

City of Avondale, Arizona



Annual Budget & Financial Plan

Fiscal Year 2011-2012



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Avondale

Arizona

For the Fiscal Year Beginning

July 1, 2010

President

Executive Director

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, 2010.

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, 2011 through June 30, 2012
Adopted by the City Council on June 20, 2011*

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 2011-2012 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 2011-2012 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 2011-2012 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 2010-11 highlights, FY 2011-2012 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.



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
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POLICIES AND BUDGET DEVELOPMENT

Policies and Budget Development	25
Budget Calendar	34

BUDGET SUMMARY

Budget Summary	35
Revenue Summary	38
Projection of Financial Condition	49

DEPARTMENT BUDGETS

City Council	55
City Administration	56
Information Technology	58
Community Relations	62
Non-Departmental	68
Finance & Budget	69
Human Resources	72
Development Services & Engineering	75
City Clerk	81
Police	85
Court	90
Fire	94
Economic Development	97
Parks, Recreation & Libraries	99
Neighborhood & Family Services	105
Public Works	112



Table of Contents

CAPITAL IMPROVEMENT

Capital Improvement Plan..... 119
 CIP Ten Year summary..... 125
 CIP Detail
 Street Construction 127
 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 174
 Sanitation Development 185
 Water Equipment Replacement..... 187
 Sewer Equipment Replacement 189
 Sanitation Equipment Replacement..... 191
 Vehicle Replacement..... 193
 Equipment Replacement..... 195

SCHEDULES AND SUMMARIES

Schedule of Projected Fund Balances 197
 Revenue Schedule..... 199
 Expenditure Schedule 207
 Summary of Tax Levy/Tax Rate 209
 Schedule of Interfund Transfers..... 210
 Schedule of Authorized Positions..... 212
 Debt Service Schedules 232
 Schedule of Carryover Funding 237
 Schedule of Funded Supplemental Requests 240
 Vehicle Replacement Schedule 242
 Information Technology Replacement Schedule 243
 Glossary 248

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

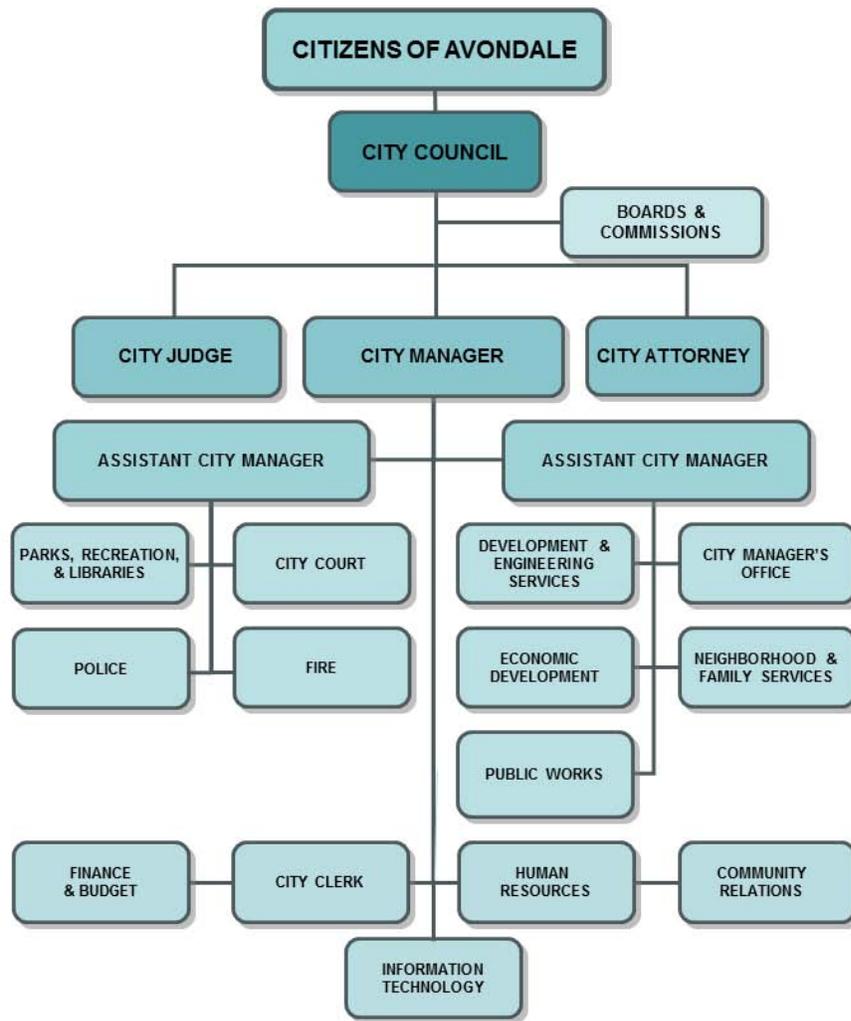
Innovation and Creativity

- 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, IT Director

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 2011-2012

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 City 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/REGIONAL COMMITTEES:

- Contributions Assistance Program Council Subcommittee
- Board, Commission, & Committee Interview, Council Subcommittee Member
- Served on the City Planning and Zoning Commission & Housing Code Task Force
- League of Arizona Cities & Towns, Executive Committee; Distinguished Service Award
- Arizona Women in Municipal Government, Ex-Officio President
- Governor's Military Affairs Commission & statewide Youth

Development Task Force

- Governor's Arizona Rides Council
- Attorney General's Latino Community Justice Council, Member
- Maricopa Association of Governments
 - Regional Council, Executive Committee, Treasurer
 - Regional Council, Member
 - Transportation Policy Committee, Former Chair
 - Youth Policy Committee, Former Chair
 - Human Service Coordinating Committee, Member
 - Economic Development Committee, Member
- Leadership West, Member and Former Board of Directors
- WESTMARC Executive Committee & Board of Directors Member
- Luke West Valley Council, Member
- Maricopa County El Rio Project, Executive Committee Member
- Southwest Valley Chamber of Commerce, Past Chair
- Southwest Valley START Transit Assessment and Review Team, Chair
- Estrella Mountain Community College/Southwest Skill Center Advisory Board
- Valley Metro/Regional Public Transportation Authority, Former Member
- Hispanic Leadership Forum del Oeste, Board of Directors, President

NATIONAL COMMITTEES:

- National League of Cities (NLC)
- NLC Board of Directors, Former Member
- NLC's Hispanic Elected Local Officials (HELO), Past President
- NLC's Women in Municipal Government (WIMG), Past President
- NLC's Advisory Council, Member
- National Association of Latino Elected Officials (NALEO), Member

PERSONAL:

- Recipient of numerous awards and recognitions
- Married; three children, six grandchildren.
- Native of Arizona, raised in Avondale
- Interests include social work, public service, reading and NASCAR!

Vice Mayor Jim McDonald

Elected September 2007
Selected Vice Mayor in January 2010
Term expires December 31, 2011

CITY/REGIONAL COMMITTEES:

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

EDUCATION & EMPLOYMENT:

- Financial Advisor, Wells Fargo Advisors 2010
Hold Series 7 General Securities License
Hold Series 63 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 Secret Security Clearance, 1985 to 1992
- Held Top Secret Security Clearance, 1992 to 1995

PERSONAL:

- Married with two children
- Arizona native; Avondale resident since 2005
- General interests: Outdoor activities, 4 wheeling, camping and hiking, and golf





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 of Directors

EDUCATION & EMPLOYMENT:

- Bachelor of Arts, Journalism, University of Arizona
- Director of Legislative Affairs, Arizona Department of Environmental Quality
- Yuma County Board of Supervisors, 1997-1998

- State Senator, Yuma and La Paz Counties, 1991-1997
- Mayor of Yuma, 1986-1990
- Past Member, Arizona Housing Commission

PERSONAL:

- Married; daughter at home; son in the US Navy
- Resident of Avondale for ten years
- General Interests: family, church activities, weight lifting, singing and baseball

Councilmember Ken Weise

Appointed to the City Council, January 2006
Elected in September 2007
Term expires December 31, 2012

REGIONAL/CITY COMMITTEES:

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

EDUCATION & EMPLOYMENT:

- Director of Corporate Contacts at Peak Supply
- Studied Business Administration at Moraine Valley College
- Certified in Network Analysis and Logic Analysis by Tektronix Corporation

PERSONAL:

- Married; two daughters
- Avondale resident since 1995; Arizona resident since 1986
- Board of Directors, Trinity Lutheran Church





Councilmember Frank Scott

Elected November 2005
Term expires December 31, 2014

CITY/REGIONAL COMMITTEES:

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

EDUCATION & EMPLOYMENT:

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

PERSONAL:

- Married; two children
- Resident of Avondale since 1974

Councilmember Charles Vierhout

Elected November 2009
Term expires December 31, 2013

REGIONAL/CITY COMMITTEES:

- 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/PROFESSIONAL INVOLVEMENT:

- RFP Review Committee; Maricopa County Community College District

PERSONAL:

- Married with twin boys
- Resident of Avondale since 1998



Councilmember Stephanie Karlin

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

CITY/REGIONAL COMMITTEES:

- Contributions Assistance Program Council Subcommittee
- Board, Commission, & Committee Interview, Council Subcommittee
- City Councilmember from January 2000 to January 2003
- Executive Board Member El Rio Project, Maricopa County Flood District
- Southwest Superfund Project, ADEQ
- Council Ambassador to Littleton Elementary School District

NATIONAL COMMITTEES:

- National League of Cities
 - Energy, Environment & National Resources Steering & Policy Committee, Member
 - International Council, Member
 - Public Safety and Crime Prevention Steering & Advocacy Committee, Past Member
 - Women in Municipal Government (WIMG), Member
 - Hispanic Elected Local Officials (HELO), Past Member
 - First Tier Suburbs Council, Member

EDUCATION & EMPLOYMENT:

- B.S. in Public Health
- Registered Environmental Health Specialist
- Registered Sanitarian

PERSONAL:

- Married with one daughter
- Avondale resident since 1990; Arizona resident for 35 years
- General interest/hobbies: Ethnobotany, crossword puzzles, archaeology, art, music, and reading



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

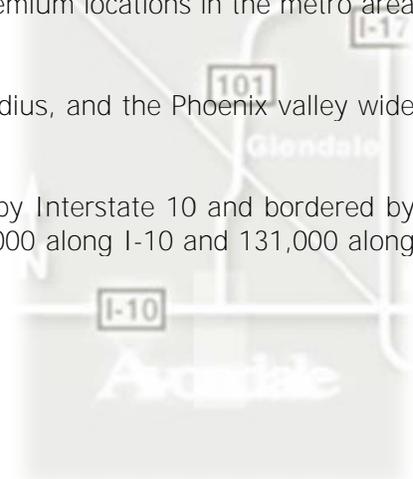
- With the establishment of Luke Air Force Base in 1941 and several manpower cutbacks as a result of new agricultural machinery, the area began a transition from a major agricultural focus to a mixture of farming and industrial, commercial, and service activities.
- In December 1946, the City of Avondale 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 4225 square foot building (pictured bottom left) on Central Avenue and Brinker Drive was Avondale city hall from 1971 to 2003.
- The new 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.
- Over the last decade, population growth took place at a rate of over 112%, making the city the 12th 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 2.3 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 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.
- Located on 60-acres along Avondale Boulevard, south of Van Buren Street, Avondale Civic Center houses City Hall, Police Administration, Municipal Court, and the Civic Center Library and provides a one-stop-shop government complex to serve residents. This development also serves as a cornerstone for the Avondale Boulevard business corridor which is currently under development.



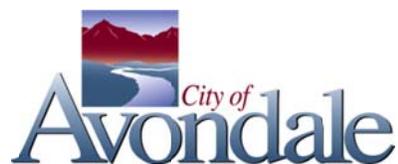
Community Profile

BUSINESS ENVIRONMENT

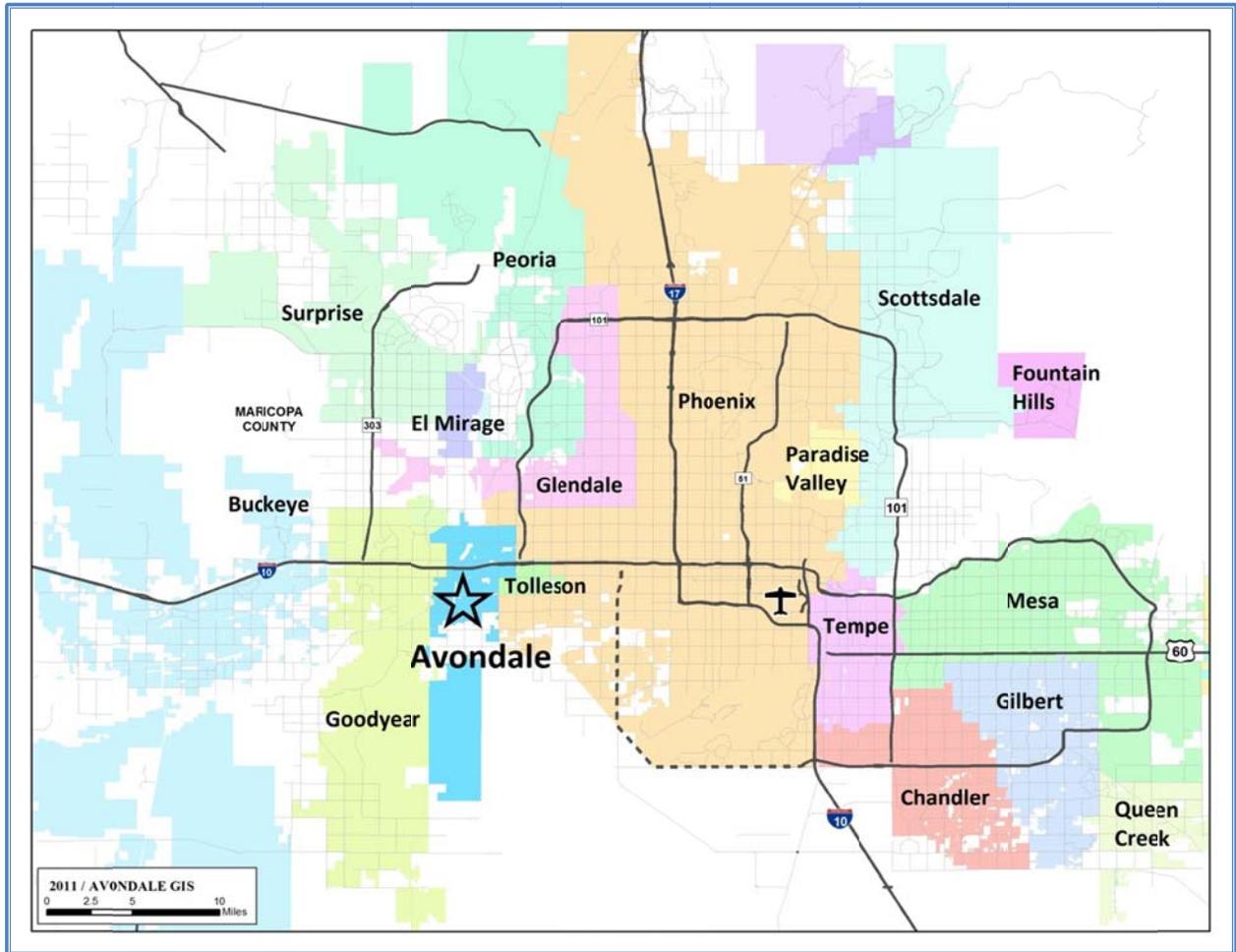
- Avondale, located adjacent to Phoenix, is situated in one of the fastest-growing labor forces in the US. The workforce in Avondale is young, educated, and skilled, consisting of over 35,000 workers and a median age of 30.
- Excellent accessibility to suppliers, customers, and other markets through Phoenix Sky Harbor International Airport, with over 449,000 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.



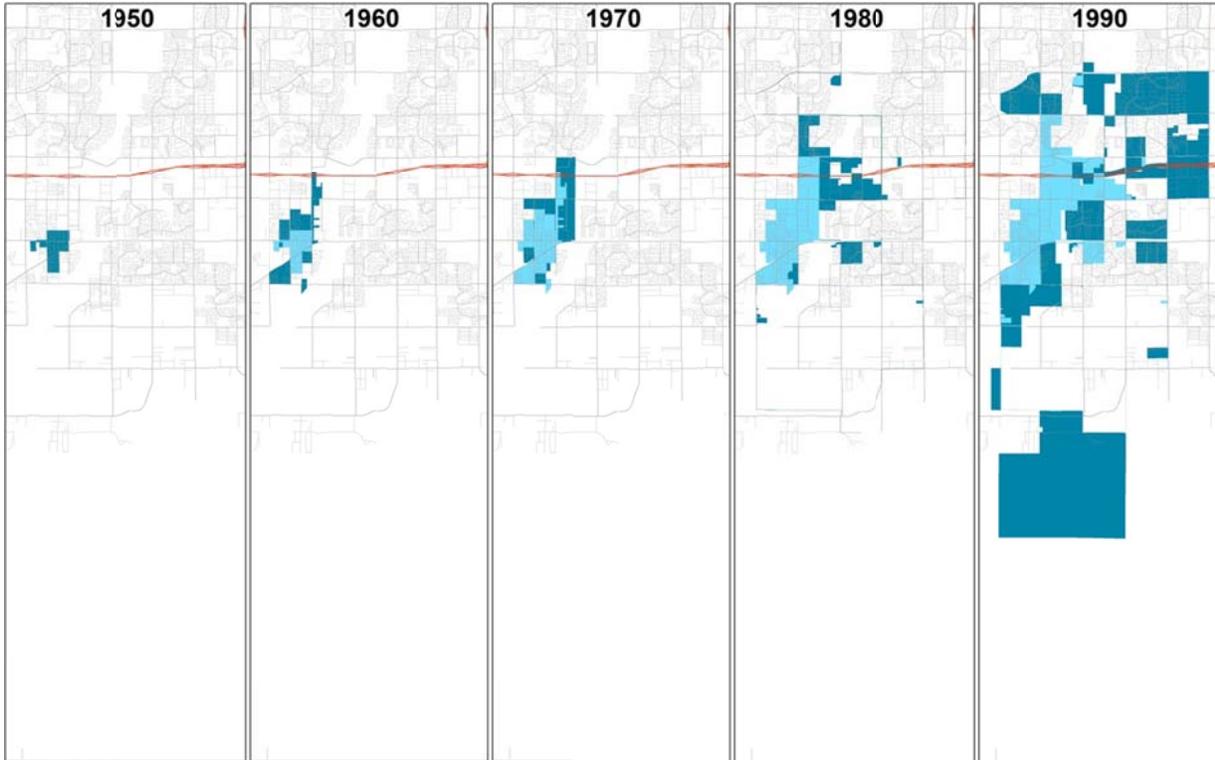
- New developments for shopping, restaurants, hotels and other commercial ventures include City Center; multiple retail power centers such as Gateway Pavilions, Coldwater Promenade, Gateway Crossing and Alameda Crossing.



Avondale and Greater Phoenix Communities



Avondale Growth



<u>Historical Population and Size</u>	
1950	
• Population: 2,505	Square Miles: 0.5
1960	
• Population: 6,151	Square Miles: 1.2
1970	
• Population: 6,626	Square Miles: 2.5
1980	
• Population: 8,168	Square Miles: 4.7
1990	
• Population: 16,169	Square Miles: 6.0
2000	
• Population: 35,883	Square Miles: 41.8
2010	
• 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 2011-2012	\$163,154,810
Number of City Employees (FTE)	483.5
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	8
Multi-Use Fields	10
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	166.8
Number of Patrol Vehicles	100

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	20,500

Water Systems

Miles of Water Mains	293
Number of Service Connections	22,683
Daily Average Consumption in Gallons	11,340,000
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

Miscellaneous Statistics

Number of Secondary Schools.....	4
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 Nissan
 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

Old Town 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

Population¹

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 Workforce²

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%

Climate³

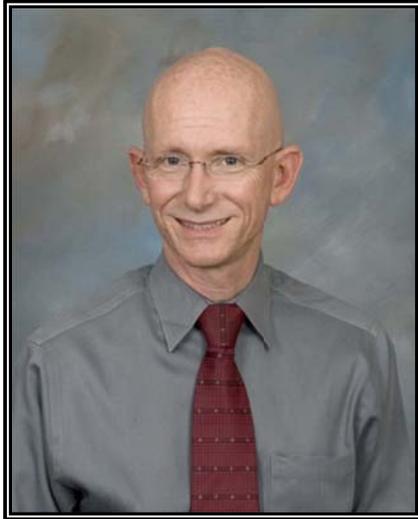
Average maximum temperature	87.6°F
Average annual temperature	71.0°F
Average annual precipitation	8.62"

City Election Turnout⁴

Registered Voters (as of 4/27/11)	30,486
Registered Voters (as of 11/2/10)	29,036
Ballots cast at 11/2/10 Election	12,632
Voter Turnout	44%

Sources: ¹2010 United States Census ²Nielson Demographic Snapshot, August 2010 ³National Weather Service ⁴Avondale 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 2011-2012.

I am happy to report that this budget proposal reflects a departure from the previous few years' budget plans with their reductions-in-force and budget cutting measures. We have a sunnier outlook as a result of financial indicators trending in a positive direction over the last several months. With expected stabilization in the economy for the coming fiscal year and positive growth in local revenues, the city is not in the difficult position it was in in previous years when we had to make dramatic reductions in order to balance the budget.

However, a few dark clouds remain and at this time we are not yet in a position where we are able to add to the budget in any large measure, either. Once again, the state shared revenues will decline this fiscal year due to the two year lag in Urban Revenue Sharing which is now showing the decline in individual and corporate income taxes experienced in the deepest part of the recession. While further deep cuts are not being recommended, management has reduced budgets where staff has found additional savings and efficiencies. This budget represents a "nuts and bolts" approach: maintaining existing service levels and improving critical equipment and infrastructure with the minimal amount of supplemental requests approved for additional funding. Because the outlook has stopped being overwhelmingly negative as in year's past, a budget proposal which simply maintains the status-quo is actually quite good as we move into next year.

While the overall operating budget has been reduced, progress continues on achievement of the Council's goals and objectives. The advancement toward realizing the City Council's vision for the City Center hit its stride with the dedication of the Randall McDaniel Sports Complex in November of last year. The budget as planned includes funding for continued development on the City Center to include the adjoining shopping and dining area construction and the required infrastructure.

Fiscal Year 2011-2012 Budget Summary

The total recommended budget for FY 2011-2012 is \$163,154,810. Most funds will require close monitoring this year, should revenues decline, but overall ongoing operations are fully funded with projected revenues or reserves. A few supplemental requests were added this year dealing with critical life-saving equipment for the Fire Department, funding for the Engineering Department to get the City in compliance with federally mandated road signage and striping, equipment and infrastructure for the Public Works Department, and restoring funding to the Economic Opportunities Fund. Operating and capital expenditures have been prioritized to advance the goals and objectives established by the City Council.

City Manager's Budget Message

Total general fund expenditures and transfers out for fiscal year 2011-2012 are projected to be \$41,313,240. Included in these costs is \$3.0 million for contingency. Transfers out of the general fund include \$425,000 for capital projects in the fire capital and library funds. The fund balance at the end of fiscal year is projected to be \$21.1 million; down from 2010-2011's projected ending balance of \$23.0 million.

Capital expenditures, including enterprise fund projects and transfers for debt service for the fiscal year 2011-2012, are estimated at \$62,296,410. The capital improvement plan presented incorporates a diverse financing plan. 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.

Significant Budget Changes – changes to the 2011-2012 base budget include the following items:

- Eliminated \$2.5 million in incentive rebates
- Added \$150,000 in fuel contingency monies in anticipation of rising fuel prices
- Contracted with a third-party for home alarm system response; expected to cut down on time and expense in Police from responding to false alarms
- Added \$120,000 for the Avondale Transit Circulator

Overall, for FY 2011-2012, the budget was reduced by \$24.5 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.

As in years past, staff has maintained a conservative approach with regard to setting the FY 2011-2012 ongoing revenue base to help ensure that the City can weather any economic situation. 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. According to the 2010 Census which was recently conducted, Avondale's population grew in relation to other cities in the state and as a result, we will benefit from an increase in revenues based on census figures. While showing small signs of improvement, the local economy has just recently begun to hit previous year's projections and projections for the coming year follow that trend cautiously. This year, property tax revenues have 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

City Manager's Budget Message

on the assessed value of all property within Avondale, will generate approximately \$600,000 less than needed to pay the City's General Obligation. Fund balance will be used to bridge the gap between revenues and expenditures in this case.

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 sixth 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 and 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.

Strategic Goals

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.

- Develop a plan for attracting a wide range of quality jobs to Avondale
- Aggressively recruit businesses and employers
- Build on legislative jobs priorities
- Advocate at the State Legislature for stronger, more effective economic development tools
- Establish an Ad Hoc Committee comprised of City representatives and representatives from the business and education communities to attract technology-based businesses to Avondale and explore ways to reduce costs through shared IT resources

City Manager's Budget Message

Goal: Community Involvement

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

- Encourage effective coordination and involvement with community groups and other levels of government
- Promote continued community involvement by residents
- Continue self-sustaining/low-cost community and special events

Goal: Financial Stability

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

- Ensure that the public is informed of Avondale's financial position and financial outlook
- Take a strong position on protecting State Shared Revenues (SSR) and local control
- Ensure that new and current state legislators are well-informed regarding the importance of SSRs to the cities' ability to provide service to their constituents
- The Mayor and Councilmembers, in coordination with the city's Legislative Liaison, will take a more active role in communicating with state legislators regarding the city's fiscally prudent actions, and the impact of any state actions to local government

Goal: Quality of Life

Provide quality of life options and opportunities in the community.

- Continue to market our quality of life
- Seek ways to partner with schools on quality of life events and programs

Goal: Public Safety

Improve public safety in the community.

- Implement the Community Action Team (CAT) at full capacity
- Develop a plan and funding mechanism for public safety equipment replacement
- Continue crime reduction efforts
- Promote positive news coverage as it relates to crime-based stories

Goal: Environmental Leadership

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

- Continue progressive and proactive efforts with regard to environmental issues
- Continue to work with the ADEQ and EPA to aggressively pursue action by Crane Co. to address the PGA North Superfund site issue

Goal: Staff Retention

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

- Hold employee salaries at the same level until the economic outlook is considerably improved
- Employees will have to bear any increases in health benefits costs

City Manager's Budget Message

Goal: Transportation Management

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

- Represent Avondale's interests at MAG, RPTA, ADOT, and the federal level
- Promote West Valley cohesion on transportation issues
- Actively engage in seeking funding for Avondale and West Valley transportation projects at the regional, state and federal levels
- Improve access to information regarding road construction/traffic delays on the city's website

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 1st 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.

Policies and Budget Development

- ◆ 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.
 - ◆ 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 30th 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.

Policies and Budget Development

- ❖ 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 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 (GASB). 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.

Policies and Budget Development

- ❖ 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.

Policies and Budget Development

- ❖ Council position, policy statement, or general consensus regarding a service.
- ❖ 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.

Policies and Budget Development

- ❖ 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.

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

Policies and Budget Development

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.

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 2011-2012

October

- 4th** CIP worksheets distributed to departments
- 15th** Resident Appreciation Night

November

- 8th** Council Budget Work Session
- 18th** Departments submit preliminary CIP updates and requests

January

- 3rd** Budget Kick-Off
- 3rd** Adoption of Council Goals
- 3rd – 6th** Administrative review of CIP
- 3rd – 20th** Management budget review meetings
- 20th** Department operating budget requests due
- 24th – 27th** Staff preliminary review of budget requests
- 31st** Preliminary operating budget presented to City Manager

February

- 2nd** CIP Citizen's Committee meeting
- 7th** General Fund budget presented to City Council
- 17th** Final revenue estimates prepared

March

- 21st** City Manager recommended budget distributed to City Council
- 31st** Carryover Requests due to Budget Office

April

- 11th** Council workshop on proposed operating and capital budgets
- 12th – 28th** Prepare the tentative budget
- 20th** Publish Rates and Fees Schedule (60 days before adoption)

May

- 16th** Adopt tentative budget

June

- 6th** Publish tentative budget and truth in taxation notice
- 13th** Publish tentative budget and truth in taxation notice
- 20th** Hold public hearing on budget and property tax levy. Convene special meeting to adopt final proposed budget.

August

- 1st** Adopt property tax levy and fee schedule

Budget Summary

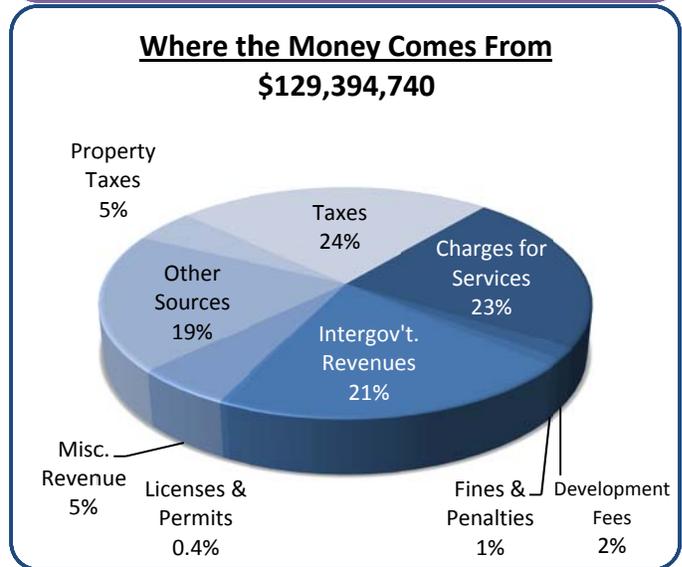
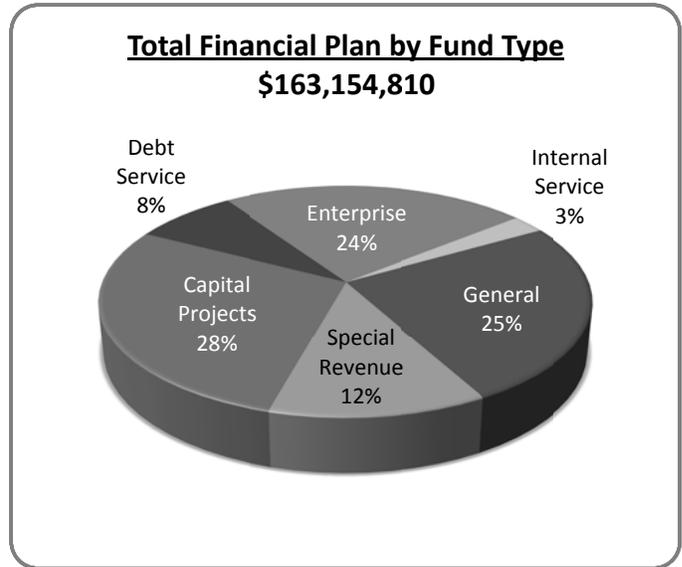
Fiscal Year 2011-2012

Overview

The annual budget for fiscal year 2011-2012 totals \$163,154,810. The appropriations by major fund type are depicted on the right. The general fund appropriations comprise 25% of the total budget and capital funds make up 28%. Enterprise funds, including enterprise capital projects make up about 24%. 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.

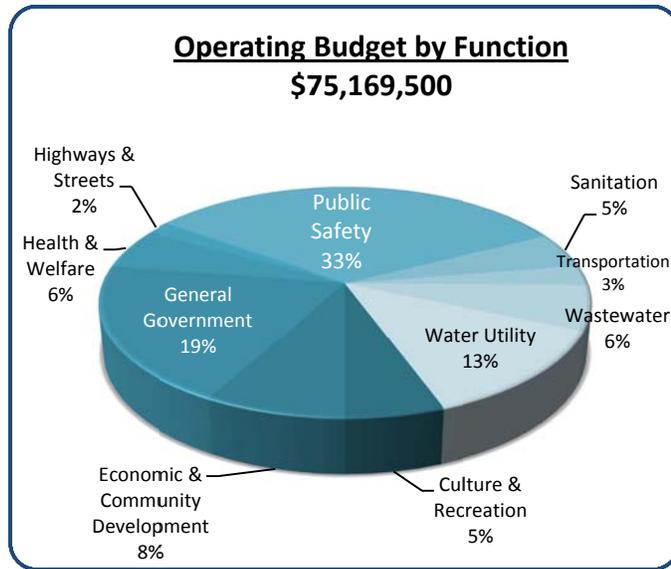
The largest category of expenditure in the adopted budget is the operating budget at \$75,169,500, or 46% of the total 2011-2012 budget. The second largest category is capital projects, which includes the enterprise fund capital, at \$61,894,610, or 38%. The major projects are discussed in the capital improvement plan section of this document. Debt service is \$15,340,700 or 9% and contingencies total \$10,750,000 or 7%. When compared to the prior year budget, this is an overall decrease of almost 14% which includes a decrease in the operating budget of about 1%. Usually larger than the operating in years past, capital projects reflect a decrease in funding of approximately 27%.

Revenue projections for fiscal year 2011-2012 total \$129,394,740. Local taxes, which include only sales and property taxes levied by the City of Avondale, make up the largest share at 24% 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 include all enterprise fund user fees, recreation user fees and internal service



Budget Summary

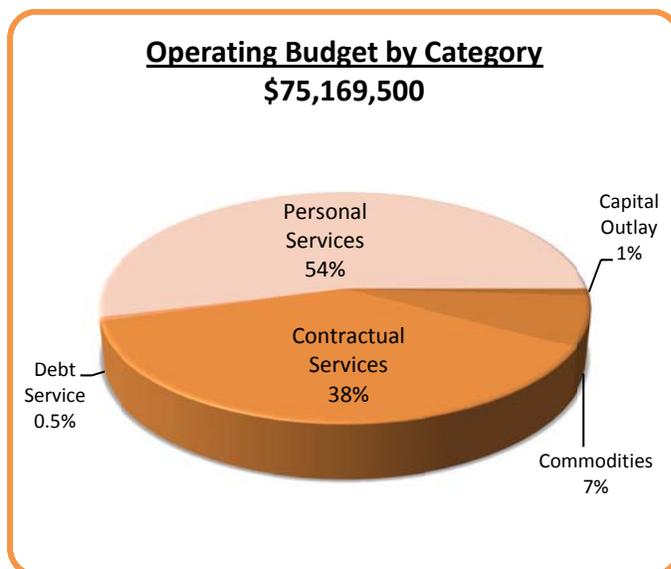
charges. Development fees, at 2% of total revenues, are used to fund capital projects or pay debt service on project bonds. Fines, forfeitures and penalties are one of the smallest revenues sources at one percent and include all court revenues. The remaining 6% includes all other revenues such as interest 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 38% 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.

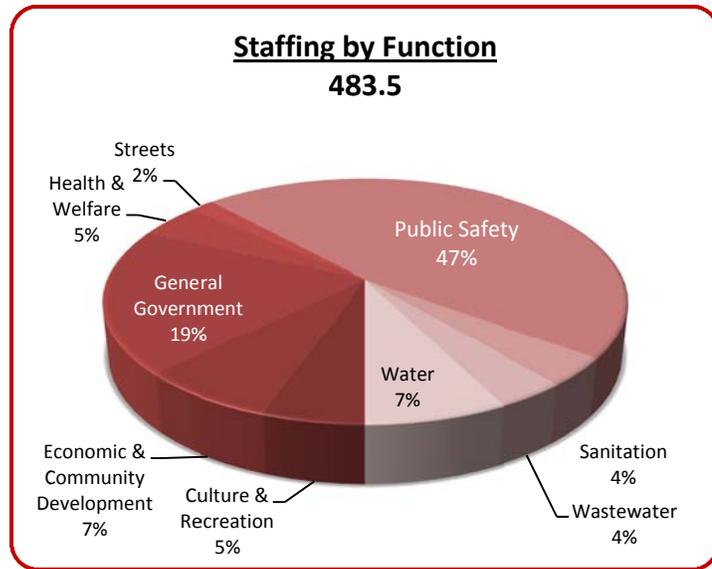


Expenditure assumptions for the 2011-2012 fiscal year include no salary, health, or inflationary adjustments. The anticipated increase in health insurance premiums and retirement rates will be absorbed by the employees. The capital project funds maintain funding for the scheduled replacement of equipment 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 2011-2012 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 result of these staffing adjustments has been no net change in staffing levels this year; the total Council authorized full-time equivalent (FTE) position count remains at 483.5.



Positions Eliminated

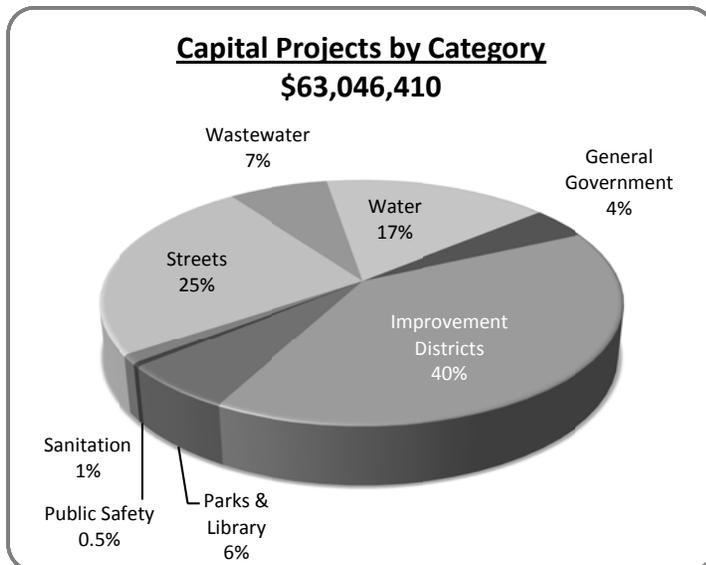
Executive Assistant Plans Review Engineer
Engineering Inspector

Positions Added

Deputy Fire Chief (2) Training Fire Captain

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 four 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 2011-12 are \$63,046,410 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

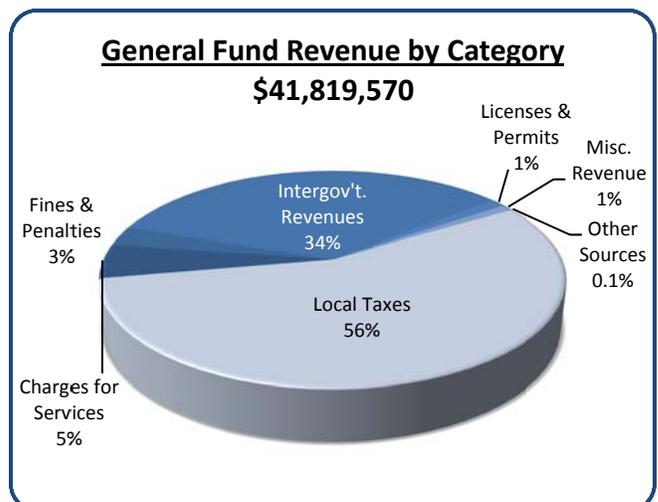
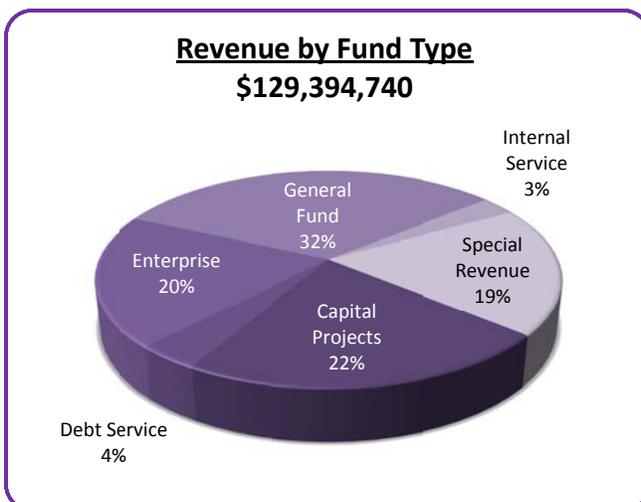
the plan. The plan utilizes not only development fees to ensure that new development is paying for costs associated with growth, but also includes operating transfers that allow existing residents to contribute to the many projects that are planned. The financing plan also includes a transfer to the 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 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 3% for Avondale and 5% for state
- Inflation at 2.0%, population growth 2% and 50 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 \$41,819,570. 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.



Revenues

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.

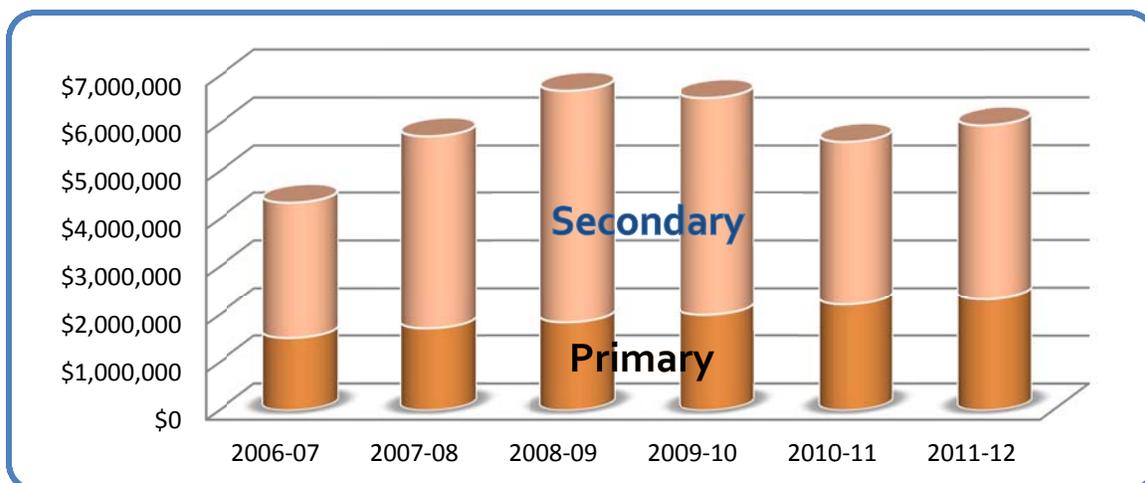
The secondary property tax allows a city to levy a property tax for the purpose of retiring the principal and interest on bonded indebtedness. This property tax may be levied in any amount necessary to retire bonded indebtedness as deemed prudent by the city and utilizes the full cash-value of the home, 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 - \$0.581 per \$100 of assessed valuation in FY2011-12
 Secondary - \$0.75 per \$100 of assessed valuation in FY2011-12

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 2010-11 is a decrease of 18%. The secondary value decreased by 23%. However, total expected revenues are 6% higher than the previous year which, aside from the raising the rates (2% limit on primary and 1% on secondary) is primarily due to new construction.

Fiscal Year	Revenue	Inc./ (Dec.)
2006-07	\$4,350,777	19%
2007-08	\$5,755,814	24%
2008-09	\$6,704,020	14%
2009-10	\$6,553,485	(2%)
2010-11 Estimate	\$5,638,000	(16%)
2011-12 Projection	\$5,981,060	6%



Revenues

City Sales Tax

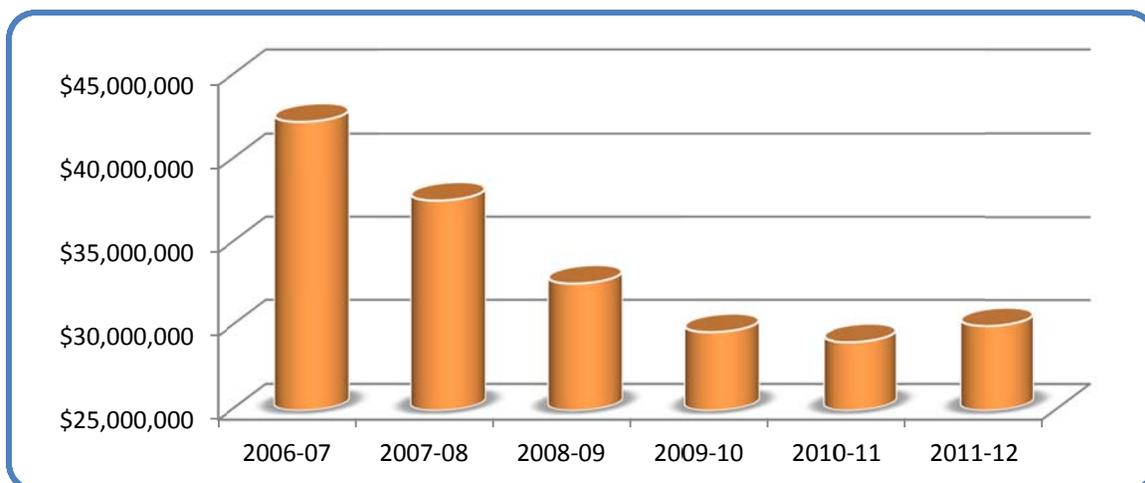
Description The City of Avondale imposes a tax on the sale of merchandise within the limits of the City. A use tax is also in effect for goods brought into and used in the City of Avondale. Effective on July 1, 2001, the City implemented a voter approved 0.5% sales tax dedicated for capital projects. 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 3% is projected for the fiscal year 2011-12. 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.)
2006-07	\$42,289,043	8%
2007-08	\$37,549,019	(11%)
2008-09	\$32,613,973	(13%)
2009-10	\$29,664,424	(9%)
2010-11 Estimate	\$29,064,743	(2%)
2011-12 Projection	\$30,035,530	3%



Revenues

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.

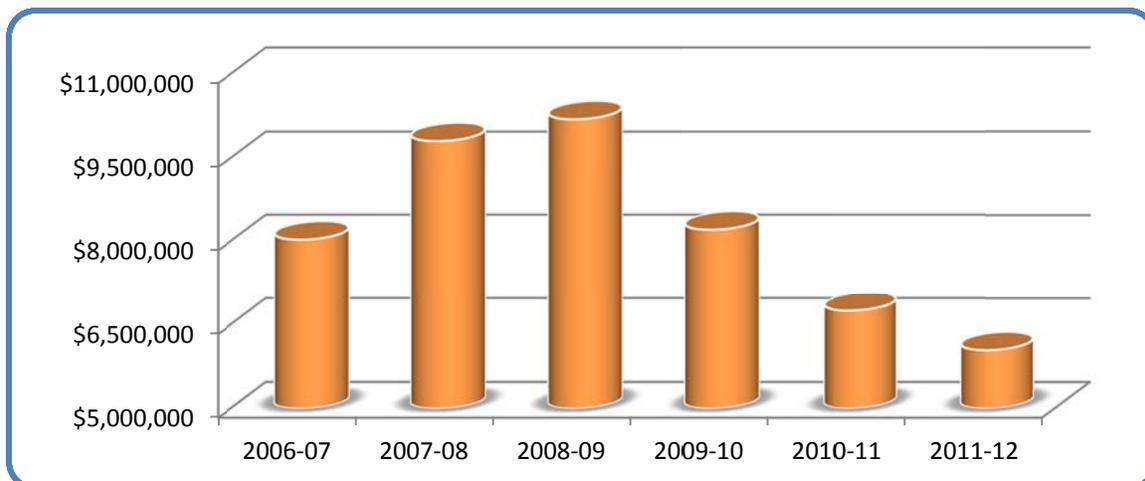
Use May be used for any municipal public purpose. There are no restrictions as to usage for this revenue source.

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 10% decrease in the fiscal year 2011-12 distribution is expected, based on income taxes collected by the Arizona Department of Revenue for the 2010 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.)
2006-07	\$8,031,441	96%
2007-08	\$9,806,105	22%
2008-09	\$10,195,604	4%
2009-10	\$8,208,394	(19%)
2010-11 Estimate	\$6,750,612	(18%)
2011-12 Projection	\$6,043,560	(10%)



Revenues

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.

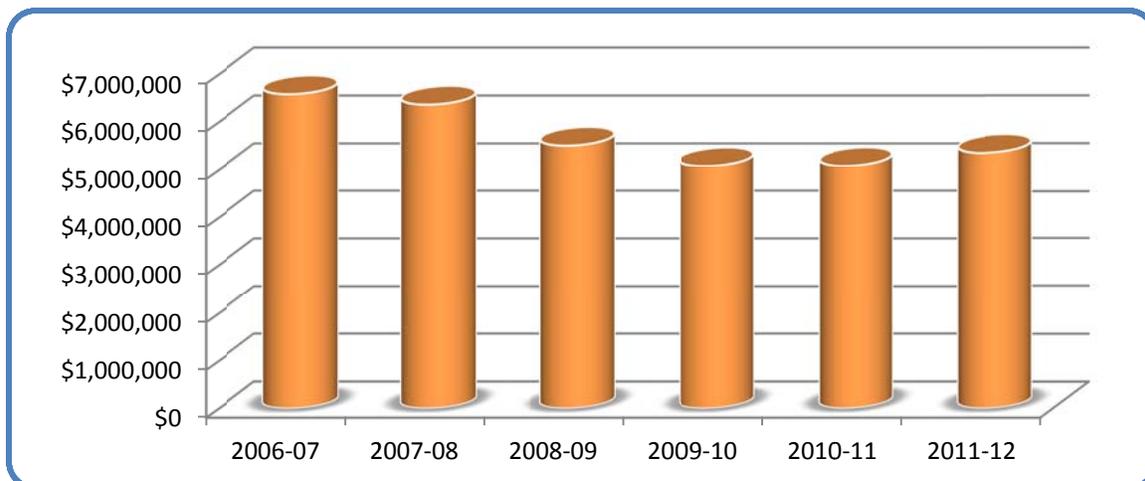
Use May be used for any municipal public purpose. There are no restrictions as to usage for this revenue source.

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 remain stable for the 2011-2012 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.)
2006-07	\$6,592,077	63%
2007-08	\$6,374,091	(3%)
2008-09	\$5,518,183	(13%)
2009-10	\$5,089,719	(8%)
2010-11 Estimate	\$5,091,514	0%
2011-12 Projection	\$5,363,870	5%



Revenues

Highway User Fees

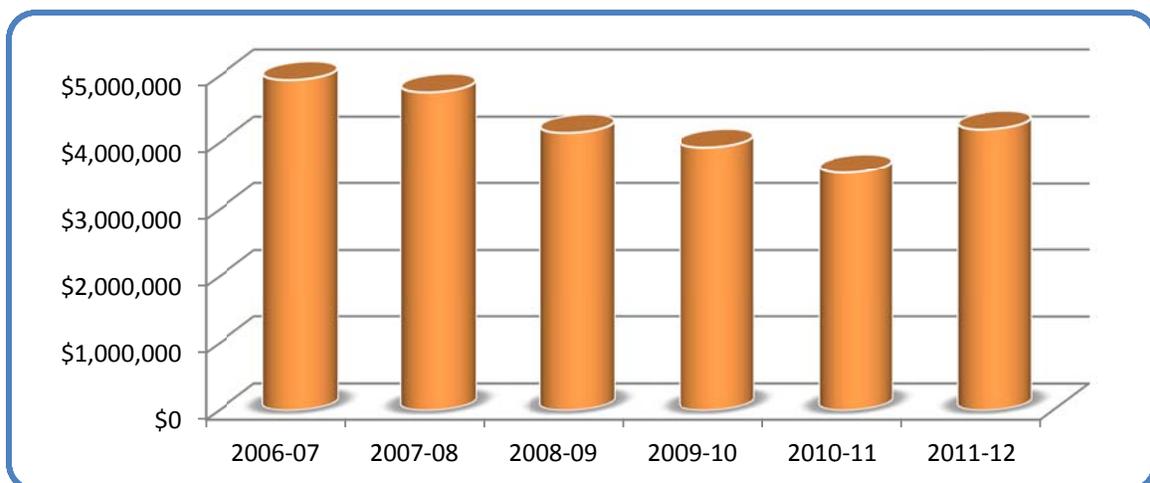
Description The State of Arizona collects various fees and taxes from users of the State's roads and highways. An excise tax is charged on fuel purchases on a per gallon basis. There are also a number of additional transportation related fees/taxes which are distributed through the highway user revenue 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. Due to the weak economy, a 10% decline is estimated for the current 2010-11 fiscal year. With fuel prices increasing both nationally and in Arizona, and expected to remain around \$4.00 per gallon well into 2012, an 18% growth rate is projected for 2011-12.

Fiscal Year	Revenue	Inc./ (Dec.)
2006-07	\$4,948,541	68%
2007-08	\$4,764,909	(4%)
2008-09	\$4,161,313	(13%)
2009-10	\$3,942,434	(5%)
2010-11 Estimate	\$3,560,544	(10%)
2011-12 Projection	\$4,209,430	18%



Revenues

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.

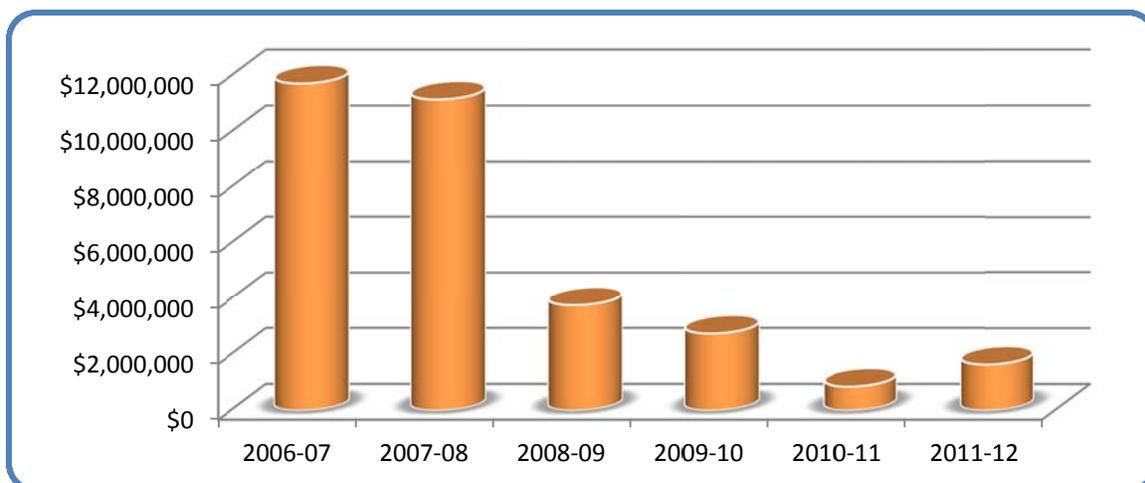
On April 26, 2011 the Governor of Arizona signed legislation establishing new guidelines for the collection of development fees; specifically eliminating sanitation, library and general government fees. The collection of fees is acceptable for facilities financed prior to June 1, 2011, where fees were 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 50 homes being permitted in FY 2011-12. Due to the cyclical nature of construction, the City uses very conservative fee projections.

<u>Fiscal Year</u>	<u>Revenue</u>	<u>Inc./(Dec.)</u>
2006-07	\$11,741,044	(43%)
2007-08	\$11,170,075	(5%)
2008-09	\$3,771,193	(66%)
2009-10	\$2,753,890	(27%)
2010-11 Estimate	\$855,116	(69%)
2011-12 Projection	\$1,646,350	93%



Revenues

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.

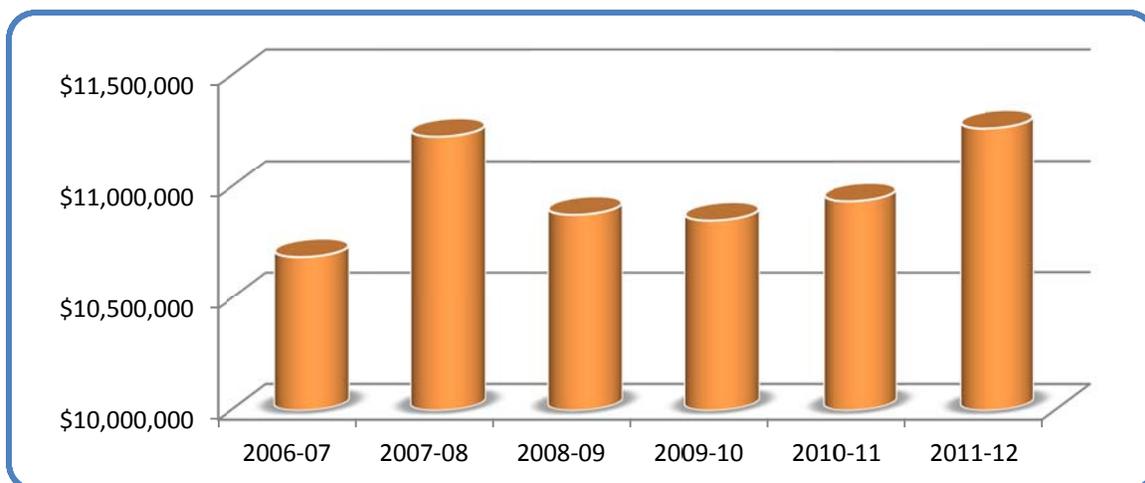
Structure

Meter Size-Base Fee all users* - per bill admin fee		\$ 2.60	
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
Residential Usage Charge* / 1,000 gallons		Non-Residential Usage Charge/ 1,000 gallons	
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 2010-11 fiscal year. That trend is expected to continue for the 2011-12 fiscal year.

Fiscal Year	Revenue	Inc./(Dec.)
2007-08	\$11,230,152	5%
2008-09	\$10,877,716	(3%)
2009-10	\$10,851,807	0%
2010-11 Estimate	\$10,937,908	1%
2011-12 Projection	\$11,266,050	3%



Revenues

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.

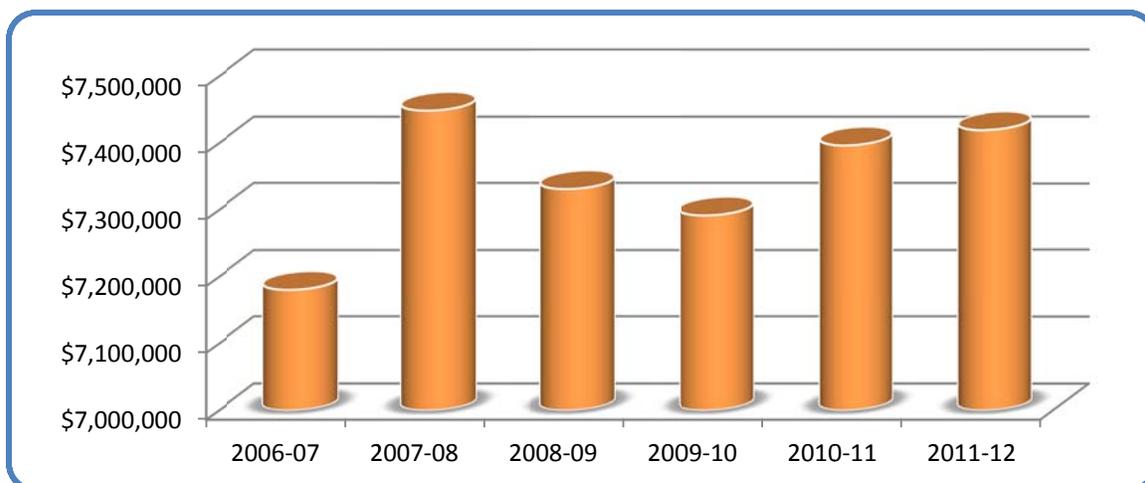
Structure

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.)
2006-07	\$7,181,047	11%
2007-08	\$7,449,333	4%
2008-09	\$7,331,141	(2%)
2009-10	\$7,291,881	(1%)
2010-11 Estimate	\$7,397,511	1%
2011-12 Projection	\$7,420,100	0%



Revenues

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.

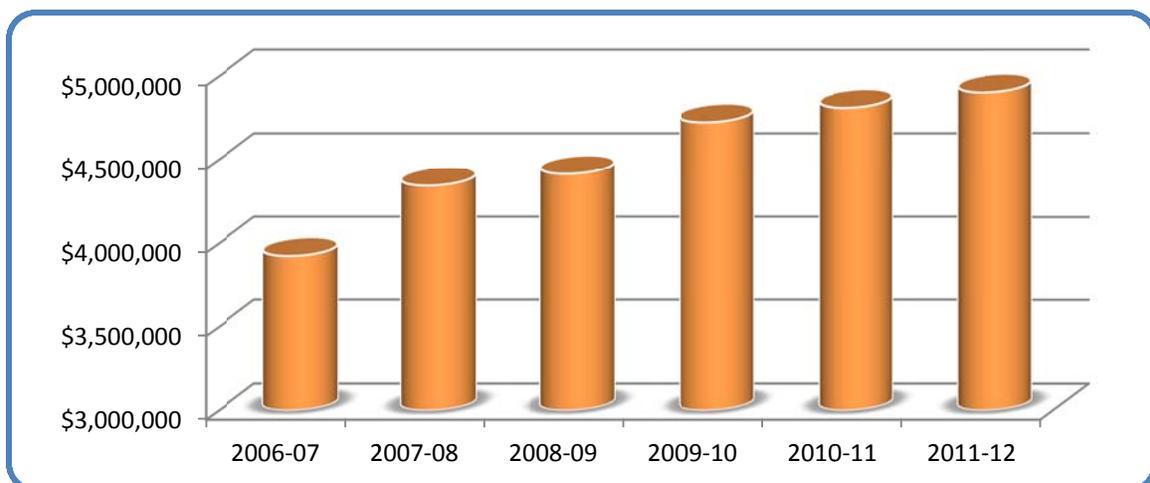
Use Revenue from the City's sanitation services is collected and deposited in the Sanitation Enterprise fund. The revenue is used to recover the costs of collection and disposal of refuse and recyclables.

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 340 new customers.

Fiscal Year	Revenue	Inc./(Dec.)
2006-07	\$3,925,823	15%
2007-08	\$4,346,895	11%
2008-09	\$4,417,367	2%
2009-10	\$4,726,580	7%
2010-11 Estimate	\$4,812,888	2%
2011-12 Projection	\$4,904,600	2%



Revenues

Grant Revenue

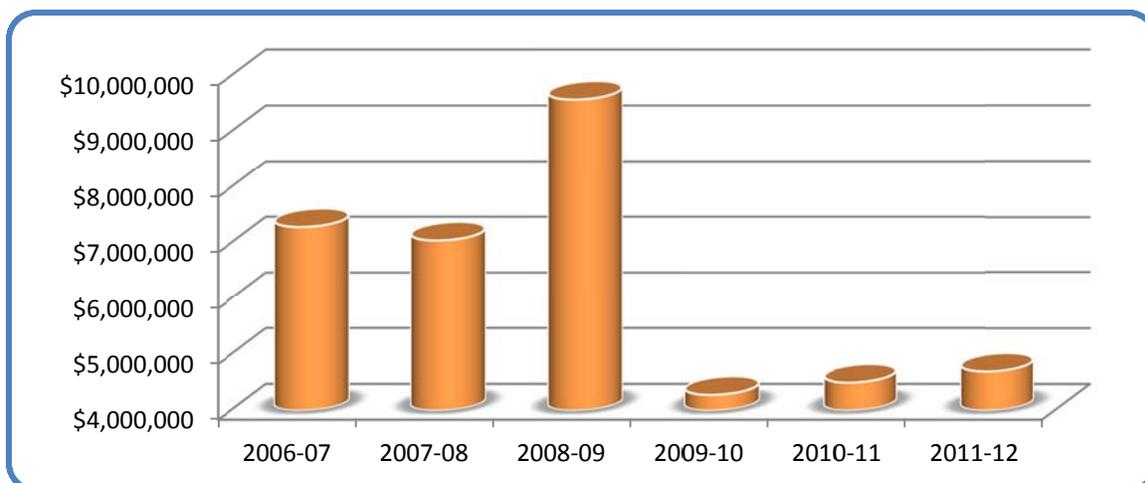
Description The City of Avondale actively pursues grant funds from a wide variety of sources, both governmental and non-governmental. Some of the grants the city has received in recent years include: American Recovery & Reinvestment Act of 2009 (ARRA) which provided funding for public safety, streets and roads, and energy efficiency; as well as Community Block Development Grant (CDBG) for addressing community development needs.

Use Grants typically have requirements set by the grantor that restrict the use of grant monies as outlined in the grant contract. These parameters will vary from grant-to-grant but usually set spending guidelines that will further the goals of the funding agency. Costs associated with administering the grant, such as personnel management, accounting, etc. may or may not be a valid use of grant monies, and is up to the discretion of the grantor.

Structure Grant revenues are a temporary and transient funding source and as such, almost all are treated as one-time revenues and not included in the city's base budget. Some grants are for a single fiscal year and others span several years. Grants may take up to two years to be awarded. Avondale's Grants Administration Division oversees the daily functions related to grant management and reporting.

Assumptions The City of Avondale estimates it will pursue \$10 million in grant funding roughly half of which it will likely be awarded for fiscal year 2011-2012.

Fiscal Year	Revenue	Inc./ (Dec.)
2006-07	\$7,293,252	52%
2007-08	\$7,053,007	(3%)
2008-09	\$9,583,714	26%
2009-10	\$4,282,047	(124%)
2010-11 Estimate	\$4,500,000	5%
2011-12 Projection	\$4,700,000	4%



Projection of Financial Condition by Fund Group

Fiscal Year 2011-12

City Funds and Fund Balance Information

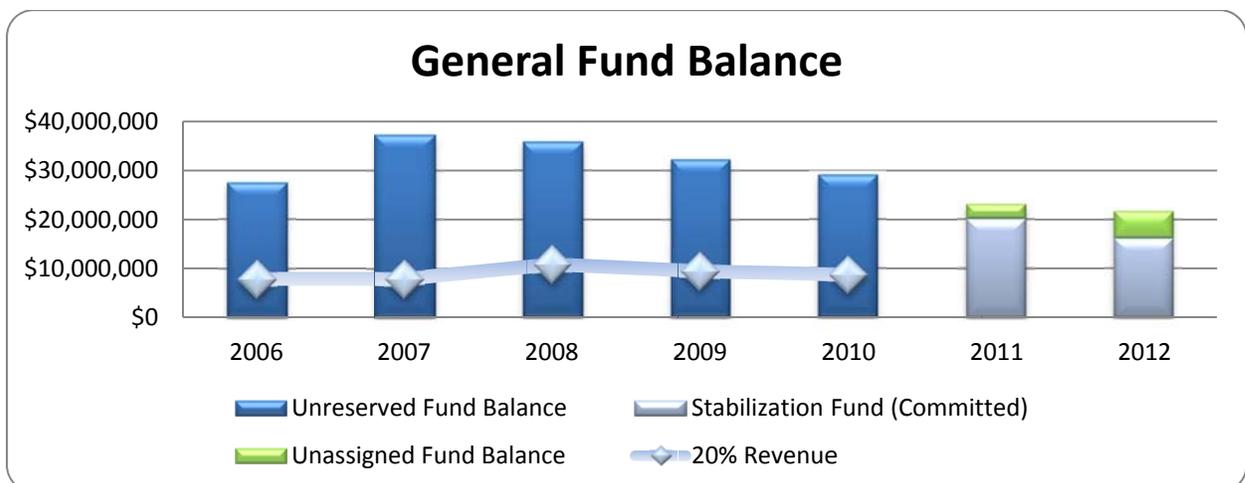
Fund Group	June 30, 2011 Estimated Fund Balance	2011-2012 Estimated Revenue	2011-2012 Estimated Expenditures	Net Transfers In/(Out)	Stabilization Fund	June 30, 2012 Estimated Fund Balance
General Fund	23,099,520	41,819,570	41,313,240	(2,656,580)	16,192,523	4,756,747
Special Revenue	7,573,138	24,847,700	20,077,000	(6,336,330)	-	6,007,508
Capital Projects	24,092,918	28,753,350	46,219,290	1,377,470	-	8,004,448
Debt Service	7,028,161	4,799,840	12,854,200	7,480,500	-	6,454,301
Enterprise	45,883,460	25,557,580	38,555,280	150,000	-	33,035,760
Internal Service	2,869,493	3,616,700	4,135,800	(15,060)	-	2,335,333
Total All Funds	110,546,690	129,394,740	163,154,810	0	16,192,523	60,594,097

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 2012 fiscal year, total spendable fund balance in the general fund is estimated to total \$20,949,270 of which \$16,192,523 is committed to the stabilization fund leaving \$4,756,747 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 a Council approved use of fund balance to cover projected ongoing revenue shortfall as depicted in the General Fund Budget Analysis below.



Projection of Financial Condition by Fund Group

Fiscal Year 2011-12**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 & Family Services</i> |
| ▪ <i>Finance & 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 & Libraries</i> |

General Fund Budget Analysis

Revenue	Recurring Revenue			Non-Recurring Sources			Totals
Taxes			22,107,910			1,235,490	23,343,400
Intergovernmental Revenues			13,095,050			1,159,210	14,254,260
Licenses and Permits			324,940			192,190	517,130
Charges for Services			128,160			1,978,860	2,107,020
Fines, Forfeitures and Penalties			1,185,230			-	1,185,230
Other Financing Sources			-			30,000	30,000
Investment Income			6,150			18,460	24,610
Miscellaneous Revenue			115,810			242,110	357,920
Total Revenue			36,963,250			4,856,320	41,819,570
Expenditures	Base Budget			One-Time Uses			
	<i>FY 2011 Base</i>	<i>Additions</i>	<i>FY 2012 Base</i>	<i>Supplementals</i>	<i>All Other*</i>	<i>Sub-Total</i>	
General Government	8,734,320	145,000	8,879,320	16,400	4,015,380	4,031,780	12,911,100
Public Safety	18,106,640	-	18,106,640	-	274,200	274,200	18,380,840
Health and Welfare	1,482,830	-	1,482,830	-	64,610	64,610	1,547,440
Economic and Community Develop.	3,315,320	-	3,315,320	182,580	434,160	616,740	3,932,060
Culture and Recreation	3,120,520	-	3,120,520	73,500	974,000	1,047,500	4,168,020
Capital Outlay	-	-	-	-	6,870	6,870	6,870
Debt Service	366,910	-	366,910	-	-	-	366,910
Sub-Total	35,126,540	145,000	35,271,540	272,480	5,769,220	6,041,700	41,313,240
Net Transfers	2,320,350	45,000	2,365,350	-	291,230	291,230	2,656,580
Grand Total Uses	37,446,890	190,000	37,636,890	272,480	6,060,450	6,332,930	43,969,820
Net Change in Fund Balance			(673,640)			(1,476,610)	(2,150,250)

*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).

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.

Projection of Financial Condition by Fund Group

Fiscal Year 2011-12

We are anticipating an uptick in revenues for both Dedicated Sales Tax funds in anticipation of some measure of economic recovery. However, State legislative action has reduced revenue sharing of HURF and lottery funds that were used for local transportation purposes (LTAF). The decline in fund balance is attributable to departments planning to utilize fund balance to manage projects and operations including those affected by the decrease in state share revenues. Transit Operations, Public Works, and Engineering all plan to rely on accumulated funds for next year.

Departments by Function Supported by Special Revenue Funds

- | | |
|------------------------------|---|
| General Government | Streets & Highways |
| ▪ <i>Community Relations</i> | ▪ <i>Public Works</i> |
| ○ <i>Transit Operations</i> | ○ <i>Street Maintenance</i> |
| ▪ <i>City Court</i> | Health & Welfare |
| Public Safety | ▪ <i>Neighborhood & Family Services</i> |
| ▪ <i>Police</i> | Economic & Community Development |
| ▪ <i>Fire</i> | ▪ <i>Development Services and Engineering</i> |
| | Culture & Recreation |
| | ▪ <i>Parks, Recreation & Libraries</i> |

Special Revenue Funds Budget Analysis

Revenue	Recurring Revenue			Non-Recurring Sources			Totals
Taxes			10,007,200			450,820	10,458,020
Intergovernmental Revenues			5,625,040			3,556,810	9,181,850
Fines, Forfeitures and Penalties			103,920			0	103,920
Investment Income			1,530			6,190	7,720
Unanticipated Grants			0			5,000,000	5,000,000
Miscellaneous Revenue			0			96,190	96,190
Total Revenue			15,740,690			9,110,010	24,847,700
Expenditures	Base Budget			One-Time Uses			
	FY 2011 Base	Additions	FY 2012 Base	Supplementals	All Other*	Sub-Total	
General Government	326,930	0	326,930		426,240	426,240	753,170
Unanticipated Grants	0		0		5,000,000	5,000,000	5,000,000
Public Safety	5,217,820		5,217,820	345,000	448,320	793,320	6,011,140
Highways & Streets	1,395,920		1,395,920		9,000	9,000	1,404,920
Health and Welfare	547,090		547,090		2,158,040	2,158,040	2,705,130
Economic and Community Development	1,730,020	122,950	1,852,970	70,000	128,000	198,000	2,050,970
Transportation	2,031,120		2,031,120		41,000	41,000	2,072,120
Capital Outlay	2,500		2,500		77,050	77,050	79,550
Sub-Total	11,251,400	122,950	11,374,350	415,000	8,287,650	8,702,650	20,077,000
Net Transfers	5,737,330	0	5,737,330	-	599,000	599,000	6,336,330
Grand Total Uses	16,988,730	122,950	17,111,680	415,000	7,688,650	9,301,650	26,413,330
Net Change in Fund Balance			(1,370,990)			(191,640)	(1,565,630)

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

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

Projection of Financial Condition by Fund Group

Fiscal Year 2011-12

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 parkland 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.

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 refinancing of certain bond issues resulted in a decrease in general long term debt this year.

Debt Service Funds Budget Analysis

Revenue	Recurring Revenue			Non-Recurring Sources			Totals
Taxes			3,652,410			0	3,652,410
Intergovernmental Revenues*			652,000			0	652,000
Investment Income			1,000			4,850	5,850
Miscellaneous Revenue			489,580			0	489,580
Total Revenue			4,794,990			4,850	4,799,840
	Base Budget			One-Time Uses			
Expenditures	<i>FY 2011 Base</i>	<i>Changes</i>	<i>FY 2012 Base</i>	<i>Supplementals</i>	<i>All Other</i>	<i>Sub-Total</i>	
Principal	8,474,030	(317,080)	8,156,950				8,156,950
Interest and other charges	4,975,290	(278,040)	4,697,250			0	4,697,250
Sub-Total	13,449,320	(595,120)	12,854,200	0	0	0	12,854,200
Transfers In	7,556,800	(76,300)	7,480,500			0	7,480,500
Transfers Out	0		0			0	0
Net Transfers	7,556,800	(76,300)	7,480,500	-	0	0	7,480,500
Grand Total Uses	5,892,520	(518,820)	5,373,700	0	0	0	5,373,700
Net Change in Fund Balance			(578,710)			4,850	(573,860)

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

Projection of Financial Condition by Fund Group

Fiscal Year 2011-12**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 and Permits			9,510			0	9,510
Charges for Services			23,760,220			28,190	23,788,410
Development Fees			0			1,606,180	1,606,180
Fines, Forfeitures and Penalties			5,290			0	5,290
Investment Income			7,850			84,060	91,910
Miscellaneous Revenue			0			56,280	56,280
Total Revenue			23,782,870			1,774,710	25,557,580
Expenditures	Base Budget			One-Time Uses			
	<i>FY 2011 Base</i>	<i>Additions</i>	<i>FY 2012 Base</i>	<i>Supplementals</i>	<i>All Other*</i>	<i>Sub-Total</i>	
Cost of sales and services	14,363,360	325,000	14,688,360		942,150	942,150	15,630,510
Administration	2,527,560	0	2,527,560		0	0	2,527,560
Contingency	0	0	0		2,250,000	2,250,000	2,250,000
Capital Outlay	490,000	0	490,000		15,170,710	15,170,710	15,660,710
Debt Service	2,486,500	0	2,486,500		0	0	2,486,500
Sub-Total	19,867,420	325,000	20,192,420	0	18,362,860	18,362,860	38,555,280
Transfers In	0	0	0		(6,090,100)	(6,090,100)	(6,090,100)
Transfers Out	2,705,150	0	2,705,150		3,234,950	3,234,950	5,940,100
Net Transfers	2,705,150	0	2,705,150	-	(2,855,150)	(2,855,150)	(150,000)
Grand Total Uses	22,572,570	0	22,897,570	0	15,507,710	15,507,710	38,405,280
Net Change in Net Assets			885,300			(13,733,000)	(12,847,700)

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

Projection of Financial Condition by Fund Group

Fiscal Year 2011-12**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	3,614,150			0			3,614,150
Investment Income	0			2,550			2,550
Total Revenue	3,614,150			2,550			3,616,700
Expenditures	Base Budget			One-Time Uses			
	<i>FY 2011 Base</i>	<i>Additions</i>	<i>FY 2012 Base</i>	<i>Supplementals</i>	<i>All Other*</i>	<i>Sub-Total</i>	
Cost of sales and services	2,461,190		2,461,190		8,000	8,000	2,469,190
Administration	229,150		229,150			0	229,150
Insurance claims and expenses*	1,057,460		1,057,460			0	1,057,460
Contingency			0		250,000	250,000	250,000
Capital Outlay			0	10,000	120,000	130,000	130,000
Sub-Total	3,747,800	0	3,747,800	10,000	370,000	380,000	4,135,800
Transfers In	0		0		0	0	0
Transfers Out	17,800		17,800		(2,740)	(2,740)	15,060
Net Transfers	17,800	0	17,800	-	(2,740)	(2,740)	15,060
Grand Total Uses	3,765,600	0	3,765,600	0	367,260	377,260	4,150,860
Net Change in Net Assets			(151,450)			(374,710)	(534,160)

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



City Council

Department Description

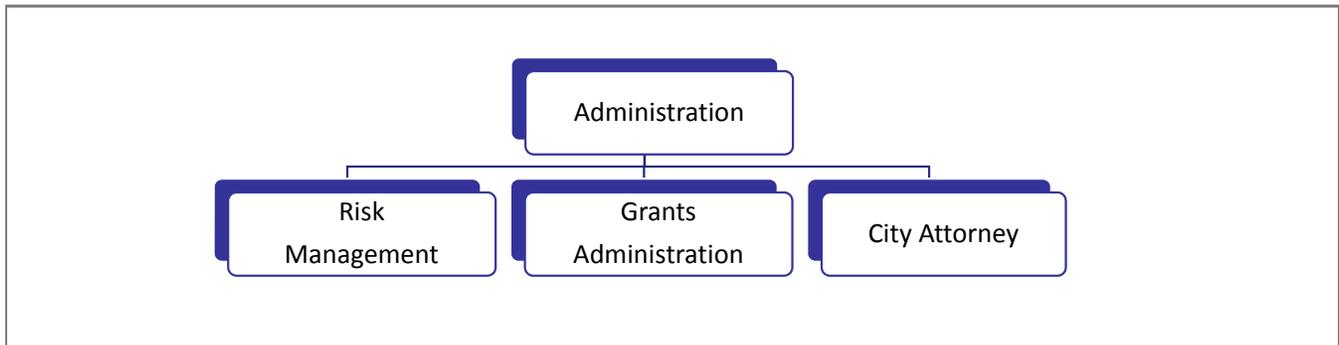
The Mayor and six City Council members are the elected representatives of the City of Avondale. They are responsible for setting public policy that establishes the direction necessary to meet community needs. The City Council appoints the City Manager, City Attorney, and the City Magistrate.

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 08-09 Actuals	FY 09-10 Actuals	FY 10-11 Budget	FY 10-11 Estimates	FY 11-12 Budget
Expenditures by Category					
Personal Services	128,684	121,419	158,830	137,630	153,590
Contractual Services	59,283	48,019	85,840	44,608	80,280
Commodities	3,524	344	650	238	650
Other	(79,920)	(66,250)	(14,290)	(14,290)	3,000
Transfers Out	-	-	8,450	8,450	7,280
Total by Category	111,571	103,532	239,480	176,636	244,800
Expenditures by Program					
City Council	76,265	67,212	15,690	8,447	30,950
City Council - McDonald	5,327	3,458	36,580	34,497	37,570
City Council - Lopez-Rogers	5,173	6,603	40,560	33,810	37,040
City Council - Earp	2,145	3,724	-	-	-
City Council - Karlin	6,201	5,522	30,110	17,134	23,750
City Council - Wolf	2,630	-	-	-	-
City Council - Scott	6,572	3,627	22,710	16,158	24,270
City Council - Buster	1,849	4,576	32,110	16,183	25,050
City Council - Weise	5,409	6,070	32,110	24,731	34,380
City Council - Vierhout	-	2,740	29,610	25,676	31,790
Total by Program	111,571	103,532	239,480	176,636	244,800
Expenditures by Fund					
General Fund	111,571	103,532	239,480	176,636	244,800
Total by Fund	111,571	103,532	239,480	176,636	244,800

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.**

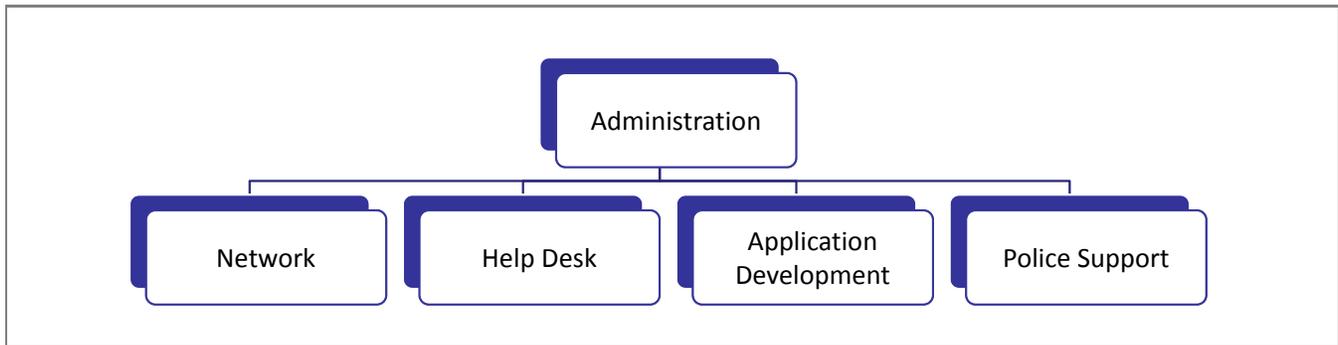
The recently established Ad Hoc Centennial Committee continues to refine its recommendations of possible projects for the 2012 centennial celebration.

City Administration

Budget Summary

	FY 08-09 Actuals	FY 09-10 Actuals	FY 10-11 Budget	FY 10-11 Estimates	FY 11-12 Budget
Expenditures by Category					
Personal Services	1,064,420	1,093,281	1,106,140	1,094,670	1,071,160
Contractual Services	1,788,356	1,437,687	1,995,240	2,612,150	1,995,150
Commodities	13,711	14,574	13,390	10,750	12,910
Capital Outlay	20,425	11,200	62,300	-	79,550
Other	(329,480)	(310,670)	(322,000)	(326,000)	(239,240)
Transfers Out	-	-	15,000	15,000	10,410
Contingency	-	-	250,000	-	250,000
Total by Category	2,557,432	2,246,072	3,120,070	3,406,570	3,179,940
Expenditures by Program					
City Administration	642,903	588,344	613,960	539,876	619,830
Grants Administration	126,145	161,465	216,970	220,647	219,610
E.E.C.B.G Grant	-	23,287	-	658,770	-
Municipal Arts Commission	25,410	13,388	91,220	65	111,050
City Attorney	571,600	428,690	513,390	531,025	543,190
Risk Management Operations	274,034	202,301	302,070	314,374	303,800
Premiums and Claims	917,340	828,597	1,382,460	1,141,813	1,382,460
Total by Program	2,557,432	2,246,072	3,120,070	3,406,570	3,179,940
Expenditures by Fund					
General Fund	1,341,472	1,178,325	1,318,840	1,266,068	1,357,630
Other Grants	24,586	174	25,480	25,480	25,000
Public Arts Fund	-	13,388	91,220	65	111,050
ARRA Fund	-	23,287	-	658,770	-
Risk Management Fund	1,191,374	1,030,898	1,684,530	1,456,187	1,686,260
Total by Fund	2,557,432	2,246,072	3,120,070	3,406,570	3,179,940
Authorized Positions by Program					
City Administration	5.00	5.00	5.00	4.00	4.00
Grants Administration	1.00	1.00	2.00	2.00	2.00
Transit Operations	1.00	-	-	-	-
Risk Management Operations	2.00	2.00	2.00	2.00	2.00
Total Authorized FTE	9.00	8.00	9.00	8.00	8.00

Information Technology



Department Description

The Information Technology Department supports all of the technical operations for the City of Avondale. On a daily basis, the department is responsible for network infrastructure, servers, telephone systems, security systems, desktops, laptops, applications and technical support.

Support

- Desktop and laptop support
- Help-desk telephone support
- Printer support
- Application support

Operations

- E-mail Phones and voice mail
- Servers
- Wireless network
- Police Department CAD/RMS
- Police and Code Enforcement mobile laptops
- Software applications (custom and off the shelf)

Audio/Visual Systems

- Council Chambers
- Police Department interview rooms
- Overhead paging
- Video projectors in conference rooms

Monitoring

- Security system monitoring
- Well Site alarm monitoring

Purchasing

- Any item that relates to, connects to, or associates with the City of Avondale's network must be approved and/or purchased by the Information Technology Department. This assures compliance with legal requirements and asset tracking.

FY 2010-2011 Highlights

- Completed migration of the city e-mail system from Exchange 2007 to Exchange 2010.
- Completed the roll out of Windows 7 and Office 2010 to all desktops and laptops
- Investigated and tested Microsoft antivirus software to reduce annual costs to McAfee antivirus.
Moved to Microsoft's ForeFront antivirus application
- Leveraged the functionality of electronic forms and automated workflows inside of SharePoint to increase efficiency and accuracy.

Information Technology

FY 2010-2011 Highlights

- ❑ Replaced 14 office copiers to enhance productivity and provide enhanced functionality at a reduced price point
- ❑ Assisted the building services department with supporting and enhancing the Accela Automation application.
- ❑ Continued to provide support, design, and ongoing development for SharePoint Portal Server 2010. Continue to work with IT staff to make sure that the tool functions efficiently and is accessible. Work closely with each department to find out key data that will need to be displayed through the portal. Provide training opportunities to staff on learning and understanding SharePoint Portal Server 2010.
- ❑ Reviewed, designed, coded, tested, and maintained web applications for city departments in the ASP.NET environment. Included in the applications to be completed and supported are those for Police Department (Internal Affairs, Investigations, Daily Observation Reports, Custom Reports, and Police Log), Fire (Fire Calendar, Fire Sprinklers), Human Resources (ESS), Finance (Budget Application and ESS), Grants (Grants), Utilities (Recycling Trash Citations), and Parks and Recreation (Class On-Line). Specific examples:
 - **Developed the Family Advocacy Case Tracking System (FACTS), an online system to track and manage clients of the Family Advocacy Center based on cases filed from multiple police agencies. One of the system's key functions is to manage the scheduling of various types of treatments** offered by police officers, examiners and counselors from various agencies on an interactive calendar. FACTS is also designed to manage suspect, perpetrator and case review information. In addition, the application has an interactive reporting system to aid in managing case information and statistical system reporting.
 - **The Charitable Donations/Sponsorships Application (CDS) system is an online, internet-enabled application that is used to manage cash and in-kind sponsorships and donations by individuals or companies. The system has multiple levels of authority for security and supervision approvals and has a built-in reporting system.**
- ❑ Migrated user's voicemail from Cisco Unity voice server to Exchange 2010 server. This will integrate voicemail with email allowing users more access to their voicemails. It will also reduce the maintenance support dollars on our Cisco Voice Servers.
- ❑ Finished installation of i365 & archiving solution. Maintain backup jobs and provide offsite backup data storage. Determine if Tarmin will satisfy our archiving needs. If not, find and install an archiving solution for data retention and litigation holds.
- ❑ Installed licensed frequency wireless links on new towers throughout the city have already been installed. Finished the last tower at Fire 172 with Verizon. Connected existing and new buildings and well sites to this wireless system.
- ❑ Replaced 50 Panasonic Toughbooks with Dell Semi-Rugged laptops for the Avondale Police Department saving over \$150,000 in one time costs.

FY 2011-12 Objectives:

Council Goal: *Financial Stability*

- ❑ Replacement of aged equipment to include file storage devices, network equipment, servers, desktop, printers and copiers to avoid down time due to failed equipment.
- ❑ Continue technical support for departments to enhance technology utilization and increase department efficiency.

Information Technology

FY 2011-12 Objectives:**Council Goal:** *Financial Stability*

- Complete Acella application configuration for Development Services to include Engineering and customer access modules.
- Investigate outsourcing of IT infrastructure to reduce annual equipment replacement expenditures.
- Increase the usage and configuration of SharePoint 2010 to include all departments. Replace Intranet with SharePoint site allowing for increased access to files and information.

155

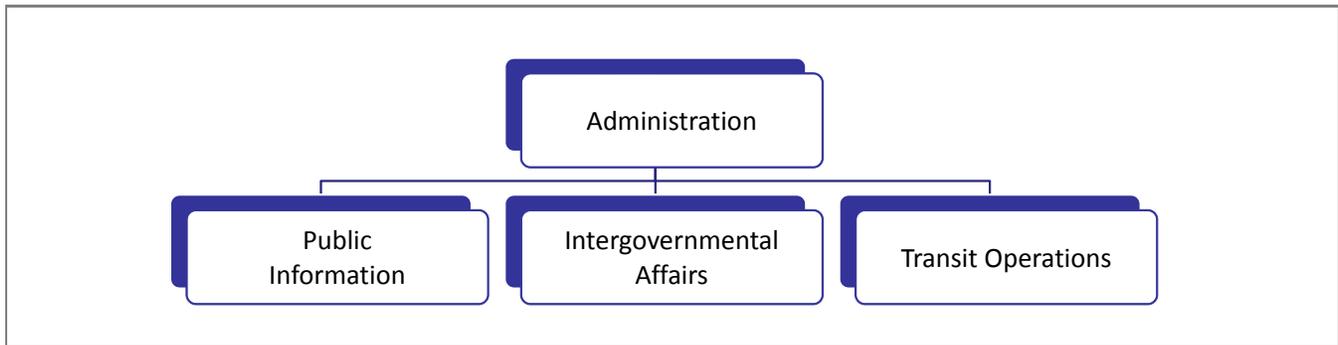
Performance/Workload Indicators:	FY 2009-10 Actuals	FY 2010-11 Projected	FY 2011-12 Projected
Replacement of desktops that have aged to three years or more	194	179	139
Balanced scorecard rating based on customer satisfaction	74	76	78
Percentage of issues responded to within 2 hours of receipt	75	85	90
Number of supported staff members	480	480	480

Information Technology

Budget Summary

	FY 08-09 Actuals	FY 09-10 Actuals	FY 10-11 Budget	FY 10-11 Estimates	FY 11-12 Budget
Expenditures by Category					
Personal Services	1,113,937	1,188,636	1,326,060	1,284,218	1,328,090
Contractual Services	565,100	398,913	441,940	211,762	641,760
Commodities	97,229	228,123	207,710	233,370	207,710
Capital Outlay	1,177,430	105,079	-	-	-
Other	(328,170)	(254,010)	(322,160)	(322,160)	(321,130)
Transfers Out	-	-	54,670	54,670	44,910
Total by Category	2,625,526	1,666,741	1,708,220	1,461,860	1,901,340
Expenditures by Program					
Information Technology	1,317,363	1,476,197	1,708,220	1,451,502	307,820
IT Network	-	-	-	-	773,530
ERP Systems Development	1,308,163	190,544	-	10,358	-
IT Applications	-	-	-	-	558,760
IT Helpdesk	-	-	-	-	261,230
Total by Program	2,625,526	1,666,741	1,708,220	1,461,860	1,901,340
Expenditures by Fund					
General Fund	2,625,526	1,666,741	1,708,220	1,461,860	1,901,340
Total by Fund	2,625,526	1,666,741	1,708,220	1,461,860	1,901,340
Authorized Positions by Program					
Information Technology	11.00	10.20	13.20	12.20	1.00
IT Network	-	-	-	-	4.20
IT Applications	-	-	-	-	5.00
IT Helpdesk	-	-	-	-	3.00
Total Authorized FTE	11.00	10.20	13.20	12.20	13.20

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 2010-2011 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

Community Relations

FY 2010-2011 Highlights

- Regional Level Government Affairs
 - Established the Southwest Valley Rail Partnership
 - Secured MAG funding for MAG Transit circulator study
 - Secured MAG funding for MAG Transit Site Selection
 - 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
- 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. Examples of this year's themes** included: Bag Central Station/Recycling at Food City; Back to School Supply Drive at Wal-Mart, and the General Plan update at Paradise Bakery. So successful is this initiative that it was awarded a Silver Circle Award by 3CMA, a national association for communicators in the public sector
- Held the fourth Citizen Leadership Academy session, with approximately 10 people graduating from the course
- Community Relations staff serve as liaisons to the Art Committee and the Avondale Centennial Committee
- 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 in her bid for the Second VP position 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**

Community Relations

FY 2010-2011 Highlights

- ❑ Avondale E-News sent out twice monthly
- ❑ Avondale was commended for its very active Census 2010 Campaign. In Partnership with Regional Census Offices, received over \$12,000 in funded Marketing support for local outreach initiatives. Campaign included City wide marketing initiatives and events, street and vehicle signage, media buys, frontline staff training, and inserts in publications and collaterals
- ❑ The Community Relations Department undertook proactive cost cutting measures in the area of printing and publications. The 2009 City of Avondale Annual Report was designed to be included in the RAVE Review Magazine and as an online publication. Additionally, we reduced printing and distribution costs for RAVE by cutting quantity and making the magazine available at targeted sites
- ❑ 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
- ❑ Developed a Count on Avondale campaign for the 2010 Census. Staff is actively involved in regional Census planning, and has developed a coordinated effort in-house to promote the census. Garnered more than \$12,000 in Census grants for promotional and public information material. Formed an ad-hoc Census team, and implemented a front-line employee training
- ❑ 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
- ❑ Developed departmental promotional and public outreach campaigns and initiatives, including: General Plan 2010 (Development Services); Energy Rebate program (City Admin/Grants); CLOG Pretreatment Program (Public Works); Avondale Apps for iPhone/Droid (NFS); Shop Avondale (Economic Development); Avondale City Center (ED); and Click It or Ticket (PD)
- ❑ **Avondale's Green Friday program was presented as part of a national conference organized by the National Center for Transit Research at the University of South Florida, titled: "Boosting Morale, Performance and Savings Via Compressed Work Weeks."** Staff also presented at the ACMA annual conference in Tucson on citizen outreach initiatives such as City Hall Comes to You and the Citizen Leadership Academy; and examples of successful marketing programs at the 3CMA annual conference in Atlanta
- ❑ Conducted RFQs for Graphic Design and Printing Services contracts to streamline services, ensure **that Avondale's image and brand in consistent and to save money across city departments**
- ❑ Held a successful, annual Resident Appreciation/GAIN Night in October 2010 which drew more than **1,500 residents. The event was combined with the Old Town Avondale Art Walk" event**
- ❑ Hosted Avondale booth at the League of Arizona Cities and Town Conference, focusing on ASC Avondale and the City Center. Organized, in partnership with Phoenix International Raceway, a tour of the racetrack for elected officials across the state

Community Relations

FY 2010-2011 Highlights

- ❑ 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: Randall McDaniel sports Complex Grand Opening (in partnership with ASC Avondale); 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), Eco Avenue Green Event (Chamber of Commerce, Goodyear ED, Estrella Mountain Community College), IMS Marathon
- ❑ Conducted successful United Way Campaign – raising approximately \$48,654

FY 2011-12 Objectives:

Council Goal: *Community & Economic Development*

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

- ❑ 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 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.
- ❑ Partner with other departments on opportunities to provide low cost community special event
- ❑ 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
- ❑ Continue to explore the use of web-based technology (social networking, upgraded customer response management system) to expand on citizen outreach efforts
- ❑ Coordinate activities and plan for the city's participation in the State 2012 Centennial Celebration; including special activities surrounding Monument Hill.
- ❑ 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
- ❑ 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
- ❑ Assist with department outreach such as publications, community workshops, open houses, and forums
- ❑ Continue to organize the monthly City Hall Comes to You series

Council Goal: *Financial Stability*

- ❑ Advocate at the state legislature to preserve state shared revenues

Community Relations

FY 2011-12 Objectives:

Council Goal: *Financial Stability*

- Actively monitor and respond to bills introduced by the State legislature that have a direct impact on Avondale

Council Goal: *Staff Retention*

- 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

Council Goal: *Transportation Management*

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

160	FY 2009-10 Actuals	FY 2010-11 Projected	FY 2011-12 Projected
Performance/Workload Indicators:			
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
Publish online newsletter, Avondale Online	24	24	24
Press contacts that result in news coverage	80%	80%	90%
Respond to media inquiries within 24 hours	100%	100%	100%

Community Relations

Budget Summary

	FY 08-09 Actuals	FY 09-10 Actuals	FY 10-11 Budget	FY 10-11 Estimates	FY 11-12 Budget
Expenditures by Category					
Personal Services	579,569	556,746	583,170	548,256	564,980
Contractual Services	1,013,576	1,313,420	829,080	693,380	2,266,280
Commodities	2,948	3,561	2,800	5,596	2,800
Capital Outlay	-	399	-	-	-
Other	(292,550)	(206,450)	(189,690)	(189,690)	(187,970)
Transfers Out	-	-	6,900	6,900	5,760
Total by Category	1,303,543	1,667,676	1,232,260	1,064,442	2,651,850
Expenditures by Program					
Public Information Office	279,659	269,547	349,980	286,138	346,280
Transit Operations	874,045	1,250,796	721,430	619,064	2,073,160
Intergovernmental Affairs	149,839	147,333	160,850	159,240	232,410
Total by Program	1,303,543	1,667,676	1,232,260	1,064,442	2,651,850
Expenditures by Fund					
General Fund	429,498	416,880	510,830	445,378	578,690
Transit Fund	874,045	1,250,796	721,430	619,064	2,073,160
Total by Fund	1,303,543	1,667,676	1,232,260	1,064,442	2,651,850
Authorized Positions by Program					
Public Information Office	4.00	4.00	4.00	4.00	4.00
Transit Operations	-	1.00	1.00	1.00	1.00
Intergovernmental Affairs	1.00	1.00	1.00	1.00	1.00
Total Authorized FTE	5.00	6.00	6.00	6.00	6.00

Non-Departmental

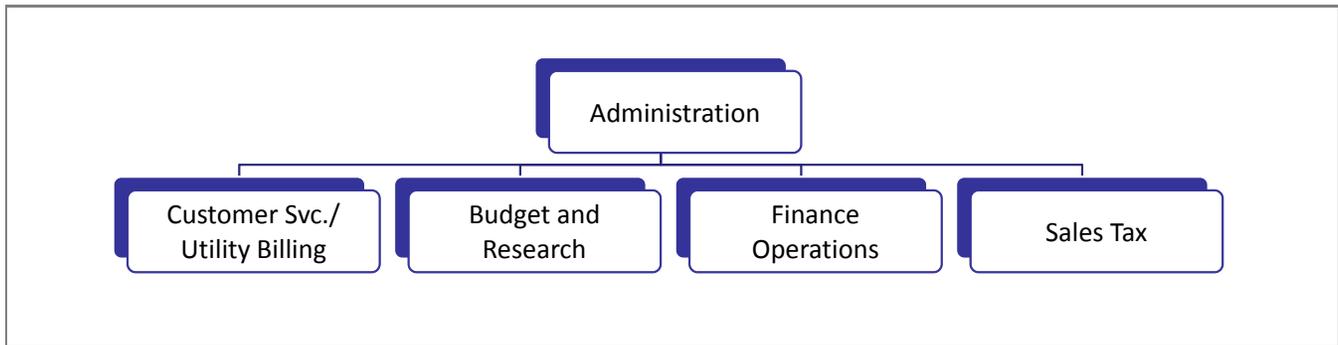
Department Description

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 08-09 Actuals	FY 09-10 Actuals	FY 10-11 Budget	FY 10-11 Estimates	FY 11-12 Budget
Expenditures by Category					
Personal Services	158,375	-	-	-	-
Contractual Services	2,765,841	251,006	8,705,000	6,402,188	6,205,000
Commodities	28,977	34,861	72,000	72,000	227,000
Capital Outlay	4,546,250	-	105,730	3,335,730	120,000
Other	-	-	-	-	5,990
Debt Service	277,357	277,357	277,360	277,360	277,360
Transfers Out	7,926,410	12,169,770	4,247,920	3,847,920	1,941,330
Contingency	-	-	1,550,000	-	3,250,000
Total by Category	15,703,210	12,732,994	14,958,010	13,935,198	12,026,680
Expenditures by Program					
Non-Departmental	15,703,210	12,732,994	14,958,010	13,935,198	12,026,680
Total by Program	15,703,210	12,732,994	14,958,010	13,935,198	12,026,680
Expenditures by Fund					
General Fund	15,197,471	12,211,792	9,020,280	10,547,468	6,063,690
Highway User Revenue Fund	400,000	400,000	650,000	400,000	650,000
Other Grants	-	-	5,000,000	2,700,000	5,000,000
Public Safety Dedicated Sales Tax	-	-	-	-	-
Public Arts Fund	-	-	-	-	5,990
Printer - Copier Service Fund	105,739	121,202	287,730	287,730	307,000
Total by Fund	15,703,210	12,732,994	14,958,010	13,935,198	12,026,680

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 2010-2011 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.
- ❑ Issued \$29.8 million in General Obligation Bonds to facilitate the construction of the American Sports Center, street, and sewer projects.
- ❑ Refunded \$2.9 million of General Obligation Bonds resulting in net present value savings of \$132,000.
- ❑ Refunded \$10.75 million of Water and Sewer Revenue Bonds resulting in net present value savings of \$324,000.
- ❑ Completed the City's Indirect Cost Allocation Plan.
- ❑ Conducted research on City utilization of Minority, Women-Owned, Small disadvantaged businesses (DBE) for City contracts. Increased outreach to DBEs and improved tracking efforts.

FY 2011-12 Objectives:

Council Goal: *Financial Stability*

- ❑ Follow sound financial policies and ensure fund balances and revenue coverage ratios meet or exceed guidelines.

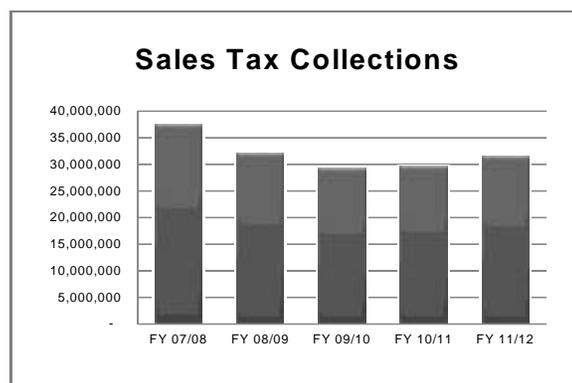
Finance & Budget

FY 2011-12 Objectives:

Council Goal: *Financial Stability*

- Continue to review and provide cost-of-business/cost-of-service analysis of city programs and services.
- Implement the requirements of GASB 54 – Fund Balance Reporting.**
- Continue with sound financial practices in an effort to improve bond rating and ensure the long-term financial stability of the city.
- Ensure Council is provided the most current financial data through Quarterly Council Updates.
- Prepare a balanced budget that incorporates Council's goals and objectives for the year.
- Ensure adherence to procurement code & policies.
- Process all financial transactions in a timely fashion.

350	FY 2009-10 Actuals	FY 2010-11 Projected	FY 2011-12 Projected
Performance/Workload Indicators:			
Number of Utility Accounts Closed	7,526	5,930	5,500
Number of Utility Accounts Set-Up	7,784	5,760	6,100
Requisitions Processed	1,321	1,350	1,350
Percentage of Requisitions Processed with 24 Business Hours	90%	92%	94%
Formal Solicitations Issued	73	80	85
Obtained the Certificate of Excellence in Financial Reporting award	9 Years	10 Years	11 Years
Obtained Distinguished Budget Presentation award	15 Years	16 Years	17 Years
Unqualified Audit Opinion	Yes	Yes	Yes
Revenue Coverage Ratios Met	Yes	Yes	Yes
Business Licenses Issued	1,998	2,300	2,500
Sales Tax Forms Sent	n/a	n/a	n/a
Accounts Payable Checks Processed	7,301	6,902	7,065

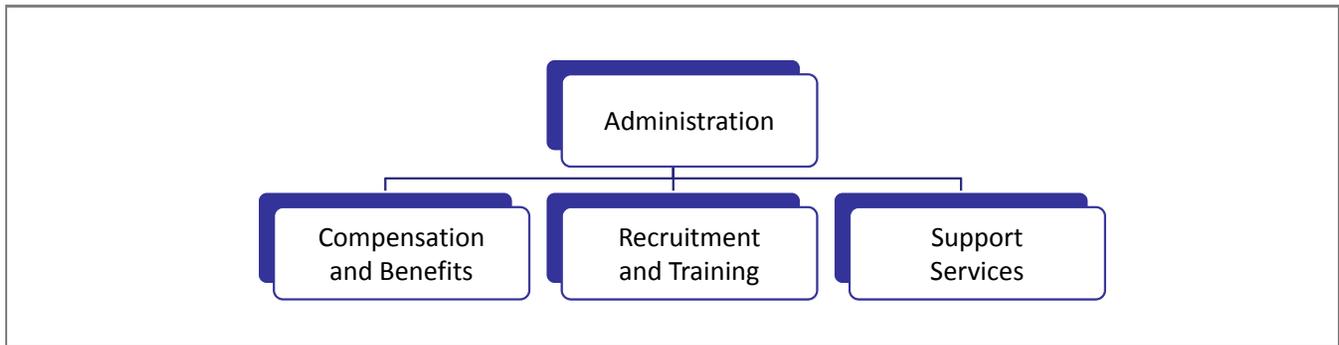


Finance & Budget

Budget Summary

	FY 08-09 Actuals	FY 09-10 Actuals	FY 10-11 Budget	FY 10-11 Estimates	FY 11-12 Budget
Expenditures by Category					
Personal Services	2,142,398	1,987,707	2,134,700	2,093,305	2,175,840
Contractual Services	637,118	582,519	496,870	503,858	557,640
Commodities	8,101	21,982	20,640	19,119	20,640
Capital Outlay	-	958	-	-	-
Other	(1,528,070)	(1,554,930)	(1,338,760)	(1,337,139)	(1,348,400)
Transfers Out	-	-	35,850	35,850	29,560
Total by Category	1,259,547	1,038,236	1,349,300	1,314,993	1,435,280
Expenditures by Program					
Financial Services	932,124	753,005	1,055,280	971,249	1,203,830
Water Billing	49,557	20,504	(15,630)	37,963	(43,860)
Budget and Research	277,866	264,727	309,650	305,781	275,310
Total by Program	1,259,547	1,038,236	1,349,300	1,314,993	1,435,280
Expenditures by Fund					
General Fund	1,259,547	1,038,236	1,349,300	1,314,993	1,435,280
Total by Fund	1,259,547	1,038,236	1,349,300	1,314,993	1,435,280
Authorized Positions by Program					
Financial Services	15.50	13.50	14.50	14.50	14.50
Water Billing	10.00	10.00	10.00	10.00	10.00
Budget and Research	4.00	4.00	4.00	4.00	4.00
Total Authorized FTE	29.50	27.50	28.50	28.50	28.50

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 2010-2011 Highlights

- Implemented contractual changes to 457 Plan to allow loan options (no financial impact to the City)
- Automated coaches and volunteer recruitment process
- Completed major upgrade to Lawson Human Resources and Payroll System
- Conducted employee annual training
- Implemented automated Gift Program for employee service awards
- Structured benefit plans to comply with the Patient Protection and Affordable Care Act to position the City for future cost containment strategies
- Continued to enhance managers, supervisors and employees use of Kronos Timekeeping System
- Developed internal audit controls for payroll and HR processes
- Developed standard operating procedures for all payroll processes
- Implemented Cross-training on Kronos Timekeeping and Lawson Human Resources and Payroll Systems

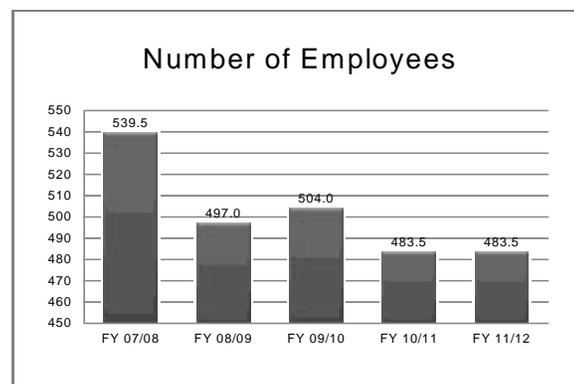
Human Resources

FY 2011-12 Objectives:**Council Goal:** *Financial Stability*

- Implement and administer new federal and state legislation related to labor and health
- Fully implement document imaging application
- Control payroll costs with consistent application of work and pay rules
- Implement function in Lawson Payroll System to track value of employee health insurance coverage for W-2 reporting as required by the Patient Protection and Affordable Care Act
- Implement benefit maintenance and processing on Lawson employee self service
- Create automated Payroll and Human Resources workflow processes to improve productivity and reduce human error
- Utilize Kronos Timekeeping System and Lawson Human Resources and Payroll systems to enforce and track complex Fair Labor Standards Act (FLSA) compliance requirements
- Continue to encourage utilization of Kronos Timekeeping and Lawson Human Resources and Payroll systems to reduce manual processes and increase employee productivity

Council Goal: *Staff Retention*

- Continue "Green Friday" and other flexible schedules
- Provide all employees with a Uniform Explanation of Coverage that accurately describes the benefits and coverage under the City sponsored benefit plans as required by Patient Protection and Affordable Care Act
- Enhance employee ability to manage health care costs by increasing the maximum annual employee contribution level for the flexible spending account
- Implement new 401A Supplemental Retirement Savings Plan through payroll deduction (no financial impact to the City)
- Continue preventative medical benefits (free seasonal flu vaccines, annual mammograms, on line health assessments, & 24 hour nurse benefits)
- Provide balanced employee benefits while maintaining fiscal accountability

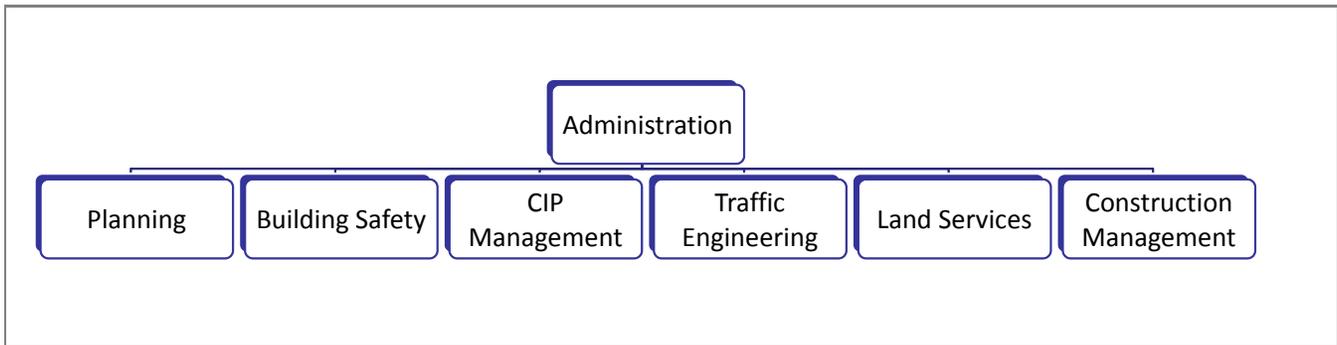


Human Resources

Budget Summary

	FY 08-09 Actuals	FY 09-10 Actuals	FY 10-11 Budget	FY 10-11 Estimates	FY 11-12 Budget
Expenditures by Category					
Personal Services	706,804	712,352	707,490	708,222	722,800
Contractual Services	357,206	441,802	431,070	612,297	427,710
Commodities	13,942	5,823	27,180	6,380	27,180
Other	(313,460)	(246,030)	(267,170)	(267,170)	(255,810)
Transfers Out	-	-	9,790	9,790	8,400
Total by Category	764,492	913,947	908,360	1,069,519	930,280
Expenditures by Program					
Human Resources	799,541	913,947	908,360	1,069,519	930,280
Organizational Training & Development	(35,049)	-	-	-	-
Total by Program	764,492	913,947	908,360	1,069,519	930,280
Expenditures by Fund					
General Fund	764,492	913,947	908,360	1,069,519	930,280
Total by Fund	764,492	913,947	908,360	1,069,519	930,280
Authorized Positions by Program					
Human Resources	7.00	7.00	7.00	7.00	7.00
Total Authorized FTE	7.00	7.00	7.00	7.00	7.00

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 2010-2011 Highlights

- ❑ The Planning Division completed the General Plan 2030 Update public theme drafts of the Land Use, Economic Vitality, Neighborhoods, Sustainable Development, Quality of Life, Open Space, Circulation, and Public Participation. A General Plan webpage was created. The project is scheduled to be completed by August of 2012 when presented for public vote.
- ❑ The Planning Division completed zoning ordinance text amendments to the Sign Ordinance, Landscape Ordinance, Parking Ordinance, Old Town Avondale, and Cashion Business District, Supplementary Regulations, Major Sports and Entertainment District, City Center District, and the Medical Marijuana Text Amendment.

Development Services & Engineering

FY 2010-2011 Highlights

- ❑ The Planning Division reviewed 22 pre-applications and 49 planning applications in 2010. This required the preparation of 60 staff reports to the Planning Commission and City Council. The Division also reviewed 745 building permits, 99 fire permits, 244 business licenses, 12 seasonal sales/temporary use permits, 66 sign permits, 5 group homes, 70 home occupations, 10 special events, 11 liquor licenses, and zoning verifications, interpretation, courtesy counter reviews, and information requests internal and external.
- ❑ Building Safety Division issued 745 building permits, 99 fire permits, and reviewed 857 projects. This included 59 single-family permits, 111 commercial permits, 10,132 building inspections, and 1,193 fire inspections of sprinklers and alarms. Revenue totaled \$306,084 with a total valuation of construction of \$34,983,777.
- ❑ Completed inspections and issued Certificates of Occupancy for 715 units for Mirabella Apartments and 314 units for Ashton Point Apartments.
- ❑ Completed over 11,000 building inspections, 1,200 fire inspections, and reviewed over 250 business licenses.
- ❑ Implemented new software designed to streamline the Building Permit, Planning Application and Engineering Permit process.
- ❑ Re-surfaced Dysart Road utilizing American Recovery and Reinvestment Act (ARRA) funds.
- ❑ Provided design oversight, construction management and inspection for the infrastructure to support the Randal McDaniel Sports Complex and the Northwest Public Safety Facility.
- ❑ Began construction of the Avondale Boulevard/I-10 Traffic Interchange improvements.
- ❑ Completed the following in-house design projects:
 - 107th Ave from Indian School to the RID Canal Roadway Improvements
 - Waterline addition for the Avondale Boulevard & I-10 TI Improvements
 - Riley Drive Waterline & Roadway Improvements
 - Roosevelt Street, west of 99th Avenue Roadway Improvements
 - Van Buren Street-Dysart Road to Central Avenue Roadway Improvements
 - Rancho Santa Fe, east of Dysart Road Roadway Improvements
 - Coldwater Booster Station Drainage Improvements
 - Thomas Road from Avondale Boulevard to 107th Avenue Roadway Improvements
- ❑ Completed in-house design and construction of the following projects:
 - 127th Avenue (Vermeersch) from Lower Buckeye Road to Dysart Roadway Improvements
 - Municipal Operations Service Center (MOSC) Retention Basin
- ❑ Completed construction of the following projects:
 - The first all LED (streetlights, traffic signal, illuminated street name sign) intersection at Avondale and Encanto Boulevards
 - Hill Drive Roadway Improvements
 - CDBG improvements on Loma Linda Boulevard, Lawrence Boulevard, Brinker Drive and La Jolla Boulevard
 - CDBG improvements at Wigwam Country Estates (Central Avenue and Lower Buckeye)
 - Tres Rios Dysart Road Theme Wall

Development Services & Engineering

FY 2010-2011 Highlights

- ❑ Provided construction management and inspection services on the following projects:
 - Well 24 16" Raw Water Transmission Line
 - Well 24 Site Improvements
 - Van Buren Water Quality Measuring Station (WQMS)
 - Well No. 5 (Mountain View) Well Site Improvements
 - Well No. 20 Site Improvements
 - Well Nos. 20 and 24 On-Site Sodium Hypochlorite Generation Systems (OSHGS)
- ❑ Completed review of FEMA's draft Flood Insurance Rate Maps for the entire City.
- ❑ Fog sealed 22.5 miles of roadway, slurry sealed an additional 11.1 miles and micro sealed 1.5 miles.
- ❑ Conducted school traffic studies at: Collier Elementary, Littleton Elementary, & Imagine Charter School. The studies recommended safe routes to school, street improvements, and traffic safety plans for the schools.
- ❑ Represented the City on 9 MAG technical committees and held two (2) Vice Chair positions on MAG committees.

FY 2011-12 Objectives:

Council Goal: *Community & Economic Development*

- ❑ Draft an Adaptive Reuse of Existing Building Ordinance to promote revitalization in and around the Old Town Area.
- ❑ Complete updates to the Subdivision Ordinance.
- ❑ Create a Streetscape Design Plan for Avondale Boulevard and roadways south of Lower Buckeye Road.
- ❑ Create an entry signage program city wide.
- ❑ Create an Old Town directory and directional sign program.
- ❑ Complete the City Center rezoning process for the western property within the City Center and promote the design and development of the area on an on-going basis to the development community.
- ❑ Complete the public draft of the General Plan update 2030.

Council Goal: *Community Involvement*

- ❑ Participate in the annual Build-A-City Program with a local elementary school.
- ❑ Continue to promote the General Plan 2030 update through community meetings.
- ❑ Explore creative outreach efforts for potential Board, Commission, and Committee (BCC) members especially among the City's homeowners' associations.

Council Goal: *Environmental Leadership*

- ❑ Utilize environmentally sound ideas/programs based in common sense that are cost effective.
- ❑ Work with other City Departments to develop a City-wide Sustainability Plan.

Development Services & Engineering

FY 2011-12 Objectives:

Council Goal: *Public Safety*

- ❑ Continue crime reduction efforts by working with the Police Department during the design and development of each project to ensure CPTED standards are in place.

Council Goal: *Quality of Life*

- ❑ Assist with the Monument Hill Trail development.

Council Goal: *Staff Retention*

- ❑ Expand the activities of the Morale Booster Advisory Committee to promote good employee morale at **no cost to the City, maintain the Department's participation on the MBA Committee, and continue the Department Recognition Program.**

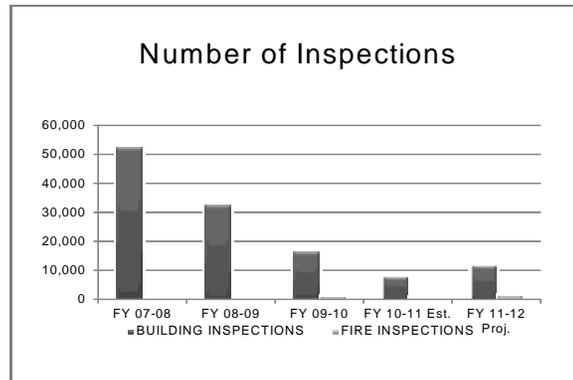
Council Goal: *Transportation Management*

- ❑ Complete the Estrella Foothills Specific Plan.
- ❑ Represent Avondale's interests at MAG, RPTA, ADOT, and the federal level by continuing Departmental participation on various committees and work groups.
- ❑ Promote West Valley cohesion on transportation issues by completing the Circulation Element update to the General Plan 2030 and the Transportation Plan update to include future expansion of the light rail/commuter rail and transit-oriented development land uses.

Performance/Workload Indicators:	FY 2009-10 Actuals	FY 2010-11 Projected	FY 2011-12 Projected
Average number of CIP projects assigned to each Project Manager	6	4	4
Permits Issued – Fire	99	150	200
Plan Reviews completed – Building	675	800	1,000
Plan Reviews completed – Fire	182	220	230
Review Building and Fire construction plans within 12 working days	100%	100%	100%
Respond to general inquiries within 24 hours	100%	100%	100%
Percentage of projects where Final Walkthrough punchlist contains five or fewer deficiencies (excluding utility jobs)	95%	95%	95%
Total number of signalized intersections/Percent of signals inspected and maintained	43/100%	45/100%	46/100%
Total number of streetlight repair requests per year/Percent completed within 3 working days (excludes knockdowns/emergencies & power company involvement)	1058/98%	1100/98%	1100/98%
Total number of sign repair requests per year/Percent completed within 3 working days (or 6 working days if it requires Bluestaking)	409/95%	425/95%	440/95%
Permits Issued – Building	745	1,200	1,300
Number of miles of streets sealed per year	35.1	6	28

Development Services & Engineering

450	FY 2009-10 Actuals	FY 2010-11 Projected	FY 2011-12 Projected
Performance/Workload Indicators:			
Number of CIP projects designed in-house	5	4	4
Percent of CIP projects completed on schedule/ Percent completed within budget	85%/80	95%/85	95%/85
Total (\$) amount of design contracts designed in-house	\$392K	\$265K	\$280K
Total (\$) amount of construction costs managed in-house	\$19.6M	\$7.0M	\$4.0M
Total (\$) amount of cost savings for the City due to in-house design and project management services	\$1.06M	\$700K	\$400K
Number of total projects Inspected/Number of CIP projects (excluding utility jobs)	24/16	16/8	16/8
Plan Review completed – Planning	1,010	1,300	1,400
Customers served at the front Counter	3,942	4,600	5,000
Performed planning site and landscape inspections within 24 hours of being submitted	100%	100%	100%
Review Planning and Building Construction plans within 12 working days	100%	100%	100%
Hold pre-application meetings within two weeks and provide written comments to the customer prior to the meeting	100%	100%	100%
Number of miles of road inspected per year/Percent rated	201/83%	175/100%	175/100%

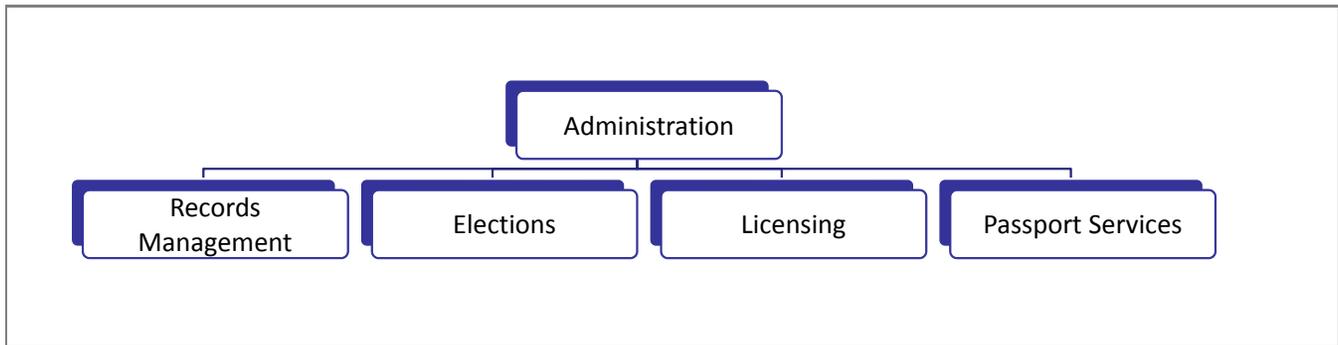


Development Services & Engineering

Budget Summary

	FY 08-09 Actuals	FY 09-10 Actuals	FY 10-11 Budget	FY 10-11 Estimates	FY 11-12 Budget
Expenditures by Category					
Personal Services	3,734,395	3,184,860	3,018,800	2,781,235	2,849,180
Contractual Services	1,512,674	1,367,966	1,886,320	1,500,738	1,860,560
Commodities	143,538	116,585	124,420	132,720	163,050
Capital Outlay	1,251	93,551	-	19,225	-
Other	(42,870)	(10,510)	(57,050)	(56,965)	129,730
Transfers Out	-	-	89,760	95,914	87,720
Total by Category	5,348,988	4,752,452	5,062,250	4,472,867	5,090,240
Expenditures by Program					
Planning	705,099	646,233	730,740	636,703	724,870
Building Services	704,054	662,620	918,770	930,496	936,470
Growing Smarter Planning Grant	-	-	-	-	-
Development Services Center	300,667	152,912	-	(2,249)	-
Engineering Plan Review	276,187	155,183	-	-	-
Development Svcs Administration	383,933	184,406	-	-	-
Long Range Planning	52,969	(190)	-	-	-
Engineering	1,063,358	1,070,277	1,422,140	1,218,626	1,431,600
Traffic Engineering	1,855,847	1,877,213	1,981,890	1,682,791	1,988,590
NPDES Program	6,874	3,798	8,710	6,500	8,710
Total by Program	5,348,988	4,752,452	5,062,250	4,472,867	5,090,240
Expenditures by Fund					
General Fund	3,563,166	2,757,783	2,980,120	2,690,871	3,000,790
Highway User Revenue Fund	1,745,297	1,989,058	2,082,130	1,762,771	2,089,450
Other Grants	40,525	5,611	-	19,225	-
Total by Fund	5,348,988	4,752,452	5,062,250	4,472,867	5,090,240
Authorized Positions by Program					
Planning	9.00	7.00	7.00	7.00	7.00
Building Services	7.00	7.00	7.00	7.00	7.00
Development Services Center	4.00	4.00	-	-	-
Engineering Plan Review	3.00	3.00	-	-	-
Development Svcs Administration	2.00	2.00	-	-	-
Engineering	11.00	11.00	13.00	11.00	11.00
Traffic Engineering	8.00	7.00	7.00	7.00	7.00
Total Authorized FTE	44.00	41.00	34.00	32.00	32.00

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

FY 2010-2011 Highlights

- ❑ Scheduled and coordinated Meet and Greet sessions for the appointment of members to the City's Boards, Commissions and Committees (BCC). We were able to fill most vacancies and encourage those members who were termed out to apply for appointment to another BCC.
- ❑ Conducted a survey of BCC members to assess their level of satisfaction as members of the City's BCCs. Return rate was close to 50%. The majority of those who responded reported enjoying their experience as BCC member and wished to continue their involvement either at the BCC level or another level within or outside the City.
- ❑ The first edition of the BCC Insider newsletter was published in early 2011. The decision to publish this newsletter was based on feedback received from BCC members on the survey.
- ❑ Prepared Records Management Guidelines to assist employees determine retention requirements for electronic and non-electronic records during "Electronic Records Purge Day" which was held in the spring of 2010.

City Clerk

FY 2010-2011 Highlights

- ❑ In an effort to reduce election costs paid to Maricopa County which were increased in June of 2010, City Clerk proposed changing the election cycle to the Fall of even numbered years to coincide with the County and State elections. The question was posed to the voters in November 2010 which they approved.
- ❑ Staff provided input and assisted the IT Department in the development of the idesk-based City Attorney Task List site. The application will allow for better tracking and coordination of requests for legal services.
- ❑ Facilitated the preparation of the application and approval of the City's first Series 5 (Government) Liquor License for use at the American Sports Center.
- ❑ With the assistance of the IT Department, we are in the process of implementing an electronic document management system. The system allows for the scanning of contracts, resolutions, ordinances, etc. Links to the fully executed documents are forwarded to staff as needed or employees can search themselves for needed documents.
- ❑ City Clerk's and Facilities staff decorated the City Hall lobby for the holidays. This is a task that in the last few years had been contracted out. However, in the spirit of saving money and providing a cheerful environment for visitors during the holidays, the holiday trees were decorated by City Clerk's staff.
- ❑ Proposed an amendment to the Council Rules of Procedure and the Bylaws of the Parks and Rec Advisory Board and the Avondale Municipal Art Committee to allow for the removal of members due to lack of attendance.
- ❑ Drafted the Rules and Regulations to be used at the Goodyear Farms Cemetery recently acquired by the City of Avondale and have assisted the Assistant City Manager with the transition of the Cemetery.
- ❑ Updated the Special Event Application with feedback received from other departments. Review of the application has also been streamlined to expedite approval. We have received positive feedback from event organizers regarding the shorter application.
- ❑ Proposed an Amendment to Chapter 13 of the Avondale Municipal Code, Alcoholic Beverage Licenses to update the language and remove the fees from the Code. The liquor license fees were brought up to 2010 levels and included in the fee schedule.

FY 2011-12 Objectives:

Council Goal: *Community Involvement*

- ❑ Coordinate annual training for BCC members regarding Open Meeting and Conflict of Interest Laws.
- ❑ Continue implementation of the document management system by expanding the type of documents being scanned to improve preservation of documents and improve accessibility to the same. Currently documents are being scanned as they are approved and executed.
- ❑ Continue to publish the BCC Insider newsletter on a quarterly basis to keep BCC members informed.

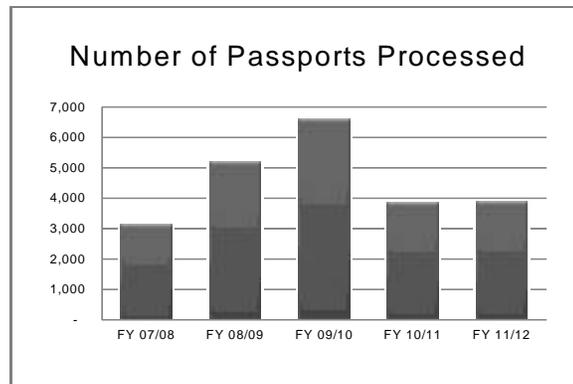
Council Goal: *Staff Retention*

- ❑ Find low cost training opportunities for staff to enhance their competencies and skills while at the same time boosting their morale.

City Clerk

500

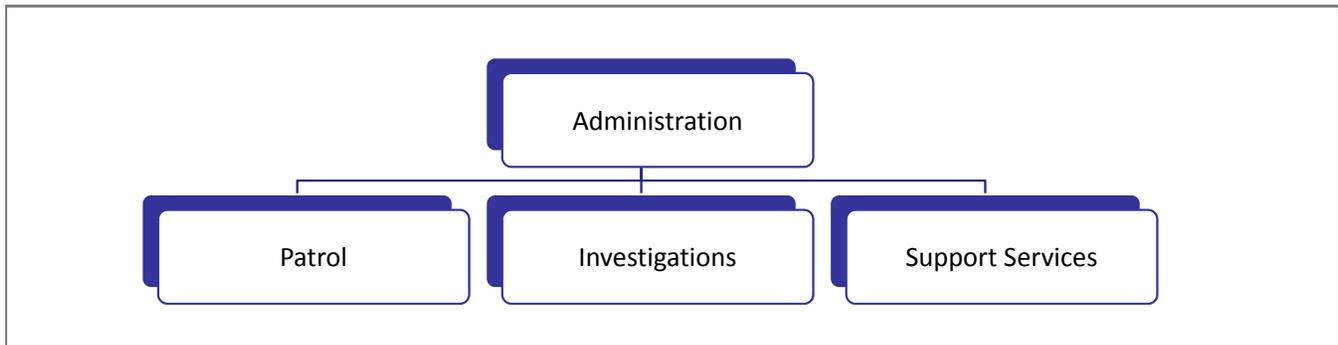
Performance/Workload Indicators:	FY 2009-10 Actuals	FY 2010-11 Projected	FY 2011-12 Projected
Room reservations (internal/external)	1409	1244	1250
Requests for public records processed	209	246	250
Boxes of records destroyed after reaching their retention requirement	150	196	199
Pool vehicle reservations	1236	1444	1450
Passports Processed	6604	3849	3900



City Clerk

Budget Summary					
	FY 08-09 Actuals	FY 09-10 Actuals	FY 10-11 Budget	FY 10-11 Estimates	FY 11-12 Budget
Expenditures by Category					
Personal Services	305,498	312,857	318,980	332,844	341,090
Contractual Services	139,505	131,116	108,660	99,784	106,840
Commodities	12,924	5,634	4,610	5,097	3,750
Other	(225,380)	(164,936)	(151,350)	(151,350)	(161,850)
Transfers Out	-	-	9,950	9,950	7,360
Total by Category	232,547	284,671	290,850	296,325	297,190
Expenditures by Program					
City Clerk	211,372	220,308	262,380	271,029	268,720
Elections	21,175	64,363	28,470	25,296	28,470
Total by Program	232,547	284,671	290,850	296,325	297,190
Expenditures by Fund					
General Fund	232,547	284,671	290,850	296,325	297,190
Total by Fund	232,547	284,671	290,850	296,325	297,190
Authorized Positions by Program					
City Clerk	5.00	5.00	5.00	5.00	5.00
Total Authorized FTE	5.00	5.00	5.00	5.00	5.00

Police

**Department Description**

The Police Department provides public safety related services to the community in a variety of ways including proactive and selective patrol through the city, responding to calls for service from the public, providing crime prevention services, enforcing the criminal and traffic laws, and conducting crime prevention activities. The Police Department also provides community service in the form of programs, presentations, and networking with community groups. The Department also provides a presence in the school systems through the SRD (School Resource Detective) criminal investigations 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 163 employees which includes 109 sworn police officers and 54 civilian positions. There are three divisions in the Police Department: the Patrol division, Investigations division, and the Support Services division. The Patrol and Investigations divisions are managed by Lieutenants while the Support Services division is managed by a Lieutenant (over Records and Communications), a Police Volunteer Coordinator, and the Community Services Supervisor.

FY 2010-2011 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.
- ❑ 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 partnered to provide training to rental property owners to help make their rental properties safer while training their managers to screen renters who have criminal backgrounds. So far 17 apartment managers and 3 business owners have participated in this cost free program helping to reduce the crime rate.
- ❑ Three promotional processes were conducted this year where three internal candidates were selected to fill a new Assistant Chief position, a vacant Lieutenant position and a vacant Sergeant position.
- ❑ **The Police department embraced the Leadership in Police Organizations "LPO" program for all supervisory personnel.** Beginning with the Chief 8 employees have graduated this three week program while four others are currently attending.
- ❑ The Estrella Mountain Community College joint police/fire substation was built ahead of schedule and under budget. Currently one Sergeant and five Motor Officers work from this station. A Lieutenant and two patrol squads will be deployed from this substation in July, 2011.
- ❑ Training was provided to all affected police personnel on the new legislation pertaining to the new House Bill 1070 pertaining to Immigration.

Police

FY 2010-2011 Highlights

- ❑ The City of Avondale and Community Bridges worked together to establish a west valley treatment facility to provide services to drug and alcohol dependent individuals.
- ❑ The Police Department goal to reduce the crime rate by 5% was exceeded. The crime rate in Avondale dropped 13.4% 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.
- ❑ In November we implemented a new report writing manual for all officers to use. This manual provided direction on how to structure reports and to complete thorough investigations.
- ❑ **The Police Department developed a feedback program with the City Prosecutor’s Office on reports completed by officers.** Since the program began, the Department has been able to reduce the number of areas that require improvement to zero.
- ❑ The Criminal Investigations Bureau (CIB) began a mentoring program of patrol officers. On a rotating basis, patrol officers spend one day a week for four weeks and work with all areas of CIB. This mentoring has led to an increase understanding of how critical the investigations completed by Patrol are.

FY 2011-12 Objectives:

Council Goal: *Public Safety*

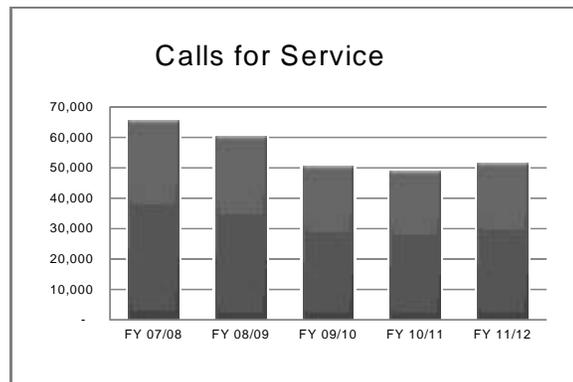
- ❑ Goal: To reduce the crime rate in the City of Avondale. Method of Measurement: The crime rate in Avondale is calculated on a 12 month rolling year normalized by the population using standardized UCR part 1 crime categories. Overall the Crime rate in Avondale decreased by 13.4% in 2010 from 2009.
- ❑ 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: To 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.

Performance/Workload Indicators:	FY 2009-10 Actuals	FY 2010-11 Projected	FY 2011-12 Projected
Citizen Assist	3,986	4,495	4,855
Rapes	18	21	23
Robberies	78	94	106
Aggravated Assaults	104	129	147
Burglaries	808	938	1,030
Thefts	2,571	2,771	2,913

Police

550

Performance/Workload Indicators:	FY 2009-10 Actuals	FY 2010-11 Projected	FY 2011-12 Projected
Court Processes	553	595	624
Traffic Stops	14,454	14,936	15,277
Traffic Accidents	1,356	1,379	1,395
Homicides	0	4	7
Burglar Alarm - False Alarm	2,037	2,120	2,178
Burglar Alarm	2,337	2,380	2,411
Parking Problem	799	860	903
Felony Arrests	999	1,023	1,040
Misdemeanor Arrests	4,211	4,349	4,446
Wanted Persons	1,728	1,902	2,025
Motor Vehicle Thefts	376	491	572
Arsons	22	23	24
911 Hang Up	12,747	12,999	13,178
Animal Problem	2,698	2,916	3,071
Suspicious	5,864	6,651	7,208
Citations Issued	6,895	7,681	8,236



Police

Budget Summary

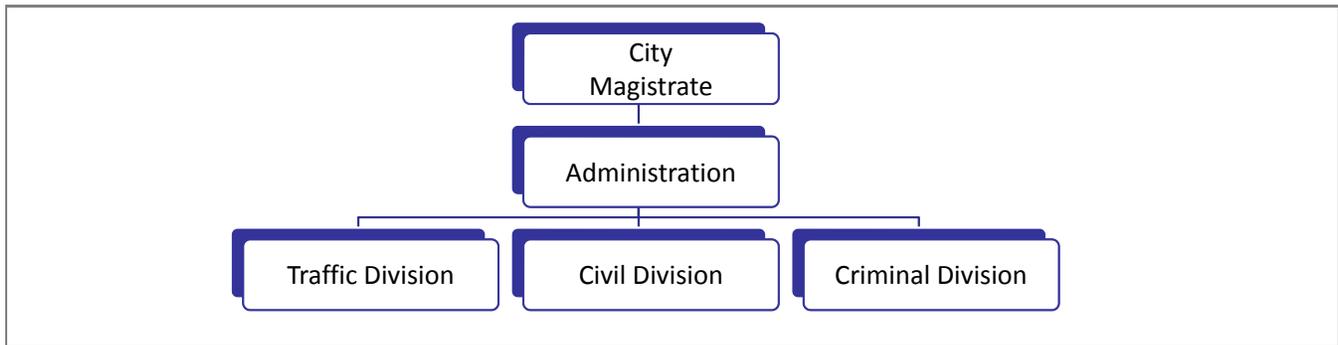
	FY 08-09 Actuals	FY 09-10 Actuals	FY 10-11 Budget	FY 10-11 Estimates	FY 11-12 Budget
Expenditures by Category					
Personal Services	13,768,561	13,276,037	13,914,600	13,848,467	14,062,870
Contractual Services	3,349,723	2,469,136	2,313,280	2,279,609	2,235,940
Commodities	473,386	423,577	562,260	657,379	521,460
Capital Outlay	281,473	77,833	46,900	386,512	-
Transfers Out	1,000,000	-	607,780	607,780	557,600
Total by Category	18,873,143	16,246,583	17,444,820	17,779,747	17,377,870
Expenditures by Program					
Police--RICO	68,356	22,116	-	184,058	-
Police - Administration	2,538,174	1,349,952	1,366,300	1,645,696	1,571,870
Police - Family Advocacy Center	741,552	736,286	784,760	766,453	798,580
Police - Community Services	169,960	148,368	158,690	148,217	162,800
Police - Patrol Support	483,131	380,287	392,320	447,820	462,190
Police - Professional Standards Bureau	334,158	216,381	118,050	65,282	135,050
Police - Communications	1,352,828	1,289,207	1,336,470	1,315,043	1,388,610
Police - Records	236,000	178,947	174,210	154,537	172,130
Police - Traffic	685,283	656,098	668,320	660,495	670,750
Police - Victims' Rights Program	54,041	54,937	59,460	57,884	61,500
Police - COPS Hiring ARRA	-	186,084	353,250	328,923	336,520
Edward Byrne Memorial JAG	-	78,864	-	83,156	-
Police - Detention Services	819,292	732,950	762,250	763,479	745,340
Police - Patrol	8,753,403	7,638,854	8,220,050	8,045,848	8,109,690
Police - Investigations	1,975,392	2,078,618	2,280,990	2,354,421	2,320,760
Police - Community Programs	-	-	245,010	193,463	110,220
Police - Tolleson Animal Control	10,621	-	-	-	-
Police - Avondale SRO	62,416	2,160	71,230	-	-
Police - Agua Fria SRO	94,392	91,079	97,860	88,828	98,260
Police - Tolleson Union SRO	177,570	159,938	160,640	146,804	149,640
Police - GIITEM	77,920	93,483	83,760	97,531	83,960
Police Grants	238,654	151,974	111,200	231,809	-
Total by Program	18,873,143	16,246,583	17,444,820	17,779,747	17,377,870

Police

Budget Summary

	FY 08-09 Actuals	FY 09-10 Actuals	FY 10-11 Budget	FY 10-11 Estimates	FY 11-12 Budget
Expenditures by Fund					
General Fund	13,307,503	12,231,225	13,180,610	13,174,875	13,262,210
Other Grants	238,654	151,974	111,200	231,809	-
Co. R.I.C.O. w/Maricopa Atty	68,356	22,116	-	184,058	-
Voca Crime Victim Advocate	54,041	54,937	59,460	57,884	61,500
Regional Family Advocacy	741,552	741,216	784,760	767,588	798,580
Public Safety Dedicated Sales Tax	4,463,037	2,780,167	2,955,540	2,951,454	2,919,060
ARRA Fund	-	264,948	353,250	412,079	336,520
Total by Fund	18,873,143	16,246,583	17,444,820	17,779,747	17,377,870
Authorized Positions by Program					
Police - Administration	6.00	6.00	6.00	7.00	7.00
Police - Family Advocacy Center	3.00	2.80	2.80	2.80	2.80
Police - Community Services	2.00	2.00	2.00	2.00	2.00
Police - Patrol Support	5.50	5.00	5.00	5.00	5.00
Police - Professional Standards Bureau	3.00	3.00	-	-	-
Police - Communications	19.00	18.00	18.00	18.00	18.00
Police - Records	4.00	4.00	3.00	3.00	3.00
Police - Traffic	7.00	8.00	7.00	7.00	7.00
Police - Victims' Rights Program	1.00	1.00	1.00	1.00	1.00
Police - COPS Hiring ARRA	-	6.00	5.00	5.00	5.00
Police - Detention Services	8.00	8.00	8.00	9.00	9.00
Police - Patrol	81.00	80.00	80.00	80.00	80.00
Police - Investigations	22.00	23.00	24.00	24.00	24.00
Police - Tolleson Animal Control	0.50	-	-	-	-
Police - Avondale SRO	1.00	1.00	1.00	-	-
Police - Agua Fria SRO	1.00	1.00	1.00	1.00	1.00
Police - Tolleson Union SRO	2.00	2.00	2.00	2.00	2.00
Police - GIITEM	-	1.00	1.00	1.00	1.00
Total Authorized FTE	166.00	171.80	166.80	167.80	167.80

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 2010-2011 Highlights

- Technology
 - Court customers may now pay fines and fees on-line through the "Paymentus" on-line pay system.
 - Daily court calendar is now posted on-line so that litigants, attorneys, victims and witnesses may access the date and time of a particular court setting.
 - Access to several frequently-used court forms are now available on-line such as petition forms for orders of protection, injunctions against harassment a generic motion form and a form for a request to set aside a judgment. The forms may be filled out and printed prior to a customer appearing in court thus saving court time and helping court customers prepare for their court appearance.

City Court

FY 2010-2011 Highlights

- Community Outreach
 - The City Court hosted a local church group from Iglesia Cristiana Armonia. This group observed court proceedings, received a presentation from the city judge, court administrator, the city prosecutor and a court-appointed defense attorney.
 - It is expected that the criminal justice class from Agua Fria High School and the Citizen's Academy will receive a court tour and have the opportunity to sit as jurors in a mock trial.
 - Glendale City Court received a grant to a new position called The Protective Order Coordinator. This person receives specialized information regarding a defendant so that a the defendant can be located and served with a court order. This service is available to The Avondale City Court and has resulted in a higher successful service rate thus improving the safety and wellbeing of domestic violence victims.
- Courtroom Seals
 - City Courts now display the Great State of Arizona Seal; courtroom seals provide a distinguished professional appearance in each courtroom.

FY 2011-12 Objectives:

Council Goal: *Financial Stability*

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

Council Goal: *Public Safety*

- 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*

- 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.
- 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 promote confidence in the judiciary and city government by keeping up with technology and operations other courts have implemented with success.
- Maintain or enhance current level of customer service by providing adequate access to interpreters and public defenders through contractual services.
- Continue to develop programs with use of technology resources and existing staffing levels.

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.

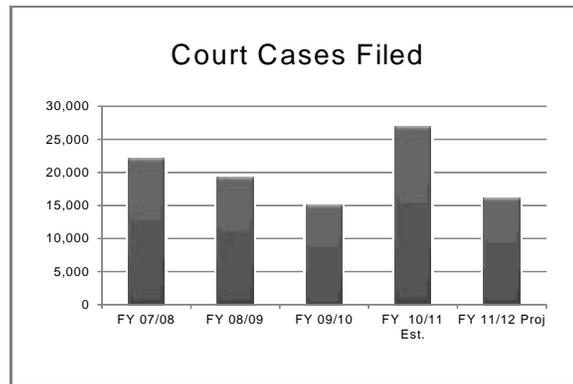
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Performance/Workload Indicators:

FY 2009-10 Actuals	FY 2010-11 Projected	FY 2011-12 Projected
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City Court

Performance/Workload Indicators:	FY 2009-10 Actuals	FY 2010-11 Projected	FY 2011-12 Projected
Continue to initiate communication with alleged victims regarding release conditions in the absence of information from the victim advocate.	100	100	100
Issue timely arrest warrants, orders to show cause who fail to appear or comply for criminal cases	70	100	100
Court staff successfully obtain 8 mandated credits on non-judicial education and ethics training	100	100	100
Judge and civil traffic hearing officers successfully obtain 16 mandated credits of judicial education and ethics training	100	100	100
Restitution disbursements processed within 8 days	90	100	100
Case filings	15,056	27,000	16,055
12 month net revenue collections	1,367,477	1,600,000	1,400,000

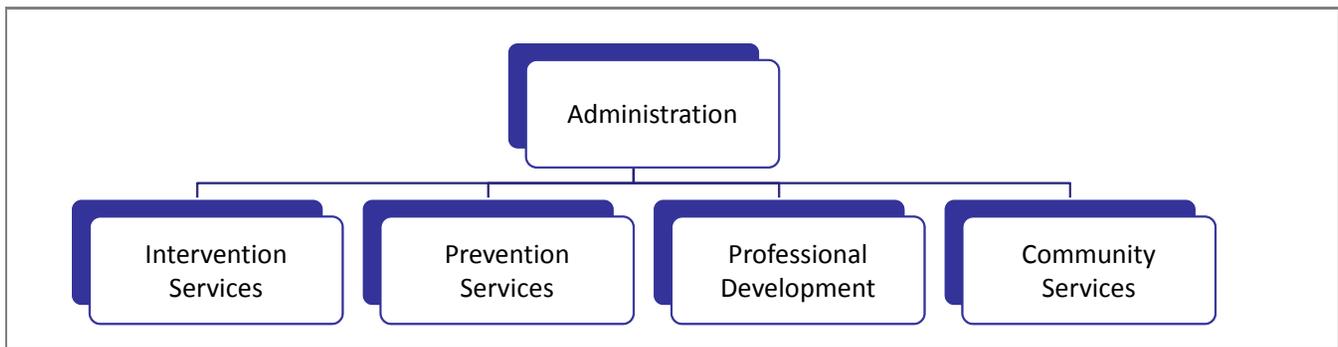


City Court

Budget Summary

	FY 08-09 Actuals	FY 09-10 Actuals	FY 10-11 Budget	FY 10-11 Estimates	FY 11-12 Budget
Expenditures by Category					
Personal Services	921,310	922,478	908,920	813,318	920,090
Contractual Services	256,697	254,185	391,210	297,858	367,460
Commodities	11,906	5,413	82,850	44,044	82,150
Capital Outlay	-	-	6,870	-	6,870
Transfers Out	-	-	7,490	7,490	7,040
Total by Category	1,189,913	1,182,076	1,397,340	1,162,710	1,383,610
Expenditures by Program					
Court	1,118,269	1,109,576	1,141,220	998,562	1,162,190
Court Security	59,287	55,272	67,980	52,148	63,280
JCEF Payments	12,357	15,498	99,370	61,000	102,370
Fill The Gap Payments	-	-	10,000	5,000	10,000
Court Enhancement Fund	-	1,730	78,770	46,000	45,770
Total by Program	1,189,913	1,182,076	1,397,340	1,162,710	1,383,610
Expenditures by Fund					
General Fund	820,115	886,989	934,780	806,450	946,930
Court Payments	56,382	61,114	239,700	154,036	205,930
Public Safety Dedicated Sales Tax	313,416	233,973	222,860	202,224	230,750
Total by Fund	1,189,913	1,182,076	1,397,340	1,162,710	1,383,610
Authorized Positions by Program					
Court	13.00	13.00	12.00	12.00	12.00
Court Security	1.00	1.00	1.00	1.00	1.00
Total Authorized FTE	14.00	14.00	13.00	13.00	13.00

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 2010-2011 Highlights

- Participated in the FEMA/UASI NCP Goal 2 evaluation process during a NASCAR race event at PIR and received a very favorable rating.
- Selected as one of 20 agencies nationally coordinated by the International Association of Fire Chiefs to participate in a fitness, health and wellness study.
- Two Captains completed a 3-year Company Officer Development program presented at Fire Rescue International and graduated as part of the program's charter class.

FY 2011-12 Objectives:

Council Goal: *Public Safety*

- Work to identify and implement "value added" services or activities.
- Continue to seek joint initiatives with other west valley agencies to improve efficiency and/or effectiveness.

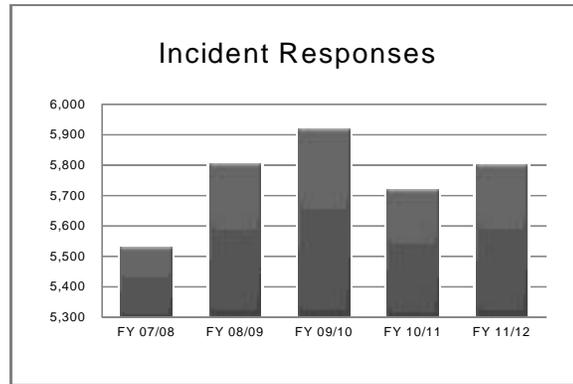
Fire

FY 2011-12 Objectives:

Council Goal: *Public Safety*

- Continue to work to identify potential alternative funding mechanisms for fire and EMS activities.

Performance/Workload Indicators:	FY 2009-10 Actuals	FY 2010-11 Projected	FY 2011-12 Projected
650 Meet response time goal (6 minutes or less from time of dispatch on emergency calls) 90% of the time	20%	20%	20%

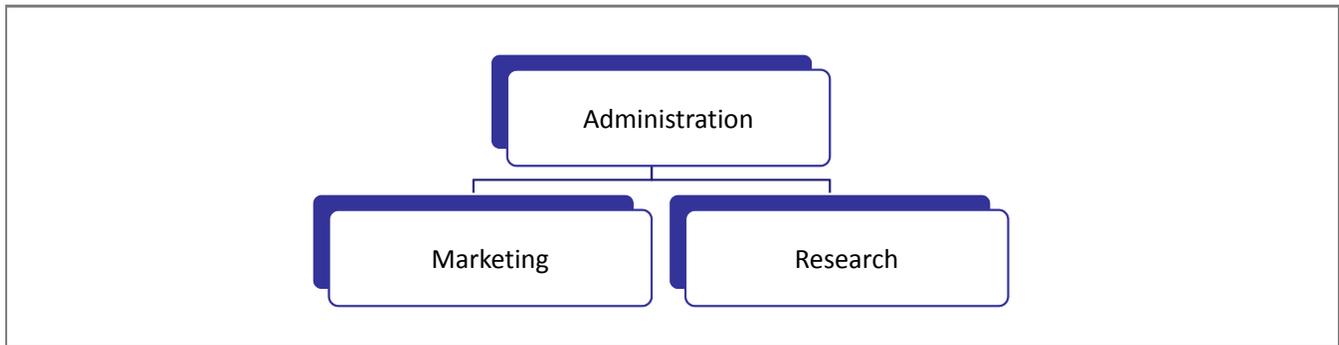


Fire

Budget Summary

	FY 08-09 Actuals	FY 09-10 Actuals	FY 10-11 Budget	FY 10-11 Estimates	FY 11-12 Budget
Expenditures by Category					
Personal Services	6,033,289	5,876,373	5,708,610	5,784,075	5,843,110
Contractual Services	1,649,347	1,019,856	1,118,650	1,052,640	1,209,430
Commodities	171,059	166,604	174,170	127,925	519,170
Capital Outlay	60,592	8,582	-	21,500	-
Other	-	2,023	-	530	-
Debt Service	76,542	76,771	89,550	89,550	89,550
Transfers Out	167,270	-	365,070	365,070	350,220
Total by Category	8,158,099	7,150,209	7,456,050	7,441,290	8,011,480
Expenditures by Program					
Fire	4,800	4,800	5,000	7,288	5,000
Fire - Community Services	714,023	625,501	596,070	624,696	578,940
Fire - Administration	711,482	520,899	520,090	806,068	943,380
Public Safety Stabilization Grant	-	-	-	-	-
2007 UASI GRANTS	72,704	21,429	-	24,017	-
Fire - Professional Development	251,262	241,117	316,830	194,745	142,740
DHS Grant--Urban Areas Security Init.	5,601	-	-	-	-
Fire - Intervention Services	6,398,227	5,619,140	6,018,060	5,693,101	6,267,350
PIR Race Fire Overtime	-	117,323	-	91,375	74,070
Total by Program	8,158,099	7,150,209	7,456,050	7,441,290	8,011,480
Expenditures by Fund					
General Fund	5,455,068	5,352,607	5,765,590	5,758,983	5,978,120
Other Grants	78,416	21,429	-	24,017	-
Public Safety Dedicated Sales Tax	2,619,815	1,771,373	1,685,460	1,651,002	2,028,360
ARRA Fund	-	-	-	-	-
Volunteer Fireman's Pension	4,800	4,800	5,000	7,288	5,000
Total by Fund	8,158,099	7,150,209	7,456,050	7,441,290	8,011,480
Authorized Positions by Program					
Fire - Community Services	7.00	5.00	5.00	5.00	5.00
Fire - Administration	2.00	2.00	2.00	5.00	5.00
Fire - Professional Development	1.00	1.00	1.00	-	-
Fire - Intervention Services	50.00	50.00	49.00	48.00	49.00
Total Authorized FTE	60.00	58.00	57.00	58.00	59.00

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:

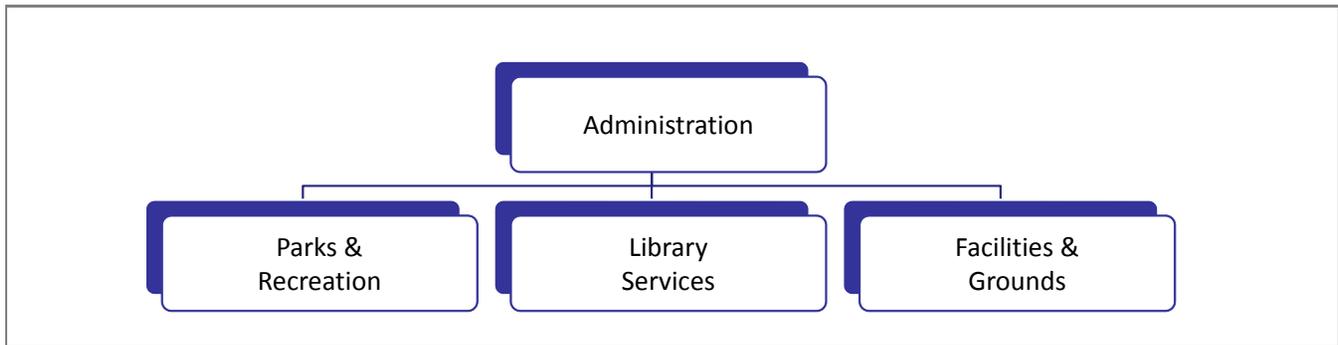
- To market Avondale as a premier location for retail, commercial, industrial, and office development
- To provide assistance to the development community to attract and retain businesses
- To develop plans and implementation strategies to attract new business opportunities
- To develop and implement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

This past year was very difficult for business owners, commercial developers, and property owners. The downturn 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.

Economic Development

Budget Summary					
	FY 08-09 Actuals	FY 09-10 Actuals	FY 10-11 Budget	FY 10-11 Estimates	FY 11-12 Budget
Expenditures by Category					
Personal Services	451,785	339,289	345,470	371,810	402,500
Contractual Services	333,245	211,363	663,990	184,824	577,010
Commodities	1,282	591	1,170	729	1,000
Transfers Out	-	-	3,530	3,530	1,920
Total by Category	786,312	551,243	1,014,160	560,893	982,430
Expenditures by Program					
Economic Development	762,778	551,243	1,014,160	560,893	982,430
Brownsfields State Response Grant	23,534	-	-	-	-
Total by Program	786,312	551,243	1,014,160	560,893	982,430
Expenditures by Fund					
General Fund	762,778	551,243	1,014,160	560,893	982,430
Other Grants	23,534	-	-	-	-
Total by Fund	786,312	551,243	1,014,160	560,893	982,430
Authorized Positions by Program					
Economic Development	3.00	1.00	3.00	3.00	3.00
Total Authorized FTE	3.00	1.00	3.00	3.00	3.00

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 2010-2011 Highlights

- ❑ Successful programs – Writers Conference, Needle and Thread group, Wednesday After School events, story times, computer classes

Parks, Recreation & Libraries

FY 2010-2011 Highlights

- ❑ Community partnerships with Art League West, West Valley Writers Workshop, Southwest Valley Literacy, Neighborhood and Family Services, Youth Commission, Friends of the Avondale Library, Phoenix Children's Hospital, local school districts, Boys and Girls Club, Girl Scouts and Boy Scouts and Avondale Merchants Association
- ❑ Awarded \$17,737 in LSTA grants
- ❑ Staff received approximately \$8,600 in sponsorship funding to host three (3) art walks for 2010.
- ❑ **Staff from the Avondale Public Library, the Phoenix Children's Hospital and Neighborhood and Family Services hosted a play group for parents with children birth to 5-years-old.**
- ❑ **Papa John's Pizza and Food City have agreed to sponsor a portion of the Wednesday Western Avenue Community Program on the first Wednesday of each month.**
- ❑ Art League West (ALW) and the City partnered to display art in Civic Center City Hall and the Civic Center Library. The art will be displayed at both locations on a 3-month rotation.
- ❑ Seniors from Avondale and Buckeye participated in the first Senior Program Wii Bowling Tournament.
- ❑ **SRP donated 50 energy analyzers as part of the Salt River Project's Energy Analyzer program. Library patrons can borrow a free Kill A Watt meter (the program name for the energy analyzer), which will tell them how much energy their appliances use. Participants plug the device into an outlet, then plugging an appliance into the Kill A Watt meter; the LCD display will show energy consumption by the kilowatt hour.**
- ❑ The Writers Workshop was held on Saturday, October 2, 2010. 196 aspiring writers attended the event. The conference was fully funded by a \$15,000 grant through the Library Services and Technology Act (LSTA). Approximately 18% of the attendees were from Avondale.
- ❑ Approved recipient of a BTOP grant. The grant will provide funds for job assistance, entrepreneurship, and unemployment assistance activities.
- ❑ **partnered with the Avondale Elementary School District on the "Listen to Learn to Read!" project to purchase Audio Books to place in both the Avondale public libraries and each participant school library**
- ❑ The City of Avondale has been officially designated as a Tree City by the Arbor Day Foundation
- ❑ The Recreation Division of PRLD received the following awards:
 - **Outstanding Partnership Award - Luke West Valley Recreation Committee**
 - **Best Event Photo - Chihuahua races**
 - **Best Poster – Senior Expo**
 - **Best Radio Spot – Radio Disney**
 - **Volunteer of the Year: Walter Fisch (Wally) – Senior Program Volunteer**
- ❑ The Avondale Community Center (ACC) and the Civic Center Library Concession kitchens received the highest inspections ratings possible for a kitchen operation from the Maricopa County Environmental Services Department
- ❑ Awarded an EECBG grant for an LED Light Retrofit Project that calls for the replacement of existing high energy lights with low energy use lights at Friendship Park and the Civic Center Campus.

Parks, Recreation & Libraries

FY 2010-2011 Highlights

- ❑ Implemented an aggressive night & weekend setback for the Heating, Ventilating & Air Conditioning (HVAC) system utilizing the energy management control system.
- ❑ Installed programming for chiller plant that reduced energy cost for Civic Center Campus by an average of 4%.
- ❑ Facilities Division participated in the design, construction and opening of the new Public Safety Facility 174 and now have taken over routine maintenance of the facility.
- ❑ Installed 4 new waterless urinal systems in Civic Center Library that collectively have the potential to save 200,000 gallons of water per year.
- ❑ Performed building upgrade and refurbishment work for the Avondale Community Center consisting of new hard flooring, new carpeting, new paint, and a new service counter.

FY 2011-12 Objectives:

Council Goal: *Community & Economic Development*

- ❑ Expand opportunities for Amateur athletics through increased programming and public/private partnerships

Council Goal: *Environmental Leadership*

- ❑ Upgrade and enhance the energy efficiency of city buildings.
- ❑ Incorporate renewable energy sources to enhance sustainability throughout the City
- ❑ Implement energy efficiency initiatives that save both resources and reduce operating cost

Council Goal: *Financial Stability*

- ❑ Implement lighting controls in city buildings to reduce energy related costs.
- ❑ Increase percentage of cost recoverable programs and services that provide self supporting recreation and leisure activities

Council Goal: *Quality of Life*

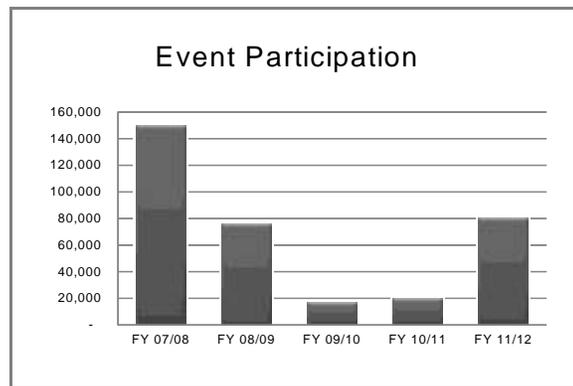
- ❑ Increase the use of technology in the libraries and throughout the community to enhance learning, access, and information
- ❑ Increase collaborations and partnerships with local school districts
- ❑ Maintain all city buildings and facilities ensuring a high level of operations, functionality, safety, and appearance

Performance/Workload Indicators:	FY 2009-10 Actuals	FY 2010-11 Projected	FY 2011-12 Projected
New City energy efficiency projects	2	4	4
Number of home delivered meals served	25000	27000	29000
Number of Congregate meals served	27000	30000	35000
Percentage of revenue increase from programs and activities	5%	10%	10%

Parks, Recreation & Libraries

750

	FY 2009-10 Actuals	FY 2010-11 Projected	FY 2011-12 Projected
Performance/Workload Indicators:			
After school program sites	2	4	5
Library Programs and Activities	300	330	360
Net Revenue from Recreation programs and activities	\$45,000	\$50,000	\$60,000
Hours of Library Computer Usage	n/a	80,000	90,000
Library's catalog access and usage	29,068	40,000	50,000
Library cards issued	14,922	10,500	12,000
Library's active partnerships with schools, City Departments and community organizations	7	14	20
Library programs and activity attendance	6000	8000	9000
Library materials circulation counts	307,945	350,000	375,000



Parks, Recreation & Libraries

Budget Summary

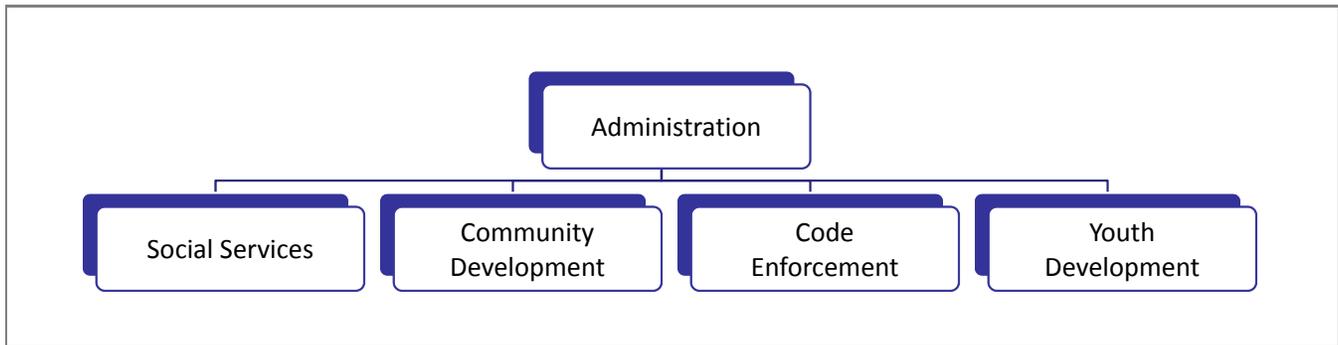
	FY 08-09 Actuals	FY 09-10 Actuals	FY 10-11 Budget	FY 10-11 Estimates	FY 11-12 Budget
Expenditures by Category					
Personal Services	2,557,857	2,239,849	1,784,310	1,752,395	1,828,110
Contractual Services	2,806,025	2,675,232	3,628,090	2,665,762	3,808,910
Commodities	345,163	361,214	395,590	299,981	331,520
Capital Outlay	9,980	8,395	-	-	-
Other	(319,465)	(304,780)	(254,360)	(254,360)	(300,210)
Transfers Out	-	78,425	164,010	164,010	125,360
Total by Category	5,399,560	5,058,335	5,717,640	4,627,788	5,793,690
Expenditures by Program					
Grounds Maintenance	1,534,510	1,033,133	1,034,900	872,745	1,041,970
Building Maintenance	1,248,413	1,199,290	1,099,130	1,116,701	1,093,880
Other Grants & Contributions	1,175	9,117	-	-	-
Congregate Meals	122,366	130,564	133,490	93,401	130,650
Home Delivered Meals	227,926	298,992	187,640	212,855	260,520
MCSO	56,595	32,741	19,760	27,858	22,920
Soc. Svcs - Senior Transportation	32,583	33,018	9,220	34,066	14,400
PRL Administration	426,896	435,281	368,900	282,344	373,070
Library - Sam Garcia	582,147	529,806	492,060	463,991	548,020
Library - Civic Center	561,264	840,863	958,560	812,318	524,300
Library Administration	-	-	-	-	306,800
Recreation	602,406	506,268	1,413,980	695,558	1,477,160
Target Link to Literacy at Your Library	2,082	418	-	-	-
LSTA07 Grant - Early Literacy Initiative	1,197	-	-	-	-
Target Link to Literacy at Library	-	8,844	-	1,704	-
LSTA Grant- Lifespan Learning	-	-	-	14,247	-
Tohono O-Odham Monument Hill Grant	-	-	-	-	-
Total by Program	5,399,560	5,058,335	5,717,640	4,627,788	5,793,690
Expenditures by Fund					
General Fund	5,029,322	4,620,082	5,463,120	4,317,983	5,523,350
Senior Nutrition	364,714	341,449	254,520	293,854	270,340
Other Grants	1,175	9,117	-	-	-
Library Projects	4,349	9,262	-	15,951	-
ARRA Fund	-	78,425	-	-	-
Total by Fund	5,399,560	5,058,335	5,717,640	4,627,788	5,793,690

Parks, Recreation & Libraries

Budget Summary

	FY 08-09 Actuals	FY 09-10 Actuals	FY 10-11 Budget	FY 10-11 Estimates	FY 11-12 Budget
Authorized Positions by Program					
Grounds Maintenance	7.00	-	-	-	-
Building Maintenance	7.00	7.00	3.00	3.00	3.00
Congregate Meals	2.60	2.35	1.85	1.65	1.65
Home Delivered Meals	2.80	2.80	2.80	3.00	3.00
MCSO	1.10	0.35	0.35	0.35	0.35
PRL Administration	8.00	8.00	7.00	7.00	7.00
Library - Sam Garcia	7.00	8.00	5.00	5.00	6.50
Library - Civic Center	12.00	12.00	11.00	11.00	7.50
Library Administration	-	-	-	-	2.00
Recreation	4.00	3.00	3.00	3.00	3.00
Total Authorized FTE	51.50	43.50	34.00	34.00	34.00

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 2010-2011 Highlights

- ❑ Served at least 2,500 individuals monthly at the Care1st Avondale Resource and Housing Center.
- ❑ Provided backpacks filled with school supplies to 300 school aged youth.
- ❑ Provided holiday gifts and food to 150 youth and their families.
- ❑ Provided information, referrals, and case management to residents who are experiencing a financial crisis.
- ❑ Provided rent and utility assistance to over 3,000 families in our service area.
- ❑ Obtained funding for the Care1st Avondale Resource and Housing Center for 2011.
- ❑ Four Code Enforcement staff members completed 48 hours of training that included legal aspects of code administration, court preparation, code application and communication. Three credit hours from Arizona Central College were awarded as well as a certified Code Enforcement Officer designation from the Code Enforcement League of Arizona.

Neighborhood & Family Services

FY 2010-2011 Highlights

- ❑ The Code Enforcement Division participated in the American Association of Code Enforcement 21st Annual Educational Conference held in Glendale, AZ on November 3-5, 2010, attending numerous training classes. The CEU credits earned will be applied to renewing and applying for inspection certifications.
- ❑ The Code Enforcement Division has implemented an effective rental residential program that includes inspecting rental properties for rental registration and property maintenance violations.
- ❑ The Code Enforcement Division met with Ken Young, the Support Services Manager, of the Maricopa County Assessor's Office to discuss implementation of the Rental Registration Program. Mr. Young found the program to be effective, efficient and exceeding expectations. Over 300 properties have been inspected and brought into compliance.
- ❑ A Code Enforcement staff member is on duty every Saturday to specifically inspect garage sales and sign placements. Over 700 signs have been collected, with over a dozen properties being closely monitored to ensure the code is followed accordingly.
- ❑ The Code Enforcement Division continues to inspect local merchants who supply graffiti implements. The annual inspection includes established and new businesses. Approximately 27 merchants have been inspected.
- ❑ The Code Enforcement Division continues to be proactive in combating blight and provide a safe and secure community by inspection abandoned, foreclosed and neglected properties through the clean and lien program. The clean and lien program will abate a property if an owner is uncooperative or unattainable; and the Code staff will place a lien of the actual abatement cost against the parcel. Over \$20,000 in fines have been posted on abated properties. Response continues to be extremely positive from residents, as well as financial institutions.
- ❑ The Code Enforcement Division continues to promote clean, sanitary and safe conditions in focused areas by inspecting the condition of existing structures and property through the Neighborhood Enhancement Program. This included the Tres Rios and Las Ligas and surrounding neighborhoods, resulting in over 4,000 parcels being inspected.
- ❑ **The Code Enforcement Staff attended an all-day summit, "Distressed Property Summit", sponsored by the Code Enforcement League of Arizona. The purpose of the training was to help code enforcement officers find the tools needed to deal with abandoned and distressed properties. The agenda included "Abandoned Building Demolitions", and "Administrative Warrants and Documentation".**
- ❑ The Code Enforcement Division implemented a mobile app and code enforcement software (PAM 1.0). Users can report violations to the City using the iPhone app. Using the code enforcement software, the Code Division staff is now able to address complaints swiftly – resulting in more comprehensive results and effective enforcement. The software allows the code officer to manage the case with accurate, up to the minute information.
- ❑ The Code Enforcement Division, working with the City of Avondale Council and staff, sponsored Senate Bill 1135, the law that makes it a felony to assault a code enforcement officer while he is performing his/her job duties. The bill was passed in September 2010.
- ❑ The Youth Services Division conducted the School Spirit Holiday Food Drive in that engaged the Avondale Youth Advisory Commission, 5 elementary schools and 3 high schools. The food drive generated over 18,000 lbs. in food.

Neighborhood & Family Services

FY 2010-2011 Highlights

- ❑ The Youth Services Division provided training to 80 Avondale Residents to increase understanding and buy-in of the Kids at Hope philosophy with the purpose of making Avondale a Kids at Hope city. The trainings were well attended by teachers and staff from the Avondale, Pendergast and Littleton school districts.
- ❑ The Youth Services Division was awarded a grant in the amount of \$284,702 from First Things First to implement a comprehensive parent education and resource program for families with children ages birth to 5 years of age. Programming include parent education workshops, early literacy workshops, emergency baby boxes and transportation services.
- ❑ The Youth Services Division secured \$10,000 in grant funding to hire additional staff to support the after-school program at La Joya Community High School and were able to provide educational, leadership, life skills and recreation opportunities to 132 youth this year
- ❑ Improved the housing conditions of Avondale's low-income home owners through the substantial and emergency home rehabilitation programs removing health and safety issues.
- ❑ Operated a homebuyer assistance program to provide down-payment and closing cost loans for moderate to low-income homebuyers through the Neighborhood Stabilization Program thus assisting with the redevelopment of foreclosed properties.
- ❑ Through the Community Development Block Grant funds, the City invested funds in the reconstruction of streets in the Old Town area. The streets included Lawrence, Brinker, Loma Linda and La Jolla.
- ❑ Conducted 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.
- ❑ The Youth Services Division provided job training and summer internships for low-income teens through the Next STEP program funded through the Community Development Block Grant.
- ❑ Fair Housing education was provided to housing professionals via a workshop and also to city staff through annual employee training.

FY 2011-12 Objectives:

Council Goal: *Community & Economic Development*

- ❑ Redevelop blighted commercial and residential properties in low-income neighborhoods to arrest further decline and support new investments.

Council Goal: *Public Safety*

- ❑ Conduct consistent ongoing inspections of foreclosed properties throughout the city. This will establish a positive, productive presence in every neighborhood, deter vandalism, and foster pride.

Council Goal: *Quality of Life*

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

Neighborhood & Family Services

FY 2011-12 Objectives:

Council Goal: *Quality of Life*

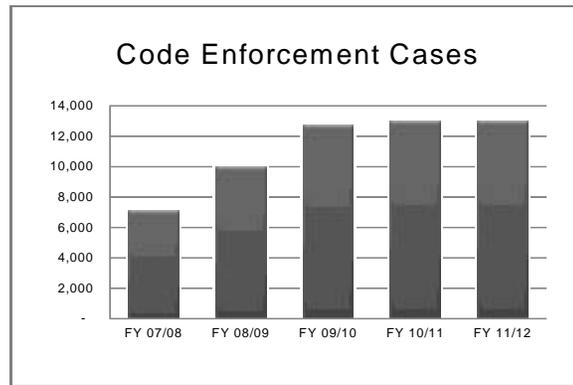
- ❑ Implement and enhance the after-school program at La Joya and increase participation and secure funding to support after school programming at additional sites.
- ❑ Identify and implement opportunities to increase understanding and buy-in of the Kids at Hope philosophy with the purpose of making Avondale a Kids at Hope city.
- ❑ 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.
- ❑ Strengthen the Avondale Youth Advisory Commission by increasing participation and representation from all Avondale High Schools.
- ❑ 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.
- ❑ Promote homeownership in Avondale to absorb the surplus of single family residences in the city and increase the financial stability of families.
- ❑ Continue to support neighborhood enhancement projects that provide education, coordinating efforts to aid in clean-up, and when needed, enforcement of property maintenance codes. Neighborhood revitalization and community pride improve greatly with each project.
- ❑ Develop a consistent and effective process for enforcement of the Registration of Residential Property city code. This will improve neighborhood pride, allow for ease of information on property owners, and improve the loss of revenue from delinquent business owners.
- ❑ Combat blight and neglect on all commercial and residential properties through enforcement of the property maintenance codes; especially weeds. The Clean & Lien program is an initiated effort to monitor and control abandoned, foreclosed or neglected properties landscaping violations through unwavering efforts to obtain compliance; if compliance is not met the City will abate and lien the parcel.
- ❑ Promote clean, sanitary and safe conditions in focused areas by inspecting the condition of existing structures and property through the Neighborhood Enhancement Program.
- ❑ To conduct a comprehensive code enforcement effort that fosters compliance, effects prompt correction of noted violations that is consistent, fair and equitable in its application. Continue to educate the public on the adopted City codes, the value of a code enforcement program, and encourage community pride.

Performance/Workload Indicators:	FY 2009-10 Actuals	FY 2010-11 Projected	FY 2011-12 Projected
Reconstruction of streets and upgrades to water lines	4	4	4
Operate a successful homebuyer assistance program	44	5	30
Perform substantial rehabilitation on homes owned by low-income residents	4	2	3
Perform emergency repair on homes owned by low-income residents	6	10	14
Conduct Next STEP (Summer Teen Employment Program)	16	20	25
Increase participation in the Avondale Youth Advisory Commission	10	15	19

Neighborhood & Family Services

825

Performance/Workload Indicators:	FY 2009-10 Actuals	FY 2010-11 Projected	FY 2011-12 Projected
Conduct Teen Summit	80	80	80
Conduct Kids at Hope Trainings	80	80	80
Number of graffiti sites abated	5,300	5,500	5,500
Total code enforcement cases	12,700	13,000	13,000
Percentage of code enforcement cases resulting in compliance	99%	99%	99%



Neighborhood & Family Services

Budget Summary

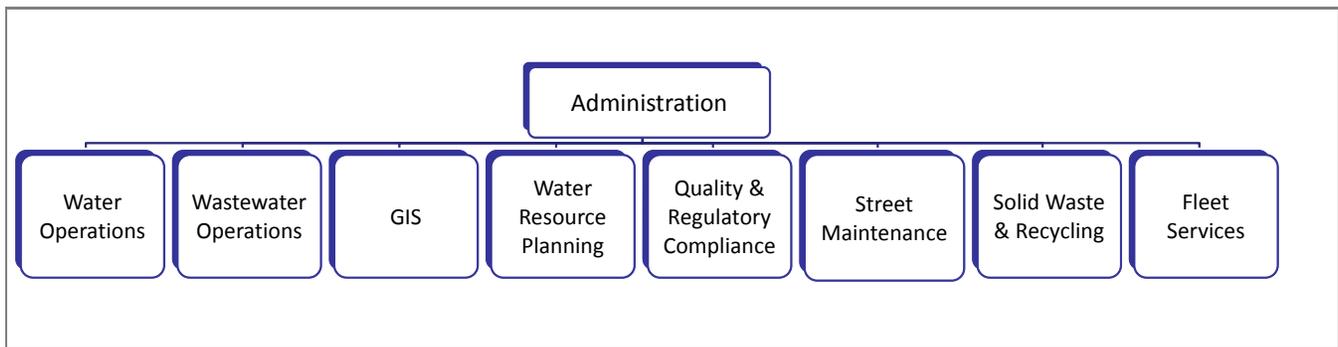
	FY 08-09 Actuals	FY 09-10 Actuals	FY 10-11 Budget	FY 10-11 Estimates	FY 11-12 Budget
Expenditures by Category					
Personal Services	1,454,347	1,495,071	1,313,070	1,566,446	1,360,010
Contractual Services	1,403,424	3,305,827	1,811,880	1,500,082	2,384,140
Commodities	95,501	59,912	87,790	83,404	88,220
Capital Outlay	51,989	11,996	-	-	-
Other	-	2,088	-	150	-
Transfers Out	300,000	300,000	338,750	338,750	232,750
Total by Category	3,305,261	5,174,894	3,551,490	3,488,832	4,065,120
Expenditures by Program					
St. Luke's Health Initiative Grant	194	-	-	-	-
Neighborhood & Family Services	486,474	524,139	591,860	552,601	570,430
Social Services	350,663	216,573	296,570	252,966	237,380
Code Enforcement	822,265	626,813	730,650	689,003	727,260
Community Action Program	167,664	160,208	131,940	177,897	170,140
Caregiver Forum	140,926	107,071	-	127,366	-
Youth Commission	4,146	3,888	3,470	2,922	3,470
GRIC--Youth Development & Young Families	92,519	115,174	-	64,202	-
Emergency Food & Shelter Program	-	26,407	-	-	-
First Things First	-	164,788	-	90,817	-
Ft McDowell Yavapai Nation Project Real	-	5,347	-	5,602	-
APS Bill Assistance Grant	-	-	-	6,526	-
Street Reconstruction	300,000	300,000	300,000	300,000	200,000
Youth Jobs Public Service	24,441	27,408	30,000	32,736	60,100
Housing Rehabilitation	272,176	126,292	340,000	327,861	193,690
Substantial Rehabilitation	174,148	300,896	160,000	272,368	298,870
Homebuyer Assistance	446,057	107,230	160,000	173,063	160,000
Business Facade Renovation	2,338	50,967	107,000	140,000	120,000
Acquisition Rehabilitation	4,402	-	-	-	-
NSP3	-	-	-	-	1,147,190
Small Business Development, Revitalization	-	-	-	-	1,000
Educational IDA Program	-	-	-	-	50,000
CDBG Public Services	-	-	-	-	15,000
NSP Home Buyer Assistance Grant	16,848	2,311,693	700,000	272,902	110,590
Total by Program	3,305,261	5,174,894	3,551,490	3,488,832	4,065,120

Neighborhood & Family Services

Budget Summary

	FY 08-09 Actuals	FY 09-10 Actuals	FY 10-11 Budget	FY 10-11 Estimates	FY 11-12 Budget
Expenditures by Fund					
General Fund	1,528,630	1,281,645	1,495,510	1,395,818	1,430,330
Community Action Program	167,664	160,208	131,940	177,897	168,380
Home Grant	673,406	414,888	329,990	464,337	466,380
Other Grants	522,663	2,755,304	700,000	567,415	1,257,780
CDBG	412,898	562,849	894,050	883,365	742,250
Total by Fund	3,305,261	5,174,894	3,551,490	3,488,832	4,065,120
Authorized Positions by Program					
NSP3	-	-	-	-	0.22
Neighborhood & Family Services	4.00	4.70	5.00	4.80	4.68
Social Services	3.00	3.00	2.00	1.53	1.53
Code Enforcement	8.00	7.00	7.00	7.00	7.00
Community Action Program	3.00	2.00	2.00	2.47	2.47
NSP Home Buyer Assistance Grant	-	0.30	-	0.12	0.10
Total Authorized FTE	18.00	17.00	16.00	15.92	16.00

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 2010-2011 Highlights

- Worked with the Police Department to procure and place into service 7 vehicles for the newly developed Community Action Team (CAT).

Public Works

FY 2010-2011 Highlights

- ❑ Fleet Services again earned the Blue Seal of Excellence recognition as a highly qualified repair facility with a commitment to excellence.
- ❑ Disposed of 15,234 lbs. of hazardous waste during the household hazardous waste day event.
- ❑ Teamed up with the Arizona Department of Environment Quality to host an e-recycling event that was the most popular such event of the nearly 30 events the agency has hosted in the last two years, with 750 vehicles being served (153 from Avondale) bringing a total of 58,524 pounds of e-waste to be recycled.
- ❑ Partnered with the Engineering Department to develop and implement an annual training program for spill prevention.
- ❑ Staff successfully obtained the City's Re-designation of Assured Water Supply until 2025.
- ❑ Staff attended Resident Appreciation Night. A side-load sanitation truck and vactor truck were on display. Educational materials and promotional items were provided to residents. The staff answered questions on the services provided.
- ❑ Continued the public landscape classes at City Hall and water conservation magic show program at local elementary schools.
- ❑ Completed the conversion program from wand and hand held water meters to radio read technology. This program has begun generating the \$300K/year savings as anticipated.
- ❑ Continued to work closely with Water Billing to conduct weekly shut-offs of delinquent accounts within four hours of notification, and completing turn-back-ons by close-of-business the same day.
- ❑ Completed SCADA (Supervisory Control and Data Acquisition) programming changes to the water reclamation facility expansion areas to meet operational needs.
- ❑ Developed the data structure for the water reclamation facility assets in the EAM System (Enterprise Asset Management) and began implementation of work order and asset management at the facility. This was the last work group to go live.
- ❑ Staff successfully negotiated an extremely economical purchase of two nitrate treatment systems from Envirogen Technologies, f.k.a. Basin Water.
- ❑ Staff continues to participate in monthly HOA meetings, and publishes Crystal Gardens quarterly newsletters to ensure neighborhood citizens are informed of important operational issues at the wetlands.
- ❑ Recharged approximately 1.4 billion gallons of reclaimed water (over 4,400 acre-feet) at our McDowell Road recharge facility, equal to approximately 30% of the City's demand during the same period.
- ❑ Continued to provide vigorous and on-going support to ADEQ and the USEPA to enforce the PGA-North Consent Decree requiring Crane Co. to control and mitigate groundwater contamination in Goodyear.
- ❑ Successfully completed the first manhole rehabilitation allowing staff to prepare high quality technical specifications to guide all future manhole projects.
- ❑ Successfully created an intranet-based user interface for GIS information making data accessible to all City staff via web portal.

Public Works

FY 2010-2011 Highlights

- ❑ Completed an Updated Water Resources Master Plan and Water Infrastructure Master Plan that investigated well field, well operation, and distribution system optimization, water supply and treatment scenarios, dual pressure zones, capital and operational costs, and program implementation. The Plans recommended water facility and distribution improvements, future system expansion, and a groundwater model was developed to better analyze potential well sites. A GIS base map was developed to aid in predicting water demands and distribution needs when land uses change.
- ❑ Increased the Preventative Maintenance Sewer Cleaning Program to 100 linear miles of sewer line to ensure uninterrupted citywide sewer services.
- ❑ Completed several CIP water/wastewater projects including wellhead improvements for Wells 20 and 24, transmission lines from Well 24 to Gateway Booster Station and the Van Buren line from 99th to 103rd Avenues.

FY 2011-12 Objectives:**Council Goal:** *Community Involvement*

- ❑ Continue to provide recycling opportunities at special events throughout the City. Continue to expand on our successful partnership with Bashas', the Valley Wide Recycling Partnership and Phoenix International Raceway to provide recycling opportunities for race fans.
- ❑ Expand our recycling education efforts by increasing our presence at local schools, distributing educational materials and making personal contact with citizens in City neighborhoods.

Council Goal: *Environmental Leadership*

- ❑ Expand the public education program for the Industrial Pre-Treatment Program to include residential education on fats, oils, and greases.
- ❑ Continue to implement the wastewater collection system sewer line and manhole rehabilitation program.
- ❑ Manage water resources efficiently and effectively through water conservation and recharge programs, and continued public information and education.
- ❑ Continue to participate in regional partnerships for water quality and conservation, and develop new partnerships for water resource management, planning and legislative advocacy.
- ❑ Increase the effectiveness of our recycling program by increasing the diversion rate of recyclable and hazardous waste materials from landfill sites.

Council Goal: *Financial Stability*

- ❑ Enhance operational efficiency at water production facilities by developing a schedule for site repairs and upgrades.
- ❑ Increase water distribution system efficiencies by moving water mains from alleys and undedicated PUE's to streets, conducting needed service replacements, and replacing PVC and undersized water mains.
- ❑ Optimize water production and distribution facilities operations in an effort to realize full life cycle of City's capital assets and reduce repair/replacement costs through the implementation of preventative maintenance programs.
- ❑ Implement a pilot program for fixed network meter read technology.

Public Works

FY 2011-12 Objectives:

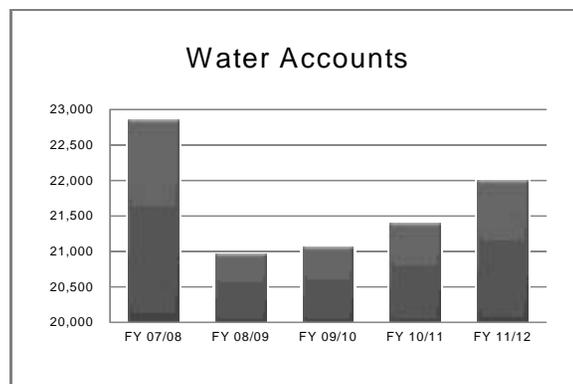
Council Goal: *Financial Stability*

- Continue to work towards integration between asset management, SCADA, GIS, security, LIMS, Eden, and Itron capabilities.

Council Goal: *Quality of Life*

- Maintain the safety and integrity of existing City streets, sidewalks and right of ways.
- Keep our neighborhoods clean and free from trash and debris through our sanitation services, inspection program and street maintenance/sweeping efforts.

830	FY 2009-10 Actuals	FY 2010-11 Projected	FY 2011-12 Projected
Performance/Workload Indicators:			
Gallons per Capita per Day (GPCD) Water Consumption Rate =/ ADWR Requirement of 167	167	167	167
Lost and Unaccounted Water at =/ ADWR Requirement of 10%	< 5%	< 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	100	100
Respond to Water/Sewer After-hours Emergency Callouts Within One Hour	100%	100%	100%
Recycling Diversion Rate	17%	19%	20%
PM Services Performed On Time	95%	95%	95%
Recycling Revenue Collected	\$98,000	\$98,000	\$100,000



Public Works

Budget Summary

	FY 08-09 Actuals	FY 09-10 Actuals	FY 10-11 Budget	FY 10-11 Estimates	FY 11-12 Budget
Expenditures by Category					
Personal Services	7,337,577	6,482,969	6,837,370	6,153,842	6,959,310
Contractual Services	7,749,142	8,399,079	8,317,770	8,147,392	8,487,060
Commodities	2,619,345	3,822,530	2,913,750	3,035,797	3,107,150
Capital Outlay	259,351	67,046	180,000	256,399	517,910
Other	3,460,943	3,122,864	2,923,830	3,013,340	2,639,890
Debt Service	634,727	540,368	2,439,870	1,998,217	2,486,500
Transfers Out	4,246,720	807,720	1,604,980	1,604,980	6,168,080
Contingency	-	-	2,250,000	2,100,000	2,250,000
Total by Category	26,307,805	23,242,576	27,467,570	26,309,967	32,615,900
Expenditures by Program					
Fleet Services	2,133,142	1,901,044	1,994,870	1,993,013	2,157,600
Field Operations Administration	82,714	53,412	56,530	71,856	3,200
Motor Pool	-	-	27,770	27,770	33,560
Streets	2,035,258	1,675,469	1,666,230	1,577,520	1,601,480
MAG-CMAQ PM-10 Street Sweeper Grant	179,170	-	-	-	-
Solid Waste	3,172,123	3,135,004	3,327,160	3,277,134	3,475,310
Sanitation-Uncontained	610,609	513,517	595,530	499,046	582,970
Recycling Education and Enforcement	265,941	252,088	274,200	260,022	275,410
Water Distribution	2,715,235	3,464,171	2,199,940	1,905,265	2,515,900
Water Administration	1,830,218	2,233,110	3,309,400	2,987,348	4,198,290
GIS and Land Services	571,462	483,100	401,640	414,303	492,070
Water Resources	1,743,839	1,530,146	1,721,830	1,453,395	1,458,570
Water Quality	-	225,567	403,400	434,925	574,460
Wetlands Treatment	369,784	337,918	313,410	317,233	346,170
Water Production	2,673,988	2,399,424	3,387,680	3,275,341	3,218,990
Wastewater Collection	765,719	823,893	964,830	1,084,733	1,240,430
Wastewater Administration	4,691,296	1,583,970	4,239,840	4,173,558	7,353,670
Wastewater Lift Stations	90,584	97,641	126,040	149,907	134,110
Water Reclamation Facility	2,376,723	2,533,102	2,457,270	2,407,598	2,953,710
Total by Program	26,307,805	23,242,576	27,467,570	26,309,967	32,615,900

Public Works

Budget Summary

	FY 08-09 Actuals	FY 09-10 Actuals	FY 10-11 Budget	FY 10-11 Estimates	FY 11-12 Budget
Expenditures by Fund					
General Fund	91,156	54,181	84,300	99,626	36,760
Highway User Revenue Fund	2,035,258	1,675,469	1,666,230	1,577,520	1,601,480
Other Grants	179,170	-	-	-	-
Water Operations	9,904,526	10,673,436	11,737,300	10,787,810	12,804,450
Sewer Operations	7,924,322	5,038,606	7,787,980	7,815,796	11,681,920
Sanitation	4,048,673	3,900,609	4,196,890	4,036,202	4,333,690
Fleet Services Fund	2,124,700	1,900,275	1,994,870	1,993,013	2,157,600
Total by Fund	26,307,805	23,242,576	27,467,570	26,309,967	32,615,900
Authorized Positions by Program					
Fleet Services	8.00	6.00	6.00	6.00	6.00
Field Operations Administration	4.00	4.00	3.25	3.00	3.25
Streets	14.00	10.00	9.00	9.00	9.00
Solid Waste	14.00	13.00	13.00	13.00	13.00
Sanitation-Uncontained	4.00	3.00	3.00	3.00	3.00
Recycling Education and Enforcement	2.00	2.00	2.00	2.00	2.00
Water Distribution	22.00	15.00	15.50	13.75	13.75
Water Administration	4.50	3.00	1.88	3.00	3.38
GIS and Land Services	4.00	4.00	3.00	4.00	4.00
Water Resources	3.00	3.00	3.00	1.00	1.00
Water Quality	-	3.00	3.00	4.00	4.00
Wetlands Treatment	3.00	3.00	3.00	3.00	3.00
Water Production	6.00	6.00	6.50	6.75	6.75
Wastewater Collection	8.00	7.50	7.50	7.25	7.25
Wastewater Administration	3.50	2.00	1.87	1.00	1.37
Water Reclamation Facility	9.00	9.50	9.50	10.25	10.25
Total Authorized FTE	109.00	94.00	91.00	90.00	91.00



Capital Improvement Plan

FY2011-2012 through FY2020-2021

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 2011-2012 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 2012-2021 CIP will form the basis for appropriations in the 2011-2012 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.

Capital Improvement Plan

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.

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 \$40.9 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 \$28.5 million in grant funding and \$6.4 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

Capital Improvement Plan

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 2011-2012. The current year's assessed valuation is more than 37% 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	402,403,658	402,403,658
Debt Limit	80,480,732	24,144,219
Net Bonds Outstanding	35,805,000	1,355,000
Legal Debt Margin	44,675,732	22,789,219

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
Totals		\$115,300,000	\$44,480,000	\$70,820,000

(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.

Capital Improvement Plan

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.

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 \$19.9 million will carryover in fund balance for the FY 2011-12 capital budget. Most of this carryover is unspent bond proceeds and development fees.

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 2011-2012 budget includes \$15,350,710 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 2011-2012 budgeted payments by debt type. The summary repayment schedules are included in the Schedules and Summaries section of this document.

Debt Type	Principal	Interest	Fees	Total
General Obligation (GO) Bonds	2,775,000	2,119,070	10,000	4,904,070
Highway User Revenue Bonds	325,000	79,880	10,000	414,880
Municipal Development Corporation (MDC) Bonds-GLTD	5,056,950	2,448,300	30,000	7,535,250
Sub-total	8,156,950	4,762,380	50,000	12,854,200
<i>Enterprise Funded Debt</i>				
Water & Sewer Revenue Bonds	1,840,000	272,400	5,000	2,117,400
MDC Bonds - Water & Sewer	318,050	56,060	5,000	379,110
Sub-total	2,158,050	328,460	10,000	2,496,510
Grand Total All Debt	\$10,315,010	\$5,087,840	\$60,000	\$15,350,710

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.

Capital Improvement Plan

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 Wells

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

	2012	2013	2014	2015	2016	2017-2021
General Fund						
Staffing	-	-	660,000	1,266,000	1,466,000	15,284,860
Supplies/Contracts	5,000	5,000	105,000	205,000	260,000	2,685,000
Utilities	-	-	-	-	-	3,000,000
Building Maintenance	-	-	-	-	-	30,000
Equipment Maintenance	-	-	125,000	-	125,000	410,000
Insurance	-	-	-	-	-	100,000
Electric Costs	-	-	250,000	500,000	500,000	2,500,000
PC/Vehicle Replacement	-	-	-	-	-	1,039,000
GF Total	5,000	5,000	1,140,000	1,971,000	2,351,000	25,048,860
Highway User Revenue Fund						
Staffing	2,000	2,000	3,000	3,000	5,000	80,000
Supplies/Contracts	500	500	500	5,500	7,000	42,500
Equipment Maintenance	1,000	4,000	4,000	4,000	4,000	26,000
Electric Costs	600	600	800	800	1,200	19,500
Landscape/Water/Refuse	-	-	200	200	200	1,000
Street Maintenance	1,000	1,000	11,400	11,400	26,400	482,000
HURF Total	5,100	8,100	19,900	24,900	43,800	651,000
Water Operations						
Electric Costs	600,000	600,000	900,000	1,250,000	1,250,000	15,750,000
Equipment Maintenance	200,000	216,500	324,500	526,500	530,500	6,652,500
Water Total	800,000	816,500	1,224,500	1,776,500	1,780,500	22,402,500
Wastewater Operations						
Staffing	-	-	-	-	-	1,500,000
Supplies/Contracts	-	-	-	-	-	500,000
Electric Costs	-	-	-	-	-	1,875,000
Equipment Maintenance	-	10,000	10,000	15,000	25,000	225,000
WW Total	-	10,000	10,000	15,000	25,000	4,100,000
Grand Total	\$ 810,100	\$ 839,600	\$ 2,394,400	\$ 3,787,400	\$ 4,200,300	\$ 52,202,360

Capital Improvement Plan Summary

The capital plan for the City of Avondale totals \$324,547,580 for fiscal years 2011-12 through 2020-21. The fiscal year 2011-12 budget totals \$63,046,410 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

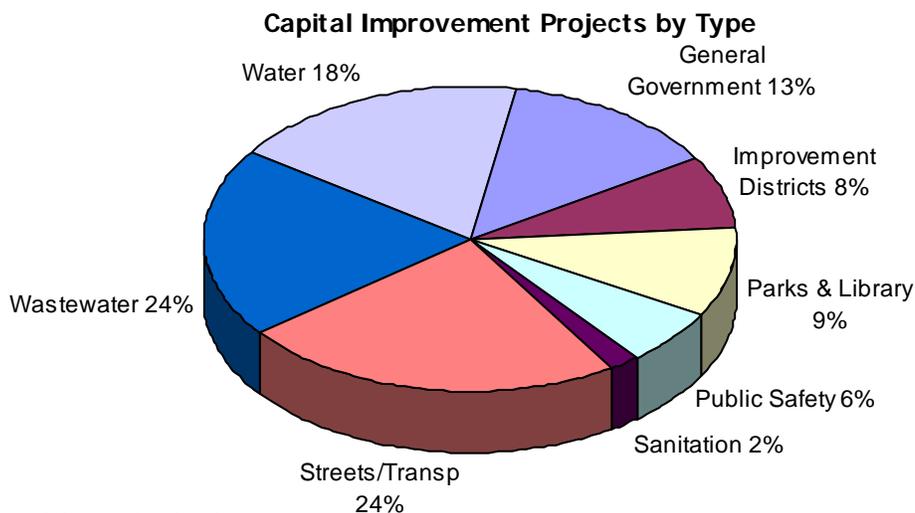
Fiscal Year 2012-2021

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2017-21	Total
Fund Balances All	41,168,662	16,636,922	12,342,806	11,284,046	18,548,546	15,842,196	41,168,662
Capital Plan Revenues							
Intergovernmental Revenues							
Community Develop. Block Grant	200,000	200,000	300,000	300,000	300,000	1,300,000	2,600,000
Other State Sources	-	-	-	650,000	-	-	650,000
Federal Grants & Other Sources	2,400,000	16,253,474	1,250,000	5,000,000	-	970,000	25,873,474
Other Cities & Towns - IGAs	514,500	-	-	3,550,000	-	-	4,064,500
Maricopa County	-	-	-	-	150,000	1,550,000	1,700,000
Total Intergovernmental Revenues	3,114,500	16,453,474	1,550,000	9,500,000	450,000	3,820,000	34,887,974
Development Fees							
Street Construction	187,500	468,750	937,500	937,500	937,500	7,500,000	10,968,750
Police Development	34,400	86,000	172,000	172,000	172,000	1,376,000	2,012,400
Parkland	125,050	625,250	1,250,500	1,250,500	1,250,500	10,004,000	14,505,800
Library Development	17,300	86,500	173,000	173,000	173,000	1,384,000	2,006,800
General Government Development	92,900	232,250	464,500	464,500	464,500	3,716,000	5,434,650
Fire Dept. Development	99,600	249,000	498,000	498,000	498,000	3,984,000	5,826,600
Sewer Development	549,300	1,373,250	2,746,500	2,746,500	2,746,500	21,972,000	32,134,050
Water Development	525,100	1,312,750	2,625,500	2,625,500	2,625,500	21,004,000	30,718,350
Sanitation Development	15,200	76,000	152,000	152,000	152,000	1,216,000	1,763,200
Total Development Fees	1,646,350	4,509,750	9,019,500	9,019,500	9,019,500	72,156,000	105,370,600
Internal Charges							
Water Equipment Replacement	193,640	193,640	193,640	193,640	193,640	968,200	1,936,400
Sewer Equipment Replacement	114,430	114,480	114,480	114,480	114,480	582,150	1,154,500
Sanitation Equipment Replacement	382,910	382,910	382,910	382,910	382,910	2,114,550	4,029,100
Vehicle Replacement	956,490	956,490	956,490	956,490	956,490	4,782,450	9,564,900
Equipment Replacement Fund	546,900	546,900	546,900	546,900	546,900	3,134,500	5,869,000
Total Internal Charges	2,194,370	2,194,420	2,194,420	2,194,420	2,194,420	11,581,850	22,553,900
Bond Proceeds							
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
Sewer Development	-	-	-	-	-	23,500,000	23,500,000
Water Development	-	-	-	7,000,000	-	-	7,000,000
Total Bond Proceeds	25,000,000	-	-	13,000,000	-	44,000,000	82,000,000
Interest Earned							
Interest Earned	94,450	69,980	55,730	158,150	92,820	93,360	564,490
Total Interest Earned	94,450	69,980	55,730	158,150	92,820	93,360	564,490
Reimbursement/Projs by City							
Reimbursement/Projs by City	-	-	1,730,000	-	-	-	1,730,000
Total Reimbursement/Projs by City	-	-	1,730,000	-	-	-	1,730,000
Traffic Signal Cost Sharing							
Traffic Signal Cost Sharing	240,000	-	750,000	-	-	780,000	1,770,000
Total Traffic Signal Cost Sharing	240,000	-	750,000	-	-	780,000	1,770,000

Capital Improvement Plan Summary

Fiscal Year 2012-2021

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2017-21	Total
Operating Transfers In							
Transfer In 101--General Fund	425,000	1,200,000	4,550,000	3,550,000	1,750,000	11,250,000	22,725,000
Transfer In 230-- Dedicated Sales Tax	550,000	650,000	650,000	650,000	650,000	3,250,000	6,400,000
Transfer In 235--Public Safety Ded Sales	-	-	-	-	-	679,160	679,160
Transfer In 503--Wastewater Fund	3,500,000	-	-	-	-	-	3,500,000
Transfer in 501--Avondale Water	1,750,000	650,000	650,000	650,000	650,000	3,250,000	7,600,000
Total Operating Transfers In	6,225,000	2,500,000	5,850,000	4,850,000	3,050,000	18,429,160	40,904,160
Sub-Total	38,514,670	25,727,624	21,149,650	38,722,070	14,806,740	150,860,370	289,781,124
Total Resources	79,683,332	42,364,546	33,492,456	50,006,116	33,355,286	166,702,566	330,949,786
Capital Expenditures							
304 Street Construction	13,144,520	3,053,480	6,150,000	7,900,000	5,750,000	21,460,000	57,458,000
308 Police Development	117,100	117,100	1,117,100	2,117,100	267,100	5,383,000	9,118,500
310 Parkland	3,650,000	-	2,250,000	7,800,000	1,500,000	13,100,000	28,300,000
311 Library Development	208,400	208,400	208,250	207,950	207,950	1,132,000	2,172,950
318 General Government Development	732,900	740,000	740,000	740,000	740,000	18,700,000	22,392,900
319 Fire Dept. Development	170,400	133,500	2,095,000	95,000	95,000	6,883,320	9,472,220
320 Improvement Districts	25,000,000	-	-	-	-	-	25,000,000
333 Transit Capital Projects	2,400,000	15,500,000	-	-	-	-	17,900,000
513 Sewer Development	4,550,000	1,650,000	3,450,000	500,000	500,000	53,200,000	63,850,000
514 Water Development	10,270,800	3,900,000	3,700,000	8,400,000	4,770,000	25,150,000	56,190,800
524 Sanitation Development	-	33,000	66,000	66,000	316,000	788,000	1,269,000
530 Water Equipment Replacement	120,920	256,100	165,920	394,280	226,440	1,603,040	2,766,700
531 Sewer Equipment Replacement	48,100	143,100	164,000	422,000	134,400	690,300	1,601,900
532 Sanitation Equipment Replacement	685,500	1,337,400	1,041,000	466,200	29,600	3,491,300	7,051,000
601 Vehicle Replacement	570,000	2,550,000	900,000	1,402,000	2,430,000	5,819,000	13,671,000
603 Equipment Replacement Fund	1,377,770	399,660	161,140	947,040	546,600	2,900,400	6,332,610
Total Expenditures	63,046,410	30,021,740	22,208,410	31,457,570	17,513,090	160,300,360	324,547,580
Estimated Ending Balance	16,636,922	12,342,806	11,284,046	18,548,546	15,842,196	6,402,206	6,402,206



*Includes transfers to debt service funds

Capital Improvement Plan

Fiscal Years 2012-2021

Street Construction

304 Street Construction	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2017-21	Total
Beginning Balance	11,838,243	245,723	118,067	437,367	4,874,867	2,030,367	
Revenues							
Bond Proceeds - GO	-	-	-	6,000,000	-	-	6,000,000
CMAQ Funding	-	-	1,250,000	-	-	-	1,250,000
Development Fees	187,500	468,750	937,500	937,500	937,500	7,500,000	10,968,750
Grants	-	753,474	-	-	-	970,000	1,723,474
IGA	514,500	-	-	3,550,000	-	-	4,064,500
Interest	10,000	3,600	1,800	50,000	18,000	3,900	87,300
MCDOT Funding	-	-	-	-	150,000	1,550,000	1,700,000
McDowell / Avondale Cost Share	-	-	1,730,000	-	-	-	1,730,000
Traffic Signal Cost Sharing	240,000	-	750,000	-	-	780,000	1,770,000
Transfer In - CDBG	200,000	200,000	300,000	300,000	300,000	1,300,000	2,600,000
Transfer In- General Fund	-	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	9,000,000
Transfer In- Sales Tax	400,000	500,000	500,000	500,000	500,000	2,500,000	4,900,000
Total Revenues	1,552,000	2,925,824	6,469,300	12,337,500	2,905,500	19,603,900	45,794,024
Total Resources	13,390,243	3,171,547	6,587,367	12,774,867	7,780,367	21,634,267	57,632,267
Expenditures							
ST1001-Street Buy-In/Developer Reimbursement	500,000	-	100,000	100,000	100,000	400,000	1,200,000
ST1007-Street Drainage Issues	38,000	-	100,000	100,000	100,000	500,000	838,000
ST1009-City Wide Street Overlay	1,550,000	500,000	500,000	500,000	500,000	2,500,000	6,050,000
ST1012-Bridge Repairs	50,000	-	50,000	-	50,000	100,000	250,000
ST1020-Preventative Street Maintenance (Citywide)	785,900	450,000	500,000	550,000	600,000	3,000,000	5,885,900
ST1021-Dysart Rd - Lower Buckeye to Harrison	-	-	-	300,000	400,000	1,500,000	2,200,000
ST1125-Avondale Blvd - McDowell to Thomas	-	-	-	-	1,000,000	-	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	-	100,000	1,200,000	-	-	-	1,300,000
ST1150-103rd Ave - Holly / Granada (E. Half)	-	-	-	-	-	475,000	475,000
ST1152-Avondale Blvd Bridge Widening - N. of I-10	2,500,000	-	-	-	-	-	2,500,000
ST1162-CDBG Street and Sidewalk Improvements	810,000	200,000	300,000	300,000	300,000	1,300,000	3,210,000
ST1164-Streetlights Program Citywide	100,000	50,000	50,000	50,000	50,000	250,000	550,000
ST1166-Avondale Blvd - Lower Buckeye to Miami	-	-	-	-	-	1,000,000	1,000,000
ST1168-Traffic Signal - Links Drive and Van Buren	-	-	-	-	-	475,000	475,000
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	-	-	-	-	100,000	475,000	575,000
ST1172-Roadway Improvements on El Mirage - Lower Buckeye Road to Calle Hermosa	-	-	-	-	200,000	610,000	810,000
ST1177-Van Buren-Dysart to Central - Mill / Overlay	650,000	-	-	-	-	-	650,000
ST1178-Central - Western to Van Buren	-	150,000	1,250,000	-	-	-	1,400,000
ST1180-Traffic Signal - 107th Ave and Dealer Dr	-	-	-	-	-	475,000	475,000
ST1181-Traffic Signal - 107th Avenue and Roosevelt Street	-	-	-	-	-	475,000	475,000

Capital Improvement Plan

Fiscal Years 2012-2021

Street Construction

304 Street Construction	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2017-21	Total
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
ST1192-Litchfield Road - Broadway to Lower Buckeye	-	-	-	-	-	1,600,000	1,600,000
ST1195-Traffic Signal - Central and Lower Buckeye	-	-	-	-	-	475,000	475,000
ST1220-Pedestrian Ramp/Sidewalks Program (Citywide)	100,000	-	50,000	50,000	50,000	400,000	650,000
ST1224-107th Avenue/McDowell Widening and Well Relocation	-	-	-	-	300,000	1,600,000	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
ST1253-107th Avenue Overpass Replacement	600,000	-	-	-	-	-	600,000
ST1260-Avondale/McDowell Intersection	1,000,000	-	-	-	-	-	1,000,000
ST1265-Dysart/McDowell Intersection	300,000	-	-	1,200,000	-	-	1,500,000
ST1267-Intelligent Transportation System (ITS)	433,620	753,480	-	-	-	-	1,187,100
ST1273-107th Ave - Indian School to RID Mill/Overlay	1,067,000	-	-	-	-	-	1,067,000
ST1274-Thomas - 107th Ave to Avondale - Mill/Overlay	960,000	-	-	-	-	-	960,000
ST1275-Western - Central to 4th Ave - Mill/Overlay	-	-	-	-	-	750,000	750,000
ST1286-Van Buren Drainage Channel	100,000	200,000	800,000	4,500,000	-	-	5,600,000
ST1287-McDowell - Bridge to 119th Ave	100,000	400,000	1,000,000	-	-	-	1,500,000
ST1288-Dynamic Message Signs	-	100,000	-	-	-	-	100,000
ST1289-Roosevelt Street - West of 99th Avenue	850,000	-	-	-	-	-	850,000
ST1290-Rancho Santa Fe - East of Dysart	400,000	-	-	-	-	-	400,000
ST1293-Western Ave Street Drainage - 6th to Dysart	250,000	-	-	-	-	-	250,000
ST1294-ITS Fiber Backbone Program	-	150,000	250,000	250,000	250,000	750,000	1,650,000
Total Expenditures	13,144,520	3,053,480	6,150,000	7,900,000	5,750,000	21,460,000	57,458,000
Estimated Ending Balance	245,723	118,067	437,367	4,874,867	2,030,367	174,267	

Capital Improvement Plan

Fiscal Years 2012-2021

Street Construction

Project No: ST1001 **Total Project Cost** \$1,200,000 **Pct. New Development:** 100.00%

Project Title: Street Buy-In/Developer Reimbursement

Funding Source: Development Fees

Project Description:

The City often partners with development to construct transportation infrastructure. Construction improvements may include paving, sidewalks, traffic signals and drainage improvements.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	500,000	-	500,000	-	100,000	100,000	100,000	400,000

Operating Impact:

Street Maintenance	-	-	-	-	-	-	-	-
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Operating Impact Totals:

	-	-	-	-	-	-	-	-
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Project No: ST1007 **Total Project Cost** \$838,000 **Pct. New Development:** 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	38,000	-	38,000	-	100,000	100,000	100,000	500,000

Operating Impact:

Landscape/Water/Refuse	-	-	-	200	200	200	1,000	
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Street Maintenance	-	-	-	400	400	400	2,000	
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Operating Impact Totals:

	-	-	-	600	600	600	3,000	
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Project No: ST1009 **Total Project Cost** \$6,050,000 **Pct. New Development:** 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	1,050,000	500,000	1,550,000	500,000	500,000	500,000	500,000	2,500,000

Operating Impact:

Street Maintenance	-	-	-	-	-	-	-	-
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Operating Impact Totals:

	-	-	-	-	-	-	-	-
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Capital Improvement Plan
Fiscal Years 2012-2021

Street Construction

Project No: ST1012 **Total Project Cost** \$250,000 **Pct. New Development:** 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 ADOT's Structural Bridge Group

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	50,000	50,000	-	50,000	-	50,000	100,000
Operating Impact Totals:			-	-	-	-	-	-

Project No: ST1020 **Total Project Cost** \$5,885,900 **Pct. New Development:** 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	385,900	400,000	785,900	450,000	500,000	550,000	600,000	3,000,000
Operating Impact Totals:			-	-	-	-	-	-

Project No: ST1021 **Total Project Cost** \$2,200,000 **Pct. New Development:** 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 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 will be improved and the roadway will be constructed south to the park. Under phase-two, the roadway will be extended north to the intersection to Mountain View.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	300,000	400,000	1,500,000
Operating Impact:								
Street Maintenance			-	-	-	-	-	125,000
Operating Impact Totals:			-	-	-	-	-	125,000

Capital Improvement Plan
Fiscal Years 2012-2021

Street Construction

Project No: ST1125 **Total Project Cost** \$1,000,000 **Pct. New Development:** 50.00%

Project Title: Avondale Blvd - McDowell to Thomas

Funding Source: Development Fees / Bonds

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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	1,000,000	-
Operating Impact:								
Street Maintenance			-	-	-	-	5,000	25,000
Operating Impact Totals:			-	-	-	-	5,000	25,000

Project No: ST1127 **Total Project Cost** \$475,000 **Pct. New Development:** 100.00%

Project Title: Traffic Signal at 107th and Pierce

Funding Source: Development Fees

Project Description:

Construct a traffic signal a standard MCDOT signal at the intersection of 107th Avenue & 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 east side and the UTI site on the west 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	475,000
Operating Impact:								
Equipment Maintenance			-	-	-	-	-	6,000
Electric Costs			-	-	-	-	-	2,500
Operating Impact Totals:			-	-	-	-	-	8,500

Capital Improvement Plan

Fiscal Years 2012-2021

Street Construction

Project No: ST1146 **Total Project Cost** \$150,000 **Pct. New Development:** 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	150,000
Operating Impact:								
Street Maintenance			-	-	-	-	-	25,000
Operating Impact Totals:			-	-	-	-	-	25,000

Project No: ST1148 **Total Project Cost** \$1,300,000 **Pct. New Development:** 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-turn lane on the Avondale Blvd. 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 ROW 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	100,000	1,200,000	-	-	-
Operating Impact:								
Street Maintenance			-	-	5,000	5,000	5,000	25,000
Operating Impact Totals:			-	-	5,000	5,000	5,000	25,000

Capital Improvement Plan

Fiscal Years 2012-2021

Street Construction

Project No: ST1150 **Total Project Cost** \$475,000 **Pct. New Development:** 50.00%

Project Title: 103rd Ave - Holly / Granada (E. Half)

Funding Source: General Fund / Dev Fees

Project Description:

Improve the east half of 103rd Ave from Holly to Granada to a major collector standard which 110-feet of ROW to include 2-travel lanes, a center left-turn lane, bike lanes, sidewalks, and landscaping. Frontage improvements include approximately 650-feet of curb & gutter, detached sidewalk, street lights, and drainage improvements to include valley gutters, scuppers, and retention facilities. The proposed improvements will provide an increased level of service and increase pedestrian safety for the corridor by matching the existing pavement widths and frontage improvements to the north and south of the project. The project will include stub-outs to the existing parcels.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	475,000
Operating Impact:								
Street Maintenance			-	-	-	-	-	25,000
Operating Impact Totals:			-	-	-	-	-	25,000

Project No: ST1152 **Total Project Cost** \$2,500,000 **Pct. New Development:** 75.00%

Project Title: Avondale Blvd Bridge Widening - N. of I-10

Funding Source: Dev Fees / Bonds / ADOT

Project Description:

This project will widen the bridge on Avondale Boulevard north of the Interstate-10. This project will increase the level of service and vehicle capacity by widening the Avondale Boulevard bridge. The bridge will be widened to accommodate 9-lanes of traffic, bike lanes, and attached sidewalks. The existing bridge resides within ADOT's ROW and the City has procured 154-feet of ROW north of ADOT's ROW. No significant ROW acquisition is anticipated as a part of this project and was not included as part of the project estimate. General improvements will include but not be limited to vertical curb and gutter, single median curb, sidewalk, bridge deck widening, new striping. Drainage, landscape, and street light improvements. ADOT will cost-share in this project.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	2,500,000	-	2,500,000	-	-	-	-	-
Operating Impact Totals:			-	-	-	-	-	-

Capital Improvement Plan
Fiscal Years 2012-2021

Street Construction

Project No: ST1162 **Total Project Cost** \$3,210,000 **Pct. New Development:** 0.00%

Project Title: CDBG Street and Sidewalk Improvements

Funding Source: CDBG / General Fund

Project Description:

This project will provide renovation to the South Avondale Area which is a CDBG eligible area. The renovation will consist of a complete reconstruction of the pavement and sidewalks where necessary. No right-of-way costs are associated with this project. The project may include removing and replacing water and sewer services where applicable to bring them to current standards.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	610,000	200,000	810,000	200,000	300,000	300,000	300,000	1,300,000

Operating Impact:

Street Maintenance	-	-	-	-	-	-	-	-
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Operating Impact Totals:	-	-	-	-	-	-	-	-
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Project No: ST1164 **Total Project Cost** \$550,000 **Pct. New Development:** 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	50,000	50,000	100,000	50,000	50,000	50,000	50,000	250,000

Operating Impact:

Equipment Maintenance			500	500	500	500	500	2,500
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Electric Costs			200	200	200	200	200	1,000
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Operating Impact Totals:			700	700	700	700	700	3,500
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Project No: ST1166 **Total Project Cost** \$1,000,000 **Pct. New Development:** 25.00%

Project Title: Avondale Blvd - Lower Buckeye to Miami

Funding Source: 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 (SRP) 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 (IGA) and cost sharing with the Maricopa County Department of Transportation (MCDOT).

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	1,000,000

Operating Impact:

Street Maintenance			-	-	-	-	-	25,000
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Operating Impact Totals:			-	-	-	-	-	25,000
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Capital Improvement Plan
Fiscal Years 2012-2021

Street Construction

Project No: ST1168 **Total Project Cost** \$475,000 **Pct. New Development:** 100.00%

Project Title: Traffic Signal - Links Drive and Van Buren

Funding Source: Development Fees

Project Description:

Construct a traffic signal using a standard MCDOT signal at the intersection of 119th Avenue/Links Drive (at the 1/2 mile alignment) and Van Buren Street. The traffic signal will help improve traffic flow, reduce delay along the arterial roadways, and provide safer access for residents exiting the adjacent neighborhoods.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	475,000
Operating Impact:								
Staffing			-	-	-	-	-	5,000
Electric Costs			-	-	-	-	-	1,000
			-	-	-	-	-	2,500
Operating Impact Totals:			-	-	-	-	-	8,500

Project No: ST1170 **Total Project Cost** \$600,000 **Pct. New Development:** 100.00%

Project Title: Traffic Signal and Intersection Improvements at Avondale & Lower Buckeye

Funding Source: Development Fees

Project Description:

Construct a traffic signal using City standard trombone-type specifications at the intersection of Avondale Boulevard & 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 SRP irrigation ditch that will need to be partially relocated and ROW acquisition is anticipated for this project. It is also anticipated that there will be an IGA and cost sharing with MCDOT.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	600,000
Operating Impact:								
Staffing			-	-	-	-	-	5,000
Electric Costs			-	-	-	-	-	1,000
			-	-	-	-	-	2,500
Operating Impact Totals:			-	-	-	-	-	8,500

Capital Improvement Plan

Fiscal Years 2012-2021

Street Construction

Project No: ST1171 **Total Project Cost** \$575,000 **Pct. New Development:** 100.00%

Project Title: Traffic Signal and Roadway Improvements at El Mirage & Lower Buckeye

Funding Source: 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	100,000	475,000
Operating Impact:								
Staffing			-	-	-	-	-	5,000
Electric Costs			-	-	-	-	-	1,000
			-	-	-	-	-	2,500
Operating Impact Totals:			-	-	-	-	-	8,500

Project No: ST1172 **Total Project Cost** \$810,000 **Pct. New Development:** 100.00%

Project Title: Roadway Improvements on El Mirage - Lower Buckeye Road to Calle Hermosa

Funding Source: Development Fees / MCDOT

Project Description:

This project includes widening the west half of El Mirage Road from Lower Buckeye to Calle Hermosa.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	200,000	610,000
Operating Impact:								
Street Maintenance			-	-	-	-	-	25,000
Operating Impact Totals:			-	-	-	-	-	25,000

Project No: ST1177 **Total Project Cost** \$650,000 **Pct. New Development:** 0.00%

Project Title: Van Buren-Dysart to Central - Mill / Overlay

Funding Source: General Fund / Bonds

Project Description:

This project scope includes replacing the existing westbound lanes and center turn lane between Dysart Road to Central Avenue. The existing pavement which is in poor condition will be removed and replaced with the City's arterial pavement section which will improve the driving surface for resident and commercial users. The project includes installation, replacement, or adjustment of survey monuments, manholes, and valve covers.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	650,000	-	650,000	-	-	-	-	-
Operating Impact:								
Street Maintenance			-	-	-	-	-	-
Operating Impact Totals:			-	-	-	-	-	-

Capital Improvement Plan
Fiscal Years 2012-2021

Street Construction

Project No: ST1178 **Total Project Cost** \$1,400,000 **Pct. New Development:** 0.00%

Project Title: Central - Western to Van Buren

Funding Source: 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	150,000	1,250,000	-	-	-
Operating Impact Totals:			-	-	-	-	-	-

Project No: ST1180 **Total Project Cost** \$475,000 **Pct. New Development:** 50.00%

Project Title: Traffic Signal - 107th Ave and Dealer Dr

Funding Source: 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	475,000
Operating Impact:								
Staffing			-	-	-	-	-	5,000
Electric Costs			-	-	-	-	-	1,000
			-	-	-	-	-	2,500
Operating Impact Totals:			-	-	-	-	-	8,500

Project No: ST1181 **Total Project Cost** \$475,000 **Pct. New Development:** 100.00%

Project Title: Traffic Signal - 107th Avenue and Roosevelt Street

Funding Source: Development Fees

Project Description:

Construct a traffic signal using a standard MCDOT 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	475,000
Operating Impact:								
Staffing			-	-	-	-	-	5,000
Electric Costs			-	-	-	-	-	1,000
			-	-	-	-	-	2,500
Operating Impact Totals:			-	-	-	-	-	8,500

Capital Improvement Plan

Fiscal Years 2012-2021

Street Construction

Project No: ST1186 **Total Project Cost** \$800,000 **Pct. New Development:** 50.00%

Project Title: Roundabout - Avondale Blvd and Thomas

Funding Source: 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	800,000	-
Operating Impact:								
Staffing			-	-	1,000	1,000	1,000	5,000
Electric Costs			-	-	200	200	200	1,000
			-	-	-	-	500	2,500
Operating Impact Totals:			-	-	1,200	1,200	1,700	8,500

Project No: ST1187 **Total Project Cost** \$475,000 **Pct. New Development:** 50.00%

Project Title: Traffic Signal - 119th Ave and McDowell

Funding Source: Development Fees / General Fund

Project Description:

Construct a traffic signal using a standard MCDOT 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	475,000	-
Operating Impact:								
Staffing			-	-	-	-	1,000	5,000
Electric Costs			-	-	-	-	200	1,000
			-	-	-	-	500	2,500
Operating Impact Totals:			-	-	-	-	1,700	8,500

Capital Improvement Plan
Fiscal Years 2012-2021

Street Construction

Project No: ST1188 **Total Project Cost** \$475,000 **Pct. New Development:** 100.00%

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

Funding Source: Development Fees

Project Description:

Construct a traffic signal using a standard MCDOT 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	475,000
Operating Impact:								
Staffing			-	-	-	-	-	5,000
Electric Costs			-	-	-	-	-	1,000
			-	-	-	-	-	2,500
Operating Impact Totals:			-	-	-	-	-	8,500

Project No: ST1189 **Total Project Cost** \$200,000 **Pct. New Development:** 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	200,000
Operating Impact Totals:			-	-	-	-	-	-

Project No: ST1192 **Total Project Cost** \$1,600,000 **Pct. New Development:** 100.00%

Project Title: Litchfield Road - Broadway to Lower Buckeye

Funding Source: Development Fees

Project Description:

In between Lower Buckeye and Broadway, Litchfield Road remains unimproved with a 28' wide pavement section and one lane each direction. The intent of this project is to extend the Litchfield Road arterial corridor from Lower Buckeye to Broadway by constructing full width street improvements. Right of way acquisition will need to take place along the entire alignment. Improvements will include vertical curb and gutter, 6' detached sidewalk, streetlights, landscape, and a new pavement section on both sides of the road.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	1,600,000
Operating Impact:								
Street Maintenance			-	-	-	-	-	125,000
Operating Impact Totals:			-	-	-	-	-	125,000

Capital Improvement Plan

Fiscal Years 2012-2021

Street Construction

Project No: ST1195 **Total Project Cost** \$475,000 **Pct. New Development:** 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	475,000
Operating Impact:								
Staffing			-	-	-	-	-	5,000
Electric Costs			-	-	-	-	-	1,000
			-	-	-	-	-	2,500
Operating Impact Totals:			-	-	-	-	-	8,500

Project No: ST1220 **Total Project Cost** \$650,000 **Pct. New Development:** 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	100,000	-	100,000	-	50,000	50,000	50,000	400,000
Operating Impact Totals:			-	-	-	-	-	-

Capital Improvement Plan
Fiscal Years 2012-2021

Street Construction

Project No: ST1224 **Total Project Cost** \$1,900,000 **Pct. New Development:** 25.00%

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 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 SW corner. Right-of-way will be required along the south side of McDowell and along the west side of 107th due to the roadway widening. The existing private concrete irrigation channel along 99th and McDowell will need to be relocated. In addition, the existing SRP structure located in the southwest corner will need to be relocated along with the existing 42-inch and 72-inch SRP 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	300,000	1,600,000
Operating Impact:								
Street Maintenance			-	-	-	-	5,000	25,000
Operating Impact Totals:			-	-	-	-	5,000	25,000

Project No: ST1229 **Total Project Cost** \$450,000 **Pct. New Development:** 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	450,000
Operating Impact:								
Staffing			-	-	-	-	-	5,000
Electric Costs			-	-	-	-	-	1,000
			-	-	-	-	-	2,500
Operating Impact Totals:			-	-	-	-	-	8,500

Capital Improvement Plan
Fiscal Years 2012-2021

Street Construction

Project No: ST1248 **Total Project Cost** \$475,000 **Pct. New Development:** 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	475,000	-
Operating Impact:								
Staffing			-	-	-	-	1,000	5,000
Electric Costs			-	-	-	-	200	1,000
			-	-	-	-	500	2,500
Operating Impact Totals:			-	-	-	-	1,700	8,500

Project No: ST1253 **Total Project Cost** \$600,000 **Pct. New Development:** 100.00%

Project Title: 107th Avenue Overpass Replacement

Funding Source: Bonds/Dev Fees / MCDOT

Project Description:

Project has been completed. Final billing from ADOT has not been received.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	600,000	-	600,000	-	-	-	-	-
Operating Impact Totals:			-	-	-	-	-	-

Project No: ST1260 **Total Project Cost** \$1,000,000 **Pct. New Development:** 100.00%

Project Title: Avondale/McDowell Intersection

Funding Source: Development Fees

Project Description:

This project will widen approximately 800 feet of McDowell Road east of the Avondale Boulevard intersection on the north side of the road.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	1,000,000	-	1,000,000	-	-	-	-	-
Operating Impact Totals:			-	-	-	-	-	-

Capital Improvement Plan Fiscal Years 2012-2021

Street Construction

Project No: ST1265 **Total Project Cost** \$1,500,000 **Pct. New Development:** 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	300,000	-	300,000	-	-	1,200,000	-	-
Operating Impact Totals:			-	-	-	-	-	-

Project No: ST1267 **Total Project Cost** \$1,187,100 **Pct. New Development:** 25.00%

Project Title: Intelligent Transportation System (ITS)

Funding Source: MCDOT / Dev Fees / General Fund

Project Description:

The proposed ITS project (CMAQ AVN 130901) will increase the City's ability to efficiently communicate with traffic signals along the key corridor of McDowell Road. This project will furnish and install 2 1/8 miles of fiber optic conduit, single mode fiber optic cable, and one CCTV camera on McDowell Road from 99th Avenue to Avondale Boulevard. The proposed project will comply with ADOT/FHWA funding requirements (CMAQ) administered through MAG. CMAQ funding accounts for 70% towards the total project cost of approximately 1.2M. The City's cost share for this project will be approximately 30% which will be used for designing in FY 2011-2012.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	433,620	433,620	753,480	-	-	-	-
Operating Impact Totals:			-	-	-	-	-	-

Project No: ST1273 **Total Project Cost** \$1,067,000 **Pct. New Development:** 0.00%

Project Title: 107th Ave - Indian School to RID Mill/Overlay

Funding Source: Bonds

Project Description:

The project consists of removing and replacing or milling and overlaying the existing pavement depending on the pavement condition which varies along 107th Avenue. Pavement improvements will occur from the existing RID bridge to Indian School Road. A traffic signal will be installed in conjunction with this project at the Westview High School north driveway and be funded entirely by the Tolleson Unified School District. The City will own and maintain the traffic signal. This project will also include installation of landscaped medians to just north of the Westview H.S. driveway.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	740,000	327,000	1,067,000	-	-	-	-	-
Operating Impact:								
Staffing			1,000	1,000	1,000	1,000	1,000	5,000
Equipment Maintenance			500	500	500	500	500	2,500
Electric Costs			200	200	200	200	200	1,000
Operating Impact Totals:			1,700	1,700	1,700	1,700	1,700	8,500

Capital Improvement Plan

Fiscal Years 2012-2021

Street Construction

Project No: ST1274 **Total Project Cost** \$960,000 **Pct. New Development:** 0.00%

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

Funding Source: Bonds

Project Description:

This project shall include the removal and replacement of the pavement section on northern half of Thomas Road. It will also include a slurry seal application to the south half which is over 8 years old and due for maintenance. A geotechnical evaluation of the existing pavement condition on the north half street recommends the replacement of the entire roadway section. Anything less would be a temporary fix and would not extend the useable life of the pavement. Along with the pavement replacement some settling segments of concrete vertical curb and gutter will be replaced. In addition to these improvements ADA compliant ramps will be installed."

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	960,000	-	960,000	-	-	-	-	-
Operating Impact Totals:			-	-	-	-	-	-

Project No: ST1275 **Total Project Cost** \$750,000 **Pct. New Development:** 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	750,000
Operating Impact Totals:			-	-	-	-	-	-

Project No: ST1286 **Total Project Cost** \$5,600,000 **Pct. New Development:** 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	100,000	100,000	200,000	800,000	4,500,000	-	-
Operating Impact:								
Supplies/Contracts			-	-	-	5,000	5,000	25,000
Operating Impact Totals:			-	-	-	5,000	5,000	25,000

Capital Improvement Plan
Fiscal Years 2012-2021

Street Construction

Project No: ST1287 **Total Project Cost** \$1,500,000 **Pct. New Development:** 0.00%

Project Title: McDowell - Bridge to 119th Ave

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 119th Avenue 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	100,000	100,000	400,000	1,000,000	-	-	-
Operating Impact:								
Street Maintenance			-	-	5,000	5,000	5,000	25,000
Operating Impact Totals:			-	-	5,000	5,000	5,000	25,000

Project No: ST1288 **Total Project Cost** \$100,000 **Pct. New Development:** 0.00%

Project Title: Dynamic Message Signs

Funding Source: General Fund

Project Description:

This CMAQ (MMA 13-904) funded project 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 motorists information with the overall goal of reducing congestion during incidents of collisions, detours, or during special events. These signs are also used for AMBER Alert messages. The CMAQ funding accounts for 70% (782k) of the funding with a 30% (363k) of the local match divided between the three applicant agencies (MCDOT, Goodyear, Avondale). Avondale's portion of the local match is \$100,000.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	100,000	-	-	-	-
Operating Impact:								
Equipment Maintenance			-	3,000	3,000	3,000	3,000	15,000
Operating Impact Totals:			-	3,000	3,000	3,000	3,000	15,000

Capital Improvement Plan

Fiscal Years 2012-2021

Street Construction

Project No: ST1289 **Total Project Cost** \$850,000 **Pct. New Development:** 0.00%

Project Title: Roosevelt Street - West of 99th Avenue

Funding Source: General Fund / Bonds

Project Description:

This project will address distressed pavement rehabilitation and reconstruction requirements of Roosevelt Street from 99th Avenue to 105th Avenue. Full street width reconstruction will be conducted from 99th Avenue to 101st Avenue and only the westbound lane from 101st to 105th Avenue. The preliminary design will include a pavement evaluation to address high commercial traffic volumes. The design and construction documents will be prepared by the City's Engineering Department.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	850,000	-	850,000	-	-	-	-	-
Operating Impact Totals:			-	-	-	-	-	-

Project No: ST1290 **Total Project Cost** \$400,000 **Pct. New Development:** 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	400,000	-	400,000	-	-	-	-	-
Operating Impact Totals:			-	-	-	-	-	-

Project No: ST1293 **Total Project Cost** \$250,000 **Pct. New Development:** 0.00%

Project Title: Western Ave Street Drainage - 6th to Dysart

Funding Source: Genral Fund / Grant

Project Description:

The project will reduce stormwater flow on Western Avenue from 6th Street to Dysart. Improvements include catch basins, connector pipes and a storm drain trunk line. The Flood Control District will be responsible for 75% of the construction cost with the City responsible for 25%.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	250,000	250,000	-	-	-	-	-
Operating Impact:								
Street Maintenance			1,000	1,000	1,000	1,000	1,000	5,000
Operating Impact Totals:			1,000	1,000	1,000	1,000	1,000	5,000

Capital Improvement Plan

Fiscal Years 2012-2021

Street Construction

Project No: ST1294 **Total Project Cost** \$1,650,000 **Pct. New Development:** 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	150,000	250,000	250,000	250,000	750,000
Operating Impact Totals:			-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2012-2021**Police Development**

308 Police Development	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2017-21	Total
Beginning Balance	133,633	52,233	21,663	76,803	132,503	38,703	
Revenues							
Bond Proceeds - GO	-	-	-	-	-	4,500,000	4,500,000
Development Fees	34,400	86,000	172,000	172,000	172,000	1,376,000	2,012,400
Interest	1,300	530	240	800	1,300	440	4,610
Transfer In- General Fund	-	-	1,000,000	2,000,000	-	-	3,000,000
Total Revenues	35,700	86,530	1,172,240	2,172,800	173,300	5,876,440	9,517,010
Total Resources	169,333	138,763	1,193,903	2,249,603	305,803	5,915,143	9,650,643
Expenditures							
PL1161-Property and Evidence Room	-	-	-	-	-	3,000,000	3,000,000
PL1176-Joint Training Facility with Glendale	-	-	-	-	150,000	300,000	450,000
PL1296-PRW Radio System	-	-	1,000,000	-	-	-	1,000,000
PL1297-Portable Radio Upgrade	-	-	-	2,000,000	-	-	2,000,000
PL1999-Command Vehicle	-	-	-	-	-	1,500,000	1,500,000
TR09-Transfer to Debt Service Fund	117,100	117,100	117,100	117,100	117,100	583,000	1,168,500
Total Expenditures	117,100	117,100	1,117,100	2,117,100	267,100	5,383,000	9,118,500
Estimated Ending Balance	52,233	21,663	76,803	132,503	38,703	532,143	

Capital Improvement Plan

Fiscal Years 2012-2021

Police Development

Project No: PL1161 **Total Project Cost** \$3,000,000 **Pct. New Development:** 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	3,000,000
Operating Impact:								
Staffing			-	-	-	-	-	325,000
Supplies/Contracts			-	-	-	-	-	125,000
Utilities			-	-	-	-	-	300,000
Operating Impact Totals:			-	-	-	-	-	750,000

Project No: PL1176 **Total Project Cost** \$450,000 **Pct. New Development:** 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	150,000	300,000
Operating Impact:								
Staffing			-	-	-	-	200,000	1,000,000
Supplies/Contracts			-	-	-	-	30,000	150,000
Operating Impact Totals:			-	-	-	-	230,000	1,150,000

Capital Improvement Plan
Fiscal Years 2012-2021

Police Development

Project No: PL1296 **Total Project Cost** \$1,000,000 **Pct. New Development:** 0.00%

Project Title: PRW Radio System

Funding Source: General Fund

Project Description:

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

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	1,000,000	-	-	-
Operating Impact Totals:			-	-	-	-	-	-

Project No: PL1297 **Total Project Cost** \$2,000,000 **Pct. New Development:** 0.00%

Project Title: Portable Radio Upgrade

Funding Source: General Fund

Project Description:

By January 2017 the FCC will require 700mhz P25 compliant equipment. By this time all of our radios will need to be replaced from the XTS/XTL version to APX radios. The department will need to purchase 250 radios at approximately \$8,000 each.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	2,000,000	-	-
Operating Impact Totals:			-	-	-	-	-	-

Project No: PL1999 **Total Project Cost** \$1,500,000 **Pct. New Development:** 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	1,500,000
Operating Impact:								
Equipment Maintenance			-	-	-	-	-	125,000
PC/Vehicle Replacement			-	-	-	-	-	825,000
Operating Impact Totals:			-	-	-	-	-	950,000

Capital Improvement Plan

Fiscal Years 2012-2021

Police Development

Project No: TR09 **Total Project Cost** \$1,168,500 **Pct. New Development:** 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	117,100	117,100	117,100	117,100	117,100	117,100	583,000
Operating Impact Totals:			-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2012-2021

Parkland

310 Parkland	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2017-21	Total
Beginning Balance	3,987,860	467,710	1,097,560	614,060	225,560	483,160	
Revenues							
AF Restoration Grant	-	-	-	650,000	-	-	650,000
Army Corp Grant Funding (AF Restoration)	-	-	-	5,000,000	-	-	5,000,000
Development Fees	125,050	625,250	1,250,500	1,250,500	1,250,500	10,004,000	14,505,800
Interest	4,800	4,600	16,000	11,000	7,100	9,600	53,100
Transfer In- General Fund	-	-	500,000	500,000	500,000	2,750,000	4,250,000
Total Revenues	129,850	629,850	1,766,500	7,411,500	1,757,600	12,763,600	24,458,900
Total Resources	4,117,710	1,097,560	2,864,060	8,025,560	1,983,160	13,246,760	28,446,760
Expenditures							
PK1026-Future Park Development	-	-	-	-	-	6,500,000	6,500,000
PK1029-West Valley Corridor / Multi -Modal Trail System	-	-	750,000	1,000,000	1,000,000	1,000,000	3,750,000
PK1032-Coldwater Park Improvements	150,000	-	-	-	-	-	150,000
PK1094-Aqua Fria Restoration - grant funding	-	-	-	6,300,000	-	-	6,300,000
PK1096-Park Development Pendergast Site	-	-	-	-	-	600,000	600,000
PK1105-Festival Fields	-	-	1,500,000	-	-	-	1,500,000
PK1119-American Sports Center - Retail Portion	3,500,000	-	-	-	-	-	3,500,000
PK1200-EI Rio Nature Area	-	-	-	500,000	500,000	5,000,000	6,000,000
Total Expenditures	3,650,000	-	2,250,000	7,800,000	1,500,000	13,100,000	28,300,000
Estimated Ending Balance	467,710	1,097,560	614,060	225,560	483,160	146,760	

Capital Improvement Plan
Fiscal Years 2012-2021

Parkland

Project No: PK1026 **Total Project Cost** \$6,500,000 **Pct. New Development:** 100.00%

Project Title: Future Park Development

Funding Source: Development Fees

Project Description:

This provides for development of a future 40 acre park in southern Avondale. The land is proposed to be acquired via a donation. Master planning and design development will occur sometime within 2017-21, with development planned over the following two fiscal years.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	6,500,000
Operating Impact:								
Supplies/Contracts			-	-	-	-	-	500,000
Operating Impact Totals:			-	-	-	-	-	500,000

Project No: PK1029 **Total Project Cost** \$3,750,000 **Pct. New Development:** 50.00%

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

Funding Source: Development Fees / 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	750,000	1,000,000	1,000,000	1,000,000
Operating Impact:								
Supplies/Contracts			-	-	-	25,000	50,000	125,000
Operating Impact Totals:			-	-	-	25,000	50,000	125,000

Project No: PK1032 **Total Project Cost** \$150,000 **Pct. New Development:** 0.00%

Project Title: Coldwater Park Improvements

Funding Source: General Fund

Project Description:

The existing ball fields will be converted to a passive trailhead inconjunction with the West Valley Recreation Corridor project.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	150,000	150,000	-	-	-	-	-
Operating Impact:								
Supplies/Contracts			5,000	5,000	5,000	5,000	5,000	25,000
Operating Impact Totals:			5,000	5,000	5,000	5,000	5,000	25,000

Capital Improvement Plan
Fiscal Years 2012-2021

Parkland

Project No: PK1094 **Total Project Cost** \$6,300,000 **Pct. New Development:** 25.00%

Project Title: Aqua Fria Restoration - grant funding

Funding Source: Grant / Dev Fees / 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	6,300,000	-	-
Operating Impact:								
Supplies/Contracts			-	-	-	75,000	75,000	375,000
Operating Impact Totals:			-	-	-	75,000	75,000	375,000

Project No: PK1096 **Total Project Cost** \$600,000 **Pct. New Development:** 50.00%

Project Title: Park Development Pendergast Site

Funding Source: Development Fees / General Fund

Project Description:

A City/School Park is proposed in cooperation with the Pendergast School District near Avondale Boulevard and Encanto Boulevard. The acquisition of the property was completed in 03/04. Site improvements will include walking paths, ramadas, play equipment, ball fields and multi-purpose play fields.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	600,000
Operating Impact:								
Supplies/Contracts			-	-	-	-	-	125,000
Operating Impact Totals:			-	-	-	-	-	125,000

Project No: PK1105 **Total Project Cost** \$1,500,000 **Pct. New Development:** 50.00%

Project Title: Festival Fields

Funding Source: Development Fees / Bonds

Project Description:

Phase II of the development of an 85 acre Community park. Amenities include adult and youth ball fields, splash play area, playground equipment, ramadas, basketball courts, parking and other support facilities.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	1,500,000	-	-	-
Operating Impact:								
Supplies/Contracts			-	-	100,000	100,000	100,000	500,000
Operating Impact Totals:			-	-	100,000	100,000	100,000	500,000

Capital Improvement Plan
Fiscal Years 2012-2021

Parkland

Project No: PK1119 **Total Project Cost** \$3,500,000 **Pct. New Development:** 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	3,500,000	-	3,500,000	-	-	-	-	-
Operating Impact Totals:			-	-	-	-	-	-

Project No: PK1200 **Total Project Cost** \$6,000,000 **Pct. New Development:** 50.00%

Project Title: El Rio Nature Area

Funding Source: Development Fees / General Fund

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. It is anticipated that construction will begin in FY 2015-2016.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	500,000	500,000	5,000,000
Operating Impact:								
Supplies/Contracts			-	-	-	-	-	300,000
Operating Impact Totals:			-	-	-	-	-	300,000

Capital Improvement Plan

Fiscal Years 2012-2021

Library Development

311 Library Development	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2017-21	Total
Beginning Balance	(97,530)	11,370	89,580	104,470	119,820	135,320	
Revenues							
Development Fees	17,300	86,500	173,000	173,000	173,000	1,384,000	2,006,800
Interest	-	110	140	300	450	600	1,600
Transfer In- General Fund	300,000	200,000	50,000	50,000	50,000	-	650,000
Total Revenues	317,300	286,610	223,140	223,300	223,450	1,384,600	2,658,400
Total Resources	219,770	297,980	312,720	327,770	343,270	1,519,920	2,560,870
Expenditures							
LB1030-Book circulation materials purchase	-	-	-	-	-	100,000	100,000
TR06-Debt Service for Library	208,400	208,400	208,250	207,950	207,950	1,032,000	2,072,950
Total Expenditures	208,400	208,400	208,250	207,950	207,950	1,132,000	2,172,950
Estimated Ending Balance	11,370	89,580	104,470	119,820	135,320	387,920	

**This plan was developed prior to the passage of Senate Bill 1525 which eliminated authority for Library development fees. An alternative source will need to be identified to fund the acquisition of library materials for new development.*

Capital Improvement Plan

Fiscal Years 2012-2021

Library Development

Project No: LB1030 **Total Project Cost** \$100,000 **Pct. New Development:** 100.00%

Project Title: Book circulation materials purchase

Funding Source: Development Fees

Project Description:

These funds will be used to purchase books for the Sam Garcia Library and the Civic Center Library.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	100,000
Operating Impact Totals:			-	-	-	-	-	-

Project No: TR06 **Total Project Cost** \$2,072,950 **Pct. New Development:** 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	208,400	208,400	208,400	208,250	207,950	207,950	1,032,000
Operating Impact Totals:			-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2012-2021

General Government Development

318 General Government Development	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2017-21	Total
Beginning Balance	1,764,095	1,141,695	645,245	376,045	104,145	29,615	
Revenues							
Bond Proceeds - GO	-	-	-	-	-	15,000,000	15,000,000
Development Fees	92,900	232,250	464,500	464,500	464,500	3,716,000	5,434,650
Interest	17,600	11,300	6,300	3,600	970	220	39,990
Transfer In- General Fund	-	-	-	-	200,000	-	200,000
Total Revenues	110,500	243,550	470,800	468,100	665,470	18,716,220	20,674,640
Total Resources	1,874,595	1,385,245	1,116,045	844,145	769,615	18,745,835	22,438,735
Expenditures							
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	740,000	740,000	740,000	740,000	3,700,000	7,392,900
Total Expenditures	732,900	740,000	740,000	740,000	740,000	18,700,000	22,392,900
Estimated Ending Balance	1,141,695	645,245	376,045	104,145	29,615	45,835	

**This plan was developed prior to the passage of Senate Bill 1525 which eliminated authority for general government development fees. An alternative source will need to be identified to fund the expansion of facilities for growth and new development.*

Capital Improvement Plan

Fiscal Years 2012-2021

General Government Development

Project No: PW1184 **Total Project Cost** \$2,000,000 **Pct. New Development:** 100.00%

Project Title: Court Expansion

Funding Source: Development Fees / Bonds

Project Description:

Design and construct the expansion of the court facilities. Continued growth in the city will increase demand of court services. Expansion of the lobby, a new courtroom, administrative offices and storage will be needed to maintain quality service.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	2,000,000
Operating Impact Totals:			-	-	-	-	-	-

Project No: PW1191 **Total Project Cost** \$13,000,000 **Pct. New Development:** 100.00%

Project Title: City Hall Expansion

Funding Source: Development Fees

Project Description:

Provides for space needs study, design and construction of additional administrative space at City Hall to maintain quality service.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	13,000,000
Operating Impact Totals:			-	-	-	-	-	-

Project No: TR07 **Total Project Cost** \$7,392,900 **Pct. New Development:** 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	732,900	732,900	740,000	740,000	740,000	740,000	3,700,000
Operating Impact Totals:			-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2012-2021**Fire Dept. Development**

319 Fire Dept. Development	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2017-21	Total
Beginning Balance	(21,506)	32,694	148,504	552,904	961,404	1,374,004	
Revenues							
Bond Proceeds	-	-	-	-	-	1,000,000	1,000,000
Development Fees	99,600	249,000	498,000	498,000	498,000	3,984,000	5,826,600
Interest	-	310	1,400	5,500	9,600	13,700	30,510
Transfer In - Public Safety Sales Tax	-	-	-	-	-	679,160	679,160
Transfer In- General Fund	125,000	-	2,000,000	-	-	-	2,125,000
Total Revenues	224,600	249,310	2,499,400	503,500	507,600	5,676,860	9,661,270
Total Resources	203,094	282,004	2,647,904	1,056,404	1,469,004	7,050,864	9,639,764
Expenditures							
FR0010-Apparatus Lease Payments (12/12)	77,000	38,500	-	-	-	-	115,500
FR1040-Lakin Ranch Fire Station	-	-	-	-	-	4,600,000	4,600,000
FR1159-Glendale Fire Academy	-	-	-	-	-	1,358,320	1,358,320
FR1217-PIR Fire Operations Facility	-	-	-	-	-	450,000	450,000
FR1225-Northwest Fire Station	-	-	2,000,000	-	-	-	2,000,000
TR10-Debt Service - Bonds	93,400	95,000	95,000	95,000	95,000	475,000	948,400
Total Expenditures	170,400	133,500	2,095,000	95,000	95,000	6,883,320	9,472,220
Estimated Ending Balance	32,694	148,504	552,904	961,404	1,374,004	167,544	

Capital Improvement Plan

Fiscal Years 2012-2021

Fire Dept. Development

Project No: FR0010 **Total Project Cost** \$115,500 **Pct. New Development:** 100.00%

Project Title: Apparatus Lease Payments (12/12)

Funding Source: 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	77,000	77,000	38,500	-	-	-	-
Operating Impact Totals:			-	-	-	-	-	-

Project No: FR1040 **Total Project Cost** \$4,600,000 **Pct. New Development:** 100.00%

Project Title: Lakin Ranch Fire Station

Funding Source: Development Fees

Project Description:

This project is fire facility on approximately 3.5 acres in the area of El Mirage Road and Broadway Road. Timing on the facility will be coordinated with the residential development in the area. The station would house an engine company which will serve the far south portion of Avondale. The space may be designed to house an ambulance through a lease arrangement with Southwest Ambulance.

An additional pumper will be required in order to open the station. Construction for this 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.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	4,600,000
Operating Impact:								
Staffing			-	-	-	-	-	5,000,000
Utilities			-	-	-	-	-	2,500,000
Operating Impact Totals:			-	-	-	-	-	7,500,000

Capital Improvement Plan

Fiscal Years 2012-2021

Fire Dept. Development

Project No: FR1159 **Total Project Cost** \$1,358,320 **Pct. New Development:** 50.00%

Project Title: Glendale Fire Academy

Funding Source: 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 that are 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 and both together will be a major step in filling a significant fire service training void in the west valley and for the City of Avondale.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	1,358,320
Operating Impact:								
Supplies/Contracts			-	-	-	-	-	440,000
Operating Impact Totals:			-	-	-	-	-	440,000

Project No: FR1217 **Total Project Cost** \$450,000 **Pct. New Development:** 0.00%

Project Title: PIR Fire Operations Facility

Funding Source: Bonds

Project Description:

There has been a long standing need at Phoenix International Raceway 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 type building consisting of approximately 10,000 sq ft that would provide basic living areas for the on-duty personnel, an EMS treatment area/first aid station, a public reception/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.

The facility would be a cooperative effort with PIR and could potentially be expanded to house offices/facilities for other city functions (Finance, Police, etc.).

The facility would be operational only during NASCAR or other major events at PIR.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	450,000
Operating Impact Totals:			-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2012-2021

Fire Dept. Development

Project No: FR1225 **Total Project Cost** \$2,000,000 **Pct. New Development:** 100.00%

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 grow, and that station gets busier, the response time to calls within the City of Avondale has begun to increase and a station within the NW area of the city should be considered.

The funding listed here would be for completion of the fire station portion of the Northwest Public Safety Facility.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	2,000,000	-	-	-
Operating Impact:								
Staffing			-	-	600,000	1,200,000	1,200,000	6,000,000
Electric Costs			-	-	250,000	500,000	500,000	2,500,000
Operating Impact Totals:			-	-	850,000	1,700,000	1,700,000	8,500,000

Project No: TR10 **Total Project Cost** \$948,400 **Pct. New Development:** 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	93,400	93,400	95,000	95,000	95,000	95,000	475,000
Operating Impact Totals:			-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2012-2021

Improvement Districts

320 Improvement Districts	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2017-21	Total
Beginning Balance	-	-	-	-	-	-	-
Revenues							
Improvement District Bonds	25,000,000	-	-	-	-	-	25,000,000
Total Revenues	25,000,000	-	-	-	-	-	25,000,000
Total Resources	25,000,000	-	-	-	-	-	25,000,000
Expenditures							
ID1046-Improvement District - Unformed	25,000,000	-	-	-	-	-	25,000,000
Total Expenditures	25,000,000	-	-	-	-	-	25,000,000
Estimated Ending Balance	-	-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2012-2021

Improvement Districts

Project No: ID1046 **Total Project Cost** \$25,000,000 **Pct. New Development:** 0.00%

Project Title: Improvement District - Unformed

Funding Source: 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	25,000,000	25,000,000	-	-	-	-	-
Operating Impact Totals:			-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2012-2021**Transit Capital Projects**

333 Transit Capital Projects	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2017-21	Total
Beginning Balance	-	-	-	-	-	-	-
Revenues							
Federal Grant	2,400,000	15,500,000	-	-	-	-	17,900,000
Total Revenues	2,400,000	15,500,000	-	-	-	-	17,900,000
Total Resources	2,400,000	15,500,000	-	-	-	-	17,900,000
Expenditures							
TN1276-Avondale City Center Transit Center	2,400,000	15,500,000	-	-	-	-	17,900,000
Total Expenditures	2,400,000	15,500,000	-	-	-	-	17,900,000
Estimated Ending Balance	-						

Capital Improvement Plan

Fiscal Years 2012-2021

Transit Capital Projects

Project No: TN1276 **Total Project Cost** \$17,900,000 **Pct. New Development:** 0.00%

Project Title: Avondale City Center Transit Center

Funding Source: Grant

Project Description:

Design and construction of a transit center. The Federal Grant may require the City to match a portion of the cost.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	2,400,000	2,400,000	15,500,000	-	-	-	-
Operating Impact Totals:			-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2012-2021

Sewer Development

513 Sewer Development	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2017-21	Total
Beginning Balance	1,102,853	753,153	631,403	90,903	2,511,403	4,930,903	
Revenues							
Bond Proceeds - GO	-	-	-	-	-	8,000,000	8,000,000
Bond Proceeds - Sales Tax	-	-	-	-	-	15,500,000	15,500,000
Development Fees	549,300	1,373,250	2,746,500	2,746,500	2,746,500	21,972,000	32,134,050
Interest	1,000	5,000	13,000	24,000	23,000	37,500	103,500
Transfer In - Wastewater Operating	3,500,000	-	-	-	-	-	3,500,000
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
Total Revenues	4,200,300	1,528,250	2,909,500	2,920,500	2,919,500	49,759,500	64,237,550
Total Resources	5,303,153	2,281,403	3,540,903	3,011,403	5,430,903	54,690,403	65,340,403
Expenditures							
SW1001-Sewer Buy-In / Developer Reimbursement	-	-	-	100,000	100,000	500,000	700,000
SW1047-City Wide Sewer Improvements	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
SW1054-Collection System Gas Mitigation	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
SW1106-Wastewater Security Implementation	-	100,000	100,000	100,000	100,000	500,000	900,000
SW1108-10th St Lift Station Backup Force Main	-	-	1,300,000	-	-	-	1,300,000
SW1202-Manhole Rehabilitation	100,000	100,000	100,000	100,000	100,000	-	500,000
SW1233-Southern & Dysart Lift Station – Design & Construction	-	-	-	-	-	5,000,000	5,000,000
SW1234-Southern Sewer Transmission Line	-	-	-	-	-	3,200,000	3,200,000
SW1237-Charles M. Wolf WRC PH II – Construction	-	-	-	-	-	43,000,000	43,000,000
SW1270-McDowell Sewer Replacement - Avondale - 119th Ave	-	250,000	-	-	-	-	250,000
SW1295-South Avondale / PIR Sewer Line	3,500,000	-	-	-	-	-	3,500,000
SW1304-Tertiary Filters at Charles M. Wolf WRC	750,000	1,000,000	1,750,000	-	-	-	3,500,000
Total Expenditures	4,550,000	1,650,000	3,450,000	500,000	500,000	53,200,000	63,850,000
Estimated Ending Balance	753,153	631,403	90,903	2,511,403	4,930,903	1,490,403	

Capital Improvement Plan

Fiscal Years 2012-2021

Sewer Development

Project No: SW1001 **Total Project Cost** \$700,000 **Pct. New Development:** 100.00%

Project Title: Sewer Buy-In / Developer Reimbursement

Funding Source: Development Fees

Project Description:

This funding is for reimbursement to developers that increase the capacity of sewer lines serving their development and the entire system. Costs to be reimbursed include design and construction.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	100,000	100,000	500,000
Operating Impact Totals:			-	-	-	-	-	-

Project No: SW1047 **Total Project Cost** \$1,000,000 **Pct. New Development:** 25.00%

Project Title: City Wide 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	100,000	100,000	100,000	100,000	100,000	100,000	500,000
Operating Impact Totals:			-	-	-	-	-	-

Project No: SW1054 **Total Project Cost** \$1,000,000 **Pct. New Development:** 0.00%

Project Title: Collection System Gas Mitigation

Funding Source: Sales Tax

Project Description:

This project will provide for a program to inspect, quantify and mitigate the effects of sewer gasses in the wastewater collection system. Exposed concrete or brick manholes are subject to a wide variety of corrosive compounds that degrade the structural integrity. This project would implement a program to neutralize sewer gasses or provide treatment to manholes to mitigate the corrosiveness of the gasses.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	100,000	100,000	100,000	100,000	100,000	100,000	500,000
Operating Impact Totals:			-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2012-2021

Sewer Development

Project No: SW1106 **Total Project Cost** \$900,000 **Pct. New Development:** 50.00%

Project Title: Wastewater Security Implementation

Funding Source: Sales Tax / Development Fees

Project Description:

This project consists of providing security measures at wastewater facilities in order to deter, delay or detect intrusions. Current emphasis has been the water system but additional findings have examined the vulnerability of the wastewater system.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	100,000	100,000	100,000	100,000	500,000
Operating Impact Totals:			-	-	-	-	-	-

Project No: SW1108 **Total Project Cost** \$1,300,000 **Pct. New Development:** 50.00%

Project Title: 10th St Lift Station Backup Force Main

Funding Source: Bonds / Development Fees

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. 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	1,300,000	-	-	-
Operating Impact:								
Equipment Maintenance			-	-	-	5,000	5,000	25,000
Operating Impact Totals:			-	-	-	5,000	5,000	25,000

Project No: SW1202 **Total Project Cost** \$500,000 **Pct. New Development:** 0.00%

Project Title: Manhole Rehabilitation

Funding Source: Sales Tax

Project Description:

Replace or rehabilitate manholes in the City of Avondale where needed as indicated by manhole inspection program. Manholes in the City of Avondale will need to be replaced or rehabilitated because of corrosive gases (hydrogen sulfide) in the sewer system. Manholes in the older areas of Avondale are approaching or exceeding their life expectancy. Manholes that were built with older technology have a tendency to deteriorate faster. The manhole rehabilitation program will have identified manholes that are in critical need of repair or replacement.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	100,000	100,000	100,000	100,000	100,000	100,000	-
Operating Impact Totals:			-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2012-2021

Sewer Development

Project No: SW1233 **Total Project Cost** \$5,000,000 **Pct. New Development:** 100.00%

Project Title: Southern & Dysart Lift Station – Design & Construction

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 that proposed lift station will serve either an 8-inch or 10-inch sewer trunk line.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	5,000,000
Operating Impact:								
Utilities			-	-	-	-	-	875,000
Operating Impact Totals:			-	-	-	-	-	875,000

Project No: SW1234 **Total Project Cost** \$3,200,000 **Pct. New Development:** 100.00%

Project Title: Southern Sewer Transmission Line

Funding Source: 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	3,200,000
Operating Impact:								
Equipment Maintenance			-	-	-	-	-	50,000
Operating Impact Totals:			-	-	-	-	-	50,000

Capital Improvement Plan

Fiscal Years 2012-2021

Sewer Development

Project No: SW1237 **Total Project Cost** \$43,000,000 **Pct. New Development:** 100.00%

Project Title: Charles M. Wolf WRC PH II – Construction

Funding Source: Bonds / Development Fees

Project Description:

This project will increase the water treatment facility average daily maximum flow capacity from 9 Million Gallons a Day to 12 Million Gallons a Day. The proposed improvements include adding 2 new pumps at the influent pump, 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 a new blower, mixed liquor suspended solids (MLSS) flow splitter, one 70-ft diameter secondary clarifier and returned activated sludge/water activated sludge pumping, additional tertiary filtration units, a chlorine contact basin, one reclaimed water pump, a third anaerobic digester and possibly cogeneration. 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	43,000,000
Operating Impact:								
Staffing			-	-	-	-	-	1,500,000
Supplies/Contracts			-	-	-	-	-	500,000
Utilities			-	-	-	-	-	1,000,000
Operating Impact Totals:			-	-	-	-	-	3,000,000

Project No: SW1270 **Total Project Cost** \$250,000 **Pct. New Development:** 50.00%

Project Title: McDowell Sewer Replacement - Avondale - 119th Ave

Funding Source: Bonds / Development Fees

Project Description:

The purpose of this item is to replace the existing sewer line that was cut off when the Avondale Boulevard connection was made. The existing 24" line will be too large to sustain the limited service that it will provide. This needs to be downsized as much as possible or will be a maintenance problem. This will be needed when the north side of McDowell west of Avondale Boulevard develops.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	250,000	-	-	-	-
Operating Impact Totals:			-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2012-2021

Sewer Development

Project No: SW1295 **Total Project Cost** \$3,500,000 **Pct. New Development:** 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	3,500,000	3,500,000	-	-	-	-	-

Operating Impact:

Equipment Maintenance

-	10,000	10,000	10,000	10,000	50,000
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Operating Impact Totals:

-	10,000	10,000	10,000	10,000	50,000
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Project No: SW1304 **Total Project Cost** \$3,500,000 **Pct. New Development:** 100.00%

Project Title: Tertiary Filters at Charles M. Wolf WRC

Funding Source: Development Fees

Project Description:

This project will improve the effluent water quality from B+ to A+ and allow for direct reuse providing for a more beneficial use of the water resource. Design will occur in FY 2011-12. Construction will begin the following fiscal year.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	750,000	750,000	1,000,000	1,750,000	-	-	-

Operating Impact Totals:

-	-	-	-	-	-
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Capital Improvement Plan

Fiscal Years 2012-2021

Water Development

514 Water Development	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2017-21	Total
Beginning Balance	11,021,084	3,078,384	1,179,134	765,634	2,698,134	1,229,634	
Revenues							
Bond Proceeds	-	-	-	7,000,000	-	-	7,000,000
Development Fees	525,100	1,312,750	2,625,500	2,625,500	2,625,500	21,004,000	30,718,350
Interest	53,000	38,000	11,000	57,000	26,000	11,000	196,000
Transfer In - Water Operating	1,750,000	650,000	650,000	650,000	650,000	3,250,000	7,600,000
Total Revenues	2,328,100	2,000,750	3,286,500	10,332,500	3,301,500	24,265,000	45,514,350
Total Resources	13,349,184	5,079,134	4,465,634	11,098,134	5,999,634	25,494,634	56,535,434
Expenditures							
WA1057-Citywide Water Improvements	800,000	400,000	400,000	400,000	400,000	2,000,000	4,400,000
WA1068-Well Head Treatment	300,000	-	-	-	-	-	300,000
WA1078-Developer Reimbursement	400,000	100,000	100,000	100,000	100,000	500,000	1,300,000
WA1081-Central Arizona Project Water	400,000	400,000	400,000	400,000	400,000	2,000,000	4,000,000
WA1090-Well 26 So. of I-10/East of Agua Fria	-	-	-	-	570,000	1,200,000	1,770,000
WA1131-Pylman Well at Lower Buckeye	-	-	500,000	-	-	1,500,000	2,000,000
WA1132-Thomas Road - 103rd to 99th Water Line Improvement	1,200,000	-	-	-	-	-	1,200,000
WA1133-99th Avenue Water Line - Thomas to McDowell	800,000	-	-	-	-	-	800,000
WA1135-McDowell Rd-El Mirage to Avondale Blvd Water Line	-	500,000	-	-	-	-	500,000
WA1139-Water Line Avondale Blvd.- Lower Buckeye to Gila River	2,800,000	-	-	-	-	3,000,000	5,800,000
WA1140-Indian Springs Rd. Gila River to El Mirage Rd	500,000	-	-	-	-	750,000	1,250,000
WA1141-SRP Paired Well at 119th/Lower Buckeye	650,000	-	-	-	-	-	650,000
WA1142-Lakin Well at 112th and Buckeye	-	-	-	-	900,000	600,000	1,500,000
WA1153-127th Ave - Lower Buckeye to Dysart	-	900,000	-	-	-	-	900,000
WA1162-CDBG Waterline Improvements	-	250,000	-	250,000	-	-	500,000
WA1169-Rio Vista Waterline Replacement	-	-	-	-	400,000	1,600,000	2,000,000
WA1201-Well 22 - Avondale/Van Buren	-	-	1,300,000	-	-	-	1,300,000
WA1212-Purchase of Rigby Water Company	1,330,800	-	-	-	-	-	1,330,800
WA1214-MARWEST well	-	-	-	-	-	2,000,000	2,000,000
WA1216-Well 25 at Van Buren & El Mirage	1,090,000	-	-	-	-	-	1,090,000
WA1231-Dysart - Whyman/Lwr Buckeye Waterline	-	-	400,000	-	-	-	400,000
WA1282-Central Ave Waterline Replacement	-	-	600,000	-	-	-	600,000
WA1283-Northside Booster Replacement	-	750,000	-	-	-	-	750,000
WA1284-Well Rehab / Bore Modifications	-	600,000	-	-	-	-	600,000
WA1285-White Mountain Water Lease	-	-	-	2,000,000	-	-	2,000,000
WA1298-Well 7 Site Development	-	-	-	750,000	-	-	750,000
WA1299-Del Rio Lower Pressure Zone	-	-	-	3,500,000	-	-	3,500,000
WA1300-Coldwater Booster Zone	-	-	-	-	2,000,000	8,000,000	10,000,000
WA1301-Pressure Reducing Stations	-	-	-	-	-	2,000,000	2,000,000
WA1302-Southern Avenue / Dysart Waterline	-	-	-	1,000,000	-	-	1,000,000
Total Expenditures	10,270,800	3,900,000	3,700,000	8,400,000	4,770,000	25,150,000	56,190,800
Estimated Ending Balance	3,078,384	1,179,134	765,634	2,698,134	1,229,634	344,634	

Capital Improvement Plan

Fiscal Years 2012-2021

Water Development

Project No: WA1057 **Total Project Cost** \$4,400,000 **Pct. New Development:** 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	400,000	400,000	800,000	400,000	400,000	400,000	400,000	2,000,000
Operating Impact Totals:			-	-	-	-	-	-

Project No: WA1068 **Total Project Cost** \$300,000 **Pct. New Development:** 100.00%

Project Title: Well Head Treatment

Funding Source: Development Fees

Project Description:

The project for installation of well head treatment for arsenic and nitrate removal at existing wells throughout the City. This is required to meet new stringent Federal arsenic level guidelines that were established for 2006. Additionally, as the City develops new wells with nitrate levels exceeding the maximum contaminant level, the water will need to be treated prior to entering the water distribution system.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	300,000	-	300,000	-	-	-	-	-
Operating Impact Totals:			-	-	-	-	-	-

Project No: WA1078 **Total Project Cost** \$1,300,000 **Pct. New Development:** 100.00%

Project Title: Water Oversize Buy-Ins/ Dev. Reimbursement

Funding Source: Development Fees

Project Description:

This funding provides for the reimbursement of development fees to developers for oversizing lines or other water system improvements. The size and reimbursement is dependent upon the development agreement.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	300,000	100,000	400,000	100,000	100,000	100,000	100,000	500,000
Operating Impact Totals:			-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2012-2021

Water Development

Project No: WA1081 **Total Project Cost** \$4,000,000 **Pct. New Development:** 100.00%

Project Title: Central Arizona Project water purchase

Funding Source: Development Fees

Project Description:

In an effort to maintain our assured water supply designation the City purchases Central Arizona Project water for recharge to obtain long term storage credits.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	400,000	400,000	400,000	400,000	400,000	400,000	2,000,000
Operating Impact Totals:			-	-	-	-	-	-

Project No: WA1090 **Total Project Cost** \$1,770,000 **Pct. New Development:** 100.00%

Project Title: Well 26 South of I-10/East of Agua Fria

Funding Source: Development Fees

Project Description:

The development of the well which is located to the south of I-10 and to the east of the Agua Fria River will assist in satisfying supply for future growth. The well will serve as a water supply for the Coldwater Springs Booster Station and Reservoir. Fundig will provide for the acquisition of the site, well development, and water rights. This project will require design and construction of a pump station and connection to the Agua Fria transmission line.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	570,000	1,200,000
Operating Impact:								
Utilities			-	-	-	-	-	1,500,000
Equipment Maintenance			-	-	-	-	-	500,000
Operating Impact Totals:			-	-	-	-	-	2,000,000

Project No: WA1131 **Total Project Cost** \$2,000,000 **Pct. New Development:** 100.00%

Project Title: Pylman Well at Lower Buckeye

Funding Source: Development Fees

Project Description:

The development of the Pylman Well at 119th Avenue and Lower Buckeye Road will assist in satisfying the demand of future growth. The Pylman Well is an old agricultural well that will serve as an additional water source for the Del Rio Booster Station and Reservoir. The well will be redeveloped within 660 feet of the existing well and should have an estimated pump capacity of 1,000 gpm.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	500,000	-	-	1,500,000
Operating Impact:								
Utilities			-	-	-	-	-	1,500,000
Equipment Maintenance			-	-	-	-	-	500,000
Operating Impact Totals:			-	-	-	-	-	2,000,000

Capital Improvement Plan

Fiscal Years 2012-2021

Water Development

Project No: WA1132 **Total Project Cost** \$1,200,000 **Pct. New Development:** 100.00%

Project Title: Thomas Road - 103rd to 99th Water Line Improvement

Funding Source: Bonds / Development Fees

Project Description:

This project consists of the installation of a 16-inch water line within Thomas Road from 103rd Avenue to 99th Avenue. The project will improve the distribution of water being produced at Well 8 and for future development. Currently the only distribution path for water being produced and processed at Well 8 is towards McDowell Road which contains a 12-inch line. This project complements the 99th Avenue water line project from Thomas Road to north of McDowell Road.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	400,000	800,000	1,200,000	-	-	-	-	-
Operating Impact:								
Equipment Maintenance			-	-	3,000	3,000	3,000	15,000
Operating Impact Totals:			-	-	3,000	3,000	3,000	15,000

Project No: WA1133 **Total Project Cost** \$800,000 **Pct. New Development:** 100.00%

Project Title: 99th Avenue Water Line - Thomas to McDowell

Funding Source: Bonds / Development Fees

Project Description:

This project consists of the installation of a 2600 linear feet of 16-inch water line within 99th Avenue from Thomas Road to approximately 1/2 mile north of McDowell Road. The project will improve the distribution of water being produced at Well 8 and provide for future development of land to the southwest corner of Indian School Road and 99th Avenue. Currently the only distribution path for water being produced and processed at Well 8 is towards McDowell Road which contains a 12-inch water line. This project complements the Thomas Road water line project from 103rd Avenue to 99th Avenue.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	800,000	-	800,000	-	-	-	-	-
Operating Impact:								
Equipment Maintenance			-	2,500	2,500	2,500	2,500	12,500
Operating Impact Totals:			-	2,500	2,500	2,500	2,500	12,500

Project No: WA1135 **Total Project Cost** \$500,000 **Pct. New Development:** 100.00%

Project Title: McDowell Rd-EI Mirage to Avondale Blvd Water Line

Funding Source: Development Fees

Project Description:

This project consists of the installation of 1700 linear feet of 16-inch water line from approximately 1400 linear feet east of 119th Avenue to Avondale Boulevard. With completion of this project, water will be conveyed from the Rancho Santa Fe Booster Pump Station (RSF BPS) to the 24-inch water main in Avondale Boulevard. The additional conveyance capacity is needed to meet the demands of the east and south of the RSF BPS.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	500,000	-	-	-	-
Operating Impact:								
Equipment Maintenance			-	-	2,000	2,000	2,000	10,000
Operating Impact Totals:			-	-	2,000	2,000	2,000	10,000

Capital Improvement Plan

Fiscal Years 2012-2021

Water Development

Project No: WA1139 **Total Project Cost** \$5,800,000 **Pct. New Development:** 100.00%

Project Title: Water Line on Avondale Blvd.- Lower Buckeye to Gila River

Funding Source: Development Fees / Water Operating

Project Description:

Design and construction of approximately 2.75 miles of 16" diameter water transmission line along Avondale Boulevard from the south end of the Gila River Bridge to Lower Buckeye Road. This is a primary water transmission line for the system needed to provide potable water and reliable fire protection supply for local development south of Lower Buckeye.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	600,000	2,200,000	2,800,000	-	-	-	-	3,000,000

Operating Impact:

Equipment Maintenance			-	10,000	10,000	10,000	10,000	50,000
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Operating Impact Totals:			-	10,000	10,000	10,000	10,000	50,000
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Project No: WA1140 **Total Project Cost** \$1,250,000 **Pct. New Development:** 100.00%

Project Title: Indian Springs Rd. Gila River to El Mirage Rd

Funding Source: Development Fees

Project Description:

Design and construct approximately 4,800 feet of 16" diameter water transmission line. Together with WA1139 completes system required to provide potable water and reliable fire protection supply for local development south of the Gila River.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	500,000	500,000	-	-	-	-	750,000

Operating Impact:

Equipment Maintenance			-	4,000	4,000	4,000	4,000	20,000
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Operating Impact Totals:			-	4,000	4,000	4,000	4,000	20,000
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Project No: WA1141 **Total Project Cost** \$650,000 **Pct. New Development:** 100.00%

Project Title: SRP Paired Well at 119th and Lower Buckeye

Funding Source:

Project Description:

Complete development of the SRP Paired Well at 119th Avenue and Whyman Avenue. The paired well will serve as a water supply to the Del Rio Booster and Reservoir. Construction includes replacing the well, construction of a booster station and connection to the water system transmission line.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	650,000	-	650,000	-	-	-	-	-

Operating Impact Totals:			-	-	-	-	-	-
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Capital Improvement Plan
Fiscal Years 2012-2021

Water Development

Project No: WA1142 **Total Project Cost** \$1,500,000 **Pct. New Development:** 100.00%

Project Title: Lakin Well at 112th and Buckeye

Funding Source: Development Fees

Project Description:

With the anticipated growth in the southern area of the City, the Lakin Well has been identified as a future water source. The Lakin Well is currently being used as an agricultural well and will require redevelopment as a potable water supply. The scope of work will include the rehabilitation and/or construction of a replacement well with direct connection to the water distribution system.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	900,000	600,000
Operating Impact:								
Utilities			-	-	-	-	-	1,500,000
Equipment Maintenance			-	-	-	-	-	500,000
Operating Impact Totals:			-	-	-	-	-	2,000,000

Project No: WA1153 **Total Project Cost** \$900,000 **Pct. New Development:** 50.00%

Project Title: 127th Ave - Lower Buckeye to Dysart

Funding Source: Bonds / Development Fees

Project Description:

The project consists of installing 1,200 linear feet of 16-inch water line in 127th Avenue and 1,400 linear water line in Vermeesch Road from Lower Buckeye Road to Dysart Road. This project will address the expected growth in the southern area of the City. The water line will connect to the 16" water line in Lower Buckeye Road and the 12" water line in Dysart Road. A PRV station will be included to help preserve the lower head 12" line in Dysart.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	900,000	-	-	-	-
Operating Impact:								
Equipment Maintenance			-	-	3,000	3,000	3,000	15,000
Operating Impact Totals:			-	-	3,000	3,000	3,000	15,000

Project No: WA1162 **Total Project Cost** \$500,000 **Pct. New Development:** 0.00%

Project Title: CDBG Waterline Improvements

Funding Source: Bonds / Water Operating

Project Description:

This project allows for waterline improvements in conjunction with CDBG street improvements.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	250,000	-	250,000	-	-
Operating Impact Totals:			-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2012-2021

Water Development

Project No: WA1169 **Total Project Cost** \$2,000,000 **Pct. New Development:** 0.00%

Project Title: Rio Vista Waterline Replacement

Funding Source: 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. Also within these areas, customer service staff has difficulty reading meters because the meters are located at the rear of the property. The project will relocate the existing waterlines from the rear of the property to the street, re-establish water services and place water meters adjacent to the street/sidewalk.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	400,000	1,600,000
Operating Impact Totals:			-	-	-	-	-	-

Project No: WA1201 **Total Project Cost** \$1,300,000 **Pct. New Development:** 100.00%

Project Title: Well 22 - SWC Avondale and Van Buren

Funding Source: Development Fees

Project Description:

The development of the Wieler Well which is located at the southwest corner of Avondale Boulevard and Van Buren Street will assist in satisfying supply for future growth. The Weiler Well will serve as a water supply for the Coldwater Springs Booster Station and Reservoir.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	1,300,000	-	-	-
Operating Impact:								
Utilities			-	-	300,000	300,000	300,000	1,500,000
Equipment Maintenance			-	-	100,000	100,000	100,000	500,000
Operating Impact Totals:			-	-	400,000	400,000	400,000	2,000,000

Project No: WA1212 **Total Project Cost** \$1,330,800 **Pct. New Development:** 100.00%

Project Title: Purchase of Rigby Water Company

Funding Source: Bonds

Project Description:

Purchase of that portion of the Rigby Water Company which provides service to residents within Avondale planning area. Purchase includes service area wells, reservoirs, booster facilities and distribution infrastructure.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	1,330,800	-	1,330,800	-	-	-	-	-
Operating Impact:								
Utilities			300,000	300,000	300,000	300,000	300,000	1,500,000
Equipment Maintenance			100,000	100,000	100,000	100,000	100,000	500,000
Operating Impact Totals:			400,000	400,000	400,000	400,000	400,000	2,000,000

Capital Improvement Plan
Fiscal Years 2012-2021

Water Development

Project No: WA1214 **Total Project Cost** \$2,000,000 **Pct. New Development:** 100.00%

Project Title: MARWEST well

Funding Source: Development Fees

Project Description:

With the anticipated growth in the City's customer base, the Marwest Well has been identified as a future water source. The Marwest Well is located ¼ mile north of Van Buren Street, on the east side of EL Mirage Road and will serve as a water supply for the Coldwater Reservoir and Booster Station.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	2,000,000
Operating Impact:								
Utilities			-	-	-	-	-	1,500,000
Equipment Maintenance			-	-	-	-	-	500,000
Operating Impact Totals:			-	-	-	-	-	2,000,000

Project No: WA1216 **Total Project Cost** \$1,090,000 **Pct. New Development:** 100.00%

Project Title: Well 25 at Van Buren & El Mirage

Funding Source: Development Fees

Project Description:

With the anticipated growth in the City's customer base, Well 25 has been identified as a future water source. The Well 25 is located on the south side of Van Buren Street west of El Mirage Road and will serve as a water supply for the Coldwater Reservoir and Booster Station.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	890,000	200,000	1,090,000	-	-	-	-	-
Operating Impact:								
Utilities			300,000	300,000	300,000	300,000	300,000	1,500,000
Equipment Maintenance			100,000	100,000	100,000	100,000	100,000	500,000
Operating Impact Totals:			400,000	400,000	400,000	400,000	400,000	2,000,000

Project No: WA1231 **Total Project Cost** \$400,000 **Pct. New Development:** 100.00%

Project Title: Dysart Road - Whyman to Lower Buckeye Rd waterline project

Funding Source: Development Fees / Bonds

Project Description:

This project consists of the installation of 2,000 linear feet of 12 inch water line from approximately Harrison Street to Lower Buckeye Road. With the completion of this project, additional water supplies will be conveyed to the business/commercial areas of Dysart Road.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	400,000	-	-	-
Operating Impact:								
Equipment Maintenance			-	-	-	2,000	2,000	10,000
Operating Impact Totals:			-	-	-	2,000	2,000	10,000

Capital Improvement Plan
Fiscal Years 2012-2021

Water Development

Project No: WA1282 **Total Project Cost** \$600,000 **Pct. New Development:** 0.00%

Project Title: Central Ave Waterline Replacement

Funding Source: Bonds

Project Description:

Replace waterline on Central from Van Buren to Western Avenue.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	600,000	-	-	-
Operating Impact Totals:			-	-	-	-	-	-

Project No: WA1283 **Total Project Cost** \$750,000 **Pct. New Development:** 0.00%

Project Title: Northside Booster Replacement

Funding Source: Bonds

Project Description:

Replace booster pumps and upgrade electrical facilities at the Northside Arsenic facility

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	750,000	-	-	-	-
Operating Impact Totals:			-	-	-	-	-	-

Project No: WA1284 **Total Project Cost** \$600,000 **Pct. New Development:** 0.00%

Project Title: Well Rehab / Bore Modifications

Funding Source: Bonds

Project Description:

Rehabilitate existing wells to improve water quality.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	600,000	-	-	-	-
Operating Impact Totals:			-	-	-	-	-	-

Project No: WA1285 **Total Project Cost** \$2,000,000 **Pct. New Development:** 50.00%

Project Title: White Mountain Water Lease

Funding Source: Bonds / Development Fees

Project Description:

Funds for the 100 year lease of 882 acre feet of water per the White Mountain Apache Indian Water Rights Settlement.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	2,000,000	-	-
Operating Impact Totals:			-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2012-2021

Water Development

Project No: WA1298 **Total Project Cost** \$750,000 **Pct. New Development:** 0.00%

Project Title: Well 7 Site Development

Funding Source: Bonds

Project Description:

This allows the purchase of property to expand the current Well 7 site to bring it up to standards to coincide with new surrounding property development. The scope includes a site wall, generator, electrical cabinet upgrades and security.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	750,000	-	-
Operating Impact Totals:			-	-	-	-	-	-

Project No: WA1299 **Total Project Cost** \$3,500,000 **Pct. New Development:** 100.00%

Project Title: Del Rio Lower Pressure Zone

Funding Source: Development Fees

Project Description:

This project will construct a low head 24" waterline from the Del Rio Booster station to Avondale Boulevard to supplement the lower pressure zone water supply. The properties south of Lower Buckeye will need to connect to this line as it will remain on the high pressure system. The project will also construct a PRV at Lower Buckeye Road and Avondale Boulevard should the water supply from Del Rio be disrupted.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	3,500,000	-	-
Operating Impact:								
Utilities			-	-	-	350,000	350,000	1,750,000
Equipment Maintenance			-	-	-	200,000	200,000	1,000,000
Operating Impact Totals:			-	-	-	550,000	550,000	2,750,000

Project No: WA1300 **Total Project Cost** \$10,000,000 **Pct. New Development:** 100.00%

Project Title: Coldwater Booster Zone

Funding Source: Development Fees

Project Description:

This project will construct a low head 24" waterline from the Coldwater Booster Station down the El Mirage Road alignment to Illini Road to serve the south portion of Avondale and reduce pressure. A pressure reducing station will also need to be constructed at the booster station within this scope of work.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	2,000,000	8,000,000
Operating Impact:								
Utilities			-	-	-	-	-	1,750,000
Equipment Maintenance			-	-	-	-	-	1,000,000
Operating Impact Totals:			-	-	-	-	-	2,750,000

Capital Improvement Plan

Fiscal Years 2012-2021

Water Development

Project No: WA1301 **Total Project Cost** \$2,000,000 **Pct. New Development:** 100.00%

Project Title: Pressure Reducing Stations

Funding Source: Development Fees

Project Description:

This project will construct two PRV's on El Mirage Road to supplement the low water pressure area should the water supply be disrupted at the Coldwater Booster Station.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	-	2,000,000
Operating Impact:								
Utilities			-	-	-	-	-	1,750,000
Equipment Maintenance			-	-	-	-	-	1,000,000
Operating Impact Totals:			-	-	-	-	-	2,750,000

Project No: WA1302 **Total Project Cost** \$1,000,000 **Pct. New Development:** 100.00%

Project Title: Southern Avenue / Dysart Waterline

Funding Source: Development Fees

Project Description:

This project will construct a new waterline in Southern Avenue from east of El Mirage to Dysart. The new line will replace the existing undersized line in Dysart that needs continuing repair from Southern Avenue to the existing PRV. The connection will also provide a second water supply to PIR and the area south of the PRV.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	1,000,000	-	-
Operating Impact:								
Equipment Maintenance			-	-	-	-	4,000	20,000
Operating Impact Totals:			-	-	-	-	4,000	20,000

Capital Improvement Plan

Fiscal Years 2012-2021

Sanitation Development

524 Sanitation Development	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2017-21	Total
Beginning Balance	65,244	81,094	124,904	212,154	300,254	139,254	
Revenues							
Development Fees	15,200	76,000	152,000	152,000	152,000	1,216,000	1,763,200
Interest	650	810	1,250	2,100	3,000	1,300	9,110
Total Revenues	15,850	76,810	153,250	154,100	155,000	1,217,300	1,772,310
Total Resources	81,094	157,904	278,154	366,254	455,254	1,356,554	1,837,554
Expenditures							
SN1082-Capital Equipment - Residential	-	-	-	-	250,000	260,000	510,000
SN1083-Capital Equipment - Residential	-	33,000	66,000	66,000	66,000	528,000	759,000
Total Expenditures	-	33,000	66,000	66,000	316,000	788,000	1,269,000
Estimated Ending Balance	81,094	124,904	212,154	300,254	139,254	568,554	

**This plan was developed prior to the passage of Senate Bill 1525 which eliminated authority for sanitation development fees. An alternative source will need to be identified to fund the acquisition of equipment and containers for new homes.*

Capital Improvement Plan

Fiscal Years 2012-2021

Sanitation Development

Project No: SN1082 **Total Project Cost** \$510,000 **Pct. New Development:** 100.00%

Project Title: Capital Equipment - Residential

Funding Source: Development Fees

Project Description:

Projections call for 50 new households in FY 2011/12 with 250 households in 2012/13 and 500 households in each of the following three plan years. Staff will evaluate the need for new equipment as households are added to refuse routes to accommodate growth.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	-	-	-	250,000	260,000
Operating Impact:								
Equipment Maintenance			-	-	-	-	10,000	100,000
Operating Impact Totals:			-	-	-	-	10,000	100,000

Project No: SN1083 **Total Project Cost** \$759,000 **Pct. New Development:** 100.00%

Project Title: Capital Equipment - Residential

Funding Source: Development Fees

Project Description:

The sanitation division must purchase both refuse and recycling containers on an ongoing basis to ensure new resident demands are met. Each new household receives one refuse and one recycling container.

	Carryover	New	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	33,000	66,000	66,000	66,000	528,000
Operating Impact Totals:			-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2012-2021**Water Equipment Replacement**

530 Water Equipment Replacement	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2017-21	Total
Beginning Balance	1,374,570	1,448,790	1,387,930	1,417,150	1,218,060	1,186,460	
Revenues							
Equipment Replacement Charges	140,670	140,670	140,670	140,670	140,670	703,350	1,406,700
Interest	1,500	1,600	1,500	1,550	1,200	7,500	14,850
Technology Replacement Charges	52,970	52,970	52,970	52,970	52,970	264,850	529,700
Total Revenues	195,140	195,240	195,140	195,190	194,840	975,700	1,951,250
Total Resources	1,569,710	1,644,030	1,583,070	1,612,340	1,412,900	2,162,160	3,325,820
Expenditures							
IT5120-Equipment Replacement Fund	120,920	34,100	60,920	57,280	79,440	258,040	610,700
VR5200-Vehicle Replacement	-	222,000	105,000	337,000	147,000	1,345,000	2,156,000
Total Expenditures	120,920	256,100	165,920	394,280	226,440	1,603,040	2,766,700
Estimated Ending Balance	1,448,790	1,387,930	1,417,150	1,218,060	1,186,460	559,120	

Capital Improvement Plan

Fiscal Years 2012-2021

Water Equipment Replacement

Project No: IT5120 **Total Project Cost** \$610,700 **Pct. New Development:** 0.00%

Project Title: Equipment Replacement Fund

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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	37,580	83,340	120,920	34,100	60,920	57,280	79,440	258,040
Operating Impact Totals:			-	-	-	-	-	-

Project No: VR5200 **Total Project Cost** \$2,156,000 **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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	222,000	105,000	337,000	147,000	1,345,000
Operating Impact Totals:			-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2012-2021**Sewer Equipment Replacement**

531 Sewer Equipment Replacement	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2017-21	Total
Beginning Balance	507,974	574,604	546,404	497,284	190,064	170,344	
Revenues							
Equipment Replacement Charges	100,810	100,810	100,810	100,810	100,810	514,050	1,018,100
Interest	300	420	400	300	200	100	1,720
Technology Replacement Charges	13,620	13,670	13,670	13,670	13,670	68,100	136,400
Total Revenues	114,730	114,900	114,880	114,780	114,680	582,250	1,156,220
Total Resources	622,704	689,504	661,284	612,064	304,744	752,594	1,664,194
Expenditures							
IT5120-Equipment Replacement Fund	48,100	18,100	14,000	28,000	30,400	114,800	253,400
VR5200-Vehicle Replacement	-	125,000	150,000	394,000	104,000	575,500	1,348,500
Total Expenditures	48,100	143,100	164,000	422,000	134,400	690,300	1,601,900
Estimated Ending Balance	574,604	546,404	497,284	190,064	170,344	62,294	

Capital Improvement Plan

Fiscal Years 2012-2021

Sewer Equipment Replacement

Project No: IT5120 **Total Project Cost** \$253,400 **Pct. New Development:** 0.00%

Project Title: Equipment Replacement Fund

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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	17,700	30,400	48,100	18,100	14,000	28,000	30,400	114,800
Operating Impact Totals:			-	-	-	-	-	-

Project No: VR5200 **Total Project Cost** \$1,348,500 **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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	-	-	125,000	150,000	394,000	104,000	575,500
Operating Impact Totals:			-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2012-2021

Sanitation Equipment Replacement

532 Sanitation Equipment Replacement	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2017-21	Total
Beginning Balance	3,004,019	2,705,429	1,754,639	1,099,249	1,017,959	1,373,269	
Revenues							
Equipment Replacement Charges	377,210	377,210	377,210	377,210	377,210	2,086,050	3,972,100
Interest	4,000	3,700	2,700	2,000	2,000	7,500	21,900
Technology Replacement Charges	5,700	5,700	5,700	5,700	5,700	28,500	57,000
Total Revenues	386,910	386,610	385,610	384,910	384,910	2,122,050	4,051,000
Total Resources	3,390,929	3,092,039	2,140,249	1,484,159	1,402,869	3,495,319	7,055,019
Expenditures							
IT5120-Equipment Replacement Fund	10,500	12,400	-	1,200	7,600	25,300	57,000
VR5200-Vehicle Replacement	675,000	1,325,000	1,041,000	465,000	22,000	3,466,000	6,994,000
Total Expenditures	685,500	1,337,400	1,041,000	466,200	29,600	3,491,300	7,051,000
Estimated Ending Balance	2,705,429	1,754,639	1,099,249	1,017,959	1,373,269	4,019	

Capital Improvement Plan

Fiscal Years 2012-2021

Sanitation Equipment Replacement

Project No: IT5120 **Total Project Cost** \$57,000 **Pct. New Development:** 0.00%

Project Title: Equipment Replacement Fund

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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	2,900	7,600	10,500	12,400	-	1,200	7,600	25,300
Operating Impact Totals:			-	-	-	-	-	-

Project No: VR5200 **Total Project Cost** \$6,994,000 **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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	-	675,000	675,000	1,325,000	1,041,000	465,000	22,000	3,466,000
Operating Impact Totals:			-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2012-2021**Vehicle Replacement**

601 Vehicle Replacement	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2017-21	Total
Beginning Balance	4,869,591	5,256,081	3,662,571	3,719,061	3,273,551	1,800,041	
Revenues							
Vehicle Replacement Charges	956,490	956,490	956,490	956,490	956,490	4,782,450	9,564,900
Total Revenues	956,490	956,490	956,490	956,490	956,490	4,782,450	9,564,900
Total Resources	5,826,081	6,212,571	4,619,061	4,675,551	4,230,041	6,582,491	14,434,491
Expenditures							
VR5200-Vehicle Replacement	570,000	2,550,000	900,000	1,402,000	2,430,000	5,819,000	13,671,000
Total Expenditures	570,000	2,550,000	900,000	1,402,000	2,430,000	5,819,000	13,671,000
Estimated Ending Balance	5,256,081	3,662,571	3,719,061	3,273,551	1,800,041	763,491	

Capital Improvement Plan

Fiscal Years 2012-2021

Vehicle Replacement

Project No: VR5200 **Total Project Cost** \$13,671,000 **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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	185,000	385,000	570,000	2,550,000	900,000	1,402,000	2,430,000	5,819,000
Operating Impact Totals:			-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2012-2021**Equipment Replacement Fund**

603 Equipment Replacement Fund	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2017-21	Total
Beginning Balance	923,108	92,538	239,778	625,538	225,398	225,698	
Revenues							
Equipment Replacement Charges	501,900	501,900	501,900	501,900	501,900	2,909,500	5,419,000
Fire Equipment Replacement Charges	45,000	45,000	45,000	45,000	45,000	225,000	450,000
Interest	300	-	-	-	-	-	300
Total Revenues	547,200	546,900	546,900	546,900	546,900	3,134,500	5,869,300
Total Resources	1,470,308	639,438	786,678	1,172,438	772,298	3,360,198	6,792,408
Expenditures							
IT5120-Equipment Replacement Fund	1,377,770	399,660	161,140	947,040	546,600	2,900,400	6,332,610
Total Expenditures	1,377,770	399,660	161,140	947,040	546,600	2,900,400	6,332,610
Estimated Ending Balance	92,538	239,778	625,538	225,398	225,698	459,798	

Capital Improvement Plan

Fiscal Years 2012-2021

Equipment Replacement Fund

Project No: IT5120 **Total Project Cost** \$6,332,610 **Pct. New Development:** 0.00%

Project Title: Equipment Replacement Fund

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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 17-21
Capital Costs:	704,670	673,100	1,377,770	399,660	161,140	947,040	546,600	2,900,400
Operating Impact Totals:			-	-	-	-	-	-

Schedule of Projected Fund Balances and Net Assets

Fiscal Year 2011-2012

Fund	June 30, 2011 Estimated Fund Balance	2011-2012 Estimated Revenue	2011-2012 Estimated Expenditures	Net Transfers In/(Out)	Stabilization Fund	June 30, 2012 Estimated Fund Balance*
General Fund						
101 General Fund	23,099,520	41,819,570	41,313,240	(2,656,580)	16,192,523	4,756,747
Special Revenue						
201 Highway User Revenue Fund	2,912,891	4,209,430	3,705,890	(635,040)	-	2,781,391
202 Senior Nutrition	176,664	270,920	270,340	-	-	177,244
203 Community Action Program	-	178,310	168,380	-	-	9,930
205 Home Grant	-	431,180	466,380	35,200	-	-
209 Other Grants	-	6,257,180	6,282,780	25,600	-	-
215 Transit Fund	2,355,679	1,213,680	2,072,120	(1,040)	-	1,496,199
225 Voca Crime Victim Advocate	-	50,500	61,500	11,000	-	-
227 Court Payments	405,830	104,190	205,930	-	-	304,090
229 Regional Family Advocacy	-	547,800	793,600	245,800	-	-
230 0.5% Dedicated Sales Tax	484,340	5,229,610	4,000	(5,709,950)	-	-
235 Public Safety Dedicated Sales Tax	882,540	5,229,880	5,045,270	(132,900)	-	934,250
240 CDBG	-	742,460	542,250	(200,000)	-	210
246 Public Arts Fund	102,229	-	117,040	25,000	-	10,189
247 ARRA Fund	-	382,260	336,520	-	-	45,740
701 Volunteer Fireman's Pension	252,965	300	5,000	-	-	248,265
Total Special Revenue	7,573,138	24,847,700	20,077,000	(6,336,330)	-	6,007,508
Capital Projects						
304 Street Construction	11,838,243	952,000	13,144,520	600,000	-	245,723
308 Police Development	133,633	35,700	-	(117,100)	-	52,233
310 Parkland	3,987,860	129,850	3,650,000	-	-	467,710
311 Library Development	(97,530)	17,300	-	91,600	-	11,370
317 Landscaping Landfill Remediation	695,424	-	-	-	-	695,424
318 General Government Development	1,764,095	110,500	-	(732,900)	-	1,141,695
319 Fire Dept. Development	(21,506)	99,600	77,000	31,600	-	32,694
320 Improvement Districts	-	25,000,000	25,000,000	-	-	-
333 Transit Capital Projects	-	2,400,000	2,400,000	-	-	-
601 Vehicle Replacement	4,869,591	7,200	570,000	956,490	-	5,263,281
603 Equipment Replacement Fund	923,108	1,200	1,377,770	547,780	-	94,318
Total Capital Projects	24,092,918	28,753,350	46,219,290	1,377,470	-	8,004,448

Schedule of Projected Fund Balances and Net Assets

Fiscal Year 2011-2012

Fund	June 30, 2011 Estimated Fund Balance	2011-2012 Estimated Revenue	2011-2012 Estimated Expenditures	Net Transfers In/(Out)	Stabilization Fund	June 30, 2012 Estimated Fund Balance*
Debt Service						
401 General Obligation Bonds	4,324,186	4,307,410	4,904,070	-	-	3,727,526
408 Hwy User's Bonds '85/91/98	146,161	150	414,880	400,000	-	131,431
410 Park Issue	117,940	489,580	1,441,580	973,750	-	139,690
417 Dysart Road M.D.C.	29,957	200	641,140	645,000	-	34,017
430 0.5% Dedicated Sales Tax	2,409,917	2,500	5,452,530	5,461,750	-	2,421,637
Total Debt Service	7,028,161	4,799,840	12,854,200	7,480,500	-	6,454,301
Enterprise						
501 Water Operations	17,661,895	11,352,770	10,861,690	(1,942,760)	-	16,210,215
503 Sewer Operations	8,158,415	7,438,490	8,067,490	(3,614,430)	-	3,914,985
513 Sewer Development	1,102,853	810,230	4,550,000	3,650,000	-	1,013,083
514 Water Development	11,021,084	840,300	10,270,800	1,750,000	-	3,340,584
520 Sanitation	2,987,406	5,089,650	3,950,780	(382,910)	-	3,743,366
524 Sanitation Development	65,244	20,340	-	-	-	85,584
530 Water Equipment Replacement	1,374,570	1,500	120,920	192,760	-	1,447,910
531 Sewer Equipment Replacement	507,974	300	48,100	114,430	-	574,604
532 Sanitation Equipment Replacement	3,004,019	4,000	685,500	382,910	-	2,705,429
Total Enterprise	45,883,460	25,557,580	38,555,280	150,000	-	33,035,760
Internal Service						
604 Printer - Copier Service Fund	397,472	196,360	307,000	-	-	286,832
605 Risk Management Fund	2,472,021	1,427,540	1,682,650	(3,610)	-	2,213,301
606 Fleet Services Fund	-	1,992,800	2,146,150	(11,450)	-	(164,800)
Total Internal Service	2,869,493	3,616,700	4,135,800	(15,060)	-	2,335,333
Total All Funds	110,546,690	129,394,740	163,154,810	0	16,192,523	60,594,097

*The Ending Estimated Fund balance includes all spendable fund balances and net assets not specifically committed to a stabilization fund by policy. Including but not limited to restricted, unassigned and assigned fund balances. Any negative balances become unassigned fund balance of the general fund.

Revenue Schedule

Fiscal Year 2011-2012

Source of Revenue	2008-09 Actuals	2009-10 Actuals	2010-11 Budget	2010-11 Estimates	2011-12 Projected
General Fund					
<i>Taxes</i>					
Current Year Real Prop. Tax	1,840,712	1,996,957	2,219,010	2,079,409	2,328,650
Prior Year Real Prop. Tax	71,496	96,855	53,190	-	-
Personal Property Tax	17	132	10	38,169	38,170
City Sales Tax	21,163,016	19,091,736	18,767,710	19,007,307	19,577,510
Salt River Proj. In-Lieu-Tax	15,189	19,749	19,750	19,750	19,750
Utility Franchise Tax	631,705	637,880	452,140	644,113	654,110
Cable Television Franchise Tax	402,288	409,432	258,260	415,499	428,500
Sales Tax Audit Assessments	305,158	562,990	443,920	228,689	228,690
Sales Tax Interest	10,362	4,988	7,880	4,383	7,230
Sales Tax Penalty	91,560	65,958	85,160	47,189	60,790
Total Taxes	24,531,50	22,886,67	22,307,03	22,484,50	23,343,40
<i>Intergovernmental Revenues</i>					
Maricopa County	96,752	63,333	-	-	-
City's Share of St. Sales Tax	5,518,183	5,089,719	4,891,330	5,091,514	5,363,870
State Urban Revenue Sharing	10,195,604	8,208,394	6,763,990	6,750,612	6,043,560
Other State Sources	66,863	68,760	66,860	68,157	68,160
Auto Lieu Tax	2,520,746	2,326,696	2,306,950	2,243,718	2,570,180
Other Cities & Towns - IGAs	185,632	16,262	-	16,000	60,000
Other Governments	307,730	295,394	178,650	148,484	148,490
Total Intergovernmental Revenues	18,891,51	16,068,55	14,207,78	14,318,48	14,254,26
<i>Licenses and Permits</i>					
Occupational License Fees	196,674	187,100	189,200	198,613	198,610
Building Permits	464,485	337,091	362,820	97,501	97,500
Electrical Permits	28,060	17,399	17,160	13,970	13,970
Plumbing Permits	23,065	14,868	13,740	8,889	8,890
Liquor License Fees	32,120	28,846	32,120	41,522	41,520
Engineering Plan Review Fees	47,043	24,718	15,040	69,180	59,060
Occ. & Tax License App. Fees	23,365	19,240	13,850	20,741	20,740
Engineering Permit Fees	2,010	25,876	21,680	24,823	24,820
Mechanical Fees	25,450	13,240	12,240	8,216	8,220
Sign Permits	100	2,230	220	-	-
Fire Permits	22,950	18,000	13,500	23,915	32,310
Fire Alarm Permits	-	800	-	2,667	2,670
Fire Sprinkler Permits	2,650	13,853	17,100	3,333	3,330
Certificate of Occupancy Fee	25,235	11,600	11,920	5,486	5,490
Total Licenses and Permits	893,207	714,861	720,590	518,856	517,130
<i>Charges for Services</i>					
Plan Check Fees	130,163	61,341	64,540	87,626	125,700
False Alarm Fee	104,360	4,350	6,520	-	200,000
Passport Revenue	159,998	194,259	154,700	108,070	108,060

Revenue Schedule

Fiscal Year 2011-2012

Source of Revenue	2008-09 Actuals	2009-10 Actuals	2010-11 Budget	2010-11 Estimates	2011-12 Projected
General Fund					
<i>Charges for Services</i>					
Fingerprinting Fees	7,260	6,450	7,440	8,977	8,980
Report Copy Fees	10,224	8,496	9,320	9,724	9,720
Garnishment Fees	-	494	120	2,117	2,120
Planning Application Fees	50,685	39,820	29,460	95,200	50,000
Library Fees	9,628	11,514	9,280	16,011	19,020
Fire Plan Review	475	9,400	6,540	16,400	16,400
Residential Plan Review	400	-	-	-	-
Plan Re-Check Revision Fee	3,400	1,650	1,880	54	60
Commercial Plan Review	94,750	2,100	1,800	6,714	6,720
Sports Programs	83,087	110,332	200,500	136,817	200,500
Special Events	55,402	13,434	100,500	19,568	100,500
Summer Programs	(30)	-	225,000	-	225,000
Leisure Activities	99,874	77,612	323,000	50,740	323,500
Facility Rentals	128,699	143,028	123,920	145,649	145,650
Senior Programs	-	36	100,000	-	100,000
Library Item Sales	-	-	1,000	-	1,000
Fire ALS Fees	-	84,093	44,120	87,782	63,890
Engineering Charges	-	-	400,000	440,000	400,000
Copy Reimbursements	280	350	400	197	200
Total Charges for Services	938,653	768,759	1,810,040	1,231,645	2,107,020
<i>Fines, Forfeitures and Penalties</i>					
Court Fines	831,111	939,404	763,360	995,749	995,750
Library Fines	6,248	27,537	19,150	34,457	49,260
Other Penalty Collections	3,253	1,668	320	676	680
ZSPLS--Suspended Plates	10,251	13,840	10,870	11,863	11,860
Impound Fees	109,950	136,800	133,430	127,425	127,430
NSF Fees	425	298	210	250	250
Photo Red Light Fines	258,337	76,846	-	-	-
Photo Speed Fines	137,257	69,824	-	-	-
Process Service Fee	6,440	12,635	-	-	-
Total Fines, Forfeitures and Penalties	1,363,270	1,278,852	927,340	1,170,422	1,185,230
<i>Sale of Assets</i>					
Other Asset Sales	1,662	33	-	-	-
Total Sale of Assets	1,662	33	-	-	-
<i>Other Financing Sources</i>					
Lease-Purchase Proceeds	-	10,000	-	30,000	30,000
Total Other Financing Sources	-	10,000	-	30,000	30,000
<i>Miscellaneous Revenue</i>					
CAD Reimbursement Revenue	-	-	107,050	-	107,050
Tipping Fees	159,136	106,016	110,660	115,451	115,450

Revenue Schedule

Fiscal Year 2011-2012

Source of Revenue	2008-09 Actuals	2009-10 Actuals	2010-11 Budget	2010-11 Estimates	2011-12 Projected
General Fund					
<i>Miscellaneous Revenue</i>					
Interest Earned	239,792	258,396	157,510	24,615	24,610
Private Donations / Contributions	10,610	16,672	41,050	15,206	40,000
Cash Over or (Short)	471	(262)	80	(3,289)	90
Private Donations - Library	4,728	3,302	12,000	-	12,000
Private Donations - Recreation	1,864	1,027	-	-	-
Workers' Comp Rec'd by Employees	22,647	-	22,650	359	360
Other Miscellaneous Revenue	208,628	1,595,260	125,500	85,433	82,970
Total Miscellaneous Revenue	647,874	1,980,410	576,500	237,775	382,530
Total General Fund	47,267,681	43,708,151	40,549,280	39,991,690	41,819,570
Special Revenue					
Highway User Revenue Fund	4,183,405	4,130,123	3,856,980	3,563,829	4,209,430
Senior Nutrition	220,818	261,484	180,520	270,421	270,920
Community Action Program	136,062	44,242	154,170	178,310	178,310
Home Grant	3,278	308,034	410,600	424,407	431,180
Other Grants	1,176,889	3,125,126	5,088,240	772,161	6,257,180
Employee Assistance Fund	7,677	7,872	-	4,657	4,660
Library Projects	3,670	10,966	-	23,828	-
RPTA Circulation Route/LTAF	980,018	1,040,438	124,980	18,730	1,213,680
Co. R.I.C.O. w/Maricopa Atty	45,905	204,573	-	-	-
Voca Crime Victim Advocate	32,190	46,298	50,500	48,500	50,500
Court Payments	128,979	116,442	86,020	104,183	104,190
Regional Family Advocacy	510,424	531,582	539,840	463,149	547,800
0.5% Dedicated Sales Tax	5,753,961	5,287,585	5,416,420	5,029,315	5,229,610
Public Safety Dedicated Sales Tax	5,724,623	5,286,343	5,416,420	5,029,186	5,229,880
CDBG	514,897	582,599	964,050	847,269	742,460
Public Arts Fund	25,000	-	-	-	-
ARRA Fund	-	690,297	382,260	1,007,634	382,260
Volunteer Fireman's Pension 125 Plan	2,067 6,144	244 -	2,000 -	256 -	300 -
Total Special Revenue	19,456,008	21,674,248	22,673,000	17,785,836	24,852,360

Revenue Schedule

Fiscal Year 2011-2012

Source of Revenue	2008-09 Actuals	2009-10 Actuals	2010-11 Budget	2010-11 Estimates	2011-12 Projected
Capital Projects					
304-Street Construction					
Other State Sources	358,839	-	2,660,000	2,660,000	-
Other Cities & Towns - IGAs	-	-	-	-	514,500
Other Governments	44,520	543,225	-	415,369	-
Development Fees	618,302	509,706	562,500	165,000	187,500
Developer Contributions	57,618	(25,000)	-	-	-
Traffic Signal Cost Sharing	560,000	-	-	-	240,000
Interest Earned	81,815	57,516	45,000	10,280	10,000
Reimbursement/Projs by City	692	-	-	4,178	-
Bond Proceeds	1,000,000	14,000,000	-	-	-
Total 304-Street Construction	2,721,786	15,085,44	3,267,500	3,254,828	952,000
308-Police Development					
Other State Sources	-	-	-	107,781	-
Development Fees	140,427	141,383	103,200	47,457	34,400
Interest Earned	13,613	2,009	500	1,428	1,300
Total 308-Police Development	154,040	143,392	103,700	156,667	35,700
310-Parkland					
Parks Development Fee	797,760	292,617	750,300	39,871	125,050
Interest Earned	16,246	49,655	23,000	3,785	4,800
Bond Proceeds	-	8,000,000	-	-	-
Total 310-Parkland	814,006	8,342,272	773,300	43,656	129,850
311-Library Development					
Development Fees	107,876	40,482	103,800	5,516	17,300
Interest Earned	171	-	290	-	-
Total 311-Library Development	108,047	40,482	104,090	5,516	17,300
317-Landscaping Landfill Remediation					
Landscaping Landfill Contributions	45,128	16,744	-	20,450	-
Interest Earned	4,162	667	-	627	-
Total 317-Landscaping Landfill Remediation	49,291	17,411	-	21,077	-
318-General Government Development					
Development Fees	295,987	186,666	278,700	41,999	92,900
Interest Earned	25,023	2,468	23,000	2,136	17,600
Total 318-General Government Development	321,010	189,134	301,700	44,135	110,500
319-Fire Dept. Development					
Development Fees	321,320	185,273	298,800	38,695	99,600
Interest Earned	10,260	980	2,600	496	-
Total 319-Fire Dept. Development	331,580	186,253	301,400	39,191	99,600

Revenue Schedule

Fiscal Year 2011-2012

Source of Revenue	2008-09 Actuals	2009-10 Actuals	2010-11 Budget	2010-11 Estimates	2011-12 Projected
Capital Projects					
320-Improvement Districts					
Bond Proceeds	-	-	-	-	25,000,000
Total 320-Improvement Districts	-	-	-	-	25,000,00
333-Transit Capital Projects					
Federal Grants & Other Sources	-	-	2,000,000	-	2,400,000
Total 333-Transit Capital Projects	-	-	2,000,000	-	2,400,000
601-Vehicle Replacement					
Equipment Replacement Charges	1,608,200	218,270	-	-	-
Other Asset Sales	217,218	112,226	-	9,753	-
Interest Earned	39,420	4,833	-	5,290	7,200
Total 601-Vehicle Replacement	1,864,838	335,329	-	15,043	7,200
603-Equipment Replacement Fund					
Technology Replacement Charges	829,720	-	-	-	-
Other Asset Sales	4,890	4,099	-	-	-
Interest Earned	5,251	330	260	310	1,200
Other Miscellaneous Revenue	-	8,233	-	-	-
Total 603-Equipment Replacement Fund	839,861	12,662	260	310	1,200
Total Capital Projects	7,204,457	24,352,383	6,851,950	3,580,423	28,753,350
Debt Service					
401-General Obligation Bonds					
Current Year Real Prop. Tax	4,863,308	4,556,528	3,418,990	3,248,041	3,652,410
Prior Year Real Prop. Tax	135,716	231,267	-	-	-
Federal Grants & Other Sources	-	-	-	-	652,000
Bond Premium	-	40,502	-	-	-
Bond Proceeds	-	2,815,000	-	-	-
Interest Earned	14,561	69	30,000	2,014	3,000
Other Miscellaneous Revenue	-	642,188	-	485,752	-
Total 401-General Obligation Bonds	5,013,585	8,285,553	3,448,990	3,735,808	4,307,410
408-Hwy User's Bonds '85/91/98					
Interest Earned	1,805	(1)	-	141	150
Total 408-Hwy User's Bonds '85/91/98	1,805	(1)	-	141	150
410-Park Issue					
Interest Earned	1	-	-	-	-
Private Donations / Contributions	439,584	226,042	450,000	-	489,580
Total 410-Park Issue	439,585	226,042	450,000	-	489,580

Revenue Schedule

Fiscal Year 2011-2012

Source of Revenue	2008-09 Actuals	2009-10 Actuals	2010-11 Budget	2010-11 Estimates	2011-12 Projected
Debt Service					
417-Dysart Road M.D.C.					
Interest Earned	143	17	200	16	200
Total 417-Dysart Road M.D.C.	143	17	200	16	200
430-0.5% Dedicated Sales Tax					
Interest Earned	49,344	2,329	25,000	2,124	2,500
Bond Proceeds	48	-	-	-	-
Total 430-0.5% Dedicated Sales Tax	49,392	2,329	25,000	2,124	2,500
Total Debt Service	5,504,510	8,513,939	3,924,190	3,738,089	4,799,840
Enterprise					
501-Water Operations					
Penalties-Utility Bills	(60)	-	-	(76)	-
Water Sales	10,877,716	10,851,807	11,652,210	10,937,908	11,266,050
Water Meter Installation	59,470	58,900	63,860	13,188	13,190
Turn-on Fees	425,480	264,680	151,840	2,029	2,030
On-Line Payment Fee	37,957	33,188	20,000	-	-
NSF Fees	9,665	6,344	5,750	5,290	5,290
Bond Premium	-	31,623	-	-	-
Interest Earned	161,492	97,531	140,400	16,210	16,210
Cash Over or (Short)	(90)	(186)	-	83	-
Other Miscellaneous Revenue	32,594	29,557	20,750	81,200	50,000
Total 501-Water Operations	11,604,22	11,373,44	12,054,81	11,055,83	11,352,77
503-Sewer Operations					
Sewer Taps	115,800	36,000	40,050	15,000	15,000
Sewer Fees	7,331,141	7,291,881	7,173,370	7,397,511	7,420,100
Bond Premium	-	448,970	-	-	-
Interest Earned	92,864	82,109	120,000	3,394	3,390
Reimbursement/Projs by City	504	-	-	-	-
Other Miscellaneous Revenue	3,428	3,425	-	-	-
Total 503-Sewer Operations	7,543,736	7,862,386	7,333,420	7,415,905	7,438,490
513-Sewer Development					
E.P.A. Grant	20,117	8,369	-	-	-
Sewer Development Fee	718,362	682,587	1,647,900	258,696	808,000
Interest Earned	159,593	7,179	1,900	1,226	2,230
Bond Proceeds	-	7,726,219	-	-	-
Total 513-Sewer Development	898,073	8,424,353	1,649,800	259,922	810,230

Revenue Schedule

Fiscal Year 2011-2012

Source of Revenue	2008-09 Actuals	2009-10 Actuals	2010-11 Budget	2010-11 Estimates	2011-12 Projected
Enterprise					
514-Water Development					
E.P.A. Grant	3,043,908	242,794	-	-	-
Water Development Fee	752,290	678,679	1,575,300	253,423	778,520
Interest Earned	120,881	2,138	27,000	8,781	61,780
Bond Proceeds	13,812,235	-	-	-	-
Total 514-Water Development	17,729,31	923,611	1,602,300	262,204	840,300
520-Sanitation					
Recycling	104,560	95,486	90,160	167,436	167,440
Commercial Sanitation Hauler Permits	29,000	20,333	3,000	9,510	9,510
Refuse Collection	4,417,367	4,779,641	4,726,580	4,812,888	4,904,600
Interest Earned	6,901	752	10,000	1,817	1,820
Other Miscellaneous Revenue	11,385	694	50	6,284	6,280
Total 520-Sanitation	4,569,212	4,896,906	4,829,790	4,997,935	5,089,650
524-Sanitation Development					
Sanitation Development Fee	18,869	36,497	91,200	4,459	19,660
Interest Earned	(74)	23	700	29	680
Total 524-Sanitation Development	18,795	36,520	91,900	4,487	20,340
530-Water Equipment Replacement					
Other Asset Sales	8,583	41,465	-	-	-
Interest Earned	6,247	865	-	1,354	1,500
Total 530-Water Equipment Replacement	14,830	42,330	-	1,354	1,500
531-Sewer Equipment Replacement					
Interest Earned	996	283	-	266	300
Total 531-Sewer Equipment Replacement	996	283	-	266	300
532-Sanitation Equipment Replacement					
Other Asset Sales	69,164	33,880	-	-	-
Interest Earned	15,358	1,920	-	3,528	4,000
Total 532-Sanitation Equipment Replacement	84,522	35,800	-	3,528	4,000
Total Enterprise	42,463,700	33,595,633	27,562,020	24,001,434	25,557,580
Internal Service					
604-Printer - Copier Service Fund					
Internal Printing/Copying Fees	221,631	152,247	158,360	160,650	196,010
Interest Earned	3,840	314	240	296	350
Total 604-Printer - Copier Service Fund	225,471	152,562	158,600	160,946	196,360

Revenue Schedule

Fiscal Year 2011-2012

Source of Revenue	2008-09 Actuals	2009-10 Actuals	2010-11 Budget	2010-11 Estimates	2011-12 Projected
Internal Service					
605-Risk Management Fund					
Risk Management Charges	1,800,411	1,702,840	1,258,700	1,258,700	1,425,340
Interest Earned	15,529	2,022	1,590	2,579	2,200
Other Miscellaneous Revenue	118	1,116	-	1,883	-
Total 605-Risk Management Fund	1,816,058	1,705,978	1,260,290	1,263,162	1,427,540
606-Fleet Services Fund					
Fleet Management Charges	2,040,793	1,966,435	2,159,440	2,025,900	1,992,800
Interest Earned	(7,252)	-	-	-	-
Other Miscellaneous Revenue	2,085	1,586	240	369	-
Total 606-Fleet Services Fund	2,035,627	1,968,021	2,159,680	2,026,269	1,992,800
Total Internal Service	4,077,156	3,826,560	3,578,570	3,450,376	3,616,700
Grand Total	125,973,511	135,670,915	105,139,010	92,547,849	129,399,400

Expenditure Schedule

Fiscal Year 2011-2012

Fund/Department	2008-09 Actuals	2009-10 Actuals	2010-11 Budget	2010-11 Estimates	2011-12 Budget
General Fund					
City Council	111,571	103,532	231,030	168,186	237,520
City Administration	1,341,472	1,178,325	1,309,640	1,256,868	1,350,830
Information Technology	2,625,526	1,666,741	1,653,550	1,407,190	1,856,430
Community Relations	429,498	416,880	505,160	439,708	573,970
Non-Departmental	7,671,061	442,022	5,172,360	7,099,548	4,522,360
Finance & Budget	1,259,547	1,038,236	1,313,450	1,279,143	1,405,720
Human Resources	764,492	913,947	898,570	1,059,729	921,880
Development Services & Engineering	3,563,166	2,757,783	2,923,900	2,628,497	2,951,550
City Clerk	232,547	284,671	280,900	286,375	289,830
Police	13,307,503	12,231,225	12,671,700	12,665,965	12,798,210
City Court	820,115	886,989	927,290	798,960	939,890
Fire	5,455,068	5,352,607	5,444,400	5,437,793	5,672,180
Economic Development	762,778	551,243	1,010,630	557,363	980,510
Parks, Recreation & Libraries	5,029,322	4,620,082	5,299,110	4,153,973	5,397,990
Neighborhood & Family Services	1,528,630	1,281,645	1,456,760	1,357,068	1,397,580
Public Works	91,156	54,181	57,180	72,506	16,790
Total General Fund	44,993,452	33,780,109	41,155,630	40,668,872	41,313,240
Special Revenue					
Highway User Revenue Fund	3,780,555	3,664,527	3,767,000	3,108,931	3,705,890
Senior Nutrition	364,714	341,449	254,520	293,854	270,340
Community Action Program	167,664	160,208	131,940	177,897	168,380
Home Grant	673,406	414,888	329,990	464,337	466,380
Other Grants	1,108,723	2,943,609	5,836,680	3,567,946	6,282,780
Library Projects	4,349	9,262	-	15,951	-
Transit Fund	874,045	1,250,796	720,200	617,834	2,072,120
Co. R.I.C.O. w/Maricopa Atty	68,356	22,116	-	184,058	-
Voca Crime Victim Advocate	54,041	54,937	59,460	57,884	61,500
Court Payments	56,382	61,114	239,700	154,036	205,930
Regional Family Advocacy	741,552	741,216	778,140	760,968	793,600
0.5% Dedicated Sales Tax	4,200	4,200	7,500	4,500	4,000
Public Safety Dedicated Sales Tax	6,228,998	4,785,513	4,727,730	4,668,550	5,045,270
CDBG	112,898	262,849	594,050	583,365	542,250
Public Arts Fund	-	13,388	91,220	65	117,040
ARRA Fund	-	288,235	353,250	1,070,849	336,520
Volunteer Fireman's Pension	4,800	4,800	5,000	7,288	5,000
Total Special Revenue	14,244,683	15,023,107	17,896,380	15,738,313	20,077,000
Capital Projects					
Street Construction	9,782,710	7,992,068	22,105,000	7,615,018	13,144,520
Police Development	255,737	1,054,282	2,200,000	1,802,995	-
Parkland	3,189,319	5,637,717	17,100,000	10,625,739	3,650,000
Library Development	1,230,213	(1,606)	-	-	-
General Government Development	22,699	8,469	-	-	-
Fire Dept. Development	498,515	1,080,916	1,152,000	794,922	77,000
Improvement Districts	-	-	23,000,000	-	25,000,000
Transit Capital Projects	-	-	2,400,000	-	2,400,000

Expenditure Schedule

Fiscal Year 2011-2012

Fund/Department	2008-09 Actuals	2009-10 Actuals	2010-11 Budget	2010-11 Estimates	2011-12 Budget
Capital Projects					
Vehicle Replacement	1,308,481	92,080	1,596,250	1,596,250	570,000
Equipment Replacement Fund	725,279	21,279	1,053,720	1,059,957	1,377,770
Total Capital Projects	17,012,953	15,885,205	70,606,970	23,494,881	46,219,290
Debt Service					
General Obligation Bonds	3,404,630	5,566,745	5,453,540	5,447,150	4,904,070
Hwy User's Bonds '85/91/98	400,588	405,688	415,850	360,422	414,880
Park Issue	1,375,570	1,410,320	1,455,210	1,447,710	1,441,580
Dysart Road M.D.C.	718,266	728,542	721,650	423,149	641,140
0.5% Dedicated Sales Tax	4,869,035	5,393,687	5,454,180	5,453,479	5,452,530
Total Debt Service	10,768,089	13,504,982	13,500,430	13,131,910	12,854,200
Enterprise					
Water Operations	9,455,426	10,502,556	10,888,370	9,938,880	10,861,690
Sewer Operations	4,748,172	4,951,746	7,655,980	7,683,796	8,067,490
Sewer Development	31,598,468	144,761	3,000,000	1,861,427	4,550,000
Water Development	12,884,503	430,869	12,780,000	4,522,667	10,270,800
Sanitation	3,427,203	3,350,629	3,811,800	3,651,112	3,950,780
Sanitation Development	72,989	-	39,600	39,600	-
Water Equipment Replacement	-	-	91,520	91,520	120,920
Sewer Equipment Replacement	-	-	128,920	128,920	48,100
Sanitation Equipment Replacement	-	-	377,950	367,650	685,500
Total Enterprise	62,186,761	19,380,561	38,774,140	28,285,572	38,555,280
Internal Service					
Printer - Copier Service Fund	105,739	121,202	287,730	287,730	307,000
Risk Management Fund	1,191,374	1,030,898	1,678,730	1,450,387	1,682,650
Fleet Services Fund	2,124,700	1,900,275	1,980,850	1,978,993	2,146,150
Total Internal Service	3,421,813	3,052,375	3,947,310	3,717,110	4,135,800
Grand Total	152,627,751	100,626,339	185,880,860	125,036,658	163,154,810

Summary of Tax Levy and Tax Rate Information

Fiscal Year 2011-2012

	2010-11 Fiscal Year	2011-12 Fiscal Year
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A).	\$ <u>2,219,010</u>	\$ <u>2,328,658</u>
2. Amount received from primary property taxation in the 2004-05 fiscal year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18).	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>2,219,010</u>	\$ <u>2,328,650</u>
B. Secondary property taxes	<u>3,418,990</u>	<u>3,652,410</u>
C. Total property tax levy amounts	\$ <u>5,638,000</u>	\$ <u>5,981,060</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) 2010-11 year's levy	\$ <u>2,079,409</u>	
(2) Prior years' levies	<u>0</u>	
(3) Total primary property taxes	\$ <u>2,079,409</u>	
B. Secondary property taxes		
(1) 2010-11 year's levy	\$ <u>3,248,041</u>	
(2) Prior years' levies	<u>_____</u>	
(3) Total secondary property taxes	\$ <u>3,248,041</u>	
C. Total property taxes collected	\$ <u>5,327,450</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.4537</u>	<u>0.581</u>
(2) Secondary property tax rate	<u>0.6521</u>	<u>0.75</u>
(3) Total city/town tax rate	<u>1.1058</u>	<u>1.3310</u>
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 Interfund Transfers

Fiscal Year 2011-2012

Transfer From:		General Fund 101	Highway Users 201	Transit Fund 215	Advocacy Center 229	Capital Proj Tax 230	Public Safety Tax 235	CDBG 240
<i>Transfers To Operating Funds</i>								
205	Home Grant	35,200						
209	Other Grants	25,600						
225	Voca Crime Victim Advocate	11,000						
229	Regional Family Advocacy	250,780						
246	Public Arts Fund	25,000						
Total Transfers to Operating Funds		347,580						
<i>Transfers To Debt Service Funds</i>								
408	Hwy User's Bonds '85/91/98		400,000					
410	Park Issue	123,750						
417	Dysart Road M.D.C.	645,000						
430	0.5% Dedicated Sales Tax					5,159,950		
Total Transfers to Debt Service Funds		768,750	400,000			5,159,950		
<i>Transfers To Capital Funds</i>								
304	Street Construction					400,000		200,000
311	Library Development	300,000						
319	Fire Dept. Development	125,000						
513	Sewer Development					150,000		
514	Water Development							
530	Water Equipment Replacement							
531	Sewer Equipment Replacement							
532	Sanitation Equipment Replacement							
601	Vehicle Replacement	605,830	224,780		2,180		117,300	
603	Equipment Replacement Fund	509,420	10,260	1,040	2,800		15,600	
Total Transfers to Capital Funds		1,540,250	235,040	1,040	4,980	550,000	132,900	200,000
Total Transfers		2,656,580	635,040	1,040	4,980	5,709,950	132,900	200,000

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
									25,600
									11,000
									250,780
									25,000
									347,580
									400,000
117,100		732,900							973,750
									645,000
	208,400		93,400						5,461,750
117,100	208,400	732,900	93,400						7,480,500
									600,000
									300,000
									125,000
					3,500,000				3,650,000
				1,750,000					1,750,000
				192,760					192,760
					114,430				114,430
						382,910			382,910
								6,400	956,490
							3,610	5,050	547,780
				1,942,760	3,614,430	382,910	3,610	11,450	8,619,370
117,100	208,400	732,900	93,400	1,942,760	3,614,430	382,910	3,610	11,450	16,447,450

Schedule of Authorized Positions

Fiscal Year 2011-2012

Position-Title	Authorized 2008-2009	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012
101 General Fund				
<u>City Administration</u>				
Assistant City Manager	2.00	2.00	2.00	2.00
City Manager	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	-
Senior Executive Assistant	1.00	1.00	1.00	1.00
Total City Administration	5.00	5.00	5.00	4.00
Grants Administration				
Grants Administrator	1.00	1.00	1.00	1.00
Management Technician	-	-	1.00	1.00
Total Grants Administration	1.00	1.00	2.00	2.00
	6.00	6.00	7.00	6.00
<u>Information Technology</u>				
Development Services Technician	-	-	1.00	-
Information Technology Director	1.00	1.00	1.00	1.00
IT Administrator Unix/Windows	1.00	1.00	1.00	-
IT Application Developer	1.00	1.00	2.00	-
IT Applications Development Manager	-	-	1.00	-
IT Applications Manager	-	1.00	-	-
IT Assistant Director	1.00	1.00	1.00	-
IT Desktop Technician I	1.00	1.00	1.00	-
IT Desktop Technician II	2.00	1.00	2.00	-
IT Help Desk Supervisor	1.00	-	-	-
IT Systems Administrator	1.00	1.20	1.20	-
IT Systems Analyst	1.00	1.00	1.00	-
Network Engineer	1.00	1.00	1.00	-
Total Information Technology	11.00	10.20	13.20	1.00
IT Network				
IT Administrator Unix/Windows	-	-	-	1.00
IT Assistant Director	-	-	-	1.00
IT Systems Administrator	-	-	-	1.20
Network Engineer	-	-	-	1.00
Total IT Network	-	-	-	4.20
IT Applications				
IT Application & Business Analyst	-	-	-	1.00
IT Application Developer	-	-	-	2.00
IT Applications Development Manager	-	-	-	1.00
IT Systems Analyst	-	-	-	1.00
Total IT Applications	-	-	-	5.00
IT Helpdesk				
IT Desktop Technician I	-	-	-	1.00
IT Desktop Technician II	-	-	-	2.00
Total IT Helpdesk	-	-	-	3.00

Schedule of Authorized Positions

Fiscal Year 2011-2012

Position-Title	Authorized 2008-2009	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012
101 General Fund				
<u>Information Technology</u>				
	11.00	10.20	13.20	13.20
<u>Community Relations</u>				
Public Information Office				
Administrative Assistant	-	-	1.00	1.00
Administrative Secretary	1.00	1.00	-	-
Assistant to the Mayor and Council	1.00	1.00	1.00	-
Community Relations Director	1.00	1.00	1.00	1.00
Executive Assistant to the Mayor and Council	-	-	-	1.00
Public Information Officer	1.00	1.00	1.00	1.00
Total Public Information Office	4.00	4.00	4.00	4.00
Intergovernmental Affairs				
Intergovernmental Affairs Manager	1.00	1.00	1.00	1.00
Total Intergovernmental Affairs	1.00	1.00	1.00	1.00
Total Community Relations	5.00	5.00	5.00	5.00
<u>Field Operations</u>				
Field Operations Administration				
Administrative Secretary	1.00	1.00	-	-
Field Operations Assistant Director	1.00	1.00	-	-
Field Operations Director	1.00	1.00	-	-
Fleet Services Coordinator	1.00	1.00	-	-
Total Field Operations Administration	4.00	4.00	-	-
Total Field Operations	4.00	4.00	-	-
<u>Development Services</u>				
Planning				
Development Services Representative	-	1.00	-	-
Development Services Technician	1.00	-	-	-
Planner I	2.00	1.00	-	-
Planner II	2.00	2.00	-	-
Planning Manager	1.00	1.00	-	-
Senior Administrative Clerk	1.00	-	-	-
Senior Planner	1.00	1.00	-	-
Zoning Specialist	1.00	1.00	-	-
Total Planning	9.00	7.00	-	-
Building Services				
Building Inspector	4.00	3.00	-	-
Chief Building Official	1.00	1.00	-	-
Fire Inspector II	-	1.00	-	-
Plans Examiner	1.00	1.00	-	-
Senior Plans Examiner	1.00	1.00	-	-
Total Building Services	7.00	7.00	-	-

Schedule of Authorized Positions

Fiscal Year 2011-2012

Position-Title	Authorized 2008-2009	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012
101 General Fund				
<u>Development Services</u>				
Development Services Center				
Development Services Representative	2.00	1.00	-	-
Development Services Supervisor	1.00	1.00	-	-
Development Services Technician	1.00	2.00	-	-
Total Development Services Center	4.00	4.00	-	-
Engineering Plan Review				
Engineering Plan Review Manager	1.00	1.00	-	-
Engineering Technician II	1.00	1.00	-	-
Plans Review Engineer	1.00	1.00	-	-
Total Engineering Plan Review	3.00	3.00	-	-
Development Svcs Administration				
Administrative Secretary	1.00	1.00	-	-
Development Services Director	1.00	1.00	-	-
Total Development Svcs Administration	2.00	2.00	-	-
Total Development Services	25.00	23.00	-	-
<u>Finance & Budget</u>				
Financial Services				
Accountant	3.00	2.00	2.00	2.00
Accounting Manager	1.00	1.00	-	-
Accounting Supervisor	-	-	1.00	1.00
Administrative Assistant	-	-	1.00	1.00
Administrative Secretary	1.00	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	2.00	1.00	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
Total Financial Services	15.50	13.50	14.50	14.50
Water Billing				
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	7.00	8.00
Utility Customer Service Worker	1.00	1.00	1.00	-
Total Water Billing	10.00	10.00	10.00	10.00
Budget and Research				
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
Total Budget and Research	4.00	4.00	4.00	4.00
Total Finance & Budget	29.50	27.50	28.50	28.50

Schedule of Authorized Positions

Fiscal Year 2011-2012

Position-Title	Authorized 2008-2009	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012
101 General Fund				
<u>Human Resources</u>				
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	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	1.00
Total Human Resources	7.00	7.00	7.00	7.00
	7.00	7.00	7.00	7.00
<u>Development Services & Engineering</u>				
Planning				
Administrative Assistant	-	-	1.00	1.00
Development Services Representative	-	-	1.00	1.00
Planner I	-	-	1.00	1.00
Planner II	-	-	2.00	2.00
Planning Manager	-	-	1.00	1.00
Zoning Specialist	-	-	1.00	1.00
Total Planning	-	-	7.00	7.00
Building Services				
Building Inspector	-	-	3.00	3.00
Chief Building Official	-	-	1.00	1.00
Fire Inspector II	-	-	1.00	1.00
Plans Examiner	-	-	1.00	1.00
Senior Plans Examiner	-	-	1.00	1.00
Total Building Services	-	-	7.00	7.00
Engineering				
Administrative Assistant	-	-	1.00	1.00
Administrative Secretary	1.00	1.00	-	-
City Engineer	1.00	1.00	1.00	1.00
Construction Project Manager	1.00	1.00	1.00	1.00
Engineering Inspector	4.00	3.00	2.00	1.00
Engineering Project Manager	2.00	2.00	2.00	2.00
Engineering Technician II	-	-	1.00	1.00
GIS Manager	-	-	1.00	-
Land Services Manager	-	-	-	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
Total Engineering	11.00	10.00	12.00	10.00
Traffic Engineering				
Traffic Engineer	1.00	-	-	-
Total Traffic Engineering	1.00	-	-	-
Total Development Services & Engineering	12.00	10.00	26.00	24.00

Schedule of Authorized Positions

Fiscal Year 2011-2012

Position-Title	Authorized 2008-2009	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012
101 General Fund				
<u>City Clerk</u>				
City Clerk	1.00	1.00	1.00	1.00
City Clerk Assistant II	-	1.00	1.00	2.00
Records Management Clerk	1.00	1.00	1.00	-
Senior Administrative Clerk	3.00	2.00	2.00	2.00
Total City Clerk	5.00	5.00	5.00	5.00
	5.00	5.00	5.00	5.00
<u>Police</u>				
Police - Administration				
Administrative Assistant to the Police Chief	1.00	1.00	1.00	1.00
Assistant Police Chief	1.00	1.00	1.00	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
Senior Management Assistant	1.00	1.00	1.00	1.00
Total Police - Administration	5.00	6.00	6.00	7.00
Police - Community Services				
Community Service Supervisor	1.00	1.00	1.00	1.00
Senior Administrative Clerk	1.00	1.00	1.00	1.00
Total Police - Community Services	2.00	2.00	2.00	2.00
Police - Patrol Support				
Animal Control Officer	1.50	2.00	2.00	2.00
Park Ranger	3.00	2.00	2.00	2.00
Police Sergeant	1.00	1.00	1.00	1.00
Total Police - Patrol Support	5.50	5.00	5.00	5.00
Police - Professional Standards Bureau				
Background Investigator	1.00	1.00	-	-
Professional Standard Bureau Supervisor	1.00	1.00	-	-
Senior Administrative Clerk	1.00	1.00	-	-
Total Police - Professional Standards Bureau	3.00	3.00	-	-
Police - Communications				
CAD-RMS Applications Administrator	1.00	1.00	1.00	1.00
Communications Manager	1.00	-	-	-
Communications Supervisor	3.00	3.00	3.00	3.00
Public Safety Dispatcher	12.00	14.00	14.00	14.00
Total Police - Communications	17.00	18.00	18.00	18.00
Police - Records				
Police Records Clerk	2.00	3.00	3.00	3.00
Police Records Supervisor	-	1.00	-	-
Total Police - Records	2.00	4.00	3.00	3.00

Schedule of Authorized Positions

Fiscal Year 2011-2012

Position-Title	Authorized 2008-2009	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012
101 General Fund				
<i>Police</i>				
Police - Traffic				
Police Traffic Program Coordinator	1.00	2.00	1.00	1.00
Total Police - Traffic	1.00	2.00	1.00	1.00
Police - Detention Services				
Detention Officer	3.00	3.00	3.00	4.00
Detention Supervisor	2.00	2.00	2.00	2.00
Total Police - Detention Services	5.00	5.00	5.00	6.00
Police - Patrol				
Administrative Assistant	-	-	1.00	1.00
Administrative Secretary	1.00	1.00	-	-
Police Lieutenant	2.00	3.00	3.00	3.00
Police Officer	46.00	46.00	46.00	46.00
Police Sergeant	11.00	10.00	10.00	10.00
Volunteer Coordinator	1.00	1.00	1.00	1.00
Total Police - Patrol	61.00	61.00	61.00	61.00
Police - Investigations				
Administrative Assistant	-	-	1.00	1.00
Administrative Secretary	1.00	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	11.00	12.00	12.00
Police Sergeant	3.00	4.00	4.00	4.00
Property & Evidence Custodian	2.00	2.00	2.00	2.00
Total Police - Investigations	20.00	21.00	22.00	22.00
Police - Tolleson Animal Control				
Animal Control Officer	0.50	-	-	-
Total Police - Tolleson Animal Control	0.50	-	-	-
Police - Avondale SRO				
Police Officer	1.00	1.00	1.00	-
Total Police - Avondale SRO	1.00	1.00	1.00	-
Police - Agua Fria SRO				
Police Officer	1.00	1.00	1.00	1.00
Total Police - Agua Fria SRO	1.00	1.00	1.00	1.00
Police - Tolleson Union SRO				
Police Officer	2.00	2.00	2.00	2.00
Total Police - Tolleson Union SRO	2.00	2.00	2.00	2.00
Police - GIITEM				
Police Officer	-	1.00	1.00	1.00
Total Police - GIITEM	-	1.00	1.00	1.00
Total Police	126.00	132.00	128.00	129.00

Schedule of Authorized Positions

Fiscal Year 2011-2012

Position-Title	Authorized 2008-2009	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012
101 General Fund				
<u>City Court</u>				
Court				
Court Clerk I	2.00	3.00	3.00	3.00
Court Clerk II	2.00	2.00	2.00	1.00
Court Clerk III	3.00	3.00	3.00	3.00
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
Total Court	9.00	10.00	10.00	10.00
Court Security				
Court Security Officer	1.00	0.20	0.20	0.20
Total Court Security	1.00	0.20	0.20	0.20
Total City Court	10.00	10.20	10.20	10.20
<u>Fire</u>				
Fire - Community Services				
Assistant Fire Marshall	1.00	-	-	-
Emergency Management Coordinator	1.00	1.00	1.00	1.00
Fire Inspector I	-	1.00	1.00	1.00
Fire Inspector II	2.00	1.00	1.00	1.00
Fire Marshall	-	1.00	1.00	1.00
Fire Plans Examiner	1.00	-	-	-
Public Education Specialist	1.00	1.00	1.00	1.00
Total Fire - Community Services	6.00	5.00	5.00	5.00
Fire - Administration				
Administrative Assistant	-	-	1.00	1.00
Administrative Secretary	1.00	1.00	-	-
Deputy Fire Chief	-	-	-	2.00
Fire Chief	1.00	1.00	1.00	1.00
Senior Management Assistant	-	-	-	1.00
Total Fire - Administration	2.00	2.00	2.00	5.00
Fire - Professional Development				
Fire Division Chief/Training Officer	-	1.00	1.00	-
Total Fire - Professional Development	-	1.00	1.00	-
Fire - Intervention Services				
Battalion Chief	1.00	2.00	2.00	2.00
Division Chief	1.00	-	-	-
Fire Captain	9.00	9.00	10.00	10.00
Fire Engineer	8.00	8.00	8.00	8.00
Firefighter	14.00	14.00	13.00	13.00
Total Fire - Intervention Services	33.00	33.00	33.00	33.00
Total Fire	41.00	41.00	41.00	43.00

Schedule of Authorized Positions

Fiscal Year 2011-2012

Position-Title	Authorized 2008-2009	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012
101 General Fund				
<u>Economic Development</u>				
City Center Business Development Specialist	-	-	1.00	1.00
Economic Development Analyst	1.00	1.00	1.00	1.00
Economic Development Director	1.00	-	1.00	1.00
Revitalization Project Manager	1.00	-	-	-
Total Economic Development	3.00	1.00	3.00	3.00
	3.00	1.00	3.00	3.00
<u>Parks, Recreation & Libraries</u>				
Grounds Maintenance				
Parks Supervisor	1.00	-	-	-
Senior Maintenance Worker	6.00	-	-	-
Total Grounds Maintenance	7.00	-	-	-
Building Maintenance				
Building Maintenance Worker	1.00	1.00	1.00	1.00
Craftsperson	1.00	1.00	1.00	1.00
Custodian	3.00	3.00	-	-
Facilities Manager	1.00	1.00	1.00	1.00
Facilities Work Coordinator	1.00	1.00	-	-
Total Building Maintenance	7.00	7.00	3.00	3.00
Congregate Meals				
Senior Administrative Clerk	0.10	0.10	0.10	0.10
Total Congregate Meals	0.10	0.10	0.10	0.10
Home Delivered Meals				
Kitchen Assistant	0.50	0.50	0.50	0.50
Senior Administrative Clerk	0.80	0.80	0.80	0.80
Total Home Delivered Meals	1.30	1.30	1.30	1.30
MCSO				
Senior Administrative Clerk	0.10	0.10	0.10	0.10
Total MCSO	0.10	0.10	0.10	0.10
PRL Administration				
Administrative Assistant	-	-	1.00	1.00
Administrative Secretary	1.00	1.00	-	-
Customer Service Assistant	5.00	5.00	5.00	5.00
Parks, Recreation & Libraries Assistant Director	1.00	1.00	-	-
Parks, Recreation & Libraries Services Director	1.00	1.00	1.00	1.00
Total PRL Administration	8.00	8.00	7.00	7.00

Schedule of Authorized Positions

Fiscal Year 2011-2012

Position-Title	Authorized 2008-2009	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012
101 General Fund				
<u>Parks, Recreation & Libraries</u>				
Library - Sam Garcia				
Librarian	1.00	1.00	1.00	2.00
Library Administrative Services Coordinator	1.00	1.00	-	-
Library Assistant	4.00	4.00	3.00	3.50
Library Manager	1.00	1.00	-	-
Library Monitor	-	0.50	-	-
Library Page	-	0.50	1.00	1.00
Total Library - Sam Garcia	7.00	8.00	5.00	6.50
Library - Civic Center				
Associate Librarian	2.00	-	-	-
IT Desktop Technician II	-	1.00	-	-
Librarian	3.00	3.00	3.00	2.00
Library Assistant	2.50	4.00	4.00	3.50
Library IT Support Specialist	1.00	-	-	-
Library Manager	-	1.00	1.00	-
Library Monitor	-	0.50	0.50	0.50
Library Page	2.50	1.50	1.50	1.50
Library Supervisor	1.00	1.00	1.00	-
Total Library - Civic Center	12.00	12.00	11.00	7.50
Library Administration				
Library Manager	-	-	-	1.00
Library Supervisor	-	-	-	1.00
Total Library Administration	-	-	-	2.00
Recreation				
Recreation Coordinator	4.00	3.00	3.00	3.00
Total Recreation	4.00	3.00	3.00	3.00
Total Parks, Recreation & Libraries	46.50	39.50	30.50	30.50
<u>Neighborhood & Family Services</u>				
Administrative Assistant	-	-	1.00	1.00
Administrative Secretary	1.00	1.00	-	-
Neighborhood & Family Services Director	1.00	1.00	1.00	1.00
Revitalization Project Manager	-	1.00	1.00	1.00
Youth Development Coordinator	1.00	1.00	1.00	1.00
Total Neighborhood & Family Services	3.00	4.00	4.00	4.00
Social Services				
Community Outreach Specialist	1.00	1.00	1.00	0.53
Community Relations Specialist	1.00	1.00	-	-
Social Services Manager	1.00	1.00	1.00	1.00
Total Social Services	3.00	3.00	2.00	1.53

Schedule of Authorized Positions

Fiscal Year 2011-2012

Position-Title	Authorized 2008-2009	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012
101 General Fund				
<u>Neighborhood & Family Services</u>				
Code Enforcement				
Administrative Secretary	1.00	-	-	-
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
Total Code Enforcement	8.00	7.00	7.00	7.00
	14.00	14.00	13.00	12.53
<u>Public Works</u>				
Field Operations Administration				
Administrative Assistant	-	-	1.00	1.00
Field Operations Assistant Director	-	-	1.00	1.00
Fleet Services Coordinator	-	-	1.00	1.00
Water Resources Director	-	-	0.25	0.25
Total Field Operations Administration	-	-	3.25	3.25
Total Public Works	-	-	3.25	3.25
Total General Fund	345.00	335.40	320.65	320.18
Special Revenue				
201 Highway User Revenue Fund				
<u>Field Operations</u>				
Streets				
Equipment Operator	5.00	5.00	-	-
Maintenance Worker	5.00	3.00	-	-
Pavement Management Technician	1.00	-	-	-
Senior Equipment Operator	2.00	1.00	-	-
Street Maintenance Supervisor	1.00	1.00	-	-
Total Streets	14.00	10.00	-	-
Total Field Operations	14.00	10.00	-	-
<u>Development Services & Engineering</u>				
Engineering				
Pavement Management Technician	-	1.00	1.00	1.00
Total Engineering	-	1.00	1.00	1.00
Traffic Engineering				
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
Total Traffic Engineering	7.00	7.00	7.00	7.00
Total Development Services & Engineering	7.00	8.00	8.00	8.00

Schedule of Authorized Positions

Fiscal Year 2011-2012

Position-Title	Authorized 2008-2009	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012
201 Highway User Revenue Fund				
<u>Public Works</u>				
Streets				
Equipment Operator	-	-	5.00	5.00
Field Operations Crew Leader	-	-	1.00	1.00
Maintenance Worker	-	-	2.00	2.00
Street Maintenance Supervisor	-	-	1.00	1.00
Total Streets	-	-	9.00	9.00
Total Public Works	-	-	9.00	9.00
202 Senior Nutrition				
<u>Parks, Recreation & Libraries</u>				
Congregate Meals				
Cook	1.50	1.50	1.00	0.80
Recreation Specialist	0.25	-	-	-
Senior Center Aide	0.75	0.75	0.75	0.75
Total Congregate Meals	2.50	2.25	1.75	1.55
Home Delivered Meals				
Cook	0.50	0.50	1.00	1.20
HDM Driver	1.00	1.00	0.50	0.50
Total Home Delivered Meals	1.50	1.50	1.50	1.70
MCSO				
Recreation Specialist	0.75	-	-	-
Senior Center Aide	0.25	0.25	0.25	0.25
Total MCSO	1.00	0.25	0.25	0.25
Total Parks, Recreation & Libraries	5.00	4.00	3.50	3.50
203 Community Action Program				
<u>Neighborhood & Family Services</u>				
Community Action Program				
Community Outreach Specialist	-	-	-	0.47
Neighborhood Outreach Coordinator	1.00	-	-	-
Social Services Coordinator	2.00	2.00	2.00	2.00
Total Community Action Program	3.00	2.00	2.00	2.47
Total Neighborhood & Family Services	3.00	2.00	2.00	2.47
205 Home Grant				
<u>Neighborhood & Family Services</u>				
CDBG Program Manager	-	-	0.07	-
Total Neighborhood & Family Services	-	-	0.07	-
209 Other Grants				
<u>Neighborhood & Family Services</u>				
NSP3				
CDBG Program Manager	-	-	-	0.22
Total NSP3	-	-	-	0.22

Schedule of Authorized Positions

Fiscal Year 2011-2012

Position-Title	Authorized 2008-2009	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012
209 Other Grants				
<u>Neighborhood & Family Services</u>				
NSP Home Buyer Assistance Grant				
CDBG Program Manager	-	0.30	-	0.10
Total NSP Home Buyer Assistance Grant	-	0.30	-	0.10
<u>Total Neighborhood & Family Services</u>	-	0.30	-	0.32
215 Transit Fund				
<u>City Administration</u>				
Transit Operations				
Management Assistant	1.00	-	-	-
Total Transit Operations	1.00	-	-	-
<u>Community Relations</u>				
Transit Operations				
Management Assistant	-	1.00	1.00	1.00
Total Transit Operations	-	1.00	1.00	1.00
225 Voca Crime Victim Advocate				
<u>Police</u>				
Police - Victims' Rights Program				
Crime Victim Advocate	1.00	1.00	1.00	1.00
Total Police - Victims' Rights Program	1.00	1.00	1.00	1.00
227 Court Payments				
<u>City Court</u>				
Court Security				
Court Security Officer	-	0.80	0.80	0.80
Total Court Security	-	0.80	0.80	0.80
229 Regional Family Advocacy				
<u>Police</u>				
Police - Family Advocacy Center				
Administrative Assistant	-	-	1.00	1.00
Administrative Secretary	1.00	1.00	-	-
FAC Manager	1.00	1.00	1.00	1.00
IT Desktop Technician II	1.00	-	-	-
IT Systems Administrator	-	0.80	0.80	0.80
Total Police - Family Advocacy Center	3.00	2.80	2.80	2.80
<u>Total Police</u>	3.00	2.80	2.80	2.80
235 Public Safety Dedicated Sales Tax				
<u>Police</u>				
Police - Administration				
Internal Affairs Investigator	1.00	-	-	-
Total Police - Administration	1.00	-	-	-

Schedule of Authorized Positions

Fiscal Year 2011-2012

Position-Title	Authorized 2008-2009	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012
235 Public Safety Dedicated Sales Tax				
<u>Police</u>				
Police - Communications				
Public Safety Dispatcher	2.00	-	-	-
Total Police - Communications	2.00	-	-	-
Police - Records				
Police Records Clerk	1.00	-	-	-
Police Records Supervisor	1.00	-	-	-
Total Police - Records	2.00	-	-	-
Police - Traffic				
Police Officer	5.00	5.00	5.00	5.00
Police Sergeant	1.00	1.00	1.00	1.00
Total Police - Traffic	6.00	6.00	6.00	6.00
Police - Detention Services				
Detention Officer	3.00	3.00	3.00	3.00
Total Police - Detention Services	3.00	3.00	3.00	3.00
Police - Patrol				
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
Police Traffic Program Coordinator	1.00	-	-	-
Total Police - Patrol	20.00	19.00	19.00	19.00
Police - Investigations				
Police Officer	2.00	2.00	2.00	2.00
Total Police - Investigations	2.00	2.00	2.00	2.00
Total Police	36.00	30.00	30.00	30.00
<u>City Court</u>				
Court				
Court Administrator	1.00	1.00	1.00	1.00
Court Clerk I	2.00	1.00	1.00	1.00
Court Collections Specialist	1.00	1.00	-	-
Total Court	4.00	3.00	2.00	2.00
Total City Court	4.00	3.00	2.00	2.00
<u>Fire</u>				
Fire - Community Services				
Fire Marshall/Division Chief	1.00	-	-	-
Total Fire - Community Services	1.00	-	-	-
Fire - Professional Development				
Training Officer/Division Chief	1.00	-	-	-
Total Fire - Professional Development	1.00	-	-	-

Schedule of Authorized Positions

Fiscal Year 2011-2012

Position-Title	Authorized 2008-2009	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012
235 Public Safety Dedicated Sales Tax				
<i>Fire</i>				
Fire - Intervention Services				
Battalion Chief	1.00	1.00	1.00	1.00
Fire Captain	4.00	4.00	3.00	3.00
Fire Engineer	3.00	3.00	4.00	4.00
Firefighter	9.00	9.00	8.00	8.00
Total Fire - Intervention Services	17.00	17.00	16.00	16.00
Total Fire	19.00	17.00	16.00	16.00
240 CDBG				
<i>Neighborhood & Family Services</i>				
CDBG Program Manager	1.00	0.70	0.93	0.68
Total Neighborhood & Family Services	1.00	0.70	0.93	0.68
247 ARRA Fund				
<i>Police</i>				
Police - COPS Hiring ARRA				
Police Officer	-	6.00	5.00	5.00
Total Police - COPS Hiring ARRA	-	6.00	5.00	5.00
Total Special Revenue	94.00	86.60	82.10	82.57
Enterprise				
501 Water Operations				
<i>Water Resources</i>				
Water Distribution				
Cross Connection Control Specialist	1.00	-	-	-
Customer Service Technician	-	1.00	-	-
Customer Service Worker	-	2.00	-	-
Lead Water Resources Operator	-	1.00	-	-
Operation and Service Manager - Water Distribution	1.00	-	-	-
Preventative Maintenance Technician	1.00	1.00	-	-
Senior Utility Customer Service Worker	1.00	-	-	-
Senior Utility Operator	3.00	-	-	-
Senior Water Resources Operator	-	3.00	-	-
Utility Customer Service Worker	6.00	-	-	-
Utility Operator	7.00	-	-	-
Water / Well Production Supervisor	1.00	-	-	-
Water Distribution Supervisor	-	1.00	-	-
Water Quality Specialist	1.00	-	-	-
Water Resources Operator	-	6.00	-	-
Total Water Distribution	22.00	15.00	-	-

Schedule of Authorized Positions

Fiscal Year 2011-2012

Position-Title	Authorized 2008-2009	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012
501 Water Operations				
<u>Water Resources</u>				
Water Administration				
Administrative Secretary	0.50	-	-	-
Senior Administrative Clerk	0.50	0.50	-	-
Water Operations Superintendent	1.00	1.00	-	-
Water Quality & Regulatory Compliance Manager	0.50	-	-	-
Water Resources Assistant Director	0.50	0.50	-	-
Water Resources Director	0.50	0.50	-	-
Water Resources Project Manager	1.00	0.50	-	-
Total Water Administration	4.50	3.00	-	-
GIS and Land Services				
GIS Analyst	1.00	1.00	-	-
GIS Manager	1.00	1.00	-	-
GIS/GPS Technician II	1.00	1.00	-	-
Utility Location Specialist	1.00	1.00	-	-
Total GIS and Land Services	4.00	4.00	-	-
Water Conservation and Education Specialist	1.00	1.00	-	-
Water Resources Coordinator	1.00	1.00	-	-
Water Resources Manager	1.00	-	-	-
Water Resources Planning Manager	-	1.00	-	-
Total Water Resources	3.00	3.00	-	-
Water Quality				
Cross Connection Control Specialist	-	1.00	-	-
Water Quality & Regulatory Compliance Manager	-	1.00	-	-
Water Quality Specialist	-	1.00	-	-
Total Water Quality	-	3.00	-	-
Wetlands Treatment				
Senior Water Recharge & Wetlands Operator	1.00	1.00	-	-
Water Recharge & Wetlands Operator	2.00	2.00	-	-
Total Wetlands Treatment	3.00	3.00	-	-
Water Production				
Senior Water Resources Mechanic	-	2.00	-	-
Utility Maintenance Mechanic	2.00	-	-	-
Utility Maintenance Technician	2.00	-	-	-
Water / Well Production Supervisor	-	1.00	-	-
Water Production Foreman	1.00	-	-	-
Water Resources Mechanic	-	2.00	-	-
Water Treatment Operator	1.00	1.00	-	-
Total Water Production	6.00	6.00	-	-
Total Water Resources	42.50	37.00	-	-

Schedule of Authorized Positions

Fiscal Year 2011-2012

Position-Title	Authorized 2008-2009	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012
501 Water Operations				
<u>Public Works</u>				
Water Distribution				
Customer Service Technician	-	-	1.00	1.00
Customer Service Worker	-	-	2.00	-
Lead Water Resources Operator	-	-	1.00	1.00
Preventative Maintenance Technician	-	-	1.00	1.00
Senior Water Resources Operator	-	-	3.00	2.00
Water Distribution Supervisor	-	-	1.00	1.00
Water Operations Superintendent	-	-	0.50	0.50
Water Resources Operator	-	-	6.00	7.00
Water Resources Superintendent	-	-	-	0.25
Total Water Distribution	-	-	15.50	13.75
Water Administration				
Administrative Assistant	-	-	0.50	-
Executive Assistant	-	-	-	0.50
Senior Administrative Clerk	-	-	-	1.00
Water Resources Assistant Director	-	-	0.50	0.50
Water Resources Director	-	-	0.38	0.38
Water Resources Project Manager	-	-	0.50	1.00
Total Water Administration	-	-	1.88	3.38
GIS and Land Services				
GIS Analyst	-	-	1.00	1.00
GIS Manager	-	-	-	1.00
GIS/GPS Technician II	-	-	1.00	1.00
Utility Location Specialist	-	-	1.00	1.00
Total GIS and Land Services	-	-	3.00	4.00
Water Resources				
Water Conservation and Education Specialist	-	-	1.00	-
Water Resources Coordinator	-	-	1.00	-
Water Resources Manager	-	-	1.00	1.00
Total Water Resources	-	-	3.00	1.00
Water Quality				
Cross Connection Control Specialist	-	-	1.00	1.00
Water Conservation and Education Specialist	-	-	-	1.00
Water Quality & Regulatory Compliance Manager	-	-	1.00	1.00
Water Quality Specialist	-	-	1.00	1.00
Total Water Quality	-	-	3.00	4.00
Wetlands Treatment				
Senior Water Recharge & Wetlands Operator	-	-	1.00	1.00
Water Recharge & Wetlands Operator	-	-	2.00	2.00
Total Wetlands Treatment	-	-	3.00	3.00

Schedule of Authorized Positions

Fiscal Year 2011-2012

Position-Title	Authorized 2008-2009	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012
501 Water Operations				
<u>Public Works</u>				
Water Production				
Senior Water Resources Mechanic	-	-	2.00	2.00
Water Operations Superintendent	-	-	0.50	0.50
Water Resources Mechanic	-	-	2.00	2.00
Water Resources Superintendent	-	-	-	0.25
Water Treatment Operator	-	-	1.00	1.00
Water/Well Production Supervisor	-	-	1.00	1.00
Total Water Production	-	-	6.50	6.75
Total Public Works	-	-	35.88	35.88
503 Sewer Operations				
<u>Water Resources</u>				
Wastewater Collection				
Operations and Service Manager - Collections	1.00	-	-	-
Senior Utility Operator	2.00	-	-	-
Senior Water Resources Operator	1.00	3.00	-	-
Utility Operator	2.00	-	-	-
Wastewater Collection Supervisor	-	1.00	-	-
Water Resources Mechanic	1.00	1.00	-	-
Water Resources Operator	1.00	2.00	-	-
Water Resources Superintendent	-	0.50	-	-
Total Wastewater Collection	8.00	7.50	-	-
Wastewater Administration				
Administrative Secretary	0.50	-	-	-
Senior Administrative Clerk	0.50	0.50	-	-
Water Quality & Regulatory Compliance Manager	0.50	-	-	-
Water Resources Assistant Director	0.50	0.50	-	-
Water Resources Director	0.50	0.50	-	-
Water Resources Project Manager	1.00	0.50	-	-
Total Wastewater Administration	3.50	2.00	-	-
Water Reclamation Facility				
Chief Wastewater Plant Operator	1.00	-	-	-
Pretreatment and Laboratory Coordinator	1.00	1.00	-	-
Senior Water Resources Mechanic	1.00	1.00	-	-
Utility Maintenance Mechanic	1.00	-	-	-
Wastewater Treatment Plant Operator	4.00	-	-	-
Water Reclamation Supervisor	-	1.00	-	-
Water Resources Mechanic	1.00	2.00	-	-
Water Resources Operator	-	4.00	-	-
Water Resources Superintendent	-	0.50	-	-
Total Water Reclamation Facility	9.00	9.50	-	-
Total Water Resources	20.50	19.00	-	-

Schedule of Authorized Positions

Fiscal Year 2011-2012

Position-Title	Authorized 2008-2009	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012
503 Sewer Operations				
<u>Public Works</u>				
Wastewater Collection				
Operations and Service Manager - Collections	-	-	1.00	1.00
Senior Water Resources Operator	-	-	3.00	3.00
Water Resources Mechanic	-	-	1.00	1.00
Water Resources Operator	-	-	2.00	2.00
Water Resources Superintendent	-	-	0.50	0.25
Total Wastewater Collection	-	-	7.50	7.25
Wastewater Administration				
Administrative Assistant	-	-	0.50	-
Executive Assistant	-	-	-	0.50
Water Resources Assistant Director	-	-	0.50	0.50
Water Resources Director	-	-	0.37	0.37
Water Resources Project Manager	-	-	0.50	-
Total Wastewater Administration	-	-	1.87	1.37
Water Reclamation Facility				
Pretreatment and Laboratory Coordinator	-	-	1.00	1.00
Senior Water Reclamation Facility Operator	-	-	1.00	1.00
Senior Water Resource Mechanic	-	-	1.00	1.00
Utility Maintenance Mechanic	-	-	1.00	1.00
Wastewater Treatment Plant Operator	-	-	4.00	2.00
Water Reclamation Facility Mechanic	-	-	-	1.00
Water Reclamation Facility Operator	-	-	-	2.00
Water Reclamation Facility Supervisor	-	-	-	1.00
Water Resources Mechanic	-	-	1.00	-
Water Resources Superintendent	-	-	0.50	0.25
Total Water Reclamation Facility	-	-	9.50	10.25
Total Public Works	-	-	18.87	18.87
520 Sanitation				
<u>Field Operations</u>				
Solid Waste				
Equipment Operator	10.00	9.00	-	-
Senior Equipment Operator	2.00	2.00	-	-
Service Assistant	1.00	1.00	-	-
Solid Waste Supervisor	1.00	1.00	-	-
Total Solid Waste	14.00	13.00	-	-
Sanitation-Uncontained				
Equipment Operator	1.00	1.00	-	-
Senior Equipment Operator	3.00	2.00	-	-
Total Sanitation-Uncontained	4.00	3.00	-	-

Schedule of Authorized Positions

Fiscal Year 2011-2012

Position-Title	Authorized 2008-2009	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012
520 Sanitation				
<u>Field Operations</u>				
Recycling Education and Enforcement				
Solid Waste Inspector	1.00	1.00	-	-
Solid Waste Inspector/Coordinator	1.00	1.00	-	-
Total Recycling Education and Enforcement	2.00	2.00	-	-
Total Field Operations	20.00	18.00	-	-
<u>Public Works</u>				
Solid Waste				
Equipment Operator	-	-	10.00	10.00
Senior Equipment Operator	-	-	2.00	2.00
Solid Waste Supervisor	-	-	1.00	1.00
Total Solid Waste	-	-	13.00	13.00
Sanitation-Uncontained				
Equipment Operator	-	-	1.00	1.00
Field Operations Crew Leader	-	-	1.00	1.00
Senior Equipment Operator	-	-	1.00	1.00
Total Sanitation-Uncontained	-	-	3.00	3.00
Recycling Education and Enforcement				
Solid Waste Inspector	-	-	1.00	1.00
Solid Waste Inspector/Coordinator	-	-	1.00	1.00
Total Recycling Education and Enforcement	-	-	2.00	2.00
Total Public Works	-	-	18.00	18.00
Total Enterprise	83.00	74.00	72.75	72.75
Internal Service				
605 Risk Management Fund				
<u>City Administration</u>				
Risk Management Operations				
Risk Management Claims Analyst	1.00	1.00	1.00	1.00
Risk Manager	1.00	1.00	1.00	1.00
Total Risk Management Operations	2.00	2.00	2.00	2.00
Total City Administration	2.00	2.00	2.00	2.00
606 Fleet Services Fund				
<u>Field Operations</u>				
Fleet Services				
Automotive Equipment Mechanic	5.00	4.00	-	-
Equipment Parts Specialist	1.00	1.00	-	-
Fleet Services Supervisor	1.00	1.00	-	-
Public Safety Equipment Mechanic	1.00	-	-	-
Total Fleet Services	8.00	6.00	-	-
Total Field Operations	8.00	6.00	-	-

Schedule of Authorized Positions

Fiscal Year 2011-2012

Position-Title	Authorized 2008-2009	Authorized 2009-2010	Authorized 2010-2011	Authorized 2011-2012
606 Fleet Services Fund				
<u>Public Works</u>				
Fleet Services				
Automotive Equipment Mechanic	-	-	4.00	4.00
Equipment Parts Specialist	-	-	1.00	1.00
Fleet Services Supervisor	-	-	1.00	1.00
Total Fleet Services	-	-	6.00	6.00
Total Public Works	-	-	6.00	6.00
Total Internal Service	10.00	8.00	8.00	8.00
Total Authorized Full-Time Equivalents	532.00	504.00	483.50	483.50

Debt Service Summary Schedules

GO Bonded Debt

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2011-2012	2,775,000	2,119,071	4,894,071
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
Totals	37,160,000	28,102,030	65,262,030

Highway User Revenue Bonded Debt

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2011-2012	325,000	79,875	404,875
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
Totals	2,465,000	286,138	2,751,138

Debt Service Summary Schedules

Municipal Development Corporation Bonded Debt - GLTD

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2011-2012	5,056,945	2,448,299	7,505,244
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
Totals	62,386,227	18,344,208	80,730,434

Water & Sewer Revenue Bonded Debt

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2011-2012	1,840,000	272,400	2,112,400
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
Totals	8,625,000	997,050	9,622,050

Debt Service Summary Schedules

Municipal Development Corporation Bonded Debt - Enterprise Funds

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2011-2012	318,055	56,055	374,110
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
Totals	1,733,773	348,155	2,081,928

Debt Service Summary Schedules

General Long Term Debt

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2011-2012	8,156,945	4,647,245	12,804,190
2012-2013	8,263,788	4,347,775	12,611,563
2013-2014	8,506,470	4,020,875	12,527,345
2014-2015	7,279,152	3,734,456	11,013,609
2015-2016	7,181,834	3,442,673	10,624,507
2016-2017	6,670,667	3,158,516	9,829,183
2017-2018	6,103,713	2,893,244	8,996,956
2018-2019	5,779,441	2,641,404	8,420,844
2019-2020	5,646,692	2,380,416	8,027,107
2020-2021	4,892,525	2,150,708	7,043,232
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	0	1,990,000
Totals	102,011,227	46,732,375	148,743,602

Enterprise Fund Debt

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2011-2012	2,158,055	328,455	2,486,510
2012-2013	2,071,212	245,888	2,317,099
2013-2014	1,638,530	180,639	1,819,169
2014-2015	510,848	164,705	675,553
2015-2016	523,166	148,379	671,544
2016-2017	714,334	119,805	834,139
2017-2018	741,288	85,204	826,491
2018-2019	770,560	49,231	819,791
2019-2020	658,309	22,899	681,208
2020-2021	572,476	0	572,476
Totals	10,358,773	1,345,205	11,703,978

Debt Service Summary Schedules

Total Debt

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2011-2012	10,315,000	4,975,700	15,290,700
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
Totals	112,370,000	48,077,580	160,447,580

Schedule of Carryover Funding

Fiscal Year 2011-12

Fund/Division	Description	Carryover Amount
General Fund		
City Council - McDonald	Council Discretionary Carryover	2,500
City Council - Lopez-Rogers	Council Discretionary Carryover	1,900
City Council - Scott	Council Discretionary Carryover	5,000
City Council - Buster	Council Discretionary Carryover	5,000
City Council - Weise	Council Discretionary Carryover	5,000
City Council - Vierhout	Council Discretionary Carryover	2,900
Information Technology	Blackberry Server License	2,000
	Xiotech Maintenance	32,210
	VMWare Maintenance	12,000
	Overland Backup System Maintenance	13,000
	Equitrac License	4,000
	Daptiv License	6,000
	Contractual Support & Maintenance	33,400
	Cisco Smartnet Maintenance	75,000
	Avondale Intranet License	1,000
	Comvault Maintenance	24,810
Public Information Office	City Website Redesign	20,000
Planning	Estrella Foothills Specific Plan	30,000
	2030 General Plan Update	30,000
Engineering	Avondale Transportation Plan Update	2,200
	Safe Routes to School Evaluations	7,500
	Traffic Impact Analysis	35,860
Police - Professional Standards Bur	Ammunition	30,000
Police - Patrol	Ammunition	10,000
Police - Investigations	Livescan and AFIS Systems Maintenance	7,000
Police - Community Programs	Ballistic Vests	4,200
	CAT Equipment	10,000
	Uniform Costs	20,000
Court	Court Security-Capital Outlay Equip./Furn.	6,870
	Furnishings	5,000
	Supreme Court Network Maintenance	22,150
	Training	4,910
Economic Development	Other Professional Services	301,600
Code Enforcement	Dangerous Structures	8,000
Total Carryover General Fund		781,010

Schedule of Carryover Funding

Fiscal Year 2011-12

Fund/Division	Description	Carryover Amount
Highway User Revenue Fund		
Traffic Engineering	Traffic Operations Center	120,000
Total Carryover Highway User Revenue Fund		120,000
Home Grant		
	Foundation for Senior Living	140,000
Total Carryover Home Grant		140,000
Other Grants		
	Housing Our Communities Inc.	95,000
Total Carryover Other Grants		95,000
Court Payments		
	Other Supplies	5,000
	Uniform Purchase	1,000
	Other Professional Services	15,000
	JCEF Funds	50,000
	JCEF Discretionary	1,000
	Fill the Gap Funds	30,370
	Court Enhancement Funds /Other Professional	15,000
	Contractual Maint./Office Equipment	3,770
Total Carryover Court Payments		121,140
Public Safety Dedicated Sales Tax		
Police - Professional Standards Bur	Ammunition	7,000
Court	Supreme Court Network Maintenance	12,860
	Training	2,450
Total Carryover Public Safety Dedicated Sales Tax		22,310
CDBG		
	Foundation for Senior Living	45,000
	NEXT Step Summer Program	30,100
	Western Avenue Business Renovation	120,000
Total Carryover CDBG		195,100

Schedule of Carryover Funding

Fiscal Year 2011-12

Fund/Division	Description	Carryover Amount
Public Arts Fund		
	Artwork	62,300
	Restricted Use	5,990
	Other Supplies	330
	Maintenance Fund	500
	Meeting Expense	250
	Other Professional Services	22,170
Total Carryover Public Arts Fund		91,540
Water Operations		
Water Distribution	Meters	50,000
Water Production	Coldwater Booster Station	75,000
	Consulting Services	132,000
Total Carryover Water Operations		257,000
Sewer Operations		
Wastewater Lift Stations	Consulting Services	6,340
Water Reclamation Facility	Consulting Services	106,900
Total Carryover Sewer Operations		113,240
Water Equipment Replacement		
	Equipment Replacement Fund	37,580
Total Carryover Water Equipment Replacement		37,580
Sewer Equipment Replacement		
	Equipment Replacement Fund	17,700
Total Carryover Sewer Equipment Replacement		17,700
Sanitation Equipment Replacement		
	Equipment Replacement Fund	2,900
Total Carryover Sanitation Equipment Replacement		2,900
Capital Funds		
	Street Construction	10,733,900
	Parkland	3,500,000
	Water Development	5,670,800
	Vehicle Replacement	185,000
	Equipment Replacement Fund	704,670
Total Carryover Capital Funds		20,794,370
Grand Total Carryover Funding		22,788,890

Funded Supplemental Requests

Fiscal Year 2011-2012

Department/Division	FTE	Description	Ongoing	Onetime	Total
<i>101 General Fund</i>					
City Administration					
City Administration					
101	5100	ASU - Marvin Andrews Intern	0	16,400	16,400
Community Relations					
Intergovernmental Affairs					
101	5130	Federal Lobbyist	70,000	-	70,000
Finance & Budget					
Financial Services					
101	5600	Contractual Services Increase	75,000	-	75,000
Fire					
Fire - Intervention Services					
101	6330	Self Contained Breathing Apparatus Replacement	25,000	-	25,000
		Cardiac Monitor Replacement	20,000	-	20,000
		Total Fire	45,000	-	45,000
Economic Development					
Economic Development					
101	6700	Economic Opportunities Fund	0	182,580	182,580
Parks, Recreation & Libraries					
Recreation					
101	8125	Avondale Centennial Heritage Festival	0	73,500	73,500
Total Requests General Fund			190,000	272,480	462,480
<i>201 Highway User Revenue Fund</i>					
Development Services & Engineering					
Traffic Engineering					
201	5925	Sign Maintenance & Replacement	0	70,000	70,000
		Striping Maintenance	85,500	-	85,500
		Increase in Electricity Costs	37,450	-	37,450
Total Development Services & Engineering			122,950	70,000	192,950
Total Requests Highway User Revenue Fund			122,950	70,000	192,950

Funded Supplemental Requests

Fiscal Year 2011-2012

Department/Division	FTE	Description	Ongoing	Onetime	Total
<i>235 Public Safety Dedicated Sales Tax</i>					
Fire					
Fire - Intervention Services					
235	6330	Self Contained Breathing Apparatus Replacement	0	225,000	225,000
		Cardiac Monitor Replacement	0	120,000	120,000
Total Fire			0	345,000	345,000
Total Requests Public Safety Dedicated Sales Tax			0	345,000	345,000
<i>503 Sewer Operations</i>					
Public Works					
Water Reclamation Facility					
503	9230	Water Reclamation Facility Chemicals	250,000	-	250,000
Total Requests Sewer Operations			250,000	-	250,000
<i>520 Sanitation</i>					
Public Works					
Solid Waste					
520	6800	Replacement of refuse and recycling containers	75,000	-	75,000
Total Requests Sanitation			75,000	-	75,000
<i>606 Fleet Services Fund</i>					
Public Works					
Fleet Services					
606	5200	Shop Equipment- Tire Machine	0	10,000	10,000
Total Requests Fleet Services Fund			0	10,000	10,000
Totals			637,950	697,480	1,335,430

Vehicle Replacement Schedule

Fiscal Year 2011-12

Department	Vehicle No	Purchase Year	Description	Amount
Sanitation Equipment Replacement Fund - 532				
6800 Solid Waste	1535	2004	Refuse Truck	225,000
	1536	2005	Refuse Truck	225,000
	1537	2004	Refuse Truck	225,000
	x		Reserve	25,000
Sanitation Equipment Replacement Fund Total				700,000
Vehicle Replacement Fund - 601				
5300 Non-Departmental	x		Reserve	100,000
6174 Police - Patrol	1634	2006	Sport Utility - Carryover	45,000
	1635	2006	Sport Utility - Carryover	45,000
	1636	2006	Sport Utility - Carryover	45,000
	1670	2007	Police Sedan	35,000
	1672	2007	Police Sedan	35,000
	1674	2007	Police Sedan	35,000
	1676	2007	Police Sedan	35,000
6305 Fire - Community Services	1375	2001	Small Passenger Bus/Van	25,000
5420 Building Maintenance	1332	1999	Message board - Carryover	20,000
	1333	1999	Message board - Carryover	20,000
6600 Streets	1230	1997	Street Repair/Roller	35,000
	1291	1999	Dump Truck	90,000
6119 Police - Traffic	1644	2006	Police Motorcycle	25,000
6174 Police - Patrol	1682	2007	Police Sedan	35,000
	1684	2007	Police Sedan	35,000
Vehicle Replacement Fund Total				660,000
Total Replacement Funding				\$1,360,000

Technology Equipment Replacement Schedule

Fiscal Year 2011-12

Fund/Division	Count	Description	Amount
Water Equipment Replacement-530			
501-9100	Water Distribution	4 Desktops - Carryover	4,800
		1 Laptop - Carryover	1,860
		1 Desktop	1,200
		6 Rugged Laptops	22,800
501-9110	Water Administration	1 Desktop - Carryover	1,200
		3 Laptops - Carryover	5,580
		2 Network Components - Carryover	10,260
		1 Server - Carryover	10,000
		1 Desktop	1,200
		1 Laptop	1,860
		1 Rugged Laptop	3,800
		1 Server	9,500
501-9111	GIS & Land Services	1 Desktop	1,200
		1 Laptop	1,860
		3 Rugged Laptops	11,400
501-9112	Water Resources	2 Desktops - Carryover	2,400
		1 Laptop	1,860
501-9115	Water Quality & Regulatory Compliance	2 Desktops - Carryover	2,400
		2 Desktops	2,400
501-9122	Water Production	1 Desktop - Carryover	1,200
		2 Desktops - Carryover	2,400
		1 Desktop	1,200
		6 Rugged Laptops	22,800
Water Equipment Replacement Fund		45 Units	125,180
Sewer Equipment Replacement-531			
503-9200	WW Collection	1 Rugged Laptop - Carryover	3,800
		2 Rugged Laptops	7,600
503-9210	WW Administration	2 Network Components - Carryover	6,700
503-9230	Water Reclamation Facility	1 Desktop - Carryover	1,200
		1 Network Component - Carryover	5,000
		4 Desktops	4,800
		2 Servers	19,000
Sewer Equipment Replacement Fund		13 Unit	48,100
Sanitation Equipment Replacement-532			
520-6800	Sanitation	1 Network Component - Carryover	1,700
520-6830	Sanitation-Education & Enforcement	1 Desktop - Carryover	1,200

Technology Equipment Replacement Schedule

Fiscal Year 2011-12

Fund/Division	Count	Description	Amount
Sanitation Equipment Replacement-532			
520-6830	2	Sanitation-Education & Enforcement Rugged Laptops	7,600
Sanitation Equipment Replacement Fund			10,500
Equipment Replacement Fund-603			
101-5000	6	City Council Laptops - Carryover	11,160
101-5100	2	City Manager's Office Laptops - Carryover	3,720
	1	Laptop	1,860
101-5103	1	Grants Administration Desktop - Carryover	1,200
	2	Laptops - Carryover	3,720
605-5160	3	Risk Management Laptops - Carryover	5,580
101-5120	12	Information Technology Audio/Videos - Carryover	33,350
	29	Network Components - Carryover	340,000
	7	Servers - Carryover	69,000
	23	Audio/Videos	32,800
	2	Laptops	3,720
	3	Network Components	15,000
	1	Rugged Laptop	3,800
	25	Servers	517,000
101-5110	2	Public Information Office Desktops - Carryover	2,400
101-5130	1	Intergovernmental Affairs Office Laptop	1,860
215-5113	1	Transit/Alternative Transportation Laptop - Carryover	1,860
101-5600	2	Finance Desktops - Carryover	2,400
	3	Laptops - Carryover	5,580
	2	Desktops	2,400
101-5630	1	Water Billing Desktop - Carryover	1,200
	1	Laptop - Carryover	1,860
	2	Desktops	2,400
101-5800	1	Budget Desktop	1,200
101-5700	1	Human Resources Desktop - Carryover	1,200
	1	Laptop - Carryover	1,860
101-5400	2	Planning Desktops - Carryover	2,400
	3	Desktops	3,600
101-5410	1	Building Services Desktop - Carryover	1,200
	4	Rugged Laptops	15,200
101-5900	1	Engineering Desktop - Carryover	1,200
	3	Laptops - Carryover	5,580
	1	Desktop	1,200
	1	Laptop	1,860

Technology Equipment Replacement Schedule

Fiscal Year 2011-12

Fund/Division	Count	Description	Amount
Equipment Replacement Fund-603			
101-5900	1	Engineering Rugged Laptop	3,800
201-5925	2	Traffic Engineering Desktops - Carryover	2,400
	1	Desktop	1,200
	2	Rugged Laptops	7,600
101-6000	3	City Clerk Desktops - Carryover	3,600
	2	Laptops	3,720
101-6110	1	Police Administration Desktop - Carryover	1,200
	3	Laptops - Carryover	5,580
	4	Desktops	4,800
	2	Laptops	3,720
101-6112	1	Police-Community Services Desktop - Carryover	1,200
	2	Desktops	2,400
101-6113	3	Patrol Support Services Desktops - Carryover	3,600
101-6115	1	Professional Standards Desktop	1,200
101-6116	4	Police-Communications Desktops - Carryover	4,800
	1	Laptop - Carryover	1,860
101-6117	1	Police-Records Desktop - Carryover	1,200
	3	Desktops	3,600
101-6173	1	Police--Holding Facility Desktop - Carryover	1,200
	1	Laptop	1,860
101-6174	11	Police-Patrol Desktops - Carryover	13,200
	6	Desktops	7,200
	1	Rugged Laptop	3,800
101-6175	6	Police-Investigations Desktops - Carryover	7,200
	5	Desktops	6,000
101-6177	1	Tolleson Animal Control Desktop	1,200
229-6111	1	Family Advocacy Center Desktop	1,200
235-6173	1	Detention Services-Police Laptop	1,860
235-6174	4	Police Patrol Desktops - Carryover	4,800
235-6175	1	Police Investigations Desktop - Carryover	1,200
	1	Desktop	1,200
101-6200	3	Court Desktops - Carryover	3,600
	3	Desktops	3,600
101-6305	1	Fire-Community Services Desktop - Carryover	1,200
	1	Laptop - Carryover	1,860
	1	Desktop	1,200
	1	Laptop	1,860
	7	Rugged Laptops	26,600

Technology Equipment Replacement Schedule

Fiscal Year 2011-12

Fund/Division	Count	Description	Amount
Equipment Replacement Fund-603			
101-6310	1	Fire-Administration Desktop	1,200
101-6325	3	Fire--Professional Development Laptops	5,580
101-6330	1	Fire--Intervention Services Desktop - Carryover	1,200
	1	Laptop - Carryover	1,860
	1	Desktop	1,200
	1	Rugged Laptop	3,800
235-6330	1	Fire--Intervention Services Laptop - Carryover	1,860
	7	Desktops	8,400
	1	Laptop	1,860
101-6700	1	Economic Development Desktop	1,200
	1	Laptop	1,860
101-5420	2	Facilities Maintenance Desktops - Carryover	2,400
	1	Desktop	1,200
	1	Laptop	1,860
101-8010	1	PR&L Administration Laptop - Carryover	1,860
101-8100	6	Library - Sam Garcia Desktops - Carryover	7,200
101-8105	53	Civic Center Library Desktops	63,600
101-8125	1	Recreation Desktop - Carryover	1,200
	1	Desktop	1,200
	1	Laptop	1,860
202-7120	2	Congregate Meals Desktops - Carryover	2,400
101-7500	1	Neighborhood & Family Services Desktop - Carryover	1,200
	5	Desktops	6,000
	1	Laptop	1,860
101-7501	1	Social Services Desktop - Carryover	1,200
	1	Desktop	1,200
101-7505	2	Code Enforcement Desktops	2,400
203-7509	1	Community Action Program Desktop	1,200
101-5210	2	Field Operations Administration Desktops - Carryover	2,400
	1	Laptop - Carryover	1,860
606-5200	2	Equipment Management Desktops - Carryover	2,400
	1	Rugged Laptop	3,800
Equipment Replacement Fund Fund		351 Units	1,390,010
Printer - Copier Service Fund-604			
101-5900	1	Engineering MultiFunction Copier/Printer	10,000
101-6000	1	City Clerk MultiFunction Copier/Printer	10,000
101-6173	1	Police--Holding Facility MultiFunction Copier/Printer	10,000

Technology Equipment Replacement Schedule

Fiscal Year 2011-12

Fund/Division	Count	Description	Amount
Printer - Copier Service Fund-604			
101-6200 Court	1	MultiFunction Copier/Printer	10,000
101-6310 Fire-Administration	1	MultiFunction Copier/Printer	10,000
101-6330 Fire--Intervention Services	1	MultiFunction Copier/Printer	10,000
235-6330 Fire--Intervention Services	1	MultiFunction Copier/Printer	10,000
101-8110 Library Administration	1	MultiFunction Copier/Printer	10,000
101-7500 Neighborhood & Family Services	1	MultiFunction Copier/Printer	10,000
101-5210 Field Operations Administration	1	MultiFunction Copier/Printer	10,000
501-9110 Water Administration	1	MultiFunction Copier/Printer	10,000
503-9210 WW Administration	1	MultiFunction Copier/Printer	10,000
Printer - Copier Service Fund Fund	12	Unit	120,000
Totals	425	Total PCs, Printers and System Components	\$1,693,790

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.

Glossary

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.

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.

Glossary

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).

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 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.

Glossary

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.

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: 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