-	-	-	40,000	200,000
Equipment Maintenance			-	-	-	-	15,000	75,000
<b>Operating Impact Totals:</b>			-	-	-	-	<b>125,000</b>	<b>625,000</b>

<b>Project No:</b>	WA1131	<b>Total Project Cost:</b>	\$2,500,000	<b>Pct. New Development:</b>	100.00%
<b>Project Title:</b>	Future Well - North of I-10				
<b>Funding Source:</b>	Development Fees				

**Project Description:**

As the City develops new production wells, sites requiring no wellhead treatment are increasingly difficult to identify. The 2010 Water Infrastructure Master Plan identified several possible wellsites along the Agua Fria River, north of I-10 and adjacent to the McDowell Road recharge basins, where water quality is likely to be of higher quality. This project will include exploratory borehole drilling, at more than one site, with zonal sampling to characterize aquifer water quality and evaluate possible well locations. The exploratory work will provide the data required to optimize the well siting. This new well will be important for increasing system capacity and supplying water to the system. This project includes exploratory drilling and zonal sampling, site acquisition, well and wellhead design, and construction.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	2,500,000
<b>Operating Impact:</b>								
Staffing			-	-	-	-	-	125,000
Supplies/Contracts			-	-	-	-	-	50,000
Utilities			-	-	-	-	-	175,000
Building Maintenance			-	-	-	-	-	200,000
Equipment Maintenance			-	-	-	-	-	75,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	<b>625,000</b>

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Water Development

<b>Project No:</b>	WA1132	<b>Total Project Cost:</b>	\$800,000	<b>Pct. New Development:</b>	100.00%
--------------------	--------	----------------------------	-----------	------------------------------	---------

**Project Title:** Thomas Road - 103rd to 99th Water Line Improvement

**Funding Source:** Bonds / Development Fees

**Project Description:**

The distribution system currently dead ends on Thomas Road at the 103rd Avenue alignment. This project consists of the installation of 2,600 linear feet of 16-inch waterline within Thomas Road from 103rd to 99th Avenues. This project compliments the 99th Avenue waterline project from Thomas Road to Encanto Boulevard (WA1133) so that the distribution system will loop around the SWC of Thomas Road and 99th Avenue. This project was identified in the 2010 Water Infrastructure Master Plan and recommended for completion by 2015. This will improve the distribution of water from Well #8 and the Gateway Booster Station and Reservoir Site to future development south and west of Indian School Road and 99th Avenue. This project includes design and construction.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	800,000	-	800,000	-	-	-	-	-
<b>Operating Impact:</b>								
Equipment Maintenance			-	-	3,000	3,000	3,000	15,000
<b>Operating Impact Totals:</b>			-	-	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>15,000</b>

<b>Project No:</b>	WA1133	<b>Total Project Cost:</b>	\$800,000	<b>Pct. New Development:</b>	100.00%
--------------------	--------	----------------------------	-----------	------------------------------	---------

**Project Title:** 99th Avenue Water Line - Thomas to McDowell

**Funding Source:** Bonds / Development Fees

**Project Description:**

The distribution system currently dead ends on 99th Ave. at the Encanto Blvd. alignment. This project consists of the installation of 2,600 linear feet of 16-inch waterline within 99th Ave. from Thomas Rd. to Encanto Blvd. This project compliments the Thomas Rd. waterline project from 103rd to 99th Aves. (WA1132) so that the distribution system will loop around the SWC of Thomas Rd. and 99th Ave. This project was identified in the 2010 Water Infrastructure Master Plan and recommended for completion by 2015. This will improve the distribution of water from Well #8 and the Gateway Booster Station and Reservoir Site to future development south and west of Indian School Rd. and 99th Ave. This project includes design and construction.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	800,000	-	800,000	-	-	-	-	-
<b>Operating Impact:</b>								
Equipment Maintenance			-	2,500	2,500	2,500	2,500	12,500
<b>Operating Impact Totals:</b>			-	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>12,500</b>

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Water Development

<b>Project No:</b>	WA1135	<b>Total Project Cost:</b>	\$500,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-----------	------------------------------	-------

**Project Title:** McDowell Rd Waterline - 117th to Avondale

**Funding Source:** Sales Tax

**Project Description:**

An active 16-inch waterline dead ends in McDowell Road at 117th Avenue. An older waterline in this section of McDowell Road is a 12-inch and is undersized. This project consists of the addition of 1,700 linear feet of 16-inch waterline from 117th Ave. to Avondale Blvd. This project will result in dual waterlines and will improve distribution of water from the Rancho Santa Fe Booster Station and Reservoir Site to users south of I-10 and east of the Agua Fria River. This project includes design and construction.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	500,000	500,000	-	-	-	-	-
<b>Operating Impact:</b>								
Staffing			-	1,700	1,700	1,700	1,700	8,500
Supplies/Contracts			-	850	850	850	850	4,250
Equipment Maintenance			-	850	850	850	850	4,250
<b>Operating Impact Totals:</b>			-	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>17,000</b>

<b>Project No:</b>	WA1139	<b>Total Project Cost:</b>	\$2,600,000	<b>Pct. New Development:</b>	100.00%
--------------------	--------	----------------------------	-------------	------------------------------	---------

**Project Title:** Water Line Avondale Blvd.- Lower Buckeye to Gila River

**Funding Source:** Development Fees / Water Operating

**Project Description:**

An 18-inch waterline currently stubs out within Avondale Blvd. at Lower Buckeye Rd. This project consists of the installation of approximately 14,500 linear feet (2.75 miles) of 16-inch waterline within Avondale Blvd. from Lower Buckeye Rd. to the south end of the Gila River Bridge. This project was identified in the 2010 Water Infrastructure Master Plan and will provide for City water service to Phoenix International Raceway and other developments south of Lower Buckeye Rd. This project includes design and construction.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	2,600,000	-	2,600,000	-	-	-	-	-
<b>Operating Impact:</b>								
Equipment Maintenance			-	10,000	10,000	10,000	10,000	50,000
<b>Operating Impact Totals:</b>			-	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>50,000</b>

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Water Development

<b>Project No:</b>	WA1140	<b>Total Project Cost:</b>	\$500,000	<b>Pct. New Development:</b>	100.00%
<b>Project Title:</b>	Indian Springs Rd. Gila River to El Mirage Rd				
<b>Funding Source:</b>	Development Fees				

**Project Description:**

The City currently has no water or sewer infrastructure south of the Gila River. This project consists of approximately 4,800 linear feet of 16-inch waterline within Indian Springs Rd. from El Mirage Rd. to the south end of the Gila River Bridge. This project was identified in the 2010 Water Infrastructure Master Plan and, in combination with the Avondale Blvd. Waterline project (WA1139), will provide for City water service to Phoenix International Raceway and other developments south of the Gila River. This project includes design and construction.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	500,000	-	500,000	-	-	-	-	-
<b>Operating Impact:</b>								
Equipment Maintenance			-	4,000	4,000	4,000	4,000	20,000
<b>Operating Impact Totals:</b>			-	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>20,000</b>

<b>Project No:</b>	WA1142	<b>Total Project Cost:</b>	\$2,500,000	<b>Pct. New Development:</b>	100.00%
<b>Project Title:</b>	Future Well - North of Van Buren				
<b>Funding Source:</b>	Development Fees				

**Project Description:**

As the City develops new production wells, sites requiring no wellhead treatment are increasingly difficult to identify. The 2010 Water Infrastructure Master Plan identified several possible wellsites along the Agua Fria River, north of Van Buren Street and adjacent to the McDowell Road recharge basins, where water quality is likely to be of higher quality. This project will include exploratory borehole drilling, at more than one site, with zonal sampling to characterize aquifer water quality and evaluate possible well locations. The exploratory work will provide the data required to optimize the well siting. This new well will be important for increasing system capacity and supplying water to the system. This project includes exploratory drilling and zonal sampling, site acquisition, well and wellhead design, and construction.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	2,500,000
<b>Operating Impact:</b>								
Staffing			-	-	-	-	-	125,000
Supplies/Contracts			-	-	-	-	-	50,000
Utilities			-	-	-	-	-	175,000
Building Maintenance			-	-	-	-	-	200,000
Equipment Maintenance			-	-	-	-	-	75,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	<b>625,000</b>

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Water Development

<b>Project No:</b>	WA1153	<b>Total Project Cost:</b>	\$900,000	<b>Pct. New Development:</b>	100.00%
<b>Project Title:</b>	127th Ave Waterline - Lower Buckeye to Dysart				
<b>Funding Source:</b>	Development Fees				

**Project Description:**

There is no direct connection in the existing distribution system between the 16-inch waterline in Lower Buckeye Road and the 12-inch waterline in Dysart Road south of Vermeesch Road. Flows must pass through a network of 6-inch lines in the Las Ligas neighborhood. This project consists of the installation of 1,200 linear feet of 16-inch waterline in 127th Avenue, south of Lower Buckeye Road, and 1,400 linear feet of 12-inch waterline in Vermeesch Road from 127th Avenue to Dysart Road. This project was identified in the 2010 Water Infrastructure Master Plan and recommended for completion by 2015. The water line will provide a direct connection between Lower Buckeye Road and Dysart Road. A pressure reducing valve may be included to help maintain lower pressures on the existing 12-inch Dysart Road waterline. This project includes design and construction.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	900,000	900,000	-	-	-	-	-
<b>Operating Impact:</b>								
Staffing			-	2,600	2,600	2,600	2,600	13,000
Supplies/Contracts			-	1,300	1,300	1,300	1,300	6,500
Equipment Maintenance			-	1,300	1,300	1,300	1,300	6,500
<b>Operating Impact Totals:</b>			-	<b>5,200</b>	<b>5,200</b>	<b>5,200</b>	<b>5,200</b>	<b>26,000</b>

<b>Project No:</b>	WA1162	<b>Total Project Cost:</b>	\$1,250,000	<b>Pct. New Development:</b>	0.00%
<b>Project Title:</b>	CDBG Waterline Improvements				
<b>Funding Source:</b>	Water Operating				

**Project Description:**

Funds for the water system improvements pertaining to areas of engineering CDBG pavement projects.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	250,000	-	250,000	-	750,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	WA1169	<b>Total Project Cost:</b>	\$1,400,000	<b>Pct. New Development:</b>	0.00%
<b>Project Title:</b>	Rio Vista Waterline Replacement				
<b>Funding Source:</b>	Bonds / Water Operating				

**Project Description:**

This project is for areas within the Rio Vista subdivision where easements are inadequate for maintaining and repairing waterlines and preclude the utilization of equipment such as a backhoe. The project will relocate existing waterlines from the rear of properties to the street, re-establish water services, and place water meters adjacent to the street/sidewalk.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	400,000	1,000,000	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Water Development

<b>Project No:</b>	WA1201	<b>Total Project Cost:</b>	\$1,500,000	<b>Pct. New Development:</b>	100.00%
--------------------	--------	----------------------------	-------------	------------------------------	---------

**Project Title:** Well #22 - Van Buren/Avondale

**Funding Source:** Development Fees

**Project Description:**

The 2010 Water Infrastructure Master Plan identified a need for increased system capacity and water supplies at the Coldwater Booster Station and Reservoir Site. Well #22 has been drilled and screened at the southwest corner of Avondale Boulevard and Van Buren Street. A 16-inch transmission line is in-place in Van Buren Street to convey the flows to the Coldwater Station. This project includes wellhead design and construction.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	500,000	500,000	1,000,000	-	-	-	-

**Operating Impact:**

Staffing			-	-	25,000	25,000	25,000	125,000
Supplies/Contracts			-	-	10,000	10,000	10,000	50,000
Utilities			-	-	35,000	35,000	35,000	175,000
Building Maintenance			-	-	40,000	40,000	40,000	200,000
Equipment Maintenance			-	-	15,000	15,000	15,000	75,000
<b>Operating Impact Totals:</b>			-	-	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>625,000</b>

<b>Project No:</b>	WA1214	<b>Total Project Cost:</b>	\$2,500,000	<b>Pct. New Development:</b>	100.00%
--------------------	--------	----------------------------	-------------	------------------------------	---------

**Project Title:** Well #27 - Corporate/El Mirage

**Funding Source:** Development Fees

**Project Description:**

Well #27 is located 1/4 mile north of Van Buren Street, on the east side of El Mirage Road, at Corporate Drive. The 2010 Water Infrastructure Master Plan identified wells in this area as important for increasing system capacity and supplying water to the Coldwater Booster Station and Reservoir Site. Because this site is adjacent to the Agua Fria riverbed and only 3/4 mile from the McDowell Road Recharge Basins, it is expected to provide high quality flows without the need for wellhead treatment. A 12-inch transmission line is in-place in El Mirage Road, connecting to a 16-inch transmission line in Van Buren Street, to convey flows to the Coldwater Station. This project includes site acquisition, design, and construction.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	2,500,000

**Operating Impact:**

Staffing			-	-	-	-	-	125,000
Supplies/Contracts			-	-	-	-	-	50,000
Utilities			-	-	-	-	-	175,000
Building Maintenance			-	-	-	-	-	200,000
Equipment Maintenance			-	-	-	-	-	75,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	<b>625,000</b>

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Water Development

<b>Project No:</b>	WA1231	<b>Total Project Cost:</b>	\$500,000	<b>Pct. New Development:</b>	100.00%
--------------------	--------	----------------------------	-----------	------------------------------	---------

**Project Title:** Dysart Rd. Waterline - Whyman to Lower Buckeye

**Funding Source:** Development Fees

**Project Description:**

The water distribution system currently dead ends on Dysart Road at the Whyman Avenue alignment. This project consists of the installation of 1,300 linear feet of 12-inch waterline in Dysart Road from Whyman Avenue to Lower Buckeye Road where it will tie into an existing 16-inch line. This project was identified in the 2010 Water Infrastructure Master Plan and recommended for completion by 2015. The waterline will improve the distribution of water along Dysart Road, south of Buckeye Road. This project includes design and construction.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	500,000	-
<b>Operating Impact:</b>								
Staffing			-	-	-	-	-	6,500
Supplies/Contracts			-	-	-	-	-	3,250
Equipment Maintenance			-	-	-	-	-	3,250
<b>Operating Impact Totals:</b>			-	-	-	-	-	<b>13,000</b>

<b>Project No:</b>	WA1282	<b>Total Project Cost:</b>	\$600,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-----------	------------------------------	-------

**Project Title:** Central Ave Waterline - La Canada to Western

**Funding Source:** Water Operating

**Project Description:**

The waterline in this section of Central Avenue is a 6-inch and is currently undersized. This project consists of the replacement of 4,000 linear feet of the existing line with an 8-inch waterline from La Canada Boulevard to Western Avenue. Replacement of this waterline was identified in the 2010 Water Infrastructure Master Plan and recommended for completion by 2015. The 8-inch waterline will increase capacity and improve distribution of water to users in historic Avondale. This project includes design and construction.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	600,000	-	-	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	WA1283	<b>Total Project Cost:</b>	\$750,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-----------	------------------------------	-------

**Project Title:** Booster Station Upgrades -Rancho Santa Fe

**Funding Source:** Water Operating

**Project Description:**

The Rancho Santa Fe Booster Station and Reservoir Site is located at Rancho Santa Fe and McDowell and is currently equipped with four booster pumps and motors. The existing pumps and motors at the site are near the end of their design life and require replacement. To improve operational and energy efficiency, the existing motors will be replaced with variable frequency drives. This project includes the design and installation of new pumps, motors, power supply, programming, controls, and SCADA communication system upgrades.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	750,000	750,000	-	-	-	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Water Development

<b>Project No:</b>	WA1284	<b>Total Project Cost:</b>	\$6,000,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-------------	------------------------------	-------

**Project Title:** Well Rehabilitation/Screen Modifications

**Funding Source:** Bonds

**Project Description:**

The 2010 Water Infrastructure Master Plan recommended evaluation of several existing wells to identify well rehabilitation and/or screen modification projects which would result in improved water quality. These projects are generally more cost effective than designing wellhead treatment and/or drilling and equipping new production well sites. Candidates for this project include Wells #14, 15, 17, 21, and 28.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	2,000,000	-	1,000,000	3,000,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	WA1285	<b>Total Project Cost:</b>	\$2,000,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-------------	------------------------------	-------

**Project Title:** White Mountain Apache Tribe Water Settlement

**Funding Source:** Bonds

**Project Description:**

Through the White Mountain Apache Tribe Water Settlement the City will lease 882 acre-feet of water that will be delivered to the City by SRP. The water can be used on- or off-project and will support an additional population of up to 4,000 people. The water will be included as a source of renewable supply for the City's next Designation of Assured Water Supply and will aid in our continued development.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	2,000,000	-	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	WA1298	<b>Total Project Cost:</b>	\$750,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-----------	------------------------------	-------

**Project Title:** Well #7 Site Improvements

**Funding Source:** Water Operating

**Project Description:**

This project includes the acquisition of property to expand the existing Well #7 site to bring it up to standards and to coincide with new surrounding property development. In addition to property acquisition the project includes design and construction of a site wall, generator, electrical cabinets, and security.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	500,000	250,000	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Water Development

<b>Project No:</b>	WA1302	<b>Total Project Cost:</b>	\$1,000,000	<b>Pct. New Development:</b>	100.00%
<b>Project Title:</b>	Dysart Rd. Waterline - Roeser Alignment to Southern				
<b>Funding Source:</b>	Development Fees				

**Project Description:**

The waterline in this section of Dysart Road currently serves fewer than 50 customers and necks down from a 12-inch to a 4-inch. The existing waterline is prone to repeated failures and will be undersized as system demands increase with new development. This project consists of the replacement of 3,300 linear feet of the existing line with a 16-inch waterline from approximately the Roeser Road alignment to Southern Avenue. Replacement of this waterline was identified in the 2010 Water Infrastructure Master Plan and is part of the overall goal of providing redundant service to all City customers by construction of a looped system. This project includes design and construction.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	1,000,000	-	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	WA1314	<b>Total Project Cost:</b>	\$1,000,000	<b>Pct. New Development:</b>	0.00%
<b>Project Title:</b>	Well #8 Rehabilitation - Gateway Booster Station				
<b>Funding Source:</b>	Operating				

**Project Description:**

The 2010 Water Infrastructure Master Plan recommended evaluation of several wells to determine whether rehabilitation and/or screen modifications would result in improved water quality. Well #8 is a highly productive well at the Gateway Booster Station and Reservoir Site that currently requires wellhead treatment for nitrates and DBCP. This project will evaluate whether rehabilitation and/or screen modifications at Well #8 are more cost effective than continued wellhead treatment and/or drilling and equipping of a new production wellsite. This project includes analysis of well hydraulics and water quality, and design and construction of improvements.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	1,000,000	1,000,000	-	-	-	-	-
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Water Development

<b>Project No:</b>	WA1315	<b>Total Project Cost:</b>	\$2,500,000	<b>Pct. New Development:</b>	100.00%
--------------------	--------	----------------------------	-------------	------------------------------	---------

**Project Title:** Well Relocation - McDowell / 107th

**Funding Source:** Development Fees

**Project Description:**

Street project ST1224 includes the widening of McDowell Road at 107th Avenue. The well is currently located in the project right-of-way on the SWC of the intersection and will have to be relocated. The 2010 Water Infrastructure Master Plan calls for possible wellsites north of Van Buren Street where water quality is likely to be of higher quality. This project will include relocation of the well and development of a shared use agreement with the owner. This well will be important for increasing system capacity and supplying water to the system. This project includes development of an agreement, site acquisition, design, and construction.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	2,500,000
<b>Operating Impact:</b>								
Staffing			-	-	-	-	-	125,000
Supplies/Contracts			-	-	-	-	-	50,000
Utilities			-	-	-	-	-	175,000
Building Maintenance			-	-	-	-	-	75,000
Equipment Maintenance			-	-	-	-	-	200,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	<b>625,000</b>

<b>Project No:</b>	WA1316	<b>Total Project Cost:</b>	\$1,700,000	<b>Pct. New Development:</b>	100.00%
--------------------	--------	----------------------------	-------------	------------------------------	---------

**Project Title:** Indian School Rd. Waterline - Santa Fe to Dysart

**Funding Source:** Development Fees

**Project Description:**

The distribution system currently dead ends in Indian School Road at Santa Fe Trail, and has only a 6-inch feed in Dysart Road from Fairmont Avenue to Indian School Road. This project consists of the installation of 2,600 linear feet of 16-inch waterline within Indian School Road from Santa Fe Trail to Dysart Road, and 1,300 linear feet of 16-inch waterline within Dysart Road from Fairmont Avenue to Indian School Road. When complete, the distribution system will loop around the SEC of Indian School and Dysart Roads. This project was identified in the 2010 Water Infrastructure Master Plan and recommended for completion by 2015. These lines are part of the overall goal of providing redundant service to all City customers by construction of a looped system. This project includes design and construction.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	1,700,000	-	-	-
<b>Operating Impact:</b>								
Staffing			-	-	-	3,900	3,900	19,500
Supplies/Contracts			-	-	-	1,950	1,950	9,750
Equipment Maintenance			-	-	-	1,950	1,950	9,750
<b>Operating Impact Totals:</b>			-	-	-	<b>7,800</b>	<b>7,800</b>	<b>39,000</b>

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Water Development

<b>Project No:</b>	WA1317	<b>Total Project Cost:</b>	\$230,000	<b>Pct. New Development:</b>	100.00%
--------------------	--------	----------------------------	-----------	------------------------------	---------

**Project Title:** Encanto Blvd. Waterline - 101st to 99th Ave

**Funding Source:** Development Fees

**Project Description:**

The distribution system currently dead ends in Encanto Boulevard at 101st Avenue. This project consists of the installation of 1,400 linear feet of 12-inch waterline in Encanto Boulevard from 101st Avenue to 99th Avenue. When complete, the distribution system will loop around the SWC of Encanto Boulevard and 99th Avenue. This project was identified in the 2010 Water Infrastructure Master Plan and recommended for completion by 2015. This line is important to future development and is part of the overall goal of providing redundant service to all City customers by construction of a looped system. This project includes design and construction.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	230,000	-	-	-
<b>Operating Impact:</b>								
Staffing			-	-	-	1,400	1,400	7,000
Supplies/Contracts			-	-	-	700	700	3,500
Equipment Maintenance			-	-	-	700	700	3,500
<b>Operating Impact Totals:</b>			-	-	-	<b>2,800</b>	<b>2,800</b>	<b>14,000</b>

<b>Project No:</b>	WA1318	<b>Total Project Cost:</b>	\$2,700,000	<b>Pct. New Development:</b>	100.00%
--------------------	--------	----------------------------	-------------	------------------------------	---------

**Project Title:** Central Avondale Waterlines - City Center Area

**Funding Source:** Development Fees

**Project Description:**

The distribution system is currently incomplete in Coldwater Springs Boulevard east of Avondale Boulevard, and in the Roosevelt alignment between 111th and 107th Avenues, and El Mirage Road and Avondale Boulevard. These waterline segments will become important as development occurs and system demands increase. These projects were identified in the 2010 Water Infrastructure Master Plan and are important to future fire flow in commercial areas. This project includes design and construction.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	2,700,000
<b>Operating Impact:</b>								
Staffing			-	-	-	-	-	65,000
Supplies/Contracts			-	-	-	-	-	32,500
Equipment Maintenance			-	-	-	-	-	32,500
<b>Operating Impact Totals:</b>			-	-	-	-	-	<b>130,000</b>

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Water Development

<b>Project No:</b>	WA1319	<b>Total Project Cost:</b>	\$250,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-----------	------------------------------	-------

**Project Title:** 125th Ave Waterline - Durango to Calle Hermosa

**Funding Source:** Operating

**Project Description:**

The water distribution system currently dead ends on Durango Street at the 125th Avenue alignment. This project consists of 1,900 linear feet of 8-inch waterline along the 125th Avenue alignment from Durango Street to Calle Hermosa Lane where it will tie into an existing 6-inch line. This project was identified in the 2010 Water Infrastructure Master Plan and recommended for completion by 2015. The waterline will improve the distribution of water in the Las Ligas neighborhood. This project includes design and construction.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	250,000	-	-	-
<b>Operating Impact:</b>								
Staffing			-	-	-	1,900	1,900	9,500
Supplies/Contracts			-	-	-	950	950	4,750
Equipment Maintenance			-	-	-	950	950	4,750
<b>Operating Impact Totals:</b>			-	-	-	<b>3,800</b>	<b>3,800</b>	<b>19,000</b>

<b>Project No:</b>	WA1320	<b>Total Project Cost:</b>	\$3,500,000	<b>Pct. New Development:</b>	100.00%
--------------------	--------	----------------------------	-------------	------------------------------	---------

**Project Title:** El Mirage Rd. Waterline - Lower Buckeye to Southern

**Funding Source:** Development Fees

**Project Description:**

This project consists of 10,000 linear feet of 24-inch waterline in El Mirage Road from Lower Buckeye Road to Southern Avenue and is the companion project to El Mirage Road Waterline - Southern to Indian Springs. When complete, the distribution system will form a loop south of the Gila River. This project was identified in the 2010 Water Infrastructure Master Plan, is important to future development in the City's southern planning area, and is part of the overall goal of providing redundant service to all City customers by construction of a looped system. This project includes design and construction.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	3,500,000
<b>Operating Impact:</b>								
Staffing			-	-	-	-	-	50,000
Supplies/Contracts			-	-	-	-	-	25,000
Equipment Maintenance			-	-	-	-	-	25,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	<b>100,000</b>

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Water Development

<b>Project No:</b>	WA1321	<b>Total Project Cost:</b>	\$1,500,000	<b>Pct. New Development:</b>	100.00%
<b>Project Title:</b>	El Mirage Rd. Waterline - Southern to Indian Springs				
<b>Funding Source:</b>	Development Fees				

**Project Description:**

This project consists of 6,000 linear feet of 16-inch waterline in El Mirage Rd. from Southern Avenue to Indian Springs Road and is the companion project to El Mirage Road Waterline - Lower Buckeye to Southern. When complete, the distribution system will form a loop south of the Gila River. This project was identified in the 2010 Water Infrastructure Master Plan, is important to future development in the City's southern planning area, and is part of the overall goal of providing redundant service to all City customers by construction of a looped system. This project includes design and construction.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	1,500,000
<b>Operating Impact:</b>								
Staffing			-	-	-	-	-	30,000
Supplies/Contracts			-	-	-	-	-	15,000
Equipment Maintenance			-	-	-	-	-	15,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	<b>60,000</b>

<b>Project No:</b>	WA1322	<b>Total Project Cost:</b>	\$1,200,000	<b>Pct. New Development:</b>	100.00%
<b>Project Title:</b>	Southern Ave Waterline - Dysart to El Mirage				
<b>Funding Source:</b>	Development Fees				

**Project Description:**

This project consists of 5,000 linear feet of 16-inch waterline in Southern Avenue from Dysart Road to El Mirage Road. When complete, the distribution system will form a loop in the City's southern planning area. This project was identified in the 2010 Water Infrastructure Master Plan, is important to future development in the City's southern planning area, and is part of the overall goal of providing redundant service to all City customers by construction of a looped system. This project includes design and construction.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	1,200,000
<b>Operating Impact:</b>								
Staffing			-	-	-	-	-	25,000
Supplies/Contracts			-	-	-	-	-	12,500
Equipment Maintenance			-	-	-	-	-	12,500
<b>Operating Impact Totals:</b>			-	-	-	-	-	<b>50,000</b>

### Capital Improvement Plan

#### Fiscal Years 2013-2022

#### Water Development

<b>Project No:</b>	WA1323	<b>Total Project Cost:</b>	\$1,000,000	<b>Pct. New Development:</b>	100.00%
--------------------	--------	----------------------------	-------------	------------------------------	---------

**Project Title:** Southern Avondale Waterline - Lower Buckeye to Southern

**Funding Source:** Development Fees

**Project Description:**

The City currently has very limited water or sewer infrastructure south of Lower Buckeye Road. This project consists of a network of 12-, 16-, and 24-inch waterlines from Lower Buckeye Road to Southern Avenue, between Dysart Road and 107th Avenue. These projects were identified in the 2010 Water Infrastructure Master Plan and will provide for City water service to development throughout the City's southern planning area, north of the Gila River. This project includes analysis, design and construction.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	-	1,000,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

## Capital Improvement Plan

## Fiscal Years 2013-2022

## Sanitation Development

524 Sanitation Development	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2018-22	Total
Beginning Balance	65,244	267,194	319,194	371,294	423,594	200,994	
<b>Revenues</b>							
Interest Earned	1,950	2,000	2,100	2,300	2,400	12,000	22,750
Transfer In 520--Sanitation Fund	200,000	50,000	50,000	50,000	50,000	250,000	650,000
<b>Total Revenues</b>	<b>201,950</b>	<b>52,000</b>	<b>52,100</b>	<b>52,300</b>	<b>52,400</b>	<b>262,000</b>	<b>672,750</b>
<b>Total Resources</b>	<b>267,194</b>	<b>319,194</b>	<b>371,294</b>	<b>423,594</b>	<b>475,994</b>	<b>462,994</b>	<b>737,994</b>
<b>Expenditures</b>							
SN6800-Sanitation Equipment Purchase	-	-	-	-	275,000	275,000	550,000
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>275,000</b>	<b>275,000</b>	<b>550,000</b>
<b>Estimated Ending Balance</b>	<b>267,194</b>	<b>319,194</b>	<b>371,294</b>	<b>423,594</b>	<b>200,994</b>	<b>187,994</b>	

Capital Improvement Plan

Fiscal Years 2013-2022

Sanitation Development

<b>Project No:</b>	SN6800	<b>Total Project Cost:</b>	\$550,000	<b>Pct. New Development:</b>	100.00%
--------------------	--------	----------------------------	-----------	------------------------------	---------

**Project Title:** Sanitation Equipment Purchase

**Funding Source:** Sanitation Operating Fund

**Project Description:**

The automated residential sanitation services provided by the City require the use of heavy sideload sanitation vehicles. As homes are added, additional vehicles will be required to expand service to new development.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	275,000	275,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

## Capital Improvement Plan

## Fiscal Years 2013-2022

## Water Equipment Replacement

530 Water Equipment Replacement	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2018-22	Total
Beginning Balance	1,428,490	1,655,850	1,282,760	1,096,470	1,023,780	1,119,790	
<b>Revenues</b>							
Interest Earned	1,500	1,600	1,500	1,550	1,200	7,500	14,850
Replacement Contributions - Technology	119,500	115,930	115,930	115,930	115,930	449,650	1,032,870
Replacement Contributions - Vehicle	209,960	146,980	146,980	146,980	146,980	703,350	1,501,230
<b>Total Revenues</b>	<b>330,960</b>	<b>264,510</b>	<b>264,410</b>	<b>264,460</b>	<b>264,110</b>	<b>1,160,500</b>	<b>2,548,950</b>
<b>Total Resources</b>	<b>1,759,450</b>	<b>1,920,360</b>	<b>1,547,170</b>	<b>1,360,930</b>	<b>1,287,890</b>	<b>2,280,290</b>	<b>3,977,440</b>
<b>Expenditures</b>							
IT5120-Technology Equipment Replacement	76,100	36,100	114,200	182,150	8,100	596,650	1,013,300
VR5200-Vehicle Replacement	27,500	601,500	336,500	155,000	160,000	896,000	2,176,500
<b>Total Expenditures</b>	<b>103,600</b>	<b>637,600</b>	<b>450,700</b>	<b>337,150</b>	<b>168,100</b>	<b>1,492,650</b>	<b>3,189,800</b>
<b>Estimated Ending Balance</b>	1,655,850	1,282,760	1,096,470	1,023,780	1,119,790	787,640	

## Capital Improvement Plan

### Fiscal Years 2013-2022

#### Water Equipment Replacement

**Project No:** IT5120      **Total Project Cost:** \$1,013,300      **Pct. New Development:** 0.00%

**Project Title:** Technology Equipment Replacement

**Funding Source:**

**Project Description:**

This fund is for the scheduled replacement of City technology equipment. The Information Technology department has developed a ten-year equipment replacement plan. The detailed replacement schedule by equipment type is included in the Schedules and Summaries section of this document.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	76,100	76,100	36,100	114,200	182,150	8,100	596,650
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

**Project No:** VR5200      **Total Project Cost:** \$2,176,500      **Pct. New Development:** 0.00%

**Project Title:** Vehicle Replacement

**Funding Source:**

**Project Description:**

This fund is for the scheduled replacement of City Vehicles and heavy equipment. The detailed replacement schedule by vehicle or equipment type is included in the Schedules and Summaries section of this document.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	27,500	27,500	601,500	336,500	155,000	160,000	896,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

## Capital Improvement Plan

## Fiscal Years 2013-2022

## Sewer Equipment Replacement

531 Sewer Equipment Replacement	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2018-22	Total
Beginning Balance	534,570	646,440	498,050	142,590	92,380	93,870	
<b>Revenues</b>							
Interest Earned	300	420	400	300	200	100	1,720
Replacement Contributions - Technology	50,680	50,680	50,680	50,680	50,680	253,400	506,800
Replacement Contributions - Vehicle	149,290	104,510	104,510	104,510	104,510	514,050	1,081,380
<b>Total Revenues</b>	<b>200,270</b>	<b>155,610</b>	<b>155,590</b>	<b>155,490</b>	<b>155,390</b>	<b>767,550</b>	<b>1,589,900</b>
<b>Total Resources</b>	<b>734,840</b>	<b>802,050</b>	<b>653,640</b>	<b>298,080</b>	<b>247,770</b>	<b>861,420</b>	<b>2,124,470</b>
<b>Expenditures</b>							
IT5120-Technology Equipment Replacement	25,900	12,000	72,050	85,700	33,900	196,550	426,100
VR5200-Vehicle Replacement	62,500	292,000	439,000	120,000	120,000	329,000	1,362,500
<b>Total Expenditures</b>	<b>88,400</b>	<b>304,000</b>	<b>511,050</b>	<b>205,700</b>	<b>153,900</b>	<b>525,550</b>	<b>1,788,600</b>
<b>Estimated Ending Balance</b>	646,440	498,050	142,590	92,380	93,870	335,870	

## Capital Improvement Plan

### Fiscal Years 2013-2022

#### Sewer Equipment Replacement

<b>Project No:</b>	IT5120	<b>Total Project Cost:</b>	\$426,100	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-----------	------------------------------	-------

**Project Title:** Technology Equipment Replacement

**Funding Source:**

**Project Description:**

This fund is for the scheduled replacement of City technology equipment. The Information Technology department has developed a ten-year equipment replacement plan. The detailed replacement schedule by equipment type is included in the Schedules and Summaries section of this document.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	25,900	25,900	12,000	72,050	85,700	33,900	196,550
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	VR5200	<b>Total Project Cost:</b>	\$1,362,500	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-------------	------------------------------	-------

**Project Title:** Vehicle Replacement

**Funding Source:**

**Project Description:**

This fund is for the scheduled replacement of City Vehicles and heavy equipment. The detailed replacement schedule by vehicle or equipment type is included in the Schedules and Summaries section of this document.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	62,500	62,500	292,000	439,000	120,000	120,000	329,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

## Capital Improvement Plan

## Fiscal Years 2013-2022

## Sanitation Equipment Replacement

532 Sanitation Equipment Replacement	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2018-22	Total
Beginning Balance	4,257,280	3,548,420	1,833,620	1,754,820	2,127,520	2,522,420	
<b>Revenues</b>							
Interest Earned	4,000	3,700	2,700	2,000	2,000	7,500	21,900
Replacement Contributions - Technology	6,650	6,650	6,650	6,650	6,650	33,250	66,500
Replacement Contributions - Vehicle	655,490	458,850	458,850	458,850	458,850	2,086,050	4,576,940
<b>Total Revenues</b>	<b>666,140</b>	<b>469,200</b>	<b>468,200</b>	<b>467,500</b>	<b>467,500</b>	<b>2,126,800</b>	<b>4,665,340</b>
<b>Total Resources</b>	<b>4,923,420</b>	<b>4,017,620</b>	<b>2,301,820</b>	<b>2,222,320</b>	<b>2,595,020</b>	<b>4,649,220</b>	<b>8,922,620</b>
<b>Expenditures</b>							
IT5120-Technology Equipment Replacement	-	-	-	9,800	2,600	15,000	27,400
VR5200-Vehicle Replacement	1,375,000	2,184,000	547,000	85,000	70,000	4,244,000	8,505,000
<b>Total Expenditures</b>	<b>1,375,000</b>	<b>2,184,000</b>	<b>547,000</b>	<b>94,800</b>	<b>72,600</b>	<b>4,259,000</b>	<b>8,532,400</b>
<b>Estimated Ending Balance</b>	<b>3,548,420</b>	<b>1,833,620</b>	<b>1,754,820</b>	<b>2,127,520</b>	<b>2,522,420</b>	<b>390,220</b>	

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Sanitation Equipment Replacement

<b>Project No:</b>	IT5120	<b>Total Project Cost:</b>	\$27,400	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	----------	------------------------------	-------

**Project Title:** Technology Equipment Replacement

**Funding Source:**

**Project Description:**

This fund is for the scheduled replacement of City technology equipment. The Information Technology department has developed a ten-year equipment replacement plan. The detailed replacement schedule by equipment type is included in the Schedules and Summaries section of this document.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	9,800	2,600	15,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	VR5200	<b>Total Project Cost:</b>	\$8,505,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-------------	------------------------------	-------

**Project Title:** Vehicle Replacement

**Funding Source:**

**Project Description:**

This fund is for the scheduled replacement of City Vehicles and heavy equipment. The detailed replacement schedule by vehicle or equipment type is included in the Schedules and Summaries section of this document.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	1,375,000	1,375,000	2,184,000	547,000	85,000	70,000	4,244,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

## Capital Improvement Plan

## Fiscal Years 2013-2022

## Vehicle Replacement

601 Vehicle Replacement	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2018-22	Total
Beginning Balance	6,775,119	7,138,139	4,317,179	4,642,519	3,053,659	3,499,699	
<b>Revenues</b>							
Interest Earned	6,200	6,800	3,100	3,400	1,800	11,200	32,500
Replacement Contributions - Vehicle	1,608,820	1,126,240	1,126,240	1,126,240	1,126,240	4,782,450	10,896,230
<b>Total Revenues</b>	<b>1,615,020</b>	<b>1,133,040</b>	<b>1,129,340</b>	<b>1,129,640</b>	<b>1,128,040</b>	<b>4,793,650</b>	<b>10,928,730</b>
<b>Total Resources</b>	<b>8,390,139</b>	<b>8,271,179</b>	<b>5,446,519</b>	<b>5,772,159</b>	<b>4,181,699</b>	<b>8,293,349</b>	<b>17,703,849</b>
<b>Expenditures</b>							
VR5200-Vehicle Replacement	1,252,000	3,954,000	804,000	2,718,500	682,000	4,405,000	13,815,500
<b>Total Expenditures</b>	<b>1,252,000</b>	<b>3,954,000</b>	<b>804,000</b>	<b>2,718,500</b>	<b>682,000</b>	<b>4,405,000</b>	<b>13,815,500</b>
<b>Estimated Ending Balance</b>	<b>7,138,139</b>	<b>4,317,179</b>	<b>4,642,519</b>	<b>3,053,659</b>	<b>3,499,699</b>	<b>3,888,349</b>	

### Capital Improvement Plan

#### Fiscal Years 2013-2022

#### Vehicle Replacement

**Project No:** VR5200      **Total Project Cost:** \$13,815,500      **Pct. New Development:** 0.00%

**Project Title:** Vehicle Replacement

**Funding Source:**

**Project Description:**

This fund is for the scheduled replacement of City Vehicles and heavy equipment. The detailed replacement schedule by vehicle or equipment type is included in the Schedules and Summaries section of this document.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	40,000	1,212,000	1,252,000	3,954,000	804,000	2,718,500	682,000	4,405,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

## Capital Improvement Plan

## Fiscal Years 2013-2022

## Equipment Replacement Fund

603 Equipment Replacement Fund	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2018-22	Total
Beginning Balance	639,111	498,221	848,281	904,891	907,951	511,521	
<b>Revenues</b>							
Interest Earned	610	530	880	930	940	2,500	6,390
Replacement Contributions - Fire Equipment	45,000	45,000	45,000	45,000	45,000	225,000	450,000
Replacement Contributions - Technology	614,530	614,530	614,530	614,530	614,530	2,909,500	5,982,150
<b>Total Revenues</b>	<b>660,140</b>	<b>660,060</b>	<b>660,410</b>	<b>660,460</b>	<b>660,470</b>	<b>3,137,000</b>	<b>6,438,540</b>
<b>Total Resources</b>	<b>1,299,251</b>	<b>1,158,281</b>	<b>1,508,691</b>	<b>1,565,351</b>	<b>1,568,421</b>	<b>3,648,521</b>	<b>7,077,651</b>
<b>Expenditures</b>							
FR6330-Fire Equipment Replacement	-	-	-	-	225,000	225,000	450,000
IT5120-Technology Equipment Replacement	801,030	310,000	603,800	657,400	831,900	3,410,600	6,614,730
<b>Total Expenditures</b>	<b>801,030</b>	<b>310,000</b>	<b>603,800</b>	<b>657,400</b>	<b>1,056,900</b>	<b>3,635,600</b>	<b>7,064,730</b>
<b>Estimated Ending Balance</b>	<b>498,221</b>	<b>848,281</b>	<b>904,891</b>	<b>907,951</b>	<b>511,521</b>	<b>12,921</b>	

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Equipment Replacement Fund

<b>Project No:</b>	FR6330	<b>Total Project Cost:</b>	\$450,000	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-----------	------------------------------	-------

**Project Title:** Fire Equipment Replacement

**Funding Source:**

**Project Description:**

The Fire Department contributes funding annually to provide for timely replacement of cardiac monitors and self contained breathing apparatus.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	225,000	225,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

<b>Project No:</b>	IT5120	<b>Total Project Cost:</b>	\$6,614,730	<b>Pct. New Development:</b>	0.00%
--------------------	--------	----------------------------	-------------	------------------------------	-------

**Project Title:** Technology Equipment Replacement

**Funding Source:**

**Project Description:**

This fund is for the scheduled replacement of City technology equipment. The Information Technology department has developed a ten-year equipment replacement plan. The detailed replacement schedule by equipment type is included in the Schedules and Summaries section of this document.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	56,930	744,100	801,030	310,000	603,800	657,400	831,900	3,410,600
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

### Capital Improvement Plan

#### Fiscal Years 2013-2022

##### Equipment Replacement Fund

**Project No:** FR6330      **Total Project Cost** \$450,000      **Pct. New Development:** 0.00%

**Project Title:** Fire Equipment Replacement

**Funding Source:**

**Project Description:**

The Fire Department contributes funding annually to provide for timely replacement of cardiac monitors and self contained breathing apparatus.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	-	-	-	-	-	-	225,000	225,000
<b>Operating Impact Totals:</b>			-	-	-	-	-	-

**Project No:** IT5120      **Total Project Cost** \$6,614,730      **Pct. New Development:** 0.00%

**Project Title:** Technology Equipment Replacement

**Funding Source:**

**Project Description:**

This fund is for the scheduled replacement of City technology equipment. The Information Technology department has developed a ten-year equipment replacement plan. The detailed replacement schedule by equipment type is included in the Schedules and Summaries section of this document.

	Carryover	New	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 18-22
<b>Capital Costs:</b>	56,930	744,100	801,030	310,000	603,800	657,400	831,900	3,410,600
<b>Operating Impact Totals:</b>			-	-	-	-	-	-



## Schedule of Projected Fund Balances and Net Assets

## Fiscal Year 2012-2013

Fund	June 30, 2012 Estimated Fund Balance	2012-2013 Estimated Revenue	2012-2013 Estimated Expenditures	Net Transfers In/(Out)	Assignment/ Stabilization/ Fund	June 30, 2013 Estimated Fund Balance*
<b>General Fund</b>						
101 General Fund	29,977,133	46,845,940	43,068,270	(11,031,080)	19,589,437	3,134,286
<b>Special Revenue</b>						
201 Highway User Revenue Fund	3,288,439	3,844,660	3,599,440	(787,750)	-	2,745,909
202 Senior Nutrition	245,699	218,050	337,900	(4,270)	-	121,579
203 Community Action Program	48,060	153,700	136,700	(2,490)	-	62,570
205 Home Grant	-	319,910	348,810	35,200	-	6,300
209 Other Grants	-	6,591,750	6,581,450	25,000	-	35,300
214 Cemetery Maintenance Fund	296,000	5,300	5,000	-	-	296,300
215 Transit Fund	1,156,769	876,100	1,439,330	(830)	-	592,709
225 Voca Crime Victim Advocate	4,223	48,000	59,810	11,000	-	3,413
227 Court Payments	562,422	95,380	210,510	-	-	447,292
229 Regional Family Advocacy	200,888	547,850	756,760	231,430	-	223,408
230 0.5% Dedicated Sales Tax	380,190	5,761,220	4,000	(5,620,400)	-	517,010
235 Public Safety Dedicated Sales Tax	1,922,010	5,761,490	5,010,110	(256,450)	-	2,416,940
240 CDBG	-	695,820	452,620	(242,250)	-	950
245 NPDES Environmental Fund	120,000	230,000	278,280	-	-	71,720
246 Public Arts Fund	126,372	-	135,700	25,000	-	15,672
701 Volunteer Fireman's Pension	244,134	300	5,000	-	-	239,434
<b>Total Special Revenue</b>	<b>8,595,205</b>	<b>25,149,530</b>	<b>19,361,420</b>	<b>(6,586,810)</b>	<b>-</b>	<b>7,796,505</b>
<b>Capital Projects</b>						
304 Street Construction	4,570,934	1,760,600	9,151,380	3,241,420	-	421,574
308 Police Development	168,973	34,300	-	(117,100)	-	86,173
310 Parkland	872,840	121,500	800,000	-	-	194,340
311 Library Development	(5,374)	34,500	-	(8,400)	-	20,726
318 General Government Development	1,066,599	101,100	-	(732,900)	-	434,799
319 Fire Dept. Development	12,990	94,430	109,490	2,026,600	-	2,024,530
320 Improvement Districts	-	25,000,000	25,000,000	-	-	-
333 Transit Capital Projects	-	-	2,000,000	2,000,000	-	-
601 Vehicle Replacement	6,775,119	6,200	1,252,000	1,608,820	-	7,138,139
603 Equipment Replacement Fund	639,111	610	801,030	659,530	-	498,221
<b>Total Capital Projects</b>	<b>14,101,192</b>	<b>27,153,240</b>	<b>39,113,900</b>	<b>8,677,970</b>	<b>-</b>	<b>10,818,502</b>

## Schedule of Projected Fund Balances and Net Assets

## Fiscal Year 2012-2013

Fund	June 30, 2012 Estimated Fund Balance	2012-2013 Estimated Revenue	2012-2013 Estimated Expenditures	Net Transfers In/(Out)	Assignment/ Stabilization Fund	June 30, 2013 Estimated Fund Balance*
<b>Debt Service</b>						
401 General Obligation Bonds	3,244,744	3,050,600	4,867,200	-	-	1,428,144
408 Hwy User's Bonds '85/91/98	446,452	10	413,150	415,000	-	448,312
410 Park Issue	1,169,250	527,080	1,475,480	2,923,750	-	3,144,600
417 Dysart Road M.D.C.	623,369	100	196,150	195,000	-	622,319
430 0.5% Dedicated Sales Tax	6,711,059	2,000	5,717,610	5,272,200	-	6,267,649
<b>Total Debt Service</b>	<b>12,194,875</b>	<b>3,579,790</b>	<b>12,669,590</b>	<b>8,805,950</b>	-	<b>11,911,025</b>
<b>Enterprise</b>						
501 Water Operations	25,412,763	11,483,250	11,023,070	(2,279,460)	-	23,593,483
503 Sewer Operations	9,149,599	7,338,550	8,339,620	(199,970)	-	7,948,559
513 Sewer Development	5,400,940	567,500	5,630,000	150,000	-	488,440
514 Water Development	9,062,076	569,700	10,650,000	1,950,000	-	931,776
520 Sanitation	5,418,753	5,034,780	3,910,980	(862,140)	-	5,680,413
524 Sanitation Development	65,244	-	-	200,000	-	265,244
530 Water Equipment Replacement	1,428,490	1,500	126,930	329,460	-	1,632,520
531 Sewer Equipment Replacement	534,570	300	102,600	199,970	-	632,240
532 Sanitation Equipment Replacement	4,257,280	4,000	1,376,550	662,140	-	3,546,870
<b>Total Enterprise</b>	<b>60,729,715</b>	<b>24,999,580</b>	<b>41,159,750</b>	<b>150,000</b>	-	<b>44,719,545</b>
<b>Internal Service</b>						
604 Printer - Copier Service Fund	354,647	190,810	187,000	-	-	358,457
605 Risk Management Fund	2,307,606	1,342,630	1,683,420	(1,740)	-	1,965,076
606 Fleet Services Fund	29,639	2,329,530	2,313,670	(14,290)	-	31,209
<b>Total Internal Service</b>	<b>2,691,891</b>	<b>3,862,970</b>	<b>4,184,090</b>	<b>(16,030)</b>	-	<b>2,354,741</b>
<b>Total All Funds</b>	<b>128,290,011</b>	<b>131,591,050</b>	<b>159,557,020</b>	<b>0</b>	<b>19,589,437</b>	<b>80,734,604</b>

\*The Ending Estimated Fund balance includes all spendable fund balances and net assets not assigned or specifically committed to a stabilization fund by policy. Including but not limited to restricted and unassigned fund balances. Any negative balances become unassigned fund balance of the general fund.

## Revenue Schedule

### Fiscal Year 2012-2013

Source of Revenue	2009-10 Actuals	2010-11 Actuals	2011-12 Budget	2011-12 Estimates	2012-13 Projected
<b>General Fund</b>					
<i>Taxes</i>					
Current Year Real Prop. Tax	1,996,957	2,144,717	2,328,650	2,173,469	2,328,590
Prior Year Real Prop. Tax	96,855	64,777	-	48,099	25,000
Personal Property Tax	132	142	38,170	29	30
City Sales Tax	19,091,736	19,711,696	19,577,510	21,595,180	22,506,930
Salt River Proj. In-Lieu-Tax	19,749	26,631	19,750	32,278	32,280
Utility Franchise Tax	637,880	651,224	654,110	666,048	666,050
Cable Television Franchise Tax	409,432	443,776	428,500	440,341	440,340
Sales Tax Audit Assessments	562,990	267,599	228,690	257,549	257,550
Sales Tax Interest	4,988	7,170	7,230	5,341	5,350
Sales Tax Penalty	65,958	63,804	60,790	53,687	53,690
IRS Penalty Refunds	-	446	-	-	-
<b>Total Taxes</b>	<b>22,886,678</b>	<b>23,381,982</b>	<b>23,343,400</b>	<b>25,272,021</b>	<b>26,315,810</b>
<i>Intergovernmental Revenues</i>					
Maricopa County	63,333	(54,909)	-	-	-
City's Share of St. Sales Tax	5,089,719	5,351,475	5,363,870	5,796,929	6,375,040
State Urban Revenue Sharing	8,208,394	6,750,611	6,043,560	6,434,808	7,786,840
Other State Sources	68,760	78,108	68,160	69,244	68,160
Auto Lieu Tax	2,326,696	2,281,935	2,570,180	2,378,072	2,527,400
Other Cities & Towns - IGAs	16,262	72,830	60,000	67,080	72,200
Other Governments	295,394	238,544	148,490	188,310	50,000
<b>Total Intergovernmental Revenues</b>	<b>16,068,557</b>	<b>14,718,595</b>	<b>14,254,260</b>	<b>14,934,443</b>	<b>16,879,640</b>
<i>Licenses and Permits</i>					
Occupational License Fees	187,100	195,220	198,610	212,557	215,930
Building Permits	337,091	222,635	97,500	166,910	166,910
Electrical Permits	17,399	10,789	13,970	11,209	11,210
Plumbing Permits	14,868	(1,873)	8,890	10,434	10,440
Liquor License Fees	28,846	46,235	41,520	42,624	43,900
Engineering Plan Review Fees	24,718	98,998	59,060	63,506	63,510
Occ. & Tax License App. Fees	19,240	20,474	20,740	35,625	36,690
Engineering Permit Fees	25,876	59,651	24,820	31,844	31,840
Mechanical Fees	13,240	22,210	8,220	12,773	12,770
Sign Permits	2,230	-	-	-	-
Fire Permits	18,000	22,900	32,310	24,200	24,200
Fire Alarm Permits	800	4,850	2,670	7,154	7,160
Fire Sprinkler Permits	13,853	4,900	3,330	4,891	4,890
Certificate of Occupancy Fee	11,600	7,350	5,490	6,750	6,750
<b>Total Licenses and Permits</b>	<b>714,861</b>	<b>714,338</b>	<b>517,130</b>	<b>630,477</b>	<b>636,200</b>
<i>Charges for Services</i>					
Plan Check Fees	61,341	125,731	125,700	102,261	102,260
False Alarm Fee	4,350	-	200,000	10,000	10,000
Passport Revenue	194,259	100,498	108,060	78,137	78,140
Fingerprinting Fees	6,450	8,770	8,980	11,424	11,420
Report Copy Fees	8,496	8,877	9,720	11,364	11,360

## Revenue Schedule

### Fiscal Year 2012-2013

Source of Revenue	2009-10 Actuals	2010-11 Actuals	2011-12 Budget	2011-12 Estimates	2012-13 Projected
<b>General Fund</b>					
<i>Charges for Services</i>					
Garnishment Fees	494	2,198	2,120	3,795	2,000
Planning Application Fees	39,820	155,450	50,000	59,801	59,800
Dev. Svcs. Document Fees	-	-	-	10	10
Library Fees	11,514	19,516	19,020	-	-
Fire Plan Review	9,400	14,300	16,400	16,550	16,550
Plan Re-Check Revision Fee	1,650	100	60	78	80
Commercial Plan Review	2,100	5,000	6,720	7,533	7,530
Sports Programs	110,332	142,173	200,500	99,206	99,200
Special Events	13,434	11,691	100,500	4,768	4,770
Summer Programs	-	-	225,000	-	-
Leisure Activities	77,612	75,618	323,500	90,291	90,290
Facility Rentals	143,028	149,627	145,650	163,296	163,290
Senior Programs	36	-	100,000	156	160
Library Item Sales	-	-	1,000	(25)	-
Fire ALS Fees	84,093	102,373	63,890	80,353	80,350
Engineering Charges	-	165,454	400,000	312,000	300,000
Copy Reimbursements	350	240	200	217	220
<b>Total Charges for Services</b>	<b>768,759</b>	<b>1,087,616</b>	<b>2,107,020</b>	<b>1,051,215</b>	<b>1,037,430</b>
<i>Fines, Forfeitures and Penalties</i>					
Court Fines	939,404	978,677	995,750	994,807	1,005,500
Library Fines	27,537	39,514	49,260	62,977	36,600
Other Penalty Collections	1,668	1,782	680	1,441	1,470
ZJCLF Filing Fees	-	84	-	-	-
ZSPLS--Suspended Plates	13,840	14,055	11,860	22,254	22,700
Impound Fees	136,800	117,775	127,430	117,537	119,890
NSF Fees	298	275	250	132	130
Photo Red Light Fines	76,846	-	-	-	-
Photo Speed Fines	69,824	-	-	-	-
Process Service Fee	12,635	-	-	-	-
ZOS3 City Police Officer Safety Eq	-	-	-	7,887	8,040
ZOS13 City Code Enforcement Safety Eq	-	-	-	5	10
<b>Total Fines, Forfeitures and Penalties</b>	<b>1,278,852</b>	<b>1,152,162</b>	<b>1,185,230</b>	<b>1,207,040</b>	<b>1,194,340</b>
<i>Sale of Assets</i>					
Other Asset Sales	33	-	-	-	-
<b>Total Sale of Assets</b>	<b>33</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>Other Financing Sources</i>					
Lease-Purchase Proceeds	10,000	-	30,000	-	-
<b>Total Other Financing Sources</b>	<b>10,000</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>-</b>
<i>Miscellaneous Revenue</i>					
Operating Lease Payments	-	31,224	-	76,780	76,780
CAD Reimbursement Revenue	-	-	107,050	80,454	80,450
Tipping Fees	106,016	137,515	115,450	131,820	131,820

## Revenue Schedule

### Fiscal Year 2012-2013

Source of Revenue	2009-10 Actuals	2010-11 Actuals	2011-12 Budget	2011-12 Estimates	2012-13 Projected
<b>General Fund</b>					
<i>Miscellaneous Revenue</i>					
Interest Earned	258,396	217,194	24,610	363,033	363,030
Private Donations / Contributions	16,672	16,947	40,000	49,022	50,000
Cash Over or (Short)	(262)	(4,260)	90	(156)	20
Private Donations - Library	3,302	-	12,000	-	12,000
Private Donations - Recreation	1,027	-	-	-	-
Workers' Comp Rec'd by Employees	-	359	360	-	-
Other Miscellaneous Revenue	1,595,260	171,315	82,970	325,595	68,420
<b>Total Miscellaneous Revenue</b>	<b>1,980,410</b>	<b>570,295</b>	<b>382,530</b>	<b>1,026,548</b>	<b>782,520</b>
<b>Total General Fund</b>	<b>43,708,151</b>	<b>41,624,987</b>	<b>41,819,570</b>	<b>44,121,744</b>	<b>46,845,940</b>
<b>Special Revenue</b>					
Highway User Revenue Fund	4,130,123	4,112,062	4,209,430	3,715,636	3,844,660
Senior Nutrition	261,484	360,223	270,920	254,124	218,050
Community Action Program	44,242	203,613	178,310	143,699	153,700
Home Grant	308,034	193,356	431,180	-	319,910
Other Grants	3,125,126	761,232	6,257,180	282,917	6,591,750
Employee Assistance Fund	7,872	5,096	4,660	5,922	-
Library Projects	10,966	18,389	-	-	-
Cemetery Maintenance Fund	-	295,779	-	-	5,300
RPTA Circulation Route/LTAF	1,040,438	1,562,174	1,213,680	180,589	876,100
Co. R.I.C.O. w/Maricopa Atty	204,573	1	-	9,151	-
Voca Crime Victim Advocate	46,298	44,399	50,500	35,355	48,000
Court Payments	116,442	106,063	104,190	93,510	95,380
Regional Family Advocacy	531,582	509,221	547,800	463,396	547,850
0.5% Dedicated Sales Tax	5,287,585	5,184,374	5,229,610	5,571,235	5,761,220
Public Safety Dedicated Sales Tax	5,286,343	5,184,302	5,229,880	5,571,505	5,761,490
CDBG	582,599	548,998	742,460	-	695,820
NPDES Environmental Fund	-	-	-	120,000	230,000
ARRA Fund	690,297	881,970	382,260	381,870	-
Volunteer Fireman's Pension	244	281	300	-	300
<b>Total Special Revenue</b>	<b>21,674,248</b>	<b>19,971,531</b>	<b>24,852,360</b>	<b>16,828,909</b>	<b>25,149,530</b>

## Revenue Schedule

### Fiscal Year 2012-2013

Source of Revenue	2009-10 Actuals	2010-11 Actuals	2011-12 Budget	2011-12 Estimates	2012-13 Projected
<b>Capital Projects</b>					
<b>304-Street Construction</b>					
Other State Sources	-	2,660,000	-	-	-
Federal Grants & Other Sources	-	-	-	-	1,314,000
Other Cities & Towns - IGAs	-	-	514,500	-	-
Other Governments	543,225	415,369	-	-	-
Development Fees	509,706	305,216	187,500	247,338	185,700
Developer Contributions	(25,000)	-	-	-	-
Traffic Signal Cost Sharing	-	-	240,000	-	240,000
Interest Earned	57,516	41,762	10,000	11,570	20,900
Reimbursement/Cost Share	-	2,883	-	-	-
Bond Proceeds	14,000,000	-	-	-	-
<b>Total 304-Street Construction</b>	<b>15,085,448</b>	<b>3,425,230</b>	<b>952,000</b>	<b>258,908</b>	<b>1,760,600</b>
<b>308-Police Development</b>					
Other State Sources	-	107,781	-	-	-
Development Fees	141,383	41,529	34,400	67,384	32,600
Interest Earned	2,009	1,556	1,300	1,300	1,700
<b>Total 308-Police Development</b>	<b>143,392</b>	<b>150,867</b>	<b>35,700</b>	<b>68,684</b>	<b>34,300</b>
<b>310-Parkland</b>					
Parks Development Fee	292,617	52,521	125,050	38,210	117,800
Interest Earned	49,655	33,597	4,800	4,800	3,700
Bond Proceeds	8,000,000	-	-	-	-
<b>Total 310-Parkland</b>	<b>8,342,272</b>	<b>86,118</b>	<b>129,850</b>	<b>43,010</b>	<b>121,500</b>
<b>311-Library Development</b>					
Development Fees	40,482	7,266	17,300	5,508	34,500
<b>Total 311-Library Development</b>	<b>40,482</b>	<b>7,266</b>	<b>17,300</b>	<b>5,508</b>	<b>34,500</b>
<b>317-Landscaping Landfill Remediation</b>					
Landscaping Landfill Contributions	16,744	30,559	-	23,531	-
Interest Earned	667	689	-	-	-
<b>Total 317-Landscaping Landfill Remediation</b>	<b>17,411</b>	<b>31,248</b>	<b>-</b>	<b>23,531</b>	<b>-</b>
<b>318-General Government Development</b>					
Development Fees	186,666	41,557	92,900	82,651	90,500
Interest Earned	2,468	2,346	17,600	2,200	10,600
<b>Total 318-General Government Development</b>	<b>189,134</b>	<b>43,904</b>	<b>110,500</b>	<b>84,851</b>	<b>101,100</b>
<b>319-Fire Dept. Development</b>					
Development Fees	185,273	39,364	99,600	82,381	94,300
Interest Earned	980	535	-	-	130
<b>Total 319-Fire Dept. Development</b>	<b>186,253</b>	<b>39,899</b>	<b>99,600</b>	<b>82,381</b>	<b>94,430</b>
<b>320-Improvement Districts</b>					
Bond Proceeds	-	-	25,000,000	-	25,000,000
<b>Total 320-Improvement Districts</b>	<b>-</b>	<b>-</b>	<b>25,000,000</b>	<b>-</b>	<b>25,000,000</b>

## Revenue Schedule

### Fiscal Year 2012-2013

Source of Revenue	2009-10 Actuals	2010-11 Actuals	2011-12 Budget	2011-12 Estimates	2012-13 Projected
<b>Capital Projects</b>					
<b>333-Transit Capital Projects</b>					
Federal Grants & Other Sources	-	-	2,400,000	-	-
<b>Total 333-Transit Capital Projects</b>	<b>-</b>	<b>-</b>	<b>2,400,000</b>	<b>-</b>	<b>-</b>
<b>601-Vehicle Replacement</b>					
Equipment Replacement Charges	218,270	-	-	-	-
Other Asset Sales	112,226	6,729	-	1,687	-
Interest Earned	4,833	5,864	7,200	6,200	6,200
<b>Total 601-Vehicle Replacement</b>	<b>335,329</b>	<b>12,594</b>	<b>7,200</b>	<b>7,887</b>	<b>6,200</b>
<b>603-Equipment Replacement Fund</b>					
Other Asset Sales	4,099	1,065	-	1,241	-
Interest Earned	330	341	1,200	350	610
Other Miscellaneous Revenue	8,233	-	-	-	-
<b>Total 603-Equipment Replacement Fund</b>	<b>12,662</b>	<b>1,406</b>	<b>1,200</b>	<b>1,591</b>	<b>610</b>
<b>Total Capital Projects</b>	<b>24,352,383</b>	<b>3,798,531</b>	<b>28,753,350</b>	<b>576,351</b>	<b>27,153,240</b>
<b>Debt Service</b>					
<b>401-General Obligation Bonds</b>					
Current Year Real Prop. Tax	4,556,528	3,302,156	3,018,020	3,003,192	2,267,260
Prior Year Real Prop. Tax	231,267	155,640	-	150,700	150,500
Federal Grants & Other Sources	-	-	652,000	-	631,140
Bond Premium	40,502	-	-	-	-
Bond Proceeds	2,815,000	-	-	-	-
Interest Earned	69	2,213	3,000	1,700	1,700
Other Miscellaneous Revenue	642,188	670,338	-	652,000	-
<b>Total 401-General Obligation Bonds</b>	<b>8,285,553</b>	<b>4,130,346</b>	<b>3,673,020</b>	<b>3,807,592</b>	<b>3,050,600</b>
<b>408-Hwy User's Bonds '85/91/98</b>					
Interest Earned	(1)	155	150	15	10
<b>Total 408-Hwy User's Bonds '85/91/98</b>	<b>(1)</b>	<b>155</b>	<b>150</b>	<b>15</b>	<b>10</b>
<b>410-Park Issue</b>					
Private Donations / Contributions	226,042	238,542	489,580	502,083	527,080
<b>Total 410-Park Issue</b>	<b>226,042</b>	<b>238,542</b>	<b>489,580</b>	<b>502,083</b>	<b>527,080</b>
<b>417-Dysart Road M.D.C.</b>					
Interest Earned	17	18	200	100	100
<b>Total 417-Dysart Road M.D.C.</b>	<b>17</b>	<b>18</b>	<b>200</b>	<b>100</b>	<b>100</b>
<b>430-0.5% Dedicated Sales Tax</b>					
Interest Earned	2,329	2,333	2,500	2,000	2,000
<b>Total 430-0.5% Dedicated Sales Tax</b>	<b>2,329</b>	<b>2,333</b>	<b>2,500</b>	<b>2,000</b>	<b>2,000</b>
<b>Total Debt Service</b>	<b>8,513,939</b>	<b>4,371,394</b>	<b>4,165,450</b>	<b>4,311,790</b>	<b>3,579,790</b>

## Revenue Schedule

### Fiscal Year 2012-2013

Source of Revenue	2009-10 Actuals	2010-11 Actuals	2011-12 Budget	2011-12 Estimates	2012-13 Projected
<b>Enterprise</b>					
<b>501-Water Operations</b>					
ADWR Fee	-	-	-	39,600	-
Penalties-Utility Bills	-	(429)	-	-	-
Water Sales	10,851,807	10,750,119	11,266,050	11,002,454	11,122,500
Water Meter Installation	58,900	20,290	13,190	15,984	15,990
Turn-on Fees	264,680	498,511	2,030	400,106	225,000
On-Line Payment Fee	33,188	46,524	-	-	-
NSF Fees	6,344	5,400	5,290	4,500	4,590
Bond Premium	31,623	-	-	-	-
Interest Earned	97,531	83,230	16,210	59,845	59,840
Cash Over or (Short)	(186)	(375)	-	205	200
Other Miscellaneous Revenue	29,557	117,077	50,000	55,133	55,130
<b>Total 501-Water Operations</b>	<b>11,373,445</b>	<b>11,520,346</b>	<b>11,352,770</b>	<b>11,577,827</b>	<b>11,483,250</b>
<b>503-Sewer Operations</b>					
Penalties-Utility Bills	-	(5,696)	-	-	-
Sewer Taps	36,000	12,900	15,000	5,000	5,010
Sewer Fees	7,291,881	7,459,580	7,420,100	6,849,605	7,275,100
Bond Premium	448,970	-	-	-	-
Interest Earned	82,109	68,051	3,390	58,445	58,440
Reimbursement/Cost Share	-	87,919	-	-	-
Other Miscellaneous Revenue	3,425	-	-	-	-
<b>Total 503-Sewer Operations</b>	<b>7,862,386</b>	<b>7,622,755</b>	<b>7,438,490</b>	<b>6,913,050</b>	<b>7,338,550</b>
<b>513-Sewer Development</b>					
E.P.A. Grant	8,369	-	-	-	-
Sewer Development Fee	682,587	344,655	808,000	214,243	549,300
Interest Earned	7,179	1,317	2,230	1,000	18,200
Bond Proceeds	7,726,219	-	-	-	-
<b>Total 513-Sewer Development</b>	<b>8,424,353</b>	<b>345,972</b>	<b>810,230</b>	<b>215,243</b>	<b>567,500</b>
<b>514-Water Development</b>					
E.P.A. Grant	242,794	-	-	-	-
Water Development Fee	678,679	368,764	778,520	273,956	525,100
Interest Earned	2,138	7,473	61,780	7,800	44,600
<b>Total 514-Water Development</b>	<b>923,611</b>	<b>376,237</b>	<b>840,300</b>	<b>281,756</b>	<b>569,700</b>
<b>520-Sanitation</b>					
Recycling	95,486	164,261	167,440	183,406	183,770
Commercial Sanitation Hauler Permits	20,333	27,562	9,510	13,000	13,000
Penalties-Utility Bills	-	(1,536)	-	-	-
Refuse Collection	4,779,641	4,819,033	4,904,600	4,680,428	4,828,040
Interest Earned	752	2,353	1,820	1,820	1,820
Other Miscellaneous Revenue	694	7,442	6,280	8,154	8,150
<b>Total 520-Sanitation</b>	<b>4,896,906</b>	<b>5,019,116</b>	<b>5,089,650</b>	<b>4,886,808</b>	<b>5,034,780</b>

## Revenue Schedule

### Fiscal Year 2012-2013

Source of Revenue	2009-10 Actuals	2010-11 Actuals	2011-12 Budget	2011-12 Estimates	2012-13 Projected
<b>Enterprise</b>					
<b>524-Sanitation Development</b>					
Sanitation Development Fee	36,497	6,384	19,660	5,482	-
Interest Earned	23	23	680	-	-
<b>Total 524-Sanitation Development</b>	<b>36,520</b>	<b>6,407</b>	<b>20,340</b>	<b>5,482</b>	<b>-</b>
<b>530-Water Equipment Replacement</b>					
Other Asset Sales	41,465	-	-	-	-
Interest Earned	865	1,212	1,500	1,500	1,500
<b>Total 530-Water Equipment Replacement</b>	<b>42,330</b>	<b>1,212</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
<b>531-Sewer Equipment Replacement</b>					
Interest Earned	283	289	300	300	300
<b>Total 531-Sewer Equipment Replacement</b>	<b>283</b>	<b>289</b>	<b>300</b>	<b>300</b>	<b>300</b>
<b>532-Sanitation Equipment Replacement</b>					
Other Asset Sales	33,880	-	-	-	-
Interest Earned	1,920	2,944	4,000	4,000	4,000
<b>Total 532-Sanitation Equipment Replacement</b>	<b>35,800</b>	<b>2,944</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
<b>Total Enterprise</b>	<b>33,595,633</b>	<b>24,895,279</b>	<b>25,557,580</b>	<b>23,885,966</b>	<b>24,999,580</b>
<b>Internal Service</b>					
<b>604-Printer - Copier Service Fund</b>					
Internal Printing/Copying Fees	152,247	160,798	196,010	190,460	190,460
Interest Earned	314	321	350	350	350
<b>Total 604-Printer - Copier Service Fund</b>	<b>152,562</b>	<b>161,119</b>	<b>196,360</b>	<b>190,810</b>	<b>190,810</b>
<b>605-Risk Management Fund</b>					
Risk Management Charges	1,702,840	1,263,419	1,425,340	1,371,969	1,317,750
Interest Earned	2,022	2,919	2,200	2,200	2,200
Other Miscellaneous Revenue	1,116	32,811	-	22,684	22,680
<b>Total 605-Risk Management Fund</b>	<b>1,705,978</b>	<b>1,299,149</b>	<b>1,427,540</b>	<b>1,396,853</b>	<b>1,342,630</b>
<b>606-Fleet Services Fund</b>					
Fleet Management Charges	1,966,435	2,105,475	1,992,800	2,396,595	2,326,990
Other Miscellaneous Revenue	1,586	653	-	2,543	2,540
<b>Total 606-Fleet Services Fund</b>	<b>1,968,021</b>	<b>2,106,127</b>	<b>1,992,800</b>	<b>2,399,138</b>	<b>2,329,530</b>
<b>Total Internal Service</b>	<b>3,826,560</b>	<b>3,566,395</b>	<b>3,616,700</b>	<b>3,986,801</b>	<b>3,862,970</b>
<b>Grand Total</b>	<b>135,670,915</b>	<b>98,228,117</b>	<b>128,765,010</b>	<b>93,711,561</b>	<b>131,591,050</b>

## Expenditure Schedule

## Fiscal Year 2012-2013

Fund/Department	2009-10 Actuals	2010-11 Actuals	2011-12 Budget	2011-12 Estimates	2012-13 Budget
<b>General Fund</b>					
City Council	103,532	172,047	237,520	201,650	247,370
City Administration	1,178,325	1,319,449	1,350,830	1,355,233	1,683,310
Information Technology	1,666,741	1,476,342	1,856,430	1,879,809	1,783,460
Community Relations	416,880	394,903	573,970	551,581	840,720
Non-Departmental	442,022	6,455,416	4,522,360	1,459,306	4,396,910
Finance & Budget	1,038,236	1,358,164	1,405,720	1,327,016	1,578,680
Human Resources	913,947	1,215,931	921,880	1,149,627	993,690
Development Services & Engineering	2,757,783	2,358,323	2,951,550	2,808,598	3,031,140
City Clerk	284,671	275,736	289,830	232,347	451,240
Police	12,231,225	12,619,839	12,798,210	12,944,595	13,590,860
City Court	886,989	791,144	939,890	931,172	934,700
Fire	5,352,607	5,496,968	5,672,180	5,725,244	5,723,430
Economic Development	551,243	550,535	980,510	712,055	955,030
Parks, Recreation & Libraries	4,620,082	4,328,766	5,397,990	4,591,649	5,259,560
Neighborhood & Family Services	1,281,645	1,263,090	1,397,580	1,300,571	1,567,760
Public Works	54,181	78,823	16,790	21,895	30,410
<b>Total General Fund</b>	<b>33,780,109</b>	<b>40,155,476</b>	<b>41,313,240</b>	<b>37,192,348</b>	<b>43,068,270</b>
<b>Special Revenue</b>					
Highway User Revenue Fund	3,664,527	3,217,901	3,705,890	3,236,048	3,599,440
Senior Nutrition	341,449	306,422	270,340	352,223	337,900
Community Action Program	160,208	168,855	168,380	131,510	136,700
Home Grant	414,888	101,430	466,380	340,944	348,810
Other Grants	2,943,609	665,268	6,282,780	953,702	6,581,450
Library Projects	9,262	18,390	-	15,812	-
Cemetery Maintenance Fund	-	125	-	5,000	5,000
Transit Fund	1,250,796	1,580,838	2,072,120	2,038,898	1,439,330
Co. R.I.C.O. w/Maricopa Atty	22,116	184,055	-	9,500	-
COPS Universal Hiring Fund	-	1,316	-	-	-
Voca Crime Victim Advocate	54,937	56,830	61,500	52,594	59,810
Court Payments	61,114	43,883	205,930	48,952	210,510
Regional Family Advocacy	741,216	667,396	793,600	650,028	756,760
0.5% Dedicated Sales Tax	4,200	4,200	4,000	4,300	4,000
Public Safety Dedicated Sales Tax	4,785,513	4,780,260	5,045,270	4,750,374	5,010,110
CDBG	262,849	359,403	542,250	455,206	452,620
NPDES Environmental Fund	-	-	-	-	278,280
Public Arts Fund	13,388	920	117,040	-	135,700
ARRA Fund	288,235	815,685	336,520	721,983	-
Volunteer Fireman's Pension	4,800	4,800	5,000	5,200	5,000
<b>Total Special Revenue</b>	<b>15,023,107</b>	<b>12,977,977</b>	<b>20,077,000</b>	<b>13,772,274</b>	<b>19,361,420</b>
<b>Capital Projects</b>					
Street Construction	7,992,068	8,755,600	13,144,520	6,852,307	9,151,380
Police Development	1,054,282	1,169,667	-	-	-
Parkland	5,637,717	11,562,514	3,650,000	793,717	800,000
Library Development	(1,606)	-	-	-	-
General Government Development	8,469	-	-	-	-

## Expenditure Schedule

## Fiscal Year 2012-2013

Fund/Department	2009-10 Actuals	2010-11 Actuals	2011-12 Budget	2011-12 Estimates	2012-13 Budget
<b>Capital Projects</b>					
Fire Dept. Development	1,080,916	524,374	77,000	77,000	109,490
Improvement Districts	-	-	25,000,000	-	25,000,000
Transit Capital Projects	-	-	2,400,000	-	2,000,000
Vehicle Replacement	92,080	55,393	570,000	632,257	1,252,000
Equipment Replacement Fund	21,279	248,951	1,377,770	944,000	801,030
<b>Total Capital Projects</b>	<b>15,885,205</b>	<b>22,316,499</b>	<b>46,219,290</b>	<b>9,299,281</b>	<b>39,113,900</b>
<b>Debt Service</b>					
General Obligation Bonds	5,566,745	5,158,756	4,904,070	4,906,070	4,867,200
Hwy User's Bonds '85/91/98	405,688	405,844	414,880	414,880	413,150
Park Issue	1,410,320	1,446,030	1,441,580	1,441,580	1,475,480
Dysart Road M.D.C.	728,542	714,067	641,140	641,140	196,150
0.5% Dedicated Sales Tax	5,393,687	5,453,473	5,452,530	5,452,530	5,717,610
<b>Total Debt Service</b>	<b>13,504,982</b>	<b>13,178,170</b>	<b>12,854,200</b>	<b>12,856,200</b>	<b>12,669,590</b>
<b>Enterprise</b>					
Water Operations	10,502,556	15,384,792	10,861,690	7,953,701	11,023,070
Sewer Operations	4,951,746	10,327,096	8,067,490	6,931,687	8,339,620
Sewer Development	144,761	1,017,576	4,550,000	273,373	5,630,000
Water Development	430,869	1,264,610	10,270,800	4,210,633	10,650,000
Sanitation	3,350,629	3,537,979	3,950,780	3,396,529	3,910,980
Sanitation Development	-	15,515	-	-	-
Water Equipment Replacement	-	3,317	120,920	59,520	126,930
Sewer Equipment Replacement	-	-	48,100	61,400	102,600
Sanitation Equipment Replacement	-	-	685,500	3,400	1,376,550
<b>Total Enterprise</b>	<b>19,380,561</b>	<b>31,550,885</b>	<b>38,555,280</b>	<b>22,890,243</b>	<b>41,159,750</b>
<b>Internal Service</b>					
Printer - Copier Service Fund	121,202	134,263	307,000	228,844	187,000
Risk Management Fund	1,030,898	1,804,098	1,682,650	619,379	1,683,420
Fleet Services Fund	1,900,275	1,971,818	2,146,150	2,117,904	2,313,670
<b>Total Internal Service</b>	<b>3,052,375</b>	<b>3,910,179</b>	<b>4,135,800</b>	<b>2,966,127</b>	<b>4,184,090</b>
<b>Grand Total</b>	<b>100,626,339</b>	<b>124,089,186</b>	<b>163,154,810</b>	<b>98,976,473</b>	<b>159,557,020</b>

## Schedule of Interfund Transfers

## Fiscal Year 2012-2013

<b>Transfer From:</b>	General Fund 101	Highway Users 201	Senior Nutrition 202	Comm Action Pgm 203	Transit Fund 215	Advocacy Center 229	Capital Proj Tax 230	Public Safety Tax 235
<b>Transfers To Operating Funds</b>								
205 Home Grant	35,200							
209 Other Grants	25,000							
225 Voca Crime Victim Advocate	11,000							
229 Regional Family Advocacy	250,780							
246 Public Arts Fund	25,000							
<b>Total Transfers to Operating Funds</b>	<b>346,980</b>							
<b>Transfers To Debt Service Funds</b>								
408 Hwy User's Bonds '85/91/98		415,000						
410 Park Issue	2,073,750							
417 Dysart Road M.D.C.	195,000							
430 0.5% Dedicated Sales Tax							4,970,400	
<b>Total Transfers to Debt Service Funds</b>	<b>2,268,750</b>	<b>415,000</b>					<b>4,970,400</b>	
<b>Transfers To Capital Funds</b>								
304 Street Construction	2,500,000						500,000	
311 Library Development	200,000							
319 Fire Dept. Development	2,120,000							
333 Transit Capital Projects	2,000,000							
513 Sewer Development							150,000	
514 Water Development								
524 Sanitation Development								
530 Water Equipment Replacement								
531 Sewer Equipment Replacement								
532 Sanitation Equipment Replacement								
601 Vehicle Replacement	1,033,330	362,540	3,440			3,120		196,250
603 Equipment Replacement Fund	562,020	10,210	830	2,490	830	16,230		60,200
<b>Total Transfers to Capital Funds</b>	<b>8,415,350</b>	<b>372,750</b>	<b>4,270</b>	<b>2,490</b>	<b>830</b>	<b>19,350</b>	<b>650,000</b>	<b>256,450</b>
<b>Total Transfers</b>	<b>11,031,080</b>	<b>787,750</b>	<b>4,270</b>	<b>2,490</b>	<b>830</b>	<b>19,350</b>	<b>5,620,400</b>	<b>256,450</b>

CDBG 240	Police Develop. 308	Library Develop. 311	General Govt. Dev. 318	Fire Develop. 319	Water Fund 501	Wastewater Fund 503	Sanitation Fund 520	Risk Mgt Fund 605	Fleet Svc Fund 606	Total
										35,200
										25,000
										11,000
										250,780
										25,000
										<b>346,980</b>
										415,000
	117,100		732,900							2,923,750
										195,000
		208,400		93,400						5,272,200
	<b>117,100</b>	<b>208,400</b>	<b>732,900</b>	<b>93,400</b>						<b>8,805,950</b>
241,420										3,241,420
										200,000
										2,120,000
										2,000,000
										150,000
					1,950,000					1,950,000
							200,000			200,000
					329,460					329,460
							199,970			199,970
							662,140			662,140
									10,140	1,608,820
830								1,740	4,150	659,530
<b>242,250</b>					<b>2,279,460</b>	<b>199,970</b>	<b>862,140</b>	<b>1,740</b>	<b>14,290</b>	<b>13,321,340</b>
<b>242,250</b>	<b>117,100</b>	<b>208,400</b>	<b>732,900</b>	<b>93,400</b>	<b>2,279,460</b>	<b>199,970</b>	<b>862,140</b>	<b>1,740</b>	<b>14,290</b>	<b>22,474,270</b>

## Summary of Tax Levy and Tax Rate Information

## Fiscal Year 2012-2013

	2011-12 Fiscal Year	2012-13 Fiscal Year
Maximum allowable primary property tax levy. A.R.S. §42-17051(A).	\$2,328,658	\$2,397,576
Amount received from primary property taxation in the prior fiscal year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18).		0
<b>Property tax levy amounts</b>		
Primary property taxes	\$2,328,650	\$2,328,590
Secondary property taxes	3,018,020	2,267,260
Total property tax levy amounts	\$5,346,670	\$4,595,850
<b>Property taxes collected*</b>		
<i>Primary property taxes</i>		
2011-12 year's levy	\$2,173,469	
Prior years' levies		0
Total primary property taxes	\$2,173,469	
<i>Secondary property taxes</i>		
2011-12 year's levy	\$3,003,192	
Prior years' levies		
Total secondary property taxes	\$3,003,192	
Total property taxes collected	\$5,176,661	
<b>Property tax rates</b>		
City/Town tax rate		
Primary property tax rate	\$0.5810	\$0.6751
Secondary property tax rate	0.7500	0.6559
<b>Total city/town tax rate</b>	<b>\$1.3310</b>	<b>\$1.3310</b>
Special assessment district tax rates		

\* 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.

## Schedule of Authorized Positions

## Fiscal Year 2012-2013

Position-Title	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012	Authorized 2012-2013
<b>101 General Fund</b>				
<b><u>City Administration</u></b>				
<b>City Administrative Office</b>				
Assistant City Manager	2.00	2.00	2.00	2.00
City Manager	1.00	1.00	1.00	1.00
Emergency Management Officer	-	-	-	1.00
Executive Assistant	1.00	1.00	-	-
Senior Executive Assistant	1.00	1.00	1.00	1.00
<b>Total City Administrative Office</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>5.00</b>
<b>Grants Administration</b>				
Grants Administrator	1.00	1.00	1.00	1.00
Management Technician	-	1.00	1.00	1.00
<b>Total Grants Administration</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Total City Administration</b>	<b>6.00</b>	<b>7.00</b>	<b>6.00</b>	<b>7.00</b>
<b><u>Information Technology</u></b>				
<b>Technology Administration</b>				
Chief Information Officer	-	-	-	1.00
Development Services Technician	-	1.00	-	-
Information Technology Director	1.00	1.00	1.00	-
IT Administrator Unix/Windows	1.00	1.00	-	-
IT Application Developer	1.00	2.00	-	-
IT Applications Development Manager	-	1.00	-	-
IT Applications Manager	1.00	-	-	-
IT Assistant Director	1.00	1.00	-	-
IT Desktop Technician I	1.00	1.00	-	-
IT Desktop Technician II	1.00	2.00	-	-
IT Systems Administrator	1.20	1.20	-	-
IT Systems Analyst	1.00	1.00	-	-
Network Engineer	1.00	1.00	-	-
<b>Total Technology Administration</b>	<b>10.20</b>	<b>13.20</b>	<b>1.00</b>	<b>1.00</b>
<b>IT Infrastructure &amp; Communications</b>				
IT Administrator Unix/Windows	-	-	1.00	1.00
IT Assistant Director	-	-	1.00	1.00
IT Systems Administrator	-	-	1.20	2.00
Network Engineer	-	-	1.00	1.00
<b>Total IT Infrastructure &amp; Communications</b>	<b>-</b>	<b>-</b>	<b>4.20</b>	<b>5.00</b>
<b>IT Business Systems</b>				
IT Application & Business Analyst	-	-	1.00	1.00
IT Application Developer	-	-	2.00	2.00
IT Applications Development Manager	-	-	1.00	-
IT Systems Analyst	-	-	1.00	1.00
Lead Developer/IT Architect	-	-	-	1.00
<b>Total IT Business Systems</b>	<b>-</b>	<b>-</b>	<b>5.00</b>	<b>5.00</b>

## Schedule of Authorized Positions

## Fiscal Year 2012-2013

Position-Title	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012	Authorized 2012-2013
<b>101 General Fund</b>				
<b><i>Information Technology</i></b>				
<b>IT Customer Support</b>				
IT Desktop Technician I	-	-	1.00	1.00
IT Desktop Technician II	-	-	2.00	2.00
<b>Total IT Customer Support</b>	-	-	<b>3.00</b>	<b>3.00</b>
<b>Total Information Technology</b>	<b>10.20</b>	<b>13.20</b>	<b>13.20</b>	<b>14.00</b>
<b><i>Community Relations</i></b>				
<b>Public Information Office</b>				
Administrative Assistant	-	1.00	1.00	1.00
Administrative Secretary	1.00	-	-	-
Assistant to the Mayor and Council	1.00	1.00	-	-
Community Relations Director	1.00	1.00	1.00	1.00
Executive Assistant to the Mayor and Council	-	-	1.00	1.00
Public Information Officer	1.00	1.00	1.00	1.00
Webmaster/Media Specialist	-	-	-	1.00
<b>Total Public Information Office</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>
<b>Intergovernmental Affairs</b>				
Intergovernmental Affairs Manager	1.00	1.00	1.00	1.00
<b>Total Intergovernmental Affairs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Total Community Relations</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>
<b><i>Finance &amp; Budget</i></b>				
<b>Financial Services</b>				
Accountant	2.00	2.00	2.00	2.00
Accounting Manager	1.00	-	-	-
Accounting Supervisor	-	1.00	1.00	1.00
Administrative Assistant	-	1.00	1.00	1.00
Administrative Secretary	1.00	-	-	-
Controller	1.00	1.00	1.00	1.00
Finance & Budget Director	1.00	1.00	1.00	1.00
Privilege Tax Auditor	1.00	2.00	2.00	2.00
Revenue Collector	1.00	1.00	1.00	1.00
Senior Account Clerk	5.50	5.50	5.50	5.50
<b>Total Financial Services</b>	<b>13.50</b>	<b>14.50</b>	<b>14.50</b>	<b>14.50</b>
<b>Water Billing</b>				
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Service Supervisor	1.00	1.00	1.00	1.00
Senior Account Clerk	7.00	7.00	8.00	8.00
Utility Customer Service Worker	1.00	1.00	-	-
<b>Total Water Billing</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

## Schedule of Authorized Positions

## Fiscal Year 2012-2013

Position-Title	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012	Authorized 2012-2013
<b>101 General Fund</b>				
<b><i>Finance &amp; Budget</i></b>				
<b>Budget and Research</b>				
Budget Analyst	2.00	2.00	2.00	2.00
Finance & Budget Assistant Director	1.00	1.00	1.00	1.00
Procurement Officer	1.00	1.00	1.00	1.00
<b>Total Budget and Research</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Total Finance &amp; Budget</b>	<b>27.50</b>	<b>28.50</b>	<b>28.50</b>	<b>28.50</b>
<b><i>Human Resources</i></b>				
Benefits Administrator	1.00	1.00	1.00	1.00
HR Assistant Director	1.00	1.00	1.00	1.00
Human Resources Analyst	1.00	1.00	1.00	-
Human Resources Director	1.00	1.00	1.00	1.00
Human Resources Technician	2.00	2.00	2.00	2.00
Senior HR Analyst	1.00	1.00	1.00	2.00
<b>Total Human Resources</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b><i>Development Services &amp; Engineering</i></b>				
<b>Planning</b>				
Administrative Assistant	-	1.00	1.00	1.00
Development Services Representative	1.00	1.00	1.00	1.00
Planner I	1.00	1.00	1.00	1.00
Planner II	2.00	2.00	2.00	2.00
Planning Manager	1.00	1.00	1.00	1.00
Senior Planner	1.00	-	-	-
Zoning Specialist	1.00	1.00	1.00	1.00
<b>Total Planning</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Building Services</b>				
Building Inspector	3.00	3.00	3.00	3.00
Chief Building Official	1.00	1.00	1.00	1.00
Fire Inspector II	1.00	1.00	1.00	1.00
Plans Examiner	1.00	1.00	1.00	-
Senior Plans Examiner	1.00	1.00	1.00	1.00
<b>Total Building Services</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>6.00</b>
<b>Development Services Center</b>				
Development Services Representative	1.00	-	-	-
Development Services Supervisor	1.00	-	-	-
Development Services Technician	2.00	-	-	-
<b>Total Development Services Center</b>	<b>4.00</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Engineering Plan Review</b>				
Engineering Plan Review Manager	1.00	-	-	-
Engineering Technician II	1.00	-	-	-
Plans Review Engineer	1.00	-	-	-
<b>Total Engineering Plan Review</b>	<b>3.00</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Schedule of Authorized Positions

## Fiscal Year 2012-2013

Position-Title	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012	Authorized 2012-2013
<b>101 General Fund</b>				
<b><i>Development Services &amp; Engineering</i></b>				
<b>Development Svcs Administration</b>				
Administrative Secretary	1.00	-	-	-
Development Services Director	1.00	-	-	-
<b>Total Development Svcs Administration</b>	<b>2.00</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Engineering</b>				
Administrative Assistant	-	1.00	1.00	1.00
Administrative Secretary	1.00	-	-	-
City Engineer	1.00	1.00	1.00	-
Construction Project Manager	1.00	1.00	1.00	1.00
Development Services and Engineering Director	-	-	-	1.00
Engineering Inspector	3.00	2.00	1.00	1.00
Engineering Project Manager	2.00	2.00	2.00	2.00
Engineering Technician II	-	1.00	1.00	1.00
GIS Manager	-	1.00	-	-
Land Services Manager	-	-	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Plans Review Engineer	-	1.00	-	-
Senior Engineering Project Manager	1.00	1.00	1.00	1.00
<b>Total Engineering</b>	<b>10.00</b>	<b>12.00</b>	<b>10.00</b>	<b>10.00</b>
<b>Total Development Services &amp; Engineering</b>	<b>33.00</b>	<b>26.00</b>	<b>24.00</b>	<b>23.00</b>
<b><i>City Clerk</i></b>				
City Clerk	1.00	1.00	1.00	1.00
City Clerk Assistant II	1.00	1.00	2.00	2.00
Records Management Clerk	1.00	1.00	-	-
Senior Administrative Clerk	2.00	2.00	2.00	2.00
<b>Total City Clerk</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b><i>Police</i></b>				
<b>Police - Administration</b>				
Administrative Assistant to the Police Chief	1.00	1.00	1.00	1.00
Assistant Police Chief	1.00	1.00	2.00	2.00
Internal Affairs Investigator	1.00	1.00	1.00	-
Police Chief	1.00	1.00	1.00	1.00
Police Crime Analyst	1.00	1.00	1.00	1.00
Police Sergeant	-	-	-	1.00
Senior Management Assistant	1.00	1.00	1.00	1.00
<b>Total Police - Administration</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Police - Community Services</b>				
Community Service Supervisor	1.00	1.00	1.00	1.00
Senior Administrative Clerk	1.00	1.00	1.00	1.00
<b>Total Police - Community Services</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

## Schedule of Authorized Positions

## Fiscal Year 2012-2013

Position-Title	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012	Authorized 2012-2013
<b>101 General Fund</b>				
<b><i>Police</i></b>				
<b>Police - Patrol Support</b>				
Animal Control Officer	2.00	2.00	2.00	2.00
Park Ranger	2.00	2.00	2.00	2.00
Police Sergeant	1.00	1.00	1.00	-
Police Support Services Supervisor	-	-	-	1.00
<b>Total Police - Patrol Support</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Police - Professional Standards Bureau</b>				
Background Investigator	1.00	-	-	-
Professional Standard Bureau Supervisor	1.00	-	-	-
Senior Administrative Clerk	1.00	-	-	-
<b>Total Police - Professional Standards Bureau</b>	<b>3.00</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Police - Communications</b>				
CAD-RMS Applications Administrator	1.00	1.00	1.00	1.00
Communications Supervisor	3.00	3.00	3.00	3.00
Public Safety Dispatcher	14.00	14.00	14.00	14.00
<b>Total Police - Communications</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>
<b>Police - Records</b>				
Police Records Clerk	3.00	3.00	3.00	3.00
Police Records Supervisor	1.00	-	-	-
<b>Total Police - Records</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Police - Traffic</b>				
Police Traffic Program Coordinator	2.00	1.00	1.00	1.00
<b>Total Police - Traffic</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Police - COPS Hiring ARRA</b>				
Police Officer	-	-	-	5.00
<b>Total Police - COPS Hiring ARRA</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5.00</b>
<b>Police - Detention Services</b>				
Detention Officer	3.00	3.00	4.00	4.00
Detention Supervisor	2.00	2.00	2.00	2.00
<b>Total Police - Detention Services</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Police - Patrol</b>				
Administrative Assistant	-	1.00	1.00	1.00
Administrative Secretary	1.00	-	-	-
Police Lieutenant	3.00	3.00	3.00	3.00
Police Officer	46.00	46.00	46.00	40.00
Police Sergeant	10.00	10.00	10.00	9.00
Volunteer Coordinator	1.00	1.00	1.00	1.00
<b>Total Police - Patrol</b>	<b>61.00</b>	<b>61.00</b>	<b>61.00</b>	<b>54.00</b>

## Schedule of Authorized Positions

## Fiscal Year 2012-2013

Position-Title	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012	Authorized 2012-2013
<b>101 General Fund</b>				
<b><i>Police</i></b>				
<b>Police - Investigations</b>				
Administrative Assistant	-	1.00	1.00	1.00
Administrative Secretary	1.00	-	-	-
Identification Technician	1.00	1.00	1.00	1.00
Investigations Support Officer	1.00	1.00	1.00	1.00
Police Lieutenant	1.00	1.00	1.00	1.00
Police Officer	11.00	12.00	12.00	12.00
Police Sergeant	4.00	4.00	4.00	4.00
Property & Evidence Custodian	2.00	2.00	2.00	2.00
<b>Total Police - Investigations</b>	<b>21.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>
<b>Police - Community Programs</b>				
Police Officer	-	-	-	6.00
Police Sergeant	-	-	-	1.00
<b>Total Police - Community Programs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7.00</b>
<b>Police - Avondale SRO</b>				
Police Officer	1.00	1.00	-	-
<b>Total Police - Avondale SRO</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>-</b>
<b>Police - Agua Fria SRO</b>				
Police Officer	1.00	1.00	1.00	1.00
<b>Total Police - Agua Fria SRO</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Police - Tolleson Union SRO</b>				
Police Officer	2.00	2.00	2.00	2.00
<b>Total Police - Tolleson Union SRO</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Police - GIITEM</b>				
Police Officer	1.00	1.00	1.00	1.00
<b>Total Police - GIITEM</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Total Police</b>	<b>132.00</b>	<b>128.00</b>	<b>129.00</b>	<b>134.00</b>
<b><i>City Court</i></b>				
<b>Court</b>				
Court Clerk I	3.00	3.00	3.00	3.00
Court Clerk II	2.00	2.00	1.00	2.00
Court Clerk III	3.00	3.00	3.00	2.00
Court Supervisor	1.00	1.00	1.00	1.00
Municipal Judge	1.00	1.00	1.00	1.00
Senior Court Clerk	-	-	1.00	1.00
<b>Total Court</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
<b>Court Security</b>				
Court Security Officer	0.20	0.20	0.20	0.20
<b>Total Court Security</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>
<b>Total City Court</b>	<b>10.20</b>	<b>10.20</b>	<b>10.20</b>	<b>10.20</b>

## Schedule of Authorized Positions

## Fiscal Year 2012-2013

Position-Title	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012	Authorized 2012-2013
<b>101 General Fund</b>				
<b><i>Fire</i></b>				
<b>Fire - Community Services</b>				
Emergency Management Coordinator	1.00	1.00	1.00	-
Fire Inspector I	1.00	1.00	1.00	1.00
Fire Inspector II	1.00	1.00	1.00	1.00
Fire Marshall	1.00	1.00	1.00	1.00
Public Education Specialist	1.00	1.00	1.00	1.00
<b>Total Fire - Community Services</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>
<b>Fire - Administration</b>				
Administrative Assistant	-	1.00	1.00	1.00
Administrative Secretary	1.00	-	-	-
Deputy Fire Chief	-	-	2.00	2.00
Fire Chief	1.00	1.00	1.00	1.00
Senior Management Assistant	-	-	1.00	1.00
<b>Total Fire - Administration</b>	<b>2.00</b>	<b>2.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Fire - Professional Development</b>				
Fire Captain	-	-	-	2.00
Fire Division Chief/Training Officer	1.00	1.00	-	-
<b>Total Fire - Professional Development</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>2.00</b>
<b>Fire - Intervention Services</b>				
Battalion Chief	2.00	2.00	2.00	2.00
Fire Captain	9.00	10.00	10.00	9.00
Fire Engineer	8.00	8.00	8.00	8.00
Firefighter	14.00	13.00	13.00	13.00
<b>Total Fire - Intervention Services</b>	<b>33.00</b>	<b>33.00</b>	<b>33.00</b>	<b>32.00</b>
<b>Total Fire</b>	<b>41.00</b>	<b>41.00</b>	<b>43.00</b>	<b>43.00</b>
<b><i>Economic Development</i></b>				
City Center Business Development Specialist	-	1.00	1.00	1.00
Economic Development Analyst	1.00	1.00	1.00	1.00
Economic Development Director	-	1.00	1.00	1.00
<b>Total Economic Development</b>	<b>1.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b><i>Parks, Recreation &amp; Libraries</i></b>				
<b>Building Maintenance</b>				
Building Maintenance Worker	1.00	1.00	1.00	1.00
Craftsperson	1.00	1.00	1.00	1.00
Custodian	3.00	-	-	-
Facilities Manager	1.00	1.00	1.00	1.00
Facilities Work Coordinator	1.00	-	-	-
<b>Total Building Maintenance</b>	<b>7.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Congregate Meals</b>				
Senior Administrative Clerk	0.10	0.10	0.10	-
<b>Total Congregate Meals</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>	<b>-</b>

## Schedule of Authorized Positions

## Fiscal Year 2012-2013

Position-Title	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012	Authorized 2012-2013
<b>101 General Fund</b>				
<b><i>Parks, Recreation &amp; Libraries</i></b>				
<b>Home Delivered Meals</b>				
Kitchen Assistant	0.50	0.50	0.50	0.50
Senior Administrative Clerk	0.80	0.80	0.80	-
<b>Total Home Delivered Meals</b>	<b>1.30</b>	<b>1.30</b>	<b>1.30</b>	<b>0.50</b>
<b>MCSO</b>				
Senior Administrative Clerk	0.10	0.10	0.10	-
<b>Total MCSO</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>	<b>-</b>
<b>PRL Administration</b>				
Administrative Assistant	-	1.00	1.00	1.00
Administrative Secretary	1.00	-	-	-
Customer Service Assistant	5.00	5.00	5.00	-
Customer Service Assistant	-	-	-	3.00
Parks, Recreation & Libraries Assistant Director	1.00	-	-	-
Parks, Recreation & Libraries Services Director	1.00	1.00	1.00	1.00
<b>Total PRL Administration</b>	<b>8.00</b>	<b>7.00</b>	<b>7.00</b>	<b>5.00</b>
<b>Library - Sam Garcia</b>				
Librarian	1.00	1.00	2.00	2.00
Library Administrative Services Coordinator	1.00	-	-	-
Library Assistant	4.00	3.00	3.50	3.50
Library Manager	1.00	-	-	-
Library Monitor	0.50	-	-	-
Library Page	0.50	1.00	1.00	1.00
<b>Total Library - Sam Garcia</b>	<b>8.00</b>	<b>5.00</b>	<b>6.50</b>	<b>6.50</b>
<b>Library - Civic Center</b>				
IT Desktop Technician II	1.00	-	-	-
Librarian	3.00	3.00	2.00	2.00
Library Assistant	4.00	4.00	3.50	3.50
Library Manager	1.00	1.00	-	-
Library Monitor	0.50	0.50	0.50	-
Library Page	1.50	1.50	1.50	2.00
Library Supervisor	1.00	1.00	-	-
<b>Total Library - Civic Center</b>	<b>12.00</b>	<b>11.00</b>	<b>7.50</b>	<b>7.50</b>
<b>Library Administration</b>				
Library Manager	-	-	1.00	1.00
Library Supervisor	-	-	1.00	1.00
<b>Total Library Administration</b>	<b>-</b>	<b>-</b>	<b>2.00</b>	<b>2.00</b>
<b>Recreation</b>				
Recreation Coordinator	3.00	3.00	3.00	3.00
Recreation Specialist	-	-	-	1.00
<b>Total Recreation</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>
<b>Total Parks, Recreation &amp; Libraries</b>	<b>39.50</b>	<b>30.50</b>	<b>30.50</b>	<b>28.50</b>

## Schedule of Authorized Positions

## Fiscal Year 2012-2013

Position-Title	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012	Authorized 2012-2013
<b>101 General Fund</b>				
<b><u>Neighborhood &amp; Family Services</u></b>				
<b>Neighborhood &amp; Family Services Admin</b>				
Administrative Assistant	-	1.00	1.00	1.00
Administrative Secretary	1.00	-	-	-
Neighborhood & Family Services Director	1.00	1.00	1.00	1.00
Revitalization Project Manager	1.00	1.00	1.00	1.00
Youth Development Coordinator	1.00	1.00	1.00	1.00
<b>Total Neighborhood &amp; Family Services Admin</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Social Services</b>				
Community Outreach Specialist	1.00	1.00	0.53	1.00
Community Relations Specialist	1.00	-	-	-
Social Services Manager	1.00	1.00	1.00	1.00
<b>Total Social Services</b>	<b>3.00</b>	<b>2.00</b>	<b>1.53</b>	<b>2.00</b>
<b>Code Enforcement</b>				
Code Compliance Manager	1.00	1.00	1.00	1.00
Code Compliance Specialist	1.00	1.00	1.00	1.00
Code Enforcement Officer	4.00	4.00	4.00	4.00
Neighborhood Preservation Tech	1.00	1.00	1.00	1.00
<b>Total Code Enforcement</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Total Neighborhood &amp; Family Services</b>	<b>14.00</b>	<b>13.00</b>	<b>12.53</b>	<b>13.00</b>
<b><u>Public Works</u></b>				
<b>Field Operations Administration</b>				
Administrative Assistant	-	1.00	1.00	1.00
Administrative Secretary	1.00	-	-	-
Field Operations Assistant Director	1.00	1.00	1.00	1.00
Field Operations Director	1.00	-	-	-
Fleet Services Coordinator	1.00	1.00	1.00	1.00
Water Resources Director	-	0.25	0.25	0.25
<b>Total Field Operations Administration</b>	<b>4.00</b>	<b>3.25</b>	<b>3.25</b>	<b>3.25</b>
<b>Total Public Works</b>	<b>4.00</b>	<b>3.25</b>	<b>3.25</b>	<b>3.25</b>
<b>Total General Fund</b>	<b>335.40</b>	<b>320.65</b>	<b>320.18</b>	<b>325.45</b>
<b>Special Revenue</b>				
<b>201 Highway User Revenue Fund</b>				
<b><u>Development Services &amp; Engineering</u></b>				
<b>Engineering</b>				
Pavement Management Technician	1.00	1.00	1.00	1.00
<b>Total Engineering</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

## Schedule of Authorized Positions

## Fiscal Year 2012-2013

Position-Title	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012	Authorized 2012-2013
<b>201 Highway User Revenue Fund</b>				
<b><u>Development Services &amp; Engineering</u></b>				
<b>Traffic Engineering</b>				
Assistant Traffic Engineer	1.00	1.00	1.00	1.00
Signal Technician	1.00	1.00	1.00	1.00
Streetlight Technician	2.00	2.00	2.00	2.00
Traffic Operations Supervisor	1.00	1.00	1.00	1.00
Traffic Operations Technician	2.00	2.00	2.00	2.00
<b>Total Traffic Engineering</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Total Development Services &amp; Engineering</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b><u>Public Works</u></b>				
<b>Streets</b>				
Equipment Operator	5.00	5.00	5.00	5.00
Field Operations Crew Leader	-	1.00	1.00	1.00
Maintenance Worker	3.00	2.00	2.00	2.00
Senior Equipment Operator	1.00	-	-	-
Street Maintenance Supervisor	1.00	1.00	1.00	1.00
<b>Total Streets</b>	<b>10.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
<b>Total Public Works</b>	<b>10.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
<b>202 Senior Nutrition</b>				
<b><u>Parks, Recreation &amp; Libraries</u></b>				
<b>Congregate Meals</b>				
Cook	1.50	1.00	0.80	0.80
Senior Center Aide	0.75	0.75	0.75	0.75
<b>Total Congregate Meals</b>	<b>2.25</b>	<b>1.75</b>	<b>1.55</b>	<b>1.55</b>
<b>Home Delivered Meals</b>				
Cook	0.50	1.00	1.20	1.20
HDM Driver	1.00	0.50	0.50	0.50
<b>Total Home Delivered Meals</b>	<b>1.50</b>	<b>1.50</b>	<b>1.70</b>	<b>1.70</b>
<b>MCSO</b>				
Recreation Specialist	-	-	-	0.90
Senior Center Aide	0.25	0.25	0.25	0.25
<b>Total MCSO</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>1.15</b>
<b>Soc. Svcs - Senior Transportation</b>				
Recreation Specialist	-	-	-	0.10
<b>Total Soc. Svcs - Senior Transportation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.10</b>
<b>Total Parks, Recreation &amp; Libraries</b>	<b>4.00</b>	<b>3.50</b>	<b>3.50</b>	<b>4.50</b>
<b>203 Community Action Program</b>				
<b><u>Neighborhood &amp; Family Services</u></b>				
<b>Community Action Program</b>				
Community Outreach Specialist	-	-	0.47	-
Social Services Coordinator	2.00	2.00	2.00	2.00
<b>Total Community Action Program</b>	<b>2.00</b>	<b>2.00</b>	<b>2.47</b>	<b>2.00</b>

## Schedule of Authorized Positions

## Fiscal Year 2012-2013

Position-Title	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012	Authorized 2012-2013
<b>203 Community Action Program</b>				
<i><b>Neighborhood &amp; Family Services</b></i>				
<i><b>Total Neighborhood &amp; Family Services</b></i>	<b>2.00</b>	<b>2.00</b>	<b>2.47</b>	<b>2.00</b>
<b>205 Home Grant</b>				
<i><b>Neighborhood &amp; Family Services</b></i>				
<b>Neighborhood &amp; Family Services Admin</b>				
CDBG Program Manager	-	0.07	-	-
<b>Total Neighborhood &amp; Family Services Admin</b>	<b>-</b>	<b>0.07</b>	<b>-</b>	<b>-</b>
<b>209 Other Grants</b>				
<i><b>Neighborhood &amp; Family Services</b></i>				
<b>ADOH</b>				
CDBG Program Manager	-	-	-	0.03
<b>Total ADOH</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.03</b>
<b>NSP3</b>				
CDBG Program Manager	-	-	0.22	-
<b>Total NSP3</b>	<b>-</b>	<b>-</b>	<b>0.22</b>	<b>-</b>
<b>NSP Home Buyer Assistance Grant</b>				
CDBG Program Manager	0.30	-	0.10	0.19
<b>Total NSP Home Buyer Assistance Grant</b>	<b>0.30</b>	<b>-</b>	<b>0.10</b>	<b>0.19</b>
<i><b>Total Neighborhood &amp; Family Services</b></i>	<b>0.30</b>	<b>-</b>	<b>0.32</b>	<b>0.22</b>
<b>215 Transit Fund</b>				
<i><b>Community Relations</b></i>				
<b>Transit Operations</b>				
Management Assistant	1.00	1.00	1.00	1.00
<b>Total Transit Operations</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>225 Voca Crime Victim Advocate</b>				
<i><b>Police</b></i>				
<b>Police - Victims' Rights Program</b>				
Crime Victim Advocate	1.00	1.00	1.00	1.00
<b>Total Police - Victims' Rights Program</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>227 Court Payments</b>				
<i><b>City Court</b></i>				
<b>Court Security</b>				
Court Security Officer	0.80	0.80	0.80	0.80
<b>Total Court Security</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>

## Schedule of Authorized Positions

## Fiscal Year 2012-2013

Position-Title	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012	Authorized 2012-2013
<b>229 Regional Family Advocacy</b>				
<b><u>Police</u></b>				
<b>Police - Family Advocacy Center</b>				
Administrative Assistant	-	1.00	1.00	1.00
Administrative Secretary	1.00	-	-	-
FAC Manager	1.00	1.00	1.00	1.00
Forensic Interviewer	-	-	-	1.00
IT Systems Administrator	0.80	0.80	0.80	-
<b>Total Police - Family Advocacy Center</b>	<b>2.80</b>	<b>2.80</b>	<b>2.80</b>	<b>3.00</b>
<b>Total Police</b>	<b>2.80</b>	<b>2.80</b>	<b>2.80</b>	<b>3.00</b>
<b>235 Public Safety Dedicated Sales Tax</b>				
<b><u>Police</u></b>				
<b>Police - Traffic</b>				
Police Officer	5.00	5.00	5.00	5.00
Police Sergeant	1.00	1.00	1.00	1.00
<b>Total Police - Traffic</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Police - Detention Services</b>				
Detention Officer	3.00	3.00	3.00	3.00
<b>Total Police - Detention Services</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Police - Patrol</b>				
Community Service Officer	1.00	1.00	1.00	1.00
Police Lieutenant	2.00	2.00	2.00	2.00
Police Officer	16.00	16.00	16.00	16.00
<b>Total Police - Patrol</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>
<b>Police - Investigations</b>				
Police Officer	2.00	2.00	2.00	2.00
<b>Total Police - Investigations</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Total Police</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>
<b><u>City Court</u></b>				
<b>Court</b>				
Court Administrator	1.00	1.00	1.00	1.00
Court Clerk I	1.00	1.00	1.00	1.00
Court Collections Specialist	1.00	-	-	-
<b>Total Court</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Total City Court</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b><u>Fire</u></b>				
<b>Fire - Intervention Services</b>				
Battalion Chief	1.00	1.00	1.00	1.00
Fire Captain	4.00	3.00	3.00	3.00
Fire Engineer	3.00	4.00	4.00	4.00
Firefighter	9.00	8.00	8.00	8.00
<b>Total Fire - Intervention Services</b>	<b>17.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>
<b>Total Fire</b>	<b>17.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>

## Schedule of Authorized Positions

## Fiscal Year 2012-2013

Position-Title	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012	Authorized 2012-2013
<b>240 CDBG</b>				
<b><i>Neighborhood &amp; Family Services</i></b>				
<b>Neighborhood &amp; Family Services Admin</b>				
CDBG Program Manager	0.70	0.93	0.68	0.78
<b>Total Neighborhood &amp; Family Services Admin</b>	<b>0.70</b>	<b>0.93</b>	<b>0.68</b>	<b>0.78</b>
<b>245 NPDES Environmental Fund</b>				
<b><i>Development Services &amp; Engineering</i></b>				
<b>NPDES Program</b>				
Environmental Program Manager	-	-	-	1.00
<b>Total NPDES Program</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.00</b>
<b>247 ARRA Fund</b>				
<b><i>Police</i></b>				
<b>Police - COPS Hiring ARRA</b>				
Police Officer	6.00	5.00	5.00	-
<b>Total Police - COPS Hiring ARRA</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>
<b>Total Special Revenue</b>	<b>86.60</b>	<b>82.10</b>	<b>82.57</b>	<b>79.30</b>
<b>Enterprise</b>				
<b>501 Water Operations</b>				
<b><i>Public Works</i></b>				
<b>Water Distribution</b>				
Customer Service Technician	1.00	1.00	1.00	1.00
Customer Service Worker	2.00	2.00	-	-
Lead Water Resources Operator	1.00	1.00	1.00	1.00
Preventative Maintenance Technician	1.00	1.00	1.00	1.00
Senior Water Resources Operator	3.00	3.00	2.00	2.00
Water Distribution Supervisor	1.00	1.00	1.00	1.00
Water Operations Superintendent	-	0.50	0.50	-
Water Resources Mechanic	-	-	-	1.00
Water Resources Operator	6.00	6.00	7.00	6.00
Water Resources Superintendent	-	-	0.25	0.25
<b>Total Water Distribution</b>	<b>15.00</b>	<b>15.50</b>	<b>13.75</b>	<b>13.25</b>
<b>Water Administration</b>				
Administrative Assistant	-	0.50	-	-
Executive Assistant	-	-	0.50	0.50
Senior Administrative Clerk	0.50	-	1.00	1.00
Utilities Reliability Manager	-	-	-	1.00
Water Operations Superintendent	1.00	-	-	-
Water Resources Assistant Director	0.50	0.50	0.50	0.50
Water Resources Director	0.50	0.38	0.38	0.38
Water Resources Project Manager	0.50	0.50	1.00	1.00
<b>Total Water Administration</b>	<b>3.00</b>	<b>1.88</b>	<b>3.38</b>	<b>4.38</b>

## Schedule of Authorized Positions

## Fiscal Year 2012-2013

Position-Title	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012	Authorized 2012-2013
<b>501 Water Operations</b>				
<b><i>Public Works</i></b>				
<b>GIS and Land Services</b>				
GIS Analyst	1.00	1.00	1.00	-
GIS Manager	1.00	-	1.00	1.00
GIS/GPS Technician II	1.00	1.00	1.00	1.00
Utility Location Specialist	1.00	1.00	1.00	1.00
<b>Total GIS and Land Services</b>	<b>4.00</b>	<b>3.00</b>	<b>4.00</b>	<b>3.00</b>
<b>Water Resources</b>				
Water Conservation and Education Specialist	1.00	1.00	-	-
Water Resources Coordinator	1.00	1.00	-	-
Water Resources Manager	-	1.00	1.00	1.00
Water Resources Planning Manager	1.00	-	-	-
<b>Total Water Resources</b>	<b>3.00</b>	<b>3.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Water Quality</b>				
Cross Connection Control Specialist	1.00	1.00	1.00	-
Regulatory Compliance Coordinator-Cross Connection	-	-	-	1.00
Regulatory Compliance Inspector	-	-	-	1.00
Water Conservation and Education Specialist	-	-	1.00	1.00
Water Quality & Regulatory Compliance Manager	1.00	1.00	1.00	1.00
Water Quality Specialist	1.00	1.00	1.00	-
<b>Total Water Quality</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Wetlands Treatment</b>				
Senior Water Recharge & Wetlands Operator	1.00	1.00	1.00	1.00
Water Recharge & Wetlands Operator	2.00	2.00	2.00	2.00
<b>Total Wetlands Treatment</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Water Production</b>				
Control Systems Senior Technician	-	-	-	1.00
Senior Water Resources Mechanic	2.00	2.00	2.00	1.00
Water Operations Superintendent	-	0.50	0.50	-
Water Production Supervisor	-	-	-	1.00
Water Resources Mechanic	2.00	2.00	2.00	1.00
Water Resources Superintendent	-	-	0.25	0.25
Water Treatment Operator	1.00	1.00	1.00	1.00
Water/Well Production Supervisor	1.00	1.00	1.00	-
<b>Total Water Production</b>	<b>6.00</b>	<b>6.50</b>	<b>6.75</b>	<b>5.25</b>
<b>Total Public Works</b>	<b>37.00</b>	<b>35.88</b>	<b>35.88</b>	<b>33.88</b>

## Schedule of Authorized Positions

## Fiscal Year 2012-2013

Position-Title	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012	Authorized 2012-2013
<b>503 Sewer Operations</b>				
<b><u>Public Works</u></b>				
<b>Wastewater Collection</b>				
Operations and Service Manager - Collections	-	1.00	1.00	1.00
Senior Water Resources Operator	3.00	3.00	3.00	3.00
Wastewater Collection Supervisor	1.00	-	-	-
Water Resources Mechanic	1.00	1.00	1.00	1.00
Water Resources Operator	2.00	2.00	2.00	2.00
Water Resources Superintendent	0.50	0.50	0.25	0.25
<b>Total Wastewater Collection</b>	<b>7.50</b>	<b>7.50</b>	<b>7.25</b>	<b>7.25</b>
<b>Wastewater Administration</b>				
Administrative Assistant	-	0.50	-	-
Executive Assistant	-	-	0.50	0.50
Senior Administrative Clerk	0.50	-	-	-
Water Resources Assistant Director	0.50	0.50	0.50	0.50
Water Resources Director	0.50	0.37	0.37	0.37
Water Resources Project Manager	0.50	0.50	-	-
<b>Total Wastewater Administration</b>	<b>2.00</b>	<b>1.87</b>	<b>1.37</b>	<b>1.37</b>
<b>Water Reclamation Facility</b>				
Pretreatment and Laboratory Coordinator	1.00	1.00	1.00	-
Regulatory Compliance Coordinator-Pretreatment	-	-	-	1.00
Senior Water Reclamation Facility Operator	-	1.00	1.00	1.00
Senior Water Resources Mechanic	1.00	1.00	1.00	2.00
Utility Maintenance Mechanic	-	1.00	1.00	1.00
Wastewater Treatment Plant Operator	-	4.00	2.00	2.00
Water Reclamation Facility Mechanic	-	-	1.00	-
Water Reclamation Facility Operator	-	-	2.00	1.00
Water Reclamation Facility Operator III	-	-	-	3.00
Water Reclamation Facility Supervisor	-	-	1.00	1.00
Water Reclamation Supervisor	1.00	-	-	-
Water Resources Mechanic	2.00	1.00	-	-
Water Resources Operator	4.00	-	-	-
Water Resources Superintendent	0.50	0.50	0.25	0.25
<b>Total Water Reclamation Facility</b>	<b>9.50</b>	<b>9.50</b>	<b>10.25</b>	<b>12.25</b>
<b>Total Public Works</b>	<b>19.00</b>	<b>18.87</b>	<b>18.87</b>	<b>20.87</b>
<b>520 Sanitation</b>				
<b><u>Public Works</u></b>				
<b>Solid Waste</b>				
Equipment Operator	9.00	10.00	10.00	10.00
Senior Equipment Operator	2.00	2.00	2.00	2.00
Service Assistant	1.00	-	-	-
Solid Waste Supervisor	1.00	1.00	1.00	1.00
<b>Total Solid Waste</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>

## Schedule of Authorized Positions

## Fiscal Year 2012-2013

Position-Title	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012	Authorized 2012-2013
<b>520 Sanitation</b>				
<b><i>Public Works</i></b>				
<b>Sanitation-Uncontained</b>				
Equipment Operator	1.00	1.00	1.00	1.00
Field Operations Crew Leader	-	1.00	1.00	1.00
Senior Equipment Operator	2.00	1.00	1.00	1.00
<b>Total Sanitation-Uncontained</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Recycling Education and Enforcement</b>				
Solid Waste Inspector	1.00	1.00	1.00	1.00
Solid Waste Inspector/Coordinator	1.00	1.00	1.00	1.00
<b>Total Recycling Education and Enforcement</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Total Public Works</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>
<b>Total Enterprise</b>	<b>74.00</b>	<b>72.75</b>	<b>72.75</b>	<b>72.75</b>
<b>Internal Service</b>				
<b>605 Risk Management Fund</b>				
<b><i>City Administration</i></b>				
<b>Risk Management Operations</b>				
Risk Management Claims Analyst	1.00	1.00	1.00	1.00
Risk Manager	1.00	1.00	1.00	1.00
<b>Total Risk Management Operations</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Total City Administration</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>606 Fleet Services Fund</b>				
<b><i>Public Works</i></b>				
<b>Fleet Services</b>				
Automotive Equipment Mechanic	4.00	4.00	4.00	4.00
Equipment Parts Specialist	1.00	1.00	1.00	1.00
Fleet Services Supervisor	1.00	1.00	1.00	1.00
<b>Total Fleet Services</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Total Public Works</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Total Internal Service</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Total Authorized Full-Time Equivalents</b>	<b>504.00</b>	<b>483.50</b>	<b>483.50</b>	<b>485.50</b>

## Debt Service Summary Schedules

**GO Bonded Debt**

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2012-2013	2,840,000	2,017,196	4,857,196
2013-2014	2,985,000	1,895,548	4,880,548
2014-2015	2,045,000	1,815,223	3,860,223
2015-2016	1,765,000	1,739,785	3,504,785
2016-2017	2,060,000	1,641,743	3,701,743
2017-2018	1,400,000	1,574,438	2,974,438
2018-2019	1,215,000	1,511,850	2,726,850
2019-2020	860,000	1,458,530	2,318,530
2020-2021	755,000	1,409,833	2,164,833
2021-2022	805,000	1,355,495	2,160,495
2022-2023	865,000	1,297,108	2,162,108
2023-2024	930,000	1,230,613	2,160,613
2024-2025	995,000	1,159,470	2,154,470
2025-2026	1,065,000	1,076,400	2,141,400
2026-2027	1,145,000	987,090	2,132,090
2027-2028	1,225,000	891,540	2,116,540
2028-2029	1,315,000	788,970	2,103,970
2029-2030	1,405,000	679,380	2,084,380
2030-2031	1,510,000	561,600	2,071,600
2031-2032	1,615,000	435,630	2,050,630
2032-2033	1,735,000	300,300	2,035,300
2033-2034	1,860,000	155,220	2,015,220
2034-2035	1,990,000	-	1,990,000
<b>Totals</b>	<b>34,385,000</b>	<b>25,982,959</b>	<b>60,367,959</b>

**Highway User Revenue Bonded Debt**

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2012-2013	335,000	68,150	403,150
2013-2014	350,000	55,463	405,463
2014-2015	360,000	41,963	401,963
2015-2016	375,000	27,900	402,900
2016-2017	390,000	12,788	402,788
2017-2018	330,000	-	330,000
<b>Totals</b>	<b>2,140,000</b>	<b>206,263</b>	<b>2,346,263</b>

## Debt Service Summary Schedules

**Municipal Development Corporation Bonded Debt - GLTD**

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2012-2013	5,088,788	2,262,429	7,351,217
2013-2014	5,171,470	2,069,865	7,241,335
2014-2015	4,874,152	1,877,271	6,751,424
2015-2016	5,041,834	1,674,988	6,716,822
2016-2017	4,220,667	1,503,986	5,724,653
2017-2018	4,373,713	1,318,806	5,692,519
2018-2019	4,564,441	1,129,554	5,693,994
2019-2020	4,786,692	921,886	5,708,577
2020-2021	4,137,525	740,875	4,878,400
2021-2022	1,905,000	649,650	2,554,650
2022-2023	1,995,000	554,100	2,549,100
2023-2024	2,090,000	454,000	2,544,000
2024-2025	2,190,000	344,500	2,534,500
2025-2026	2,300,000	229,500	2,529,500
2026-2027	2,415,000	108,750	2,523,750
2027-2028	1,060,000	55,750	1,115,750
2028-2029	1,115,000	-	1,115,000
<b>Totals</b>	<b>57,329,281</b>	<b>15,895,909</b>	<b>73,225,190</b>

**Water & Sewer Revenue Bonded Debt**

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2012-2013	2,015,000	191,800	2,206,800
2013-2014	1,580,000	128,600	1,708,600
2014-2015	450,000	115,100	565,100
2015-2016	460,000	101,300	561,300
2016-2017	475,000	82,300	557,300
2017-2018	495,000	57,550	552,550
2018-2019	515,000	31,800	546,800
2019-2020	390,000	16,200	406,200
2020-2021	405,000	-	405,000
<b>Totals</b>	<b>6,785,000</b>	<b>724,650</b>	<b>7,509,650</b>

## Debt Service Summary Schedules

**Municipal Development Corporation Bonded Debt - Enterprise Funds**

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2012-2013	56,212	54,088	110,299
2013-2014	58,530	52,039	110,569
2014-2015	60,848	49,605	110,453
2015-2016	63,166	47,079	110,244
2016-2017	239,334	37,505	276,839
2017-2018	246,288	27,654	273,941
2018-2019	255,560	17,431	272,991
2019-2020	268,309	6,699	275,008
2020-2021	167,476	-	167,476
<b>Totals</b>	<b>1,415,719</b>	<b>292,100</b>	<b>1,707,818</b>

**Total Debt**

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2012-2013	10,335,000	4,593,663	14,928,663
2013-2014	10,145,000	4,201,514	14,346,514
2014-2015	7,790,000	3,899,161	11,689,161
2015-2016	7,705,000	3,591,051	11,296,051
2016-2017	7,385,000	3,278,321	10,663,321
2017-2018	6,845,000	2,978,448	9,823,448
2018-2019	6,550,000	2,690,635	9,240,635
2019-2020	6,305,000	2,403,315	8,708,315
2020-2021	5,465,000	2,150,708	7,615,708
2021-2022	2,710,000	2,005,145	4,715,145
2022-2023	2,860,000	1,851,208	4,711,208
2023-2024	3,020,000	1,684,613	4,704,613
2024-2025	3,185,000	1,503,970	4,688,970
2025-2026	3,365,000	1,305,900	4,670,900
2026-2027	3,560,000	1,095,840	4,655,840
2027-2028	2,285,000	947,290	3,232,290
2028-2029	2,430,000	788,970	3,218,970
2029-2030	1,405,000	679,380	2,084,380
2030-2031	1,510,000	561,600	2,071,600
2031-2032	1,615,000	435,630	2,050,630
2032-2033	1,735,000	300,300	2,035,300
2033-2034	1,860,000	155,220	2,015,220
2034-2035	1,990,000	-	1,990,000
<b>Totals</b>	<b>102,055,000</b>	<b>43,101,880</b>	<b>145,156,880</b>

Includes debt payment schedules as of 7/1/12

## Schedule of Carryover Funding

## Fiscal Year 2012-13

<b>Fund/Division</b>	<b>Description</b>	<b>Carryover Amount</b>
<b>General Fund</b>		
City Council	Elected Official Travel	8,000
City Council - McDonald	Discretionary Funds - CM McDonald	4,000
City Council - Lopez-Rogers	Discretionary Funds - Mayor Lopez Rogers	2,500
City Council - Karlin	Discretionary Funds - Vice Mayor Karlin	500
City Council - Scott	Discretionary Funds - CM Scott	5,000
City Council - Buster	Discretionary Funds - CM Buster	5,000
City Council - Weise	Discretionary Funds - CM Weise	5,000
City Council - Vierhout	Discretionary Funds - CM Vierhout	2,900
Technology Administration	City Data Center Improvements	75,000
Human Resources	Kronos Timekeeping System Upgrade Carryover	9,000
Planning	City-Wide Gateway & Monument Program	54,000
Building Services	Accela Upgrade	7,000
	Contract Plans Review	75,000
Engineering	Contract Plans Review	75,000
	School Studies Projects	27,500
	Traffic Impact Analysis	32,000
Elections	Publication of Legal Notices	380
	Election Miscellaneous	10,210
Police - Professional Standards Bur	Ammunition and Weapons	20,000
Police - Patrol	Servers and Software Licensing	29,600
	Uniform Purchase	20,000
Court	Court Security - Capital Outlay Equip./Furn.	6,870
	Furnishings	5,000
Economic Development	Economic Development Activities	269,400
Recreation	Centennial Special Events	52,750
Neighborhood & Family Services	Police Homebuyer Program	40,000
Code Enforcement	Dangerous Structures	1,900
	Dumpster Rental	10,000
<b>Total Carryover General Fund</b>		<b>853,510</b>
<b>Highway User Revenue Fund</b>		
Traffic Engineering	Traffic Operations Center Post Design Services	20,000
	Annual Traffic Counts	4,500
<b>Total Carryover Highway User Revenue Fund</b>		<b>24,500</b>
<b>Home Grant</b>		
	Substantial Rehabilitation	212,000
<b>Total Carryover Home Grant</b>		<b>212,000</b>

## Schedule of Carryover Funding

Fiscal Year 2012-13

<b>Fund/Division</b>	<b>Description</b>	<b>Carryover Amount</b>
<b>Other Grants</b>		
	Substantial Rehabilitation	200,000
	Canine Supplies	1,500
	DUI Task Force	18,900
	Edward Byrne Memorial JAG	34,470
	Other Equipment	2,000
	Owner Occupied Housing Rehab Grant	19,000
	Training	3,340
	Victim's Activities - Privately Funded	1,800
	Safety Apparel/Equipment	13,100
<b>Total Carryover Other Grants</b>		<b>294,110</b>
<b>Court Payments</b>		
	JCEF Discretionary	1,000
	Uniform Purchase	1,000
	Other Supplies	5,000
	JCEF Funds	49,000
	Fill the Gap Funds	10,000
	Fill the Gap	20,370
	Court Enhancement Funds /Other Professional	8,210
	Other Professional Services	30,000
<b>Total Carryover Court Payments</b>		<b>124,580</b>
<b>Public Safety Dedicated Sales Tax</b>		
Police - Professional Standards Bur	Ammunition and Weapons	10,000
Police - Patrol	Servers and Software Licensing	49,000
<b>Total Carryover Public Safety Dedicated Sales Tax</b>		<b>59,000</b>
<b>CDBG</b>		
	Small Bus. Asst./Revit.	18,500
	Small Business Assistance & Revitalization	15,000
	Educational IDA Program	15,000
	CDBG Public Services	1,000
	Youth Jobs Public Service	13,000
	Emergency Home Repair	80,000
<b>Total Carryover CDBG</b>		<b>142,500</b>
<b>Public Arts Fund</b>		
	FY 2012 Public Art - Carryover	110,700
<b>Total Carryover Public Arts Fund</b>		<b>110,700</b>

## Schedule of Carryover Funding

Fiscal Year 2012-13

<b>Fund/Division</b>	<b>Description</b>	<b>Carryover Amount</b>
<b>Water Operations</b>		
Water Distribution	Meter Installation Project	30,280
GIS and Land Services	GPS Verification Project	49,400
Water Quality	PGA North Plume Superfund Site	13,000
Water Production	SCADA Svcs Wolf/Production	25,000
	Review VFD Units	82,120
<b>Total Carryover Water Operations</b>		<b>199,800</b>
<b>Sewer Operations</b>		
Water Reclamation Facility	SCADA Svcs Wolf/Production	2,190
<b>Total Carryover Sewer Operations</b>		<b>2,190</b>
<b>Water Equipment Replacement</b>		
	Technology Replacements Fund	23,330
<b>Total Carryover Water Equipment Replacement</b>		<b>23,330</b>
<b>Sewer Equipment Replacement</b>		
	Technology Replacements Fund	14,200
<b>Total Carryover Sewer Equipment Replacement</b>		<b>14,200</b>
<b>Sanitation Equipment Replacement</b>		
	Technology Replacements Fund	1,550
<b>Total Carryover Sanitation Equipment Replacement</b>		<b>1,550</b>
<b>Risk Management Fund</b>		
	Hepatitis B Shots	17,000
<b>Total Carryover Risk Management Fund</b>		<b>17,000</b>
<b>Capital Funds</b>		
	Street Construction	2,480,000
	Parkland	500,000
	Sewer Development	3,580,000
	Water Development	5,300,000
	Vehicle Replacement	40,000
	Equipment Replacement Fund	56,930
<b>Total Carryover Capital Funds</b>		<b>11,956,930</b>
<b>Grand Total Carryover Funding</b>		<b>14,035,900</b>

## Funded Supplemental Requests

Fiscal Year 2012-2013

Department/ Division	FTE	Description	Ongoing	Onetime	Total
<b>101 General Fund</b>					
<b>Community Relations</b>					
Public Information Office					
101	5110	Webmaster/Media Specialist	80,630	-	80,630
<b>Finance &amp; Budget</b>					
Budget and Research					
101	5800	Development Fee Study	0	100,000	100,000
<b>Human Resources</b>					
Human Resources					
101	5700	Kronos Timekeeping System Upgrade	6,000	-	6,000
		Additional Legal Fees	0	50,000	50,000
<b>Total Human Resources</b>			<b>6,000</b>	<b>50,000</b>	<b>56,000</b>
<b>Police</b>					
Police - Administration					
	6110	Ballistic Vest Increase	9,090	-	9,090
101		Contracted Jail Services	40,000	-	40,000
Police - Patrol					
	6174	Ballistic Helmets	0	17,250	17,250
101		RWC Communication System - Police Department Share	36,000	-	36,000
		Law Enforcement Officer Equipment Fund	8,000	8,000	16,000
		Towing Program Increase	25,000	-	25,000
<b>Total Police</b>			<b>118,090</b>	<b>25,250</b>	<b>143,340</b>
<b>Fire</b>					
Fire - Intervention Services					
101	6330	Overtime Adjustment	100,000	-	100,000
		PIR Unified Command Center	25,000	-	25,000
<b>Total Fire</b>			<b>125,000</b>	<b>-</b>	<b>125,000</b>
<b>Economic Development</b>					
Economic Development					
101	6700	Gangplank	60,000	-	60,000
		Economic Opportunities Fund	0	120,000	120,000
<b>Total Economic Development</b>			<b>60,000</b>	<b>120,000</b>	<b>180,000</b>
<b>Parks, Recreation &amp; Libraries</b>					
Building Maintenance					
101	5420	Janitorial Services	12,480	-	12,480
		Landscaping Services	73,750	-	73,750
		Seimans Technology	3,980	-	3,980
		Special Event Funding	172,000	-	172,000
<b>Total Parks, Recreation &amp; Libraries</b>			<b>262,210</b>	<b>-</b>	<b>262,210</b>

## Funded Supplemental Requests

Fiscal Year 2012-2013

Department/ Division	FTE	Description	Ongoing	Onetime	Total
<b>Neighborhood &amp; Family Services</b>					
Neighborhood & Family Services Admin					
101	7500	Police Housing Incentive Program	0	60,000	60,000
<b>Total Requests General Fund</b>			<b>651,930</b>	<b>355,250</b>	<b>1,007,180</b>
229	<i>Regional Family Advocacy</i>				
<b>Police</b>					
Police - Family Advocacy Center					
229	6111	1.0 Forensic Interviewer	0	-	0
<b>1.0 Total Requests Regional Family Advocacy</b>			<b>0</b>	<b>-</b>	<b>0</b>
235	<i>Public Safety Dedicated Sales Tax</i>				
<b>Police</b>					
Police - Administration					
	6110	Ballistic Vest Increase	2,610	-	2,610
Police - Patrol					
235	6174	Spillman Mobile Law	5,000	49,000	54,000
		Ballistic Helmets	0	7,750	7,750
235		Police Vehicle	3,500	55,000	58,500
		Police Vehicle	3,500	55,000	58,500
<b>Total Police</b>			<b>14,610</b>	<b>166,750</b>	<b>181,360</b>
<b>Fire</b>					
Fire - Intervention Services					
235	6330	Overtime Adjustment	35,600	-	35,600
<b>Total Requests Public Safety Dedicated Sales Tax</b>			<b>50,210</b>	<b>166,750</b>	<b>216,960</b>
245	<i>NPDES Environmental Fund</i>				
<b>Development Services &amp; Engineering</b>					
NPDES Program					
245	5927	1.0 Environmental Program Manager	127,870	141,700	269,570
<b>1.0 Total Requests NPDES Environmental Fund</b>			<b>127,870</b>	<b>141,700</b>	<b>269,570</b>
501	<i>Water Operations</i>				
<b>Public Works</b>					
GIS and Land Services					
501	9111	GPS Point Verification Program	0	150,000	150,000
Water Resources					
501	9112	CAP Excess Water Purchase for Long-Term Storage	400,000	-	400,000
<b>Total Public Works</b>			<b>400,000</b>	<b>150,000</b>	<b>550,000</b>
<b>Total Requests Water Operations</b>			<b>400,000</b>	<b>150,000</b>	<b>550,000</b>

## Funded Supplemental Requests

Fiscal Year 2012-2013

Department/ Division	FTE	Description	Ongoing	Onetime	Total
<b>503 Sewer Operations</b>					
<b>Public Works</b>					
Wastewater Collection					
503	9200	Manhole Rehabilitation Program	100,000	-	100,000
		Corrosion/Odor Control Program	200,000	-	200,000
Water Reclamation Facility					
503	9230	Aeration Basin Mixer Replacement Program	0	100,000	100,000
		Clarifier Rehabilitation	0	150,000	150,000
<b>Total Public Works</b>			<b>300,000</b>	<b>250,000</b>	<b>550,000</b>
<b>Total Requests Sewer Operations</b>			<b>300,000</b>	<b>250,000</b>	<b>550,000</b>
<b>606 Fleet Services Fund</b>					
<b>Public Works</b>					
Fleet Services					
606	5200	Fuel Price Increase	0	225,000	225,000
<b>Total Requests Fleet Services Fund</b>			<b>0</b>	<b>225,000</b>	<b>225,000</b>
<b>Totals</b>	<b>2.0</b>		<b>1,530,010</b>	<b>1,288,700</b>	<b>2,818,710</b>

## Vehicle Replacement Schedule

### Fiscal Year 2012-13

Department	Vehicle No	Purchase Year	Description	Amount
<b>Water Equipment Replacement Fund - 530</b>				
9100 Water Distribution	1576	2005	Light Truck to 10K GVW	27,500
<b>Water Equipment Replacement Fund Total</b>				<b>27,500</b>
<b>Sewer Equipment Replacement Fund - 531</b>				
9200 Wastewater Collection	1214	1996	Sewer Cleaner	40,500
9230 Water Reclamation Facility	1410	2002	Light Truck to 10K GVW	22,000
<b>Sewer Equipment Replacement Fund Total</b>				<b>62,500</b>
<b>Sanitation Equipment Replacement Fund - 532</b>				
6800 Solid Waste	1535	2004	Refuse Truck	275,000
	1536	2005	Refuse Truck	275,000
	1537	2004	Refuse Truck	275,000
	1590	2006	Refuse Truck	275,000
	1591	2006	Refuse Truck	275,000
<b>Sanitation Equipment Replacement Fund Total</b>				<b>1,375,000</b>
<b>Vehicle Replacement Fund - 601</b>				
6173 Police - Detention Services	1819	2009	Small Bus/Van 9 to 15 passenger	60,000
6174 Police - Patrol	1671	2007	Police Sedan	42,000
	1673	2007	Police Sedan	42,000
6330 Fire - Intervention Services	1441	2003	Fire Rescue	500,000
5420 Building Maintenance	1332	1999	Message board - Carryover	20,000
	1333	1999	Message board - Carryover	20,000
6600 Streets	1230	1997	Roller - Street Maint. Eqt.	65,000
	1286	1999	Water Truck	125,000
	1291	1999	Dump Truck	155,000
	1580	1999	Lay Down - Street Maint. Eqt.	55,000
6174 Police - Patrol	1679	2007	Police Sedan	42,000
	1681	2007	Police Sedan	42,000
	1683	2007	Police Sedan	42,000
	1685	2007	Police Sedan	42,000
<b>Vehicle Replacement Fund Total</b>				<b>1,252,000</b>
<b>Total Replacement Funding</b>				<b>\$2,717,000</b>

## Technology Equipment Replacement Schedule

### Fiscal Year 2012-13

Fund/Department	Description	Amount
<b>Water Equipment Replacement-530</b>		
Public Works		
	Personal Computers	8,700
	Servers and System Components	68,000
<b>Water Equipment Replacement Fund</b>		<b>76,700</b>
<b>Sewer Equipment Replacement-531</b>		
Public Works		
	Personal Computers	3,900
	Servers and System Components	22,000
<b>Sewer Equipment Replacement Fund</b>		<b>25,900</b>
<b>Equipment Replacement Fund-603</b>		
Council		
	Personal Computers	1,600
Administration		
	Personal Computers	2,900
Information Technology		
	Personal Computers	7,100
	Servers and System Components	361,350
	System Carryover	56,930
Community Relations		
	Personal Computers	4,200
Non-Departmental		
	Personal Computers	36,500
Finance & Budget		
	Personal Computers	25,000
Human Resources		
	Personal Computers	5,200
Engineering		
	Personal Computers	14,300
City Clerk		
	Personal Computers	3,900
Police		
	Personal Computers	66,750
	Servers and System Components	59,000
Court		
	Personal Computers	1,300
	Servers and System Components	13,500
Fire		
	Personal Computers	19,100

## Technology Equipment Replacement Schedule

### Fiscal Year 2012-13

<b>Fund/Department</b>	<b>Description</b>	<b>Amount</b>
<b>Equipment Replacement Fund-603</b>		
	Servers and System Components	14,000
Parks, Recreation & Libraries		
	Personal Computers	80,200
	Servers and System Components	10,500
Neighborhood & Family Services		
	Personal Computers	5,500
	Servers and System Components	7,000
Public Works		
	Personal Computers	5,200
<b>Equipment Replacement Fund Fund</b>		<b>801,030</b>
<b>Totals</b>	Total PCs and System Components	<b>\$903,630</b>

## Glossary

**Accrual Basis:** A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or paid out.

**Adoption:** Formal action by the City Council, which sets the total spending limit for the fiscal year.

**Appropriation:** Specific amount of monies authorized for one year by the City Council for the purpose of incurring obligations and acquiring goods and services. All appropriations lapse at the end of the fiscal year.

**Assessed Valuation:** A value set upon real and personal property, usually based on the estimated market value, by the County Assessor for the purpose of levying property taxes. The assessment ratio depends on the classification of the property, such as residential, commercial, utilities, etc.

**Balanced Budget:** A situation in the budgeting process where total revenues are equal to or greater than total expenses.

**Base Budget:** The basic ongoing costs for personnel, contractual services, commodities, and the replacement of equipment to maintain service levels previously established by the City Council.

**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.

**Budget:** A financial plan of estimated expenditures and anticipated resources adopted for a specific period of time outlining a plan for achieving council goals and objectives.

**Capital Budget:** The appropriation of funds for improvements to city facilities which may include buildings, streets, water and sewer lines, and parks.

**Capital Expenditures:** Funds used by an entity to acquire or upgrade physical assets such as property, industrial buildings or equipment. This type of outlay is made by cities to maintain or increase the scope of their operations. These expenditures can include everything from repairing a roof to building a brand new facility.

**Carryover:** Year-end savings that may be re-appropriated in the following fiscal year to cover one-time expenses such as supplies, equipment, or special contracts.

**Contingency/Reserve:** An amount set aside, with Council approval, to cover unforeseen expenditures, emergency expenditures or revenue short falls.

**Debt Ratio:** Total debt divided by total assets.

**Debt Service:** Principal and interest payments on outstanding bonds.

**Encumbrance:** Accounting concept that obligates a specified budget amount to be expended in the future.

**Enterprise Fund:** Accounts for expenses of programs or services, which are intended to be self-sustaining and primarily user fees cover the cost of services.

**Estimated Revenue:** The amount of revenue projected to be collected during the fiscal year.

**Expenditure:** The use of governmental funds to acquire goods or services.

**Expenditure Limitation:** A constitutional limit to governmental agency expenditures. The Economic Estimates Commission sets the annual limit based on population growth and inflation. All municipalities have the option of proposing an alternative expenditure limitation to its voters. Avondale citizens approved the Home Rule Option in September of 2001.

## Glossary

**Fiscal Year:** Any period of twelve consecutive months establishing the beginning and the ending of financial transactions. For the City of Avondale this period begins July 1 and ends June 30.

**Full-Time Equivalent Position (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 typist working for 20 hours per week would be equivalent to a 0.5 FTE.

**Fund:** A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources.

**Fund Balance:** The difference between a fund's total assets and liabilities. A positive fund balance is generally an accumulation of actual revenues which have exceeded actual expenditures. Fund balance in each fund may have up to five classifications as outlined in GASB Statement 54.

- **Nonspendable Fund Balance:** The nonspendable fund balance classification includes amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact. This would include items not expected to be converted to cash including inventories and prepaid amounts. It may also include the long-term amount of loans and receivables, as well as property acquired for resale and the corpus (principal) of a permanent fund.
- **Restricted Fund Balance:** The restricted fund balance classification should be reported when constraints placed on the use of resources are either (a) externally imposed by creditors, grantors, contributors, or laws or regulations of other governments or (b) imposed by law through constitutional provisions or enabling legislation.
- **Committed Fund Balance:** The committed fund balance classification reflects specific purposes pursuant to constraints imposed by formal action of City Council.
- **Assigned Fund Balance:** The assigned fund balance classification reflects amounts that are constrained by the government's intent to be used for specific purposes, but meet neither the restricted nor committed forms of constraint.
- **Unassigned Fund Balance:** The unassigned fund balance classification is the residual classification for the general fund only. It is also where *negative residual amounts for all other governmental funds* would be reported.

**General Fund:** The fund used to measure all financial transactions of the municipality except those required by law or agreement to be accounted for in another fund.

**Goal:** A general and timeless statement created with a purpose based on the needs of the community.

**Highway Users Revenue Bond:** Proceeds used solely for street and highway purposes and require voter authorization. Bonds are payable from highway user revenue up to 50% of total received for the past twelve month period (stipulated by state law).

**Highway Users Revenue Fund (HURF):** This revenue source consists of state taxes collected on gasoline, vehicle licenses and a number of other additional transportation related fees. These funds must be used for street and highway purposes.

**Home Rule Option:** An alternative expenditure limitation that allows a municipality to expend what it anticipates in revenues each fiscal year. This limitation must be approved by the voters and is effective for four fiscal years.

**Infrastructure:** Facilities that support the continuance and growth of a community. Examples include roads, water lines, sewers, public buildings and parks.

**Intergovernmental Revenue:** Federal and State grants and other forms of shared revenue (e.g., State Sales Tax, State Income Tax, gasoline tax, motor vehicle license).

## Glossary

**Internal Service Funds:** Used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, on a cost-reimbursement basis.

**Long Term Debt:** Debt with a maturity of more than one year after date of issuance.

**Management Indicators:** A measurable means of evaluating impact of the budget on achieving stated objectives.

**Modified Accrual Basis:** Accounting method that recognizes an economic transaction or event as revenue in the operating statement when the revenues are both measurable and available to liquidate liabilities of the current period.

**Municipal Development Corporation (MDC) Bond:** Bonds that are backed by the excise taxes of the City including City Sales Tax, Franchise Tax, State Shared Sales Tax, and Auto Lieu Tax. The MDC is a non-profit corporation established for the purpose of issuing debt to purchase municipal facilities, which it leases to the City.

**Objectives:** 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 Budget:** Appropriations for the day-to-day costs of delivering city services.

**Operating Impact:** Costs of a capital project that will affect the day-to-day operating and maintenance costs of a municipality after it is completed. The impact includes such things as personnel, gas, electric utility bills, telephone expense, reproduction costs, postage, and vehicle maintenance.

**Pay-As-You-Go Funding:** A term used to refer to financing where budgetary restrictions demand paying for expenditures with funds that are made available as the program is in progress.

**Performance Indicators:** Measurement of service levels to a specified target outcome level that is within the established budget amount.

**Property Tax:** The total property tax levied by a municipality. Arizona's municipal property tax system is divided into a primary and secondary 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.

**Resources:** Total amounts available for appropriation including estimated revenues, bond/loan proceeds, fund transfers and beginning fund balances.

**Revenue:** Financial resources received from taxes, user charges, and other levels of government.

- **Recurring Revenue:** This is revenue that is predictable, stable and can be counted on in the future with a high degree of certainty. The portion of the city's revenue that is used to fund ongoing operations.
- **Non-Recurring Revenue:** Revenue that is not expected to be long-term in nature. A few examples are one-time grants and revenue sources that fluctuate in amount and frequency. This type of revenue is to be used only for one-time expenses, such as equipment, or on temporary programs.

**Stabilization Fund:** A portion of the General Fund balance that has been committed by resolution of the City Council for the applicable fiscal year.

## Glossary

**State-Shared Revenue:** Includes the city's portion of state sales tax revenues, state income tax receipts, and Motor Vehicle In-Lieu taxes.

**Supplemental Request:** This is a request for funding to provide 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.

**Tax Levy:** The total amount of the general property taxes assessed on property for purposes specified in the Tax Levy Ordinance.

**Tax Rate:** The amount of tax levied for each \$100 of assessed valuation.

**Transfer (Inter-Fund):** Movement of resources between two funds. Example: An inter-fund transfer would include the transfer of operating resources from the General Fund to an Enterprise Fund.

**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 departments or divisions to assess its level of service.



## Glossary

### Acronyms

**ADEQ:** Arizona Department of Environmental Quality

**ADOT:** Arizona Department of Transportation

**ADWR:** Arizona Department of Water Resources

**AGTS:** Arizona Governmental Training

**APWA:** American Public Works Association

**ARRA:** American Recovery & Reinvestment Act

**ASC:** American Sports Center

**AWPCA:** Arizona Water & Pollution Control Association

**CALEA:** Commission on Accreditation for Law Enforcement Agencies

**CDBG:** Community Development Block Grant

**CERT:** Computer Emergency Response Team

**CIP:** Capital Improvement Plan

**CMAQ:** Congestion Mitigation and Air Quality

**COP:** Certificate of Participation

**D.A.R.E.:** Drug Awareness Resistance Education

**EPA:** Environmental Protection Agency

**EVT:** Emergency Vehicle Technician

**FARE:** Fines, Fees, Restitution, Enforcement Program

**FTG:** Fill the Gap

**GAAP:** Generally Accepted Accounting Principles

**GAO:** United States General Accounting Office

**GASB:** Governmental Accounting Standards Board

**GAIN:** Getting Arizona Involved in Neighborhoods.

**GFOA:** Government Finance Officers Association

**GOHS:** Governor's Office of Highway Safety

**HOA:** Homeowner's Association

**HURF:** Highway User Revenue Fund

**JCEF:** Judicial Collection Enhancement Fund

**LSTA:** Library Services and Technology Act

**LTAF:** Local Transportation Assistance Fund

**MAG:** Maricopa Association of Governments

**MDC:** Municipal Development Corporation

**NPDES:** National Pollutant Discharge Elimination System

**OSHA:** Occupational Safety & Health Association

**PIR:** Phoenix International Raceway

**RICO:** Racketeer Influenced and Corrupt Organizations Act

**RPTA:** Regional Public Transit Authority

**SCADA:** Supervisory Control and Data Acquisition (Computer Software)

**VOCA:** Victims of Crime Act

**WIFA:** Water Infrastructure Financing Authority

**WWTP:** Wastewater Treatment Plant

