



CITY OF AVONDALE

Annual Budget &
Financial Plan

Fiscal Year 2015-2016



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Avondale
Arizona**

For the Fiscal Year Beginning

July 1, 2014

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Avondale, Arizona for its annual budget for the fiscal year beginning July 1, 2014. 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, 2015 through June 30, 2016
Adopted by the City Council on June 15, 2015

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 2015-2016 Annual Budget book.

- Introduction – The table of contents is followed by the budget message from the City Manager to the Mayor and Council which includes financial priorities and significant issues for the FY 2015-2016 budget year, the City's mission and values statement, a City-Wide organization chart, a brief look at our City Council, a community profile with helpful maps, and miscellaneous City statistics and demographics.
- 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 2015-2016 budget and financial plan. This section includes City revenue, expenditure and staffing data including trends, restrictions, forecast assumptions and historical figures. Included are projections of year-end financial condition for each fund group along with a longer range forecast for the City's major funds.
- Department Sections – This section includes departmental/division activities, FY 2014-15 highlights, FY 2015-2016 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.
- Summary Schedules – This section includes all detailed schedules of revenues, expenditures, interfund transfers, property taxes, supplemental requests, staffing by fund and department, and other supplementary schedules.
- Appendix – This section includes a glossary, listing of acronyms used in this document, a fund matrix and tentative adoption documents.

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.

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To the Honorable Mayor and Council and Citizens of Avondale:

Presented before you is the proposed Annual Budget for the City of Avondale for fiscal year 2015-2016. Appropriations for the year total \$176,731,990.

In August of 2012 Avondale voters approved the “Home Rule” expenditure limitation allowing the City to continue appropriating all anticipated revenues for expenditures on services provided to City residents. During FY2014-15 the City has continued to see slow but steady growth and projects the same for FY2015-16. As the steady growth continues, the City is slowly and cautiously increasing resources to maintain

current levels in services to our residents.

Additional funding in the FY 2015-16 budget includes funding for four and a half (4.5) full-time equivalents (FTEs). The additional FTEs include the following positions:

- Engineering Inspector
- Property and Evidence Supervisor
- Dispatchers (four 0.50 FTEs)
- Parks Assistant (0.50 FTE)

The FY 2015-16 budget includes funding to improve cybersecurity against the continued and growing threat of cyber-attacks on City technology and information. Funding is also included to improve, repair and replace City infrastructure to ensure the safety of staff on City property as well as residents visiting City sites and using City streets. In addition, in hopes of attracting more businesses and residents to our community, the City Council adopted a resolution committing to subsidize development impact fees by 20% for FY 2015-16.

The City Council has taken this innovative approach in an effort to help spur residential and commercial development. This incentive program has been created and funded in the amount of \$2.0M. The program was created to reduce development costs in an effort to spur new residential and commercial growth. The City will pay 20% of the development impact fees for each building permit issued, up to a total of \$2.0M for FY 2015-16. The City anticipates that new revenue generated from construction sales tax and building permit revenues will offset the cost of the program. The City Council will evaluate the program annually and determine its continuation through the budget process. Continuation of the program will be determined based on various factors including its effectiveness in attracting residential construction and businesses as well as the financial condition of the City.

Preparing the Budget

The budget was developed based on a number of factors and input from various stakeholders. The preparation of each year’s budget requires coordination and teamwork from all departments to ensure the result is a well-balanced financial plan for the year. The financial planning cycle is continuous and requires active participation at each stage. The budget preparation begins with revenue projections then community feedback is sought from Avondale’s residents regarding priorities. Those priorities are then used to set Council Goals and Objectives, which becomes the framework for the City’s annual budget.



Revenue Projections

Each year the budget process begins with a forecast of revenues for the upcoming fiscal year. As in years past, staff continues to maintain a conservative approach with regard to setting the FY 2015-16 ongoing revenue base. Local sales taxes and utility accounts are two of the sources staff use when assessing the local economy. Based on the current year collections, staff is fairly confident that Avondale is in an economic growth pattern as sales locally have improved and each month’s city sales taxes have exceeded the previous year’s amounts on average, by seven percent (7%). A modest four percent (4%) increase in sales tax is projected for next year in keeping with our conservative approach to forecasts. Utility accounts have also shown growth in numbers although not at the rates experienced in the early 2000’s. Including development fees, Enterprise revenues are projected to increase approximately sixty-five percent (65%) related to customer growth. The City’s projection of State Shared revenues such as income tax,

state sales tax and highway user revenues are based on numbers provided by the League of Arizona Cities and Towns. Revenue projections are reviewed continually through the budget process and may be adjusted as late as May to ensure we are still on track to reach projections. Total revenues are estimated at \$170,591,600 for the year.

Community Participation

The budget incorporates feedback received from the community throughout the fiscal year. Citizen involvement and input is highly valued by our City Council and therefore plays a prominent role in the budget process.

As previously stated, the Avondale voters approved the City’s “Home Rule” expenditure limitation ballot measure on August 28, 2012. With their vote, the citizens let the Council know that they appreciate the current levels of service and prefer that all revenues be included to fund City expenditures which could not occur if the City were limited to the State imposed spending limit. Home Rule is effective for the next two budget years, and will require voter-approval again in 2016.

The residents have also provided their input during the City’s tenth annual Resident Appreciation Night, which was held in October. This event allowed the City to showcase its many programs and services. During this event residents shared their feedback regarding their satisfaction with City services, as well as, their top priorities for the coming fiscal year. This event proved, once again, to be a success, with several hundred residents attending to voice their opinions, concerns and ideas.

SURVEY RESULTS



The City’s Capital Improvement Plan (CIP) process also provides for citizen involvement through the Citizen’s 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 and Objectives

Each year, once the revenue projections are presented and the Citizen Survey results are compiled, the City Council meets to develop long-term goals with short-term objectives. These goals and objectives guide the departments in developing their budgets. Following is a list of the Council goals with related objectives which were developed at the Council Goal Setting on January 10, 2015 and formally adopted on April 6, 2015.

GOAL: COMMUNITY DEVELOPMENT/ECONOMIC DEVELOPMENT

- Make Avondale a City of Choice for investors and the development community.
- Continue to focus economic development efforts in the areas of emphasis: medical/technology, youth & amateur sports, office/manufacturing and City Center development.
- Strive towards an economic development “success story” on Avondale Boulevard.
- Review the City’s development impact fees and revise if necessary to ensure that the City is competitive.
- Encourage development of a wide range of residential housing mix, amenities and affordability.
- Build flexibility into the City’s processes.

GOAL: COMMUNITY INVOLVEMENT

- Support Council’s efforts to recognize business owners, veterans and other individuals at City Council meetings and invite groups and organizations to lead in the Pledge of Allegiance.
- Build awareness and expand community outreach and engagement through social media and other means.
- Coordinate and promote volunteerism in the community.
- Support community programs and initiatives involving the Arts.
- Continue to explore ways to encourage service on boards and commissions.
- Continue to build upon the partnerships with Estrella Mountain Community College to provide workforce training opportunities for young people.

GOAL: STAFF RETENTION

- Encourage “growth from within” practices and prepare staff where possible.
- Provide a total salary increase package in the 3% to 4% range.
- Allow Department head discretion on distribution of increases for non-represented groups.

GOAL: ENVIRONMENTAL LEADERSHIP

- Build awareness regarding the City’s safe, reliable and adequate water supply (drought does not equal shortage).
- Address storm drain maintenance and capacity.

GOAL: FINANCIAL STABILITY

- Ensure that the City is prepared to deal with future economic conditions due to the Legislature and other outside forces.
- Continue to develop a long-range asset replacement plan for water and wastewater.
- Continue to develop a long-range debt reduction plan for the City.

GOAL: TRANSPORTATION MANAGEMENT

- Develop and implement funding plan to address aging infrastructure (streets and sidewalks) through the street maintenance and replacement plan.
- Continue to address neighborhood traffic issues.

GOAL: QUALITY OF LIFE

- Explore opportunities to expand the slate of community festivals such as Billy Moore Days and Movie Nights.
- Explore options for supporting special events and additional partnerships with Phoenix International Raceway, Estrella Mountain Community College, HOAs and other entities.
- Explore opportunities for park and recreational amenities throughout the City.
- Continue to support Avondale’s schools by building upon the City’s Education Initiative.

GOAL: PUBLIC SAFETY

- Implement innovative strategies to address property crimes identified in the 2014 Resident Satisfaction Survey.

Expenditure Budget Development

Departments assess prior year expenditures, projected service levels, and Council’s goals and objectives and adjust base budgets as necessary. Additional funding requirements are presented to management through a supplemental request. The adjusted base budgets, along with City Manager approved supplemental requests are then presented to City Council.

Appropriation

The appropriation for FY 2015-16 totals \$176,731,990. This amount represents a 1% decrease from the FY2014-15 budget and will establish the City’s expenditure limit and appropriation within the various funding sources.

A summary comparison of the two budgets by expenditure category and position count is shown in the following table:

	FY 2014-15	FY 2015-16	Difference	
			\$	%
Operations	87,128,570	88,519,880	1,391,310	1.60%
Debt Service	10,707,360	11,444,550	737,190	6.88%
Capital Projects	69,303,830	64,831,280	-4,472,550	-6.45%
Contingency	11,845,000	11,936,280	91,280	0.77%
Totals	178,984,760	176,731,990	-2,252,770	-1.26%
Positions	502.75	507.25	4.5	0.90%

The *Operations* category budget includes established and new recurring expenditures as well as one-time purchases. Listed below are a few of the major additions to the FY 2015-16 operating budget under the associated Council goal:

- Community Development/Economic Development
 - \$2,000,000 Development Impact Fee Incentive Program
- Staff Retention
 - \$959,180 to fund compensation and benefit adjustments for non-represented City employees
- Quality of Life
 - \$86,690 Active Adult Program Vehicle Replacements
 - \$50,000 for Western Avenue Holiday Lights

The *Debt Service* budget has increased due to a planned sewer revenue bond issue for treatment plant upgrades. Other general long-term debt, however has decreased as planned with annual principal payments.

Capital Projects are also prioritized based on Council goals. Expenditure plans incorporate diverse financing strategies. The plan maximizes the use of development fees, bonds, grants, intergovernmental cost sharing agreements and transfers from operating funds to ensure current residents contribute to projects that are not related to new development. The CIP is detailed in the Capital Improvement Plan section of this document. A few of the projects aimed at achieving Council goals in FY2015-16 are as follows:

- Transportation Management
 - \$3.1M for Central Avenue traffic and pedestrian improvements
 - \$2.4M for Dysart Road bike and pedestrian facilities
 - \$3.0M for McDowell Road rehabilitation from Avondale to the Aqua Fria Bridge
- Quality of Life
 - \$0.8M for Friendship Park Enhancements Phase II (continued from FY 2015)
 - \$1.5M for Festival Fields Phase II Development (continued from FY 2015)
 - \$2.4M for water reclamation facility upgrades

Contingency appropriation in the City's general fund has increased based on expenditure levels while contingency in other operating funds are appropriated based on a fixed amount each year.

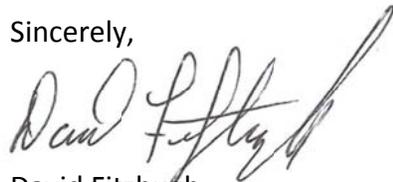
The General Fund base budget increased four percent (4.2%) while projected recurring General Fund revenue also increased nearly four percent (4.4%). Total General Fund expenditures and transfers out for fiscal year 2015-16 are budgeted at \$61,144,450. Included in these costs is \$3.1 million for contingency. Transfers out of the General Fund total \$7,928,010 of which \$6.5 million is for capital improvements and equipment replacement. The fund balance at the end of the fiscal year is projected to be \$32.0 million, up from the \$27.3 million projected in fiscal year 2014-15.

All other operating funds such as the Special Revenue, Internal Service and other Enterprise funds have also been structurally balanced. The Sewer Operations fund, however, will be incurring increased debt service payments in the coming years as a result of planned improvements and upgrades at the water reclamation facility. An increase in revenue is planned in the near future to ensure the fund can support the additional debt service while also trying to maintain system replacement reserves. This will help ensure that we can sustain any additions to this year's budget into future years.

Acknowledgements

I would like to thank each Councilmember for your valuable input and diligence which has shaped Avondale into the vibrant and prosperous City it has become. I would also like to thank the Department Directors and their team members for their hard work in developing and maintaining a fiscally sound budget throughout the year as well as the CIP Committee for its review and input into the ten-year CIP Plan. And finally, I would like to recognize the Citizens of Avondale for their involvement in City events and providing valuable feedback on services provided. Together we are able to continue providing a high level of service to our customers, the residents of Avondale.

Sincerely,



David Fitzhugh
City Manager



ASPIRING

Avondale is a welcoming community that provides people of a wide range of backgrounds a place to fulfill their dreams. There is a community wide effort to support education, local businesses and each other as Avondale moves forward. The community of Avondale is limitless in its potential, and those who reside here identify with the notion that they can be who and what they want to be.

ACHIEVING

Avondale has demonstrated over the past ten years that it can raise families, support business success and provide a wide range of educational opportunities for its residents. Avondale and its leadership have harnessed their potential and are accomplishing great things every day. Those community leaders are pillars of the community from various backgrounds and industries, i.e. tech companies, educators, business owners, elected officials, marketing and design management and much more. This sense of achievement has spread throughout the community of Avondale and is encouraging the larger population, including the youth, to go after what they want and be exactly who they are.

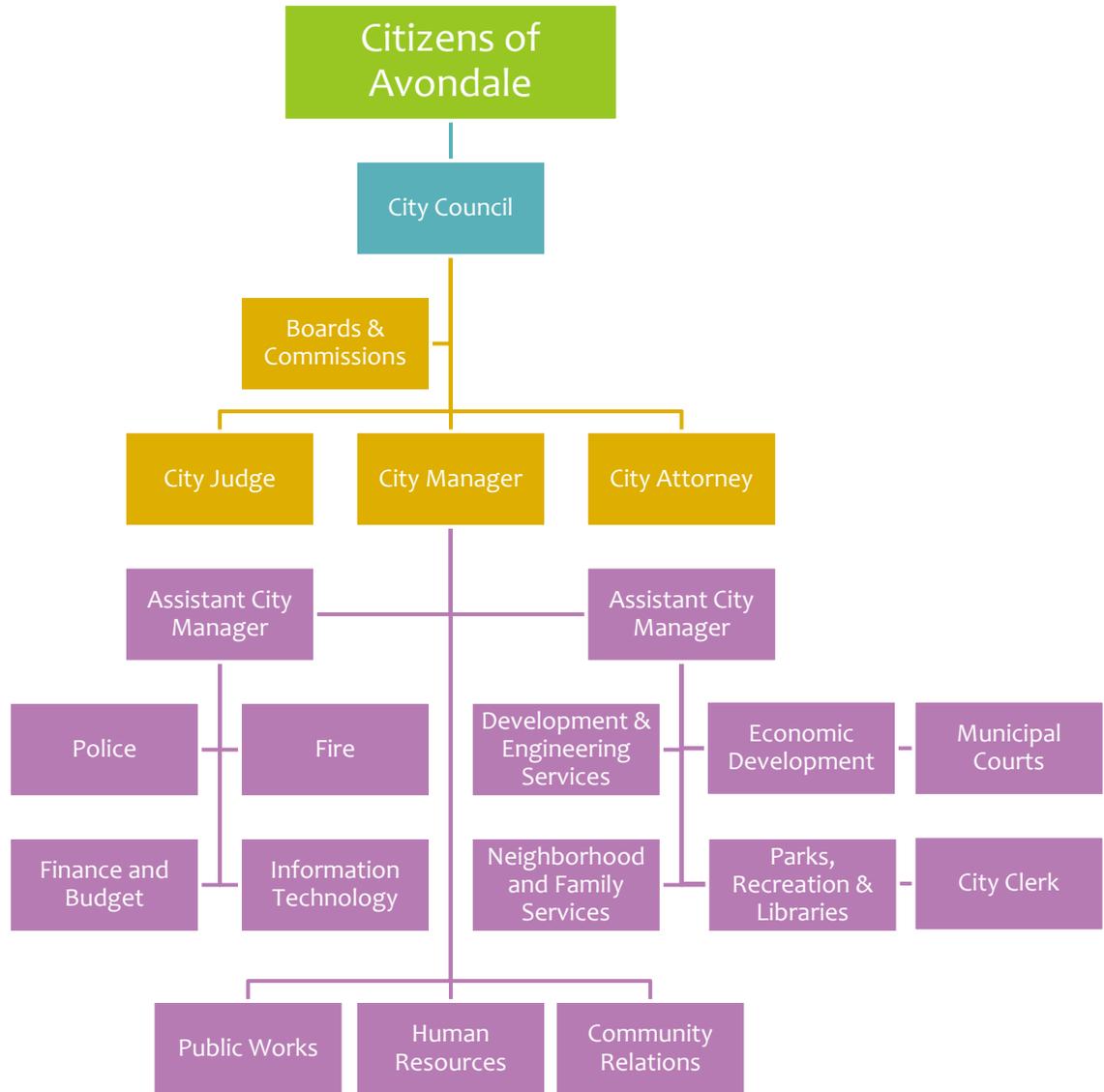
ACCELERATING

Moving ahead, Avondale is poised to grow and prosper. The notions of aspiring and achieving come together to show a community on the move. Avondale is a progressive community that is ready to take on the future. The community has dreams of development and growth and is positioned to break ground on many new frontiers. With a supportive community and a diverse culture of backgrounds and skills, the continued success of Avondale is imminent.



City of Avondale, Arizona

Organization Chart



Appointed Officials

David Fitzhugh, City Manager
 Andrew McGuire, City Attorney
 Craig Jennings, City Judge

Management Staff

Gina Montes, Assistant City Manager
 Kevin Artz, Assistant City Manager

Department Heads

Carmen Martinez, City Clerk
 Robert Lloyd, Chief Information Officer
 Pier Simeri, Community Relations
 Dan Davis, Economic Development
 Kirk Haines, Parks, Recreation & Libraries
 Cindy Blackmore, Public Works
 Stephanie Small, Neighborhood & Family Services

Cherlene Penilla, Human Resources
 Paul Adams, Fire Chief
 Dale Nannenga, Police Chief
 Abbe Yacoben, Finance & Budget
 Tracy Stevens, Development & Engineering Services

Avondale City Council

FY 2015-2016

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 KENNETH WEISE

Tenure: January 2006 – December 2016

Appointed Mayor: June 2014

Mayor Weise serves on various committees and boards including the following:

- Maricopa Association of Governments (MAG) Regional Council
- MAG Transportation Policy Committee
- Greater Phoenix Economic Council – Board of Directors
- Avondale Boards, Commissions & Committees Council Subcommittee member
- Avondale Contributions Assistance Program Council Subcommittee member
- Tolleson Union High School District, Council Ambassador



VICE MAYOR STEPHANIE KARLIN

Tenure: January 2008 – December 2016

Appointed Vice Mayor: January 2015

Vice Mayor Karlin serves on various committees and boards including the following:

- National League of Cities (NLC) – Energy, Environment and Natural Resources Steering Committee member
- NLC – International Council member
- NLC – First Tier Suburbs Steering Committee member
- MAG Human Service Coordinating Committee member
- Avondale Interfaith Council, Chair
- Littleton Elementary School District, Council Ambassador



COUNCILMEMBER JIM McDONALD

Tenure: January 2008 – December 2016

Councilmember McDonald serves on various committees and boards including the following:

- Valley Metro – Regional Public Transportation Authority Board of Directors, Chair
- Friends of Transit, member
- Luke West Valley Partnership – Avondale representative
- Agua Fria Union High School District, Council Ambassador



COUNCILMEMBER BRYAN KILGORE

Tenure: February 2014 – December 2018

Councilmember Kilgore serves on various committees and boards including the following:

- Maricopa County Community Services Commission member
- Avondale Boards, Commissions & Committees Council Subcommittee member
- Pendergast Elementary School District, Council Ambassador



COUNCILMEMBER IWANSKI

Tenure: June 2014 – December 2016

Councilmember Iwanski serves on various committees and boards including the following:

- Arizona Municipal Water Users Association, Board of Directors
- Colorado River Water Users Association member
- Litchfield Park Elementary School District, Council Ambassador



COUNCILMEMBER SANDI NIELSON

Tenure: January 2015 – December 2018

Councilmember Nielson serves on various committees and boards including the following:

- Southwest Valley Chamber of Commerce, Board of Directors
- Avondale Boards, Commissions & Committees Council Subcommittee member
- Avondale Contributions Assistance Program Council Subcommittee member



COUNCILMEMBER LORENZO SIERRA

Tenure: January 2015 – December 2018

Councilmember Sierra serves on various committees and boards including the following:

- Westmarc Board of Directors
- Arizona Hispanic Chamber of Commerce
- Governor's Commission on Service and Volunteerism
- Avondale Contributions Assistance Program Council Subcommittee member
- Avondale Elementary School District, Council Ambassador



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.
- 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.

Community Profile

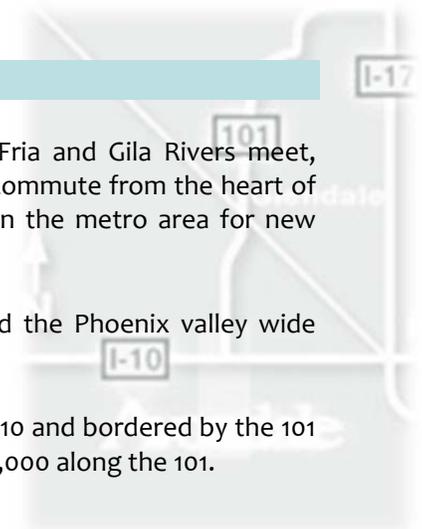
- The opening of the nearby Goodyear Aerospace Plant in 1949 further solidified Avondale’s transition from a small farming community to a modern city with diverse opportunities.
- The small 4,225 square foot building (pictured bottom left) on Central Avenue and Brinker Drive was Avondale city hall from 1971 to 2003.
- The current city hall building and campus (bottom right), off of Avondale Boulevard and Van Buren Street, was constructed in 2003. The new center of municipal operations in Avondale occupies 69,319 square feet with room for expansion. Other buildings located at the Civic Center Campus are the Police Station (26,250 sq. feet), City Court House (11,700 sq. feet), City Center Library (30,000 sq. feet), and Veteran’s Memorial Walkway.



- The Municipal Operations Service Center (MOSC), the main hub for the City’s Public Works, was constructed in 2005. It occupies 30,000 square feet and houses Field Operations and Water Resources.
- Since 2000, population growth took place at a rate of almost 103%, making the city the 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.

LOCATION

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



Community Profile

COMMUNITY

- Avondale has made substantial investments into community amenities including the 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.



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.



Community Profile

- For nature lovers, Avondale offers wildlife viewing, hiking, biking and trail running opportunities on the developing Tres Rios Recreation Corridor and Maricopa County’s Estrella Mountain Regional Park, which is located at the base of the Estrellas. The Audubon Society and Bird Life International has recognized the Tres Rios as an “Important Bird Area” with over 150 species of birds attracted to the area.
- Opportunities to excel in education are boundless – Avondale is home to Northern Arizona University, Estrella Mountain Community College, Rio Salado College at Avondale Learning Center and Universal Technical Institute. Estrella Mountain College currently enrolls more than 13,000 students and is projected to reach over 40,000 when the college’s 135-acre campus is complete.

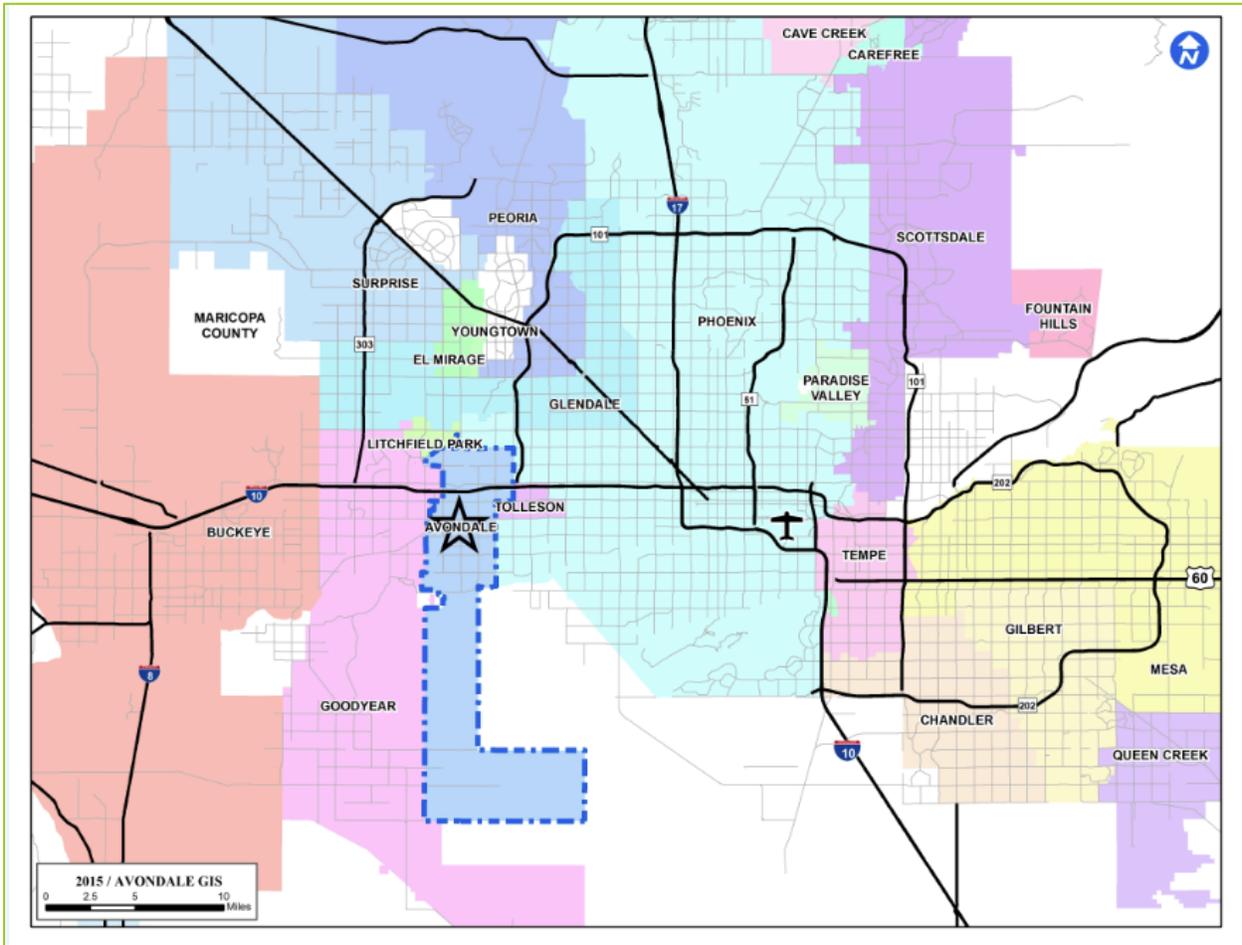
BUSINESS ENVIRONMENT

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

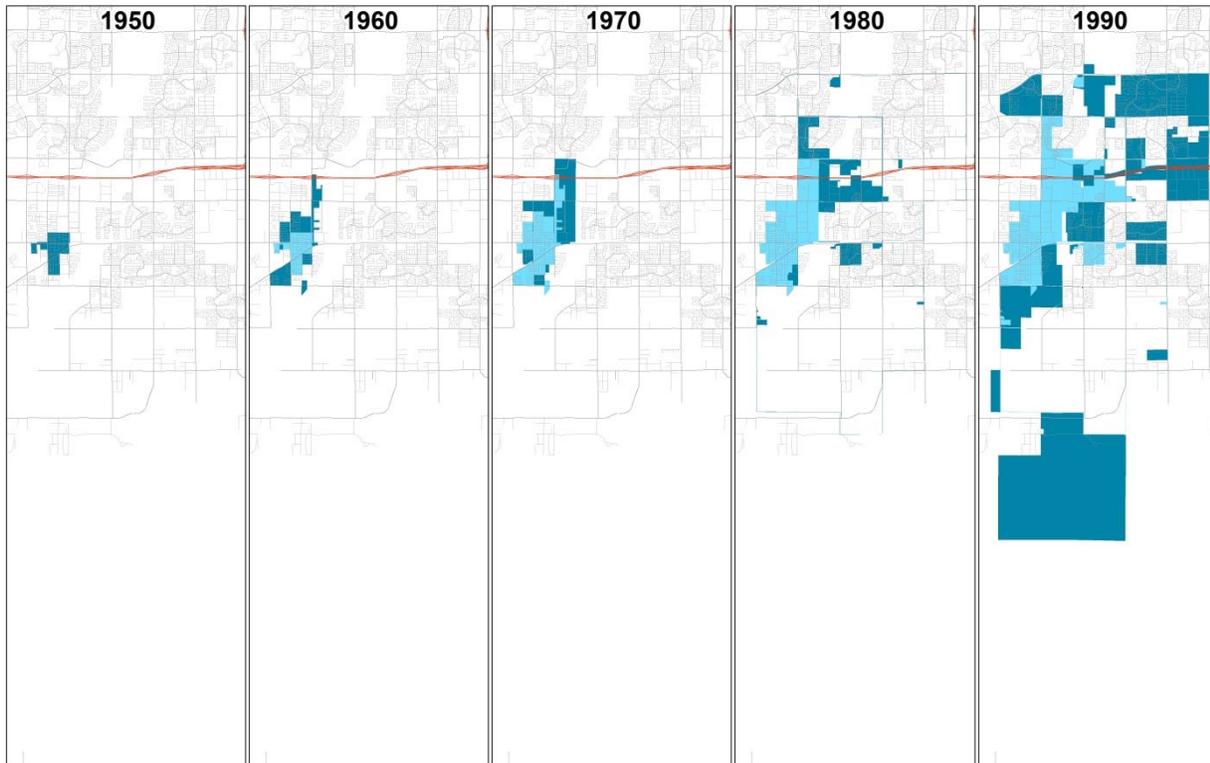


- Avondale’s Health-Tech Corridor, located along McDowell Road between 99th Avenue and Avondale Boulevard is the location-of-choice for healthcare opportunities in the Southwest Valley with over 275 acres of build-to-suit opportunities. From world-class personalized medicine, state-of-the-art facilities and the collection of intellectual talent, Avondale is the future of valley healthcare. The corridor is anchored on the east by the 60,000 SF IMS medical office building and on the west by 35,000 SF Phoenix Children’s Hospital Urgent Care Center. It also includes newly constructed 32,500 SF Coppersprings Hospital.
- Other commercial ventures include Coldwater Depot III and the Avondale Commerce Center.

Avondale and Greater Phoenix Communities



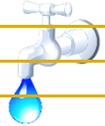
Avondale Growth



Historical Population and Size	
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 & Demographics

Snapshot of Avondale	
Date of Incorporation	December 13, 1946
Form of Government	Council/Manager
City Budget FY 2015-2016	\$176,731,990
Number of City Employees (FTE)	507.25
Land Area (Square Miles)	45.1
Miles of Streets	266

City Facilities and Services		
Culture and Recreation		
Community Centers	1	
Parks	10	
Park Acreage	178	
Ramadas	8	
Ball Fields	9	
Multi-Use Fields	12	
Basketball Courts	18	
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	174	
Number of Patrol Vehicles	105	
Fire Protection		
Number of Stations	4	
Number of Fire Personnel	75	
Number of Calls Answered Yearly	8,500	
Sewage System		
Miles of Sanitary Sewers	237	
Number of Service Connections	22,082	
Water Systems		
Miles of Water Mains	330	
Number of Service Connections	23,092	
Daily Average Consumption in Gallons	11.9 m	
Maximum Storage Capacity of Plant in Gallons	15,750,000	

Facilities and Services not Included in the Reporting Entity

Education		
Number of Elementary Schools	11	
Number of Junior High Schools	3	
Number of Secondary Schools	4	
Number of Community Colleges	2	
Number of Technical/Trade Schools	1	

Miscellaneous Statistics & Demographics

Major Employers (100+ Employees)	
Agua Fria School District	SanMar
Avondale Elementary School District	Avondale Auto Mall
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
Conn's Home Plus	Rocky Mountain Cummins
NewSpring Pharmacy	Arizona Kidney Disease & Hypertension Center
azpro Group	

Other Avondale Employers	
American Sports Centers	BestBuy
Century 21 Metro Alliance	Sprouts Farmers Market
Cemex	Field Lining Systems, Inc.
Phoenix Children's Hospital Urgent Care	Integrative Medical Services
Canyon Orthopedics	Fresh & Easy Neighborhood Market

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



Miscellaneous Statistics & 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

Occupied	25,535
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Age, Income, and Workforce²

Population by Age	
Age 0 - 4	8%
Age 5 - 9	8%
Age 10 - 14	9%
Age 15 - 17	5%
Age 18 - 20	5%
Age 21 - 24	6%
Age 25 - 34	16%
Age 35 - 44	15%
Age 45 - 54	12%
Age 55 - 64	8%
Age 65 - 74	5%
Age 75 - 84	2%
Age 85 and over	1%
Male	50%
Female	50%
Median Home Value	\$146,593
Median Household Income	\$54,579
Average Household Income	\$64,785
Household Income by Bracket	28%
Income \$15,000 - \$34,999	
Income \$35,000 - \$49,999	17%
Income \$50,000 - \$74,999	23%
Income \$75,000 - \$99,999	14%
Income \$100,000 - \$149,999	13%
Income \$150,000 +	5%
Average Travel Time to Work	28.4 mins.

Workforce by Classification

For-Profit Private Workers	74%
Non-Profit Private Workers	5%
Local Government Workers	7%
State Government Workers	5%
Federal Government Workers	3%
Self-Employed Workers	6%

Workforce by Occupation

Architect/Engineer	2%
Arts/Entertainment/Sports	1%
Building & Grounds Maintenance	3%
Business & Financial	5%
Community/Social Services	1%
Computer/Mathematical	2%
Construction/Extraction	4%
Education & Training	5%
Farm, Fish, & Forestry	1%
Food Prep & Serving	5%
Healthcare & Support	7%
Maintenance Repair	5%
Legal	1%
Life/Physical/Social Science	1%
Management	8%
Office & Admin Support	17%
Production	6%
Protective Services	3%
Sales & Related	11%
Personal Care Services	5%
Transportation & Moving	10%

Climate³

Average maximum temperature	86.8°F
Average annual temperature	74.3°F
Average annual precipitation	8.37"

City Election Turnout⁴

Registered Voters (as of 5/3/2015)	32,826
Ballots cast at 4/4/2014 Election	10,336
Voter Turnout	31.5%

Sources: ¹2010 United States Census ²Nielson Demographic Snapshot, May 2015 ³National Weather Service ⁴Avondale City Clerk

Policies, Process and Budget Development

Fiscal accountability is the primary objective for City of Avondale officials and staff in developing the annual budget. The Council's goal of ensuring the City's long term financial stability guides the budget process each year. Once adopted, the budget serves as the financial plan for the fiscal year. The budget 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.

Legal Requirements, Financial Policies and Budgetary Accounting

The City's fiscal year is set by State law and runs from July 1st through June 30th of each year. Arizona state law also requires that cities in Arizona adopt a tentative budget annually which establishes the maximum level of expenditure for the fiscal year. The expenditure limitation for state and local governments is set by Arizona Constitution and is based on actual local revenues for the fiscal year 1979-1980. Adjustments to the base are calculated annually by the Economic Estimates Commission (EEC) based on inflation and population growth. However local voters have the ability to approve alternative limitations which allow utilization of all available resources. Since 1981, the Avondale voters have approved an alternative expenditure limitation, known as "Home Rule" which sets the maximum expenditure limit annually at tentative budget adoption. The most recent approval as stated in the City Manager's message occurred in August of 2012. The City includes all funds within its expenditure limit and are therefore all considered appropriated funds.

The budget process is subject to both statutory and City Charter deadlines. The City Charter requires that the Council be presented with the City Manager's budget estimates by the first of June. Arizona statutes requires that budget estimates and property tax information be published in a newspaper of general circulation or be mailed to all residents; estimates must also be posted prominently on the City's website. Statutes also require that any changes in City fees or charges be posted at least sixty days prior to Council consideration. Property tax increases require public notification through Truth in Taxation requirements which is set by statute as well. The final budget adoption must occur as stipulated by statute prior to the levy of property taxes.

The financial policies and budget development process are designed to meet all the regulatory requirements while also providing sound financial management and timely information for Avondale stakeholders.

Policies, Process and Budget Development

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 position, 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

- **Balanced Budget Requirement** – Ongoing, recurring operating costs will be funded with ongoing, stable 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.
- Each year a revenue schedule identifying revenues by ongoing and onetime classifications shall be submitted with the budget estimates.
- Enterprise fund revenues, in total, will provide for each enterprise to be financially self-sustaining.
- Property tax levies will be set at a level to minimize the impact 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.
- Rates, fees and charges will be evaluated annually for appropriate recovery rates based on the purpose of the fee or charge.
- Rates and fees that are not set within the Avondale Municipal Code will be reviewed and established annually by resolution as part of the budget adoption.
- State shared revenue sources will be evaluated annually for legislative impacts that may affect the City's share.

Expenditures and Budget Control

- Central service costs will be evaluated and indirect rates/administrative charges calculated annually according to Federal guidelines.
- 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.

Policies, Process and Budget Development

- All departments are responsible for ensuring that expenditures do not exceed their approved budget.
- Transfer of general fund contingency appropriation requires City Council approval. Transfers of contingency in all other funds 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.
- Transfers of appropriation between funds or functional groups require City Council authorization.
- Transfers of appropriation from personal services (salaries, wages and benefits) line items require City Manager approval.
- Transfers of appropriation from Council approved supplemental requests require justification and City Manager authorization.
- Department heads are authorized for all other transfer types between divisions and category of expenditures within the same department and fund.

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 and approved infrastructure improvements plan (IIP).
 - 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.
 - Capital projects constructed in response to residential or commercial development should be financed through development fees.

Policies, Process and Budget Development

- 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 require City Council review and authorization.

Fund Balance and Net Position 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.
- Net position in the Enterprise Funds shall be maintained at a minimum of four (4) months of operating expenditures plus the amount required to meet the annual debt service requirements.

Debt Management

- Long-term debt shall not be issued to finance ongoing operations.
- Short-term borrowing or lease purchase contracts should only be considered for financing major operating capital equipment when it is determined to be in the City's best financial interest.
- The City's capacity to issue new General Obligation (G.O.) debt will be projected annually with the budget process.
- General obligation debt will not be issued if the secondary property tax rate when combined with the primary rate will exceed \$2.00 per hundred dollars of assessed valuation.
- Water and sewer revenue debt will be issued to avoid using the City's G.O. bond capacity.
- Net water and sewer 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.

Policies, Process and Budget Development

- Bonds which pledge excise taxes will be issued through the Municipal Development Corporation (MDC) and will be issued only when actual annual excise tax collections are at least three (3) times the maximum annual debt service.

Additional information on debt and bond types issued by the City is included in the capital improvement plan section of this document.

Accounting Principles and Budgets

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

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

The City of Avondale uses a fund-based budget, meaning that the accounts of the City are organized on the basis of funds. Each fund is considered a separate entity accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund balance/net position, 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).
- 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, Process and Budget Development

Budget Development

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 August of each year; soon after the completion and adoption of the current fiscal year's budget. The Finance and Budget Department begins with the review of major revenue sources, rate and fee structures, the cost of central services, 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

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 such as 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. Each year, City fees and charges are reviewed and those which do not require a specific public hearing are reaffirmed or modified 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, Process 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 November or December, to give policy direction for development of the budget. The Council also sets priorities and goals at this meeting. These goals give the overarching direction for the City's operation for the next year and in turn guide how funds will be spent. Once that is completed, staff turns its attention to turning that direction into numbers on paper. Factors that will play into budget planning at this point include:

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

Policies, Process and Budget Development

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 reviews their base budget and realigns budget line items as necessary to match actual expenditure patterns. Departments may also submit a request for increased funding for a new or existing service or program when circumstances warrant it, referred to as a *supplemental request*. Rising costs of inflation and service provision, an increase in demand for services, maintenance costs tied to new facilities, and fulfilling requirements set by other governing bodies that the City is subject to are a few examples of reasons why a department may submit a supplemental funding request.

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. The department's requests are reviewed by the City Manager who has the final say on whether the Department's entire budget request will be recommended to Council or if other avenues need to be explored to address supplemental requests.

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

Policies, Process and Budget Development

Budget Adoption, Monitoring and Evaluation

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

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

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

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

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

The calendar of budget related events is presented on the following pages and includes references to the appropriate legal authority or requirement.

Budget Calendar

August						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

September						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

October						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

November						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

December						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

January						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

2014

Date	Task	Legal Ref.
4 th – 21 st	CIP System Update	

8 th – 30 th	New Budget System (ABPRS) Design	

11 th	Resident Appreciation Night & Citizen Survey	
17 th	CIP System Available	

20 th	CIP Updates & Requests Due	

8 th	Complete Five Year Forecast	
15 th – 18 th	Budget Review of CIP	

2015

5 th – 7 th	Budget System (ABPRS) training	
8 th	Staff Advance	
10 th	Council Goal Setting	
26 th – 30 th	CIP Review Meetings	

SC = State Constitution
 § = State Statute
 CC = City Charter

Budget Calendar

February						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

2015

Date	Task	Legal Ref.
16 th	Budget Updates & Requests Due	
16 th – 19 th	Staff Review of Budget	
24 th – 25 th	CIP Citizens' Committee Meeting	

March						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

2 nd – 12 th	Management/Department Meetings	
26 th	Carryover Requests Due	
23 rd	Fee Changes Due	
23 rd	Distribution of Budget Estimates to Council	CC Art. VI, Sec. 3

April						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

8 th	Post Budget Estimates	§42-17103
8 th	Post Notice of Fee Changes	§9-499.15
13 th	Council Budget Work Session Phase 1	
27 th	Council Budget Work Session Phase 2	

May						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

4 th	Prepare Tentative Budget	
4 th	Complete Auditor General Forms	
18 th	Adopt Tentative Budget	§42-17101 & CC Art. VI, Sec. 4
21 st	Post Tentative Budget	§42-17103

June						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

2 nd & 9 th	Publish Tentative Budget & Truth in Taxation Notices	§42-17107
15 th	Final Budget Adoption & Truth in Taxation Public Hearing	§42-17104 & §42-17105
17 th	Post Final Budget	§42-17103

July						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

6 TH	Adopt Property Tax Levy	§42-17151
9 th	Prop. Tax Docs to Prop. Tax Oversight Commission	§42-17107

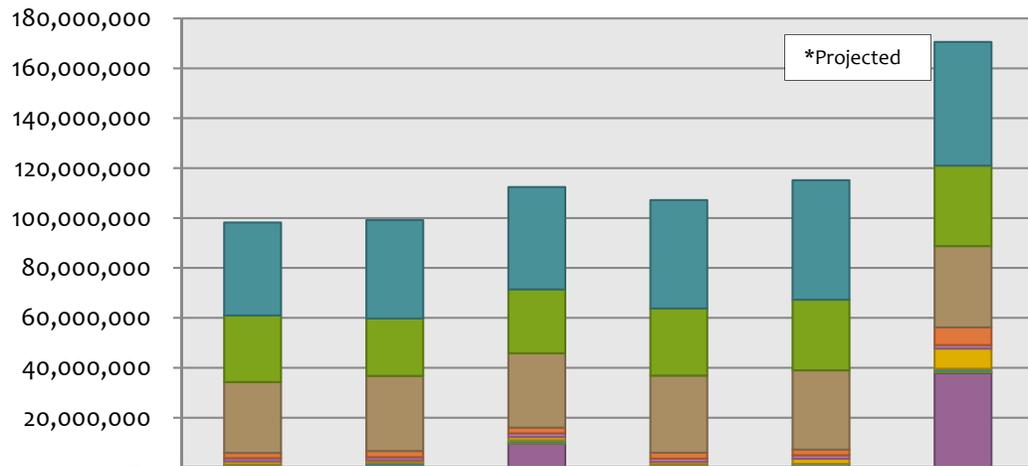
SC = State Constitution
 § = State Statute
 CC = City Charter

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Budget Summary

Revenue Summary

The City’s budget projections are developed based on a number of factors including the trends affecting local revenues as well as other statewide economic indicators. Tax revenues have been growing across the state and collections have rebounded from the fiscal year 2010-2011 low point. Consumer confidence has increased and home values have improved greatly. Taxable transactions for the two most recent quarters are up 6.8% from the prior year. Property valuations for Avondale are up 2.8% according to the latest Maricopa County Assessor’s reports. Permit revenues show some promise as the number of single family home permits issued has increased since the fiscal year 2011-2012 total of eleven permits to nearly 50 permits. The increase in home building should help fund infrastructure requirements for new development.



	2011	2012	2013	2014	2015*	2016*
Local Taxes	37,207,312	39,383,889	41,037,422	43,439,658	47,838,504	49,564,490
Intergovernmental Revenues	26,755,078	23,047,763	25,607,048	26,934,298	28,314,674	32,234,700
Charges for Services	28,380,864	30,082,943	29,777,657	30,894,845	31,784,205	32,555,880
Miscellaneous Revenue	2,087,666	2,476,291	2,264,023	2,347,564	2,305,174	7,083,250
Fines, Forfeitures and Penalties	1,263,336	1,278,953	1,469,439	1,337,738	1,399,991	1,426,930
Development Fees	1,207,256	933,222	1,351,422	1,048,584	2,015,729	8,070,940
Licenses and Permits	741,900	775,136	849,843	799,500	1,024,047	936,100
Investment Income	486,108	479,627	344,907	299,264	409,337	419,310
Reimbursement Revenue	90,802	692,689	-	-	-	300,000
Sale of Assets	7,795	38,369	19,498	141,123	77,410	-
Other Financing Sources	-	-	9,746,747	-	-	38,000,000
Total	98,228,117	99,188,880	112,468,007	107,242,574	115,169,071	170,591,600

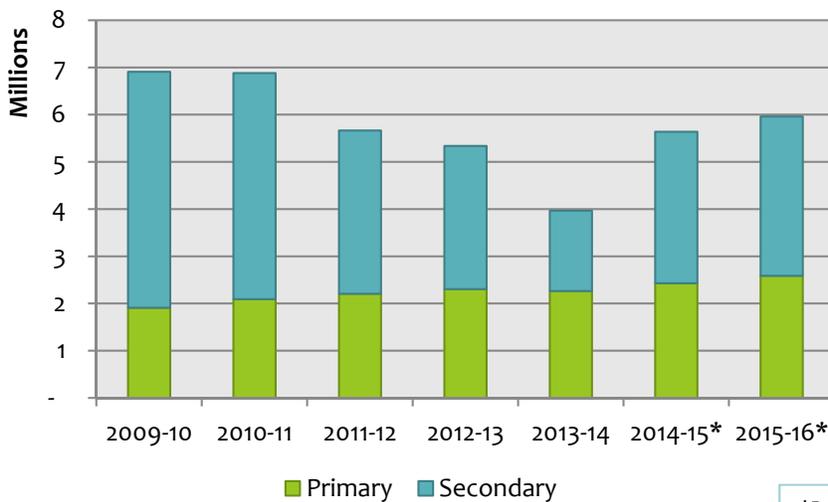
The largest funding source for Avondale services and infrastructure continues to be local taxes. Intergovernmental sources are the second largest source and include state shared sources, intergovernmental agreements and grants. State shared sources, however, are subject to fluctuations at higher levels of government as well as legislative action. The following pages include more detailed information on all the major revenue sources that make up the funding plan for Avondale expenditures.

Budget Summary

Local Taxes

Property Tax

Arizona State Law provides for a two tiered (primary and secondary) property tax system which allows local governments to levy taxes on the assessed value net of exemptions (NAV) of properties within their boundaries. The assessment ratio is set by property classification within State Statute. The valuation of property for primary property taxes is limited (LPV) to growth of no more than 10% over the previous year and cannot be more than the full cash value (FCV), which is used for the secondary property taxes. The Maricopa County Assessor determines the values each year. The Assessor's Office also collects all property taxes and distributes collections to the individual jurisdictions each month. The collections may also include property taxes for prior years' levies. By State law, the City is also limited to a 2% increase in primary property taxes over the previous year's levy, excluding the assessment for new construction. The City levies both primary and secondary property taxes and has a self-imposed maximum combined rate of \$2.00.



FY	Annual Revenue	+/-
09-10	6,881,607	-0.4%
10-11	5,667,288	-17.65%
11-12	5,340,116	-5.77%
12-13	3,967,057	-25.71%
13-14	5,638,723	42.14%
14-15*	5,961,720	5.73%
15-16*	5,920,900	5.73%

*Projected

Use

Primary property taxes are classified as recurring revenue which can be used for ongoing operational expenses. The only restriction to the usage of primary property tax is that it must be for a public purpose. Primary tax collections are deposited in the General Fund. The secondary property tax is used for the purpose of retiring the principal plus interest on general obligation (G.O.) bonded indebtedness and is deposited in the G.O. Bond Debt Service Fund. 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.

Structure

Primary Tax Rate	\$0.7756 per \$100 of NAV/LPV
Secondary Tax Rate	\$0.9744 per \$100 of NAV/FCV
Total	\$1.7500

General Class & AV Ratios

Commercial – 18.5% - FY 2016
Residential – 10%

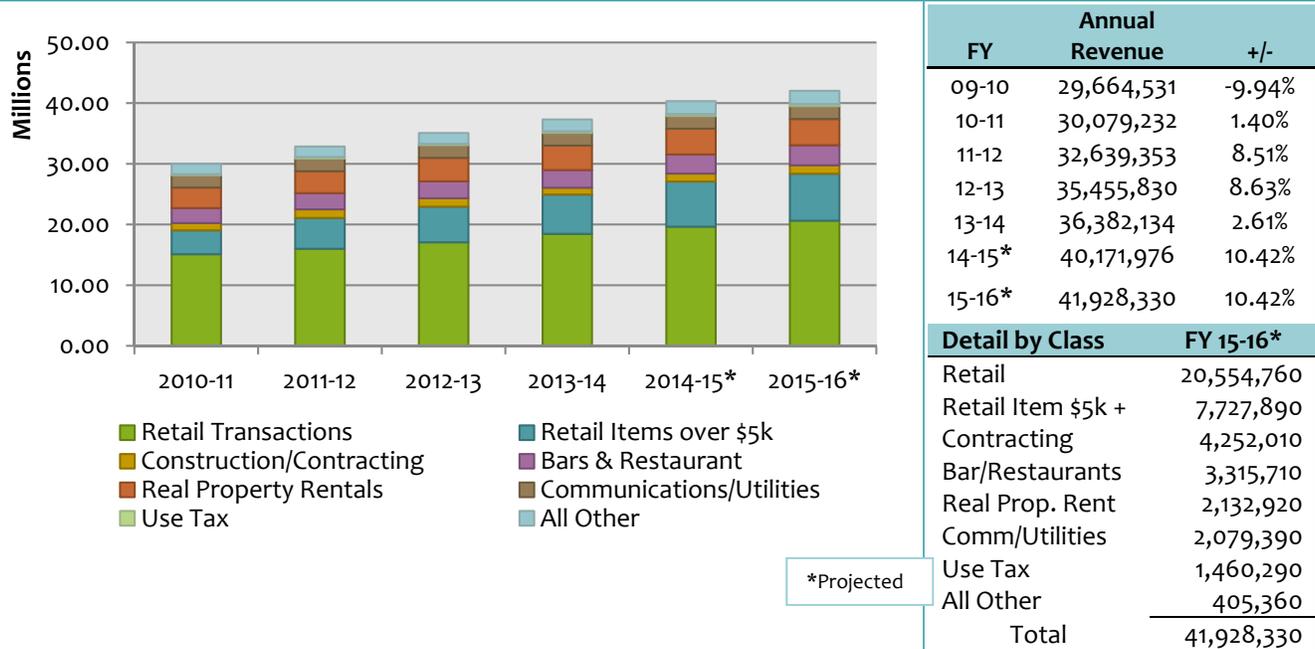
Assumptions

The City annually receives the net assessed values of taxable property from the County Assessor. Existing property values increased 2.1% from the 2014 tax year and another 0.7% was added in new property resulting in a 2.8% total growth in primary assessed valuations. The total tax rate for FY 2015-16 remained at \$1.75 and meets legal limits on primary property tax and match secondary property tax collections with annual G.O. debt requirements. Total expected revenues are 1.0% lower than the previous year.

Budget Summary

Sales Tax – Transaction Privilege Tax (TPT)

The City of Avondale imposes and collects 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. The City follows the Model City Tax Code (MCTC) which is a classification standard developed for Arizona municipalities to provide uniformity in how items to be taxed or exempted from tax are classified by state and local jurisdictions. Avondale has opted for a few local options which include an additional bed tax, two-level tax on “big ticket” items and the rental occupancy tax.



Use

This revenue is the largest source of funds brought into the General Fund for the City, the majority of which is considered a recurring revenue source to fund ongoing operations. Certain sales collections are not used to fund base operations. The cyclical nature of construction contracting makes this source too volatile so it is classified as one-time revenue. The percentage of sales taxes which is used only for onetime purposes is shown in the following table. Sales taxes have also been pledged as a repayment source for Municipal Development Corporation (MDC) bonds. The 0.5% 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 MDC bonded debt. The 0.5% public safety tax is used exclusively to fund police, fire and court services.

Structure

Classification	Effective:			Total Rate	One-time Revenue %
	12/1/1990	7/1/2001	1/1/2004		
Retail Transactions	1.5%	0.5%	0.5%	2.5%	-
Retail Items over \$5k	1.5%	-	-	1.5%	40%
Construction/Contracting	1.5%	0.5%	0.5%	2.5%	100%
Hotel/Bed Tax (incl. 2% addl.)	3.5%	0.5%	0.5%	4.5%	-
Use Tax	1.5%	0.5%	0.5%	2.5%	-
All Other	1.5%	0.5%	0.5%	2.5%	-

Assumptions

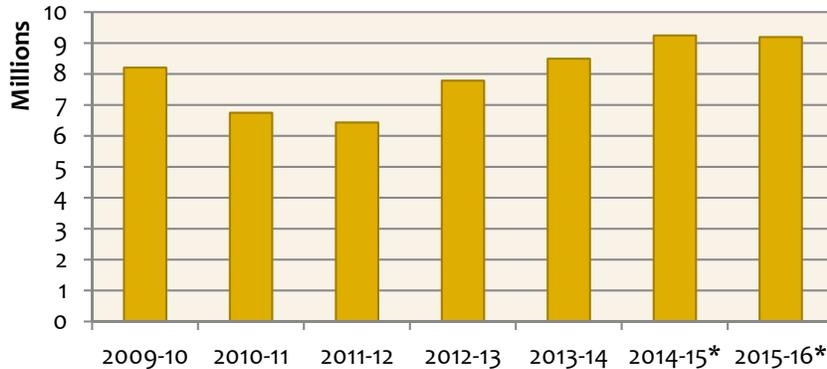
An overall growth rate of 4% is projected for the 2014-15 fiscal year. The projections are based on recent collection trends by classification. Most categories of sales taxes are projected to continue to grow at a rate of 3.7% - 5% while real property rentals are expected to only increase by 2.4% and communications and utilities are only expected to increase 2% based on collections over the past eight months. Projections assume stable population and employment numbers.

Budget Summary

Intergovernmental Revenues

State Shared Income Tax – Urban Revenue Sharing (URS)

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. The distribution is based on the most recent decennial U.S. Census population plus any adjustments for annexations; or for cities & towns with a population of 1,500 or less, distribution is based on 1,500.



FY	Annual Revenue	+/-
09-10	8,208,394	-19.5%
10-11	6,750,611	-17.8%
11-12	6,434,543	-4.7%
12-13	7,787,548	21%
13-14	8,497,693	9.1%
14-15*	9,246,380	8.8%
15-16*	9,195,770	-0.6%

*Projected

Use

State shared income tax may be used for any municipal public purpose and is deposited in the General Fund. This source is generally classified as recurring revenue which can be used to fund ongoing operations. Exceptions have been made in years when collections reflect an unusual spike in individual and corporate incomes which cannot be sustained based on historical trends in which case a portion of this source will be allocated for use on one-time purposes only.

Structure

Fifteen percent (15%) of the State's total collections from two (2) years prior net of adjustments is apportioned based on population and distributed monthly to incorporated cities and towns.

Total State Income Tax Collections (Fiscal Year 2014)	\$4,038,451,798
15% City & Town Share	\$605,634,332
US Census Population for Avondale	76,238
Avondale Pct. of Total City & Town Population	1.52%
Avondale FY 2015-16 Share	\$9,195,770

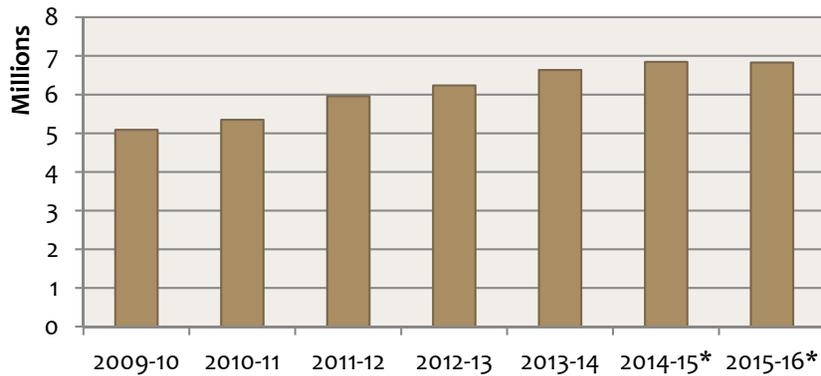
Assumptions

A 0.6% decrease in the fiscal year 2015-16 distribution is expected, based on income taxes collected by the Arizona Department of Revenue for the 2014 tax year. Assumes the statutory distributions. As of the date of this document, no legislative changes have occurred to alter, defer or eliminate this distribution.

Budget Summary

State Shared Sales Tax – Transaction Privilege Tax (TPT)

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 (DB) of which 25% is shared with all incorporated cities and towns. The distribution is based on the most recent decennial U.S. Census population plus any adjustments for annexations.



FY	Annual Revenue	+/-
09-10	5,089,719	-7.8%
10-11	5,351,475	5.1%
11-12	5,957,260	11.3%
12-13	6,240,221	4.7%
13-14	6,635,966	6.3%
14-15*	6,847,055	3.2%
15-16*	6,830,850	-0.2%

*Projected

Use

State shared sales tax may be used for any municipal public purpose and is deposited in the General Fund. This source is generally classified as recurring revenue which can be used to fund ongoing operations. An exception is made for construction/contracting tax which is allocated for use on one-time purposes only.

Structure

The State sales tax rate of 5.0% of taxable transactions is allocated to the distribution base based on statutory percentages listed in the Class table below. Twenty-five percent (25%) of the State's sales tax distribution base is apportioned based on population and distributed monthly to incorporated cities and towns.

Total Projected Distribution Base (DB)	\$1,920,000,000	Class	% to DB
25% City & Town Share	\$480,000,000	Transporting, Utilities, Telecomm, Private Car/Pipelines, Publishing, Printing, Contracting,	20%
US Census Population for Avondale	76,238	Mining	32%
Avondale Pct. of Total City & Town Population	1.52%	Restaurants & Bars, Retail, Amusements, Equipment Rentals,	40%
Avondale FY 2015-16 Share	\$6,830,850	Hotel/Motel (5.5%)	50%

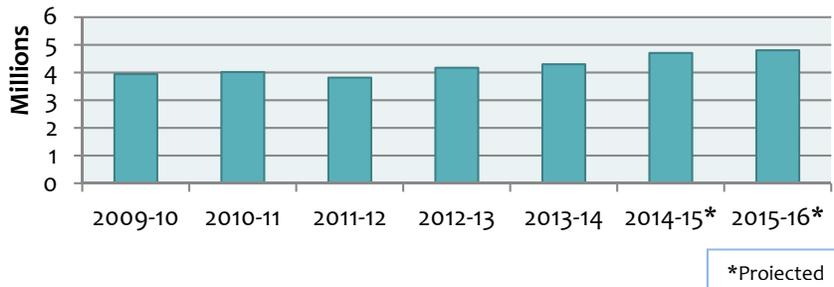
Assumptions

A -0.2% decrease in the fiscal year 2014-15 distribution is expected, based primarily on projections prepared by the League of Arizona Cities and Towns. As of the date of this document, no legislative changes have occurred to alter, defer or eliminate this distribution.

Budget Summary

Highway User Revenue Funds

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, currently \$0.18 per gallon. 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 to Cities and Towns based on the most recent decennial U.S. Census population plus any adjustments for annexations.



FY	Annual Revenue	+/-
09-10	3,942,434	-5.3%
10-11	4,020,214	2.0%
11-12	3,817,593	-5.0%
12-13	4,174,775	9.4%
13-14	4,299,561	3.0%
14-15*	4,706,257	9.4%
15-16*	4,807,440	2.1%

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. These funds are deposited in the City's HURF fund.

Structure

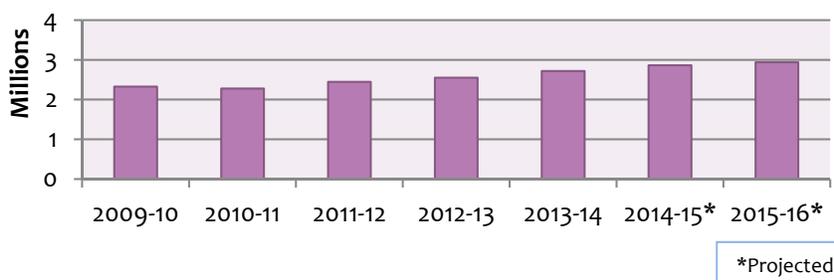
Cities and towns receive 27.5% of HURF based on two factors: population and gasoline sales within each county.

Assumptions

This revenue source is subject to fluctuations in fuel prices and consumer behavior. With fuel prices remaining relatively high nationally and in Arizona, only a modest 2.1% growth rate is projected for 2014-15 as consumers continue to conserve fuel.

Vehicle License Tax (VLT)

Based on a voter approved amendment to the Arizona Constitution, the State imposes a vehicle license tax in lieu of an ad valorem personal property tax on vehicles registered for operation on Arizona highways. These revenues are then distributed to Cities and Towns based on the most recent decennial U.S. Census population plus any adjustments for annexations.



FY	Annual Revenue	+/-
09-10	2,326,696	-7.7%
10-11	2,281,935	-1.9%
11-12	2,446,388	7.2%
12-13	2,550,807	4.3%
13-14	2,719,021	6.59%
14-15*	2,863,149	5.30%
15-16*	2,939,030	2.65%

Use

The VLT may be used for any municipal public purpose and is deposited in the General Fund. This source is generally classified as recurring revenue which can be used to fund ongoing operations.

Structure

Cities and towns receive a total of 20.45% of VLT collections which are distributed based on population estimates.

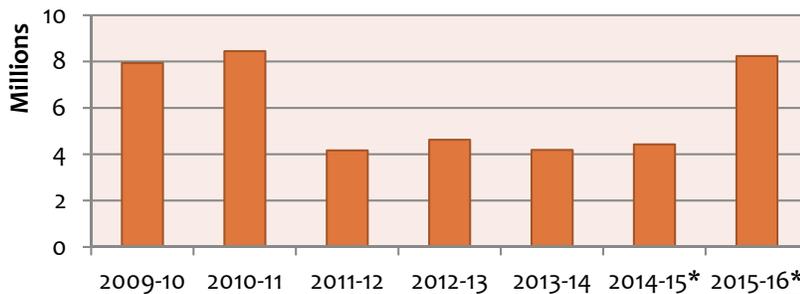
Assumptions

This revenue source is subject to consumer behavior. As consumers buy vehicles which are less expensive and have refrained from upgrading as frequently due to economic factors, this revenue source has shown little growth. With car sales picking up, a 2.65% increase in this revenue source is projected for FY2015-16.

Budget Summary

Grants & IGA Revenue

The City of Avondale actively pursues grant funds from a wide variety of sources, both governmental and non-governmental and seeks partnerships through intergovernmental agreements (IGA) with other agencies to share costs of programs or projects. Several grants have been awarded on a regular basis such as the Senior Nutrition Program, Community Development Block Grant (CDBG) and Community Action Program grants. Other recent awards include: Railway-Highways Crossing (Section 130) Federal funds for streets projects and Neighborhood Stabilization Program (NSP) funds. Some of the more common IGAs include school resource officer funding from the school districts, the regional advocacy center cost sharing with the Town of Buckeye, the Maricopa County Sheriff's Office and the City of Goodyear. Each year the City budgets an unanticipated revenue amount of \$5,000,000 to ensure sufficient appropriation primarily for new grants.



FY	Annual Revenue	+/-
09-10	7,935,848	57.3%
10-11	8,451,740	6.5%
11-12	4,168,284	-50.7%
12-13	4,629,508	11.1%
13-14	4,191,044	-9.5%
14-15*	4,427,656	5.6%
15-16*	8,237,430	86.0%

*Projected

Use

Grant programs have requirements established by the grantor that guide the use of grant monies as outlined in the grant proposal and contract. These parameters will vary but usually include guidelines that further the goals of the funding agency. Grant funds are deposited in either a specific special revenue fund or in the City's general grant fund and segregated by a specific accounting unit.

Structure

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

Assumptions

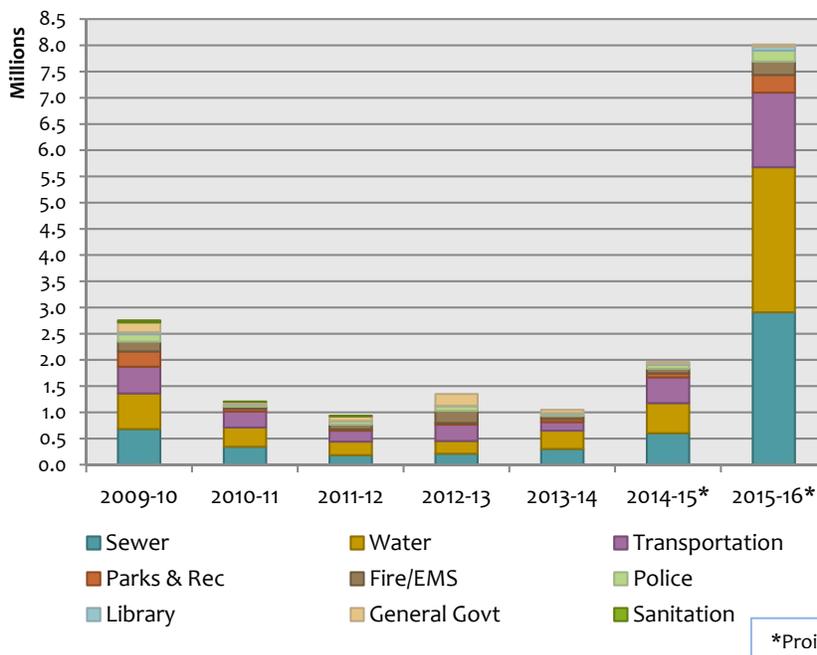
The 2015-16 projections reflect the \$5,000,000 unanticipated revenue and assume the continued award of routine grants. The Neighborhood and Family Services Department also provides the projections for various grant revenues based on the status of their current grant programs.

Budget Summary

Charges for Service

Development Fees

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 became effective in March 2007. New fees will be in place effective August 4, 2014. The new fees were calculated in conformance the new requirements of the statute which was revised in April of 2011. The collection of general government fees is no longer allowed by the statute unless the fees were pledged as the debt repayment source for facilities financed prior to June 1, 2011. The City will continue to collect general government development fees to repay an inter-fund loan for facility debt service. The library development fees will also be discontinued when all debt obligations have been met.



FY	Annual Revenue	+/-
09-10	2,753,890	-27.0%
10-11	1,207,256	-56.2%
11-12	933,222	-22.7%
12-13	1,351,422	44.8%
13-14	1,048,585	-22.4%
14-15*	1,960,893	87.0%
15-16*	8,016,100	408.8%

Category	FY 15-16*
Sewer	2,908,870
Water	2,768,050
Transportation	1,425,430
Parks & Rec	335,250
Fire/EMS	254,890
Police	209,470
Library	74,650
General Govt	39,490
Total	8,016,100

Use

This revenue is utilized to fund the City’s capital improvements related to growth such as expanding wastewater treatment plants, expanding or adding recreation facilities, 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. The revenue is deposited in each respective capital project fund. The water and sewer development fees are deposited in each enterprise capital fund to properly report revenue for proprietary funds.

Structure

All residential development fees are charged on a “per dwelling” unit basis. Non-residential fees are all based on the development’s square footage, except for water and sewer development fees which are charged based on meter size which is the best measure of the potential demand the development will place on the water and sewer systems respectively.

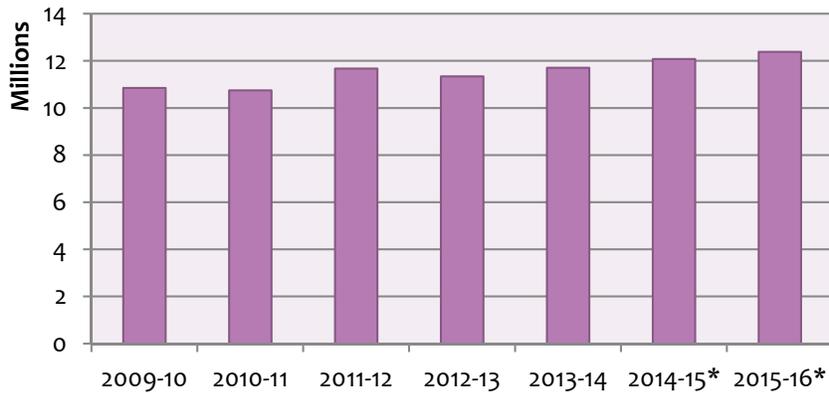
Assumptions

Projections are based on the new fees and 225 homes for FY 2016. It is also notable that 8.3 million square feet of non-residential development is projected over the next ten years. Due to the cyclical nature of construction, the City uses very conservative fee projections.

Budget Summary

Water Sales

The City of Avondale provides a potable water system to the residences, commercial units and other facilities within City boundaries. Customers are billed monthly for the prior month's usage. The current fees have been effective since January 2009.



FY	Annual Revenue	+/-
09-10	10,851,807	-0.2%
10-11	10,750,119	-0.9%
11-12	11,673,346	8.6%
12-13	11,343,391	-2.8%
13-14	11,709,614	3.2%
14-15*	12,077,803	3.1%
15-16*	12,383,470	2.5%

*Projected

Use

The revenue generated is considered a recurring source which can be used to cover the ongoing costs of operations, administration, maintenance, debt and replacement of the water treatment and delivery system. All revenue is deposited in the Water Utility Enterprise Fund.

Structure

The City has a fee structure which recovers fixed overhead costs through a per bill administrative fee, a maintenance and meter service fee based on meter size and a volume charge per 1,000 gallons of consumption. The City has also a water conservation focused rate block structure. The higher the usage, the higher the rate per 1,000 gallons.

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

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

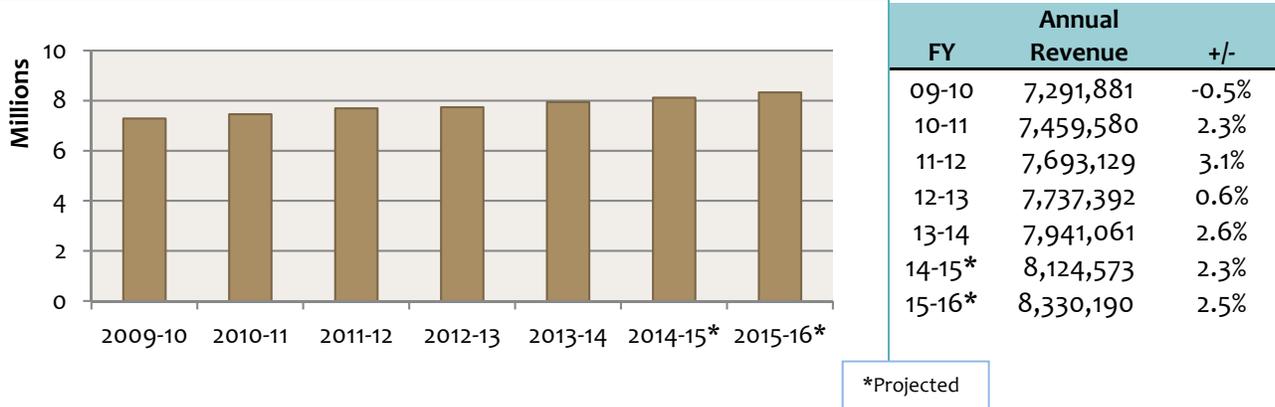
Assumptions

Water consumption over the last year has increased by approximately 8% and service connections increased by 1%. A similar growth pattern is expected for FY 2015-16, and an increase of 2.5% in water sales revenue is projected.

Budget Summary

Sewer Fees

The City charges a fee to each sewage system user having any sewer connection or otherwise discharging sewage, industrial waste, or other liquids, into the City's sewage system. The current fees have been effective since January 2009.



Use

The revenue generated is considered a recurring source which can be used to cover the ongoing costs of operations, administration, maintenance, debt and replacement of the wastewater treatment and reclamation system. Sewer fees are deposited in the Wastewater Utility Enterprise Fund.

Structure

The City has a fee structure which recovers fixed overhead costs through a per bill administrative fee. Volume charges are based on strength and flow characteristics by customer class and charged per 1,000 gallons of the customer's water usage. A return factor is applied on the volume to account for water which is not returned through the sewer system, such as water used for irrigation purposes.

Per bill admin. charge		\$6.25			
Customer Class	Volume charge per 1,000 gal	Return Factor	Customer Class	Volume charge per 1,000 gal	Return Factor
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 for residential customers are calculated using average water usage for December, January and February, adjusted by listed return factor.

Assumptions

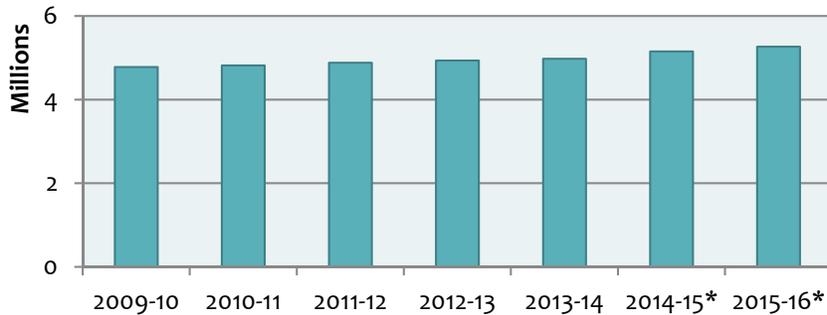
During FY 2014-15 billed sewer volumes increased 4.5% and winter average residential water consumption, upon which the FY 2015-16 revenue collections will be based, increased moderately therefore a minimal increase of 2.5% is estimated for this revenue source. Based on the projected need to issue bonds for sewer related projects, these rates will be analyzed for potential increase which may affect the total collections.

Budget Summary

Residential Refuse Fees

Curbside refuse and recyclables collection service is provided for Avondale residents weekly. Residential uncontained trash is collected monthly. The City charges a monthly fee for these collection services. The current fees have been in effect since January of 2009.

The City does not provide commercial sanitation services, although private haulers of commercial refuse are permitted by the City and collection must comply with Maricopa County Health department standards.



FY	Annual Revenue	+/-
09-10	4,779,641	3.9%
10-11	4,819,033	0.8%
11-12	4,885,423	1.4%
12-13	4,936,598	1.0%
13-14	4,979,185	0.9%
14-15*	5,155,510	3.5%
15-16*	5,268,360	2.2%

*Projected

Use

The revenue generated from refuse fees is considered a recurring source which can be used to cover the ongoing costs of operations, administration, maintenance, and replacement of sanitation equipment. The fees are deposited in the Sanitation Enterprise fund.

Structure

There is a flat rate service charge for all single-family residential, residential duplex and residential triplex units. The current monthly fee by service type is as follows:

Refuse Container(s)	Pickups per Week	Recycling Container(s)	Fee
1	1	1	\$20.00
2	1	1	\$32.00
1	2	0	\$40.00

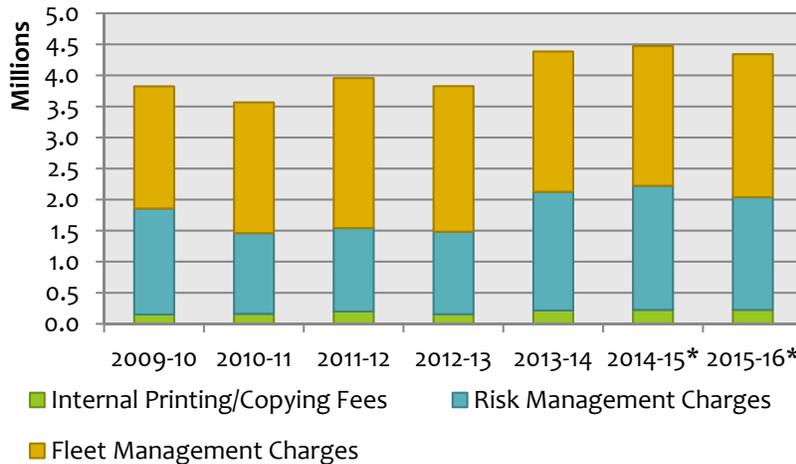
Assumptions

Collection trends for this source have been fairly consistent and a minimal increase of 2.2% is projected for the 2015-16 fiscal year.

Budget Summary

Internal Service Charges

The City of Avondale maintains three internal service funds to account for services provided city-wide for fleet management, risk management and printing/copying services. The charges for these services are budgeted as expenditures in each department and recorded as revenue in each respective internal service fund. The charges are evaluated annually and recalculated based on service utilization, or other factors such as claims history and building occupancy for risk and insurance charges.



FY	Annual Revenue	+/-
09-10	3,826,246	-5.8%
10-11	3,566,395	-6.8%
11-12	3,959,594	11.0%
12-13	3,827,813	-3.3%
13-14	4,387,043	14.6%
14-15*	4,474,340	-2.0%
15-16*	4,342,740	-2.9%
Category	FY 15-16*	
Internal	225,200	
Print/Copy		
Risk Management	1,814,240	
Fleet Management	2,303,300	
Total	4,342,740	

Use

*Projected

The fleet charge revenue is utilized to fund the City's expenditures for maintenance, supplies and services related to maintaining the City's fleet of vehicles and equipment.

The risk management charge revenue is utilized to fund the City's expenditures for liability and property insurance, uninsured claims, reserves and risk management staff.

The printing/copier charge revenue is utilized to fund the City's expenditures for copier/printer maintenance contracts, supplies and replacement.

Structure

Risk charges are allocated annually and charged evenly over the 12 months of the fiscal year. All other internal charges are billed on an actual service usage basis.

	Fleet	Risk	Printer/Copier
Allocation	Hourly Labor	Liability by FTE Count & Claims %	Maintenance
Components	Parts plus Markup	Building by Occupancy %	Copy Supplies
	Fuel plus Markup	Vehicle by Value	Replacement Reserve
	Sublet plus Markup	Reserve Requirement	
Charge Basis	Work Order	Annual Allocation	Price per Page

Assumptions

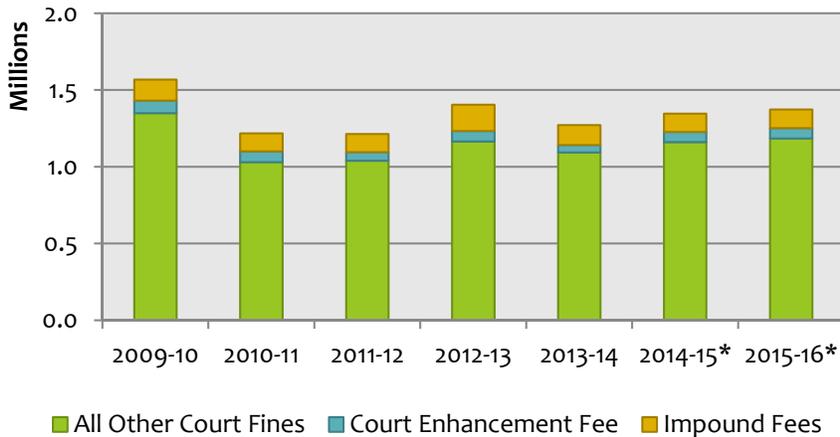
Projections are based on projected internal service fund expenditure and reserve requirements. Fleet revenue assumptions include projected fuel and parts prices. Risk revenue assumes an increase in reserve requirements for uninsured claims. Printer/Copier revenue assumes an increase in prices per page

Budget Summary

Fines, Forfeits and Penalties

Court Fines, Court Payments and Impound Fees

The City of Avondale imposes fines and fees for violations of City Code as well as fees for vehicles which have been impounded. The City Court collects fines and penalties and ensures compliance with mandates of the Arizona Supreme Court and the Maricopa County Superior Court. The Avondale Police department administers the 30-day Tow Program and collects impound fees from the vehicle owners upon release of the vehicle. Other fines are distributed as required by State Statute to be used for safety equipment for local law enforcement officers.



FY	Annual Revenue	+ / (-)
09-10	1,567,977	2.2%
10-11	1,218,147	-22.3%
11-12	1,213,962	-0.3%
12-13	1,404,625	15.7%
13-14	1,272,099	-9.4%
14-15*	1,346,427	5.8%
15-16*	1,373,350	2.0%

Use

Court fines and penalties are generally used to defray the cost of the City Court. The majority of the court fines are deposited in the General Fund, however fines collected for specific items such as court enhancements are deposited in a special revenue fund. The impound fees are deposited in the General Fund to offset the costs of administering the 30-day tow program. The safety equipment assessment is also deposited in the General Fund and used specifically for the purchase of safety equipment.

Structure

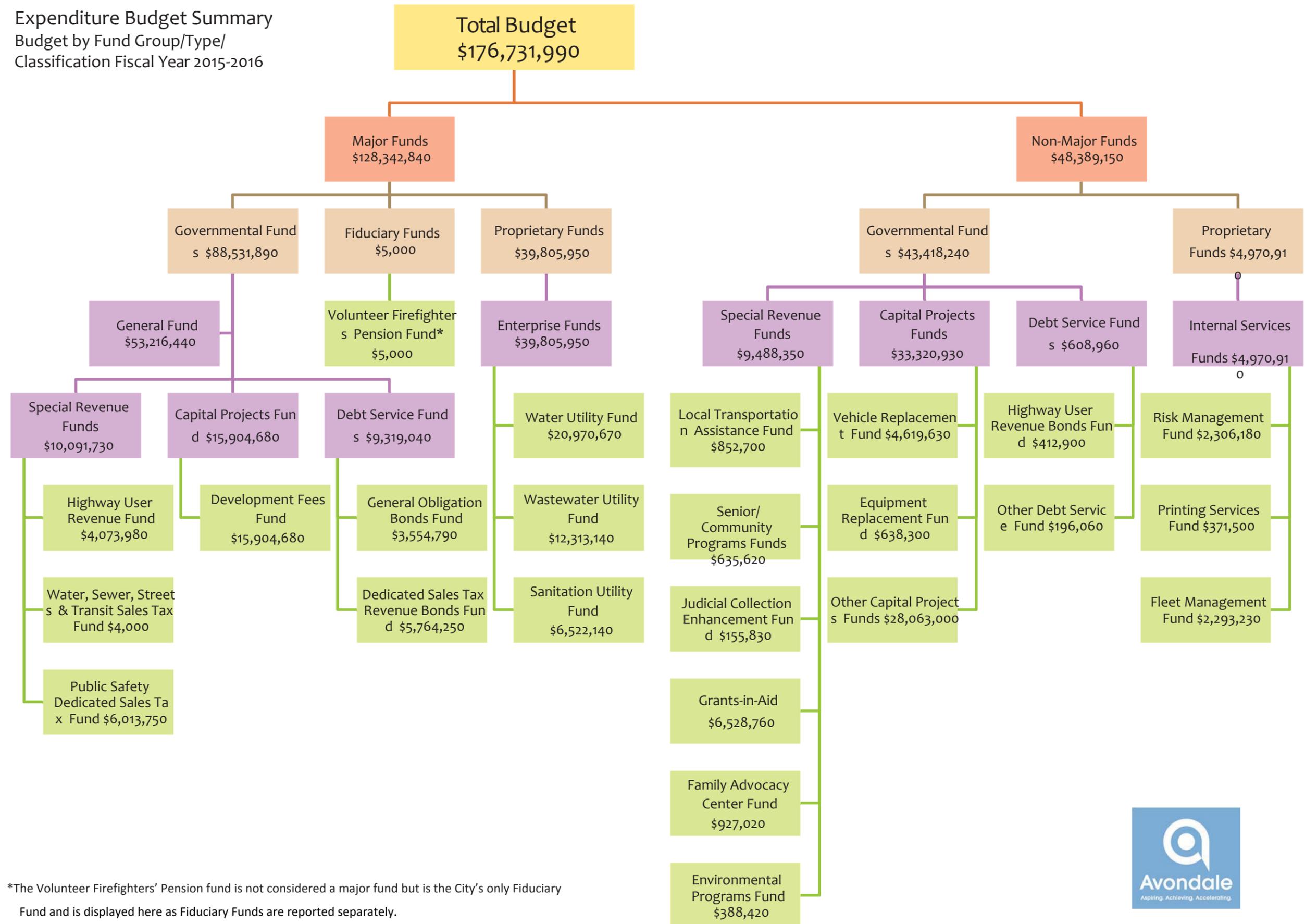
Court fines are intended to be punitive and set at a level sufficient to modify behavior. In addition to the City fine and penalty structure, the Court is obligated to collect various fees, surcharges and assessments mandated by the Arizona Supreme Court. The fines and penalties therefore vary widely. The fees over which the City has the most discretion include the following:

- Court Enhancement Fee - \$19 per case
- Vehicle impound Release Fee - \$150 per vehicle

Assumptions

The 2015-16 projections reflect a moderate decrease in case filings and a corresponding decrease in fines of 2%.

Expenditure Budget Summary
 Budget by Fund Group/Type/
 Classification Fiscal Year 2015-2016



*The Volunteer Firefighters' Pension fund is not considered a major fund but is the City's only Fiduciary Fund and is displayed here as Fiduciary Funds are reported separately.



Budget Summary

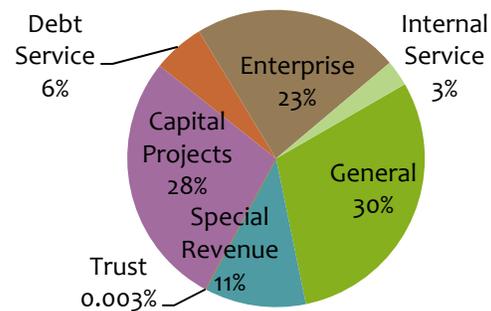
Expenditure Summary

Under the voter approved “Home Rule” expenditure limitation, the City has the ability to appropriate all revenue sources. The City of Avondale therefore prepares an annual budget and financial plan for all funds which means that all funds are appropriated. The City’s funds are accounted for in specific fund types that help classify the type of expenditure. For example, the primary operating fund for non-enterprise services is the General Fund which is a governmental fund. The following table shows the fund types as they are grouped for reporting purposes.

Governmental Funds	Proprietary Funds	Fiduciary
General Fund	Enterprise	Pension Trust
Special Revenue	Internal Service	
Capital		
Debt Service		

Budget by Fund Type

Total appropriations of \$176,731,990 by fund category are depicted on the right. The general fund appropriations comprise 30% of the total budget and capital funds make up 28%. Enterprise funds, including enterprise capital projects make up about 23%. Special revenue funds, including dedicated sales taxes and grant funds, total 11%. The debt service, internal service and trust funds make up the remainder at 8.4%. The appropriations for the City’s only Pension Trust fund total \$5,000.



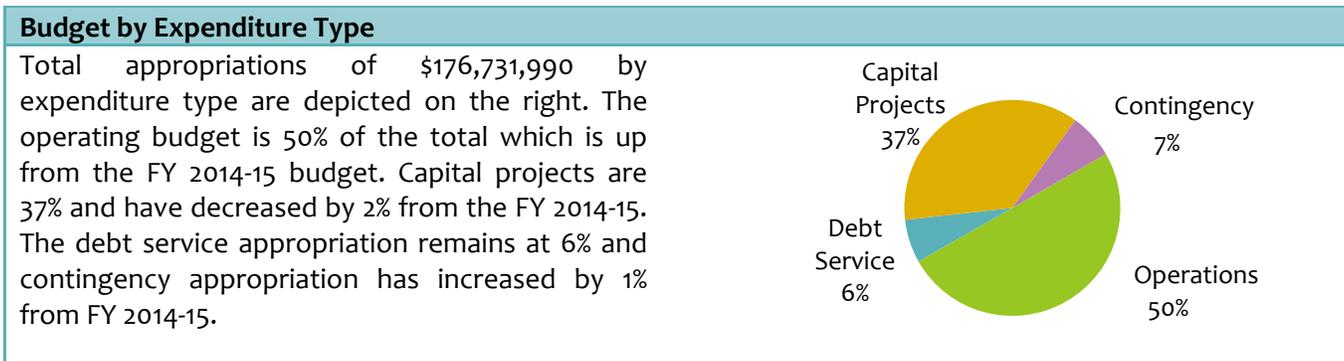
Funds are further classified as major or non-major based on the local focus or importance. Some of the funds are aggregated to simplify reporting, such as the minor grant funds and development fee funds. The City’s funds are grouped based on the following fund groups and types and are appropriated as shown on the financial chart on the previous pages.

Fund Group	Fund Type	Major	Non-Major
Governmental	General	General	
	Special Revenue	Highway User Revenue Water, Sewer, Streets & Transit Sales Tax Public Safety Sales Tax	Local Transportation Assistance *Senior Programs Judicial Collection Enhancement *Grants-in-Aid Family Advocacy Center Environmental Programs
	Capital	*Development Fees	Vehicle Replacement Equipment Replacement *Other Capital Projects
Proprietary	Debt Service	General Obligation Bonds Dedicated Sales Tax Bonds	Highway User Revenue Bonds *Other Debt Service Funds
	Enterprise	Water Utility Wastewater Utility Sanitation	Internal Service
Fiduciary	Pension Trust		Voluntary Firemens' Pension

*See the fund matrix on the following pages for a listing of all City funds.

Budget Summary

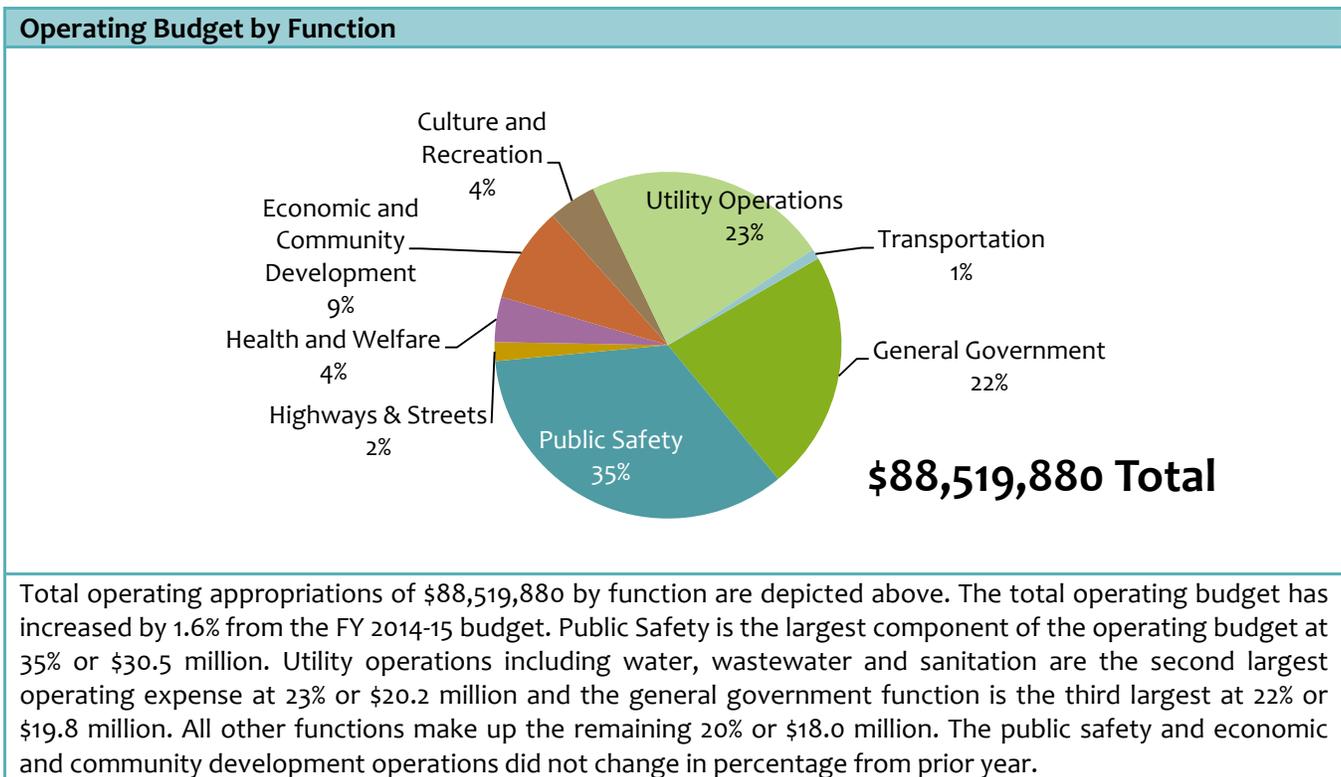
In addition to fund groupings and categories, expenditures are budgeted by expenditure type which helps separate the operations from capital, debt and contingency appropriations. This level of budgeting provides the mechanism to match expenditure budgets to revenue sources. Specifically recurring revenue sources to ongoing operations as identified in the preceding revenue section.



Operations usually make up the largest expenditure component of the budget, unless major projects are planned which increases the capital projects share of the budget. The operating budget is developed through a team approach with the individual departments reviewing their current base budgets and making supplemental requests for new funding to address Council goals, increased costs, or increases in service units/customers. The departments are an extension of functional units used for financial reporting. Departments are grouped by function as shown below:

Function	Department
General Government	City Council
	City Administration
	Community Relations
	Information Technology
	Finance & Budget
	Human Resources
	City Clerk
	City Court
	Public Works - Administration & Fleet
	Parks, Recreation & Libraries - Facilities
Public Safety	Police
	Fire
Highways & Streets	Public Works - Streets
	Development & Engineering Services - Traffic
Health & Welfare	Neighborhood & Family Services
Economic & Community Development	Development & Engineering Services
	Economic Development
Culture and Recreation	Park, Recreation & Libraries
Utility Operations	Public Works – Water, Wastewater & Sanitation
Transportation	Community Relations - Transit

Budget Summary



The operating budget is also classified by object of expenditure. This groups the expenditures into categories such as personal services, contractual services, commodities and capital outlay, lease and/or loan payments and other. The major expenditure category in the operating budget is personal services at 53%, which includes all salaries and benefits for city staff. Contractual services comprise 37% of the operating budget. The “Other” category includes indirect administrative charges and appropriations restricted for a specific use such as Council or management projects. The indirect administrative charges are recorded in the central service budgets as a credit to expenditures while the recipient departments will be charged for their share of the expenditures. A five-year comparison of all operating costs, both actual and projected, are presented in the following table.

Operating Expenditures & Budget by Object Category					
	FY 11-12	FY 12-13	FY 13-14	FY 14-15*	FY 15-16*
Personal Services	39,326,524	40,164,073	42,102,471	43,662,893	47,566,873
Contractual Services	24,388,592	27,235,688	26,589,386	24,248,728	33,190,826
Commodities	4,206,641	5,225,021	4,886,864	4,033,399	5,507,981
Capital Outlay	752,211	843,382	3,332,765	6,100	2,187,200
Other	2,936	1,750	-	184,536	67,000
Leases	366,712	389,524	46,227	-	-
Totals	69,043,616	73,859,888	76,957,713	72,135,656	88,519,880

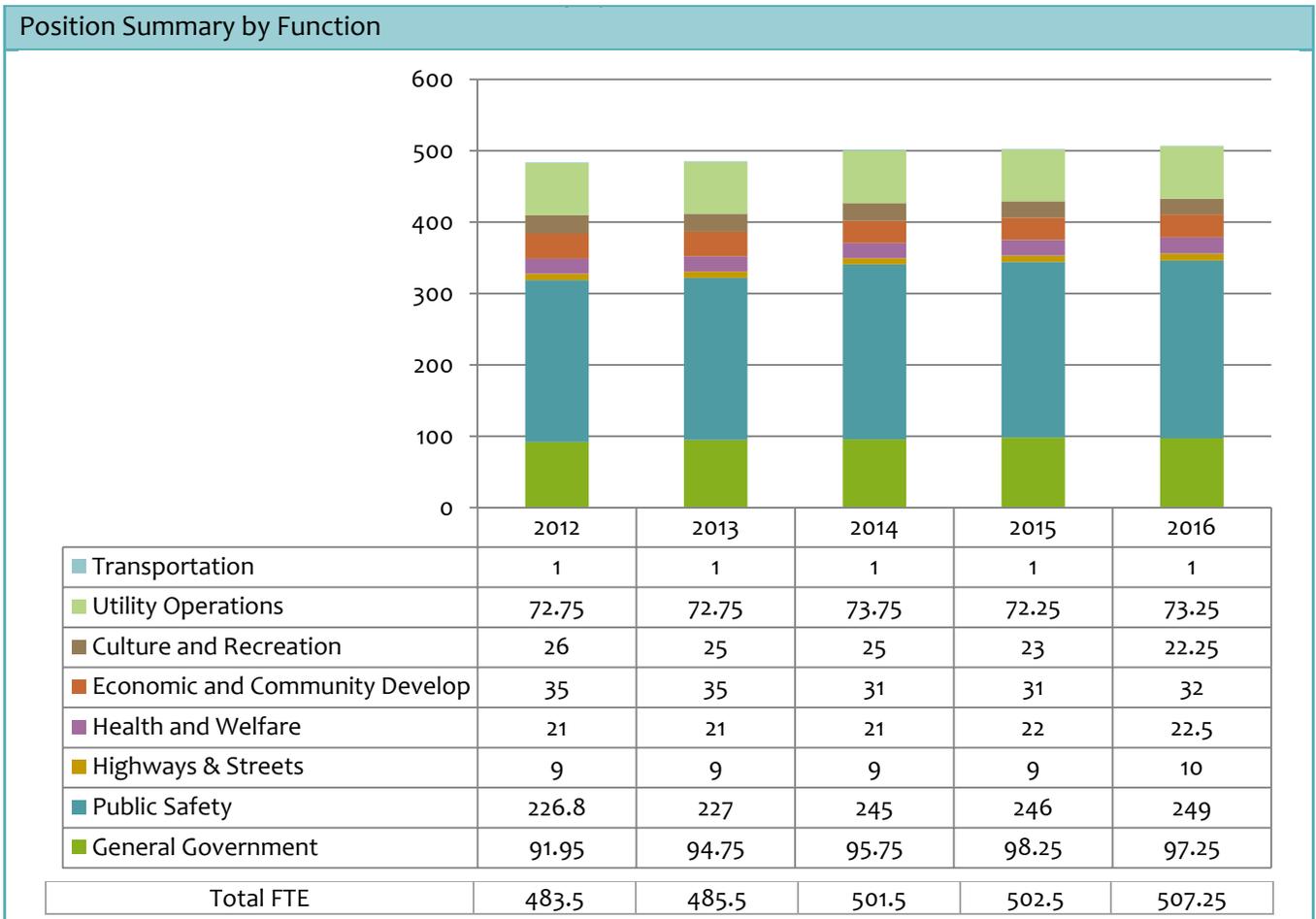
*Projected

The operating expenditure budget assumptions for the 2015-2016 fiscal year include: a salary adjustment of three percent; increases in pension costs, increases in medical premiums, supplemental requests totaling \$3,053,820, and carryover requests totaling \$3,573,880. A complete listing of supplemental and carryover requests is included in the schedules section of this document.

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 6.7 full-time equivalents (FTE) per 1,000 citizens, indicating that the city’s workforce is efficient. The FY 2015-16 budget includes four and a half (4.5) FTEs needed to maintain, improve and provide new service to City residents.

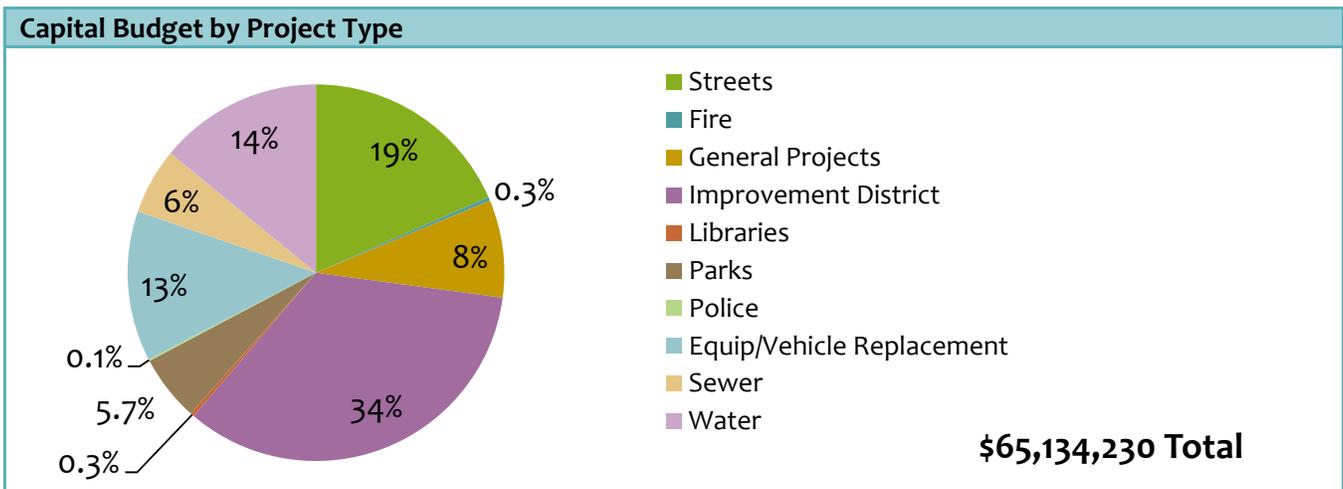


Public safety staffing makes up 49% of the City’s total full-time equivalents. The next largest groups of FTEs is general government at 19%, utility operations at 14%, economic and community develop at 6% with the remaining groups making up the remaining 12% of the total. A detailed listing of positions by fund, department and title is included in the schedules section of this document.

Budget Summary

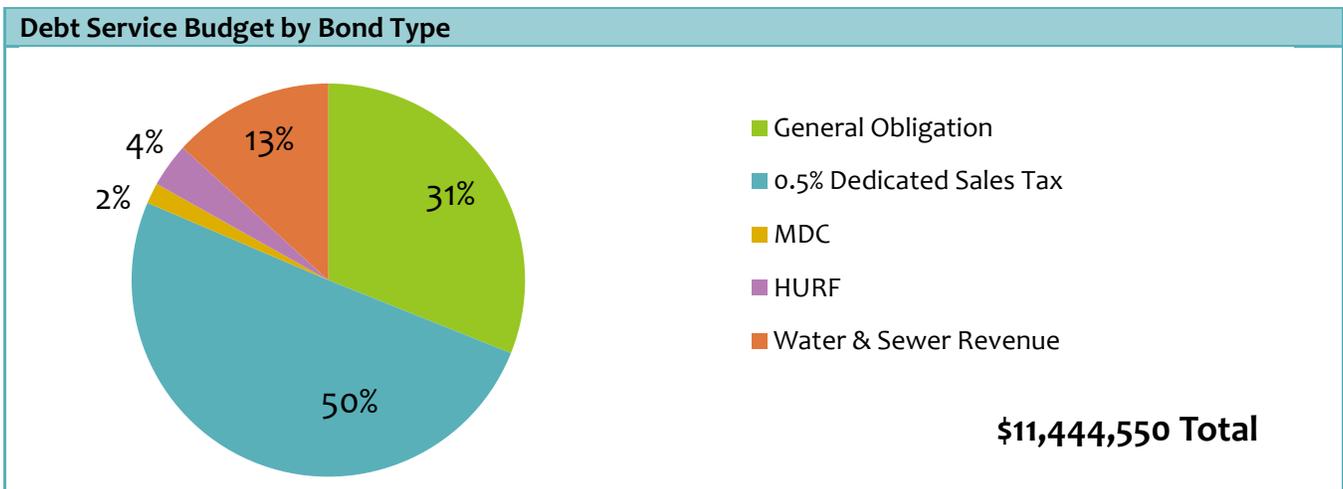
Capital Improvement Plan

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 2015-16 are \$64,831,280. This total includes the appropriations for Enterprise fund capital projects and equipment replacement. The capital funds also transfer monies to debt service funds if development fees have been pledged to repay debt. When adding the transfers out, the capital fund uses total \$65,134,230. The CIP for the 2015-2016 fiscal year has decreased by \$5.2 million. Detailed information on the financing of the plan and descriptions and costs for each capital project is included in the Capital Improvement Plan section.



Debt Service

The City’s debt service requirements have increased due to a net increase resulting from changes in principal and interest. Since the end of the recent economic downturn, property values and sales tax revenues have been increasing which will improve the City’s ability to issue debt. The debt service projections for this year assume no additional debt payments will be incurred this year although the capital improvement plan shows the need for bonds in the near future which will increase debt requirements in upcoming fiscal years.



Budget Summary

Fund Matrix

This schedule shows the City’s fund structure and identifies which funds are aggregated or “rolled-up” for reporting purposes.

Fund Group	Type	Fund Title	Funds Aggregated	No.	Major*
Governmental					
General					
		General Fund		101	*
Special Revenue					
		Highway User Revenue Fund		201	*
		Senior Programs			
		Senior Nutrition		202	
		Community Action Program		203	
		Local Transportation Assistance Fund		215	
		Judicial Collection Enhancement Fund		227	
		Grants-in-Aid			
		Home Grant		205	
		Other Grants		209	
		Cemetery Maintenance Fund		214	
		Voca Crime Victim Advocate		225	
		CDBG		240	
		Public Arts Fund		246	
		Family Advocacy Center		229	
		Dedicated Sales Tax		230	*
		Public Safety Dedicated Sales Tax		235	*
		Environmental Programs Fund		245	
Capital					
		Development Fees			*
		Street Construction		304	
		Police Development		308	
		Parkland		310	
		Library Development		311	
		General Government Development		318	
		Fire Dept. Development		319	
		Other Capital Improvements			
		Improvement Districts		320	
		City Center		333	
		Vehicle Replacement		601	
		Equipment Replacement Fund		603	

Budget Summary

Fund Group	Type	Fund Title	Funds Aggregated	No.	Major*
Governmental					
<i>Debt Service</i>					
		General Obligation Bonds		401	*
		Dedicated Sales Tax Bonds		430	*
		Other Debt Service			
		Hwy User's Bonds '85/91/98		408	
		Park Issue		410	
		Dysart Road M.D.C.		417	
Proprietary					
<i>Enterprise</i>					
		Water Utility			*
		Water Operations		501	
		Water Development		514	
		Water Equipment Replacement		530	
		Wastewater Utility			*
		Wastewater Operations		503	
		Wastewater Development		513	
		Wastewater Equipment Replacement		531	
		Sanitation			*
		Sanitation		520	
		Sanitation Development		524	
		Sanitation Equipment Replacement		532	
<i>Internal Service</i>					
		Printer - Copier Service Fund		604	
		Risk Management Fund		605	
		Fleet Services Fund		606	
Fiduciary					
<i>Pension Trust</i>					
		Volunteer Fireman's Pension		701	

Budget Summary

Projection of Financial Condition by Fund Type

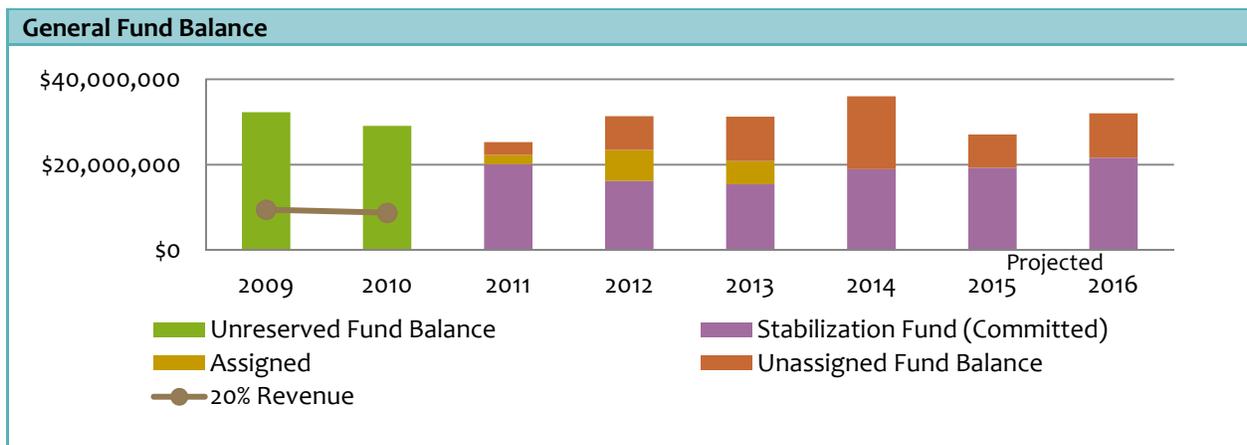
Fund Type	Fund Balance/ Net Position June 30, 2015	Revenue	Transfers In	Expenditure	Transfers Out	Stabilization Fund	Fund Balance/ Net Position June 30, 2016
General Fund	36,902,230	56,261,530	0	53,216,440	7,928,010	21,638,960	10,380,350
Special Revenue	16,903,664	27,560,160	1,193,320	19,580,080	7,444,040	0	18,633,024
Capital Projects	16,333,167	33,160,850	7,740,890	48,845,610	302,950	0	7,957,398
Debt Service	5,204,267	3,615,610	6,602,950	9,928,000	0	0	5,467,817
Enterprise	50,741,519	45,762,750	3,949,550	40,185,950	3,799,550	0	56,244,410
Internal Service	3,061,465	4,230,570	0	4,970,910	12,160	0	2,308,965
Trust & Agency	236,676	130	0	5,000	0	0	231,806
Total All Funds	129,382,987	170,591,600	19,486,710	176,731,990	19,486,710	21,638,960	101,223,769

This section is an assessment of the City’s financial condition which includes an analysis of revenues and expenditures to ensure the City’s balanced budget requirements are met for funds that include an operating component. In addition, a long range forecast is prepared for each fund which is classified as a major fund to either confirm sustainability or identify potential funding issues.

General Fund

The general fund accounts for all financial resources except those required to be accounted for in other funds. As the City’s primary operating fund, the general fund tends to be the focus of the budgetary discussions along with the other funds we have identified as major funds.

At the end of the 2016 fiscal year, the balance in the general fund is estimated to total \$32.0 million. Of this total, \$21.6 million is committed to the stabilization fund. This leaves \$10.4 million in unassigned fund balance. This is in accordance with the City’s policy of retaining at least 35% of General Fund prior year expenditures and transfers within the City’s stabilization Fund. The prior goal was to maintain 20% of revenues in fund balance. The increase in fund balance can be attributed in part to a reduction in transfers out for capital projects.



In keeping with the balanced budget requirements, staff makes every effort to identify revenue sources that are relatively stable to match with the base operating budget. The following table lists

Budget Summary

the departments supported by the general fund and identifies the function in which each department is reported in the budget analysis.

Departments by Function Supported by the General Fund	
General Government	Public Safety
City Council	Police
City Administration	Fire
Community Relations	Health & Welfare
Information Technology	Neighborhood & Family Services
Finance & Budget	Economic & Community Development
Human Resources	Development Services and Engineering
City Clerk	Economic Development
City Court	Culture & Recreation
Public Works	Parks, Recreation & Libraries

General Fund Budget Analysis FY 2015-16

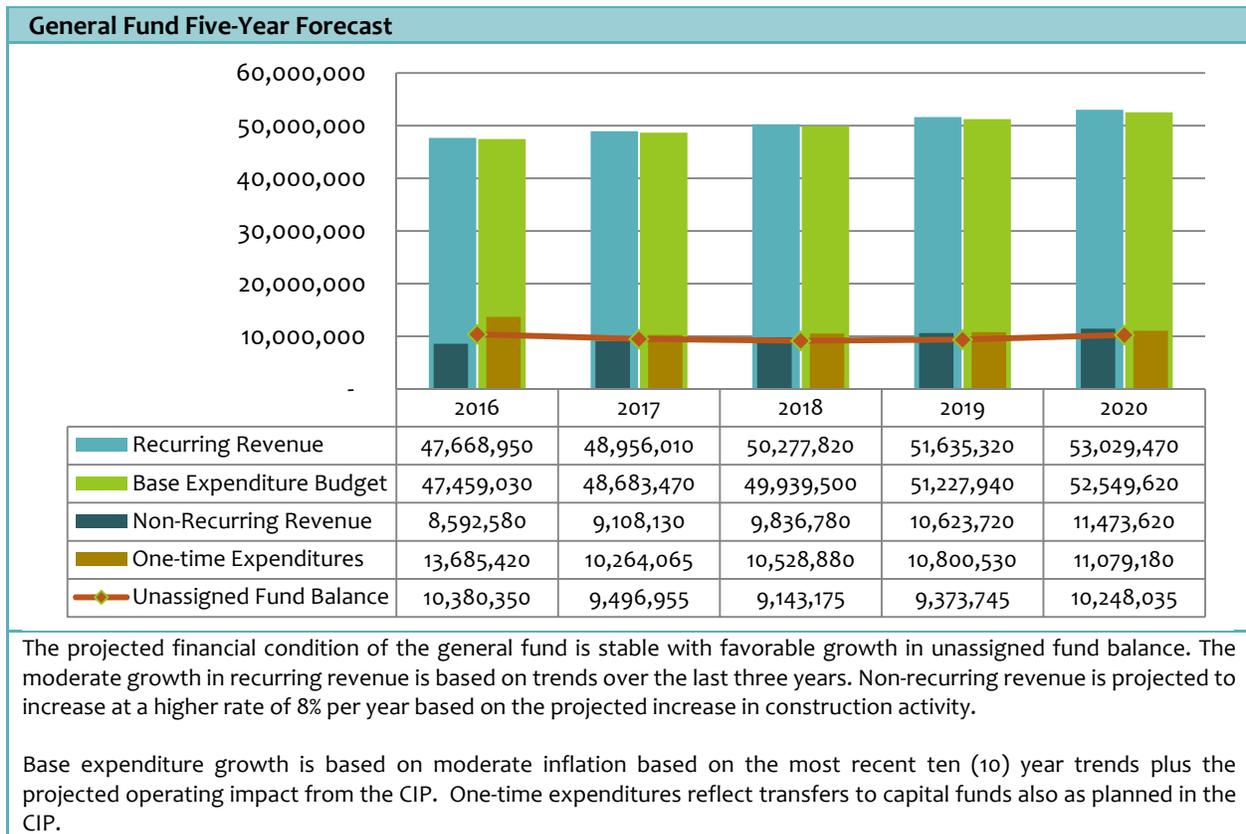
Revenue	Recurring Revenue			OneTime Sources			Total Revenue
Taxes	28,198,870			4,354,670			32,553,540
Intergovernmental Revenues	16,787,340			2,383,980			19,171,320
Licenses and Permits	447,600			488,500			936,100
Charges for Services	551,310			678,960			1,230,270
Fines, Forfeitures and Penalties	1,246,590			67,280			1,313,870
Investment Income	62,240			186,730			248,970
Miscellaneous Revenue	375,000			432,460			807,460
Total Revenue	47,668,950			8,592,580			56,261,530
Expenditures	FY 2015 Base	Additions	Adjusted	Supplementals	All Other*	Total	Expenditures
General Government	11,759,980	215,360	11,975,340	195,000	2,606,500	2,801,500	14,776,840
Public Safety	22,606,840	1,016,600	23,623,440	69,500	79,080	148,580	23,772,020
Health and Welfare	1,597,580	(50,590)	1,546,990	104,730	30,000	134,730	1,681,720
Economic & Community Dev.	3,536,000	155,710	3,691,710	728,400	854,370	1,582,770	5,274,480
Culture and Recreation	3,384,810	6,690	3,391,500	152,000	429,000	581,000	3,972,500
Debt Principal	-	-	-	-	-	-	-
Debt Interest	-	-	-	-	-	-	-
Capital Outlay	-	-	-	94,600	553,000	647,600	647,600
Contingency	-	-	-	-	3,091,280	3,091,280	3,091,280
Sub-Total	42,885,210	1,343,770	44,228,980	1,344,230	7,643,230	8,987,460	53,216,440
Net Transfers	2,682,310	547,740	3,230,050	-	4,697,960	4,697,960	7,928,010
Grand Total Uses	45,567,520	1,891,510	47,459,030	1,344,230	12,341,190	13,685,420	61,144,450
Net Change in Fund Balance	-	-	209,920	-	-	(5,092,840)	(4,882,920)

*Includes carryovers, contingency, one-time credits and programs.

As shown in the table, recurring revenues are sufficient in the general fund to meet ongoing obligations. As stated in the financial policies section, the City makes every effort to match recurring revenues with ongoing expenditures (Base Budget). The practice of not obligating all recurring revenues will ensure future years' revenue can sustain minor increases in expenditures. The one-

Budget Summary

time uses which are not funded by non-recurring revenues are funded by use of the unassigned general fund balance.



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. This includes Highway User Revenues, grant funds, dedicated sales taxes, local transportation and environmental program funds.

In total, special revenue fund balances are projected to increase to \$18.6 million from \$16.3 million by June 30, 2016. The increase is mostly due to an increase in the Public Safety Dedicated Sales Tax. The major Special Revenue Funds are the Highway User Revenue Fund (HURF), 0.5% Dedicated Sales Tax, and the Public Safety Dedicated Sales Tax. Revenues in the major special revenue funds are projected to cover ongoing costs.

Departments by Function Supported by Special Revenue Funds	
General Government	Health & Welfare
Community Relations - Transit Operations	Neighborhood & Family Services
City Court	Economic & Community Development
Public Safety	Development Services and Engineering
Police	Culture & Recreation
Fire	Parks, Recreation & Libraries
Streets & Highways	
Public Works-Street Maintenance	

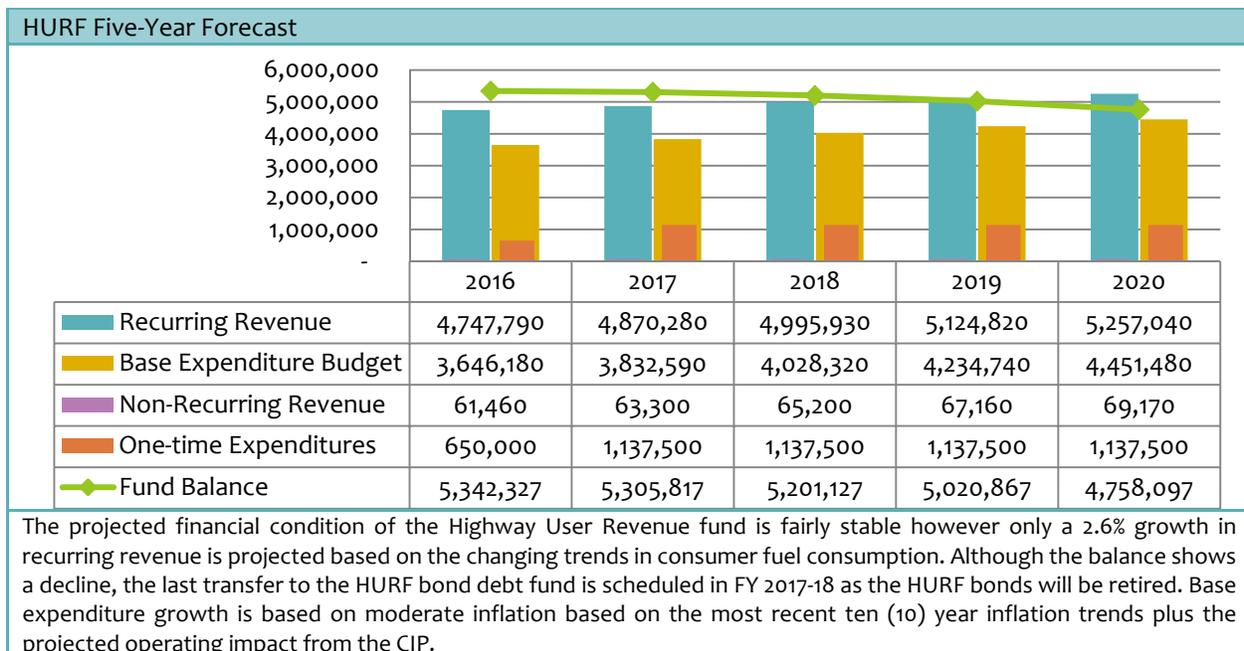
Budget Summary

Special Revenue Funds Budget Analysis FY 2015-16

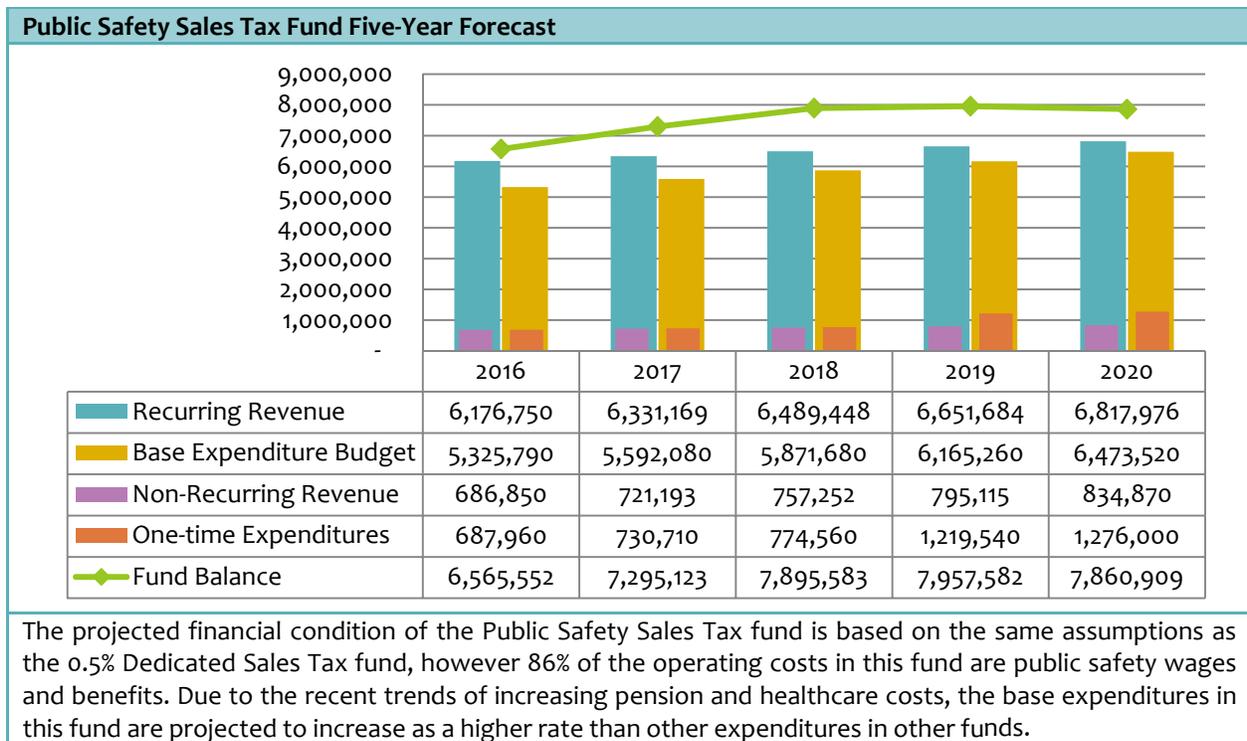
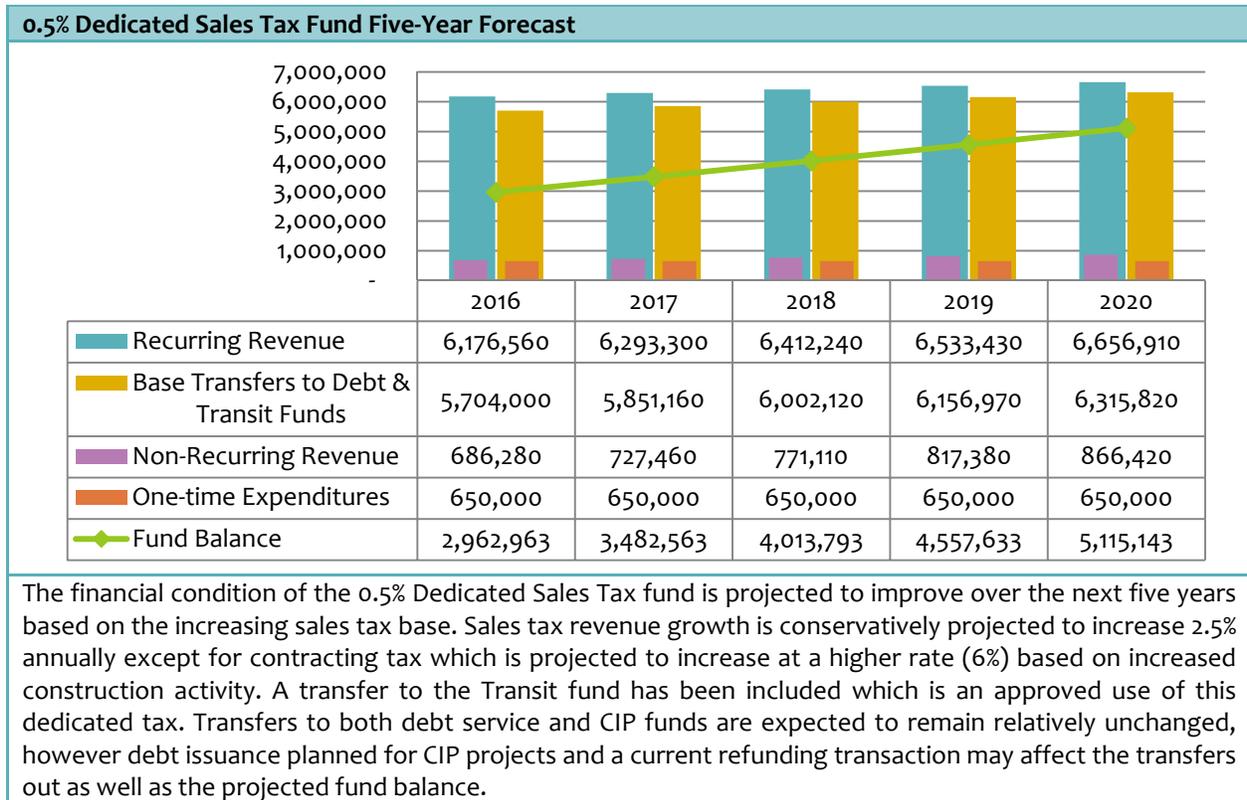
Revenue	Recurring Revenue			Non-Recurring Revenue			Revenue Totals
Taxes	12,353,120			1,372,560			13,725,680
Intergovernmental	4,971,620			2,614,080			7,585,700
Charges for Service	241,530			26,840			268,370
Development Fees	0			54,840			54,840
Fines, Forfeits & Penalties	110,280			0			110,280
Investment Income	1,210			3,710			4,920
Miscellaneous Revenue	0			5,810,370			5,810,370
Total Revenue	17,677,760			9,882,400			27,560,160
Expenditures	FY 2015 Base	Additions	FY 2016 Base	Supplemental	All Other*	One-Time Total	Expenditure Totals
General Government	365,060	24,420	389,480	59,310	48,520	107,830	497,310
Public Safety	5,812,450	170,640	5,983,090	64,300	45,000	109,300	6,092,390
Highways & Streets	1,458,990	23,060	1,482,050	0	0	0	1,482,050
Health and Welfare	573,840	511,070	1,084,910	0	831,660	831,660	1,916,570
Economic & Community Dev.	2,299,350	20,610	2,319,960	40,000	138,500	178,500	2,498,460
Transportation	1,535,910	-683,210	852,700	0	0	0	852,700
Capital Outlay	17,250	0	17,250	263,000	165,350	428,350	445,600
Contingency	0	0	-	-	5,795,000	5,795,000	5,795,000
Total Expenditures	12,062,850	66,590	12,129,440	426,610	7,024,030	7,450,640	19,580,080
Transfers In	(640,510)	(520,610)	(1,161,120)	0	(32,200)	(32,200)	(1,193,320)
Transfers Out	6,836,750	726,590	7,563,340	0	(119,300)	(119,300)	7,444,040
Net Transfers	6,196,240	205,980	6,402,220	0	(151,500)	(151,500)	6,250,720
Projected Change in Net Position FY 2016	(853,900)			2,583,260			1,729,360

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

Grant programs are included in the one-time budget as the City considers most grant revenues to be non-recurring; the exception being certain grants that have been awarded consistently for five years or more. The forecast for the special revenue funds classified as major funds indicate stability as shown in the following charts.



Budget Summary



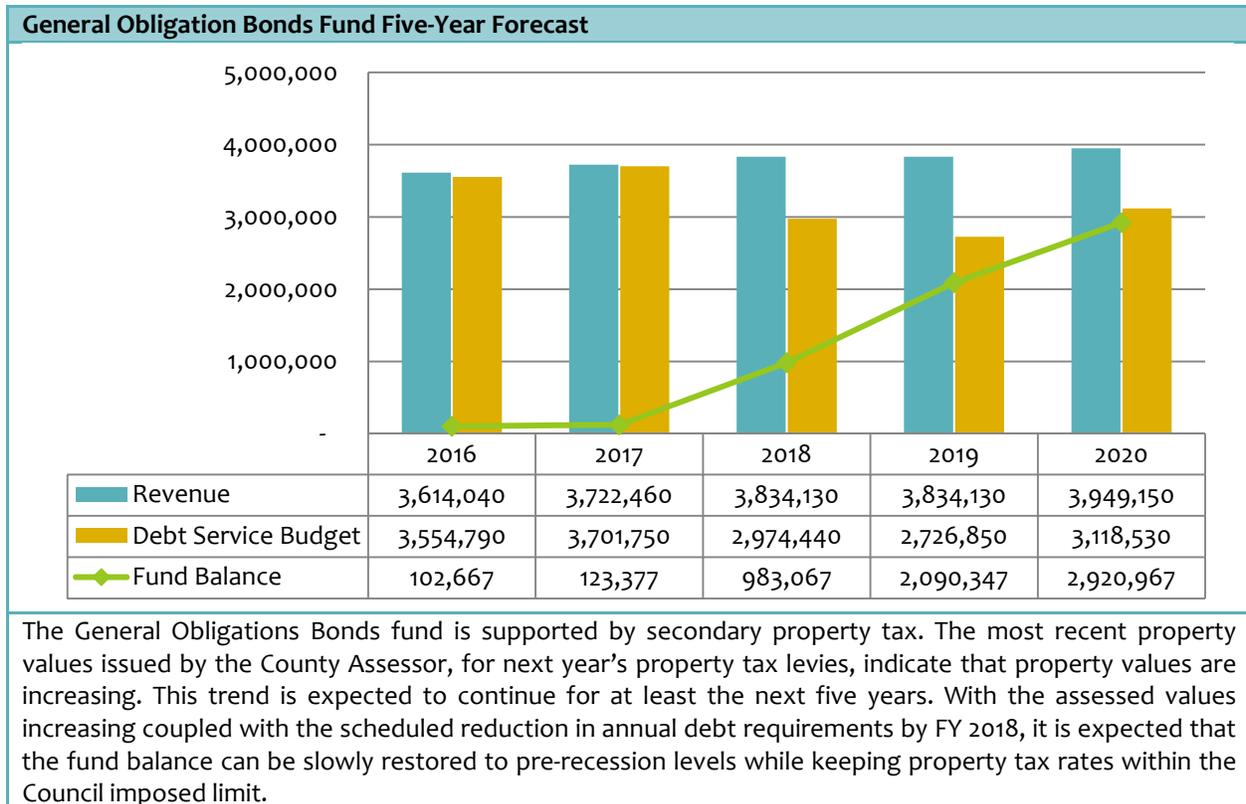
Budget Summary

Capital Projects Funds

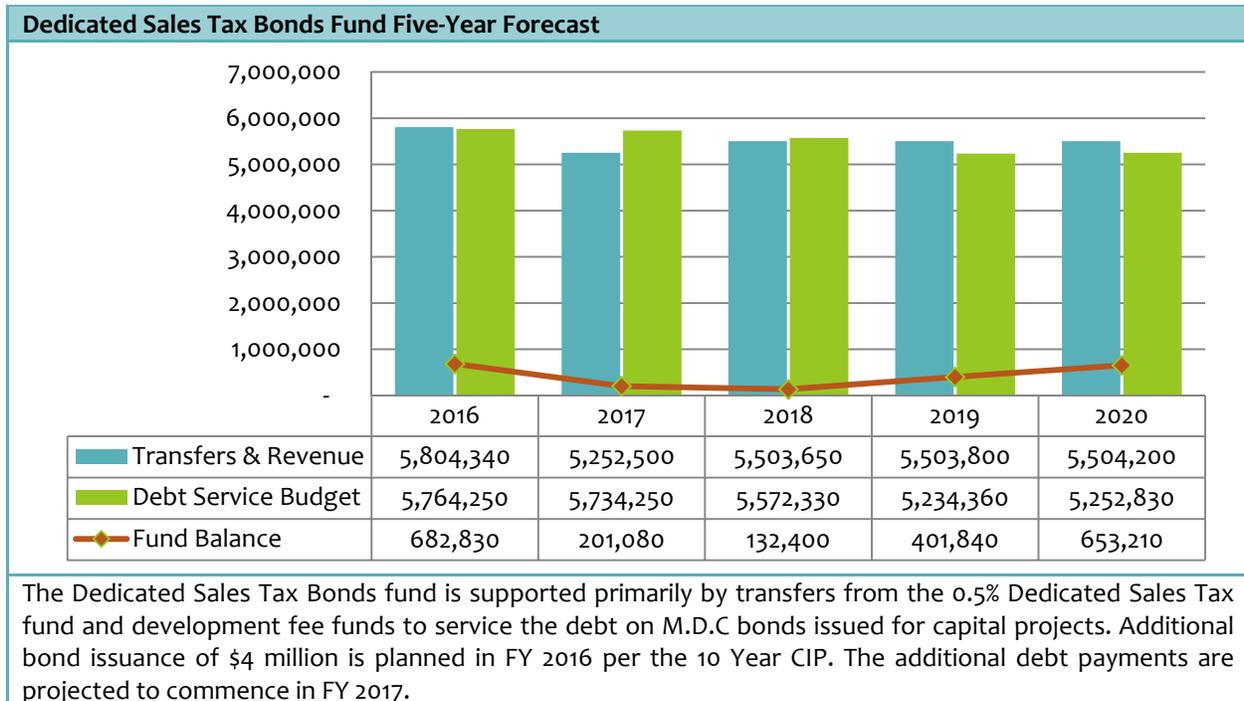
The capital projects funds account for resources to be used for the acquisition or construction of capital facilities, equipment and infrastructure other than those financed by the enterprise funds. The ending fund balance for this fund group in FY 2015-16 is projected to decrease to \$16.3 million from \$ 8.0 million due to the spending of accumulated impact fees, operating transfers and bond proceeds. The street construction fund is expected to drop due to the planned completion of several roadway projects. 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 fund balance estimate for the debt service funds is projected to increase slightly from \$5.2 million to \$5.5 million by June 30, 2016. Funding for debt service comes primarily from taxes and transfers from other funds. 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. Major funds in this group include the General Obligation Bonds and the Dedicated Sales Tax Bonds funds. The forecast for these funds is shown in the following charts.



Budget Summary



Enterprise Funds

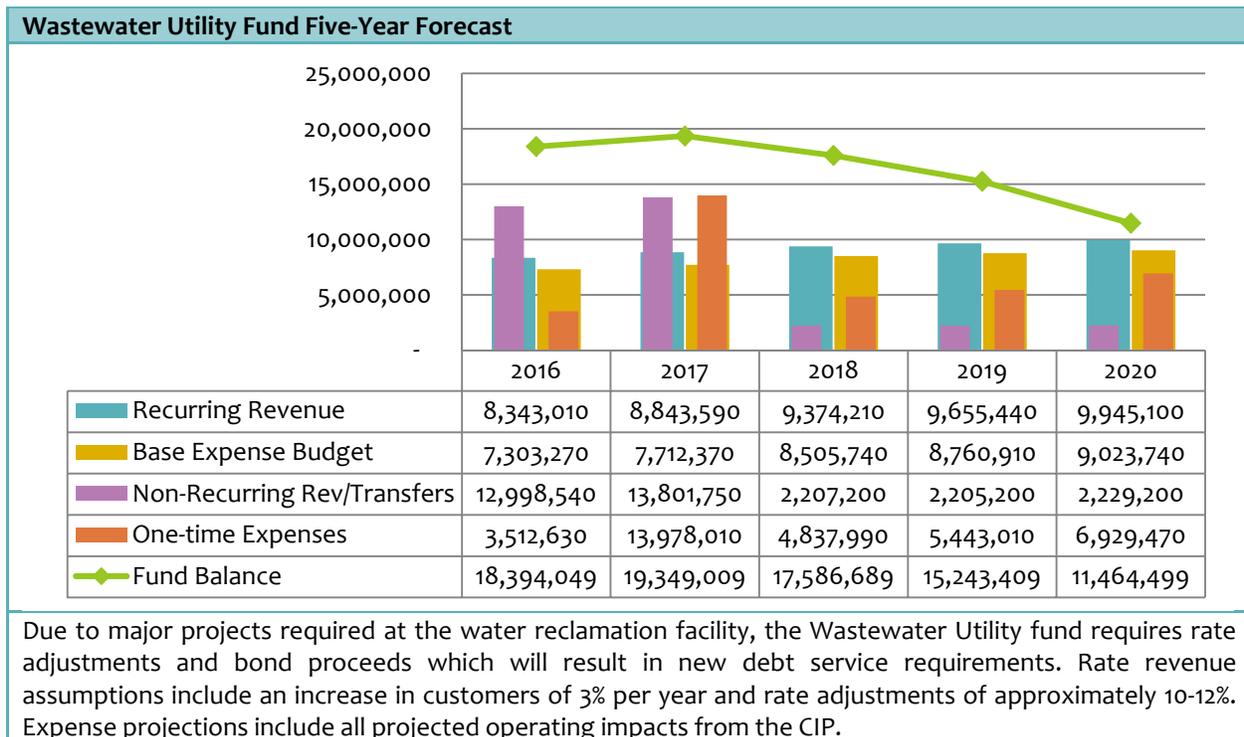
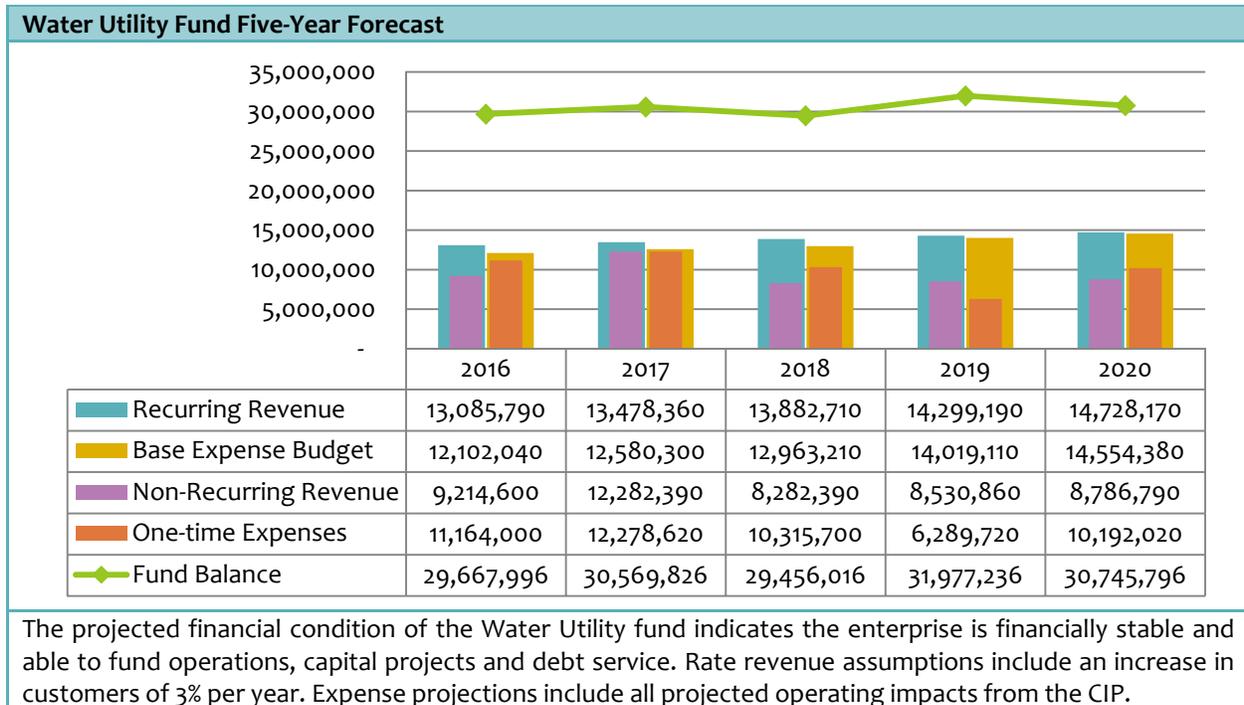
The enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the City Council is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The enterprise funds are projected to increase in fund balance from \$50.7 million to \$56.2 million by June 30, 2016. This increase is due to a sewer revenue bond issuance of \$9 million. These projects are detailed in the capital improvement section of this document. The Public Works Department’s water, wastewater and sanitation utilities are supported by Enterprise Funds all of which are considered major funds.

Enterprise Funds Budget Analysis FY 2015-16

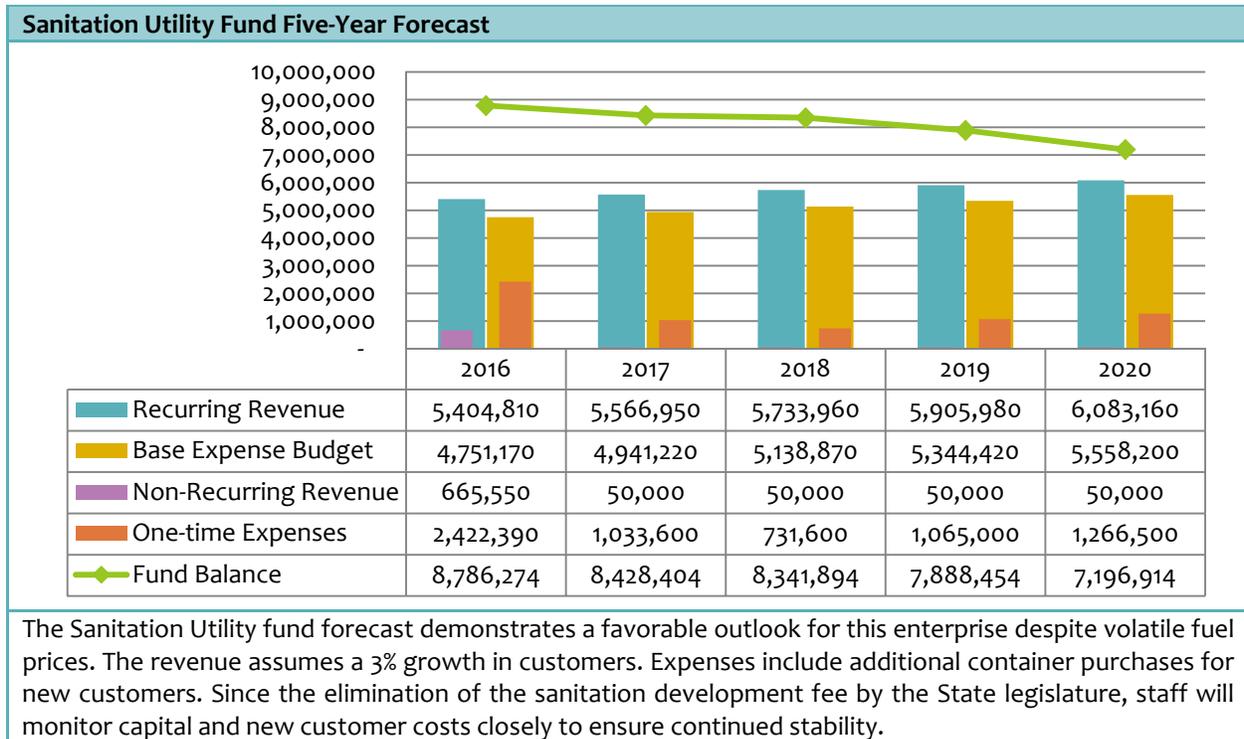
Revenue	Recurring Revenue			Non-Recurring Sources			Totals
Charges for Services	26,801,040			34,990			26,836,030
Development Fees	0			5,676,920			5,676,920
Fines & Penalties	1,390			1,390			2,780
Investment Income	31,180			109,150			140,330
Other Financing Sources	0			13,000,000			13,000,000
Miscellaneous	0			106,690			106,690
Total Revenue	26,833,610			18,929,140			45,762,750
Expenditures	FY 2015 Base	Additions	FY 2015 Base	Supple- mentals	All Other*	Total One-Time	
Cost of sales & services	18,878,820	397,010	19,275,830	0	154,750	154,750	19,430,580
Contingency	0	0	0	0	2,500,000	2,500,000	2,500,000
Capital Outlay	530,000	0	530,000	176,000	13,337,820	13,513,820	14,043,820
Debt Principal	510,850	462,320	973,170	0	0	0	973,170
Interest on Debt	164,710	343,670	508,380	0	0	0	508,380
Total Expenditures	20,084,380	1,203,000	21,287,380	176,000	15,992,570	16,168,570	37,455,950
Net Transfers	3,833,660	(964,560)	2,869,100	0	(3,019,100)	(3,019,100)	(150,000)
Projected Change in Net Position FY 2016	2,677,130			5,779,670			8,456,800

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

Budget Summary



Budget Summary



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 intent of these funds is to “break even” and therefore costs are matched annually with the internal charges. The internal service funds’ net position is projected to remain relatively unchanged with only a small decrease in fund balance due to a projected increase in risk management claims. Departments supported by Internal Service Funds include City Administration – Risk Management Division, Public Works – Fleet Services Division and the printer/copier service which is assigned to the Non-Departmental Division.

Conclusion

The overall analysis of the City’s financial condition indicates that the local economy has improved greatly and with prudent fiscal management, the City can continue to provide the services, programs and infrastructure the community both needs and expects. All of the major funds have been structurally balanced and the forecast indicates the current levels of service and capital programs can be sustained. While the budget incorporates the legislative changes in Sales Tax collections, all forecasts assume no legislative actions will be taken to alter the City’s revenue sources. In addition, no economic contractions are assumed during this five year period.

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City Council

Goals and Guidance

Policy

Community Involvement

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.

City Council

Budget Summary						
	FY 12-13 Actuals	FY 13-14 Actuals	FY 14-15 Budget	FY 14-15 Estimates	FY 15-16 Budget	Pct. +/-
Expenditures by Category						
Personal Services	141,569	145,879	199,170	140,046	211,940	6.4%
Contractual Services	60,516	29,392	89,000	39,928	83,550	-6.1%
Commodities	311	1,285	650	33	650	0.0%
Other	-	-	3,000	-	3,000	0.0%
Transfers Out	6,370	7,490	5,880	5,880	7,700	31.0%
Total by Category	208,766	184,046	297,700	185,887	306,840	3.1%
Expenditures by Division						
City Council	27,618	15,243	30,670	17,621	32,540	6.1%
City Council - McDonald	27,564	26,760	35,720	28,400	35,360	-1.0%
City Council - Kilgore	-	4,248	33,260	10,785	40,440	21.6%
City Council - Vacant	-	-	34,490	-	-	-100.0%
City Council - Lopez-Rogers	34,214	27,281	-	-	-	0.0%
City Council - Nielson	-	-	-	8,862	32,880	0.0%
City Council - Karlin	29,699	21,532	28,490	24,823	39,670	39.2%
City Council - Sierra	-	-	-	5,852	32,880	0.0%
City Council - Iwanski	-	402	-	16,307	35,780	0.0%
City Council - Scott	31,224	33,691	43,170	18,255	-	-100.0%
City Council - Buster	14,681	10,696	-	-	-	0.0%
City Council - Weise	15,848	20,142	54,280	36,094	57,290	5.5%
City Council - Vierhout	27,918	24,051	37,620	18,888	-	-100.0%
Total by Division	208,766	184,046	297,700	185,887	306,840	3.1%
Expenditures by Fund						
General Fund	208,766	184,046	297,700	185,887	306,840	3.1%
Total by Fund	208,766	184,046	297,700	185,887	306,840	3.1%

City Administration

Executive Office

City Attorney

Department Description

The City Manager's Office is responsible for carrying out the policy goals set by the City Council, directing the day-to-day operations, as well as serving as the focal point for the executive leadership and direction of the organization. The City Manager holds quarterly meetings for all city employees to attend, ensuring that the most important and up-to-date information is passed along, highlighting employee accomplishments, updates to the budget, and special events. Weekly written updates are provided to the Council on customer service issues, intergovernmental relations, and other issues or events affecting the City.

The City Manager's Office supports diversity and education throughout the City by contributing to special events held locally for Avondale residents and businesses.

The City Manager's Office oversees the Marvin Andrews Fellowship Internship Program, which sponsors an undergraduate student that can contribute to the vital workings of our organization. The alliance is a partnership with the Arizona City/County Management Association (ACMA) and Arizona State University which is committed to transforming local government by accelerating the development and dissemination of innovations.

Council Goal:

FY 2015-16 Objectives:

- Communicate the vision and direction of City Council and facilitate the achievement of Council goals for the community.
- Foster teamwork by convening regular meetings with the employees to communicate priorities and disseminate information important to the operations.
- Manage the implementation of cross-department initiatives and efforts which require close coordination.
- Continue to assess succession plans and developing employees for future opportunities for advancement within the organization.
- Sponsor the Annual United Way Drive and surpass previous year's fundraising efforts.
- Work with Human Resources Department to evaluate the effect of the Affordable Care Act on the operations of the Arizona Metropolitan Trust.

City Administration

Budget Summary						
	FY 12-13 Actuals	FY 13-14 Actuals	FY 14-15 Budget	FY 14-15 Estimates	FY 15-16 Budget	Pct. +/-
Expenditures by Category						
Personal Services	1,168,815	1,126,664	894,910	735,074	746,850	-16.5%
Contractual Services	2,262,392	2,100,606	844,760	822,770	862,470	2.1%
Commodities	27,287	16,435	40,090	1,504	4,060	-89.9%
Capital Outlay	164,073	(30,079)	39,000	-	-	-100.0%
Other	(96,810)	(119,590)	(137,330)	(141,330)	(137,330)	0.0%
Transfers Out	7,630	8,860	4,460	4,460	4,180	-6.3%
Total by Category	3,533,387	3,102,896	1,685,890	1,422,478	1,480,230	-12.2%
Expenditures by Division						
City Administrative Office	917,559	884,353	814,180	760,140	838,280	3.0%
Grants Administration	170,401	160,316	-	-	-	0.0%
Emergency Management	-	8,030	247,040	37,668	-	-100.0%
City Attorney	506,993	462,704	624,670	624,670	641,950	2.8%
Risk Management Operations	239,101	280,249	-	-	-	0.0%
Premiums and Claims	1,513,969	1,297,996	-	-	-	0.0%
Public Arts Fund	39,324	7,635	-	-	-	0.0%
ARRA Grants	146,040	1,613	-	-	-	0.0%
Total by Division	3,533,387	3,102,896	1,685,890	1,422,478	1,480,230	-12.2%
Expenditures by Fund						
General Fund	1,595,253	1,558,153	1,685,890	1,422,478	1,480,230	-12.2%
Public Arts Fund	39,324	7,635	-	-	-	0.0%
ARRA Fund	146,040	1,613	-	-	-	0.0%
Risk Management Fund	1,752,770	1,535,495	-	-	-	0.0%
Total by Fund	3,533,387	3,102,896	1,685,890	1,422,478	1,480,230	-12.2%
Authorized Positions by Division						
City Administrative Office	5.00	4.00	4.00	4.00	4.00	0.0%
Grants Administration	2.00	2.00	-	-	-	0.0%
Emergency Management	-	1.00	1.00	1.00	-	-100.0%
Risk Management Operations	2.00	2.00	-	-	-	0.0%
Total Authorized FTE	9.00	9.00	5.00	5.00	4.00	-20.0%

Information Technology

Infrastructure & Communications

Customer Support

Business Systems

GIS

Department Description

The City of Avondale Information Technology Department (IT) provides technology solutions, services, and governance in support of City goals and the delivery of exceptional municipal services to our community.

City departments and IT partner to optimize performance, decision-making, and customer service through the use of advanced tools and services. IT staff administers the City's foundation of information and communications technologies that supports City employees in their daily work. This includes network and server infrastructure, business software applications, enterprise data, information systems security, and specialized field technologies key to City operations. As stewards, IT ensures successful execution of the City's technology projects, procurements, contracts, vendor relationships, and policies. Our collective aim: Municipal services that make Avondale a community of choice for our families, businesses, and partners.

The Information Technology Department consists of five divisions and 16 total information technology professionals.

ADMINISTRATION AND SECURITY

- Information Systems Security
- IT Strategic Planning, Policies, and Governance
- Technology Portfolio and Project Management
- Technology-Related Procurement, Vendor, and Contract Management

BUSINESS SYSTEMS

- Administration and Sustaining of Software Solutions
 - Financials, Human Resources, Payroll, Risk Management, and Development Services
 - Police, Fire, and Family Advocacy Center
 - Public Works and Utilities
- Internet Applications and Vendor-Hosted Services
- City Intranet and Process Automation Platforms

CUSTOMER SUPPORT

- Computing, Telephony, and Reprographics Support
- Core Productivity Software Support
- IT Asset Management
- Special Support for Police, Fire, Family Advocacy Center, Libraries, and Family Services

GEOGRAPHIC INFORMATION SYSTEMS

- High-Quality Geospatial Information and Systems for Staff and Public Uses
- Mapping Products, Data Access, Training, Analysis, and Applications
- Specialized Data and Interfaces for Public Safety, Public Works, Utilities, Planning and Zoning, Streets Management, Citizen Communications, and Asset Management

INFRASTRUCTURE AND NETWORK

- Voice/Data/Video/Mobile Communications and Access
- Converged Server and Storage Administration

Information Technology

- Disaster Recovery/Business Resumption
- Specialized Systems for Police CAD/RMS, Premise Security, Council Chambers

FY 2014-2015 Highlights

- Won National Recognition. The City of Avondale earned first place in the 2014 Digital Cities of America event. This is the fourth consecutive year that the Center for Digital Government has placed Avondale in the top ten nationally for its population group. It is also the second straight year Avondale achieved #1 status—a rare feat noted at the National League of Cities Congress. The Digital Cities Awards honors municipal governments that make innovative use of technology to engage citizens and businesses, improve operations, save money, and collaborate.
- Cybersecurity. Risks associated with online computer and data crime became a critical concern for businesses and governments in 2014 due to collective losses in the billions of dollars. Ahead of many security breaches highlighted in the media, Avondale's City Council and staff set a cybersecurity program prior to last fiscal year focusing on (1) joint efforts with Federal, State, and non-profit partners for faster detection and response; (2) funding an information systems security assessment and fixes; (3) continued protection of the City's network perimeter; and (4) employee awareness.

Results included a new cyber-insurance policy executed with the Risk Management Division; external monitoring of City assets by partners at nominal cost; implementation of email data loss prevention; a positive external audit of Avondale's IT environment; and alliances for possible joint services via with local utilities, the State of Arizona, the FBI, the Department of Homeland Security, and the Department of Defense.

Because of the continually increasing sophistication and severity of cybersecurity attacks, this will continue to be an area of added emphasis for the City.

- Business Systems and Modernization. Avondale maintains a high standard for smart use of business software and for keeping core software solutions current. By investing in technology and executing projects well, departments have the tools and processes they require to achieve the high degree of service that they aim for. Maintaining those investments then ensures business systems used continue to meet the needs and vision of City staffs while minimizing problems. Work in Fiscal Year 2015 included:
 - With Parks, Recreation, and Libraries staff, the City developed a functional model for virtual computers in libraries. This approach provides more security for patrons and improved support options for staffs. Based on its experience, Avondale hosted a successful seminar for Arizona cities on how to implement virtual computers in libraries in November.
 - With Police staff, implemented the professional standards systems for internal affairs and use of force reporting. IT staff also implemented APD's new eCitations solution for motorcycle officers and supported roll-out of the new barrow-band radio communications system.
 - With City Clerk and Community Relations staffs, completed a re-version of the ACES home page to respond to feedback from the Annual Internal Services Survey.
 - With Development and Engineering, implemented Accela Citizen Access and Electronic Review. This enabled the City to offer fully online permitting and plan submittals, a first in the Valley. Staff also implemented the City's new development fees and in-fill incentive program by required deadlines.
 - With Public Works, staff is completing implementation of the City's water compliance management system. Public Works, Finance, and IT jointly ran a procurement and project plan that is already being used by two Valley cities.
 - With Finance and Budget staff, implemented the new budget system and the newest financials version. Also supported the identification of payroll issues and system options, migration planning, and provided project management assistance for the Payroll division's transition to Finance and Budget.
 - With Fire staff, upgraded AFD's scheduling and shift management system.
 - With Community Relations staff, procured and implemented the City's new grants management and grants search systems.
 - With Neighborhood and Family Services staff, grew VITA site support to increase tax returns to ~\$430,000 credited to local citizens

Information Technology

FY 2014-2015 Highlights

- ❑ eDiscovery and Retention. The City Clerk's Office, City Attorney's Office, and IT completed implementation of the City's email retention policy, as well as the eDiscovery Center and litigation hold solution for responding to records requests. eDiscovery Center allows City Clerk staff to execute holds and to scan across email, network directories, and SharePoint sites to provide a rare level of records access. The tool also streamlined processes across multiple departments.
- ❑ GIS Division Move. Public Works and IT staffs completed the transfer of the GIS Division to IT for increased citywide focus. Since the start of the FY2015, goals were set and met related to providing mapping products for departments and the public. Based on department input, IT staff added service maps for multiple line-level divisions; added integration of spatial data with asset management, development, utilities, sale tax and police dispatch systems; and refined spatial data and automated update processes to make information updates faster. Related, Economic Development map products were completed through December 2014, the InYourBackyard service was released to the public in January 2015, and trails and art layers are set for publication in March 2015.
- ❑ Core Infrastructure. A critical factor to the effectiveness of business systems, access to internet-based services, information security measures, and access to wireless networks is sound management of the City's core network and inter-facility telecommunications infrastructure. The IT Department maintains a ten-year infrastructure systems plan, updated each year, to help meet the needs of departments over time. Work in Fiscal Year 2015 included:
 - Implementation of bandwidth and wireless upgrades citywide. Construction of the new telecommunications tower servicing the Police, Fire, Neighborhood and Family Services, and Parks, Recreation & Libraries sites is set for completion on-schedule and within budget.
 - Successfully upgraded of the City to Exchange 2013 with additional data loss prevention and retention policies functionality activated.
 - Implemented a new control management solution with approval, activity logging, and feedback tracking.
 - Completed core switch and firewall upgrades.
 - Implemented cloud-based disaster recovery to complete regional separation and business resumption in the event of a major regional disaster. Testing showed recovery of the City's financials and HR systems within two hours at a remote site, accessible online, with data current to the previous day—all at a sustainable cost that was unachievable just three years ago. The City was noted in stories by Bloomberg and Tech Target for its innovative approach.
- ❑ United Way Campaign. Public Works and IT representatives co-chaired the 2014 United Way Combined Campaign. After setting an ambitious all-time high goal of \$75,000 donated by City employees with at least 65% participation, the Campaign blew away records by hitting ~\$92,500 donated with 77% participation. City employees deserve credit for setting a new standard for charity in the Valley.

Council Goal: *Community Development/Economic Development*

FY 2015-16 Objectives:

- ❑ Technology Partnerships— Support the Economic Development Department in recruiting employers to Avondale. Work with peer local governments towards shared services. Encourage vendors location to the West Valley. Projects include: MyAvondale 3.0; Added Dynamics CRM capabilities; ED Booth at the Midmarket CIO Forum.

Council Goal: *Environmental Leadership*

FY 2015-16 Objectives:

- ❑ Green IT— Reduce energy consumed and the impacts of technology-related waste. Minimize inventories through strong asset management. Ensure the City disposes of eWaste in an environmentally friendly manner. Projects include: New Power Management Policies; Virtual Computers; Smart Infrastructure; Soft Phones; Update Green IT Plan.

Information Technology

Council Goal: *Financial Stability*

FY 2015-16 Objectives:

- ❑ **Secure, Reliable, and Resilient IT Environment**— Provide a technology environment that supports the mission and work of City staffs in a manner that protects the integrity of operations. Secure sensitive data. Projects include: ADP Workforce Management and Payroll Migration; Cybersecurity Initiatives; EOC Implementation; Maintaining ACJIS/NCIC and NIMS Certifications.
- ❑ **Effective Use of Technology**— Maximize employee effectiveness with software and hardware tools, data/voice/video communications, and support services. Projects include: Skype for Business for Teleconferencing and Virtual Phones; Transition to Online-Based Productivity Software; Neighborhood and Family Services Information Management System; Consolidating CRM Solutions; Re-Architecting the City’s Industrial Control Environment for Utilities with Public Works Staff.
- ❑ **Technology Strategic Planning**— Align technology to support the City Council goals and department priorities. Maintain the IT Strategic Work Plan to set direction for technologies and related services. Projects include: Technology Enterprise Architecture; Business-GIS Services Plan; Cost Allocation Plan Updates with Finance.

Council Goal: *Quality of Life*

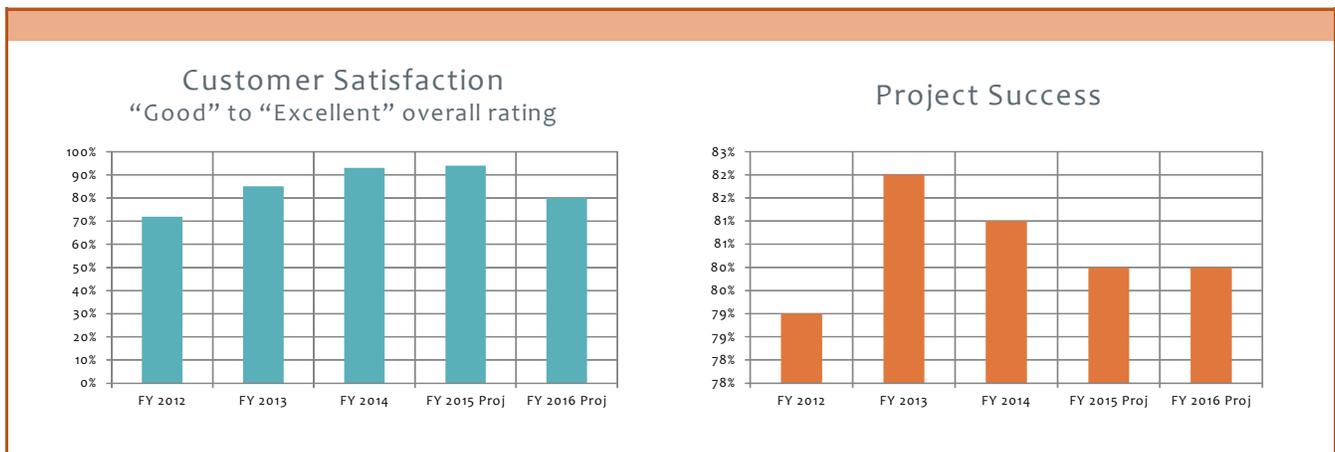
FY 2015-16 Objectives:

- ❑ **eGovernment**— Provide convenient and elegant government services to the public and staff. Projects include: Contract Management System; Additional Online Planning and Permitting services; Support for VITA Growth; Employee On/Off-Boarding Solution; Field Registration for Recreation; Additional Business Workflow Automations on SharePoint.

Council Goal: *Staff Retention*

FY 2015-16 Objectives:

- ❑ **Effective Staff Management**— Maintain a strong IT culture in the City of Avondale. Continue to invest in performance management, project management, staff development, and mature IT practices. Advance IT’s partner-steward culture. Achieve high customer service rating and low attrition. Projects include: Update IT job classifications to emphasize growth and development.



Information Technology

Budget Summary						
	FY 12-13 Actuals	FY 13-14 Actuals	FY 14-15 Budget	FY 14-15 Estimates	FY 15-16 Budget	Pct. +/-
Expenditures by Category						
Personal Services	1,369,817	1,403,471	1,740,850	1,683,008	1,796,630	3.2%
Contractual Services	508,058	578,923	939,810	673,924	1,017,840	8.3%
Commodities	14,486	34,198	4,950	1,807	7,890	59.4%
Capital Outlay	139,426	41,957	160,000	-	-	-100.0%
Other	(346,570)	(294,830)	(593,680)	(405,790)	(593,680)	0.0%
Transfers Out	18,770	19,270	19,130	17,530	23,260	21.6%
Total by Category	1,703,987	1,782,989	2,271,060	1,970,479	2,251,940	-0.8%
Expenditures by Division						
Technology Administration	452,011	415,954	616,850	376,606	443,340	-28.1%
IT Infrastructure & Communications	613,778	717,492	708,020	695,556	767,660	8.4%
ERP Systems Development	-	-	-	-	110,300	0.0%
IT Business Systems	400,659	398,500	566,160	458,249	537,960	-5.0%
IT Customer Support	237,539	251,043	271,270	256,588	275,210	1.5%
GIS	-	-	108,760	183,480	117,470	8.0%
Total by Division	1,703,987	1,782,989	2,271,060	1,970,479	2,251,940	-0.8%
Expenditures by Fund						
General Fund	1,703,987	1,782,989	2,271,060	1,970,479	2,251,940	-0.8%
Total by Fund	1,703,987	1,782,989	2,271,060	1,970,479	2,251,940	-0.8%
Authorized Positions by Division						
Technology Administration	1.00	1.00	1.00	1.00	1.00	0.0%
IT Infrastructure & Communications	5.00	5.00	5.00	5.00	5.00	0.0%
IT Business Systems	5.00	5.00	5.00	5.00	5.00	0.0%
IT Customer Support	3.00	3.00	3.00	3.00	3.00	0.0%
GIS	-	-	2.00	2.00	2.00	0.0%
Total Authorized FTE	14.00	14.00	16.00	16.00	16.00	0.0%

Community Relations

Public Information

Intergovernmental Affairs

Grants Management

Local Transit Operations

Municipal Arts Commission

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, website and social media and Channel 11 oversight.

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-modal responses to current demand and future needs.

The Grants Administration division is responsible for managing grant activity for all City departments. Grants administration researches grant opportunities, notifies departments of available grant funding, assists departments with writing grant applications, manages grant contracts, coordinates reporting, monitors compliance and oversees the closeout process.

FY 2014-2015 Highlights

- ❑ Avondale's Rebranding Initiative was launched in March 2014, providing a strong foundation for communicating the Council's Visions, Aspirations and Goals. Throughout 2014, the city has used the brand in innovative and creative ways, from partnerships with the business community and creative marketing to community engagement at special events and through social media.
- ❑ The 8th Annual Citizen Leadership Academy was held in the Spring with 13 residents graduating from the program. The ten-week course is aimed at engaging and informing residents about how their city runs, and cultivating interest in serving on the city's boards and commission.
- ❑ Resident Appreciation/GAIN Night was held on Oct. 11, with more than 3,000 people attending this event on Western Avenue. City departments were encouraged to showcase the new brand as part of their respective exhibits/display booths.
- ❑ The city convened the Second Annual Education Summit on June 3, featuring keynote speaker Dr. Gayle Gorke. The event, organized as part of the city's ongoing education initiative, attracted approximately 100 participants from the community.
- ❑ Community Relations conducted the annual Resident Satisfaction Survey in the Fall; nearly 1,000 responses were received, providing the city with invaluable feedback and input for the 2015-2016 budget process.

Community Relations

FY 2014-2015 Highlights

- ❑ Community Relations & Public Affairs sought to highlight successes of individuals and projects through recognition programs. Nominations were made for more than 30 noteworthy accomplishments. Top recognition was awarded to 12, including three awards for individuals and one for citywide employee charitable contribution participation. Numerous projects received accolades in the form of Honorable Mention, Bright Idea, and 2nd Place standings.
- ❑ Demonstrating the community's desire for improved transit opportunities, Zoom ridership in FY2014 was a record 185,322 riders, up by over 35,000 from FY2013.
- ❑ In 2014, the city completed construction of the Transit Center, with opening the facility for Express Service in Oct. 2014. Ridership continues to grow as word spreads about the facility.
- ❑ Implemented a grants managements and research tool in 2014, providing training across all departments.

Council Goal: *Community Development/Economic Development*

FY 2015-16 Objectives:

- ❑ Develop a marketing video that will highlight the City's unique business opportunities and investors.

Council Goal: *Community Involvement*

FY 2015-16 Objectives:

- ❑ Continue to administer the Avondale Citizen Leadership Academy and consider expansion, if demand exists. Make efforts to encourage graduates to become involved in the community by serving on boards and commissions.
- ❑ Expand social media efforts to include videos - including youth, school and community productions - to air on Avondale's social media outlets, the City's website and Avondale 11
- ❑ Continue to promote and market Avondale's special events to encourage both community-specific and regional activities
- ❑ Support council's vision for improving educational opportunities in the community through events such as the Education Summit, National Day of the Young Child, etc.

Council Goal: *Financial Stability*

FY 2015-16 Objectives:

- ❑ Advocate at the state legislature to preserve state shared revenues
- ❑ Actively monitor and respond to bills introduced by the state legislature that have a direct impact on Avondale and provide weekly bill tracking updates to each department to keep department heads apprised of the legislation that is moving through the process.
- ❑ Engage departments to research and pursue grant funding for projects.

Council Goal: *Quality of Life*

FY 2015-16 Objectives:

- ❑ 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 the public
- ❑ Assist with department outreach through publications, community workshops, open houses and forums

Council Goal: *Transportation Management*

FY 2015-16 Objectives:

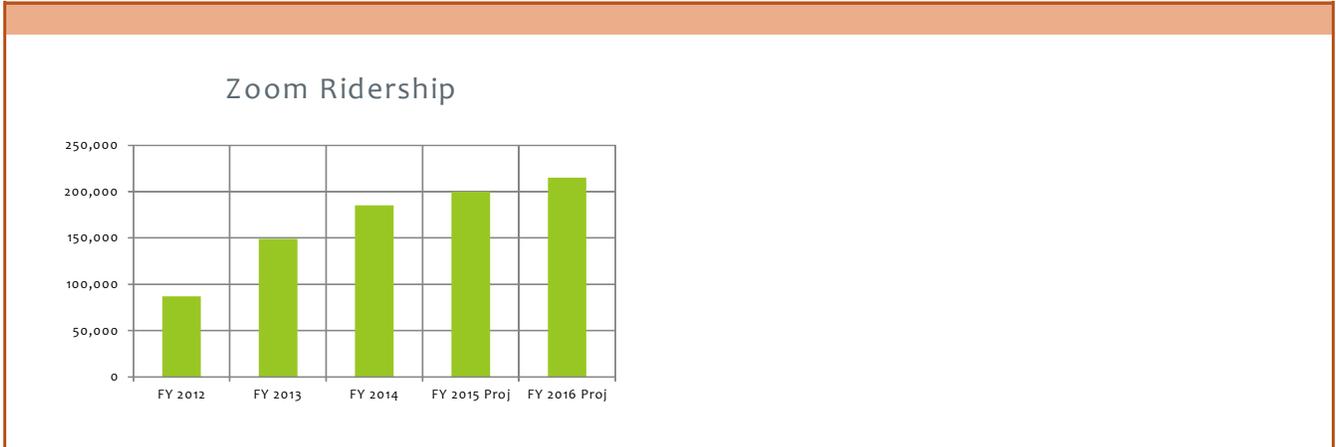
- ❑ Continue to monitor the successful Zoom Neighborhood Circulator and the new Express service; strategize on ways to improve transit options, to include funding and long range plans for transit development.

Community Relations

Council Goal: *Transportation Management*

FY 2015-16 Objectives:

- ❑ Continue to be active in all aspects of MAG, Valley Metro and the Friends of Transit. This allows Avondale to continue to be a regional player and have a “voice” at the table regarding regional multi-modal transportation



Community Relations

Budget Summary						
	FY 12-13 Actuals	FY 13-14 Actuals	FY 14-15 Budget	FY 14-15 Estimates	FY 15-16 Budget	Pct. +/-
Expenditures by Category						
Personal Services	563,728	562,024	843,670	701,124	782,810	-7.2%
Contractual Services	1,382,118	1,466,171	1,897,260	1,757,732	1,204,430	-36.5%
Commodities	3,559	4,098	17,010	8,807	8,380	-50.7%
Capital Outlay	-	21,536	326,030	6,100	102,990	-68.4%
Transfers Out	5,890	292,270	7,940	7,940	9,020	13.6%
Total by Category	1,955,295	2,346,099	3,091,910	2,481,703	2,107,630	-31.8%
Expenditures by Division						
Grants Administration	-	-	207,780	117,319	136,340	-34.4%
Public Information Office	488,831	553,006	637,850	558,239	691,160	8.4%
Intergovernmental Affairs	230,790	207,876	263,020	189,945	257,180	-2.2%
Transit Fund	1,235,674	1,585,217	1,835,970	1,604,132	853,690	-53.5%
Public Arts Fund	-	-	147,290	12,068	144,260	-2.1%
Other Grants	-	-	-	-	25,000	0.0%
Total by Division	1,955,295	2,346,099	3,091,910	2,481,703	2,107,630	-31.8%
Expenditures by Fund						
General Fund	719,621	760,882	1,108,650	865,503	1,084,680	-2.2%
Other Grants	-	-	-	-	25,000	0.0%
Transit Fund	1,235,674	1,585,217	1,835,970	1,604,132	853,690	-53.5%
Public Arts Fund	-	-	147,290	12,068	144,260	-2.1%
Total by Fund	1,955,295	2,346,099	3,091,910	2,481,703	2,107,630	-31.8%
Authorized Positions by Division						
Grants Administration	-	-	2.00	2.00	1.00	-50.0%
Public Information Office	5.00	4.00	4.00	4.00	4.00	0.0%
Transit Operations	1.00	1.00	1.00	1.00	1.00	0.0%
Intergovernmental Affairs	1.00	1.00	1.00	1.00	1.00	0.0%
Total Authorized FTE	7.00	6.00	8.00	8.00	7.00	-12.5%

Non- Departmental

Centralized Costs and Transfers

Contingency

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.

Non-Departmental

Budget Summary						
	FY 12-13 Actuals	FY 13-14 Actuals	FY 14-15 Budget	FY 14-15 Estimates	FY 15-16 Budget	Pct. +/-
Expenditures by Category						
Contractual Services	1,135,676	1,056,670	6,232,410	1,110,317	1,245,740	-80.0%
Commodities	70,982	21,990	83,500	17,549	88,500	6.0%
Capital Outlay	62,306	2,833,784	213,000	-	213,000	0.0%
Other	-	-	4,090	-	4,090	0.0%
Debt Service	300,470	46,227	-	-	-	0.0%
Transfers Out	13,799,180	11,497,610	16,731,110	16,531,110	13,009,820	-22.2%
Contingency	-	-	3,745,000	-	8,836,280	135.9%
Total by Category	15,368,614	15,456,281	27,009,110	17,658,976	23,397,430	-13.4%
Expenditures by Division						
Non-Departmental	9,746,640	10,000,382	15,639,370	11,507,589	12,027,690	-23.1%
Public Arts Fund	-	-	-	-	-	0.0%
Other Grants	-	-	5,000,000	-	5,000,000	0.0%
Court Payments	-	-	-	-	-	0.0%
Cemetery Maintenance	640	845	15,740	1,387	15,740	0.0%
0.5% Dedicated Sales Tax	5,621,334	5,455,054	6,354,000	6,150,000	6,354,000	0.0%
Total by Division	15,368,614	15,456,281	27,009,110	17,658,976	23,397,430	-13.4%
Expenditures by Fund						
General Fund	9,137,042	9,437,154	14,123,780	11,031,604	10,507,100	-25.6%
Highway User Revenue Fund	415,000	415,000	654,090	400,000	654,090	0.0%
Other Grants	-	-	5,000,000	-	5,000,000	0.0%
Cemetery Maintenance Fund	640	845	15,740	1,387	15,740	0.0%
Court Payments	-	-	-	-	-	0.0%
0.5% Dedicated Sales Tax	5,621,334	5,455,054	6,354,000	6,150,000	6,354,000	0.0%
Public Safety Dedicated Sales Tax	934	5,054	495,000	-	495,000	0.0%
Public Arts Fund	-	-	-	-	-	0.0%
Sewer Operations	-	-	-	-	-	0.0%
Printer - Copier Service Fund	193,664	143,174	366,500	75,985	371,500	1.4%
Total by Fund	15,368,614	15,456,281	27,009,110	17,658,976	23,397,430	-13.4%

Finance and Budget

Customer Service and Utility Billing

Budget and Research

Finance Operations

Sales Tax

Payroll

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, payroll, 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 2014-2015 Highlights

- Received the Certificate of Excellence in Financial Reporting and the Distinguished Budget Award
- Completed the Comprehensive Annual Financial Report in accordance with U.S. generally accepted accounting principles
- Prepared a structurally balanced budget incorporating Council's goals and objectives
- All of the City's bond ratings are in the AA category, indicating a very strong capacity to meet financial commitments:

Municipal Development Corporation bonds	AA+
Pledged excise tax obligations	AA
Water and sewer obligations	AA
Highway user revenue bonds	AA-
General obligation bonds	AA-

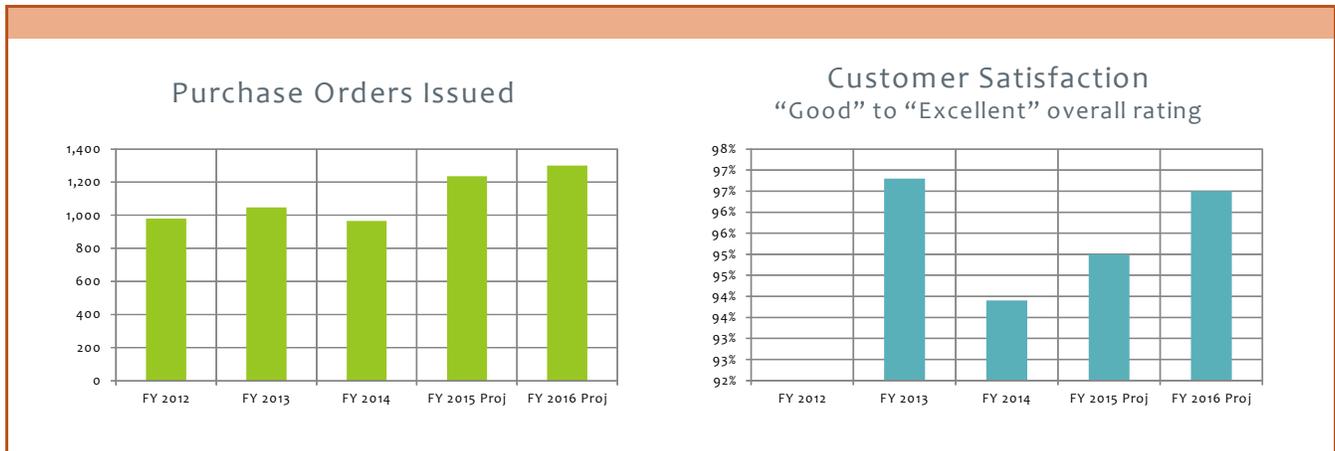
- Completed the "Open Books" project and placed City financial transactions online for public viewing and inquiry

Council Goal: *Financial Stability*

FY 2015-16 Objectives:

- Continue sound financial practices in an effort to maintain bond ratings and ensure the long-term financial stability of the City.
- Prepare a balanced budget that incorporates Council's goals and objectives for the year.
- Ensure Council is informed with the most current financial data available by providing timely financial updates.
- Ensure adherence to procurement code and policies.
- Implement an option for e-billing for resident utility accounts.
- Improve eProcurement capabilities.

Finance & Budget



Budget Summary

	FY 12-13 Actuals	FY 13-14 Actuals	FY 14-15 Budget	FY 14-15 Estimates	FY 15-16 Budget	Pct. +/-
Expenditures by Category						
Personal Services	2,023,032	2,230,327	2,390,580	2,178,673	2,488,760	4.1%
Contractual Services	645,086	704,347	1,354,560	658,218	1,283,540	-5.2%
Commodities	17,163	19,619	20,640	5,325	17,050	-17.4%
Capital Outlay	28,109	24,576	-	-	-	0.0%
Other	(1,330,620)	(1,440,440)	(1,657,300)	(1,657,300)	(1,657,300)	0.0%
Transfers Out	28,440	31,420	28,420	28,420	30,610	7.7%
Total by Category	1,411,210	1,569,849	2,136,900	1,213,336	2,162,660	1.2%
Expenditures by Division						
Financial Services	1,073,358	1,210,825	1,727,410	850,877	1,629,020	-5.7%
Customer Services & Utility Billing	50,665	47,944	43,640	2,421	149,010	241.5%
Budget and Research	287,187	311,080	365,850	360,038	384,630	5.1%
Total by Division	1,411,210	1,569,849	2,136,900	1,213,336	2,162,660	1.2%
Expenditures by Fund						
General Fund	1,411,210	1,569,849	2,136,900	1,213,336	2,162,660	1.2%
Total by Fund	1,411,210	1,569,849	2,136,900	1,213,336	2,162,660	1.2%
Authorized Positions by Division						
Financial Services	14.50	14.50	14.50	14.50	15.50	6.9%
Customer Services & Utility Billing	10.00	10.00	10.00	10.00	10.00	0.0%
Budget and Research	4.00	4.00	4.00	4.00	4.00	0.0%
Total Authorized FTE	28.50	28.50	28.50	28.50	29.50	3.5%

Human Resources

Compensation and Benefits

Recruitment and Training

Support Services

Risk Management

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 programs, including wellness
- Administer and monitor performance evaluation process
- Administer and apply grievance and discipline procedures
- Develop and administer employee development and training efforts
- Participate in Police and Fire negotiations
- Administer Fire and Police MOU
- Administer PSPRS Boards
- Administer Risk Management programs, worker's compensation and safety programs

FY 2014-2015 Highlights

- In October 2014, HR presented New Employee Orientation utilizing a new format and new content. 41 employees participated in the inaugural orientation class. 7 participated in the January session and 2 police recruits also received the NEO in February. Feedback was 99% positive for the program, which includes a City tour/scavenger hunt, welcome from the City Manager, review of critical policies and procedures and an opportunity for employee questions. NEO will be offered on a quarterly basis for employees hired within the past quarter.

Human Resources

FY 2014-2015 Highlights

- An Employee Benefits Team and an Employee Wellness Team were formed and meet regularly with HR Staff. Feedback was garnered from both groups regarding concerns/desires from employees regarding their benefits and wellness.

Feedback from the Wellness Team was that employees desired additional employee education and wanted the Trust to consider utilizing a four-tier method of pricing for health insurance. The idea of and an example of an Employee Benefits bulletin was also taken to the Trust from Avondale. The trust conducted pricing studies for the four-tier pricing methodology. This is being presented to the City Manager's office for consideration. An Employee Benefits bulletin will be available for the May 2015 Open Enrollment process. There will be additional employee education seminars for continued training on our Benefits options and how to be effective consumers of our benefits. In addition, the Trust continues to perform well and three additional organizations will be joining the trust for their health care needs. This will result in the number of lives covered by the Trust nearly doubling.

The Wellness Team has successfully implemented a number of initiatives including creation of a wellness logo for the City of Avondale, continued support for multiple types of health screenings, successful implementation of the new Employee Assistance Program, as well as implementation of the Healthy Heart Habits and the Fitness Challenge.

The Wellness Team also brought forth the proposal from creation of a Wellness Center next to Fleet Services by the MOSC. This proposal was presented as a supplemental for the 2016 budget process.

The Benefits

- Real Colors/Real Issues was rolled out to the City. 62 employees participated in the training as of February 2014. Additional classes will continue to be offered. Evaluations of this class showed that participants enjoyed the class and learned valuable information for improving teamwork and communication within their work environment.
- Online learning continues to be a preferred learning method. Police moved to utilizing Safe Personnel as the venue for sharing new policy updates and required training for their personnel. Safe Personnel has also been used for Safety training. It will be utilized for Annual Employee Training in Spring 2015. This creates net saving by not having to utilize outside vendors for each specific training. Employees are happy to have computer access, which allows them to take the training at their convenience.
- Recruited and hired 46 positions from the period of July 2014 to February 2015, including: A City Manager, two Assistant City Managers, a Municipal Judge, a Public Works Director, a City Engineer, a Finance and Budget Director, a Neighborhood and Family Services Director.
- 42 Avondale employees participated in the Real Colors training. 52 employees participated in Working With You Is Killing Me. 100 supervisors completed Performance Evaluation Training online. 38 employees completed in-person classes on Financial Management, Estate Planning, Identity Theft, Work-Life Balance and Financial Planning with a Certified Financial Planner. Training was also conducted with NFS on Customer Service and Parks/Recreation on Time Management. HR partnered with Finance in Procurement Training and Budget Training. HR Staff led NFS's Strategic Planning Off-site.
- 100% of our full-time City staff completed Annual Training focusing on ethics, diversity, sexual harassment, discrimination and the Information Technology policy.

Human Resources

FY 2014-2015 Highlights

- ❑ AZMAT Benefit Trust continues to be extremely stable with funding and reserves at or above projected actuarial projections. Member growth has tripled since the inception of AZMAT Benefit Trust. The Trust is being recognized by other towns and cities as a stable, cost-effective, and fiscally responsible means of providing employee benefits. Multiple cities and towns are showing interest in joining the Trust for these reasons. The life insurance and employee assistance programs have been secured through the Trust, which provides greater buying power to maintain or increase benefits for employees. Health insurance rates increase on an average 0-3% per year under the Trust while market increases are trending 14% and above. Claims paying accuracy has been at 98% along with customer satisfaction under the Trust.
- ❑ Workers' comp has established a Post Exposure Prophylaxis (PEP) 1-800 phone line for exposure to blood borne pathogens and other biological bodily fluids. The PEP has been utilized several times and the feedback from officers has been extremely positive. This PEP line has increased efficiency and provided a higher level of comfort and care for our officers. We held multiple meetings with Banner to continue to ensure that our processes and procedures provide exposure analysis and proper referral to the appropriate health care professionals by securing the PEP line.
- ❑ Multiple policies have been updated and are reflective of current procedures and processes, including: AP 12 Vehicle Usage, AP 17 Tobacco and Vapor Use, AP 34 Volunteer, AP 38 Kronos Timekeeping System Instructions, AP 58 Injuries, and AP 59 Exposures.
- ❑ An HR staff member is currently serving on the Arizona League of Cities and Towns Pension Task Force to develop recommendations to legislators to review and improve the stability, transparency, and accountability of the current pensions systems. This HR staff member also serves as board secretary for multiple local retirement boards.
- ❑ Engaged National Testing Network to reach candidates in multiple states across the country for Police recruits, which will assist in reaching a more diverse and larger target applicant population.
- ❑ Worked collaboratively with IT and Finance to ensure the smooth transition of payroll from Lawson and Kronos as well as our HRMS systems to the web-based Automatic Data Processing (ADP), thereby relieving the burden of managing systems and storing data in house.
- ❑ Enhanced our external Human Resources page and ACES page to increase our internal and external customer service, accessibility of online documents, and to help with recruiting efforts.
- ❑ Successfully managed multiple Americans with Disabilities Act (ADA) accommodations, which helps employees maintain a successful work status.
- ❑ Handled multiple personnel actions to successful conclusion.
- ❑ Managed multiple Family and Medical Leave Act (FMLA) cases and assisted employees during times of hardship and crisis.
- ❑ Assisted multiple employees through the Arizona Retirement System's long term disability program.
- ❑ Handled numerous employee relations issues and assisted employees in obtaining resources and tools to manage work and life balance.
- ❑ Met with multiple outside vendors and providers to strengthen our relationships and provide the highest level of customer service to our employees and ensure accountability among our vendors and providers.
- ❑ Worked with multiple health care providers to provide continuity of care for our employees and/or their covered dependents at a reduced price.
- ❑ Created a training room to be used by all departments for multiple uses. By adding a Mondo Pad, multiple uses are possible, such as: Plan reviews for Development and Engineering Services, webinars, conducting out-of-area interviews via Skype, and training that requires the use of computers (e.g., the new budget system training and performance evaluation training for supervisors).
- ❑ Assisted the police department in hiring new officers by initiating the online posting, helping with their field testing, administering the written tests, and coordinating and sitting on their oral boards.
- ❑ Addressed multiple environmental hazards in City buildings to ensure employee safety and compliance with OSHA regulations.

Human Resources

FY 2014-2015 Highlights

- ❑ Conducted an inaugural hearing before a hearing officer under the newly revised Chapter 18 Discipline and Chapter 19 Grievances and Appeals.
- ❑ Conducted multiple on-site safety trainings, including: CPR, fire extinguisher, confined space initial and refresher, lock out-tag out, heat-related illness and CDL refresher training.
- ❑ Over 50% of full time staff attended the Safety Safari, which provided safety information to employees through demonstrations and activities.
- ❑ Conducted multiple evacuation drills of City buildings to ensure safety and compliance with OSHA regulations.
- ❑ Conducted multiple on-site safety inspections of City buildings and made actionable recommendations to maintain compliance under OSHA standards.
- ❑ Risk Management obtained insurance liability coverage for data security for the City's information systems.
- ❑ Managed multiple Notice of Claims to a successful conclusion for the City.
- ❑ The Safety Team attended the Professional Development Conference to enhance their skills to mitigate safety and risk occurrences in the City.
- ❑ Adjusted rates based on newly reviewed property values and brought them in line with commercial availability/square footage. This resulted in a refund from our property carrier in the amount of \$33,000.
- ❑ HR staff answered approximately 20,000 phone calls this year. Therefore, a rolling phone tree in the department so every phone call is answered during the work day to help ensure excellent customer service.
- ❑ Secured a new general liability insurance carrier to maintain the existing \$500,000 self-insured retention fund, saving approximately \$60,000 in insurance premium costs.
- ❑ Provided risk management education to the Police Department. This was an overview of risk management and a discussion of strategies to protect the City against financial loss.
- ❑ Renovated the Human Resources office to enhance customer service and accessibility and provide a welcoming environment.

Council Goal: *Financial Stability*

FY 2015-16 Objectives:

- ❑ Prepare RFP for Insurance Broker Services Contract.
- ❑ Examine General Liability Umbrella for possible increase from \$20M to \$30M.

Council Goal: *Staff Retention*

FY 2015-16 Objectives:

- ❑ Provide a fast and effective recruitment and selection process to fill vacancies in all City departments.
- ❑ Complete onboarding processing of new employees within 30 days of hire.
- ❑ Provide resources for the cost effective administration of personnel actions and have PAFs complete within 48 hours of receiving information.
- ❑ Provide for and monitor a broad and comprehensive safety program and ensure that the program is in compliance with all state and federal Occupational Safety and Health Acts.
- ❑ Monitor and affect the number of lost days through an aggressive Return to Work/Light Duty program.
- ❑ Assist in the implementation of ADP and the successful transition of payroll processing from HR to Finance.
- ❑ Write a process manual for public safety retirements or deaths from EORP, CORP and PSPRS.
- ❑ Integrate FMLA and Performance Management with ADP
- ❑ Create, design, and rollout an online version of New Employee Orientation
- ❑ Implement on-line mandatory safety training.
- ❑ Develop and rollout an Avondale Supervisor's Academy to reinforce the teachings of the AGTS Supervisor's Academy.

Human Resources

Council Goal: Staff Retention

FY 2015-16 Objectives:

- Create a best-practices manual for Safety & Risk processes.
- Monitor and resolve all liability and property claims against the City.
- Maintain "cost of risk" indicator at or below 2%.
- Train HR staff in the use of the new Risk Management database after it is completed.
- Coordinate with legal counsel a review of both MOUs for represented employees.
- Prepare for and participate in the negotiations process with employee associations.
- Implement an ongoing financial education series, including knowledge of City benefits, as a part of the City's wellness program.
- Promote employee wellness activities, focusing on financial wellness, physical wellness, emotional wellness and work/life balance.
- Provide leadership with new tools to address employee performance concerns, bullying/rudeness in the workplace, and employment law updates.
- Conduct market study and provide analysis of City's pay structure in order to recruit and retain employees in the marketplace.
- Review position classifications and make necessary modifications based upon market and classification structure.
- Continue our membership in AZMAT to provide stable and cost effective benefit packages to employees.
- Create an HR SOP for HRIS users

Human Resources

Budget Summary						
	FY 12-13 Actuals	FY 13-14 Actuals	FY 14-15 Budget	FY 14-15 Estimates	FY 15-16 Budget	Pct. +/-
Expenditures by Category						
Personal Services	749,441	825,370	1,054,520	940,192	1,076,270	2.1%
Contractual Services	393,240	456,564	2,110,700	1,907,134	1,990,740	-5.7%
Commodities	39,141	17,301	39,680	14,318	48,340	21.8%
Capital Outlay	6,596	17,622	-	-	-	0.0%
Other	(268,400)	(187,550)	(252,880)	(252,880)	(252,880)	0.0%
Transfers Out	6,800	7,900	8,160	8,160	9,350	14.6%
Contingency	-	-	500,000	-	500,000	0.0%
Total by Category	926,818	1,137,207	3,460,180	2,616,924	3,371,820	-2.6%
Expenditures by Division						
Risk Management Operations	-	-	312,200	244,753	320,810	2.8%
Premiums and Claims	-	-	1,987,460	1,440,762	1,987,460	0.0%
Human Resources	926,818	1,137,207	1,160,520	931,409	1,043,550	-10.1%
Organizational Training & Development	-	-	-	-	20,000	0.0%
Total by Division	926,818	1,137,207	3,460,180	2,616,924	3,371,820	-2.6%
Expenditures by Fund						
General Fund	926,818	1,137,207	1,160,520	931,409	1,063,550	-8.4%
Risk Management Fund	-	-	2,299,660	1,685,515	2,308,270	0.4%
Total by Fund	926,818	1,137,207	3,460,180	2,616,924	3,371,820	-2.6%
Authorized Positions by Division						
Risk Management Operations	-	-	2.00	2.00	2.00	0.0%
Human Resources	7.00	8.00	8.00	8.00	8.00	0.0%
Total Authorized FTE	7.00	8.00	10.00	10.00	10.00	0.0%

**Development
and
Engineering
Services**

Planning

Building Safety

Capital Improvement Program Management

Traffic Engineering

Land Services

Construction Management

Department Description

The Development & Engineering Services Department provides planning, building safety, and engineering excellence, innovative solutions, and outstanding customer service to build and maintain a high quality of life for the citizens of Avondale. The Department also provides on-going staff support for the City Council, the Planning Commission, the Board of Adjustment, Municipal Art Committee, the Energy, Environment, and Natural Resources Commission and is a resource for developers, site selectors, other governmental agencies, and the general public.

The Planning Division provides a multitude of services related to current planning, long range planning, transportation planning, land use regulations, land subdivision, site planning, design review, landscape designs, public art, construction plan review, home occupations, permitting, site and landscape inspections, special events and final occupancy clearance. The Division administers the City's Zoning Ordinance, General Plan, Art Master Plan, Street Tree Master Plan, specific plans, and the Minor Land Division and Subdivision Regulations, as well as the Design Manuals for single-family, multi-family, commercial, and industrial development.

The Building Safety Division administers the city's adopted Building, Fire, Plumbing, Mechanical, Fuel Gas, Electrical, Accessibility, and Energy Codes, as well as providing assistance to residents and developers in all areas of building construction, inspections and permitting. Staff provides technical code assistance, review of construction and fire plans for code compliance and inspections of all the aforementioned codes for construction projects city wide.

The Engineering Division consists of Capital Improvement Program (CIP) Management, Engineering Plan Review, Traffic Engineering, Land Services, and Environmental Programs. Staff is responsible for providing professional engineering services for publicly funded capital infrastructure (streets, traffic control, drainage, water and wastewater projects) including the planning, programming, design and construction management for improvement and expansion of municipal infrastructure. Traffic Engineering operates and maintains traffic signals, streetlights, roadway signs, and pavement markings. Land Services provides oversight for land surveys and support for the acquisitions and dispositions of land, rights-of-way, and easements. Through the Environmental Program, staff ensures the City meets federal, state and local compliance regulations for storm water and air quality and manages the Municipal Sustainability Plan. The Engineering Division also administers several programs including: Street and Roadway Preventative Maintenance, and Floodplain Administration.

FY 2014-2015 Highlights

- ❑ Implemented the department wide business friendly campaign through outreach with homebuilders, business owners, and the development community. Created the AVI Way Customer Service Campaign, expanded over the counter plan review, enhanced overall plan review services, met one-on-one with all AZ Homebuilders, and created and distributed the marketing and business development postcards that were sent to all in state and out of state homebuilders and developers.
- ❑ Completed the design of the gateway arch on Western Avenue.
- ❑ Completed the design of the Leap of Faith placement area.
- ❑ Implemented Accela Electronic Document Review.
- ❑ Completed installation/construction of covered parking at Transit Center.
- ❑ Development and approval of Coldwater Depot Phase III, Main Event, Gateway Village retail/hospitality project, and Springstone Hospital.

Development & Engineering Services

FY 2014-2015 Highlights

- ❑ Expanded Over the Counter Plan Review to 2 days per week.
- ❑ Amended the Infill Incentive Ordinance.
- ❑ Amended the Subdivision Regulations.
- ❑ Completed the design of the Gateway and Wayfinding Signage Program.
- ❑ Created an interactive kiosk in City Hall Lobby providing residents with permit/development project information.
- ❑ Created “In Your Backyard”, an interactive webpage informing the public of new projects/ development, and CIP projects.
- ❑ Held a construction/permitting workshop for residents on the importance of obtaining permits for minor work.
- ❑ Through the hiring a Building/Fire Inspector, Building and Fire Inspections have been brought back in-house after 19 months of utilizing outside consultants.
- ❑ Provided project management on the following:
 - Central Avenue Roadway Improvements, Van Buren Street to Western Avenue (design)
 - Dysart Road Improvements – Phase II – Pedestrian Enhancements and Beautification
 - 107th Avenue Improvements, Van Buren to Roosevelt (SRP coordination)
 - McDowell Road, Bridge to Avondale Boulevard Roadway Improvements (final design)
 - Dysart Road, I-10 to Indian School ITS
 - Avondale Boulevard and MC85 (Buckeye Road) Intersection Improvements (final design)
 - Transit Center Amenities
- ❑ Provided Professional Land Survey consulting services and support of property conveyance/due diligence which included preparation of legal descriptions/survey exhibits/technical survey review and survey administration for the majority of active private development and capital improvement projects including the following:
 - Dysart Road Improvements – Phase I – Undergrounding and Phase II Beautification, 107th Avenue and Van Buren Street, Hill Tract Estates, Coldwater III – Tramel Crow VBMC (drainage), Avondale Boulevard and Indian Springs Road, and Van Buren Annexation east of Avondale Boulevard.
- ❑ Provided construction management and inspection services on the following projects:
 - Indian School Road, Dysart Road to 127th Avenue – roadway widening and resurfacing
 - Central Avenue – water and sewer line replacements
 - Garden Lakes – water service improvements, roadway resurfacing, and ramp upgrades
 - Pavement Preservation – Rehabilitation Work Program for 2014-15 and Citywide Microseal
 - Dysart Road Improvements – Phase I – Undergrounding
- ❑ Provided construction inspection services on 55 Commercial Backflow Retrofits and on the following development projects:
 - PIR On-Site Improvements, Hill Drive Redevelopment, Coldwater Depot III, Legacy Charter School Ph. 2 Improvements, CVS Pharmacy, Golden Leaf Wellness, Larry H. Miller Volkswagen Carwash, Kneaders Bakery & Café, Copper Springs Medical Plaza, and Avalon Estates.
- ❑ Completed Road Safety Audit project at Dysart Road and Van Buren Street.
- ❑ Completed review and support for Special Events held at City Center and Historic Avondale.
- ❑ Reviewed and approved 97 traffic control plans.
- ❑ Striped 26 miles of arterial and collectors as part of the annual striping maintenance program.
- ❑ Inventoried all street assets and programmed for preservation or rehabilitation through 2035.
- ❑ Completed in-house maintenance of the following:
 - 47 Avondale traffic signals (and 13 Tolleson traffic signals)
 - 7,833 Avondale streetlights (and 834 Tolleson streetlights)
 - 9,411 Avondale roadway signs
- ❑ Adopted the Street Tree Master Plan.
- ❑ Adopted the Municipal Sustainability Plan.
- ❑ Trained 94 staff members on stormwater pollution prevention and stormwater permit administration.

Development & Engineering Services

FY 2014-2015 Highlights

- Through the administration of the Catch Basin Maintenance Program, 149 structures, 7,400 linear feet of pipe were cleaned. 74.11 tons of debris was removed. 6,600 curb miles swept.

Council Goal: *Community Development/Economic Development*

FY 2015-16 Objectives:

- Continue to build on our relationship with the Home Builders Association of Central Arizona (HBACA) to expand home building throughout the City
- Provide Economic Development Department with information to assist in recruitment of new businesses and employers to the City.
- Assist the Finance Department with options for homebuilder incentives.
- Continue to implement the Infill Incentive Program.
- Continue to market Avondale with the home building community. .
- Identify areas within our documents where flexibility can be incorporated.
- Maintain and expand where feasible, Over the Counter Review Program to assist businesses in their speed to market.
- Update zoning ordinance and specific plans to address restrictive standards and requirements that may impede development.

Council Goal: *Community Involvement*

FY 2015-16 Objectives:

- Expand the “In Your Backyard” development activity link.
- Expand the community outreach program for sustainability and environmental topics.
- Continue to implement the Art ordinance which provides for funding to the Art Community.

Council Goal: *Environmental Leadership*

FY 2015-16 Objectives:

- Work towards implementing water saving measures called out in the Municipal Sustainability Plan (MSP).
- Incorporate LED lighting technology where pragmatic.
- Explore feasibility of implementing solar at city facilities.
- Continue prioritizing and implementing the Municipal Sustainability Plan (MSP).

Council Goal: *Quality of Life*

FY 2015-16 Objectives:

- Continue to assist schools with Safe Routes to School plans.

Council Goal: *Staff Retention*

FY 2015-16 Objectives:

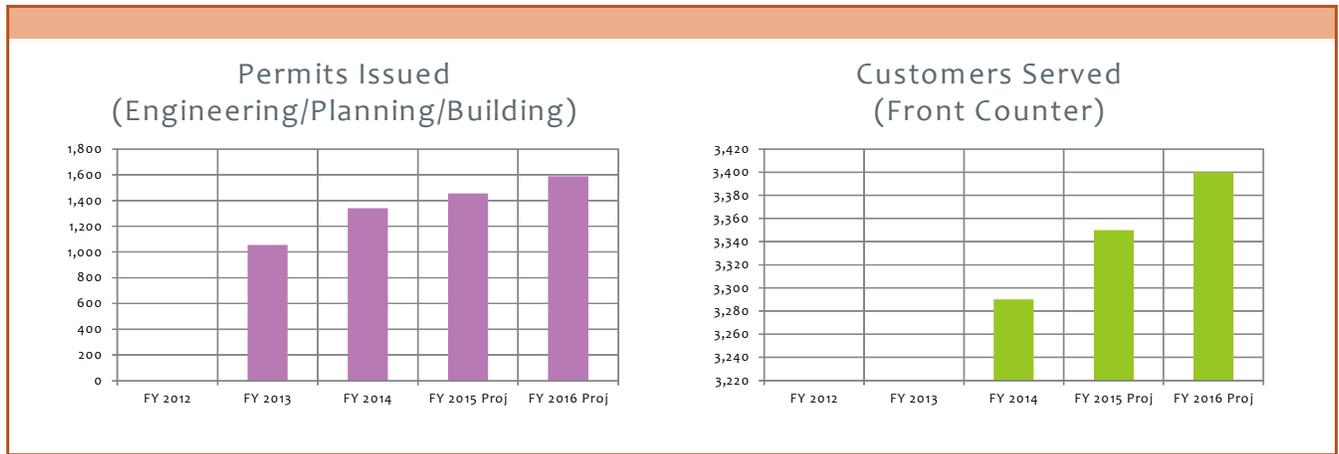
- Have staff attend training seminars and conferences for emerging trends in engineering, planning, and building code, as well as for personal development.

Council Goal: *Transportation Management*

FY 2015-16 Objectives:

- Identify current and on-going funding needs to prevent transportation infrastructure degradation.
- Develop and maintain a signing and lighting asset management program.

Development & Engineering Services



Development & Engineering Services

Budget Summary						
	FY 12-13 Actuals	FY 13-14 Actuals	FY 14-15 Budget	FY 14-15 Estimates	FY 15-16 Budget	Pct. +/-
Expenditures by Category						
Personal Services	2,627,759	2,428,563	2,730,880	2,550,158	2,853,310	4.5%
Contractual Services	1,244,945	1,550,479	2,431,990	1,278,862	2,138,350	-12.1%
Commodities	153,489	181,764	239,440	117,925	241,830	1.0%
Capital Outlay	91,532	32,919	-	-	128,000	0.0%
Other	92,840	109,030	142,880	142,880	142,880	0.0%
Transfers Out	101,980	106,950	99,000	95,987	137,860	39.3%
Contingency	-	-	50,000	-	50,000	0.0%
Total by Category	4,312,545	4,409,705	5,694,190	4,185,812	5,692,230	0.0%
Expenditures by Division						
Planning	620,703	668,107	883,240	706,469	743,600	-15.8%
Building Services	681,351	445,935	736,900	390,125	657,490	-10.8%
Development Svcs Administration	-	-	-	-	343,550	0.0%
Engineering	1,106,647	1,356,023	1,634,000	1,214,283	1,379,250	-15.6%
Traffic Engineering	1,816,530	1,806,742	2,059,190	1,578,388	2,178,930	5.8%
Other Grants	20,501	(23,846)	-	-	-	0.0%
Environmental Programs Fund	66,813	156,744	380,860	296,547	389,410	2.2%
Total by Division	4,312,545	4,409,705	5,694,190	4,185,812	5,692,230	0.0%
Expenditures by Fund						
General Fund	2,297,085	2,349,443	3,119,380	2,180,164	2,984,920	-4.3%
Highway User Revenue Fund	1,928,146	1,927,364	2,193,950	1,709,101	2,317,900	5.6%
Other Grants	20,501	(23,846)	-	-	-	0.0%
Environmental Programs Fund	66,813	156,744	380,860	296,547	389,410	2.2%
Total by Fund	4,312,545	4,409,705	5,694,190	4,185,812	5,692,230	0.0%
Authorized Positions by Division						
Planning	7.00	7.00	7.00	7.00	6.00	-14.3%
Building Services	6.00	4.00	3.00	3.00	3.00	0.0%
Development Svcs Administration	-	-	-	-	3.00	0.0%
Engineering	11.00	8.00	9.00	9.00	8.00	-11.1%
Traffic Engineering	7.00	7.00	7.00	7.00	7.00	0.0%
Environmental Programs	1.00	1.00	1.00	1.00	1.00	0.0%
Total Authorized FTE	32.00	27.00	27.00	27.00	28.00	3.7%

City Clerk

Records Management

Elections

Licensing

Passport Services

Department Description

The City Clerk's Department is responsible for a variety of duties which are defined in the City's Charter and City's Code as well as in the State Statutes and Federal Law. Aside from what is legally required from the City Clerk, the department strives to contribute to furthering the democratic process by facilitating transparency so that residents can be informed and participate in their community.

The Department is responsible for preparing the city council meeting agenda and minutes. We are responsible for ensuring the agenda gives enough information to the public regarding items the Council will be considering, as well as maintaining the official record of the meeting. We make those available to the public as required by statute on the city's website.

Management of elections is another very important responsibility. We facilitate the publication of notices to give notice of an upcoming election, prepare an informational packet for potential candidates, receive candidate filings and ensure candidates comply with any campaign finance filing requirements. We also facilitate voters' ability to cast their vote by hosting a satellite early voting site for Maricopa County. During the early voting period, any Maricopa County voter may cast their vote at Avondale City Hall as ballots are printed on demand. Staff is able to assist voters while still performing their regular duties and providing excellent customer service to everyone.

Over the last couple of years, the City Clerk's Department staff has increased their focus and efforts on records management. Technology has facilitated the way we conduct business, but it has also created many challenges. Until recently, the city records management policy did not address the management of electronic records. We now have a program in place and have worked with departments and individual employees to educate them so that records management becomes second nature to them.

Other responsibilities include:

- First line customer service
- Passports Application Processing facility
- Processing of Annexation requests
- Process Liquor License applications and renewals
- Process Peddler's license applications
- Coordinate the execution of contracts, agreement and all official documents
- Internal and external request for information or public records
- Provide Notary Services
- Cause the Municipal Code and Charter to be updated regularly
- Process incoming and outgoing mail
- Conference room reservation for community organizations and staff
- Pool vehicle reservation
- Coordination of appointments of citizens to the city's boards, commissions and committees
- Publication of all board, commission, and committees agendas and minutes as required by statute
- Coordinate the review of special event permit applications

FY 2014-2015 Highlights

- Coordinated a Primary and General elections during FY 14/15. Provided assistance to candidates to ensure

City Clerk

FY 2014-2015 Highlights

- necessary paperwork was filed appropriately and in a timely manner. We also had an early voting site, which provided a convenience to voters who live in Maricopa County.
- ❑ The Arizona State Library Archives and Public Records required all agencies to submit an Essential Records document by December 31, 2014 pursuant to Arizona Revised Statutes, identifying records essential to that agency. The city met this requirement prior to the deadline.
 - ❑ Emily Keeper's SharePoint site was developed and published for staff. This site offers all things records in one place, retention schedules, forms as well as Emily's column "What Does the Box Say" relaying important records related information. In addition, there is a questions and answer segment called "Ask Emily" allowing staff the opportunity to ask records related questions and receive answers
 - ❑ Email Project – the email review project was completed on January 30, 2015 implementing the one year retention rule for emails residing in employees Outlook account. Gradual implementation allowed employees one full year to review seven (7) years' worth of email, gave employees the opportunity to thoroughly review their emails and select those that are deemed records for retention.
 - ❑ As a result of our continued emphasis on compliance with our Records Management Policy 116 boxes were destroyed.
 - ❑ An automated call distributor was installed for the city's and department's main phone numbers. Through this system, calls will not go unanswered as they are routed to the next available agent instead of receiving a busy tone. The implementation of this system allows staff to capture the number of phone calls presented, answered and dropped. Staff will use this tool to improve efficiency. The system will provide us with the ability to track those numbers for future analysis and reporting.
 - ❑ In cooperation with the IT Department, an E-Discovery system was implemented, City Clerk's Department Staff are now able to run requests for records through the email system and network drives ensuring that all information is researched and provided to those requesting, as well as ensuring those documents are retained in case a legal hold needs to be implemented.
 - ❑ A public self-service copier was installed in the City Hall lobby. Passport customers are now able to make copies of their documents before submitting with their application. The availability of this copier is also beneficial for the water billing division as staff can direct customers to the public copier rather than making copies of lease agreements, etc. for customers.

Council Goal: *Community Involvement*

FY 2015-16 Objectives:

- ❑ Continue to manage the appointment to the City's Boards, Commissions and Committees to ensure all BCCs have enough members to hold meetings.

Council Goal: *Financial Stability*

FY 2015-16 Objectives:

- ❑ To reduce offsite storage costs and reduce the city's exposure to liability, we will review records currently at the off-site storage facility and schedule the destruction of those records that have met their retention requirement.
- ❑ Continue the implementation of the email management initiative which will effectively encourage employees to delete emails that are determined to be non-records. This will have the effect of reducing server space, reducing the city's exposure to liability and reducing the time spent by the city attorney reviewing emails that are subject to public records requests.
- ❑ Implement a new public records request policy to further formalize the process. The new policy will discourage compound records requests to facilitate information gathering and increase responsiveness.
- ❑ 2015/2016 has been designated as the Year of Destruction by the City Clerk's Department. All boxes that reside in the ACCESS storage facility will be reviewed, documented, retention assigned or destroyed. This will keep us in compliance with our records management policy and reduce our liability. In the long run, this will also reduce costs.

City Clerk

Council Goal: *Financial Stability*

FY 2015-16 Objectives:

- ❑ Continue with the next phase of the email project, which will address assigning policies to the “retain” folder, folder structures within “retain,” and emails residing in the inbox. With this method employees will have more control over how they manage this information ensuring that what is retained is deemed records and non-records are disposed of in a timely manner reducing our liability.
- ❑ Explore opportunities for revenue with subscription services for frequently requested information.

Council Goal: *Quality of Life*

FY 2015-16 Objectives:

- ❑ Upload Council Meeting Minutes from 1946 to 2001, Ordinances and Resolutions on website for citizens, media and other interested parties to access. Ordinances and Resolutions will require indexing modifications to allow for enhanced search capabilities.

Council Goal: *Staff Retention*

FY 2015-16 Objectives:

- ❑ Focus on staff development and growth. Reassign responsibilities and cross train as appropriate to allow employees to increase their skill sets. Cross training opportunities will be available based on need and areas of interest.

Budget Summary

	FY 12-13 Actuals	FY 13-14 Actuals	FY 14-15 Budget	FY 14-15 Estimates	FY 15-16 Budget	Pct. +/-
Expenditures by Category						
Personal Services	382,509	438,977	482,010	471,829	495,610	2.8%
Contractual Services	87,146	65,232	135,310	89,670	106,520	-21.3%
Commodities	8,013	5,819	3,750	4,397	4,560	21.6%
Other	(15,450)	(34,890)	(39,350)	(39,350)	(39,350)	0.0%
Transfers Out	6,720	7,790	7,070	7,070	8,030	13.6%
Total by Category	468,938	482,928	588,790	533,616	575,370	-2.3%
Expenditures by Division						
City Clerk	437,829	482,706	531,850	500,109	546,900	2.8%
Elections	31,109	222	56,940	33,507	28,470	-50.0%
Total by Division	468,938	482,928	588,790	533,616	575,370	-2.3%
Expenditures by Fund						
General Fund	468,938	482,928	588,790	533,616	575,370	-2.3%
Total by Fund	468,938	482,928	588,790	533,616	575,370	-2.3%
Authorized Positions by Division						
City Clerk	5.00	6.00	6.00	6.00	6.00	0.0%
Total Authorized FTE	5.00	6.00	6.00	6.00	6.00	0.0%

**Police
Department**

Patrol

Investigations

Support Services

Community Programs

Department Description

The Police Department provides public safety related services to the community in a variety of ways, including proactive and reactive patrol through the city, responding to calls for service from the public, providing crime prevention services, and enforcing criminal and traffic laws. The Police Department also provides community services in the form of programs, presentations, and by networking with community groups. The Department also provides a presence in the school systems through the SRO (School Resource Officer) 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 172 employees, which includes 115 sworn police officers and 57 professional staff positions. Additionally, there are 37 volunteers and 3 part-time employees. There are two Divisions in the Police Department, which include the Operations Division (Patrol/Investigations), and the Support Services Division. The Operations Division is managed by three Lieutenants assigned to Patrol, one Lieutenant in the Criminal Investigations Bureau and one Crime Analyst, with all directed by an Assistant Chief. The Support Services Division includes a Lieutenant over Communications, a Lieutenant in Detention, a Recruitment/Hiring Sergeant, a Rangemaster Sergeant, a SRO Sergeant, and a Training Officer all in the Professional Services Bureau. The Division, directed by an Assistant Chief, also includes a Police Volunteer Coordinator, the Community Services Supervisor, CAD/ RMS Administrator and a Support Services Supervisor. The Police Chief oversees the Budget/Records Manager, Internal Affairs, PIO, the Southwest Family Advocacy Center (SWFAC) Director, the Executive Assistant and the two Assistant Chiefs.

FY 2014-2015 Highlights

- ❑ A crime reduction and community connection project was implemented in Historic Old Town of Avondale. The Department held community meetings in the area which included business leaders and community groups. Staff also held food drives for the area during Thanksgiving and provided toys for needy families during the Christmas season. Crime in the Historic Old Town area was reduced by 15% over the previous year.
- ❑ The Department held its first Citizen Police Academy in the Fall of 2014. Twelve people from the community were selected to participate in the inaugural Academy class. Over the course of eight weeks, the class members were able to participate in hands-on activities such as crime scenes, accident and traffic investigations, use of force, judgmental shooting, patrol procedures, and information on all areas of the Department.
- ❑ During the year, the Department has made a commitment to address domestic violence (DV) related crimes. Training on investigating domestic violence crimes was provided to the entire department. Collaboration with victim services through education and prevention as well as the courts and prosecutor is being expanded to deal with the issue of DV crimes. For the last calendar year, the incidents of domestic violence have been reduced by 5%.
- ❑ The Police Department entered social media by creating a Facebook account. During 2014, we posted 92 different public safety and city updates to the community. These updates included everything from shoplifting suspects, missing children and adults, road closures, public safety tips, and upcoming department and city events. There are over 1700 members of our community following the Department page and the information that is being posted.
- ❑ In December, the Avondale Police Department hosted a Fashion Christmas for approximately 750 residents. Besides toys for the kids, the Department also brought in Care 1st and Maricopa Integrated Health to educate residents on available resources. Military recruiters and staff from UTI also participated by providing information on their programs

Police

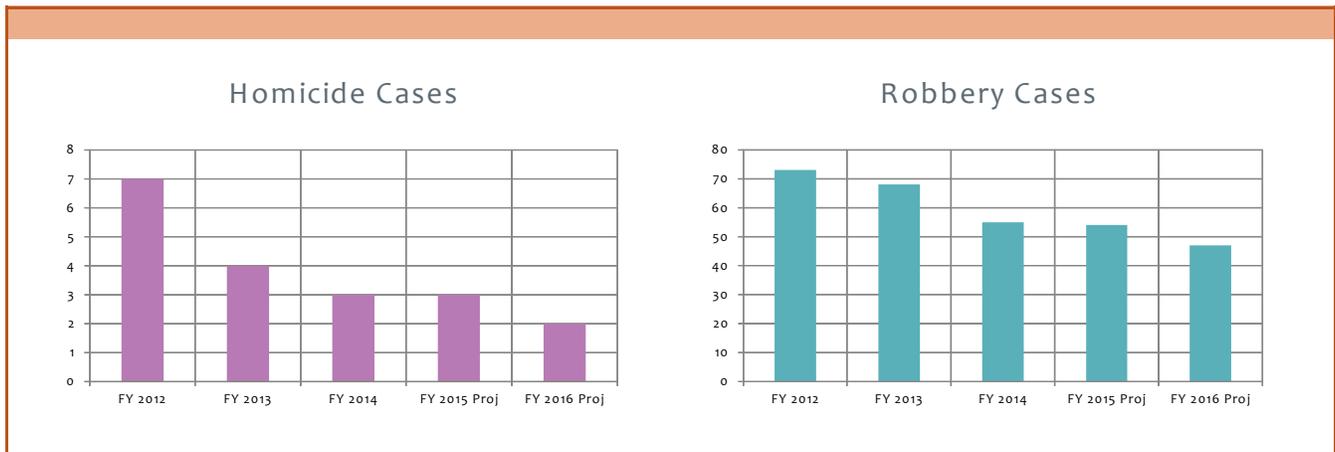
FY 2014-2015 Highlights

- ❑ The Department is scheduled to complete the transition from Sig Sauer to Glock handguns for all officers in early 2015.
- ❑ With the assistance of IT, a new software program was installed and implemented in the Department. The software is a nationally recognized program for the storing of internal and external complaints as well as commendations, accidents, vehicle pursuits, and use of force incidents. The program also has an early warning notification system that alerts staff to possible training issues with employees.
- ❑ During the year, the purchase of 266 new police radios was made through Motorola Inc. The radios replaced the police radios in police vehicles, police motorcycles, as well as providing staff with new portable handheld radios.
- ❑ In October, the Avondale Police Department hosted the annual GAIN (Getting Arizona involved in Neighborhoods) event in conjunction with the City’s Resident Appreciation Night.
- ❑ The Department participated in our 8th Take Back Initiative Drug Disposal Event with the DEA and Walgreens. This event gives us the opportunity to safely dispose of unused medications. During this event we collected 9 boxes weighing a total of 140 lbs. with 52 citizens dropping off their unused medications.
- ❑ The volunteers in the VIPS program donated over 8,800 hours of service with the Department and City. It is estimated they saved the City approximately \$224,984 in salaries.
- ❑ The Department has expanded its use of social media by using Twitter to connect with citizens.

Council Goal: *Public Safety*

FY 2015-16 Objectives:

- ❑ To reduce the crime rate in the City of Avondale.
- ❑ Use technology to improve the efficiency of public safety service. Research the feasibility and implementation of on-officer body cameras for Patrol officers
- ❑ Continue the three-year domestic violence reduction program by increasing awareness and department commitment to the community.



Police

Budget Summary						
	FY 12-13 Actuals	FY 13-14 Actuals	FY 14-15 Budget	FY 14-15 Estimates	FY 15-16 Budget	Pct. +/-
Expenditures by Category						
Personal Services	14,019,484	14,597,917	15,646,950	15,159,838	16,322,240	4.3%
Contractual Services	2,349,512	2,509,604	2,716,680	2,523,022	2,805,160	3.3%
Commodities	918,739	577,895	743,190	428,542	584,490	-21.4%
Capital Outlay	175,189	132,118	100,000	-	102,000	2.0%
Other	30,530	54,600	85,840	85,840	85,840	0.0%
Transfers Out	924,100	880,660	877,600	876,620	861,230	-1.9%
Total by Category	18,417,554	18,752,794	20,170,260	19,073,862	20,760,960	2.9%
Expenditures by Division						
Police--RICO	-	819	-	-	-	0.0%
Police - Administration	1,656,593	1,799,770	1,971,120	1,876,936	2,054,810	4.2%
Police - Community Services	144,357	171,994	236,020	195,977	239,490	1.5%
Police - Patrol Support	534,329	343,631	596,410	433,437	482,040	-19.2%
Police - Professional Standards Bureau	78,241	127,935	181,330	64,238	172,330	-5.0%
Police - Communications	1,387,297	1,522,645	1,622,920	1,491,968	1,759,890	8.4%
Police - Records	162,017	221,903	237,420	226,557	242,440	2.1%
Police - Traffic	727,631	765,195	885,360	846,501	910,230	2.8%
Police - COPS Hiring ARRA	7,010	399,363	369,680	428,964	423,940	14.7%
Police - Detention Services	905,293	888,428	902,930	884,648	909,800	0.8%
Police - Patrol	8,033,147	7,947,472	8,562,570	7,957,163	8,800,750	2.8%
Police - Investigations	2,324,400	2,488,930	2,416,730	2,495,708	2,687,930	11.2%
Police - Community Action Team (CAT)	623,378	617,348	694,540	713,463	754,210	8.6%
Police - Agua Fria SRO	74,655	85,214	86,790	78,055	84,950	-2.1%
Police - Tolleson Union SRO	161,822	239,574	169,710	210,979	204,670	20.6%
Police - GIITEM	96,270	116,397	91,470	96,342	90,000	-1.6%
Regional Family Advocacy	967,529	819,133	1,134,200	919,218	943,480	-16.8%
ARRA Grants	357,224	(6,429)	-	-	-	0.0%
Other Grants	115,836	173,335	11,060	153,708	-	-100.0%
Police Grants	57,623	(1,133)	-	-	-	0.0%
R.I.C.O. All Agencies	2,902	31,270	-	-	-	0.0%
Total by Division	18,417,554	18,752,794	20,170,260	19,073,862	20,760,960	2.9%

Police

Budget Summary						
	FY 12-13 Actuals	FY 13-14 Actuals	FY 14-15 Budget	FY 14-15 Estimates	FY 15-16 Budget	Pct. +/-
Expenditures by Fund						
General Fund	13,929,518	14,960,902	15,635,920	15,054,691	16,209,400	3.7%
Other Grants	115,836	173,335	11,060	153,708	-	-100.0%
Co. R.I.C.O. w/Maricopa Atty	2,902	31,270	-	-	-	0.0%
Voca Crime Victim Advocate	57,623	(1,133)	-	-	-	0.0%
Regional Family Advocacy	967,529	819,133	1,134,200	919,218	943,480	-16.8%
Public Safety Dedicated Sales Tax	2,986,922	2,775,716	3,389,080	2,946,245	3,608,080	6.5%
ARRA Fund	357,224	(6,429)	-	-	-	0.0%
Total by Fund	18,417,554	18,752,794	20,170,260	19,073,862	20,760,960	2.9%
Authorized Positions by Division						
Police - Administration	7.00	9.00	10.00	10.00	10.00	0.0%
Police - Family Advocacy Center	3.00	4.00	5.00	5.00	5.00	0.0%
Police - Community Services	2.00	2.00	3.00	3.00	3.00	0.0%
Police - Patrol Support	5.00	5.00	5.00	5.00	4.00	-20.0%
Police - Communications	18.00	18.00	18.00	18.00	20.00	11.1%
Police - Records	3.00	3.00	4.00	4.00	4.00	0.0%
Police - Traffic	7.00	8.00	8.00	8.00	8.00	0.0%
Police - Victims' Rights Program	1.00	1.00	-	-	-	0.0%
Police - COPS Hiring ARRA	5.00	5.00	5.00	5.00	5.00	0.0%
Police - Detention Services	9.00	9.00	9.00	9.00	9.00	0.0%
Police - Patrol	73.00	72.00	71.00	71.00	71.00	0.0%
Police - Investigations	24.00	24.00	23.00	23.00	24.00	4.3%
Police - Community Action Team (CAT)	7.00	7.00	7.00	7.00	7.00	0.0%
Police - Agua Fria SRO	1.00	1.00	1.00	1.00	1.00	0.0%
Police - Tolleson Union SRO	2.00	2.00	2.00	2.00	2.00	0.0%
Police - GIITEM	1.00	1.00	1.00	1.00	1.00	0.0%
Total Authorized FTE	168.00	171.00	172.00	172.00	174.00	1.2%

City Court

Magistrate

Administration

Traffic Division

Civil Division

Criminal Division

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 2014-2015 Highlights

- Judge Jennings taught “DUI Issues” at the 2014 Arizona Annual Justice of the Peace Conference.
- Court Alterations Project completed.
- Judge Jennings and the Court Administrator attended the 2014 Judicial Leadership Conference.
- Judge Jennings taught “Pre-Trial DUI Issues” at the 2014 Judicial DUI and Traffic Conference.
- Court Administrator successfully completed the Arizona Court Executive Program and achieved status of Certified Court Executive, Level II of the Court Management Program through the National Center for State Courts.
- Judge Jennings is attending New Judge Orientation from January 12 – 16, and 26 – 30, and April 13 – 17, 2015.
- Judge Jennings is scheduled to instruct at New Judge Orientation for DUI Jury Trials.
- Court Administrator is scheduled to complete the Court Executive Fellows Program through the National Center for State Courts, Institute for Court Management
- Participated in the Veterans Stand Down hosted by the City of Phoenix and Stand Up for Veterans hosted by the City of Glendale.
- Collected \$95,321 through the Tax Intercept Program. This automated program operated by the Arizona Supreme Court allows courts to collect state income tax refunds and lottery winnings for overdue court payments.
- Continued compliance with foreign language and sign language interpretation requirements
- The Avondale City Court continues the partnership with the Tolleson City Court to conduct initial appearances of detainees from the City of Tolleson.
- 488 Orders of Protection and 130 Injunctions against Harassment were issued to ensure the safety of the protected party.

City Court

FY 2014-2015 Highlights

- ❑ Provide litigants daily access to justice and to resolve cases; 22,958 people came through the court system for service.
- ❑ The Avondale City Court continues to participate in the Regional Homeless Court Program in Maricopa County. This program is not mandatory but each court has to agree to participate in a program sponsored by community providers.
- ❑ The Avondale City Court continues to host interns from the Phoenix College of Law. Under the Supreme Court Rule, third year law students may practice law under the supervision of the City Prosecutor.

Council Goal: *Community Involvement*

FY 2015-16 Objectives:

- ❑ Continue to actively participate in community outreach opportunities during Resident Appreciation Night, the Citizen Leadership Academy, and court tours upon request.

Council Goal: *Department Goal*

FY 2015-16 Objectives:

- ❑ Ensuring compliance with court orders.
- ❑ Implement new laws enacted and provide the necessary training and materials to staff to ensure compliance.

Council Goal: *Financial Stability*

FY 2015-16 Objectives:

- ❑ Observe court performance standards including collections through the Fines, Fees, Restitution Enforcement Program, Debt Setoff Program, Tax Interception Program and the enforcement of Court Orders.
- ❑ Increase collection of monetary penalties by ensuring more cases are eligible for Arizona Tax Interception program.

Council Goal: *Quality of Life*

FY 2015-16 Objectives:

- ❑ Continue to enforce court orders, improve and monitor restitution, diversion compliance on domestic violence case processing and to continue to give victims a voice.
- ❑ Continue to improve and provide judicial, customer and technical services to people who visit the Avondale City Court and to continue to provide enhanced services to all court users with access to fairness and justice, ensuring timely resolution of criminal and civil cases.
- ❑ Improve customer satisfaction with additional web content.
- ❑ Monitor and make necessary changes to the courts Language Access Plan on an annual basis.

Council Goal: *Staff Retention*

FY 2015-16 Objectives:

- ❑ Continue to encourage and support staff by providing opportunities to attend enhanced programs which provide ethics, leadership, customer service and training within their specialized skills.

City Court



Budget Summary

	FY 12-13 Actuals	FY 13-14 Actuals	FY 14-15 Budget	FY 14-15 Estimates	FY 15-16 Budget	Pct. +/-
Expenditures by Category						
Personal Services	882,507	873,980	1,070,520	896,891	1,074,960	0.4%
Contractual Services	255,113	278,121	369,130	270,413	295,070	-20.1%
Commodities	8,061	8,584	82,330	9,221	16,280	-80.2%
Capital Outlay	-	-	-	-	-	0.0%
Transfers Out	7,310	7,440	9,060	9,060	14,220	57.0%
Total by Category	1,152,991	1,168,125	1,531,040	1,185,585	1,400,530	-8.5%
Expenditures by Division						
Court	1,094,385	1,093,003	1,220,300	1,109,448	1,226,370	0.5%
Court Security	11,066	14,253	17,140	12,416	18,330	6.9%
Court Payments	47,540	60,869	293,600	63,721	155,830	-46.9%
Total by Division	1,152,991	1,168,125	1,531,040	1,185,585	1,400,530	-8.5%
Expenditures by Fund						
General Fund	889,694	895,672	979,800	897,407	992,330	1.3%
Court Payments	47,540	60,869	293,600	63,721	155,830	-46.9%
Public Safety Dedicated Sales Tax	215,757	211,584	257,640	224,457	252,370	-2.0%
Total by Fund	1,152,991	1,168,125	1,531,040	1,185,585	1,400,530	-8.5%
Authorized Positions by Division						
Court	12.00	12.00	12.00	12.00	12.00	0.0%
Court Security	1.00	1.00	1.00	1.00	1.00	0.0%
Total Authorized FTE	13.00	13.00	13.00	13.00	13.00	0.0%

Fire & Medical Department	Intervention Services
	Prevention Services
	Professional Development
	Community Services
	Emergency Management

Department Description

Avondale Fire & Medical's vision is to be recognized as a role model, trend setter and an organization that sets the standard for customer service; is a model of innovation and professionalism; recognizes and embraces diversity; maintains strong ties and involvement with the community; and is a leader in the provision of emergency service intervention.

The Fire & Medical Department's five major organizational divisions are Administration, Intervention Services, Community Services, Prevention, and Professional Development.

A few of its programs and services include:

- Advanced Life Support emergency medical response
- Fire and Technical Rescue emergency incident response
- Community Life Safety Education
- Community Risk Reduction, Commercial Life Safety Inspection and Fire Incident Investigation
- Child Car Seat Safety Inspections

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

- Valley automatic aid dispatch system
- Glendale Regional Public Safety Training Center
- Special event staffing consortium
- Emergency Services Agreement with Phoenix International Raceway
- Wildland fire deployment agreement with the State Forestry Department
- MOU for inspection services with the State Fire Marshal's Office
- Logistical support for the Arizona Center for Fire Service Excellence
- Multi-agency unified command coordination for NASCAR race events

Through these and other programs, the department accomplishes its mission of providing 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

FY 2014-2015 Highlights

- Ordered three new engines, two of which were delivered and placed in service in this fiscal year.
- Implemented a web based fire alarm and installed fire protection system inspection compliance reporting system.
- Completed a feasibility study relating to the formation of a county island fire district.
- Responded to the department's first out-of-state wildfire deployment with the new Type III brush truck.
- Supported emergency service operations at several major events including two NASCAR races, NFL Pro Bowl, Super Bowl and Good Sam National RV rally.

Council Goal: *Public Safety*

FY 2015-16 Objectives:

- Explore opportunities to expand the department's role in the areas of community health and paramedicine.

Fire & Medical

Council Goal: *Public Safety*

FY 2015-16 Objectives:

- Continue to seek joint initiatives with other west valley agencies to improve efficiency and/or effectiveness.
- Continue to work to identify potential alternative funding mechanisms for fire and EMS activities.
- Continue to work to identify technology based applications, including iPads for field applications, to improve efficiency and/or effectiveness.
- Continue to progress toward achieving accredited department status through the Commission on Fire Accreditation International.

Fire & Medical

Budget Summary						
	FY 12-13 Actuals	FY 13-14 Actuals	FY 14-15 Budget	FY 14-15 Estimates	FY 15-16 Budget	Pct. +/-
Expenditures by Category						
Personal Services	6,070,086	6,721,786	7,813,300	7,412,077	8,181,960	4.7%
Contractual Services	1,210,346	1,281,607	1,449,130	1,277,375	1,510,050	4.2%
Commodities	216,376	470,881	442,640	197,509	319,670	-27.8%
Capital Outlay	-	176,875	514,000	-	553,000	7.6%
Other	-	-	40,000	-	60,000	50.0%
Debt Service	89,054	-	-	-	-	0.0%
Transfers Out	541,470	491,790	499,150	499,150	590,660	18.3%
Total by Category	8,127,332	9,142,939	10,758,220	9,386,111	11,215,340	4.2%
Expenditures by Division						
Fire	4,800	4,800	5,000	3,600	5,000	0.0%
Fire - Community Services	475,713	460,554	475,250	452,120	494,580	4.1%
Fire - Administration	877,061	812,438	964,680	872,896	1,253,290	29.9%
Fire - Professional Development	378,972	394,829	366,160	391,463	389,740	6.4%
Fire - Intervention Services	6,339,296	7,323,536	8,847,790	7,571,072	8,926,970	0.9%
PIR Race Fire Overtime	51,406	75,742	99,340	94,960	145,760	46.7%
Other Grants	84	71,040	-	-	-	0.0%
Total by Division	8,127,332	9,142,939	10,758,220	9,386,111	11,215,340	4.2%
Expenditures by Fund						
General Fund	6,494,630	7,222,301	8,725,010	7,710,818	9,312,310	6.7%
Other Grants	84	71,040	-	-	-	0.0%
Public Safety Dedicated Sales Tax	1,627,818	1,844,798	2,028,210	1,671,693	1,898,030	-6.4%
Volunteer Fireman's Pension	4,800	4,800	5,000	3,600	5,000	0.0%
Total by Fund	8,127,332	9,142,939	10,758,220	9,386,111	11,215,340	4.2%
Authorized Positions by Division						
Fire - Community Services	4.00	4.00	4.00	4.00	4.00	0.0%
Fire - Administration	5.00	5.00	5.00	5.00	6.00	20.0%
Fire - Professional Development	2.00	2.00	2.00	2.00	2.00	0.0%
Fire - Intervention Services	48.00	63.00	63.00	63.00	63.00	0.0%
Total Authorized FTE	59.00	74.00	74.00	74.00	75.00	1.4%

Economic Development

Commerce

Employment Growth

Business Retention

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:

- Marketing Avondale as a premier location for retail, commercial, industrial, and office development
- Providing assistance to the development community to attract and retain businesses
- Developing plans and implementation strategies to attract new business opportunities
- Developing and implementing a business retention program

FY 2014-2015 Highlights

- Successfully located a new behavioral health hospital, Copper Springs Hospital, that will bring over 150 jobs and \$15 million in capital investment to the city.
- Established a new infill incentive program for the Historic Avondale, Cashion, and Las Ligas communities.
- Partnered with Neighborhood and Family Services Department to launch a West Valley small business workshop.
- Successful located fourteen (14) new retail businesses to the city.
- Actively worked with businesses, site selectors, and brokers to reduce office, retail, and industrial vacancy rates throughout the city to some of the lowest in the greater Phoenix metro area.
- Partnered with the WESTMARC Workforce Committee to develop labor force data that will be used to market the city to businesses in high-impact industries such as the financial services, healthcare, educational, and technology industries.
- Substantially completed citywide branding efforts.
- Assisted Trammell Crow with the development of Coldwater Depot Logisters Center Phase III and outreach to potential tenants.
- Successfully located Main Event, new 58,000 square foot family entertainment center, that will bring 120 full-time and part-time jobs to the and over \$10 million in capital investment to the city.
- Developed marketing collateral for the city's Health-Tech Corridor, and industrial and office sites to recruit businesses in these industries to the city.

Council Goal: Community Development/Economic Development

FY 2015-16 Objectives:

- Implement citywide branding effort and brand story through the development of a mobile app for businesses growth and retention and resident engagement.
- Engage with the development community and businesses to bring focus to McDowell Road as the city's medical corridor.
- Engage with development community to showcase existing and shovel-ready sites for office, retail, and multi-family housing in City Center.
- Advocate at the legislature for stronger and more effective economic development tools.
- Provide support to small businesses.

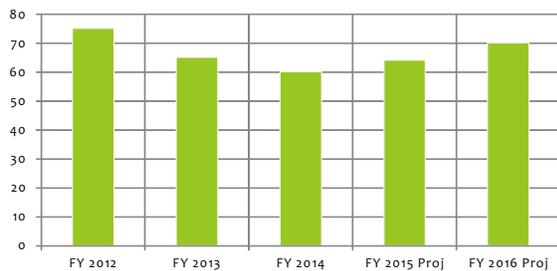
Economic Development

Council Goal: Community Development/Economic Development

FY 2015-16 Objectives:

- ❑ Align strategies with higher education providers to ensure students receive the skills necessary to expand workforce capabilities of the West Valley.
- ❑ Collaborate with various City departments to understand and eliminate barriers to quality development and construction.
- ❑ Staff will coordinate and attend prospect trips and trade shows with GPEC, Arizona Commerce Authority, Maricopa Association of Governments, and the Arizona-Mexico Commission. Market focus areas include California, Canada, and Mexico. Individual prospect visits will be analysis and vetted on a case by case basis.
- ❑ Respond to prospect inquiries in a timely manner. Projects that are E-Tracked from GPEC and/or Arizona Commerce Authority will be evaluated to determine if they are the proper fit for our community. Criteria must fulfill a targeted industry sector that creates quality jobs, provides significant Capital Investment, and improves the overall sustainability of the local economy. Staff will identify appropriate sites, insure the location is properly zoned, and has the required infrastructure. Staff will follow up as the project location is vetted, coordinate site visits, and work cooperatively with Development Services Project Manager to bring clients through our Development review and approval process.
- ❑ Initiate prospect meetings/site/tours/community visits. Staff will market all available properties, buildings to perspective clients and development partners to showcase the investment opportunities that are available in Avondale. Quarterly update visits will be provided to Site Selectors, Commercial Brokers, GPEC & ACA Business Attraction liaisons to insure they have all of the latest data regarding our available assets.

Total Business Prospects



Economic Development

Budget Summary						
	FY 12-13 Actuals	FY 13-14 Actuals	FY 14-15 Budget	FY 14-15 Estimates	FY 15-16 Budget	Pct. +/-
Expenditures by Category						
Personal Services	434,646	485,081	535,590	497,626	527,150	-1.6%
Contractual Services	566,287	685,117	1,473,090	806,393	1,167,150	-20.8%
Commodities	2,051	1,913	2,900	4,235	2,900	0.0%
Capital Outlay	-	7,732	-	-	-	0.0%
Transfers Out	2,650	3,950	3,590	3,590	4,070	13.4%
Total by Category	1,005,634	1,183,793	2,015,170	1,311,844	1,701,270	-15.6%
Expenditures by Division						
Economic Development	979,620	1,097,519	1,759,220	1,104,364	1,434,940	-18.4%
City Center Property Management	-	-	66,030	-	66,030	0.0%
Avondale Corporate Center	-	86,274	189,920	207,480	200,300	5.5%
Other Grants	26,014	-	-	-	-	0.0%
Total by Division	1,005,634	1,183,793	2,015,170	1,311,844	1,701,270	-15.6%
Expenditures by Fund						
General Fund	979,620	1,183,793	2,015,170	1,311,844	1,701,270	-15.6%
Other Grants	26,014	-	-	-	-	0.0%
Total by Fund	1,005,634	1,183,793	2,015,170	1,311,844	1,701,270	-15.6%
Authorized Positions by Division						
Economic Development	3.00	4.00	4.00	4.00	4.00	0.0%
Total Authorized FTE	3.00	4.00	4.00	4.00	4.00	0.0%

**Parks,
Recreation
and Libraries**

Parks & Recreation

Library Services

Facilities & Grounds

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 - The Avondale Public Library brings people, information and ideas together to enrich lives and build community. The library supports the principles of intellectual freedom for all citizens. The library provides: materials in a variety of formats, story times, interlibrary loans, computers with internet access and Microsoft Office products, computer classes, WiFi, reference services, summer reading program, teen/tween activities, STEM/STEAM activities, book discussions, online databases, virtual library services including E-books, study rooms, meeting rooms, Tumblebook Library, Gale Courses online classes and volunteer opportunities.

Recreation - The Recreation division seeks to preserve and enhance the high quality of life for those who live and work in our community. Recreation services include: Citywide special events, sports programs and leisure classes for all ages, 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 work environments for the citizens and staff of the City of Avondale. Building maintenance services include: high quality janitorial services, upgrade and enhancement of the appearance and function of all public buildings, compliance with applicable codes, laws, rules, and regulations, preservation and maintenance of the City of Avondale’s assets and infrastructure, management of City departments' moves or renovations.

Grounds Maintenance - The Grounds Maintenance division is responsible for maintaining all City parks 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. Grounds maintenance services include cleaning, upgrade and enhancement of City parks and turf areas, including ball fields, soccer fields, basketball courts, volleyball courts, and lighting.

FY 2014-2015 Highlights

- ❑ The Avondale Library conducted a six month trial of extended hours to gather public input on hours of operation. The public showed support for later hours and Sunday service which the library subsequently implemented.
- ❑ Library staff participated in multiple laptop distribution nights held by the Littleton Elementary School District. Information on library services was presented to 740 parents and children and 110 library cards were registered.
- ❑ The library was awarded two Library Services and Technology Act grants totaling \$18,100 for programs, activities and materials that foster learning in the areas of Science, Technology, Engineering, Arts, and Math.
- ❑ An Americorp VISTA staff member was assigned to the library in order to build capacity in volunteer coordination, business/employment skills development and developing the membership of an active, engaged Friends of the Avondale Libraries and Recreation organization.
- ❑ Facilities Division coordinated and managed the installation of new carpeting at fire station 172 and new hard flooring at fire station 173 as part of the Facility Replacement Schedule.

Parks, Recreation & Libraries

FY 2014-2015 Highlights

- Sports division continues to grow and expand offerings to Avondale Residents. Over 200 youth participated in the 1st City of Avondale sponsored soccer league.
- As part of a beautification project at the Avondale Community Center the Active Adult program participants constructed a tree mural. As part of the project, wooden leaves can be purchased and engraved to decorate the tree. To date the project has raised over \$600 in donations.
- The Facilities Division improved its overall customer service percentage as measured by the Internal City Customer Survey for year 2014 by 6.2% for an overall satisfaction rating of 89.2 %.
- The Facilities Division lead the design and construction efforts for the Court Service Counter remodel project which was successfully completed and has improved the appearance and function of the service counter operation.
- Avondale was the first city in Arizona to become a Let's Move Gold Medal Community
- The Tale of Two Cities Parade and Festival was awarded the National Cultural Diversity Award by the National League of Cities and Towns

Council Goal: *Community Development/Economic Development*

FY 2015-16 Objectives:

- Develop programs and partnerships that support Economic Development and growth of Amateur athletics.
- Develop high quality, cost recoverable programs, activities, and special events that impact Economic Development and resident Quality of Life.

Council Goal: *Community Involvement*

FY 2015-16 Objectives:

- Promote and encourage active participation and volunteerism with the Friends of Avondale Libraries and Recreation.

Council Goal: *Department Goal*

FY 2015-16 Objectives:

- Develop strategies & processes that will help the Facilities Division become more proactive and less reactive to facility maintenance issues.
- Strive to increase Facilities customer service levels and enhance efficiencies concerning upgrades and long term and permanent repairs through internal work orders.

Council Goal: *Environmental Leadership*

FY 2015-16 Objectives:

- Upgrade city facilities, buildings, and fixtures to energy efficiency materials and processes.
- Maintain all city buildings and facilities in such a manner as to ensure that the operation, functionality, safety, and appearance are sustained at a high level.

Council Goal: *Quality of Life*

FY 2015-16 Objectives:

- Enhance and upgrade open spaces to include trails development, outdoor recreation, and nature festivals and events.
- Promote healthy lifestyles through healthy initiatives, programming and activities.
- Increase the use of technology in the community by providing learning opportunities for residents through library programming and recreational skills development classes.
- Further the theme of a Healthy Avondale by including library materials for checkout that promote health education and an active lifestyle.

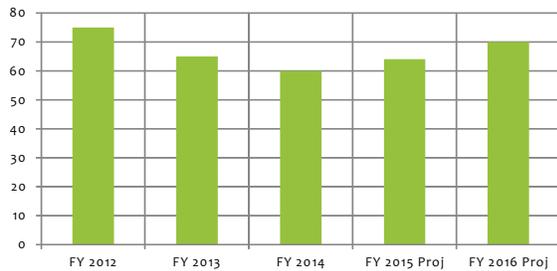
Parks, Recreation & Libraries

Council Goal: Staff Retention

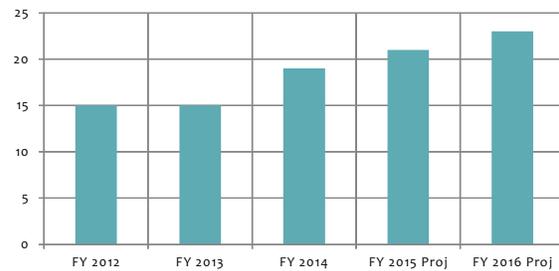
FY 2015-16 Objectives:

- ❑ Provide training opportunities for staff to enhance their customer service, managerial, cross training abilities, planning, and job function skills.
- ❑ Increase training and development of PRLD staf job skills so they qualify for job opportunities at the next level.

Facilities maintenance response time satisfaction rating (percentage)



Annual Sports Tournaments



Parks, Recreation & Libraries

Budget Summary

	FY 12-13 Actuals	FY 13-14 Actuals	FY 14-15 Budget	FY 14-15 Estimates	FY 15-16 Budget	Pct. +/-
Expenditures by Category						
Personal Services	1,855,847	1,975,939	2,057,770	2,150,110	1,768,760	-14.0%
Contractual Services	3,416,848	3,442,192	4,238,938	3,527,575	3,952,945	-6.7%
Commodities	376,478	374,845	245,652	204,374	236,245	-3.8%
Capital Outlay	32,383	16,501	70,000	-	-	-100.0%
Other	(314,710)	(348,460)	(383,300)	(383,300)	(383,300)	0.0%
Transfers Out	164,670	162,310	153,340	153,340	171,750	12.0%
Total by Category	5,531,516	5,623,327	6,382,400	5,652,099	5,746,400	-10.0%
Expenditures by Division						
Grounds Maintenance	826,814	901,051	1,196,950	1,210,815	1,158,808	-3.2%
Building Maintenance	1,539,273	1,568,911	1,545,880	1,440,393	1,614,360	4.4%
Congregate Meals	4,721	14,208	17,380	18,179	-	-100.0%
Home Delivered Meals	6,660	27,932	57,050	46,062	-	-100.0%
MCSO	1,600	8,343	16,430	14,636	-	-100.0%
Soc. Svcs - Senior Transportation	2,028	-	-	-	-	0.0%
PRL Administration	237,261	258,853	331,450	272,836	263,277	-20.6%
Library - Sam Garcia	514,144	487,489	393,780	521,565	539,270	36.9%
Library - Civic Center	470,452	595,332	515,900	455,789	499,360	-3.2%
Library Administration	309,031	364,022	536,780	304,035	436,230	-18.7%
Recreation	955,116	941,981	1,427,310	971,304	1,185,095	-17.0%
Recreation-Special Event Donations	-	-	-	-	50,000	0.0%
Senior Nutrition	513,844	416,572	343,490	381,549	-	-100.0%
ARRA Grants	25,830	-	-	-	-	0.0%
Community Action Program	6,807	6,634	-	4,558	-	0.0%
Library Grants	117,935	16,953	-	10,378	-	0.0%
Other Grants	-	15,046	-	-	-	0.0%
Total by Division	5,531,516	5,623,327	6,382,400	5,652,099	5,746,400	-10.0%
Expenditures by Fund						
General Fund	4,867,100	5,168,122	6,038,910	5,255,614	5,746,400	-4.8%
Senior Nutrition	513,844	416,572	343,490	381,549	-	-100.0%
Community Action Program	6,807	6,634	-	4,558	-	0.0%
Other Grants	-	15,046	-	-	-	0.0%
Library Projects	117,935	16,953	-	10,378	-	0.0%
ARRA Fund	25,830	-	-	-	-	0.0%
Total by Fund	5,531,516	5,623,327	6,382,400	5,652,099	5,746,400	-10.0%

Parks, Recreation & Libraries

Budget Summary						
	FY 12-13 Actuals	FY 13-14 Actuals	FY 14-15 Budget	FY 14-15 Estimates	FY 15-16 Budget	Pct. +/-
Authorized Positions by Division						
Grounds Maintenance	-	-	-	-	0.50	0.0%
Building Maintenance	3.00	3.00	4.00	4.00	4.00	0.0%
Congregate Meals	1.55	1.55	1.05	1.05	-	-100.0%
Home Delivered Meals	2.20	2.20	3.20	2.70	-	-100.0%
MCSO	1.15	1.15	1.65	1.65	-	-100.0%
Soc. Svcs - Senior Transportation	0.10	0.10	0.10	0.10	-	-100.0%
PRL Administration	2.00	2.00	2.00	2.00	2.00	0.0%
Library - Sam Garcia	6.50	7.50	5.00	6.25	6.25	25.0%
Library - Civic Center	7.50	6.50	7.50	6.50	6.50	-13.3%
Library Administration	2.00	2.00	3.00	2.00	2.00	-33.3%
Recreation	7.00	7.00	5.50	5.50	5.00	-9.1%
Total Authorized FTE	33.00	33.00	33.00	31.75	26.25	-20.5%

Neighborhood and Family Services

Family Services

Community Development

Code Enforcement

Youth Development

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, Family Services, Senior Services, Youth Services and Community engagement. 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 two advisory bodies to assure that we are responsive to community needs. These include the Neighborhood and Family Services Commission and the Youth Advisory Commission.

FY 2014-2015 Highlights

- ❑ The Senior Center & Active Adult program continues to grow, with an overall participation increase of 19% and revenue increase of 38% from fiscal year 2013 to 2014.
- ❑ This year, the Code Enforcement Division through its Neighborhood Focus Program – Avondale Proud proactively inspected 37,154 homes in 88 neighborhoods. Staff successfully streamlined and expanded the program allowing review of every neighborhood in the city at least once and evaluation of certain areas of the city multiple times per year to ensure that properties comply with City Code.
- ❑ In an effort to promote the effective use of signage and to prevent visual clutter, the Code Enforcement Division conducted multiple Concentrated Sign Enforcement Program campaigns this year, canvassing the city focusing on illegal and improperly placed temporary signage at businesses. This education and enforcement initiative, conducted on a quarterly basis, helps to ensure citywide compliance. In addition, a field staff member is assigned to monitor and maintain compliance between quarterly campaigns.
- ❑ The Code Enforcement Division continues to be actively involved in the Code Enforcement League of Arizona (CELA), a statewide professional organization dedicated to the training and education of code enforcement professionals. There are currently two staff members serving on the CELA Board of Directors, one as Past President and the other as Treasurer.
- ❑ Initially launched in 2010, myAvondale is a free citizen engagement smartphone app for iPhone and Android devices featuring a simple user interface that provides a convenient way to report all types of community concerns. This year, the Code Enforcement Division updated the app with additional new features including the ability to report waste of water and provide praise/feedback on City staff.

Neighborhood & Family Services

FY 2014-2015 Highlights

- ❑ The Code Enforcement Division conducted random monthly inspections of 28 merchants in the city known to sell graffiti related products for compliance with the city code related to the proper storage and display of graffiti implements. This valuable inspection program educates and reminds all merchants who sell graffiti implements of the importance of their role in reducing graffiti in the community.
- ❑ The Code Enforcement Division continues to successfully utilize its clean and lien program to enhance the community by bringing numerous vacant and foreclosed homes into compliance. This successful program abates violations and eliminates blight through the use of a contractor, then liens the property for the associated costs.
- ❑ The Code Enforcement Division continues to pursue unregistered residential rental properties. In order to be in compliance with this ordinance, a residential rental property must be registered with the Maricopa County Assessor's Office so that it can be properly classified for the purpose of taxation.
- ❑ Code Enforcement continues to administer the citywide landscape maintenance contract for city facilities and median. Utilizing a smartphone based work order management system, staff is able to identify and resolve landscape maintenance issues promptly to ensure the proper upkeep of city grounds and that the contractor is in compliance with the scope of work.
- ❑ Programs and services at the Resource Center continue to grow with over 5,000 residents benefiting from services each month.
- ❑ The Resource Center received \$175,000 from First Things First to provide services to families with children five and under. Services include early childhood literacy, parenting, play groups, and health insurance enrollment.
- ❑ In July, over 250 youth were provided back-to-school supplies. This included age-appropriate school supplies and a brand new backpack for each child; ages preschool through 8th grade.
- ❑ The Resource Center provided a Hometown Holidays event that allowed children to have their picture taken with Santa and receive a book and toy. Over 240 families attended this popular annual event.
- ❑ The Resource Center hosted a Family Fun Fair that provided parent education, community resources, along with fun activities for families with children ages birth to five. Support was received from 25 community partners and more than 150 participants attended.
- ❑ Valley of the Sun United Way provided a Volunteer Income Tax Assistance (VITA) site at the Resource Center. Volunteers assisted residents with completing and filing income taxes and ensuring that residents receive refunds for which they are eligible including the Earned Income Tax Credit (EITC).
- ❑ City employees continue to receive loans through the Employee Assistance Program. Twenty-one loans have been made to date during FY2015.
- ❑ In January, a new partnership was developed with Maricopa Workforce Connection to provide employment services to individuals and families visiting the Resource Center. Maricopa Workforce Connection provides resume building, job searching assistance and employability skills classes at no cost.
- ❑ The 4th Annual Health and Resource Fair was sponsored at the Resource Center. This event was a great success with 80 vendor participants, 181 parents and children and 26 volunteers providing the community with resources and health screenings.
- ❑ Families with children birth to five years of age celebrated Read Across America month at the Resource Center. Families enjoyed making crafts and listening to special guest readers from the Police and Fire Department.
- ❑ Neighborhood and Family Services staff demolished a dilapidated home in the Cashion neighborhood. Abandoned since 2010, the property deteriorated to the point where it could not be secured and posed a significant risk to public health and safety. Using CDBG funds, staff completed the necessary funding reallocation, environmental review, hazard testing and procurement to demolish and grade the site in one day.
- ❑ The Resource Center began the Preschool Garden this year. Several families regularly check on the growth of the garden and have begun harvesting squash, radishes, and okra.
- ❑ This year, one hundred families received a Thanksgiving food box at the Resource Center.
- ❑ Five projects were completed through the Emergency Home Repair Program, which uses CDBG funds to eliminate health and safety conditions in owner-occupied single-family homes. Typical work included replacement or repair of deteriorated roofs, non-functioning HVAC systems, and hazardous electrical and plumbing systems.

Neighborhood & Family Services

FY 2014-2015 Highlights

- Neighborhood and Family Services staff completed construction and resale of four new homes through the Legacy Avondale project. The City used Neighborhood Stabilization Program funds to construct these state-of-the-art, single-family homes, located on the 300 block of E. Hill Drive. The new homes replaced three deteriorated duplexes that attracted substantial criminal activity. The buildings' bright colors and southwest modern style add distinctive character to Historic Avondale. The homes were resold to income-qualified first-time homebuyers, with the proceeds retained to construct two additional homes at the site.
- Four rehabilitation projects were completed through the Substantial Home Repair Program. As a comprehensive rehabilitation program, work expands on the Emergency Home Repair Program by including interior and exterior painting, flooring, kitchen and bathroom replacement, windows and doors.

Council Goal: *Community Development/Economic Development*

FY 2015-16 Objectives:

- Continue to provide housing rehabilitation assistance through the Emergency and Substantial Home Repair Programs
- Develop and implement a program to assist first-time homebuyers with financial assistance to purchase a home in Avondale.

Council Goal: *Community Involvement*

FY 2015-16 Objectives:

- Strengthen the Avondale Youth Advisory Commission by increasing participation and representation from all Avondale High Schools.
- Identify and implement opportunities to increase understanding and buy-in of the Kids at Hope philosophy with the purpose of making Avondale a Kids at Hope city.
- Develop partnerships and secure resources to implement and expand youth development programming at additional sites.
- Provide job training to low-income teens to increase the viability of the work force and to alleviate the effects of poverty on the community while offering post-secondary educational assistance.
- Develop a comprehensive volunteer program through the utilization of VISTA members.

Council Goal: *Quality of Life*

FY 2015-16 Objectives:

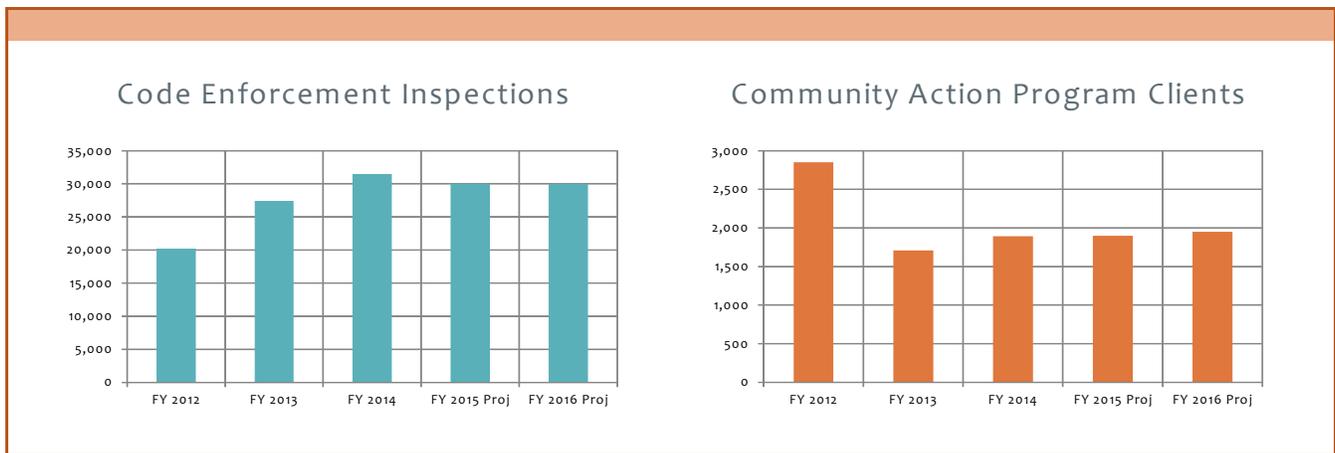
- Effectively administer the citywide landscape maintenance contract utilizing Code Enforcement Division Staff and customized technology to maintain and improve the visual appearance of city facilities and medians.
- Continue administration of the registration requirement for residential rental properties with the Maricopa County Assessor. This important program helps maintain accurate contact information on rental property owners and ensures that proper tax rates are applied to properties.
- Continue to utilize the Clean and Lien program to abate violations at abandoned, foreclosed or neglected properties for the safety and welfare of the surrounding neighborhood.
- Continue quarterly Concentrated Sign Enforcement Program campaigns to promote the effective use of signage and to prevent visual clutter by focusing on illegal and improperly placed temporary signage at businesses citywide. Also maintain a field staff member assigned to monitor compliance between quarterly campaigns.
- Encourage community pride through the Neighborhood Focus Program – Avondale Proud by proactively reviewing every residential area in the city to assure that properties are being maintained in compliance with City Code. These proactive code enforcement efforts eliminate blight and promote clean, sanitary and safe conditions within neighborhoods citywide.

Neighborhood & Family Services

Council Goal: *Quality of Life*

FY 2015-16 Objectives:

- ❑ Conduct a comprehensive code enforcement program that fosters compliance and enhances the community through the administration of a fair and unbiased compliance program while educating the public on the adopted city codes and the value of effective code enforcement.
- ❑ Continue to provide programming for families with children birth to five years of age through First Things First funding.
- ❑ Provide a safety net of services to families in need through the Community Action Program including utility and rental assistance.
- ❑ Continue to provide needed health and human services through the Care1st Avondale Resource Center.
- ❑ Work with First Things First staff to strengthen the resource center model and work to bring other providers of services for children under five to the Care1st Avondale Resource and Housing Center.



Neighborhood & Family Services

Budget Summary

	FY 12-13 Actuals	FY 13-14 Actuals	FY 14-15 Budget	FY 14-15 Estimates	FY 15-16 Budget	Pct. +/-
Expenditures by Category						
Personal Services	1,507,635	1,426,068	1,623,020	1,408,859	1,860,040	14.6%
Contractual Services	1,833,380	1,483,788	1,304,780	759,553	1,557,190	19.3%
Commodities	45,287	40,193	84,050	56,626	123,970	47.5%
Capital Outlay	18,256	-	-	-	51,610	0.0%
Other	-	-	-	-	-	0.0%
Transfers Out	283,120	288,310	351,250	51,250	291,370	-17.0%
Total by Category	3,687,678	3,238,359	3,363,100	2,276,288	3,884,180	15.5%
Expenditures by Division						
Neighborhood & Family Services Admin	488,163	433,063	610,350	435,400	530,210	-13.1%
Family Services	236,515	232,118	336,640	189,449	366,090	8.7%
Youth Commission	-	-	-	-	13,000	0.0%
Code Enforcement	651,932	708,061	823,270	678,872	804,530	-2.3%
Youth Commission	2,514	11,431	5,970	1,943	5,970	0.0%
NSP Home Buyer Assistance Grant	-	185,576	-	-	-	0.0%
Senior Nutrition	-	-	-	-	529,180	0.0%
Other Grants	1,380,062	747,823	385,440	387,391	255,780	-33.6%
Home Grant	335,374	351,908	342,680	272,202	204,640	-40.3%
Community Action Program	86,351	96,877	109,980	102,660	111,860	1.7%
CDBG	506,767	471,502	748,770	208,371	1,062,920	42.0%
Total by Division	3,687,678	3,238,359	3,363,100	2,276,288	3,884,180	15.5%
Expenditures by Fund						
General Fund	1,379,124	1,570,249	1,776,230	1,305,664	1,719,800	-3.2%
Senior Nutrition	-	-	-	-	529,180	0.0%
Community Action Program	86,351	96,877	109,980	102,660	111,860	1.7%
Home Grant	335,374	351,908	342,680	272,202	204,640	-40.3%
Other Grants	1,380,062	747,823	385,440	387,391	255,780	-33.6%
CDBG	506,767	471,502	748,770	208,371	1,062,920	42.0%
Total by Fund	3,687,678	3,238,359	3,363,100	2,276,288	3,884,180	15.5%

Neighborhood & Family Services

Budget Summary						
	FY 12-13 Actuals	FY 13-14 Actuals	FY 14-15 Budget	FY 14-15 Estimates	FY 15-16 Budget	Pct. +/-
Authorized Positions by Division						
Congregate Meals	-	-	-	-	1.80	0.0%
Home Delivered Meals	-	-	-	-	2.45	0.0%
MCSO	-	-	-	-	1.90	0.0%
Soc. Svcs - Senior Transportation	-	-	-	-	0.35	0.0%
Neighborhood & Family Services Admin	4.78	5.00	5.00	5.00	5.00	0.0%
Family Services	2.00	2.00	2.00	2.00	2.00	0.0%
Code Enforcement	7.00	7.00	7.00	7.00	7.00	0.0%
Community Action Program	2.00	2.00	2.00	2.00	2.00	0.0%
ADOH	0.03	-	-	-	-	0.0%
NSP Home Buyer Assistance Grant	0.19	-	-	-	-	0.0%
Total Authorized FTE	16.00	16.00	16.00	16.00	22.50	40.6%

Public Works

Water Operations

Wastewater Operations

Water Resource Planning

Quality & Regulatory Compliance

Street Maintenance

Solid Waste & Recycling

Fleet Services

Department Description

The Public Works Department delivers essential public services to the community through valued customer service, effective operations, and sound planning. We strive to be a highly regarded public service provider, and to be recognized as an industry leader by the community and our peers.

The Department's programs include Water, Wastewater, Sanitation, Streets and Fleet Services. 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 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, 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 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 high quality reclaimed water for recharge and/or reuse.

The Sanitation Division provides curbside container service, curbside uncontained service, green waste and recycling services. The division strives to operate an environmentally sound program, encouraging recycling and proper disposal of all waste streams. The inspectors ensure the program is in compliance with all regulations.

The Street Maintenance Division provides safe, reliable, clean streets and right of ways throughout the entire community. The program includes street sweeping, potholing, crack sealing, concrete and asphalt repairs, and all general maintenance designed to extend the life of City streets.

The Fleet Services Division provides preventative maintenance and repairs for the fleet of City-owned vehicles and equipment, manages the City's fuel inventory, develops and maintains the City's vehicle replacement program and provides operational and maintenance cost analysis.

Each Division's activities contribute to the Public Works Mission Statement with a goal of becoming a highly regarded public service provider that is recognized as an industry leader by the community and our peers.

Public Works

FY 2014-2015 Highlights

- ❑ Developed Water Reclamation Facility Master Plan to guide the operating and capital needs of the facility through the next 20 years. Recommendations have been completed and incorporated into the current operations and the City's 10-year Capital Improvement Plan.
- ❑ Upgrade of Northside Booster Station commenced in October 2014. This project will install a new booster station with state of the art Variable Frequency Drive controls and a new control building will be constructed to meet current and future demands according to the Water Master Plan. This will allow the full capacity of the 3 wells supplying the facility to be used. This project is planned for completion in May 2015.
- ❑ Installed an overhead crane system at the Water Reclamation Facility headwork to allow for the safe removal of the step screens and related apparatuses for maintenance and repair. The project began in mid-September and is expected to be completed by February 2015.
- ❑ Worked with NJBSoft to implement a compliance management software package to include drinking water, wastewater, pretreatment, cross connection, air quality and storm water compliance activities. The software will allow us to electronically record, monitor and report as required by the Arizona Department of Environmental Quality, Maricopa County Environmental Services and Arizona Department of Water Resources.
- ❑ Council approved the implementation of a green waste program in July 2014. To date including the test period, over 2 million pounds of green waste has been diverted from the landfill for reuse by a local family farmer.
- ❑ An optimization program was initiated at the Water Reclamation Facility in September 2014 which focuses on potential cost saving efficiencies throughout the facility including process improvements; chemical efficiencies; and scheduled maintenance activities around EAM (Enterprise Asset Management).
- ❑ Wastewater Collections worked with Dibble Engineering to inspect and develop a 10-year rehabilitation program and estimated budget to initiate the recommendations identified in the Large Diameter Inspection report (2014). A comprehensive rehabilitation schedule has been defined based on report findings to ensure the continued reliability and intended service.
- ❑ Worked with KUV Consultants to update the Department's Emergency Response Plan. The previous version did not incorporate the street, sanitation or fleet divisions. The new plan is comprehensive and allows for dealing with City emergencies utilizing all of the Department's resources.
- ❑ The restructuring of the residential sanitation/recycling routes was completed and implemented as of August 1, 2014. The new routes were developed to even out the workload and allow for route consistency and driver accountability.
- ❑ Recognized by AZ SWANA (Solid Waste Association of North America) for Municipality of the Year and Recycling Professional of the Year for Les Miller

Council Goal: *Community Development/Economic Development*

FY 2015-16 Objectives:

- ❑ Maintain an assured water supply for existing and future development.
- ❑ Provide services considered by consumers to be a good value.
- ❑ Continue to engage in regional discussions on Colorado River issues and be a part of the solution.

Council Goal: *Environmental Leadership*

FY 2015-16 Objectives:

- ❑ Begin implementation of the Water Reclamation Facility Master Plan for operation and maintenance of the facility.
- ❑ Continue to utilize reliability methods to optimize water production and distribution facilities operations to realize full lifecycle of assets and reduce repair/replacement cost through preventative maintenance programs.
- ❑ Maintain compliance with Safe Drinking Water and Clean Water Acts. Continue to meet and exceed best management practices to comply with permit requirements in all operating divisions.
- ❑ Raise awareness of the City's assured water supply and drought management efforts. Educational efforts on water conservation, recycling, and other environmental matters will continue for the public and employees.

Public Works

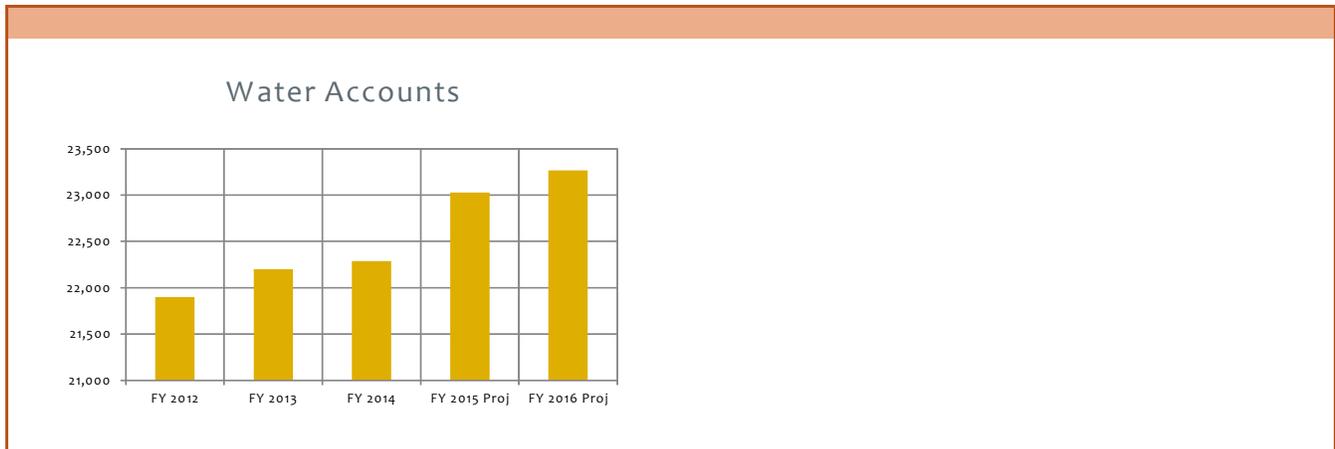
Council Goal: *Environmental Leadership*

FY 2015-16 Objectives:

Council Goal: *Quality of Life*

FY 2015-16 Objectives:

- Keep neighborhoods clean and free from trash and debris through sanitation services, inspection program, education efforts, and street maintenance/sweeping operations.
- Complete capital projects and emergency repairs in a timely manner to minimize impact to residents and businesses.



Public Works

Budget Summary						
	FY 12-13 Actuals	FY 13-14 Actuals	FY 14-15 Budget	FY 14-15 Estimates	FY 15-16 Budget	Pct. +/-
Expenditures by Category						
Personal Services	6,367,198	6,860,425	7,229,520	6,737,388	7,379,583	2.1%
Contractual Services	9,344,175	9,287,763	9,280,710	6,745,842	9,078,681	-2.2%
Commodities	3,323,598	3,109,854	3,848,010	2,961,227	3,803,166	-1.2%
Capital Outlay	11,088,552	11,387,638	1,391,050	-	955,800	-31.3%
Other	2,250,940	2,262,130	2,835,030	2,835,766	2,835,030	0.0%
Debt Service	203,804	138,556	675,560	157,130	1,481,550	119.3%
Transfers Out	3,717,370	3,755,330	4,312,640	4,087,160	4,010,630	-7.0%
Contingency	-	-	2,550,000	-	2,550,000	0.0%
Total by Category	36,295,637	36,801,696	32,122,520	23,524,513	32,094,440	-0.1%
Expenditures by Division						
Fleet Services	2,211,654	2,179,310	2,249,780	1,923,843	2,303,300	2.4%
Field Operations Administration	(28,088)	64,512	116,730	(22,415)	44,980	-61.5%
Motor Pool	51,222	45,893	45,160	38,038	44,670	-1.1%
Streets	1,636,515	1,821,654	1,755,430	1,547,031	1,701,660	-3.1%
Solid Waste	3,804,186	4,094,722	4,190,620	3,140,016	4,140,400	-1.2%
Sanitation-Uncontained	667,376	705,598	749,860	724,411	848,380	13.1%
Recycling, Education and Enforcement	266,577	287,094	287,050	252,401	301,810	5.1%
Green Waste	-	-	-	28,669	131,120	0.0%
Water Distribution	7,817,871	7,759,972	2,672,250	2,655,280	2,721,390	1.8%
Water Administration	3,211,169	3,147,786	5,610,740	3,863,575	4,864,620	-13.3%
GIS and Land Services	436,920	564,125	38,990	384	16,900	-56.7%
Water Resources	1,714,827	1,423,404	1,785,930	1,286,768	1,793,160	0.4%
Water Quality	643,312	620,812	825,880	545,637	647,300	-21.6%
Wetlands Treatment	257,380	247,228	352,680	258,999	262,950	-25.4%
Water Production	3,040,577	2,909,503	3,446,260	2,400,827	3,370,100	-2.2%
Wastewater Collection	1,455,194	1,596,876	2,412,630	1,687,219	2,133,610	-11.6%
Wastewater Administration	567,793	448,333	2,097,680	454,833	3,503,070	67.0%
Wastewater Lift Stations	230,230	233,874	153,180	218,480	-	-100.0%
Water Reclamation Facility	8,310,922	8,651,000	3,331,670	2,520,517	3,265,020	-2.0%
Total by Division	36,295,637	36,801,696	32,122,520	23,524,513	32,094,440	-0.1%

Public Works

Budget Summary						
	FY 12-13 Actuals	FY 13-14 Actuals	FY 14-15 Budget	FY 14-15 Estimates	FY 15-16 Budget	Pct. +/-
Expenditures by Fund						
General Fund	23,134	110,405	161,890	15,623	89,650	-44.6%
Highway User Revenue Fund	1,636,515	1,821,654	1,755,430	1,547,031	1,701,660	-3.1%
Water Operations	17,122,056	16,672,830	14,732,730	11,011,470	13,676,420	-7.2%
Sewer Operations	10,564,139	10,930,083	7,995,160	4,881,049	8,901,700	11.3%
Sanitation	4,738,139	5,087,414	5,227,530	4,145,497	5,421,710	3.7%
Fleet Services Fund	2,211,654	2,179,310	2,249,780	1,923,843	2,303,300	2.4%
Total by Fund	36,295,637	36,801,696	32,122,520	23,524,513	32,094,440	-0.1%
Authorized Positions by Division						
Fleet Services	6.00	6.00	6.00	6.00	6.00	0.0%
Field Operations Administration	3.25	3.25	2.75	2.75	2.75	0.0%
Streets	9.00	9.00	9.00	9.00	10.00	11.1%
Solid Waste	13.00	13.00	13.00	13.00	13.00	0.0%
Sanitation-Uncontained	3.00	3.00	3.00	3.00	3.00	0.0%
Recycling, Education and Enforcement	2.00	2.00	2.00	2.00	2.00	0.0%
Green Waste	-	-	-	1.00	1.00	0.0%
Water Distribution	13.25	13.25	14.25	14.25	14.25	0.0%
Water Administration	4.38	5.38	5.64	6.64	6.64	17.7%
GIS and Land Services	3.00	3.00	-	-	-	0.0%
Water Resources	1.00	1.00	1.00	1.00	1.00	0.0%
Water Quality	4.00	4.00	4.00	4.00	4.00	0.0%
Wetlands Treatment	3.00	3.00	3.00	2.00	2.00	-33.3%
Water Production	5.25	5.25	5.25	5.25	5.25	0.0%
Wastewater Collection	7.25	7.25	7.25	7.25	7.25	0.0%
Wastewater Administration	1.37	1.37	1.61	1.61	1.61	0.0%
Water Reclamation Facility	12.25	12.25	12.25	12.25	12.25	0.0%
Total Authorized FTE	91.00	92.00	90.00	91.00	92.00	2.2%

Capital Improvement Plan

FY2015-2016 through FY2024-2025

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 2015-2016 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, the City's approved infrastructure improvements plan (IIP), 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. The most recent bond election was held on May 15, 2007 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 2016-2025 CIP will form the basis for appropriations in the 2015-2016 fiscal year budget. Some projects will affect the city's budget process five to ten years into the future. Individual projects will continue to be subject to ongoing community and City Council review and discussion during the annual appropriations process.

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

What are Capital Improvements?

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

Financing the Capital Improvement Plan

When developing the capital improvement plan, the city must consider its ability to finance the needed projects. This involves prioritization of projects while maximizing use of available financing mechanisms.

Capital Improvement Plan

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, and streets 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. These fees must be developed in compliance with A.R.S §9-463 and require that the City base the fees on approved land use assumptions (LUA) and infrastructure improvements plan (IIP).

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 \$92.6 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 \$24.5 million in grant funding and \$12.6 million in intergovernmental cost sharing.

General Obligation Bonds

General Obligation (G.O.) bonds are backed by "the full faith and credit" of the City, and are usually considered to be a safe investment for bondholders. These bonds also require voter approval before the City can issue this type of debt. The principal and interest on G.O. bonds is normally paid through a property tax levy, referred to as the "secondary" property tax. This means that property owners pay for the benefit of the improvements funded with this type of bond through payment of their property taxes. As indicated in the financial policies section, the City maintains a policy that the secondary property tax rate, when combined with the primary property tax rate, cannot exceed \$2.00 per one hundred dollars of assessed valuation.

Capital Improvement Plan

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 2015-2016. The City has sufficient capacity to issue bonds to fund this ten-year plan.

	20%	6%
	Water, Sewer, Public Safety, Streets, Transportation Facilities, Open Space, Flood Control and Parks	General Municipal Purpose Bonds
Net Assessed Value	337,158,512	337,158,512
Debt Limit	67,431,702	20,229,511
Net Bonds Outstanding	25,880,000	635,000
Legal Debt Margin	41,551,702	19,594,511

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	6,125,000	3,875,000
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	7,050,000	3,250,000
8-Sep-98	Library Facilities	2,500,000	2,500,000	0
15-May-07	Water and Sewer Improvements (a)	5,000,000		5,000,000
15-May-07	Street & Highway Improvements (b)	20,000,000	14,000,000	6,000,000
15-May-07	Parks, Community Center and Recreation Facilities	15,000,000	7,800,000	7,200,000
15-May-07	Public Safety Facilities & Equipment	13,000,000	0	13,000,000
15-May-07	General Government Facilities	17,000,000	0	17,000,000
Totals		117,800,000	51,905,000	65,895,000
(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.

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 \$20.7 million will carryover in fund balance for the FY 2015-16 capital budget.

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 2015-2016 budget includes \$11,444,536 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 2015-2016 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	1,765,000	1,739,785	50,000	3,554,785
Highway User Revenue Bonds	375,000	27,900	10,000	412,900
Municipal Development Corporation (MDC) Bonds-GLTD	4,296,835	1,623,471	40,000	5,960,306
Sub-total	6,436,835	3,391,156	100,000	9,927,991
Enterprise Funded Debt				
Water & Sewer Revenue Bonds	942,898	501,713	25,000	1,469,611
MDC Bonds - Water & Sewer	30,268	6,666	10,000	46,934
Sub-total	973,166	508,379	35,000	1,516,545
Grand Total All Debt	\$7,410,001	\$3,899,535	\$135,000	\$11,444,536

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

Capital Improvement Plan

ongoing revenues (i.e., sales tax, user fees, and intergovernmental revenues) to ensure they can be sustained into the future.

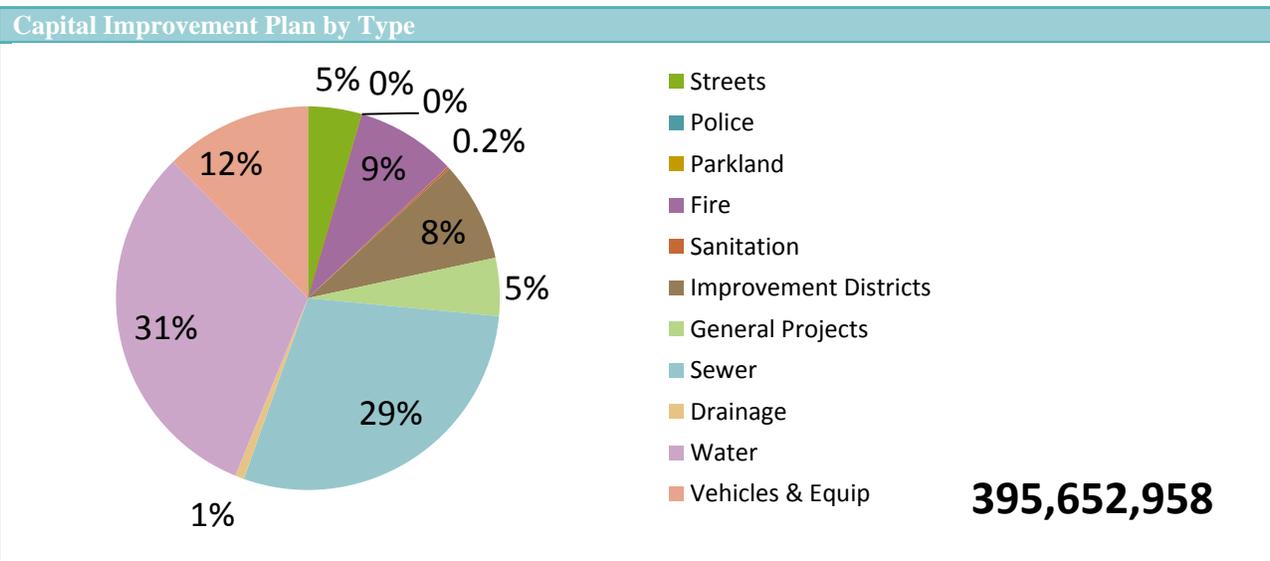
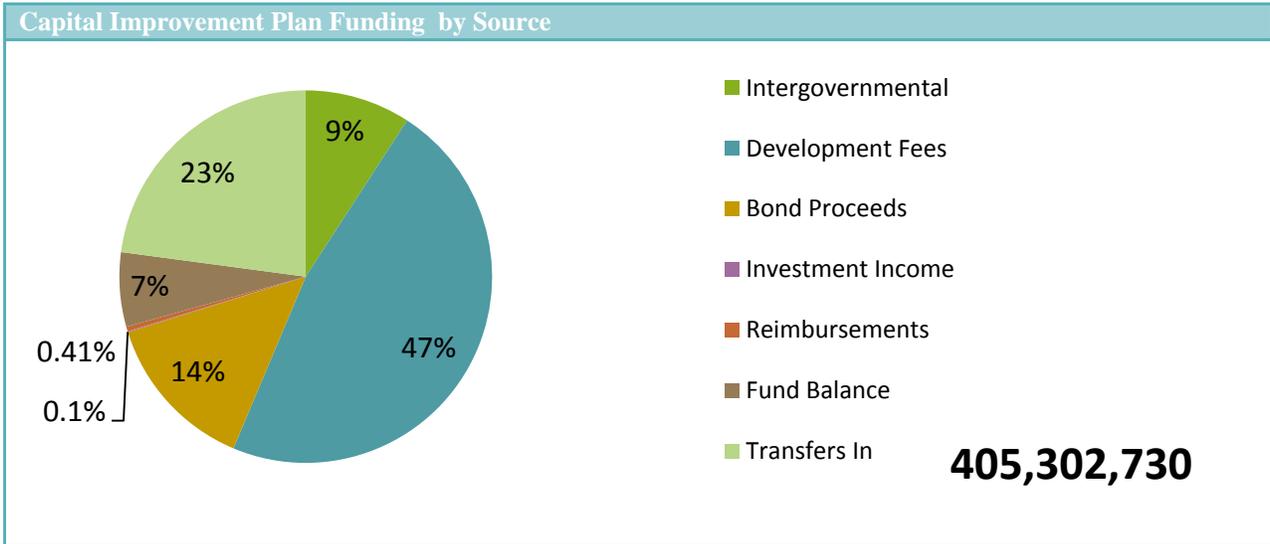
There are a number of major projects in the CIP that will require substantial operating funds when completed. The project details in the following capital section include the expected impact on the operating budget of capital projects. A few major examples are listed below include: sewer lines, reclamation facility improvements, water lines and wells. The following table summarizes the estimated cumulative monetary impact of planned projects each year on the operating funds. The amounts in the first column, however, have already been included in the operating budget.

Operating Impact	FY2016	FY2017	FY2018	FY2019	FY2020	2021-2025
General Fund						
Electricity	2,000	2,000	2,000	2,000	2,000	12,000
Equipment Maintenance	2,000	2,500	2,500	2,500	78,940	473,760
Grounds Maintenance	0	1,500	1,500	1,500	6,500	40,000
Staffing	80,500	80,500	80,500	80,500	353,300	7,104,200
Street Maintenance	3,000	6,000	6,000	6,000	6,000	36,000
Supplies/Contracts	22,500	25,500	25,500	25,500	93,800	1,092,200
Utilities-Water/Sewer	200,000	200,000	200,000	200,000	272,000	8,814,50
GF Total	310,000	318,000	318,000	318,000	812,540	17,572,66
Highway User Revenue Fund						
Electricity	1,000	1,000	1,000	1,000	3,000	102,500
Equipment Maintenance	500	3,500	6,000	6,000	10,500	64,500
Equipment Replacement	0	0	0	200	200	1,200
Grounds Maintenance	200	200	200	600	800	49,800
Staffing	0	0	0	0	1,000	94,000
Street Maintenance	19,000	30,500	49,000	60,000	101,000	654,300
Utilities-Water/Sewer	3,500	3,500	3,500	3,500	3,500	31,000
HURF Total	24,200	38,700	59,700	83,000	86,500	813,20
Water Operations						
Electricity	0	0	0	0	95,000	1,090,00
Equipment Maintenance	850	2,150	4,650	4,650	86,150	742,000
Staffing	1,700	4,300	4,300	4,300	17,300	147,480
Supplies/Contracts	850	2,150	328,850	328,850	370,350	2,382,200
Utilities-Water/Sewer	0	0	300,000	300,000	405,000	2,885,00
Water Total	3,400	8,600	637,800	637,800	973,800	7,246,680
Wastewater Operations						
Electricity	0	0	0	0	0	800,000
Equipment Maintenance	0	0	0	0	0	749,000
Staffing	0	0	0	0	0	300,000
Supplies/Contracts	0	0	0	0	0	1,200,000
Utilities-Water/Sewer	0	0	0	0	0	400,000
WW Total	0	0	0	0	0	3,449,00
Sanitation Operations						
Equipment Maintenance	0	0	0	10,000	20,000	80,000
Grand Total	337,600	365,300	1,015,500	1,037,100	1,926,340	29,345,640

Capital Improvement Plan

Capital Improvement Plan Summary

The capital plan for the City of Avondale totals \$395,652,958 for fiscal years 2015-16 through 2024-25. The fiscal year 2015-16 budget totals \$65,134,230 including \$302,950 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 Years 2016-2025

	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2021-25	Total
Fund Balances All	26,702,060	25,080,020	18,576,499	23,764,938	18,224,589	23,823,354	26,702,060
Capital Plan Revenues							
Intergovernmental Revenues							
Other State Sources	480,000	75,000	600,000	0	0	0	1,155,000
Other Cities & Towns - IGAs	0	0	0	500,000	0	500,000	1,000,000
Federal Grants & Other Sources	1,627,680	2,822,400	216,600	0	0	19,800,000	24,466,680
Maricopa County	3,370,000	0	2,720,000	1,750,000	2,050,000	550,000	10,440,000
Total Intergovernmental Revenues	5,477,680	2,897,400	3,536,600	2,250,000	2,050,000	20,850,000	37,061,680
Development Fees							
Street Construction	1,425,430	3,301,540	3,374,910	3,444,780	4,119,070	18,285,980	33,951,710
Police Development	209,470	485,180	495,960	506,230	605,310	2,687,190	4,989,340
Park Development	335,250	776,500	793,750	810,190	968,770	4,300,710	7,985,170
Library Development	74,650	172,920	176,760	180,420	215,730	957,700	1,778,180
General Government	39,490	91,460	93,500	95,430	114,110	506,570	940,560
Fire Dept. Development	254,890	590,370	603,490	615,990	736,560	3,269,850	6,071,150
Sewer Development	2,908,870	6,737,460	6,887,180	7,029,770	8,405,780	37,316,250	69,285,310
Water Development	2,768,050	6,411,290	6,553,770	6,689,450	7,998,850	35,509,740	65,931,150
Total Development Fees	8,016,100	18,566,720	18,979,320	19,372,260	23,164,180	102,833,990	190,932,570
Bond Proceeds							
Street Construction	0	0	0	0	5,500,000	0	5,500,000
Police Development	0	0	0	0	3,500,000	0	3,500,000
Fire Dept. Development	0	0	0	0	0	0	0
Improvement District	25,000,000	0	0	0	0	0	25,000,000
City Center Development	0	0	0	0	0	0	0
Sewer Development	9,000,000	0	0	0	0	4,000,000	13,000,000
Water Development	4,000,000	0	0	0	0	5,000,000	9,000,000
Total Bond Proceeds	38,000,000	0	0	0	9,000,000	9,000,000	56,000,000
Investment Income							
Interest Earned	33,140	32,990	35,700	34,750	34,250	165,000	335,830
Total Investment Income	33,140	32,990	35,700	34,750	34,250	165,000	335,830
Reimbursement Revenue							
Reimbursement/Cost Share	300,000	400,000	0	0	0	0	700,000
Traffic Signal Cost Sharing	0	0	150,000	0	0	790,000	940,000
Total Reimbursement Revenue	300,000	400,000	150,000	0	0	790,000	1,640,000
Operating Transfers In							
Replacement Contributions - Fire Equip	45,000	45,000	45,000	45,000	45,000	180,000	405,000
Technology Replacement Contribution	1,012,960	1,012,960	1,012,960	1,012,960	1,012,960	5,064,800	10,129,600
Transfer In 101--General Fund	4,850,000	1,560,000	1,570,000	1,500,000	1,500,000	8,500,000	19,480,000
Transfer In 230--Dedicated Sales Tax	650,000	650,000	650,000	650,000	1,150,000	13,750,000	17,500,000
Transfer In 240--CDBG	229,790	229,000	229,000	229,000	229,000	1,145,000	2,290,790
Transfer in 501--Avondale Water	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	3,250,000	13,250,000
Transfer In 520--Sanitation Fund	50,000	50,000	50,000	50,000	50,000	250,000	500,000

Capital Improvement Plan Summary

Fiscal Years 2016-2025

	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2021-25	Total
Operating Transfers In							
Vehicle Replacement Contributions	2,247,520	2,247,520	2,247,520	2,247,520	2,247,520	11,237,600	22,475,200
Transfer In Wastewater Fund	600,000	1,000,000	0	0	2,000,000	3,000,000	6,600,000
Total Operating Transfers In	11,685,270	8,794,480	7,804,480	7,734,480	10,234,480	46,377,400	92,630,590
Sub-Total	63,512,190	30,691,590	30,506,100	29,391,490	44,482,910	180,016,390	378,600,670
Total Resources	90,214,250	55,771,610	49,082,599	53,156,428	62,707,499	203,839,744	405,302,730
Capital Outlay*							
303 Drainage and Flood Control	0	0	2,700,000	0	2,500,000	0	5,200,000
304 Street Construction	13,381,450	3,879,000	1,529,000	3,999,000	10,304,000	47,035,000	80,127,450
308 Police Development	89,660	89,660	0	800,000	3,450,000	3,400,000	7,829,320
310 Park Development	2,336,000	0	0	4,127,170	725,000	27,800,000	34,988,170
311 Library Development	207,950	207,950	207,950	207,950	207,950	831,800	1,871,550
318 General Government	0	0	0	0	0	0	0
319 Fire Dept. Development	192,570	542,570	95,000	95,000	0	6,058,000	6,983,140
320 Improvement District	25,000,000	0	0	0	0	0	25,000,000
322 One-Time Project Fund	3,063,000	5,743,000	3,741,600	3,075,000	75,000	350,000	16,047,600
333 City Center Development	0	0	0	0	0	0	0
513 Sewer Development	3,700,000	13,569,290	3,953,660	12,838,470	9,939,460	45,306,700	89,307,580
514 Water Development	8,765,000	8,247,000	8,900,370	6,692,020	8,592,020	41,051,140	82,247,550
524 Sanitation Equipment	0	0	275,000	0	0	275,000	550,000
530 Water Equipment Replacement	824,620	605,040	328,900	196,288	280,200	1,896,321	4,131,369
531 Sewer Equipment Replacement	564,200	450,000	70,650	225,359	197,050	1,124,384	2,631,643
532 Sanitation Equipment Replacement	1,751,850	250,000	106,000	684,000	1,083,265	4,262,210	8,137,325
601 Vehicle Replacement	4,619,630	2,528,401	2,547,331	1,038,782	855,400	10,234,217	21,823,761
603 Technology & Equipment Replacement	638,300	1,083,200	862,200	952,800	674,800	4,565,200	8,776,500
Total Expenditures	65,134,230	37,195,111	25,317,661	34,931,839	38,884,145	194,189,972	395,652,958
Estimated Ending Balance	25,080,020	18,576,499	23,764,938	18,224,589	23,823,354	9,649,772	9,649,772

*Includes transfers to other funds for debt repayment.

Capital Improvement Plan

Fiscal Years 2016-2025

Drainage and Flood Control

303 Drainage and Flood Control	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2021-25	Total
Beginning Balance	156,000	156,150	156,150	178,850	1,930,600	681,850	
Revenue							
IGA - County	0	0	2,720,000	1,750,000	1,250,000	0	5,720,000
Interest Earned	150	0	2,700	1,750	1,250	0	5,850
Total Revenue	150	0	2,722,700	1,751,750	1,251,250	0	5,725,850
Total Resources	156,150	156,150	2,878,850	1,930,600	3,181,850	681,850	
Capital Costs							
Non-Development Fee Eligible Projects							
ST1286-Van Buren Drainage Channel	0	0	2,700,000	0	2,500,000	0	5,200,000
Total Non-Development Fee Eligible	0	0	2,700,000	0	2,500,000	0	5,200,000
Total Capital Costs	0	0	2,700,000	0	2,500,000	0	5,200,000
Estimated Ending Balance	156,150	156,150	178,850	1,930,600	681,850	681,850	

Capital Improvement Plan

Fiscal Years 2016-2025

Drainage and Flood Control

Project No: ST1286 **Pct. New Development:** 0.00% **Total Project Cos** \$5,200,000

Project Title: Van Buren Drainage Channel

Funding Source: IGA, Ops. Transfers In

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 40% of the project cost.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	-	2,500,000	-
Land Acquisition	-	-	-	-	2,700,000	-	-	-
Total Capital Costs	-	-	-	-	2,700,000	-	2,500,000	-

Operating Impact:

Supplies/Contracts	-	-	-	-	-	-	2,500	13,500
Utilities-Water/Sewer	-	-	-	-	-	-	3,000	15,500
Equipment Maintenance	-	-	-	-	-	-	1,000	6,000
Grounds Maintenance	-	-	-	-	-	-	5,000	26,000
Total Operating Costs	-	-	-	-	-	-	11,500	61,000

Project Revenue:

IGA - County	-	-	-	2,720,000	1,750,000	1,250,000	-	-
Total Project Revenue	-	-	-	2,720,000	1,750,000	1,250,000	-	-

Capital Improvement Plan

Fiscal Years 2016-2025

Street Construction

304 Street Construction	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2021-25	Total
Beginning Balance	5,013,850	245,620	1,405,160	5,138,070	6,820,850	9,172,920	
Revenue							
Development Fees	1,425,430	3,301,540	3,374,910	3,444,780	4,119,070	18,285,980	33,951,710
IGA - ADOT	480,000	0	0	0	0	0	480,000
IGA - MCDOT	3,370,000	0	0	0	800,000	550,000	4,720,000
IGA - Other Cities	0	0	0	500,000	0	500,000	1,000,000
Grant - Federal	1,100,000	0	0	0	0	0	1,100,000
Revenue Bonds	0	0	0	0	5,500,000	0	5,500,000
Interest Earned	8,000	8,000	8,000	8,000	8,000	40,000	80,000
Traffic Signal Cost Sharing	0	0	150,000	0	0	790,000	940,000
Transfer In - General Fund	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	10,500,000
Transfer In - 0.5% Sales Tax	500,000	500,000	500,000	500,000	1,000,000	13,000,000	16,000,000
Transfer In - CDBG	229,790	229,000	229,000	229,000	229,000	1,145,000	2,290,790
Total Revenue	8,613,220	5,038,540	5,261,910	5,681,780	12,656,070	39,310,980	76,562,500
Total Resources	13,627,070	5,284,160	6,667,070	10,819,850	19,476,920	48,483,900	

Capital Costs

Development Fee Eligible Projects

ST1021-Dysart Rd - Lower Buckeye to Harrison	0	0	0	0	300,000	2,200,000	2,500,000
ST1125-Avondale Blvd - McDowell to Thomas	0	0	0	200,000	1,200,000	0	1,400,000
ST1127-Traffic Signal at 107th and Pierce	0	0	0	0	0	475,000	475,000
ST1146-Van Buren Street - 121st - Fairway Drive (N. Half)	0	0	0	0	0	1,500,000	1,500,000
ST1166-Avondale Blvd - Lower Buckeye to Miami	0	0	0	0	800,000	0	800,000
ST1170-Traffic Signal and Intersection Improvements at Avondale & Lower Buckeye	0	0	0	0	0	600,000	600,000
ST1171-Traffic Signal and Roadway Improvements at El Mirage & Lower Buckeye	0	0	0	0	0	575,000	575,000
ST1180-Traffic Signal - 107th Ave and Dealer Dr	0	0	0	0	0	475,000	475,000
ST1181-Traffic Signal - 107th Avenue and Roosevelt Street	0	0	0	0	0	475,000	475,000
ST1187-Traffic Signal - 119th Ave and McDowell	0	0	0	0	475,000	0	475,000
ST1188-Traffic Signal - 119th Ave and Lower Buckeye	0	0	0	0	0	475,000	475,000
ST1189-Traffic Signal - 107th Ave and Lower Buckeye	0	0	0	0	0	200,000	200,000
ST1195-Traffic Signal - Central and Lower Buckeye	0	0	0	0	0	475,000	475,000
ST1224-107th Avenue/McDowell Widening and Well Relocation	0	0	0	0	0	1,900,000	1,900,000
ST1229-Traffic Signal - Van Buren Street and 103rd Avenue	0	0	0	0	0	475,000	475,000
ST1248-Traffic Signal - Dysart Road and Lower Buckeye Road	0	0	0	0	0	475,000	475,000
ST1331-107th Avenue - Van Buren to Buckeye	0	0	0	0	0	5,600,000	5,600,000
ST1332-107th Avenue - Van Buren to I-10	0	0	0	0	0	5,600,000	5,600,000
ST1333-Litchfield Road - Lower Buckeye to Broadway	0	0	0	0	0	4,500,000	4,500,000

Capital Improvement Plan

Fiscal Years 2016-2025

Street Construction

304 Street Construction	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2021-25	Total
Development Fee Eligible Projects							
ST1334-Van Buren - 107th Avenue to Avondale Boulevard	0	0	0	0	0	6,000,000	6,000,000
Total Development Fee Eligible	0	0	0	200,000	2,775,000	32,000,000	34,975,000
Non-Development Fee Eligible Projects							
ST1007-Street Drainage Issues	0	0	0	100,000	100,000	400,000	600,000
ST1009-City Wide Street Overlay	700,000	500,000	500,000	500,000	750,000	5,500,000	8,450,000
ST1012-Bridge Repairs	50,000	0	50,000	0	50,000	200,000	350,000
ST1020-Preventative Street Maintenance	700,000	500,000	500,000	500,000	750,000	5,500,000	8,450,000
ST1148-Avondale and Buckeye Intersection	1,590,000	0	0	0	0	0	1,590,000
ST1162-CDBG Street and Sidewalk Improvements	229,000	229,000	229,000	229,000	229,000	1,145,000	2,290,000
ST1164-Streetlights Program Citywide	50,000	50,000	50,000	50,000	50,000	200,000	450,000
ST1172-Roadway Improvements on El Mirage - Lower Buckeye Road to Calle Hermosa	0	0	0	0	0	810,000	810,000
ST1178-Central - Western to Van Buren	3,131,000	0	0	0	0	0	3,131,000
ST1220-Pedestrian Ramp/Sidewalks Program	0	50,000	50,000	50,000	50,000	200,000	400,000
ST1265-Dysart/McDowell Intersection	0	0	0	0	1,150,000	0	1,150,000
ST1275-Western - Central to 4th Ave - Mill/Overlay	0	0	0	0	750,000	0	750,000
ST1287-McDowell - Bridge to Avondale Blvd.	3,044,000	0	0	0	0	0	3,044,000
ST1294-ITS Fiber Backbone Program	0	150,000	150,000	150,000	150,000	0	600,000
ST1306-Thomas - 99th Ave to 103rd Ave - Road Improvements	1,400,000	0	0	0	0	0	1,400,000
ST1308-107th Ave - McDowell to Thomas - Mill/Overlay	0	0	0	1,000,000	0	0	1,000,000
ST1309-MC85 - Litchfield to Agua Fria Bridge - Mill/Overlay	0	0	0	1,000,000	0	0	1,000,000
ST1310-Van Buren - 99th Ave to Avondale Blvd - Mill/Overlay	0	0	0	0	1,200,000	0	1,200,000
ST1311-Washington - Dysart to 9th St - Road Improvements	0	0	0	0	700,000	0	700,000
ST1327-Dysart Road ITS - Rancho Santa Fe to Indian School	592,450	0	0	0	0	0	592,450
ST1328-McDowell Road ITS - Avondale to Dysart	0	600,000	0	0	0	0	600,000
ST1330-107th Ave. - Roosevelt to Van Buren	1,495,000	0	0	0	0	0	1,495,000
ST1336-Fairway Drive Improvements - Van Buren Street to New Traffic Interchange (Garfield)	400,000	1,800,000	0	220,000	1,600,000	0	4,020,000
TMP9232-Dysart Rd & Western Ave Intersection Improvements	0	0	0	0	0	1,080,000	1,080,000
Total Non-Development Fee Eligible	13,381,450	3,879,000	1,529,000	3,799,000	7,529,000	15,035,000	45,152,450
Total Capital Costs	13,381,450	3,879,000	1,529,000	3,999,000	10,304,000	47,035,000	80,127,450
Estimated Ending Balance	245,620	1,405,160	5,138,070	6,820,850	9,172,920	1,448,900	

Capital Improvement Plan

Fiscal Years 2016-2025

Street Construction

Project No: ST1007 **Pct. New Development:** 0.00% **Total Project Cos** \$600,000

Project Title: Street Drainage Issues

Funding Source: Ops. Transfers In

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.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	100,000	100,000	400,000
Total Capital Costs	-	-	-	-	-	100,000	100,000	400,000

Operating Impact:

Staffing	-	-	-	-	-	-	-	-
Grounds Maintenance	-	-	-	-	-	400	400	2,000
Equipment Replacement	-	-	-	-	-	200	200	1,000
Total Operating Costs	-	-	-	-	-	600	600	3,000

Project No: ST1009 **Pct. New Development:** 0.00% **Total Project Cos** \$8,450,000

Project Title: City Wide Street Overlay

Funding Source: Ops. Transfers In

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.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	700,000	700,000	500,000	500,000	500,000	750,000	5,500,000
Total Capital Costs	-	700,000	700,000	500,000	500,000	500,000	750,000	5,500,000

Capital Improvement Plan

Fiscal Years 2016-2025

Street Construction

Project No: ST1012 **Pct. New Development:** 0.00% **Total Project Cos** \$350,000

Project Title: Bridge Repairs

Funding Source: Ops. Transfers In

Project Description:

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

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	50,000	50,000	-	50,000	-	50,000	200,000
Total Capital Costs	-	50,000	50,000	-	50,000	-	50,000	200,000

Project No: ST1020 **Pct. New Development:** 0.00% **Total Project Cos** \$8,450,000

Project Title: Preventative Street Maintenance

Funding Source: Ops. Transfers In

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.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	700,000	700,000	500,000	500,000	500,000	750,000	5,500,000
Total Capital Costs	-	700,000	700,000	500,000	500,000	500,000	750,000	5,500,000

Capital Improvement Plan

Fiscal Years 2016-2025

Street Construction

Project No: ST1021 **Pct. New Development:** 100.00% **Total Project Cos** \$2,500,000

Project Title: Dysart Rd - Lower Buckeye to Harrison

Funding Source: Development Fees

Project Description:

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

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	-	-	2,200,000
Design/Engineering Services	-	-	-	-	-	-	300,000	-
Total Capital Costs	-	-	-	-	-	-	300,000	2,200,000
Operating Impact:								
Street Maintenance			-	-	-	-	30,000	150,000
Total Operating Costs			-	-	-	-	30,000	150,000

Project No: ST1125 **Pct. New Development:** 100.00% **Total Project Cos** \$1,400,000

Project Title: Avondale Blvd - McDowell to Thomas

Funding Source: Development Fees

Project Description:

This project will provide roadway widening along the west side of Avondale Boulevard from McDowell Road to 1,350 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.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	-	1,200,000	-
Design/Engineering Services	-	-	-	-	-	200,000	-	-
Total Capital Costs	-	-	-	-	-	200,000	1,200,000	-
Operating Impact:								
Utilities-Water/Sewer			-	-	-	-	-	-
Street Maintenance			-	-	-	-	-	-
Total Operating Costs			-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2016-2025

Street Construction

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

Project Title: Traffic Signal at 107th and Pierce

Funding Source: Development Fees

Project Description:

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

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	-	-	475,000
Total Capital Costs	-	-	-	-	-	-	-	475,000

Operating Impact:

Equipment Maintenance	-	-	-	-	-	-	-	24,000
Grounds Maintenance	-	-	-	-	-	-	-	10,000
Total Operating Costs	-	-	-	-	-	-	-	34,000

Project No: ST1146 **Pct. New Development:** 100.00% **Total Project Cos** \$1,500,000

Project Title: Van Buren Street - 121st - Fairway Drive (N. Half)

Funding Source: Development Fees

Project Description:

This project will widen the north side of Van Buren from 121st Avenue to Fairway Drive to minor arterial standards. It 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.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	-	-	1,500,000
Total Capital Costs	-	-	-	-	-	-	-	1,500,000

Operating Impact:

Street Maintenance	-	-	-	-	-	-	-	1,000
Total Operating Costs	-	-	-	-	-	-	-	1,000

Capital Improvement Plan

Fiscal Years 2016-2025

Street Construction

Project No: ST1148 **Pct. New Development:** 0.00% **Total Project Cos** \$1,590,000

Project Title: Avondale and Buckeye Intersection

Funding Source: Grants, IGA, Ops. Transfers In

Project Description:

This project will add a left-turn lane and a right-turn lane on the Avondale Boulevard on the north side of the intersection. It will improve the northern Avondale Boulevard intersection approach to a major arterial standard. This section requires 130-feet of right-of-way to include 6-travel lanes, a center-left turn lane/median, bike lanes, sidewalks, and landscaping. Improving the roadway will require upgrades to the railroad crossing and the costs associated with those improvements has been included in this estimate. Traffic signal improvements are also included as part of this project. Utility 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.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	1,590,000	-	1,590,000	-	-	-	-	-
Total Capital Costs	1,590,000	-	1,590,000	-	-	-	-	-

Operating Impact:

Street Maintenance	-	5,500	5,500	5,500	5,500	5,500	27,500
Total Operating Costs	-	5,500	5,500	5,500	5,500	5,500	27,500

Project Revenue:

IGA - MCDOT	490,000	-	-	-	-	-	-
Grant - Federal	1,100,000	-	-	-	-	-	-
Total Project Revenue	1,590,000	-	-	-	-	-	-

Project No: ST1162 **Pct. New Development:** 0.00% **Total Project Cos** \$2,290,000

Project Title: CDBG Street and Sidewalk Improvements

Funding Source: Grants, Ops. Transfers In

Project Description:

The project includes reconstruction of 1st, 2nd and 3rd Streets between Western Ave to Main St and Southern Ln, Pacific Dr, Rose Ln and Belmont Dr between Central Ave and 4th St. The design will be completed in FY14-15 and construction completed in FY15-16. This project will replace asphalt pavement, driveways, and water mains within the streets and address the existing drainage concerns. Street lighting will be upgraded as needed and ADA compliance facilities installed.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	229,000	229,000	229,000	229,000	229,000	229,000	1,145,000
Total Capital Costs	-	229,000	229,000	229,000	229,000	229,000	229,000	1,145,000

Capital Improvement Plan

Fiscal Years 2016-2025

Street Construction

Project No: ST1164 **Pct. New Development:** 0.00% **Total Project Cos** \$450,000

Project Title: Streetlights Program Citywide

Funding Source: Ops. Transfers In

Project Description:

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

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	50,000	50,000	50,000	50,000	50,000	50,000	200,000
Total Capital Costs	-	50,000	50,000	50,000	50,000	50,000	50,000	200,000

Operating Impact:								
Equipment Maintenance			500	500	500	500	500	2,500
Grounds Maintenance			200	200	200	200	200	1,000
Total Operating Costs			700	700	700	700	700	3,500

Project No: ST1166 **Pct. New Development:** 25.00% **Total Project Cos** \$800,000

Project Title: Avondale Blvd - Lower Buckeye to Miami

Funding Source: Development Fees, IGA

Project Description:

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

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	-	800,000	-
Total Capital Costs	-	-	-	-	-	-	800,000	-

Operating Impact:								
Electricity			-	-	-	-	-	5,000
Street Maintenance			-	-	-	-	-	25,000
Total Operating Costs			-	-	-	-	-	30,000

Project Revenue:								
IGA - MCDOT			-	-	-	-	800,000	-
Total Project Revenue			-	-	-	-	800,000	-

Capital Improvement Plan

Fiscal Years 2016-2025

Street Construction

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

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

Funding Source: Development Fees

Project Description:

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

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	-	-	600,000
Total Capital Costs	-	-	-	-	-	-	-	600,000
Operating Impact:								
Staffing	-	-	-	-	-	-	-	20,000
Electricity	-	-	-	-	-	-	-	10,000
Grounds Maintenance	-	-	-	-	-	-	-	4,000
Total Operating Costs	-	-	-	-	-	-	-	34,000
Project Revenue:								
Traffic Signal Cost Sharing	-	-	-	-	-	-	-	240,000
Total Project Revenue	-	-	-	-	-	-	-	240,000

Capital Improvement Plan

Fiscal Years 2016-2025

Street Construction

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

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

Funding Source: Development Fees

Project Description:

This project will 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.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	-	-	575,000
Total Capital Costs	-	-	-	-	-	-	-	575,000

Operating Impact:								
Staffing		-	-	-	-	-	-	8,000
Electricity		-	-	-	-	-	-	10,000
Grounds Maintenance		-	-	-	-	-	-	4,000
Total Operating Costs		-	-	-	-	-	-	22,000

Project Revenue:								
Traffic Signal Cost Sharing		-	-	-	-	-	-	250,000
Total Project Revenue		-	-	-	-	-	-	250,000

Project No: ST1172 **Pct. New Development:** 0.00% **Total Project Cos** \$810,000

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

Funding Source: Ops. Transfers In

Project Description:

This project includes widening El Mirage Road on the west side from Lower Buckeye Road north approximately 1,100 feet. The north side of Lower Buckeye will be improved from El Mirage to 123rd Drive. The south side of Lower Buckeye will be improved for approximately 200 feet west of the intersection. Improvements south of Lower Buckeye on El Mirage will extend 250 feet south of the intersection.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	-	-	810,000
Total Capital Costs	-	-	-	-	-	-	-	810,000

Operating Impact:								
Street Maintenance		-	-	-	-	-	-	21,300
Total Operating Costs		-	-	-	-	-	-	21,300

Project Revenue:								
IGA - MCDOT		-	-	-	-	-	-	300,000
Total Project Revenue		-	-	-	-	-	-	300,000

Capital Improvement Plan

Fiscal Years 2016-2025

Street Construction

Project No: ST1178 **Pct. New Development:** 0.00% **Total Project Cos** \$3,131,000

Project Title: Central - Western to Van Buren

Funding Source: Grants, Ops. Transfers In

Project Description:

This will be a road diet project. Through the reduction of vehicular travel lanes, multi-use pathways will be introduced to provide bike pathways, landscaping, lighting, and increased sidewalk widths along Central Avenue from Western Ave to Van Buren Street. The final roadway section will include either sidewalks & bike lanes or a multi-use path, landscaped buffer islands, one travel lane in each direction and a center two-way left lane. The goal is to help improve the functionality of this corridor for all modes of transportation including pedestrians and bicyclists. The project has CMAQ funding of \$1.27M and construction will be administered by ADOT.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	2,880,000	251,000	3,131,000	-	-	-	-	-
Total Capital Costs	2,880,000	251,000	3,131,000	-	-	-	-	-

Operating Impact:								
Utilities-Water/Sewer			2,500	2,500	2,500	2,500	2,500	7,500
Electricity			1,000	1,000	1,000	1,000	1,000	3,000
Street Maintenance			5,000	5,000	5,000	5,000	5,000	15,000
Total Operating Costs			8,500	8,500	8,500	8,500	8,500	25,500

Project Revenue:								
IGA - MCDOT			2,880,000	-	-	-	-	-
Total Project Revenue			2,880,000	-	-	-	-	-

Project No: ST1180 **Pct. New Development:** 100.00% **Total Project Cos** \$475,000

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

Funding Source: Development Fees

Project Description:

This project will 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.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	-	-	475,000
Total Capital Costs	-	-	-	-	-	-	-	475,000

Operating Impact:								
Staffing			-	-	-	-	-	15,000
Electricity			-	-	-	-	-	24,000
Grounds Maintenance			-	-	-	-	-	3,000
Total Operating Costs			-	-	-	-	-	42,000

Capital Improvement Plan

Fiscal Years 2016-2025

Street Construction

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

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

Funding Source: Development Fees

Project Description:

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

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	-	-	475,000
Total Capital Costs	-	-	-	-	-	-	-	475,000

Operating Impact:								
Staffing		-	-	-	-	-	-	-
Electricity		-	-	-	-	-	-	-
Grounds Maintenance		-	-	-	-	-	-	-
Total Operating Costs		-	-	-	-	-	-	-

Project No: ST1187 **Pct. New Development:** 100.00% **Total Project Cos** \$475,000

Project Title: Traffic Signal - 119th Ave and McDowell

Funding Source: Development Fees

Project Description:

Construct a traffic signal using a standard Maricopa County Department of Transportation signal at the intersection of 119th Avenue and 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.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	-	475,000	-
Total Capital Costs	-	-	-	-	-	-	475,000	-

Operating Impact:								
Staffing		-	-	-	-	-	1,000	5,000
Electricity		-	-	-	-	-	2,000	10,000
Grounds Maintenance		-	-	-	-	-	200	1,000
Total Operating Costs		-	-	-	-	-	3,200	16,000

Capital Improvement Plan

Fiscal Years 2016-2025

Street Construction

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

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

Funding Source: Development Fees

Project Description:

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

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	-	-	475,000
Total Capital Costs	-	-	-	-	-	-	-	475,000

Operating Impact:								
Staffing		-	-	-	-	-	-	15,000
Electricity		-	-	-	-	-	-	7,500
Grounds Maintenance		-	-	-	-	-	-	3,000
Total Operating Costs		-	-	-	-	-	-	25,500

Project Revenue:								
Traffic Signal Cost Sharing		-	-	-	-	-	-	200,000
Total Project Revenue		-	-	-	-	-	-	200,000

Project No: ST1189 **Pct. New Development:** 100.00% **Total Project Cos** \$200,000

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.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	-	-	200,000
Total Capital Costs	-	-	-	-	-	-	-	200,000

Operating Impact:								
Staffing		-	-	-	-	-	-	15,000
Electricity		-	-	-	-	-	-	7,500
Grounds Maintenance		-	-	-	-	-	-	3,000
Total Operating Costs		-	-	-	-	-	-	25,500

Capital Improvement Plan

Fiscal Years 2016-2025

Street Construction

Project No: ST1195 **Pct. New Development:** 100.00% **Total Project Cos** \$475,000

Project Title: Traffic Signal - Central and Lower Buckeye

Funding Source: Development Fees, IGA

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.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	-	-	475,000
Total Capital Costs	-	-	-	-	-	-	-	475,000

Operating Impact:								
Staffing			-	-	-	-	-	15,000
Electricity			-	-	-	-	-	7,500
Grounds Maintenance			-	-	-	-	-	3,000
Total Operating Costs			-	-	-	-	-	25,500

Project Revenue:								
IGA - MCDOT			-	-	-	-	-	250,000
Total Project Revenue			-	-	-	-	-	250,000

Project No: ST1220 **Pct. New Development:** 0.00% **Total Project Cos** \$400,000

Project Title: Pedestrian Ramp/Sidewalks Program

Funding Source: Ops. Transfers In

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.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	50,000	50,000	50,000	50,000	200,000
Total Capital Costs	-	-	-	50,000	50,000	50,000	50,000	200,000

Operating Impact:								
Street Maintenance			-	1,000	1,000	1,000	1,000	5,000
Total Operating Costs			-	1,000	1,000	1,000	1,000	5,000

Capital Improvement Plan

Fiscal Years 2016-2025

Street Construction

Project No: ST1224 **Pct. New Development:** 100.00% **Total Project Cos** \$1,900,000

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

Funding Source: Development Fees

Project Description:

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

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	-	-	1,900,000
Total Capital Costs	-	-	-	-	-	-	-	1,900,000
Operating Impact:								
Street Maintenance			-	-	-	-	-	15,000
Total Operating Costs			-	-	-	-	-	15,000

Project No: ST1229 **Pct. New Development:** 100.00% **Total Project Cos** \$475,000

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.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Sidewalks	-	-	-	-	-	-	-	475,000
Total Capital Costs	-	-	-	-	-	-	-	475,000
Operating Impact:								
Staffing			-	-	-	-	-	-
Electricity			-	-	-	-	-	-
Grounds Maintenance			-	-	-	-	-	-
Total Operating Costs			-	-	-	-	-	-
Project Revenue:								
Traffic Signal Cost Sharing			-	-	-	-	-	100,000
Total Project Revenue			-	-	-	-	-	100,000

Capital Improvement Plan

Fiscal Years 2016-2025

Street Construction

Project No: ST1248 **Pct. New Development:** 100.00% **Total Project Cos** \$475,000

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

Funding Source: Development Fees

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

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Equipment - General	-	-	-	-	-	-	-	75,000
Roadway Improvement	-	-	-	-	-	-	-	350,000
Design/Engineering Services	-	-	-	-	-	-	-	50,000
Total Capital Costs	-	-	-	-	-	-	-	475,000

Operating Impact:								
Staffing			-	-	-	-	-	-
Electricity			-	-	-	-	-	-
Grounds Maintenance			-	-	-	-	-	-
Total Operating Costs			-	-	-	-	-	-

Project No: ST1265 **Pct. New Development:** 0.00% **Total Project Cos** \$1,150,000

Project Title: Dysart/McDowell Intersection

Funding Source: IGA, Ops. Transfers In

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 accommodate 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.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	-	1,150,000	-
Total Capital Costs	-	-	-	-	-	-	1,150,000	-

Operating Impact:								
Street Maintenance			-	-	-	-	5,000	15,000
Total Operating Costs			-	-	-	-	5,000	15,000

Project Revenue:								
IGA - Other Cities			-	-	-	500,000	-	500,000
Total Project Revenue			-	-	-	500,000	-	500,000

Capital Improvement Plan

Fiscal Years 2016-2025

Street Construction

Project No: ST1275 **Pct. New Development:** 0.00% **Total Project Cos** \$750,000

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

Funding Source: Ops. Transfers In

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.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	-	750,000	-
Total Capital Costs	-	-	-	-	-	-	750,000	-

Operating Impact:								
Street Maintenance			-	-	-	-	5,000	15,000
Total Operating Costs			-	-	-	-	5,000	15,000

Project No: ST1287 **Pct. New Development:** 0.00% **Total Project Cos** \$3,044,000

Project Title: McDowell - Bridge to Avondale Blvd.

Funding Source: Ops. Transfers In

Project Description:

This project will potentially be a two phase project. Phase I will consist of pavement reconstruction from 119th Avenue to Avondale Boulevard. This would also include a temporary retention basin at the NEC of 119th Avenue and McDowell Road. Phase II will be improvements to the roadway from McDowell Road Bridge to 119th Avenue. Improvements would include mill and overlay or existing pavement, Median Island, bike lane installation, lighting, landscaping, and drainage upgrades.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	2,644,000	400,000	3,044,000	-	-	-	-	-
Total Capital Costs	2,644,000	400,000	3,044,000	-	-	-	-	-

Operating Impact:								
Utilities-Water/Sewer			1,000	1,000	1,000	1,000	1,000	5,000
Street Maintenance			5,000	5,000	5,000	5,000	5,000	25,000
Total Operating Costs			6,000	6,000	6,000	6,000	6,000	30,000

Capital Improvement Plan

Fiscal Years 2016-2025

Street Construction

Project No: ST1294 **Pct. New Development:** 0.00% **Total Project Cos** \$600,000

Project Title: ITS Fiber Backbone Program

Funding Source: Grants, Ops. Transfers In

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.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	150,000	150,000	150,000	150,000	-
Total Capital Costs	-	-	-	150,000	150,000	150,000	150,000	-

Operating Impact:

Equipment Maintenance	-	-	-	500	500	500	5,000	2,500
Total Operating Costs	-	-	-	500	500	500	5,000	2,500

Project No: ST1306 **Pct. New Development:** 0.00% **Total Project Cos** \$1,400,000

Project Title: Thomas - 99th Ave to 103rd Ave - Road Improvements

Funding Source: IGA, Ops. Transfers In

Project Description:

The project will add an additional travel lane in each direction on Thomas Road from 99th Ave to 103rd Ave and includes removal and replacement of the existing pavement. Improvements will also include a fully landscaped median island, street lighting, and sidewalk along the north side. The section will be evaluated to add an additional lane of capacity if possible. This will increase the life of the existing pavement and improve rideability.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	750,000	650,000	1,400,000	-	-	-	-	-
Total Capital Costs	750,000	650,000	1,400,000	-	-	-	-	-

Operating Impact:

Street Maintenance	-	-	-	5,000	5,000	5,000	5,000	25,000
Total Operating Costs	-	-	-	5,000	5,000	5,000	5,000	25,000

Capital Improvement Plan

Fiscal Years 2016-2025

Street Construction

Project No: ST1308 **Pct. New Development:** 0.00% **Total Project Cos** \$1,000,000

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

Funding Source: Ops. Transfers In

Project Description:

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

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	1,000,000	-	-
Total Capital Costs	-	-	-	-	-	1,000,000	-	-

Operating Impact:								
Street Maintenance			-	-	-	5,000	5,000	25,000
Total Operating Costs			-	-	-	5,000	5,000	25,000

Project No: ST1309 **Pct. New Development:** 0.00% **Total Project Cos** \$1,000,000

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

Funding Source: Ops. Transfers In

Project Description:

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

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	1,000,000	-	-
Total Capital Costs	-	-	-	-	-	1,000,000	-	-

Operating Impact:								
Street Maintenance			-	-	-	6,000	6,000	30,000
Total Operating Costs			-	-	-	6,000	6,000	30,000

Project Revenue:								
Traffic Signal Cost Sharing			-	-	150,000	-	-	-
Total Project Revenue			-	-	150,000	-	-	-

Capital Improvement Plan

Fiscal Years 2016-2025

Street Construction

Project No: ST1310 **Pct. New Development:** 0.00% **Total Project Cos** \$1,200,000

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

Funding Source: Ops. Transfers In

Project Description:

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

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	-	1,200,000	-
Total Capital Costs	-	-	-	-	-	-	1,200,000	-

Operating Impact:								
Street Maintenance					8,500	8,500	8,500	42,500
Total Operating Costs					8,500	8,500	8,500	42,500

Project No: ST1311 **Pct. New Development:** 0.00% **Total Project Cos** \$700,000

Project Title: Washington - Dysart to 9th St - Road Improvements

Funding Source: Ops. Transfers In

Project Description:

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

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	-	700,000	-
Total Capital Costs	-	-	-	-	-	-	700,000	-

Operating Impact:								
Street Maintenance							1,000	5,000
Total Operating Costs							1,000	5,000

Capital Improvement Plan

Fiscal Years 2016-2025

Street Construction

Project No: ST1327 **Pct. New Development:** 0.00% **Total Project Cos** \$592,450

Project Title: Dysart Road ITS - Rancho Santa Fe to Indian School

Funding Source: IGA

Project Description:

This project will connect eight traffic signals to the Traffic Operations Center (TOC) on Dysart Road from Rancho Santa Fe to Indian School Road. Design will include 1-4" outerduct with 3 1-1/4 inch interduct" and a 96 Strand SMFO cable and connection via a 1-2" connection at Sage with 12 Strand SMFO link to the Northwest Public Safety Facility. In addition, new ASC 3 controllers will be installed to provide for the necessary ITS applications. Three CCTV cameras and one spare will be included for the Indian School, Thomas, and McDowell intersections. No right-of-way acquisition was assumed although right-of-way clearance coordination is included in the design fee estimate.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	83,850	508,600	592,450	-	-	-	-	-
Total Capital Costs	83,850	508,600	592,450	-	-	-	-	-

Operating Impact:

Equipment Maintenance	-	2,500	2,500	2,500	2,500	2,500	12,500
Total Operating Costs	-	2,500	2,500	2,500	2,500	2,500	12,500

Project Revenue:

IGA - ADOT	480,000	-	-	-	-	-
Total Project Revenue	480,000	-	-	-	-	-

Project No: ST1328 **Pct. New Development:** 0.00% **Total Project Cos** \$600,000

Project Title: McDowell Road ITS - Avondale to Dysart

Funding Source: IGA

Project Description:

This project will connect two existing and two future traffic signals to the TOC on McDowell Road from Avondale Boulevard to Dysart Road to complete the ITS infrastructure currently in design phase from Avondale to 99th Avenue. Design will include 1-4" outerduct with 3 1-1/4 inch interduct" and a 96 Strand SMFO cable. In addition, new ASC 3 controllers will be installed to provide for the necessary ITS applications. Also assumed is Flood Control District coordination and permit to enable the contractor to hang the conduit on the Agua Fria Bridge. One CCTV camera will be included in this phase at Friendship Park (CCTV at Avondale and Dysart are either existing or will be installed with another phase). No right-of-way acquisition was assumed although right-of-way clearance coordination is included in the design fee estimate.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	600,000	-	-	-	-
Total Capital Costs	-	-	-	600,000	-	-	-	-

Operating Impact:

Equipment Maintenance	-	-	2,500	2,500	2,500	12,500
Total Operating Costs	-	-	2,500	2,500	2,500	12,500

Capital Improvement Plan

Fiscal Years 2016-2025

Street Construction

Project No: ST1330 **Pct. New Development:** 0.00% **Total Project Cos** \$1,495,000

Project Title: 107th Ave. - Roosevelt to Van Buren

Funding Source: Ops. Transfers In

Project Description:

This project will consist roadway widening on 107th Avenue from Roosevelt Street to Van Buren Street. 107th Ave will be widened to a 5 lane section within the limits. Temporary drainage will be included as well as street lighting. This project will also work in conjunction with SRP irrigation improvements to the west side of 107th Avenue from Roosevelt to Van Buren. The SRP project will use SRP aesthetic funds for the irrigation pipe upgrades.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	895,000	600,000	1,495,000	-	-	-	-	-
Total Capital Costs	895,000	600,000	1,495,000	-	-	-	-	-

Operating Impact:

Street Maintenance		5,000	5,000	5,000	5,000	5,000	5,000	15,000
Total Operating Costs		5,000	5,000	5,000	5,000	5,000	5,000	15,000

Project No: ST1331 **Pct. New Development:** 100.00% **Total Project Cos** \$5,600,000

Project Title: 107th Avenue - Van Buren to Buckeye

Funding Source: Development Fees

Project Description:

This project will improve 107th Avenue to a major arterial from Van Buren to Buckeye Road (MC85). The project will construct approximately 2.0 lane miles complete with curb, gutter, lighting, and landscaping throughout the project's limits. Project will include rights-of-way acquisition.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	-	-	5,600,000
Total Capital Costs	-	-	-	-	-	-	-	5,600,000

Capital Improvement Plan

Fiscal Years 2016-2025

Street Construction

Project No: ST1332 **Pct. New Development:** 100.00% **Total Project Cos** \$5,600,000

Project Title: 107th Avenue - Van Buren to I-10

Funding Source: Development Fees

Project Description:

This project will improve 107th Avenue to a major arterial from the I-10 interchange to Van Buren. The project will construct approximately 2.5 lane miles with intersection improvements complete with curb, gutter, lighting, and landscaping throughout the project’s limits. Project will include rights-of-way acquisition.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	-	-	5,600,000
Total Capital Costs	-	-	-	-	-	-	-	5,600,000

Project No: ST1333 **Pct. New Development:** 100.00% **Total Project Cos** \$4,500,000

Project Title: Litchfield Road - Lower Buckeye to Broadway

Funding Source: Development Fees

Project Description:

Litchfield Road is one of the main arterial roadways on the western edge of the City of Avondale. In between Lower Buckeye and Broadway Road Litchfield remains unimproved with a 28' wide pavement section and one lane each direction. To the north of Lower Buckeye, Litchfield Road meets arterial standards. This purpose of this project is to extend the Litchfield Road arterial corridor from Lower Buckeye to Broadway by constructing full width street improvements. A modified arterial section will be used that will match the arterial street section to the north. 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. A drainage investigation and memorandum shall be provided and appropriations will be constructed to pickup half street flow.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	-	-	4,500,000
Total Capital Costs	-	-	-	-	-	-	-	4,500,000

Capital Improvement Plan

Fiscal Years 2016-2025

Street Construction

Project No: ST1334 **Pct. New Development:** 100.00% **Total Project Cos** \$6,000,000

Project Title: Van Buren - 107th Avenue to Avondale Boulevard

Funding Source: Development Fees

Project Description:

This project will improve Van Buren Street between Avondale Boulevard to 107th Avenue, to a 6-lane major arterial. The project will construct approximately 6.5 lane miles or arterial roadway complete with curb, gutter, lighting, and landscaping.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	-	-	-	-	6,000,000
Total Capital Costs	-	-	-	-	-	-	-	6,000,000

Project No: ST1336 **Pct. New Development:** 0.00% **Total Project Cos** \$4,020,000

Project Title: Fairway Drive Improvements - Van Buren Street to New Traffic Interchange (Garfield)

Funding Source: Ops. Transfers In

Project Description:

Project will construct a 5-lane section from the new Fairway Drive T.I. to approximately Garfield where the roadway will taper down to fit the existing 3 lane section. The interim improvements will allow for safe vehicular travel from the proposed T.I. to Van Buren but will vastly reduce the initial capital costs by reducing the roadway section and related right-of-way costs. A future project will ultimately widen Fairway Dive to a 5-lane section with added turnlanes at the intersection.

Phase II of this project will design and construct a 5-lane section from Van Buren to Garfield providing a continuous 5-lane section to the Fairway Drive Traffic Interchange and will include improvements to the existing intersection at Fairway Drive and Van Buren Street. Improvements along Fairway Drive include sidewalks, lighting, landscaping, striping, signage, landscape irrigation, ITS facilities and other improvements. Improvements to the existing intersection at Fairway Drive and McDowell Road include adding a dedicated southbound-westbound right-turn lane, a dedicated westbound-northbound right turn lane, the relocation the existing signal and roadway improvements to the west, east, and south legs of the intersection

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	400,000	400,000	1,800,000	-	220,000	1,600,000	-
Total Capital Costs	-	400,000	400,000	1,800,000	-	220,000	1,600,000	-

Operating Impact:								
Street Maintenance			-	-	10,000	10,000	10,000	50,000
Total Operating Costs			-	-	10,000	10,000	10,000	50,000

Capital Improvement Plan

Fiscal Years 2016-2025

Street Construction

Project No: TMP9178 **Pct. New Development:** 0.00% **Total Project Cos** \$675,000
Project Title: Dysart / Rancho Santa Fe Intersection Improvements Project Not Funded
Funding Source: IGA, Ops. Transfers In

Project Description:

This project will take recommendations from the Road Safety Assessment and design/construct intersection improvements intended to reduce crash frequency and severity. RSA recommendations to be addressed could include, but are not limited to: reconfiguring ramps; installing a northbound right turn lane; adjusting signal phasing/timing; increasing left turn storage lengths; and, upgrading pavement markings and signing.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	75,000	600,000	-	-	-
Total Capital Costs	-	-	-	75,000	600,000	-	-	-

Project No: TMP9232 **Pct. New Development:** **Total Project Cos** \$1,080,000
Project Title: Dysart Rd & Western Ave Intersection Improvements
Funding Source: Ops. Transfers In

Project Description:

The project includes design and construction of a traffic signal or roundabout at the intersection of Dysart and Western. The signal or roundabout will increase mobility and safety for all modes of transportation at this intersection.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Construction	-	-	-	-	-	-	-	725,000
Land Acquisition	-	-	-	-	-	-	-	245,000
Design/Engineering Services	-	-	-	-	-	-	-	110,000
Total Capital Costs	-	-	-	-	-	-	-	1,080,000

Operating Impact:

Supplies/Contracts			-	-	-	-	-	2,500
Total Operating Costs			-	-	-	-	-	2,500

Capital Improvement Plan

Fiscal Years 2016-2025

Police Development

308 Police Development	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2021-25	Total
Beginning Balance	263,044	383,054	778,774	1,274,934	981,364	1,636,874	
Revenue							
Development Fees	209,470	485,180	495,960	506,230	605,310	2,687,190	4,989,340
G.O. Bonds	0	0	0	0	3,500,000	0	3,500,000
Interest Earned	200	200	200	200	200	1,000	2,000
Transfer In - General Fund	0	0	0	0	0	0	0
Total Revenue	209,670	485,380	496,160	506,430	4,105,510	2,688,190	8,491,340
Total Resources	472,714	868,434	1,274,934	1,781,364	5,086,874	4,325,064	
Capital Costs							
Development Fee Eligible Projects							
PL1161-Property and Evidence Room	0	0	0	0	3,000,000	0	3,000,000
PL1297-RWC Police Radio Upgrade	89,660	89,660	0	0	0	0	179,320
PL1908-Lakin Ranch Substation	0	0	0	0	0	3,000,000	3,000,000
PL1999-Command Vehicle	0	0	0	800,000	0	0	800,000
Total Development Fee Eligible	89,660	89,660	0	800,000	3,000,000	3,000,000	6,979,320
Non-Development Fee Eligible Projects							
PL1176-Joint Training Facility with Glendale	0	0	0	0	450,000	0	450,000
TMP9240-Detention Facility Design	0	0	0	0	0	400,000	400,000
Total Non-Development Fee Eligible	0	0	0	0	450,000	400,000	850,000
Total Capital Costs	89,660	89,660	0	800,000	3,450,000	3,400,000	7,829,320
Estimated Ending Balance	383,054	778,774	1,274,934	981,364	1,636,874	925,064	

Capital Improvement Plan

Fiscal Years 2016-2025

Police Development

Project No: PL1161 **Pct. New Development:** 100.00% **Total Project Cos** \$3,000,000

Project Title: Property and Evidence Room

Funding Source: Development Fees

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 2000 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. The current 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.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Equipment - General	-	-	-	-	-	-	200,000	-
Building Construction/ Purchase	-	-	-	-	-	-	1,900,000	-
Land Acquisition	-	-	-	-	-	-	900,000	-
Total Capital Costs	-	-	-	-	-	-	3,000,000	-

Operating Impact:

Staffing	-	-	-	-	-	-	65,000	325,000
Supplies/Contracts	-	-	-	-	-	-	25,000	125,000
Utilities-Water/Sewer	-	-	-	-	-	-	60,000	300,000
Total Operating Costs	-	-	-	-	-	-	150,000	750,000

Project No: PL1176 **Pct. New Development:** 0.00% **Total Project Cos** \$450,000

Project Title: Joint Training Facility with Glendale

Funding Source: Ops. Transfers In

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.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Building Construction/ Purchase	-	-	-	-	-	-	450,000	-
Total Capital Costs	-	-	-	-	-	-	450,000	-

Operating Impact:

Staffing	-	-	-	-	-	-	200,000	1,000,000
Supplies/Contracts	-	-	-	-	-	-	30,000	150,000
Total Operating Costs	-	-	-	-	-	-	230,000	1,150,000

Capital Improvement Plan

Fiscal Years 2016-2025

Police Development

Project No: PL1297 **Pct. New Development:** 5.00% **Total Project Cos** \$179,320

Project Title: RWC Police Radio Upgrade

Funding Source: Development Fees, Ops. Transfer

Project Description:

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

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Building Construction/ Purchase	-	89,660	89,660	89,660	-	-	-	-
Total Capital Costs	-	89,660	89,660	89,660	-	-	-	-

Operating Impact:								
Equipment Replacement		-	-	-	-	-	-	-
Total Operating Costs		-	-	-	-	-	-	-

Project No: PL1908 **Pct. New Development:** 100.00% **Total Project Cos** \$3,000,000

Project Title: Lakin Ranch Substation

Funding Source: Development Fees

Project Description:

Lakin Ranch is a large housing development that is still in the preliminary stages. The community is expected to be large enough to host a joint police and fire substation that will be placed in the center of the community to provide public safety (police and fire).

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Building Construction/ Purchase	-	-	-	-	-	-	-	3,000,000
Total Capital Costs	-	-	-	-	-	-	-	3,000,000

Operating Impact:								
Staffing		-	-	-	-	-	-	-
Supplies/Contracts		-	-	-	-	-	-	-
Utilities-Water/Sewer		-	-	-	-	-	-	-
Electricity		-	-	-	-	-	-	-
Vehicles/Major Equipment		-	-	-	-	-	-	-
Total Operating Costs		-	-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2016-2025

Police Development

Project No: PL1999 **Pct. New Development:** 47.00% **Total Project Cos** \$800,000

Project Title: Command Vehicle

Funding Source: Development Fees, Ops. Transfer

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 such as PIR. 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. Part of the funds will pay for a simple covered structure to protect the vehicle from the elements.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Vehicles	-	-	-	-	-	800,000	-	-
Total Capital Costs	-	-	-	-	-	800,000	-	-

Operating Impact:								
Equipment Maintenance			-	-	-	-	75,000	375,000
Building Maintenance			-	-	-	-	-	-
Total Operating Costs			-	-	-	-	75,000	375,000

Project No: TMP9240 **Pct. New Development:** **Total Project Cos** \$400,000

Project Title: Detention Facility Design

Funding Source: Ops. Transfers In

Project Description:

Design a detention facility at an undetermined site to replace the existing facility on Western Avenue.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Design/Engineering Services	-	-	-	-	-	-	-	400,000
Total Capital Costs	-	-	-	-	-	-	-	400,000

Capital Improvement Plan

Fiscal Years 2016-2025

Park Development

310 Park Development	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2021-25	Total
Beginning Balance	2,357,583	858,333	2,136,333	3,431,583	616,103	1,361,373	
Revenue							
Development Fees-Parks	335,250	776,500	793,750	810,190	968,770	4,300,710	7,985,170
Grant - Federal	0	0	0	0	0	19,800,000	19,800,000
Interest Earned	1,500	1,500	1,500	1,500	1,500	7,500	15,000
Transfer In - General Fund	500,000	500,000	500,000	500,000	500,000	2,500,000	5,000,000
Total Revenue	836,750	1,278,000	1,295,250	1,311,690	1,470,270	26,608,210	32,800,170
Total Resources	3,194,333	2,136,333	3,431,583	4,743,273	2,086,373	27,969,583	
Capital Costs							
Development Fee Eligible Projects							
PK1338-Future Park Development	0	0	0	0	0	8,000,000	8,000,000
Total Development Fee Eligible	0	0	0	0	0	8,000,000	8,000,000
Non-Development Fee Eligible Projects							
PK1027-Friendship Park Enhancements	816,000	0	0	2,500,000	725,000	0	4,041,000
PK1029-Multi -Modal Trail System	0	0	0	0	0	13,500,000	13,500,000
PK1094-Agua Fria Restoration - grant funding	0	0	0	0	0	6,300,000	6,300,000
PK1105-Festival Fields	1,520,000	0	0	1,627,170	0	0	3,147,170
Total Non-Development Fee Eligible	2,336,000	0	0	4,127,170	725,000	19,800,000	26,988,170
Total Capital Costs	2,336,000	0	0	4,127,170	725,000	27,800,000	34,988,170
Estimated Ending Balance	858,333	2,136,333	3,431,583	616,103	1,361,373	169,583	

Capital Improvement Plan

Fiscal Years 2016-2025

Park Development

Project No: PK1027 **Pct. New Development:** 0.00% **Total Project Cos** \$4,041,000
Project Title: Friendship Park Enhancements
Funding Source: Ops. Transfers In

Project Description:

Friendship Park enhancements include a two phase project which includes permanent fencing, additional ramadas, additional parking, removal of football fields, splash pad and enhanced play area. The park is located at McDowell Road and 125th Avenue. Additional planning may include the purchase of land adjacent to the park site or future expansion: additional parking, additional green space, bike or skate park. Projected phase completion:

Phase 1: Project Start (June 2014) Additional parking, picnic area improvements, sports fencing, and design fees

Phase 1A: Additional parking, ramadas, removal of football fields restroom renovations, splash pad and playground equipment (\$1,816,000)

Phase 2: Funding required - sports complex (including concession), trailhead, spectator bleachers, west field lighting, re-locate ball fields, program space, east entry road and parking (\$3,325,000)

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Park/Land Improvements	816,000	-	816,000	-	-	2,500,000	725,000	-
Total Capital Costs	816,000	-	816,000	-	-	2,500,000	725,000	-

Operating Impact:

Staffing		39,000	39,000	39,000	39,000	39,000	195,000
Supplies/Contracts		10,000	10,000	10,000	10,000	10,000	50,000
Utilities-Water/Sewer		100,000	100,000	100,000	100,000	100,000	500,000
Total Operating Costs		149,000	149,000	149,000	149,000	149,000	745,000

Project No: PK1029 **Pct. New Development:** 0.00% **Total Project Cos** \$13,500,000
Project Title: Multi -Modal Trail System
Funding Source: Grants, Ops. Transfers In

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 between the Agua Fria River, the El Rio WaterCourse Master Plan, Tres Rios, and the City of Avondale Bike, Pedestrian and Trails Master Plan.

Operating Impact:							
Supplies/Contracts		-	-	-	-	10,000	50,000
Total Operating Costs		-	-	-	-	10,000	50,000

Project Revenue:

Grant - Federal		-	-	-	-	-	13,500,000
Total Project Revenue		-	-	-	-	-	13,500,000

Capital Improvement Plan

Fiscal Years 2016-2025

Park Development

Project No: PK1094 **Pct. New Development:** 0.00% **Total Project Cos** \$6,300,000

Project Title: Agua Fria Restoration - grant funding

Funding Source: Grants, Ops. Transfers In

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.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Park/Land Improvements	-	-	-	-	-	-	-	6,300,000
Total Capital Costs	-	-	-	-	-	-	-	6,300,000

Operating Impact:								
Supplies/Contracts			-	-	-	-	-	50,000
Total Operating Costs			-	-	-	-	-	50,000

Project Revenue:								
Grant - Federal			-	-	-	-	-	6,300,000
Total Project Revenue			-	-	-	-	-	6,300,000

Project No: PK1105 **Pct. New Development:** 0.00% **Total Project Cos** \$3,147,170

Project Title: Festival Fields

Funding Source: Ops. Transfers In

Project Description:

Festival Fields projects include (1) the completion of the Phase II and (2) construction of additional ball fields
 (1) Phase II completion includes completion of landscape / erosion control along the north and east end of the community park, located at Central Avenue and Lower Buckeye Road. Amenities may include youth and adult ball fields, additional ramadas, football fields, splash area, skate park, batting cage, enhanced play area, additional parking and support facilities.
 (2) Constructioun of additional ball fields

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Park/Land Improvements	1,520,000	-	1,520,000	-	-	1,627,170	-	-
Total Capital Costs	1,520,000	-	1,520,000	-	-	1,627,170	-	-

Operating Impact:								
Staffing			39,000	39,000	39,000	39,000	39,000	195,000
Supplies/Contracts			10,000	10,000	10,000	10,000	10,000	50,000
Utilities-Water/Sewer			100,000	100,000	100,000	100,000	100,000	500,000
Equipment Maintenance			2,000	2,000	2,000	2,000	2,000	10,000
Total Operating Costs			151,000	151,000	151,000	151,000	151,000	755,000

Capital Improvement Plan

Fiscal Years 2016-2025

Park Development

Project No: PK1338 **Pct. New Development:** 100.00% **Total Project Cos** \$8,000,000

Project Title: Future Park Development

Funding Source: Development Fees

Project Description:

Development of future parkland in southern area of the city.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Park/Land Improvements	-	-	-	-	-	-	-	8,000,000
Total Capital Costs	-	-	-	-	-	-	-	8,000,000
Operating Impact:								
Supplies/Contracts			-	-	-	-	-	40,000
Utilities-Water/Sewer			-	-	-	-	-	200,000
Total Operating Costs			-	-	-	-	-	240,000

Capital Improvement Plan

Fiscal Years 2016-2025

Library Development

311 Library Development	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2021-25	Total
Beginning Balance	(100,683)	16,037	41,027	79,862	52,357	60,162	
Revenue							
Development Fees	74,650	172,920	176,760	180,420	215,730	957,700	1,778,180
Interest Earned	20	20	25	25	25	125	240
Transfer In - General Fund	250,000	60,000	70,000	0	0	0	380,000
Total Revenue	324,670	232,940	246,785	180,445	215,755	957,825	2,158,420
Total Resources	223,987	248,977	287,812	260,307	268,112	1,017,987	
Capital Costs							
Development Fee Eligible Projects							
TR06-Debt Service for Library	207,950	207,950	207,950	207,950	207,950	831,800	1,871,550
Total Development Fee Eligible	207,950	207,950	207,950	207,950	207,950	831,800	1,871,550
Total Capital Costs	207,950	207,950	207,950	207,950	207,950	831,800	1,871,550
Estimated Ending Balance	16,037	41,027	79,862	52,357	60,162	186,187	

Capital Improvement Plan

Fiscal Years 2016-2025

Library Development

Project No: TR06 **Pct. New Development:** 100.00% **Total Project Cos** \$1,871,550

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.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Transfer to 430 - MDC Fund	-	207,950	207,950	207,950	207,950	207,950	207,950	831,800
Total Capital Costs	-	207,950	207,950	207,950	207,950	207,950	207,950	831,800

Capital Improvement Plan

Fiscal Years 2016-2025

Fire Dept. Development

319 Fire Dept. Development	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2021-25	Total
Beginning Balance	(156,520)	106,500	155,000	664,190	1,185,880	1,923,140	
Revenue							
Development Fees	254,890	590,370	603,490	615,990	736,560	3,269,850	6,071,150
G.O. Bonds	0	0	0	0	0	0	0
Interest Earned	700	700	700	700	700	3,500	7,000
Transfer In - General Fund	200,000	0	0	0	0	1,000,000	1,200,000
Total Revenue	455,590	591,070	604,190	616,690	737,260	4,273,350	7,278,150
Total Resources	299,070	697,570	759,190	1,280,880	1,923,140	6,196,490	
Capital Costs							
Development Fee Eligible Projects							
FR1040-Lakin Ranch Fire Station	0	0	0	0	0	4,700,000	4,700,000
FR1324-RWC Radio System	47,570	47,570	0	0	0	0	95,140
TR10-Debt Service - Bonds	95,000	95,000	95,000	95,000	0	0	380,000
Total Development Fee Eligible	142,570	142,570	95,000	95,000	0	4,700,000	5,175,140
Non-Development Fee Eligible Projects							
FR1159-Glendale Fire Academy	0	0	0	0	0	1,358,000	1,358,000
FR1217-Station 172 Update	50,000	400,000	0	0	0	0	450,000
Total Non-Development Fee Eligible	50,000	400,000	0	0	0	1,358,000	1,808,000
Total Capital Costs	192,570	542,570	95,000	95,000	0	6,058,000	6,983,140
Estimated Ending Balance	106,500	155,000	664,190	1,185,880	1,923,140	138,490	

Capital Improvement Plan

Fiscal Years 2016-2025

Fire Dept. Development

Project No: FR1040 **Pct. New Development:** 100.00% **Total Project Cos** \$4,700,000

Project Title: Lakin Ranch Fire Station

Funding Source: Development Fees

Project Description:

This facility is projected to be constructed in the area of El Mirage Road and Broadway Road. In addition to the fire station the facility may also include a police sub-station and the capability to serve as a public safety operations center for major events at Phoenix International Raceway. Timing of the facility will be coordinated with residential development in the area and this project includes costs only for the fire station portion. The station would house an engine company which will serve the far southern portion of Avondale. The space will be designed to house an ambulance or similar two-person unit as well. An additional pumper will be required to open the station. Construction of that type of apparatus is approximately one year so the vehicle will be ordered to coordinate delivery just prior to opening the station. The total project cost includes all necessary equipment (hose, breathing apparatus, etc.) to put the vehicle in service. It is anticipated that the project will begin in fiscal year 2022 and be completed the following year.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Building Construction/ Purchase	-	-	-	-	-	-	-	4,000,000
Vehicles	-	-	-	-	-	-	-	700,000
Total Capital Costs	-	-	-	-	-	-	-	4,700,000

Operating Impact:								
Staffing			-	-	-	-	-	5,000,000
Utilities-Water/Sewer			-	-	-	-	-	7,000,000
Total Operating Costs			-	-	-	-	-	12,000,000

Capital Improvement Plan

Fiscal Years 2016-2025

Fire Dept. Development

Project No: FR1159 **Pct. New Development:** 0.00% **Total Project Cos** \$1,358,000

Project Title: Glendale Fire Academy

Funding Source: Ops. Transfers In

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 provides training props and capabilities not available elsewhere in the West Valley and significantly enhances the department's on-going training and professional development efforts. The facility was designed as a three phase project and this provides Avondale's portion of the funding necessary to complete phase two, which has been delayed by several years due to economic conditions.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Building Construction/ Purchase	-	-	-	-	-	-	-	1,358,000
Total Capital Costs	-	-	-	-	-	-	-	1,358,000

Operating Impact:								
Supplies/Contracts			-	-	-	-	-	440,000
Total Operating Costs			-	-	-	-	-	440,000

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

Project Title: Station 172 Update

Funding Source: Ops. Transfers In

Project Description:

Station 172, which was designed as a two company station, was opened in 1999 and is now in need of some basic upgrades. With the addition of other Avondale stations and growth within the automatic aid system a single company station design would be more appropriate. This project would convert the existing sleeping rooms to single person rooms predominately through millwork modifications; create an office for the station captain; add a dedicated fitness room (eliminated in the original construction project) and return the current fitness area back to sleeping rooms; repair the kitchen cabinets and replace the kitchen counters; address the water leakage issue over the west part of the sleeping area; and repaint the entire living area. \$50,000 was allocated in 2015 for facility evaluation, design and cost estimate for this project. The goal would be to phase the project so that the station remains open during the construction activities. The modifications would result in the capability of housing both a fire company and allow for future housing of an ambulance or similar two-person unit.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Building Improvement/ Alteration	50,000	-	50,000	400,000	-	-	-	-
Total Capital Costs	50,000	-	50,000	400,000	-	-	-	-

Capital Improvement Plan

Fiscal Years 2016-2025

Fire Dept. Development

Project No: FR1324 **Pct. New Development:** 100.00% **Total Project Cos** \$95,140

Project Title: RWC Radio System

Funding Source: Development Fees

Project Description:

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

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Communication Equipment	-	47,570	47,570	47,570	-	-	-	-
Total Capital Costs	-	47,570	47,570	47,570	-	-	-	-

Project No: TR10 **Pct. New Development:** 100.00% **Total Project Cos** \$380,000

Project Title: Debt Service - Bonds

Funding Source: Development Fees

Project Description:

Transfer for debt service on Fire Station MDC Bonds

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Transfer to 430 - MDC Fund	-	95,000	95,000	95,000	95,000	95,000	-	-
Total Capital Costs	-	95,000	95,000	95,000	95,000	95,000	-	-

Capital Improvement Plan

Fiscal Years 2016-2025

Improvement District

320 Improvement District	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2021-25	Total
Beginning Balance	-	-	-	-	-	-	-
Revenue							
Improvement District Bonds	25,000,000	0	0	0	0	0	25,000,000
Total Revenue	25,000,000	0	0	0	0	0	25,000,000
Total Resources	25,000,000	-	-	-	-	-	-
Capital Costs							
Non-Development Fee Eligible Projects							
ID1046-Improvement District - Unformed	25,000,000	0	0	0	0	0	25,000,000
Total Non-Development Fee Eligible	25,000,000	0	0	0	0	0	25,000,000
Total Capital Costs	25,000,000	0	0	0	0	0	25,000,000
Estimated Ending Balance	-	-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2016-2025

Improvement District

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

Project Title: Improvement District - Unformed

Funding Source: Bond Proceeds

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.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Land Acquisition	-	25,000,000	25,000,000	-	-	-	-	-
Total Capital Costs	-	25,000,000	25,000,000	-	-	-	-	-

Project Revenue:								
Improvement District Bonds			25,000,000	-	-	-	-	-
Total Project Revenue			25,000,000	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2016-2025

One-Time Project Fund

322 One-Time Project Fund	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2021-25	Total
Beginning Balance	21,250	185,930	(2,259,670)	(5,184,670)	(8,259,670)	(8,334,670)	
Revenue							
IGA - ADOT		75,000	600,000	0	0	0	675,000
Grant - Federal	527,680	2,822,400	216,600	0	0	0	3,566,680
Grant - State	0	0	0	0	0	0	0
Reimbursement	300,000	400,000	0	0	0	0	700,000
Transfer In - General Fund	2,400,000	0	0	0	0	0	2,400,000
Total Revenue	3,227,680	3,297,400	816,600	0	0	0	7,341,680
Total Resources	3,248,930	3,483,330	(1,443,070)	(5,184,670)	(8,259,670)	(8,334,670)	
Capital Costs							
Non-Development Fee Eligible Projects							
OP1354-Wayfinding Sign Program	100,000	100,000	0	0	0	0	200,000
PK1346-I-10 Underpass Trail with Pedestrian Bridge	100,000	1,341,000	0	0	0	0	1,441,000
ST1345-Dysart Road Bike and Pedestrian Facilities, Van Buren Street to MC85	2,400,000	0	0	0	0	0	2,400,000
ST1347-Pedestrian Countdown Signals	106,000	150,000	0	0	0	0	256,000
ST1349-Avondale Sign Management System and Regulatory/Warning Sign Upgrade	222,000	207,000	216,600	0	0	0	645,600
ST1350-Avondale Strategic Transportation Safety Plan	135,000	0	0	0	0	0	135,000
TMP9179-City of Avondale Riparian Preserve	0	150,000	3,000,000	3,000,000	0	0	6,150,000
TMP9181-Avondale Boulevard Landscape and Median Improvements (Phase I), Roosevelt to Coldwater	0	450,000	450,000	0	0	0	900,000
TMP9183-Bike Retrofit Program	0	25,000	25,000	25,000	25,000	100,000	200,000
TMP9188-Western Avenue Drainage Outfall Project (Phase I)	0	850,000	0	0	0	0	850,000
TMP9189-Western Avenue (Phase 2) Storm Drain Improvement Project	0	950,000	0	0	0	0	950,000
TMP9217-Western Avenue Parking	0	200,000	0	0	0	0	200,000
TMP9220-Garden Lakes Traffic Calming: Thomas Road to 111th Avenue	0	65,000	0	0	0	0	65,000
TMP9222-City Wide Landcape and Median Improvements	0	50,000	50,000	50,000	50,000	250,000	450,000
TMP9224-4th/5th Street Bike Ped Blvd: Van Buren Street to Lower Buckeye Road	0	120,000	0	0	0	0	120,000
TMP9230-Gateway Program	0	65,000	0	0	0	0	65,000
TMP9239-Arch in Historic Avondale	0	200,000	0	0	0	0	200,000
Total Non-Development Fee Eligible	3,063,000	4,923,000	3,741,600	3,075,000	75,000	350,000	15,227,600
Total Capital Costs	3,063,000	4,923,000	3,741,600	3,075,000	75,000	350,000	15,227,600
Estimated Ending Balance	185,930	(2,259,670)	(5,184,670)	(8,259,670)	(8,334,670)	(8,684,670)	

Capital Improvement Plan

Fiscal Years 2016-2025

One-Time Project Fund

Project No: OP1354 **Pct. New Development:** 0.00% **Total Project Cos** \$200,000

Project Title: Wayfinding Sign Program

Funding Source: Ops. Transfers In

Project Description:

In FY14-15, Avondale completed a Wayfinding Masterplan to create vehicular, bicycle, and pedestrian wayfinding signage utilizing Avondale’s new brand to identify city entry points, create interest in our points of pride, and improve multi-modal circulation.

Scope: With sign specification documents completed in Spring of 2015, this program will be utilized to construct and install wayfinding/gateway monumentation in prioritized areas across Avondale. The project is 100% City funded.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Artwork	-	100,000	100,000	100,000	-	-	-	-
Total Capital Costs	-	100,000	100,000	100,000	-	-	-	-
Operating Impact:								
Supplies/Contracts			500	500	500	500	500	2,500
Total Operating Costs			500	500	500	500	500	2,500

Project No: PK1346 **Pct. New Development:** 0.00% **Total Project Cos** \$1,441,000

Project Title: I-10 Underpass Trail with Pedestrian Bridge

Funding Source: IGA, Ops. Transfers In

Project Description:

This proposed project connects an existing path along the eastern Agua Fria levee to the pedestrian and bicycle path system at Friendship Park. This connection is part of a larger multi-use path system along Agua Fria that will provide an alternative route for pedestrian and bicyclists to arterial north-south routes such as Dysart Road and Avondale Boulevard. The project improvements involve construction of a paved path approximately 1/4 mile long and 12 to 16-foot wide for pedestrian and bicycle use. The paths system elements include: ramps, lighting, pedestrian amenities and an underpass at I-10. Construction includes CMAQ funding of \$1,265,500 in FY 2017.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	100,000	100,000	1,341,000	-	-	-	-
Total Capital Costs	-	100,000	100,000	1,341,000	-	-	-	-
Operating Impact:								
Street Maintenance			-	3,000	3,000	3,000	3,000	15,000
Grounds Maintenance			-	1,500	1,500	1,500	1,500	7,500
Total Operating Costs			-	4,500	4,500	4,500	4,500	22,500
Project Revenue:								
Grant - Federal			-	1,265,500	-	-	-	-
Reimbursement			-	400,000	-	-	-	-
Total Project Revenue			-	1,665,500	-	-	-	-

Capital Improvement Plan

Fiscal Years 2016-2025

One-Time Project Fund

Project No: ST1345 **Pct. New Development:** 0.00% **Total Project Cos** \$2,400,000

Project Title: Dysart Road Bike and Pedestrian Facilities, Van Buren Street to MC85

Funding Source: Grants, Ops. Transfers In, Reimbu

Project Description:

This project will install ADA compliant sidewalks, ramps, bicycle facilities, pedestrian lighting and rider friendly bus-stop facilities along both sides of Dysart Rd from Van Buren St to MC85 (Buckeye Rd) providing improved pedestrian and bicyclist accessibility, connectivity and safety. There will be a \$300,000 cost share reimbursement in this phase of the project.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	2,400,000	2,400,000	-	-	-	-	-
Total Capital Costs	-	2,400,000	2,400,000	-	-	-	-	-

Operating Impact:								
Electricity			2,000	2,000	2,000	2,000	2,000	10,000
Street Maintenance			3,000	3,000	3,000	3,000	3,000	15,000
Total Operating Costs			5,000	5,000	5,000	5,000	5,000	25,000

Project Revenue:								
Reimbursement			300,000	-	-	-	-	-
Total Project Revenue			300,000	-	-	-	-	-

Project No: ST1347 **Pct. New Development:** 0.00% **Total Project Cos** \$256,000

Project Title: Pedestrian Countdown Signals

Funding Source: Grants

Project Description:

This project will upgrade all remaining pedestrian signal heads to MUTCD-compliant man-hand with countdown. The project is 90% grant funded.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	106,000	106,000	150,000	-	-	-	-
Total Capital Costs	-	106,000	106,000	150,000	-	-	-	-

Operating Impact:								
Equipment Maintenance			-	500	500	500	500	2,500
Total Operating Costs			-	500	500	500	500	2,500

Project Revenue:								
Grant - Federal			-	-	-	-	-	-
Total Project Revenue			-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2016-2025

One-Time Project Fund

Project No: ST1349 **Pct. New Development:** 0.00% **Total Project Cos** \$645,600

Project Title: Avondale Sign Management System and Regulatory/Warning Sign Upgrade

Funding Source: Grants

Project Description:

This project is a federally funded HSIP grant over the next 4 years. The first year includes inventory and establishment of an asset management software system. The subsequent years include replacing signs that are in need of replacement due to end of lifecycle or changes in standards. The funding is 100% HSIP grant funded for \$115,000 the first year and \$222,000 each subsequent year for the 4 year life of the project.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Signs/Monuments	-	222,000	222,000	207,000	216,600	-	-	-
Total Capital Costs	-	222,000	222,000	207,000	216,600	-	-	-

Operating Impact:

Supplies/Contracts		1,500	3,500	3,500	3,500	3,500	3,500	17,500
Total Operating Costs		1,500	3,500	3,500	3,500	3,500	3,500	17,500

Project Revenue:

Grant - Federal		222,000	207,000	216,600	-	-	-	-
Total Project Revenue		222,000	207,000	216,600	-	-	-	-

Project No: ST1350 **Pct. New Development:** 0.00% **Total Project Cos** \$135,000

Project Title: Avondale Strategic Transportation Safety Plan

Funding Source: Grants

Project Description:

This project will develop safety plan intended to reduce fatalities and serious injuries on public roads in Avondale. This project will analyze the existing transportation system, establish transportation safety goals, identify emphasis areas, develop strategies/selecting countermeasures, and create an implementation plan to incorporate safety enhancements in street projects and the Capital Improvement Plan. The project is 100% grant funded.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	135,000	135,000	-	-	-	-	-
Total Capital Costs	-	135,000	135,000	-	-	-	-	-

Operating Impact:

Staffing		2,500	2,500	2,500	2,500	2,500	2,500	12,500
Total Operating Costs		2,500	2,500	2,500	2,500	2,500	2,500	12,500

Project Revenue:

Grant - Federal		-	-	-	-	-	-	-
Total Project Revenue		-	-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2016-2025

One-Time Project Fund

Project No: TMP9179 **Pct. New Development:** 0.00% **Total Project Cos** \$6,150,000

Project Title: City of Avondale Riparian Preserve

Funding Source: Grants

Project Description:

The City of Avondale Riparian Preserve will consist of an approximately 11,000 square foot visitors center, featuring conference rooms, exhibits, and interactive learning center. The facility will also serve as a gateway to a trail system surrounding a bulrush pond and recharge basins where visitors can interact with nature. Grant funding of \$6,000,000 is anticipated.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	-	-	-	150,000	3,000,000	3,000,000	-	-
Total Capital Costs	-	-	-	150,000	3,000,000	3,000,000	-	-

Project Revenue:								
Grant - State								
Total Project Revenue								

Project No: TMP9181 **Pct. New Development:** 0.00% **Total Project Cos** \$900,000

Project Title: Avondale Boulevard Landscape and Median Improvements (Phase I), Roosevelt to Coldwater

Funding Source: Ops. Transfers In

Project Description:

This project will repair the existing curb, pavers and medians and supplement the existing landscaping with replacement and installation of trees, shrubs and plants. The project will beautify one of Avondale's major corridors. The project will be 100% City funded.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	450,000	450,000	-	-	-
Total Capital Costs	-	-	-	450,000	450,000	-	-	-

Operating Impact:								
Grounds Maintenance				5,000	5,000	5,000	5,000	25,000
Total Operating Costs				5,000	5,000	5,000	5,000	25,000

Capital Improvement Plan

Fiscal Years 2016-2025

One-Time Project Fund

Project No: TMP9183 **Pct. New Development:** 0.00% **Total Project Cos** \$200,000

Project Title: Bike Retrofit Program

Funding Source: Ops. Transfers In

Project Description:

The Bike Retrofit Program will fund projects that will add protected or buffered bike facilities or striped bike lanes to existing City streets. The project will be 100% city funded.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	25,000	25,000	25,000	25,000	100,000
Total Capital Costs	-	-	-	25,000	25,000	25,000	25,000	100,000

Operating Impact:								
Street Maintenance			-	250	250	250	250	1,250
Total Operating Costs			-	250	250	250	250	1,250

Project No: TMP9188 **Pct. New Development:** 0.00% **Total Project Cos** \$850,000

Project Title: Western Avenue Drainage Outfall Project (Phase I)

Funding Source: Grants, IGA

Project Description:

This project will replace an inadequately sized pipe penetration that causes a negative backwater effect on the newly constructed (by FCDMC and City of Avondale) storm drain system. By eliminating or reducing the backwater or tailwater elevation, the newly constructed storm drain will have additional capacity and reduce the probability of drainage being pushed up onto the street through the catch basins. Amount of grant funds has yet to be determined.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	850,000	-	-	-	-
Total Capital Costs	-	-	-	850,000	-	-	-	-

Operating Impact:								
Utilities-Water/Sewer			-	3,500	3,500	3,500	3,500	17,500
Total Operating Costs			-	3,500	3,500	3,500	3,500	17,500

Capital Improvement Plan

Fiscal Years 2016-2025

One-Time Project Fund

Project No: TMP9189 **Pct. New Development:** 0.00% **Total Project Cos** \$950,000

Project Title: Western Avenue (Phase 2) Storm Drain Improvement Project

Funding Source: Grants, IGA

Project Description:

The project will extend the existing storm drain along Western Avenue (completed in the Phase I of the Western Avenue Improvement, Project TMP 9188, FCDMC and the City installed storm drain from Dysart Road to 5th Street). This project will install approximately 800 lf of storm drain and laterals. This project will also install catch basins along Western Avenue and side streets. Amount of grant funding has not been determined.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	950,000	-	-	-	-
Total Capital Costs	-	-	-	950,000	-	-	-	-

Operating Impact:

Utilities-Water/Sewer	-	-	-	2,500	2,500	2,500	2,500	12,500
Total Operating Costs	-	-	-	2,500	2,500	2,500	2,500	12,500

Project No: TMP9217 **Pct. New Development:** 0.00% **Total Project Cos** \$200,000

Project Title: Western Avenue Parking

Funding Source: Ops. Transfers In

Project Description:

Remove and replace existing asphalt parking area. Additional improvements will include: covered parking, signage, striping, landscaping, irrigation, lighting, and other miscellaneous improvements. The project will be fully funded by the City.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Technology Non-Capital Equipment	-	-	-	200,000	-	-	-	-
Total Capital Costs	-	-	-	200,000	-	-	-	-

Capital Improvement Plan

Fiscal Years 2016-2025

One-Time Project Fund

Project No: TMP9220 **Pct. New Development:** 0.00% **Total Project Cos** \$65,000

Project Title: Garden Lakes Traffic Calming: Thomas Road to 111th Avenue

Funding Source: Ops. Transfers In

Project Description:

Garden Lakes is a community in north Avondale that includes parks, lakes, Garden Lakes Elementary School, and Westview High School. Due to the extra wide travel lanes along Garden Lakes Boulevard, the average speed along the street is 47 mph in a 25 mph posted corridor. Many children within this community walk or ride their bike to school. The existing configuration includes two 5’ bike lanes, two 20’ travel lanes, and a 14’ two-way left turn lane. Using low-cost techniques to encourage calmer speeds and increase bike/pedestrian safety, the travel lanes would be restriped to 11’ wide with a 9’ buffered area. This buffered area would include vertical delineation to better discourage speeding and create a vertical barrier between vehicles and bicyclist. The City will fund this project 100%.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Construction	-	-	-	65,000	-	-	-	-
Total Capital Costs	-	-	-	65,000	-	-	-	-

Operating Impact:								
Street Maintenance			-	1,000	1,000	1,000	1,000	5,000
Total Operating Costs			-	1,000	1,000	1,000	1,000	5,000

Project No: TMP9222 **Pct. New Development:** 0.00% **Total Project Cos** \$450,000

Project Title: City Wide Landscape and Median Improvements

Funding Source: Ops. Transfers In

Project Description:

To implement the Street Tree Program: Plant/Replace Trees along City sidewalks and in medians where needed. Planting trees will provide much needed shade to enhance the walkability of Avondale while improving air quality, improving aesthetics, providing a buffer between vehicles and pedestrians, and improving stormwater capture. Many existing sidewalks along major corridors have existing landscape buffer areas which are bare of vegetation or trees have been either removed and not replaced or in poor condition. This project would facilitate the planting of street trees within the City of Avondale in agreement with the Street Tree Master Plan. This installation would include the installation of irrigation systems where necessary. Location of trees would be within existing city streets right-of-way, prioritized in high pedestrian corridors and planted in accordance with Street Tree Master Plan layouts and engineering guidelines. The project is 100% City funded.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Park/Land Improvements	-	-	-	50,000	50,000	50,000	50,000	250,000
Total Capital Costs	-	-	-	50,000	50,000	50,000	50,000	250,000

Operating Impact:								
Supplies/Contracts			-	2,000	2,000	2,000	2,000	10,000
Utilities-Water/Sewer			-	1,000	1,000	1,000	1,000	5,000
Grounds Maintenance			-	2,000	2,000	2,000	2,000	10,000
Total Operating Costs			-	5,000	5,000	5,000	5,000	25,000

Capital Improvement Plan

Fiscal Years 2016-2025

One-Time Project Fund

Project No: TMP9224 **Pct. New Development:** 0.00% **Total Project Cos** \$120,000

Project Title: 4th/5th Street Bike Ped Blvd: Van Buren Street to Lower Buckeye Road

Funding Source: Ops. Transfers In

Project Description:

This project would guide bicyclists within historic Avondale to utilize this low volume minor collector street as the preferred bike roadway within historic Avondale. It would connect commercial centers along Van Buren Street to the neighborhood and schools, to Western Avenue, safely across Main Street at a signalized intersection, then to Avondale Community Center, and Festival Fields. Bike boulevards include 2.5 miles of signing and bike way-finding signing and marking. The project is 100% City funded.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	100,000	-	-	-	-
Design/Engineering Services	-	-	-	20,000	-	-	-	-
Total Capital Costs	-	-	-	120,000	-	-	-	-

Project No: TMP9230 **Pct. New Development:** 0.00% **Total Project Cos** \$65,000

Project Title: Gateway Program

Funding Source: Ops. Transfers In

Project Description:

The Street Tree Master plan identifies potential locations throughout the City for entry point/gateway monumentation. One gateway has been identified at the NEC of Dysart Rd and MC85/Main Street. The gateway design elements include landscaping, hardscape features, monumentation, and up-lighting elements. The project is funded 100% by the City.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Roadway Improvement	-	-	-	65,000	-	-	-	-
Total Capital Costs	-	-	-	65,000	-	-	-	-

Operating Impact:								
Supplies/Contracts			-	500	500	500	500	2,500
Total Operating Costs			-	500	500	500	500	2,500

Capital Improvement Plan

Fiscal Years 2016-2025

One-Time Project Fund

Project No: TMP9239 **Pct. New Development:** 0.00% **Total Project Cos** \$200,000

Project Title: Arch in Historic Avondale

Funding Source: Ops. Transfers In

Project Description:

Design and construct an arch over Western Avenue in Historic Avondale. The project will be 100% City funded.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Artwork	-	-	-	200,000	-	-	-	-
Total Capital Costs	-	-	-	200,000	-	-	-	-

Capital Improvement Plan

Fiscal Years 2016-2025

Sewer Development

513 Sewer Development	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2021-25	Total
Beginning Balance	612,940	9,576,310	3,898,980	6,987,000	1,332,800	1,953,620	
Revenue							
Development Fees-Sewer	2,908,870	6,737,460	6,887,180	7,029,770	8,405,780	37,316,250	69,285,310
G.O. Bonds	0	0	0	0	0	0	0
Enterprise Revenue Bonds	9,000,000	0	0	0	0	4,000,000	13,000,000
Interest Earned	4,500	4,500	4,500	4,500	4,500	22,500	45,000
Transfer In - 0.5% Sales Tax	150,000	150,000	150,000	150,000	150,000	750,000	1,500,000
Transfer In - Wastewater Operating	600,000	1,000,000	0	0	2,000,000	3,000,000	6,600,000
Total Revenue	12,663,370	7,891,960	7,041,680	7,184,270	10,560,280	45,088,750	90,430,310
Total Resources	13,276,310	17,468,270	10,940,660	14,171,270	11,893,080	47,042,370	
Capital Costs							
Development Fee Eligible Projects							
SW1233-Lift Station - Southern and Dysart	0	0	0	0	0	3,500,000	3,500,000
SW1234-Southern Ave. Sewerline - Dysart to Avondale	0	0	0	0	0	3,200,000	3,200,000
SW1237-Phase II Expansion - Water Reclamation Facility	0	0	2,000,000	5,000,000	8,000,000	30,000,000	45,000,000
SW1304-Tertiary Filters - Water Reclamation Facility	0	0	0	5,400,000	0	0	5,400,000
SWTR21-Capacity Expansion Debt	0	1,319,290	1,803,660	1,788,470	1,789,460	4,056,700	10,757,580
TMP9242-Secondary Clarifier at WRF	0	3,000,000	0	0	0	0	3,000,000
Total Development Fee Eligible	0	4,319,290	3,803,660	12,188,470	9,789,460	40,756,700	70,857,580
Non-Development Fee Eligible Projects							
SW1047-Citywide Sewer Improvements	150,000	150,000	150,000	150,000	150,000	750,000	1,500,000
SW1108-Backup Force Main - 10th St. Lift Station to El Mirage	0	2,000,000	0	0	0	100,000	2,100,000
SW1270-McDowell Rd. Sewerline Replacement - 119th to Avondale	200,000	0	0	0	0	0	200,000
SW1339-WRF Facility Upgrades	2,350,000	6,600,000	0	0	0	0	8,950,000
SW1356-Large Diameter Pipe Rehabilitation	1,000,000	0	0	0	0	0	1,000,000
TMP9225-Sewer system improvement plan projects	0	500,000	0	500,000	0	1,500,000	2,500,000
TMP9226-Dysart Rd Main Replacement-Western to Riley	0	0	0	0	0	700,000	700,000
TMP9227-Dysart Rd sewer extension between Riley to Lower Buckeye	0	0	0	0	0	1,500,000	1,500,000
Total Non-Development Fee Eligible	3,700,000	9,250,000	150,000	650,000	150,000	4,550,000	18,450,000
Total Capital Costs	3,700,000	13,569,290	3,953,660	12,838,470	9,939,460	45,306,700	89,307,580
Estimated Ending Balance	9,576,310	3,898,980	6,987,000	1,332,800	1,953,620	1,735,670	

Capital Improvement Plan

Fiscal Years 2016-2025

Sewer Development

Project No: SW1047 **Pct. New Development:** 0.00% **Total Project Cos** \$1,500,000

Project Title: Citywide Sewer Improvements

Funding Source: Ops. Transfers In

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.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Sewer System Construction	-	150,000	150,000	150,000	150,000	150,000	150,000	750,000
Total Capital Costs	-	150,000	150,000	150,000	150,000	150,000	150,000	750,000

Project No: SW1108 **Pct. New Development:** 0.00% **Total Project Cos** \$2,100,000

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

Funding Source: Ops. Transfers In

Project Description:

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

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Sewer System Construction	-	-	-	2,000,000	-	-	-	100,000
Total Capital Costs	-	-	-	2,000,000	-	-	-	100,000

Capital Improvement Plan

Fiscal Years 2016-2025

Sewer Development

Project No: SW1233 **Pct. New Development:** 100.00% **Total Project Cos** \$3,500,000

Project Title: Lift Station - Southern and Dysart

Funding Source: Development Fees

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.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Sewer System Construction	-	-	-	-	-	-	-	3,500,000
Total Capital Costs	-	-	-	-	-	-	-	3,500,000
Operating Impact:								
Equipment Maintenance			-	-	-	-	-	125,000
Total Operating Costs			-	-	-	-	-	125,000

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

Project Title: Southern Ave. Sewerline - Dysart to Avondale

Funding Source: Development Fees

Project Description:

This project will construct approximately 10,500 ft of 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.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Sewer System Construction	-	-	-	-	-	-	-	3,200,000
Total Capital Costs	-	-	-	-	-	-	-	3,200,000
Operating Impact:								
Equipment Maintenance			-	-	-	-	-	24,000
Total Operating Costs			-	-	-	-	-	24,000

Capital Improvement Plan

Fiscal Years 2016-2025

Sewer Development

Project No: SW1237 **Pct. New Development:** 100.00% **Total Project Cos** \$45,000,000

Project Title: Phase II Expansion - Water Reclamation Facility

Funding Source: Development Fees

Project Description:

The City of Avondale Water Reclamation Facility (WRF) was originally constructed in 1993. The last major project at the facility was completed in 2010 when the WRF was expanded to a maximum month average day flow (MMADF) capacity of 9.0 million gallons per day

(mgd). The City commissioned a WRF Master Plan Update (2014) to evaluate the current design criteria, establish new criteria as appropriate, and make recommendations for the Capital Improvement Program (CIP). The planning period for the master plan report is approximately 20 years, running from 2014 through 2035.

The Phase 2 Expansion Project is based on the treatment capacity. AZDEQ requires that when MMADF of the facility is at 80% capacity of design flow (7.2 MGD) the planning and design for expansion should be initiated. At 90% capacity construction is to begin. Data collected for the Master Plan reflected the flow trend of the last 12 months (2013-2014) the (80 % design) of the next expansion could be triggered late 2018 and construction 90% (dependent on flow during), commencing during the 2019-2020 budget cycle.

The Phase 2 Expansion will include the following upgrades and associated equipment; new Influent pump, mechanical step screen, additional Grit Chamber, additional secondary clarifier, RAS pumping, equalization basin modifications, fourth aeration basin, additional chlorine contact chamber, sludge and solids handling improvements, and effluent pumps. Phase 2 will again re-evaluate the implementation of Tertiary Filters.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Sewer System Construction	-	-	-	-	2,000,000	5,000,000	8,000,000	30,000,000
Total Capital Costs	-	-	-	-	2,000,000	5,000,000	8,000,000	30,000,000

Operating Impact:								
Staffing		-	-	-	-	-	-	300,000
Supplies/Contracts		-	-	-	-	-	-	1,200,000
Utilities-Water/Sewer		-	-	-	-	-	-	400,000
Electricity		-	-	-	-	-	-	800,000
Equipment Maintenance		-	-	-	-	-	-	600,000
Total Operating Costs		-	-	-	-	-	-	3,300,000

Capital Improvement Plan

Fiscal Years 2016-2025

Sewer Development

Project No: SW1270 **Pct. New Development:** 0.00% **Total Project Cos** \$200,000

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

Funding Source: Ops. Transfers In

Project Description:

The purpose of this project is to replace approximately 2,700 ft of the sewer line that was cut off from much of it's previous flows when the Avondale Boulevard connection was made. The existing 24-inch line is too large for the flows it currently serves. This causes the release of noxious odors into the community, corrosion of the system, and a need to treat the corrosive odors on an ongoing basis. This needs to be downsized to avoid maintenance issues. This will be needed when the north side of McDowell Road, west of Avondale Boulevard, develops.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Sewer System Construction	200,000	-	200,000	-	-	-	-	-
Total Capital Costs	200,000	-	200,000	-	-	-	-	-

Project No: SW1304 **Pct. New Development:** 100.00% **Total Project Cos** \$5,400,000

Project Title: Tertiary Filters - Water Reclamation Facility

Funding Source: Development Fees

Project Description:

This project includes design and construction of a sand filtration system at the water reclamation facility for polishing of flows after treatment in the chlorine contact basins. Originally, this was scheduled to be constructed in the last expansion but was cut due to lack of funding. These filters will act as the final treatment process, further reducing effluent turbidity and improving discharge water quality from B+ to A+. This will significantly reduce the chance of coliform permit violations and provide for direct reuse.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Sewer System Construction	-	-	-	-	-	5,400,000	-	-
Total Capital Costs	-	-	-	-	-	5,400,000	-	-

Operating Impact:								
Staffing		-	-	-	-	-	-	-
Supplies/Contracts		-	-	-	-	-	-	-
Utilities-Water/Sewer		-	-	-	-	-	-	-
Equipment Maintenance		-	-	-	-	-	-	-
Total Operating Costs		-	-	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2016-2025

Sewer Development

Project No:	SW1339	Pct. New Development:	0.00%	Total Project Cos	\$8,950,000
Project Title:	WRF Facility Upgrades				
Funding Source:	Ops. Transfers In				

Project Description:

Upon the careful review of the data provided in the 2014 Water Reclamation Facility Master Plan along with input from staff members, the following recommendations for the upgrades to satisfy the current 9 MGD rating and future expansion to 12 MGD and 15 MGD are made.

- **Primary Clarifier;** the primary clarifier is an essential process of the wastewater treatment process. The current influent flow to the WRF of approximately 6.25 MGD has diminished the ability to safely remove this process component from service. Preventive and corrective maintenance activities are carefully evaluated on this process prior to being performed due to the potential of introducing adverse conditions which can lead to plant upset and violation. It is recommended that a second (#2) primary clarifier and related apparatus equipment be installed. The addition of this essential process will aid the treatment process by providing the ability to maintain a firm 6 MGD rated capacity, increase the hydraulic retention time, increase the efficiency of biochemical oxygen demand (BOD) and Total Suspended Solids (TSS) removal, and allow for redundancy and flexibility of the primary clarifier system. This flexibility will allow for corrective/ preventive maintenance measures to be implemented on essential operational equipment.
- **Aeration Basin / D.O. control system;** the aeration basins are designed to enhance the removal of BOD and nutrients by providing an environment favorable for the growth of activated sludge bacteria. The current configuration of the aeration system at the WRF does not allow for the ability to operate the system effectively to satisfy varying dissolved oxygen requirements throughout the aeration basins. It is recommended that modifications to the aeration basin system be implemented. This modification would include automated electric actuated control valves, air flow meters, variable blower, diffusers, and the necessary apparatus to operate the system efficiently. The proposed modifications would result in enhanced process control abilities and strategy to meet regulatory requirements. Additionally, process modifications will result in significant energy savings.
- **RAS Pump Upgrades;** The RAS pump system is an essential component of an Activated Sludge system. The RAS pump system returns the secondary clarifier settled sludge (RAS) to the aeration basins for use as a food source (BOD) for the microorganisms. Currently, the RAS pumps (6) for the secondary clarifiers are aged and undersized to satisfy the recommended flow rates.
- **SCADA – Electrical upgrades;** Upgrades and improvements to the facilities SCADA and electrical system have been recommended in previous master plan and assessment evaluations. With upgrading our supervisory and data acquisition system, this will improve process efficiencies and reliability. Electrical upgrades consist of needed enhancements to system backup and electrical transformers.

The Operations Building is considered the control center for the facility. The Operations Building consists of approximately 5,100 square feet which is utilized for office space, operations control room, lunch/conference area, and the Facilities laboratory. Upgrades and improvements to the Operations building have not been conducted since early 2003 and is in desperate need of upgrading.

The Operations Building has the opportunity to gain additional functional square footage with the following suggested upgrades and improvements:

- Separate the conference/training room functions from the kitchen/break room.
- Move all operator workstations to a consolidated work area. Incorporate modular furniture to increase the occupancy and the number of workstations required with file storage furniture for improved organization.
- Expand and improve proportions of “seniors” offices and operator control room.
- Convert the generator room into a tools and parts storage room.
- Relocate the lab compliance sample storage and processing area from the work station area to the area adjacent to lab. Provide a door for ingress/egress of lab personnel to area.
- Provide privacy separation between the locker room, the shower, the restroom, and

Capital Improvement Plan

Fiscal Years 2016-2025

Sewer Development

the uniform storage.

- Reduce some corridor areas for efficient circulation of spaces and egress requirements.
- Comply with International Building Code and ADA requirements.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Sewer System Improvements	-	2,350,000	2,350,000	6,600,000	-	-	-	-
Total Capital Costs	-	2,350,000	2,350,000	6,600,000	-	-	-	-

Project No: SW1356 **Pct. New Development:** 0.00% **Total Project Cos** \$1,000,000

Project Title: Large Diameter Pipe Rehabilitation

Funding Source: Ops. Transfers In

Project Description:

The City does not currently own the technology to be properly inspect the condition of large diameter sewer piping (larger than 15"). This is critical when developing a capital replacement project and required funding. There is approximately 75 miles of large diameter piping in the collection system. This will allow us to do 25 miles per year and complete the project in 3 years.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Sewer System Improvements	-	1,000,000	1,000,000	-	-	-	-	-
Total Capital Costs	-	1,000,000	1,000,000	-	-	-	-	-

Project No: SWTR21 **Pct. New Development:** 100.00% **Total Project Cos** \$10,757,580

Project Title: Capacity Expansion Debt

Project Description:

The City currently has wastewater capacity in the existing system that is available for growth. Bonds were issued to finance the costs of the capacity expanding projects for which there is currently debt outstanding. A transfer to the debt service fund is required to cover the capacity related portion of the debt. Transfers will only occur if sufficient development fees are collected to fund both new development projects and debt service.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Transfer to 430 - MDC Fund	-	-	-	1,319,290	1,803,660	1,788,470	1,789,460	4,056,700
Total Capital Costs	-	-	-	1,319,290	1,803,660	1,788,470	1,789,460	4,056,700

Capital Improvement Plan

Fiscal Years 2016-2025

Sewer Development

Project No: TMP9225 **Pct. New Development:** 0.00% **Total Project Cos** \$2,500,000

Project Title: Sewer system improvement plan projects

Funding Source: Ops. Transfers In

Project Description:

These projects will typically upgrade the existing sewer infrastructure to match current standards, remove public infrastructure from private property and provide for better system operation. A number of the projects are what operations refer to as "Hot Spots". A Hot Spot required continued monitoring and regularly scheduled cleaning to keep sewage from backing up and spilling into the street. Some of the projects should be done prior to or in conjunction with planned street projects. The following is a list of projects that have been identified, the list may not be all encompassing as additional problem areas may be identified during the year:

107th Ave/Westwind- This pipe is at adverse grade in intersection. "Hot Spot"

Garden Lakes Parkway- Adverse grade north of the RID canal. "Hot Spot"

Garden Lakes Subdivision, south of Orange Blossom, under RID canal- Adverse grade "Hot Spot"

Replace Riley Lift Station- Remove from sidewalk and construct new site accessible from the street

MC85- Replace 2 small lines that run under sidewalk with single line in street

Disconnect service lines on Dysart north of Van Buren- The mile of line in Dysart from McDowell to Van Buren only serves 2 buildings, should examine the feasibility of hooking to system in Frys shopping center.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Sewer System Improvements	-	-	-	500,000	-	500,000	-	1,500,000
Total Capital Costs	-	-	-	500,000	-	500,000	-	1,500,000

Project No: TMP9226 **Pct. New Development:** 0.00% **Total Project Cos** \$700,000

Project Title: Dysart Rd Main Replacement- Western to Riley

Project Description:

This section of the sewer main is over capacity. This requires replacement to a larger diameter pipe. The continued increase in development in the area will increase the risk of sewer overflows in this section of pipe. Our goal is to complete this work in conjunction with the Dysart Rd. Phase I & II project.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Sewer System Improvements	-	-	-	-	-	-	-	700,000
Total Capital Costs	-	-	-	-	-	-	-	700,000

Capital Improvement Plan

Fiscal Years 2016-2025

Sewer Development

Project No: TMP9227 **Pct. New Development:** 0.00% **Total Project Cos** \$1,500,000
Project Title: Dysart Rd sewer extension between Riley to Lower Buckeye

Project Description:

Modeling has demonstrated that the sewer main is undersized between Western and Harrison. In addition, the main crosses under the County apartment complex on the SEC of Harrison and 4th Street. In the event any problems develop, this line will be very difficult to repair or maintain.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Sewer System Improvements	-	-	-	-	-	-	-	1,500,000
Total Capital Costs	-	-	-	-	-	-	-	1,500,000

Project No: TMP9242 **Pct. New Development:** 100.00% **Total Project Cos** \$3,000,000
Project Title: Secondary Clarifier at WRF
Funding Source: Development Fees

Project Description:

Secondary Clarifier; the secondary clarifier is the final process in the activated sludge system. The secondary clarifier allows for the physical separation of solids and liquids. Currently at the WRF there are three secondary clarifiers in service. From a hydraulic and organic loading standpoint, the secondary clarifiers can effectively satisfy the 9 MGD rated capacity. However, the limiting factor being to maintain the precise solids inventory – balance (SVI of 150 mg/l) within the system. Having greater SVI's result in diminished separation of solids and liquids and “pin floc”. This adverse condition often results in high Total Suspended Solids (TSS) and poor effluent quality. It is recommended to add a fourth secondary clarifier and RAS system. Secondary clarifier #4 would allow for additional capacity during periodic poor settling periods as well as redundancy to allow for maintenance activities to be performed.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Sewer System Construction	-	-	-	3,000,000	-	-	-	-
Total Capital Costs	-	-	-	3,000,000	-	-	-	-

Capital Improvement Plan

Fiscal Years 2016-2025

Water Development

514 Water Development	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2021-25	Total
Beginning Balance	3,266,447	3,276,497	3,447,787	3,108,187	5,112,617	6,526,447	
Revenue							
Development Fees-Water	2,768,050	6,411,290	6,553,770	6,689,450	7,998,850	35,509,740	65,931,150
Revenue Bonds	4,000,000	0	0	0	0	5,000,000	9,000,000
Interest Earned	7,000	7,000	7,000	7,000	7,000	35,000	70,000
Transfer In - Water Operating	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	3,250,000	13,250,000
Total Revenue	8,775,050	8,418,290	8,560,770	8,696,450	10,005,850	43,794,740	88,251,150
Total Resources	12,041,497	11,694,787	12,008,557	11,804,637	15,118,467	50,321,187	

Capital Costs

Development Fee Eligible Projects							
WA1068-Wellhead Treatment- Gateway Treatment Facility	2,000,000	1,600,000	0	0	0	0	3,600,000
WA1090-Well #26 - I-10/Agua Fria River	0	0	0	500,000	2,000,000	0	2,500,000
WA1131-Future Well - North of I-10	0	0	0	0	0	2,500,000	2,500,000
WA1133-99th Ave Waterline - Thomas to McDowell	0	800,000	0	0	0	0	800,000
WA1135-McDowell Rd Waterline - 117th to Avondale	500,000	0	0	0	0	0	500,000
WA1142-Future Well - North of Van Buren	0	0	0	0	0	2,500,000	2,500,000
WA1153-127th Ave Waterline - Lower Buckeye to Dysart	765,000	0	0	0	0	0	765,000
WA1201-Well #22 - Van Buren/Avondale	0	0	0	500,000	1,000,000	0	1,500,000
WA1214-Well #27 - Corporate/El Mirage	0	0	0	0	0	2,500,000	2,500,000
WA1231-Dysart Rd. Waterline - Whyman to Lower Buckeye	0	0	0	0	0	500,000	500,000
WA1285-White Mountain Apache Tribe Water Lease	2,000,000	0	0	0	0	0	2,000,000
WA1302-Dysart Rd. Waterline - Roeser Alignment to Southern	0	0	0	0	0	1,000,000	1,000,000
WA1315-Well Relocation - McDowell / 107th	0	0	0	0	0	2,500,000	2,500,000
WA1318-Central Avondale Waterlines - City Center Area	0	0	0	0	0	2,700,000	2,700,000
WA1320-El Mirage Rd. Waterline - Lower Buckeye to Southern	0	0	0	0	0	3,500,000	3,500,000
WA1321-El Mirage Rd. Waterline - Southern to Indian Springs	0	0	0	0	0	1,500,000	1,500,000
WA1322-Southern Ave Waterline - Dysart to El Mirage	0	0	0	0	0	1,200,000	1,200,000
WA1323-Southern Avondale Waterline - Lower Buckeye to Southern	0	0	0	0	0	1,000,000	1,000,000
WA1340-Nitrate Removal System for Coldwater Booster Station	0	500,000	3,000,000	0	0	0	3,500,000
WA1341-Coldwater Booster Expansion	0	0	0	0	500,000	3,000,000	3,500,000
WATR20-Capacity Expansion Debt	0	1,847,000	2,800,370	4,192,020	2,792,020	9,551,140	21,182,550
Total Development Fee Eligible	5,265,000	4,747,000	5,800,370	5,192,020	6,292,020	33,951,140	61,247,550
Non-Development Fee Eligible Projects							
WA1057-Citywide Water Improvements	300,000	300,000	300,000	300,000	300,000	1,500,000	3,000,000
WA1162-CDBG Waterline Improvements	0	0	400,000	0	800,000	800,000	2,000,000
WA1169-Rio Vista Waterline Replacement	1,400,000	1,500,000	0	0	0	0	2,900,000

Capital Improvement Plan

Fiscal Years 2016-2025

Water Development

514 Water Development	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2021-25	Total
Non-Development Fee Eligible Projects							
WA1298-Well #7 Site Improvements	0	500,000	1,200,000	0	0	0	1,700,000
WA1343-Water System line replacements and expansions	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	4,800,000	10,800,000
WA1344-System Pressure Reducing Stations	600,000	0	0	0	0	0	600,000
Total Non-Development Fee Eligible	3,500,000	3,500,000	3,100,000	1,500,000	2,300,000	7,100,000	21,000,000
Total Capital Costs	8,765,000	8,247,000	8,900,370	6,692,020	8,592,020	41,051,140	82,247,550
Estimated Ending Balance	3,276,497	3,447,787	3,108,187	5,112,617	6,526,447	9,270,047	

Capital Improvement Plan

Fiscal Years 2016-2025

Water Development

Project No: WA1057 **Pct. New Development:** 0.00% **Total Project Cos** \$3,000,000

Project Title: Citywide Water Improvements

Funding Source: Ops. Transfers In

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.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	-	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000
Total Capital Costs	-	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000

Project No: WA1068 **Pct. New Development:** 100.00% **Total Project Cos** \$3,600,000

Project Title: Wellhead Treatment- Gateway Treatment Facility

Funding Source: Development Fees

Funding Source: Development Fees

Project Description:

This request will increase the treatment capacity at the Gateway Facility by 1,700 gallons per minute. The City's Well 8A is currently equipped with a pump capable of 3,000 gallons per minute but is throttled to 2,000 gallons per minute due to the capacity of our current nitrate treatment system. Expanding the existing ion exchange (IX) nitrate treatment system will allow us to utilize the full capacity of Well 8A and provide additional water to an area of our City that needs it most.

Based on the Wellhead Treatment Study the annual operation and maintenance costs of expanding the current nitrate system would be \$327,000

This also provides for treatment of 50% of Well 17 and future wells as identified in the 2013 master plan.

However, the lessons learned from the Pilot Testing of Nitrate Treatment Processes with Minimal Brine Waste taking place at Coldwater Booster Station will provide additional information and possible alternatives to the IX technology being used Gateway Booster Station.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	500,000	1,500,000	2,000,000	1,600,000	-	-	-	-
Total Capital Costs	500,000	1,500,000	2,000,000	1,600,000	-	-	-	-

Operating Impact:								
Supplies/Contracts					326,700	326,700	326,700	1,633,500
Total Operating Costs					326,700	326,700	326,700	1,633,500

Capital Improvement Plan

Fiscal Years 2016-2025

Water Development

Project No: WA1090 **Pct. New Development:** 100.00% **Total Project Cos** \$2,500,000

Project Title: Well #26 - I-10/Agua Fria River

Funding Source: Development Fees

Project Description:

Well #26 is located south of I-10 and east of the Agua Fria River. This well is identified in the 2013 Water Infrastructure Master Plan as important for increasing system capacity and supplying water to the Coldwater Booster Station and Reservoir Site. Because this site is directly adjacent to the Agua Fria riverbed and only 1/2 mile from the McDowell Road recharge basins, it is expected to provide high quality flows without the need for wellhead treatment. A 20-inch transmission line is in-place adjacent to the Agua Fria River to convey flows to the Coldwater Station. This project includes site acquisition, design, and construction.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	-	-	-	-	-	500,000	2,000,000	-
Total Capital Costs	-	-	-	-	-	500,000	2,000,000	-

Operating Impact:								
Staffing		-	-	-	-	-	2,600	13,000
Supplies/Contracts		-	-	-	-	-	10,000	50,000
Utilities-Water/Sewer		-	-	-	-	-	35,000	175,000
Electricity		-	-	-	-	-	40,000	200,000
Equipment Maintenance		-	-	-	-	-	15,000	75,000
Total Operating Costs		-	-	-	-	-	102,600	513,000

Capital Improvement Plan

Fiscal Years 2016-2025

Water Development

Project No: WA1131 **Pct. New Development:** 100.00% **Total Project Cos** \$2,500,000

Project Title: Future Well - North of I-10

Funding Source: Development Fees

Project Description:

As the City develops new production wells, sites requiring no wellhead treatment are increasingly difficult to identify. The 2013 Water Infrastructure Master Plan identified several possible well sites along the Agua Fria River, north of I-10 and adjacent to the McDowell Road recharge basins, where water quality is likely to be of higher quality. This project will include exploratory borehole drilling, at more than one site, with zonal sampling to characterize aquifer water quality and evaluate possible well locations. The exploratory work will provide the data required to optimize the well siting. This new well will be important for increasing system capacity and supplying water to the system. This project includes exploratory drilling and zonal sampling, site acquisition, well and wellhead design, and construction.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	-	-	-	-	-	-	-	2,500,000
Total Capital Costs	-	-	-	-	-	-	-	2,500,000

Operating Impact:								
Staffing								13,000
Supplies/Contracts								50,000
Utilities-Water/Sewer								175,000
Electricity								200,000
Equipment Maintenance								75,000
Total Operating Costs								513,000

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

Project Title: 99th Ave Waterline - Thomas to McDowell

Funding Source: Development Fees

Project Description:

The distribution system currently dead ends on 99th Ave. at the Encanto Blvd. alignment. This project consists of the installation of 2,600 linear feet of 16-inch waterline within 99th Ave. from Thomas Rd. to Encanto Blvd. This project compliments the Thomas Rd. waterline project from 103rd to 99th Aves. (WA1132) so that the distribution system will loop around the SWC of Thomas Rd. and 99th Ave. This project was identified in the 2013 Water Infrastructure Master Plan. This will improve the distribution of water from Well #8 and the Gateway Booster Station and Reservoir Site to future development south and west of Indian School Rd. and 99th Ave. This project includes design and construction.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	-	-	-	800,000	-	-	-	-
Total Capital Costs	-	-	-	800,000	-	-	-	-

Operating Impact:								
Equipment Maintenance					2,500	2,500	2,500	12,500
Total Operating Costs					2,500	2,500	2,500	12,500

Capital Improvement Plan

Fiscal Years 2016-2025

Water Development

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

Project Title: McDowell Rd Waterline - 117th to Avondale

Funding Source: Development Fees

Project Description:

An active 16-inch waterline dead ends in McDowell Road at 117th Avenue. An older waterline in this section of McDowell Road is a 12-inch and is undersized. This project consists of the addition of 1,700 linear feet of 16-inch waterline from 117th Ave. to Avondale Blvd. This project will result in dual waterlines and will improve distribution of water from the Rancho Santa Fe Booster Station and Reservoir Site to users south of I-10 and east of the Agua Fria River. This project includes design and construction.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	500,000	-	500,000	-	-	-	-	-
Total Capital Costs	500,000	-	500,000	-	-	-	-	-

Operating Impact:								
Staffing			1,700	1,700	1,700	1,700	1,700	8,500
Supplies/Contracts			850	850	850	850	850	4,250
Equipment Maintenance			850	850	850	850	850	4,250
Total Operating Costs			3,400	3,400	3,400	3,400	3,400	17,000

Capital Improvement Plan

Fiscal Years 2016-2025

Water Development

Project No: WA1142 **Pct. New Development:** 100.00% **Total Project Cos** \$2,500,000

Project Title: Future Well - North of Van Buren

Funding Source: Development Fees

Project Description:

As the City develops new production wells, sites requiring no wellhead treatment are increasingly difficult to identify. The 2013 Water Infrastructure Master Plan identified several possible wellsites along the Agua Fria River, north of Van Buren Street and adjacent to the McDowell Road recharge basins, where water quality is likely to be of higher quality. This project will include exploratory borehole drilling, at more than one site, with zonal sampling to characterize aquifer water quality and evaluate possible well locations. The exploratory work will provide the data required to optimize the well siting. This new well will be important for increasing system capacity and supplying water to the system. This project includes exploratory drilling and zonal sampling, site acquisition, well and wellhead design, and construction.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	-	-	-	-	-	-	-	2,500,000
Total Capital Costs	-	-	-	-	-	-	-	2,500,000

Operating Impact:								
Staffing		-	-	-	-	-	-	10,400
Supplies/Contracts		-	-	-	-	-	-	40,000
Utilities-Water/Sewer		-	-	-	-	-	-	140,000
Electricity		-	-	-	-	-	-	160,000
Equipment Maintenance		-	-	-	-	-	-	60,000
Total Operating Costs		-	-	-	-	-	-	410,400

Capital Improvement Plan

Fiscal Years 2016-2025

Water Development

Project No: WA1153 **Pct. New Development:** 100.00% **Total Project Cos** \$765,000

Project Title: 127th Ave Waterline - Lower Buckeye to Dysart

Funding Source: Development Fees

Project Description:

There is no direct connection in the existing distribution system between the 16-inch waterline in Lower Buckeye Road and the 12-inch waterline in Dysart Road south of Vermeesch Road. Flows must pass through a network of 6-inch lines in the Las Ligas neighborhood. This project consists of the installation of 1,200 linear feet of 16-inch waterline in 127th Avenue, south of Lower Buckeye Road, and 1,400 linear feet of 12-inch waterline in Vermeesch Road from 127th Avenue to Dysart Road. This project was identified in the 2013 Water Infrastructure Master Plan and recommended for completion by 2015. The water line will provide a direct connection between Lower Buckeye Road and Dysart Road. A pressure reducing valve may be included to help maintain lower pressures on the existing 12-inch Dysart Road waterline. This project includes design and construction.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	765,000	-	765,000	-	-	-	-	-
Total Capital Costs	765,000	-	765,000	-	-	-	-	-

Operating Impact:

Staffing	-	2,600	2,600	2,600	2,600	13,000
Supplies/Contracts	-	1,300	1,300	1,300	1,300	6,500
Equipment Maintenance	-	1,300	1,300	1,300	1,300	6,500
Total Operating Costs	-	5,200	5,200	5,200	5,200	26,000

Project No: WA1162 **Pct. New Development:** 0.00% **Total Project Cos** \$2,000,000

Project Title: CDBG Waterline Improvements

Funding Source: Ops. Transfers In

Project Description:

Funds for the water system improvements pertaining to areas of engineering CDBG pavement projects.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	-	-	-	-	400,000	-	800,000	800,000
Total Capital Costs	-	-	-	-	400,000	-	800,000	800,000

Capital Improvement Plan

Fiscal Years 2016-2025

Water Development

Project No: WA1169 **Pct. New Development:** 0.00% **Total Project Cos** \$2,900,000

Project Title: Rio Vista Waterline Replacement

Funding Source: Ops. Transfers In

Project Description:

This project is for areas within the Rio Vista subdivision where easements are inadequate for maintaining and repairing waterlines and preclude the utilization of equipment such as a backhoe. The project will relocate existing waterlines from the rear of properties to the street, re-establish water services, and place water meters adjacent to the street/sidewalk.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	-	1,400,000	1,400,000	1,500,000	-	-	-	-
Total Capital Costs	-	1,400,000	1,400,000	1,500,000	-	-	-	-

Project No: WA1201 **Pct. New Development:** 100.00% **Total Project Cos** \$1,500,000

Project Title: Well #22 - Van Buren/Avondale

Funding Source: Development Fees

Project Description:

The 2013 Water Infrastructure Master Plan identified a need for increased system capacity and water supplies at the Coldwater Booster Station and Reservoir Site. Well #22 has been drilled and screened at the southwest corner of Avondale Boulevard and Van Buren Street. A 16-inch transmission line is in-place in Van Buren Street to convey the flows to the Coldwater Station. This project includes wellhead design and construction.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	-	-	-	-	-	500,000	1,000,000	-
Total Capital Costs	-	-	-	-	-	500,000	1,000,000	-

Operating Impact:								
Staffing			-	-	-	-	2,600	13,000
Supplies/Contracts			-	-	-	-	10,000	50,000
Utilities-Water/Sewer			-	-	-	-	35,000	175,000
Electricity			-	-	-	-	40,000	200,000
Equipment Maintenance			-	-	-	-	15,000	75,000
Total Operating Costs			-	-	-	-	102,600	513,000

Capital Improvement Plan

Fiscal Years 2016-2025

Water Development

Project No: WA1214 **Pct. New Development:** 100.00% **Total Project Cos** \$2,500,000

Project Title: Well #27 - Corporate/El Mirage

Funding Source: Development Fees

Project Description:

Well #27 is located 1/4 mile north of Van Buren Street, on the east side of El Mirage Road, at Corporate Drive. The 2013 Water Infrastructure Master Plan identified wells in this area as important for increasing system capacity and supplying water to the Coldwater Booster Station and Reservoir Site. Because this site is adjacent to the Agua Fria riverbed and only 3/4 mile from the McDowell Road Recharge Basins, it is expected to provide high quality flows without the need for wellhead treatment. A 12-inch transmission line is in-place in El Mirage Road, connecting to a 16-inch transmission line in Van Buren Street, to convey flows to the Coldwater Station. This project includes site acquisition, design, and construction.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	-	-	-	-	-	-	-	2,500,000
Total Capital Costs	-	-	-	-	-	-	-	2,500,000

Operating Impact:								
Staffing		-	-	-	-	-	-	10,400
Supplies/Contracts		-	-	-	-	-	-	40,000
Utilities-Water/Sewer		-	-	-	-	-	-	140,000
Electricity		-	-	-	-	-	-	160,000
Equipment Maintenance		-	-	-	-	-	-	60,000
Total Operating Costs		-	-	-	-	-	-	410,400

Capital Improvement Plan

Fiscal Years 2016-2025

Water Development

Project No: WA1231 **Pct. New Development:** 100.00% **Total Project Cos** \$500,000

Project Title: Dysart Rd. Waterline - Whyman to Lower Buckeye

Funding Source: Development Fees

Project Description:

The water distribution system currently dead ends on Dysart Road at the Whyman Avenue alignment. This project consists of the installation of 1,300 linear feet of 12-inch waterline in Dysart Road from Whyman Avenue to Lower Buckeye Road where it will tie into an existing 16-inch line. This project was identified in the 2013 Water Infrastructure Master Plan. The waterline will improve the distribution of water along Dysart Road, south of Buckeye Road. This project includes design and construction.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	-	-	-	-	-	-	-	500,000
Total Capital Costs	-	-	-	-	-	-	-	500,000

Operating Impact:

Staffing	-	-	-	-	-	-	-	2,080
Supplies/Contracts	-	-	-	-	-	-	-	2,600
Equipment Maintenance	-	-	-	-	-	-	-	2,600
Total Operating Costs	-	-	-	-	-	-	-	7,280

Project No: WA1285 **Pct. New Development:** 100.00% **Total Project Cos** \$2,000,000

Project Title: White Mountain Apache Tribe Water Lease

Funding Source: Ops. Transfers In

Project Description:

Through the White Mountain Apache Tribe Water Settlement the City will lease 882 acre-feet of water that will be delivered to the City by SRP. The water can be used on- or off-project and will support an additional population of up to 4,000 people. The water will be included as a source of renewable supply for the City's next Designation of Assured Water Supply and will aid in our continued development.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water Rights	2,000,000	-	2,000,000	-	-	-	-	-
Total Capital Costs	2,000,000	-	2,000,000	-	-	-	-	-

Capital Improvement Plan

Fiscal Years 2016-2025

Water Development

Project No: WA1298 **Pct. New Development:** 0.00% **Total Project Cos** \$1,700,000

Project Title: Well #7 Site Improvements

Funding Source: Ops. Transfers In

Project Description:

This project includes the acquisition of property to expand the existing Well #7 site to bring it up to standards and to coincide with new surrounding property development. In addition to property acquisition the project includes design and construction of a site wall, generator, electrical cabinets, and security.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	-	-	-	500,000	1,200,000	-	-	-
Total Capital Costs	-	-	-	500,000	1,200,000	-	-	-

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

Project Title: Dysart Rd. Waterline - Roeser Alignment to Southern

Funding Source: Development Fees

Project Description:

The waterline in this section of Dysart Road currently serves fewer than 50 customers and necks down from a 12-inch to a 4-inch. The existing waterline is prone to repeated failures and will be undersized as system demands increase with new development. This project consists of the replacement of 3,300 linear feet of the existing line with a 16-inch waterline from approximately the Roeser Road alignment to Southern Avenue. Replacement of this waterline was identified in the 2013 Water Infrastructure Master Plan and is part of the overall goal of providing redundant service to all City customers by construction of a looped system. This project includes design and construction.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	-	-	-	-	-	-	-	1,000,000
Total Capital Costs	-	-	-	-	-	-	-	1,000,000

Capital Improvement Plan

Fiscal Years 2016-2025

Water Development

Project No: WA1315 **Pct. New Development:** 100.00% **Total Project Cos** \$2,500,000

Project Title: Well Relocation - McDowell / 107th

Funding Source: Development Fees

Project Description:

Street project ST1224 includes the widening of McDowell Road at 107th Avenue. The well is currently located in the project right-of-way on the SWC of the intersection and will have to be relocated. The 2013 Water Infrastructure Master Plan calls for possible wellsites north of Van Buren Street where water quality is likely to be of higher quality. This project will include relocation of the well and development of a shared use agreement with the owner. This well will be important for increasing system capacity and supplying water to the system. This project includes development of an agreement, site acquisition, design, and construction.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	-	-	-	-	-	-	-	2,500,000
Total Capital Costs	-	-	-	-	-	-	-	2,500,000

Operating Impact:								
Staffing		-	-	-	-	-	2,600	13,000
Supplies/Contracts		-	-	-	-	-	10,000	50,000
Utilities-Water/Sewer		-	-	-	-	-	35,000	175,000
Electricity		-	-	-	-	-	15,000	75,000
Equipment Maintenance		-	-	-	-	-	40,000	200,000
Total Operating Costs		-	-	-	-	-	102,600	513,000

Capital Improvement Plan

Fiscal Years 2016-2025

Water Development

Project No: WA1318 **Pct. New Development:** 100.00% **Total Project Cos** \$2,700,000

Project Title: Central Avondale Waterlines - City Center Area

Funding Source: Development Fees

Project Description:

The distribution system is currently incomplete in Coldwater Springs Boulevard east of Avondale Boulevard, and in the Roosevelt alignment between 111th and 107th Avenues, and El Mirage Road and Avondale Boulevard. These waterline segments will become important as development occurs and system demands increase. These projects were identified in the 2013 Water Infrastructure Master Plan and are important to future fire flow in commercial areas. This project includes design and construction of approximately 10,000 ft of water line.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	-	-	-	-	-	-	-	2,700,000
Total Capital Costs	-	-	-	-	-	-	-	2,700,000

Operating Impact:								
Staffing			-	-	-	-	2,600	13,000
Supplies/Contracts			-	-	-	-	6,500	32,500
Equipment Maintenance			-	-	-	-	6,500	32,500
Total Operating Costs			-	-	-	-	15,600	78,000

Project No: WA1320 **Pct. New Development:** 100.00% **Total Project Cos** \$3,500,000

Project Title: El Mirage Rd. Waterline - Lower Buckeye to Southern

Funding Source: Development Fees

Project Description:

This project consists of 10,000 linear feet of 24-inch waterline in El Mirage Road from Lower Buckeye Road to Southern Avenue and is the companion project to El Mirage Road Waterline - Southern to Indian Springs. When complete, the distribution system will form a loop south of the Gila River. This project was identified in the 2013 Water Infrastructure Master Plan, is important to future development in the City's southern planning area, and is part of the overall goal of providing redundant service to all City customers by construction of a looped system. This project includes design and construction.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	-	-	-	-	-	-	-	3,500,000
Total Capital Costs	-	-	-	-	-	-	-	3,500,000

Operating Impact:								
Staffing			-	-	-	-	2,600	13,000
Supplies/Contracts			-	-	-	-	5,000	25,000
Equipment Maintenance			-	-	-	-	5,000	25,000
Total Operating Costs			-	-	-	-	12,600	63,000

Capital Improvement Plan

Fiscal Years 2016-2025

Water Development

Project No: WA1321 **Pct. New Development:** 100.00% **Total Project Cos** \$1,500,000

Project Title: El Mirage Rd. Waterline - Southern to Indian Springs

Funding Source: Development Fees

Project Description:

This project consists of 6,000 linear feet of 16-inch waterline in El Mirage Rd. from Southern Avenue to Indian Springs Road and is the companion project to El Mirage Road Waterline - Lower Buckeye to Southern. When complete, the distribution system will form a loop south of the Gila River. This project was identified in the 2013 Water Infrastructure Master Plan, is important to future development in the City's southern planning area, and is part of the overall goal of providing redundant service to all City customers by construction of a looped system. This project includes design and construction.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	-	-	-	-	-	-	-	1,500,000
Total Capital Costs	-	-	-	-	-	-	-	1,500,000

Operating Impact:								
Staffing		-	-	-	-	-	-	5,200
Supplies/Contracts		-	-	-	-	-	-	15,000
Equipment Maintenance		-	-	-	-	-	-	15,000
Total Operating Costs		-	-	-	-	-	-	35,200

Project No: WA1322 **Pct. New Development:** 100.00% **Total Project Cos** \$1,200,000

Project Title: Southern Ave Waterline - Dysart to El Mirage

Funding Source: Development Fees

Project Description:

This project consists of 5,000 linear feet of 16-inch waterline in Southern Avenue from Dysart Road to El Mirage Road. When complete, the distribution system will form a loop in the City's southern planning area. This project was identified in the 2013 Water Infrastructure Master Plan, is important to future development in the City's southern planning area, and is part of the overall goal of providing redundant service to all City customers by construction of a looped system. This project includes design and construction.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	-	-	-	-	-	-	-	1,200,000
Total Capital Costs	-	-	-	-	-	-	-	1,200,000

Operating Impact:								
Staffing		-	-	-	-	-	-	2,600
Supplies/Contracts		-	-	-	-	-	-	12,500
Equipment Maintenance		-	-	-	-	-	-	12,500
Total Operating Costs		-	-	-	-	-	-	27,600

Capital Improvement Plan

Fiscal Years 2016-2025

Water Development

Project No: WA1323 **Pct. New Development:** 100.00% **Total Project Cos** \$1,000,000

Project Title: Southern Avondale Waterline - Lower Buckeye to Southern

Funding Source: Development Fees

Project Description:

The City currently has very limited water or sewer infrastructure south of Lower Buckeye Road. This project consists of a network of approximately 5,000 ft of 12-, 16-, and 24-inch waterlines from Lower Buckeye Road to Southern Avenue, between Dysart Road and 107th Avenue. These projects were identified in the 2013 Water Infrastructure Master Plan and will provide for City water service to development throughout the City's southern planning area, north of the Gila River. This project includes analysis, design and construction.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	-	-	-	-	-	-	-	1,000,000
Total Capital Costs	-	-	-	-	-	-	-	1,000,000

Project No: WA1340 **Pct. New Development:** 100.00% **Total Project Cos** \$3,500,000

Project Title: Nitrate Removal System for Coldwater Booster Station

Funding Source: Development Fees, Ops. Transfer

Project Description:

There are three wells currently supplying Coldwater Booster Station, two of which have elevated levels of nitrate and must be blended with the third well prior to entering the distribution system. In order to provide a more reliable water supply and be able to add additional wells to this site, we must install a nitrate treatment system.

The outcome of the Pilot Testing of Nitrate Treatment Processes with Minimal Brine Waste will provide the technical data to select the most appropriate treatment method for Coldwater Booster Station.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	-	-	-	500,000	3,000,000	-	-	-
Total Capital Costs	-	-	-	500,000	3,000,000	-	-	-

Operating Impact:								
Utilities-Water/Sewer			-	-	300,000	300,000	300,000	1,500,000
Total Operating Costs			-	-	300,000	300,000	300,000	1,500,000

Capital Improvement Plan

Fiscal Years 2016-2025

Water Development

Project No: WA1341 **Pct. New Development:** 100.00% **Total Project Cos** \$3,500,000

Project Title: Coldwater Booster Expansion

Funding Source: Ops. Transfers In

Project Description:

This project will provide the system booster pump expansion needed. The booster expansion is identified in the 2013 Master Plan for later years, but must be brought up as a replacement for the Del Rio booster capacity, and the deferred treatment for the wells feeding Del Rio.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	-	-	-	-	-	-	500,000	3,000,000
Total Capital Costs	-	-	-	-	-	-	500,000	3,000,000

Capital Improvement Plan

Fiscal Years 2016-2025

Water Development

Project No: WA1343 **Pct. New Development:** 0.00% **Total Project Cos** \$10,800,000
Project Title: Water System line replacements and expansions
Funding Source: Ops. Transfers In

Project Description:

These projects will typically upgrade the existing lines to match current standards, remove public infrastructure from private property and provide better system circulation. Some of these projects should be done prior to or in conjunction with planned street projects. The following is a list of projects that have been identified:

- Replace Water Line on Western from Central to 1st street – Upgrade the existing 6” water line to an 8” water line,
- Replace water line on Harrison from 7th to Dysart – Upgrade the existing 6” water line with an 8” water line
- Replace water line on MC85 from Litchfield to Central – Upgrade the existing 6” waterline with a 12” water line which will provide fire protection along MC 85.
- Replace water line and construct missing segments in MC85 from 2nd to 7th – Upgrade the existing 6” water line with a 12” line which will provide fire protection along MC 85
- Rigby water system, construct 8” water Sunland Ave to Rosier Rd.
- Construct a new 16” water line Indian School Rd from 107th to 103rd – This is the water utility’s portion of a larger project for ISR that will supply fire protection along Indian School Rd, and potentially be used for developments that currently would not have a secondary water supply.
- Replace water line in Holly Acres. This project will move the waterlines into the streets for protection and accessibility.
- Construct water line on Pioneer from 127th to the east
- Construct water line on County Line Rd from 127th to east
- Replace water line on Dysart Rd. from the WOLF to Elwood St– Upgrade the existing 12” water line with a new 16” waterline.
- Replace water line serving homes 107th from Earl to Canal- This project will move the waterlines into the streets for protection and accessibility.
- Glen Arm Farms service line replacements- This project will replace the waterline services for the Glenarm Farm subdivision. This subdivision has approx. 145 lots.
- Strip mall @ Central south of Van Buren meter/fire line conversion- This will address removing the City from liability for firelines, fire hydrants, and service lines currently on private property. This project would construct backflow preventors on the firelines, supply new meters placed in the rights-of-way off City lines with backflow preventors as normally required for commercial properties that currently are supplied by the fireline, and run new private service lines from the new meters to the existing meter connection locations. Will require cutting and repairing the existing AC parking lots. This effort will remove the meters from the larger firelines, providing more safety and fresher service water for the buildings.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	-	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	4,800,000
Total Capital Costs	-	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	4,800,000

Capital Improvement Plan

Fiscal Years 2016-2025

Water Development

Project No: WA1344 **Pct. New Development:** 0.00% **Total Project Cos** \$600,000

Project Title: System Pressure Reducing Stations

Funding Source: Ops. Transfers In

Project Description:

This item will provide for protection of various parts of the older City infrastructure as the system pressure is increased in the northern portion of the city. The exact locations for this area will be determined with a study.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Water System Improvements	-	600,000	600,000	-	-	-	-	-
Total Capital Costs	-	600,000	600,000	-	-	-	-	-

Project No: WATR20 **Pct. New Development:** 100.00% **Total Project Cos** \$21,182,550

Project Title: Capacity Expansion Debt

Funding Source: Grants

Project Description:

The City currently has water capacity in the existing system that is available for growth. Bonds were issued to finance the costs of the capacity expanding projects for which there is currently debt outstanding. A transfer to the debt service fund is required to cover the capacity related portion of the debt. Transfers will only occur if sufficient development fees are collected to fund both new development projects and debt service.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Transfer to 430 - MDC Fund	-	-	-	1,847,000	2,800,370	4,192,020	2,792,020	9,551,140
Total Capital Costs	-	-	-	1,847,000	2,800,370	4,192,020	2,792,020	9,551,140

Capital Improvement Plan

Fiscal Years 2016-2025

Sanitation Equipment

524 Sanitation Equipment	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2021-25	Total
Beginning Balance	173,839	223,909	273,979	49,054	99,129	149,204	
Revenue							
Interest Earned	70	70	75	75	75	375	740
Transfer In - Sanitation Operating	50,000	50,000	50,000	50,000	50,000	250,000	500,000
Total Revenue	50,070	50,070	50,075	50,075	50,075	250,375	500,740
Total Resources	223,909	273,979	324,054	99,129	149,204	399,579	
Capital Costs							
Development Fee Eligible Projects							
SN6800-Sanitation Equipment Purchase	0	0	275,000	0	0	275,000	550,000
Total Development Fee Eligible	0	0	275,000	0	0	275,000	550,000
Total Capital Costs	0	0	275,000	0	0	275,000	550,000
Estimated Ending Balance	223,909	273,979	49,054	99,129	149,204	124,579	

Capital Improvement Plan

Fiscal Years 2016-2025

Sanitation Equipment

Project No: SN6800 **Pct. New Development:** 100.00% **Total Project Cos** \$550,000
Project Title: Sanitation Equipment Purchase

Project Description:

The automated residential sanitation services provided by the City require the use of heavy sideload sanitation vehicles. As homes are added, additional vehicles will be required to expand service to new development.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Sanitation Equipment	-	-	-	-	275,000	-	-	275,000
Total Capital Costs	-	-	-	-	275,000	-	-	275,000
Operating Impact:								
Equipment Maintenance			-	-	-	10,000	20,000	60,000
Total Operating Costs			-	-	-	10,000	20,000	60,000

Capital Improvement Plan

Fiscal Years 2016-2025

Water Equipment Replacement

530 Water Equipment Replacement	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2021-25	Total
Beginning Balance	2,193,921	1,665,671	1,357,001	1,324,471	1,424,553	1,440,723	
Revenue							
Interest Earned	1,000	1,000	1,000	1,000	1,000	5,000	10,000
Vehicle Replacement - Water	159,210	159,210	159,210	159,210	159,210	796,050	1,592,100
Technology Replacement - Water	136,160	136,160	136,160	136,160	136,160	680,800	1,361,600
Total Revenue	296,370	296,370	296,370	296,370	296,370	1,481,850	2,963,700
Total Resources	2,490,291	1,962,041	1,653,371	1,620,841	1,720,923	2,922,573	
Capital Costs							
Non-Development Fee Eligible Projects							
IT5120-Technology Equipment Replacement	32,200	12,400	2,400	28,150	32,200	87,550	194,900
IT5121-Technology Infrastructure and Communication Systems	266,000	104,000	54,500	64,000	248,000	576,500	1,313,000
VR5200-Vehicle Replacement	526,420	488,640	272,000	104,138	0	1,232,271	2,623,469
Total Non-Development Fee Eligible	824,620	605,040	328,900	196,288	280,200	1,896,321	4,131,369
Total Capital Costs	824,620	605,040	328,900	196,288	280,200	1,896,321	4,131,369
Estimated Ending Balance	1,665,671	1,357,001	1,324,471	1,424,553	1,440,723	1,026,252	

Capital Improvement Plan

Fiscal Years 2016-2025

Water Equipment Replacement

Project No: IT5120 **Pct. New Development:** 0.00% **Total Project Cos** \$194,900

Project Title: Technology Equipment Replacement

Funding Source: Replacement Contributions

Project Description:

This fund supports the scheduled replacement of the computers used by City employees, client stations used by library patrons, and the audio-visual installations in meeting areas such as Council Chambers. The Information Technology Department maintains PC inventories in-line with employee and patron counts of the City to control equipment and software licensing costs. Audio-visual needs are managed within the City's IT Infrastructure Systems Plan.

Detailed PC replacement schedules for fiscal years is included in the Schedules and Summaries section of the City Budget and Annual Financial Plan. Lifecycles range from four to five years for PCs and up to eight years for other equipment, as defined by equipment specifications.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Workstation	-	-	-	-	-	2,500	-	2,500
Semi-Rugged	-	11,200	11,200	11,200	-	16,800	11,200	50,400
Laptop	-	6,600	6,600	-	-	1,650	6,600	8,250
Desktop	-	14,400	14,400	1,200	2,400	7,200	14,400	26,400
Total Capital Costs	-	32,200	32,200	12,400	2,400	28,150	32,200	87,550

Project No: IT5121 **Pct. New Development:** **Total Project Cos** \$1,313,000

Project Title: Technology Infrastructure and Communication Systems

Funding Source: Replacement Contributions

Project Description:

These capital expenditures include replacement equipment for the central telecommunications, municipal area network, and wireless networks supporting all municipal facilities and staff in Avondale. Funding levels are set using asset inventories, projected replacements costs, and engineered life of equipment. The annual long-range Infrastructure Systems Plan is developed and maintained by the Information Technology Department with departments to cover all City operations.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Wireless - Water Resources	-	82,000	82,000	104,000	-	40,000	64,000	290,000
Network - Water Resources	-	184,000	184,000	-	54,500	24,000	184,000	286,500
Total Capital Costs	-	266,000	266,000	104,000	54,500	64,000	248,000	576,500

Capital Improvement Plan

Fiscal Years 2016-2025

Water Equipment Replacement

Project No:	VR5200	Pct. New Development:	0.00%	Total Project Cos	\$2,623,469
Project Title:	Vehicle Replacement				

Project Description:

This fund is for the scheduled replacement of City Vehicles and heavy equipment. Each year, vehicles are assessed based on the current life to date and condition to determine the best replacement plan. The detailed replacement schedule by vehicle or equipment type for FY 2014-15 is included in the Schedules and Summaries section of this document.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Equipment	-	-	-	15,000	-	-	-	18,000
Vehicles	95,720	430,700	526,420	87,240	126,000	104,138	-	585,975
Construction Vehicles & Equip.	-	-	-	386,400	146,000	-	-	628,296
Total Capital Costs	95,720	430,700	526,420	488,640	272,000	104,138	-	1,232,271

Capital Improvement Plan

Fiscal Years 2016-2025

Sewer Equipment Replacement

531 Sewer Equipment Replacement	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2021-25	Total
Beginning Balance	593,002	282,062	85,322	267,932	295,833	352,043	
Revenue							
Interest Earned	500	500	500	500	500	2,500	5,000
Vehicle Replacement - Wastewater	183,810	183,810	183,810	183,810	183,810	919,050	1,838,100
Technology Replacement - Wastewater	68,950	68,950	68,950	68,950	68,950	344,750	689,500
Total Revenue	253,260	253,260	253,260	253,260	253,260	1,266,300	2,532,600
Total Resources	846,262	535,322	338,582	521,192	549,093	1,618,343	
Capital Costs							
Non-Development Fee Eligible Projects							
IT5120-Technology Equipment Replacement	24,050	0	1,650	11,200	24,050	36,900	97,850
IT5121-Technology Infrastructure and Communication Systems	64,000	30,000	19,000	20,000	108,000	241,000	482,000
VR5200-Vehicle Replacement	476,150	420,000	50,000	194,159	65,000	846,484	2,051,793
Total Non-Development Fee Eligible	564,200	450,000	70,650	225,359	197,050	1,124,384	2,631,643
Total Capital Costs	564,200	450,000	70,650	225,359	197,050	1,124,384	2,631,643
Estimated Ending Balance	282,062	85,322	267,932	295,833	352,043	493,959	

Capital Improvement Plan

Fiscal Years 2016-2025

Sewer Equipment Replacement

Project No: IT5120 **Pct. New Development:** 0.00% **Total Project Cos** \$97,850

Project Title: Technology Equipment Replacement

Funding Source: Replacement Contributions

Project Description:

This fund supports the scheduled replacement of the computers used by City employees, client stations used by library patrons, and the audio-visual installations in meeting areas such as Council Chambers. The Information Technology Department maintains PC inventories in-line with employee and patron counts of the City to control equipment and software licensing costs. Audio-visual needs are managed within the City's IT Infrastructure Systems Plan.

Detailed PC replacement schedules for fiscal years is included in the Schedules and Summaries section of the City Budget and Annual Financial Plan. Lifecycles range from four to five years for PCs and up to eight years for other equipment, as defined by equipment specifications.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Semi-Rugged	-	14,000	14,000	-	-	2,800	14,000	16,800
Laptop	-	1,650	1,650	-	1,650	-	1,650	3,300
Desktop	-	8,400	8,400	-	-	8,400	8,400	16,800
Total Capital Costs	-	24,050	24,050	-	1,650	11,200	24,050	36,900

Project No: IT5121 **Pct. New Development:** **Total Project Cos** \$482,000

Project Title: Technology Infrastructure and Communication Systems

Funding Source: Replacement Contributions

Project Description:

These capital expenditures include replacement equipment for the central telecommunications, municipal area network, and wireless networks supporting all municipal facilities and staff in Avondale. Funding levels are set using asset inventories, projected replacements costs, and engineered life of equipment. The annual long-range Infrastructure Systems Plan is developed and maintained by the Information Technology Department with departments to cover all City operations.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Wireless - Water Reclamation	-	20,000	20,000	-	-	20,000	64,000	104,000
Network - Water Reclamation	-	44,000	44,000	30,000	19,000	-	44,000	137,000
Total Capital Costs	-	64,000	64,000	30,000	19,000	20,000	108,000	241,000

Capital Improvement Plan

Fiscal Years 2016-2025

Sewer Equipment Replacement

Project No:	VR5200	Pct. New Development:	0.00%	Total Project Cos	\$2,051,793
Project Title:	Vehicle Replacement				

Project Description:

This fund is for the scheduled replacement of City Vehicles and heavy equipment. Each year, vehicles are assessed based on the current life to date and condition to determine the best replacement plan. The detailed replacement schedule by vehicle or equipment type for FY 2014-15 is included in the Schedules and Summaries section of this document.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Equipment	-	-	-	-	50,000	-	65,000	84,000
Vehicles	-	97,000	97,000	-	-	84,159	-	223,484
Construction Vehicles & Equip.	379,150	-	379,150	420,000	-	110,000	-	539,000
Total Capital Costs	379,150	97,000	476,150	420,000	50,000	194,159	65,000	846,484

Capital Improvement Plan

Fiscal Years 2016-2025

Sanitation Equipment Replacement

532 Sanitation Equipment Replacement	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2021-25	Total
Beginning Balance	3,105,994	1,958,064	2,311,984	2,809,904	2,729,824	2,250,479	
Revenue							
Interest Earned	2,500	2,500	2,500	2,500	2,500	12,500	25,000
Vehicle Replacement - Sanitation	593,690	593,690	593,690	593,690	593,690	2,968,450	5,936,900
Technology Replacement - Sanitation	7,730	7,730	7,730	7,730	7,730	38,650	77,300
Total Revenue	603,920	603,920	603,920	603,920	603,920	3,019,600	6,039,200
Total Resources	3,709,914	2,561,984	2,915,904	3,413,824	3,333,744	5,270,079	
Capital Costs							
Non-Development Fee Eligible Projects							
IT5120-Technology Equipment Replacement	11,600	0	0	0	11,600	11,600	34,800
VR5200-Vehicle Replacement	1,740,250	250,000	106,000	684,000	1,071,665	4,250,610	8,102,525
Total Non-Development Fee Eligible	1,751,850	250,000	106,000	684,000	1,083,265	4,262,210	8,137,325
Total Capital Costs	1,751,850	250,000	106,000	684,000	1,083,265	4,262,210	8,137,325
Estimated Ending Balance	1,958,064	2,311,984	2,809,904	2,729,824	2,250,479	1,007,869	

Capital Improvement Plan

Fiscal Years 2016-2025

Sanitation Equipment Replacement

Project No: IT5120 **Pct. New Development:** 0.00% **Total Project Cos** \$34,800

Project Title: Technology Equipment Replacement

Funding Source: Replacement Contributions

Project Description:

This fund supports the scheduled replacement of the computers used by City employees, client stations used by library patrons, and the audio-visual installations in meeting areas such as Council Chambers. The Information Technology Department maintains PC inventories in-line with employee and patron counts of the City to control equipment and software licensing costs. Audio-visual needs are managed within the City's IT Infrastructure Systems Plan.

Detailed PC replacement schedules for fiscal years is included in the Schedules and Summaries section of the City Budget and Annual Financial Plan. Lifecycles range from four to five years for PCs and up to eight years for other equipment, as defined by equipment specifications.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Semi-Rugged	-	5,600	5,600	-	-	-	5,600	5,600
Desktop	-	6,000	6,000	-	-	-	6,000	6,000
Total Capital Costs	-	11,600	11,600	-	-	-	11,600	11,600

Project No: VR5200 **Pct. New Development:** 0.00% **Total Project Cos** \$8,102,525

Project Title: Vehicle Replacement

Project Description:

This fund is for the scheduled replacement of City Vehicles and heavy equipment. Each year, vehicles are assessed based on the current life to date and condition to determine the best replacement plan. The detailed replacement schedule by vehicle or equipment type for FY 2014-15 is included in the Schedules and Summaries section of this document.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Vehicles	-	52,000	52,000	-	-	-	-	-
Construction Vehicles & Equip.	-	215,000	215,000	-	106,000	-	29,000	257,280
Sanitation Vehicles	648,250	825,000	1,473,250	250,000	-	684,000	1,042,665	3,993,330
Total Capital Costs	648,250	1,092,000	1,740,250	250,000	106,000	684,000	1,071,665	4,250,610

Capital Improvement Plan

Fiscal Years 2016-2025

Vehicle Replacement

601 Vehicle Replacement	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2021-25	Total
Beginning Balance	8,654,747	5,352,427	4,141,336	2,911,315	3,189,843	3,651,753	
Revenue							
Interest Earned	6,500	6,500	6,500	6,500	6,500	32,500	65,000
Vehicle Replacement - GF	968,820	968,820	968,820	968,820	968,820	4,844,100	9,688,200
Vehicle Replacement - HURF	186,380	186,380	186,380	186,380	186,380	931,900	1,863,800
Vehicle Replacement - PS	147,370	147,370	147,370	147,370	147,370	736,850	1,473,700
Vehicle Replacement - FAC	3,120	3,120	3,120	3,120	3,120	15,600	31,200
Vehicle Replacement - Fleet	5,120	5,120	5,120	5,120	5,120	25,600	51,200
Total Revenue	1,317,310	1,317,310	1,317,310	1,317,310	1,317,310	6,586,550	13,173,100
Total Resources	9,972,057	6,669,737	5,458,646	4,228,625	4,507,153	10,238,303	
Capital Costs							
Non-Development Fee Eligible Projects							
VR5200-Vehicle Replacement	4,619,630	2,528,401	2,547,331	1,038,782	855,400	10,234,217	21,823,761
Total Non-Development Fee Eligible	4,619,630	2,528,401	2,547,331	1,038,782	855,400	10,234,217	21,823,761
Total Capital Costs	4,619,630	2,528,401	2,547,331	1,038,782	855,400	10,234,217	21,823,761
Estimated Ending Balance	5,352,427	4,141,336	2,911,315	3,189,843	3,651,753	4,086	

Capital Improvement Plan

Fiscal Years 2016-2025

Vehicle Replacement

Project No:	VR5200	Pct. New Development:	0.00%	Total Project Cos	\$21,823,761
Project Title:	Vehicle Replacement				

Project Description:

This fund is for the scheduled replacement of City Vehicles and heavy equipment. Each year, vehicles are assessed based on the current life to date and condition to determine the best replacement plan. The detailed replacement schedule by vehicle or equipment type for FY 2014-15 is included in the Schedules and Summaries section of this document.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Equipment	-	-	-	18,000	8,000	12,000	-	-
Vehicles	2,881,280	1,440,350	4,321,630	1,171,910	998,322	851,782	705,400	6,692,512
Construction Vehicles & Equip.	40,000	258,000	298,000	1,338,491	1,541,009	175,000	150,000	3,541,705
Total Capital Costs	2,921,280	1,698,350	4,619,630	2,528,401	2,547,331	1,038,782	855,400	10,234,217

Capital Improvement Plan

Fiscal Years 2016-2025

Technology & Equipment Replacement

603 Technology & Equipment Replacement	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2021-25	Total
Beginning Balance	817,007	1,024,327	786,747	770,167	662,987	833,807	
Revenue							
Interest Earned	500	500	500	500	500	2,500	5,000
Technology Replacement - GF	671,320	671,320	671,320	671,320	671,320	3,356,600	6,713,200
Technology Replacement - HURF	13,290	13,290	13,290	13,290	13,290	66,450	132,900
Technology Replacement - PS	91,560	91,560	91,560	91,560	91,560	457,800	915,600
Technology Replacement - CDBG	990	990	990	990	990	4,950	9,900
Technology Replacement - Env. Pgm.	990	990	990	990	990	4,950	9,900
Technology Replacement - Transit	990	990	990	990	990	4,950	9,900
Technology Replacement - Risk	2,090	2,090	2,090	2,090	2,090	10,450	20,900
Technology Replacement - FAC	13,340	13,340	13,340	13,340	13,340	66,700	133,400
Technology Replacement - Fleet	5,550	5,550	5,550	5,550	5,550	27,750	55,500
Fire Equipment Replacement	45,000	45,000	45,000	45,000	45,000	180,000	405,000
Total Revenue	845,620	845,620	845,620	845,620	845,620	4,183,100	8,411,200
Total Resources	1,662,627	1,869,947	1,632,367	1,615,787	1,508,607	5,016,907	
Capital Costs							
Non-Development Fee Eligible Projects							
FR6330-Fire Equipment Replacement	0	225,000	0	0	0	225,000	450,000
IT5120-Technology Equipment Replacement	397,300	263,200	90,200	229,800	332,800	1,198,200	2,511,500
IT5121-Technology Infrastructure and Communication Systems	241,000	595,000	772,000	723,000	342,000	3,142,000	5,815,000
Total Non-Development Fee Eligible	638,300	1,083,200	862,200	952,800	674,800	4,565,200	8,776,500
Total Capital Costs	638,300	1,083,200	862,200	952,800	674,800	4,565,200	8,776,500
Estimated Ending Balance	1,024,327	786,747	770,167	662,987	833,807	451,707	

Capital Improvement Plan

Fiscal Years 2016-2025

Technology & Equipment Replacement

Project No: FR6330 **Pct. New Development:** 0.00% **Total Project Cos** \$450,000
Project Title: Fire Equipment Replacement

Project Description:

The Fire Department contributes funding annually to provide for timely replacement of cardiac monitors and self contained breathing apparatus.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Fire Equipment	-	-	-	225,000	-	-	-	225,000
Total Capital Costs	-	-	-	225,000	-	-	-	225,000

Project No: IT5120 **Pct. New Development:** 0.00% **Total Project Cos** \$2,511,500
Project Title: Technology Equipment Replacement
Funding Source: Replacement Contributions

Project Description:

This fund supports the scheduled replacement of the computers used by City employees, client stations used by library patrons, and the audio-visual installations in meeting areas such as Council Chambers. The Information Technology Department maintains PC inventories in-line with employee and patron counts of the City to control equipment and software licensing costs. Audio-visual needs are managed within the City's IT Infrastructure Systems Plan.

Detailed PC replacement schedules for fiscal years is included in the Schedules and Summaries section of the City Budget and Annual Financial Plan. Lifecycles range from four to five years for PCs and up to eight years for other equipment, as defined by equipment specifications.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Audio/Visual	-	12,500	12,500	55,000	11,600	-	-	140,600
Workstation	-	15,000	15,000	5,000	20,000	32,500	15,000	77,500
Semi-Rugged	-	112,000	112,000	-	28,000	165,200	112,000	305,200
Laptop	-	46,200	46,200	52,800	19,800	3,300	46,200	174,900
Desktop-PU	-	52,000	52,000	52,000	-	-	-	104,000
Desktop	-	159,600	159,600	98,400	10,800	28,800	159,600	396,000
Total Capital Costs	-	397,300	397,300	263,200	90,200	229,800	332,800	1,198,200

Capital Improvement Plan

Fiscal Years 2016-2025

Technology & Equipment Replacement

Project No: IT5121 **Pct. New Development:** **Total Project Cos** \$5,815,000

Project Title: Technology Infrastructure and Communication Systems

Funding Source: Replacement Contributions

Project Description:

These capital expenditures include replacement equipment for the central telecommunications, municipal area network, and wireless networks supporting all municipal facilities and staff in Avondale. Funding levels are set using asset inventories, projected replacements costs, and engineered life of equipment. The annual long-range Infrastructure Systems Plan is developed and maintained by the Information Technology Department with departments to cover all City operations.

Capital Costs	Carryover	FY 15-16	FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 21-25
Wireless - Citywide	-	40,000	40,000	20,000	67,000	47,000	141,000	315,000
Network - City	-	188,000	188,000	575,000	701,500	676,000	188,000	2,794,500
Network - ASC	-	13,000	13,000	-	-	-	13,000	29,000
Network - ASC	-	-	-	-	3,500	-	-	3,500
Total Capital Costs	-	241,000	241,000	595,000	772,000	723,000	342,000	3,142,000

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Schedule of Projected Fund Balance and Net Position

Fund	June 30, 2015 Estimated Fund Balance	2015-2016 Estimated Revenue	2015-2016 Estimated Expenditures	Net Transfers In/(Out)	Assignment/ Stabilization Fund	June 30, 2016 Estimated Fund Balance*
General Fund						
101 General Fund	36,902,230	56,261,530	53,216,440	(7,928,010)	21,638,960	10,380,350
Special Revenue						
201 Highway User Revenue Fund	5,206,727	4,809,250	4,073,980	(599,670)	-	5,342,327
202 Senior Nutrition	-	302,440	523,760	219,390	-	(1,930)
203 Community Action Program	42,999	97,910	111,860	-	-	29,049
205 Home Grant	-	244,640	244,640	32,200	-	32,200
209 Other Grants	-	5,507,240	5,280,780	25,000	-	251,460
214 Cemetery Maintenance Fund	298,108	330	15,740	-	-	282,698
215 Transit Fund	1,183,386	475,340	852,700	669,520	-	1,475,546
216 Co. R.I.C.O. w/Maricopa Atty	-	12,730	11,200	-	-	1,530
227 Court Payments	684,823	109,200	155,830	-	-	638,193
229 Regional Family Advocacy	257,038	887,580	927,020	199,340	-	416,938
230 0.5% Dedicated Sales Tax	2,454,113	6,862,850	4,000	(6,350,000)	-	2,962,963
235 Public Safety Dedicated Sales Tax	5,955,432	6,863,600	6,013,750	(239,730)	-	6,565,552
240 CDBG	-	1,063,790	832,140	(230,780)	-	870
245 Environmental Programs Fund	561,646	268,370	388,420	(990)	-	440,606
246 Public Arts Fund	259,392	54,890	144,260	25,000	-	195,022
Total Special Revenue	16,903,664	27,560,160	19,580,080	(6,250,720)	-	18,633,024
Capital Projects						
303 Street Drainage	156,000	150	-	-	-	156,150
304 Street Construction	5,013,850	6,383,430	13,381,450	2,229,790	-	245,620
308 Police Development	263,044	209,670	89,660	-	-	383,054
310 Parkland	2,357,583	336,750	2,336,000	500,000	-	858,333
311 Library Development	(100,683)	74,670	-	42,050	-	16,037
317 Landscaping Landfill Remediation	879,599	26,420	-	-	-	906,019
318 General Government Develop.	(972,710)	39,490	-	-	-	(933,220)
319 Fire Dept. Development	(156,520)	255,590	97,570	105,000	-	106,500
320 Improvement Districts	-	25,000,000	25,000,000	-	-	-
322 One Time Capital	21,250	827,680	3,063,000	2,400,000	-	185,930
601 Vehicle Replacement	8,654,747	6,500	4,619,630	1,314,380	-	5,355,997
603 Equipment Replacement Fund	817,007	500	638,300	846,720	-	1,025,927
Total Capital Projects	16,933,167	33,160,850	49,225,610	7,437,940	-	8,306,347

Schedule of Projected Fund Balance and Net Position

Fund	June 30, 2015 Estimated Fund Balance	2015-2016 Estimated Revenue	2015-2016 Estimated Expenditures	Net Transfers In/(Out)	Assignment/ Stabilization Fund	June 30, 2016 Estimated Fund Balance*
Debt Service						
401 General Obligation Bonds	43,417	3,614,040	3,554,790	-	-	102,667
408 Hwy User's Bonds '85/91/98	455,000	130	412,900	400,000	-	442,230
410 Park Issue	27,000	10	-	-	-	27,010
417 Dysart Road M.D.C.	478,850	40	196,060	400,000	-	682,830
430 0.5% Dedicated Sales Tax	4,200,000	1,390	5,764,250	5,802,950	-	4,240,090
Total Debt Service	5,204,267	3,615,610	9,928,000	6,602,950	-	5,494,827
Enterprise						
501 Water Operations	25,173,278	13,228,970	11,381,050	(2,295,370)	-	24,725,828
503 Sewer Operations	9,012,457	8,424,920	8,048,940	(852,760)	-	8,535,677
513 Sewer Development	612,940	11,913,370	3,700,000	750,000	-	9,576,310
514 Water Development	3,266,447	6,775,050	8,765,000	2,000,000	-	3,276,497
520 Sanitation	6,609,641	5,416,370	4,770,290	(651,420)	-	6,604,301
524 Sanitation Development	173,839	70	-	50,000	-	223,909
530 Water Equipment Replacement	2,193,921	1,000	824,620	295,370	-	1,665,671
531 Sewer Equipment Replacement	593,002	500	564,200	252,760	-	282,062
532 Sanitation Eqt. Replacement	3,105,994	2,500	1,751,850	601,420	-	1,958,064
Total Enterprise	50,741,519	45,762,750	39,805,950	150,000	-	56,848,319
Internal Service						
604 Printer - Copier Service Fund	328,629	225,200	371,500	-	-	182,329
605 Risk Management Fund	2,426,745	1,804,240	2,306,180	(2,090)	-	1,922,715
606 Fleet Services Fund	306,091	2,201,130	2,293,230	(10,070)	-	203,921
Total Internal Service	3,061,465	4,230,570	4,970,910	(12,160)	-	2,308,965
Trust & Agency						
701 Volunteer Fireman's Pension	236,676	130	5,000	-	-	231,806
Total All Funds	129,982,987	170,591,600	176,731,990	0	21,638,960	102,203,637

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

Revenue Schedule

Source of Revenue	2012-13 Actuals	2013-14 Actuals	2014-15 Budget	2014-15 Estimates	2015-16 Projected
General Fund					
Taxes					
Current Year Real Prop. Tax	2,247,353	2,406,335	2,546,900	2,563,876	2,615,000
Prior Year Real Prop. Tax	16,993	20,712	14,370	23,628	20,630
City Sales Tax	23,251,659	24,049,423	25,911,640	27,057,986	28,202,650
Salt River Proj. In-Lieu-Tax	38,912	43,427	43,430	41,865	41,860
Utility Franchise Tax	680,934	688,259	629,260	690,000	692,500
Cable Television Franchise Tax	420,759	444,552	420,760	432,560	440,500
Sales Tax Audit Assessments	378,098	194,067	236,530	480,127	480,130
Sales Tax Interest	3,889	3,112	1,210	2,594	2,600
Sales Tax Penalty	91,943	54,685	42,710	57,666	57,670
Total Taxes	27,130,540	27,904,57	29,846,81	31,350,302	32,553,540
Intergovernmental Revenues					
City's Share of St. Sales Tax	6,240,221	6,635,966	6,931,760	6,847,055	6,830,850
State Urban Revenue Sharing	7,787,548	8,497,693	9,169,340	9,246,377	9,195,770
Other State Sources	69,689	89,253	68,160	65,442	65,000
Auto Lieu Tax	2,550,807	2,719,021	2,695,700	2,863,149	2,939,030
Federal Grants & Other Sources	1,825	-	-	-	44,500
Other Cities & Towns - IGAs	95,239	96,326	73,880	96,172	96,170
Other Governments	192,538	121,161	-	-	-
Total Intergovernmental Revenues	16,937,867	18,159,420	18,938,84	19,118,195	19,171,320
Licenses and Permits					
Occupational License Fees	206,133	204,980	219,610	213,789	216,200
Building Permits	321,344	305,301	246,090	382,486	382,480
Electrical Permits	21,739	24,130	22,530	37,310	37,310
Plumbing Permits	13,954	11,460	6,860	108,618	28,610
Liquor License Fees	47,532	45,700	45,740	50,285	50,790
Engineering Plan Review Fees	74,910	53,753	49,520	66,415	66,410
Occ. & Tax License App. Fees	20,639	19,810	21,150	14,846	15,290
Engineering Permit Fees	61,624	26,226	17,890	44,074	44,080
Mechanical Fees	16,968	16,590	15,430	21,195	21,200
Mobile Home Permits	30	-	-	-	-
Sign Permits	(250)	-	-	41,819	34,310
Fire Permits	25,500	22,350	18,620	22,380	22,370
Fire Alarm Permits	8,600	7,000	5,750	10,396	10,400
Fire Sprinkler Permits	6,300	5,000	5,610	4,654	4,650
Certificate of Occupancy Fee	6,820	6,200	6,080	5,780	2,000
Total Licenses and Permits	831,843	748,500	680,880	1,024,047	936,100
Charges for Services					
Plan Check Fees	216,273	120,868	101,810	246,136	101,130
Security Alarm Registration	44,880	55,275	-	-	-
Passport Revenue	140,422	155,280	143,010	162,620	156,620
False Alarm Fee	35,550	60,797	36,640	39,727	39,730
Fingerprinting Fees	8,865	7,600	5,340	7,629	7,630
Report Copy Fees	10,325	9,211	8,110	8,747	8,750
Garnishment Fees	2,388	1,307	1,690	1,623	1,620

Revenue Schedule

Source of Revenue	2012-13 Actuals	2013-14 Actuals	2014-15 Budget	2014-15 Estimates	2015-16 Projected
General Fund					
Charges for Services					
Planning Application Fees	84,319	202,684	48,360	93,330	93,330
Library Fees	3	(42)	-	-	-
Fire Plan Review	25,650	16,650	25,340	15,883	17,790
Plan Re-Check Revision Fee	750	775	470	153	150
Commercial Plan Review	900	2,400	400	240	240
Sports Programs	42,564	25,628	171,130	27,726	27,720
Special Events	31,169	31,235	261,370	85,220	261,000
Summer Programs	-	-	75,000	-	75,000
Leisure Activities	48,439	41,845	110,370	54,791	100,000
Facility Rentals	183,980	183,306	188,220	225,811	225,810
Senior Programs	240	-	-	-	-
Library Item Sales	-	-	-	17	10
Fire ALS Fees	137,709	119,437	34,280	113,740	113,740
Copy Reimbursements	30	-	-	-	-
Total Charges for Services	1,014,456	1,034,256	1,211,540	1,083,393	1,230,270
Fines, Forfeitures and Penalties					
Court Fines	1,080,333	900,311	965,760	978,737	998,310
Library Fines	57,179	61,455	64,400	50,570	50,580
Other Penalty Collections	1,281	1,001	420	2,615	2,670
ZJCLF Filing Fees	24	312	-	768	780
ZSPLS--Suspended Plates	27,309	38,075	45,380	38,512	39,280
Impound Fees	171,150	130,205	144,770	118,895	121,270
NSF Fees	630	426	220	211	220
ZOS3 City Police Officer Safety Eq	18,307	15,193	17,390	16,669	17,000
ZCAA2-LOCAL TREASURER	21	84	-	-	-
ZOS13 City Code Enforcement Safety Eq	15	13	30	-	-
Police Unclaimed Property Proceeds	-	70,891	21,000	82,121	83,760
Other Fines, Forfeits, and Penalties	1,018	1,350	4,130	-	-
Total Fines, Forfeitures and Penalties	1,357,268	1,219,315	1,263,500	1,289,098	1,313,870
Sale of Assets					
Other Asset Sales	140	-	-	-	-
Total Sale of Assets	140	-	-	-	-
Miscellaneous Revenue					
Operating Lease Payments	132,727	380,845	430,750	368,024	375,000
ASC-Avondale Sports Center	-	11,500	-	-	-
CAD Reimbursement Revenue	126,821	85,342	13,280	132,303	132,300
Mutual Aid Services Reimbursement	10,110	-	-	-	-
Tipping Fees	135,971	167,410	127,730	117,584	117,580
Interest Earned	161,686	157,684	320,950	248,968	248,970
Private Donations / Contributions	38,828	39,191	110,000	29,346	29,350
Cash Over or (Short)	170	(14)	40	(24)	40
Unrealized Gain	-	-	-	91,351	-
Other Miscellaneous Revenue	221,194	124,530	159,700	153,207	153,190
Total Miscellaneous Revenue	827,506	966,488	1,162,450	1,140,759	1,056,430

Revenue Schedule

Source of Revenue	2012-13 Actuals	2013-14 Actuals	2014-15 Budget	2014-15 Estimates	2015-16 Projected
General Fund					
Total General Fund	48,099,620	50,032,553	53,104,020	55,005,794	56,261,530
Special Revenue					
Highway User Revenue Fund	4,284,583	4,413,136	4,447,980	4,708,071	4,809,250
Senior Nutrition	343,292	263,666	266,660	280,388	302,440
Community Action Program	97,359	97,906	97,910	97,910	97,910
Home Grant	280,501	232,740	431,880	440,674	244,640
State R.I.C.O. W/ Attorney General	1	-	-	-	-
Federal R.I.C.O. With A.G.	1	-	-	-	-
Other Grants	684,202	2,401,283	5,701,640	1,327,887	5,507,240
Employee Assistance Fund	3,791	7	-	-	-
Library Projects	116,681	8,340	-	29,890	-
Cemetery Maintenance Fund	2,056	347	330	330	330
RPTA Circulation Route/LTAF	1,120,502	887,951	963,700	985,851	475,340
Co. R.I.C.O. w/Maricopa Atty	-	32,128	-	1,500	12,730
Voca Crime Victim Advocate	40,847	-	-	-	-
Court Payments	105,477	82,760	107,050	107,069	109,200
Regional Family Advocacy	634,058	610,463	856,330	887,580	887,580
0.5% Dedicated Sales Tax	6,103,096	6,208,757	6,408,510	6,557,007	6,862,850
Public Safety Dedicated Sales Tax	6,104,009	6,125,103	6,409,220	6,557,761	6,863,600
CDBG	500,914	39,459	872,510	872,510	1,063,790
Environmental Programs Fund	265,709	268,219	268,370	268,370	268,370
Public Arts Fund	63	31	50	54,886	54,890
ARRA Fund	541,334	1,613	-	-	-
Total Special Revenue	21,228,476	21,673,911	26,832,140	23,177,684	27,560,160
Capital Projects					
303-Street Drainage					
Other Governments	-	-	2,800,000	-	-
Interest Earned	-	-	-	-	150
Total 303-Street Drainage	-	-	2,800,000	-	150
304-Street Construction					
Maricopa County	-	-	-	-	3,370,000
Other State Sources	-	-	-	-	480,000
Federal Grants & Other Sources	-	280,000	1,100,000	280,000	1,100,000
Other Cities & Towns - IGAs	25,068	-	-	-	-
Other Governments	125,000	-	3,600,000	-	-
Development Fees	314,875	163,591	985,220	492,600	1,425,430
Developer Contributions	81,653	23,691	-	137,000	-
Interest Earned	7,074	3,425	11,000	3,711	8,000
Total 304-Street Construction	553,669	470,707	5,696,220	913,311	6,383,430
308-Police Development					
Development Fees	90,988	36,838	144,780	72,390	209,470
Interest Earned	127	90	1,000	44	200
Total 308-Police Development	91,115	36,928	145,780	72,434	209,670

Revenue Schedule

Source of Revenue	2012-13 Actuals	2013-14 Actuals	2014-15 Budget	2014-15 Estimates	2015-16 Projected
Capital Projects					
310-Parkland					
Other Governments	-	-	-	100,000	-
Parks Development Fee	29,450	60,346	231,720	76,468	335,250
Interest Earned	1,138	572	2,000	585	1,500
Private Donations / Contributions	-	400,000	-	-	-
Total 310-Parkland	30,588	460,918	233,720	177,053	336,750
311-Library Development					
Development Fees	8,625	17,673	51,600	17,380	74,650
Interest Earned	2	4	600	1	20
Total 311-Library Development	8,627	17,678	52,200	17,381	74,670
312-Coldwater Park					
Interest Earned	1	-	-	-	-
Total 312-Coldwater Park	1	-	-	-	-
313-MDC '99 EMD Building					
Interest Earned	2	-	-	-	-
Total 313-MDC '99 EMD Building	2	-	-	-	-
316-Dysart Redevelopment Project					
Bond Proceeds	17,670	-	-	-	-
Total 316-Dysart Redevelopment Project	17,670	-	-	-	-
317-Landscaping Landfill Remediation					
Landscaping Landfill Contributions	30,216	37,182	25,580	25,580	25,580
Interest Earned	752	364	840	840	840
Total 317-Landscaping Landfill Remediation	30,968	37,546	26,420	26,420	26,420
318-General Government Develop.					
Development Fees	221,974	59,128	27,290	36,845	39,490
Interest Earned	1,009	366	-	404	-
Total 318-General Government Develop.	222,983	59,494	27,290	37,249	39,490
319-Fire Dept. Development					
Development Fees	231,513	57,590	176,170	88,085	254,890
Interest Earned	497	543	2,000	575	700
Total 319-Fire Dept. Development	232,010	58,133	178,170	88,660	255,590
320-Improvement Districts					
Bond Proceeds	-	-	25,000,000	-	25,000,000
Total 320-Improvement Districts	-	-	25,000,000	-	25,000,000
322-One Time Capital					
Federal Grants & Other Sources	-	-	409,290	-	527,680
Other Governments	-	-	840,000	-	-
Reimbursement/Cost Share	-	-	200,000	-	300,000
Total 322-One Time Capital	-	-	1,449,290	-	827,680

Revenue Schedule

Source of Revenue	2012-13 Actuals	2013-14 Actuals	2014-15 Budget	2014-15 Estimates	2015-16 Projected
Capital Projects					
333-City Center					
Bond Proceeds	27,029	-	-	-	-
Total 333-City Center	27,029	-	-	-	-
601-Vehicle Replacement					
Other Asset Sales	9,734	54,982	-	69,010	-
Interest Earned	7,538	4,040	6,800	6,800	6,500
Total 601-Vehicle Replacement	17,273	59,022	6,800	75,810	6,500
603-Equipment Replacement Fund					
Other Asset Sales	9,624	3,112	-	2,258	-
Interest Earned	387	177	530	530	500
Total 603-Equipment Replacement Fund	10,011	3,289	530	2,788	500
Total Capital Projects	1,241,946	1,203,714	35,616,420	1,411,106	33,160,850
Debt Service					
401-General Obligation Bonds					
Current Year Real Prop. Tax	2,251,906	3,202,373	3,413,500	3,374,212	3,285,270
Prior Year Real Prop. Tax	(549,195)	-	-	-	-
Federal Grants & Other Sources	-	-	531,000	-	-
Interest Earned	1,790	864	450	611	610
Other Miscellaneous Revenue	603,684	565,551	-	328,159	328,160
Total 401-General Obligation Bonds	2,308,186	3,768,789	3,944,950	3,702,982	3,614,040
408-Hwy User's Bonds '85/91/98					
Interest Earned	177	72	130	130	130
Total 408-Hwy User's Bonds '85/91/98	177	72	130	130	130
410-Park Issue					
Interest Earned	273	33	10	10	10
Private Donations / Contributions	75,068	-	-	-	-
Total 410-Park Issue	75,341	33	10	10	10
417-Dysart Road M.D.C.					
Interest Earned	203	62	40	40	40
Total 417-Dysart Road M.D.C.	203	62	40	40	40
430-0.5% Dedicated Sales Tax					
Bond Premium	427,048	-	-	-	-
Interest Earned	2,718	964	990	1,393	1,390
Bond Proceeds	9,275,000	-	-	-	-
Total 430-0.5% Dedicated Sales Tax	9,704,766	964	990	1,393	1,390
Total Debt Service	12,088,673	3,769,918	3,946,120	3,704,555	3,615,610

Revenue Schedule

Source of Revenue	2012-13 Actuals	2013-14 Actuals	2014-15 Budget	2014-15 Estimates	2015-16 Projected
Enterprise					
501-Water Operations					
ADWR Fee	43,774	(7)	-	-	-
Penalties-Utility Bills	(1,383)	(128)	-	-	-
Water Sales	11,343,391	11,709,614	12,064,170	12,077,803	12,383,470
Water Meter Installation	17,210	26,640	20,440	29,338	29,330
Turn-on Fees	479,091	479,471	470,900	675,810	675,800
NSF Fees	7,005	3,675	3,700	2,783	2,780
Operating Lease Payments	-	-	-	25,864	25,860
Capital Contribution - Infrastructure	555,955	-	-	-	-
Interest Earned	71,504	61,644	52,980	71,235	71,220
Cash Over or (Short)	(301)	(56)	-	284	280
Unrealized Gain	-	-	-	30,450	30,450
Other Miscellaneous Revenue	28,401	37,226	40,230	9,781	9,780
Total 501-Water Operations	12,544,647	12,318,079	12,652,420	12,923,349	13,228,970
503-Sewer Operations					
Penalties-Utility Bills	(485)	(8)	-	-	-
Sewer Taps	9,900	15,600	10,130	12,986	12,990
Sewer Fees	7,737,392	7,941,061	8,097,310	8,124,573	8,330,190
Capital Contribution - Infrastructure	32,827	-	-	-	-
Interest Earned	51,359	51,419	53,000	51,294	51,290
Unrealized Gain	-	-	-	30,450	30,450
Total 503-Sewer Operations	7,830,993	8,008,071	8,160,440	8,219,304	8,424,920
513-Sewer Development					
Sewer Development Fee	212,383	304,473	2,010,540	603,162	2,908,870
Interest Earned	5,191	2,445	2,800	2,596	4,500
Other Miscellaneous Revenue	51,300	-	-	-	-
Bond Proceeds	-	-	-	-	9,000,000
Total 513-Sewer Development	268,874	306,918	2,013,340	605,758	11,913,370
514-Water Development					
Water Development Fee	241,615	348,946	1,913,210	573,963	2,768,050
Bond Proceeds	-	-	-	-	4,000,000
Interest Earned	8,616	3,626	3,000	4,887	7,000
Total 514-Water Development	250,231	352,572	1,916,210	578,850	6,775,050
520-Sanitation					
Recycling	158,798	187,684	197,300	135,211	135,890
Commercial Sanitation Hauler Permits	18,000	51,000	37,100	-	-
Penalties-Utility Bills	(403)	(4)	-	-	-
Refuse Collection	4,936,598	4,979,185	5,152,830	5,155,510	5,268,360
Interest Earned	4,629	2,322	1,840	2,249	2,250
Other Miscellaneous Revenue	17,990	13,596	11,440	9,871	9,870
Total 520-Sanitation	5,135,613	5,233,783	5,400,510	5,302,841	5,416,370

Revenue Schedule

Source of Revenue	2012-13 Actuals	2013-14 Actuals	2014-15 Budget	2014-15 Estimates	2015-16 Projected
Enterprise					
524-Sanitation Development					
Interest Earned	77	53	2,000	12	70
Total 524-Sanitation Development	77	53	2,000	12	70
530-Water Equipment Replacement					
Interest Earned	1,450	725	1,600	706	1,000
Total 530-Water Equipment Replacement	1,450	725	1,600	706	1,000
531-Sewer Equipment Replacement					
Interest Earned	485	240	420	162	500
Total 531-Sewer Equipment Replacement	485	240	420	162	500
532-Sanitation Eqt. Replacement					
Other Asset Sales	-	83,030	-	6,142	-
Interest Earned	3,862	1,849	3,700	2,104	2,500
Total 532-Sanitation Eqt. Replacement	3,862	84,878	3,700	8,246	2,500
Total Enterprise	26,036,232	26,305,319	30,150,640	27,639,227	45,762,750
Internal Service					
604-Printer - Copier Service Fund					
Internal Printing/Copying Fees	157,195	214,429	224,810	224,810	224,810
Interest Earned	355	171	390	390	390
Total 604-Printer - Copier Service Fund	157,550	214,600	225,200	225,200	225,200
605-Risk Management Fund					
Risk Management Charges	1,317,750	1,781,260	1,796,410	1,796,410	1,796,410
Interest Earned	3,247	1,528	3,970	3,970	3,970
Other Miscellaneous Revenue	5,045	280	3,860	3,860	3,860
Total 605-Risk Management Fund	1,326,042	1,783,068	1,804,240	1,804,240	1,804,240
606-Fleet Services Fund					
Fleet Management Charges	2,343,544	2,257,575	2,199,990	2,199,990	2,199,990
Interest Earned	16	25	10	10	10
Other Miscellaneous Revenue	661	1,770	800	1,126	1,130
Total 606-Fleet Services Fund	2,344,221	2,259,370	2,200,800	2,201,126	2,201,130
Total Internal Service	3,827,813	4,257,038	4,230,240	4,230,566	4,230,570
Trust & Agency					
701-Volunteer Fireman's Pension					
Interest Earned	258	122	110	139	130
Total 701-Volunteer Fireman's Pension	258	122	110	139	130
Total Trust & Agency	258	122	110	139	130
Grand Total	112,523,018	107,242,575	153,879,690	115,169,071	170,591,600

Expenditure Schedule

Fund/Department	2012-13 Actuals	2013-14 Actuals	2014-15 Budget	2014-15 Estimates	2015-16 Budget
General Fund					
City Council	202,396	176,556	291,820	180,007	299,140
City Administration	1,420,322	1,343,217	1,435,370	1,381,330	1,476,050
Information Technology	1,685,217	1,763,719	2,251,930	1,952,949	2,228,680
Community Relations	883,302	913,408	1,101,580	858,433	1,076,650
Non-Departmental	1,697,772	3,571,385	4,142,670	1,050,494	6,247,280
Finance and Budget	1,382,770	1,538,429	2,108,480	1,184,916	2,301,990
Human Resources	920,318	1,172,057	1,154,210	925,099	1,056,290
Development & Engineering Services	2,247,075	2,296,523	3,074,840	2,138,637	2,902,910
City Clerk	462,218	475,138	581,720	526,546	567,340
Police	13,213,908	14,276,952	14,936,320	14,356,071	15,525,850
City Court	883,214	889,192	971,610	889,217	979,100
Fire and Medical	6,019,640	6,811,421	8,589,020	7,365,456	8,799,170
Economic Development	976,970	1,179,843	2,011,580	1,308,254	2,396,570
Parks Recreation and Libraries	4,692,521	4,960,689	5,799,890	5,028,577	5,574,650
Neighborhood and Family Services	1,352,433	1,568,022	1,811,530	1,328,981	1,751,320
Public Works	(17,596)	64,145	114,270	(31,997)	33,450
Total General Fund	38,022,480	38,022,480	50,376,840	40,442,970	53,216,440
Special Revenue					
Highway User Revenue Fund	3,191,911	3,204,218	3,853,840	2,906,502	4,073,980
Senior Nutrition	509,574	416,572	343,490	381,549	523,760
Community Action Program	93,158	103,511	109,980	107,218	111,860
Home Grant	335,374	351,908	342,680	272,202	244,640
Other Grants	1,542,497	983,398	5,396,500	541,099	5,280,780
Library Projects	117,935	16,953	-	10,378	-
Cemetery Maintenance Fund	640	845	15,740	1,387	15,740
Transit Fund	1,234,844	1,298,817	1,835,100	1,603,262	852,700
Co. R.I.C.O. w/Maricopa Atty	2,902	31,270	-	-	11,200
Voca Crime Victim Advocate	57,623	(1,133)	-	-	-
Court Payments	47,540	60,869	293,600	63,721	155,830
Regional Family Advocacy	948,179	776,853	1,100,930	885,948	927,020
0.5% Dedicated Sales Tax	934	5,054	4,000	-	4,000
Public Safety Dedicated Sales Tax	4,574,981	4,607,812	6,095,720	4,579,695	6,013,750
CDBG	264,517	230,542	447,900	207,501	832,140
Environmental Programs Fund	66,813	155,384	379,590	295,277	388,420
Public Arts Fund	39,324	7,635	147,290	12,068	144,260
ARRA Fund	529,094	(4,816)	-	-	-
Total Special Revenue	13,557,840	13,557,840	20,366,360	11,867,807	19,580,080
Capital Projects					
Street Drainage	-	-	2,219,000	2,219,000	-
Street Construction	2,140,710	3,247,467	13,313,850	4,220,000	13,381,450
Police Development	-	556,467	2,330,430	2,238,730	89,660
Parkland	80,425	393,746	3,711,000	1,575,000	2,336,000
Fire Dept. Development	152,936	2,136,999	163,780	163,780	97,570
Improvement Districts	-	-	25,000,000	-	25,000,000
One Time Capital	-	-	4,328,040	428,040	3,063,000

Expenditure Schedule

Fund/Department	2012-13 Actuals	2013-14 Actuals	2014-15 Budget	2014-15 Estimates	2015-16 Budget
Capital Projects					
City Center	1,531,600	2,191,407	100,000	100,000	-
Vehicle Replacement	249,996	1,678,837	2,605,000	-	4,619,630
Equipment Replacement Fund	665,507	435,080	709,330	709,330	638,300
Total Capital Projects	4,821,174	4,821,174	54,480,430	11,653,880	49,225,610
Debt Service					
General Obligation Bonds	4,883,688	4,881,548	3,910,230	1,865,230	3,554,790
Hwy User's Bonds '85/91/98	403,400	405,712	411,970	411,970	412,900
Park Issue	4,412,375	-	-	-	-
Dysart Road M.D.C.	188,690	186,602	196,410	196,410	196,060
0.5% Dedicated Sales Tax	17,484,896	3,511,381	5,513,190	5,513,182	5,764,250
Total Debt Service	27,373,049	27,373,049	10,031,800	7,986,792	9,928,000
Enterprise					
Water Operations	14,950,766	14,264,129	11,781,370	8,208,240	11,381,050
Sewer Operations	10,472,339	10,641,233	7,752,420	4,708,769	8,048,940
Sewer Development	1,101,645	1,307,868	2,250,000	1,966,582	3,700,000
Water Development	1,312,721	985,171	10,400,000	5,945,244	8,765,000
Sanitation	3,875,999	4,426,504	4,464,040	3,388,897	4,770,290
Water Equipment Replacement	27,697	1,750	280,200	324,200	824,620
Sewer Equipment Replacement	7,660	-	656,200	271,200	564,200
Sanitation Eq't. Replacement	-	-	1,237,000	96,945	1,751,850
Total Enterprise	31,748,827	31,748,827	38,821,230	24,910,077	39,805,950
Internal Service					
Printer - Copier Service Fund	193,664	143,174	366,500	75,985	371,500
Risk Management Fund	1,751,030	1,533,465	2,297,810	1,683,665	2,306,180
Fleet Services Fund	2,197,364	2,166,990	2,238,790	1,912,853	2,293,230
Total Internal Service	4,142,058	4,142,058	4,903,100	3,672,503	4,970,910
Trust & Agency					
Volunteer Fireman's Pension	4,800	4,800	5,000	3,600	5,000
Total Trust & Agency	4,800	4,800	5,000	3,600	5,000
General Fixed Asset					
Gen. Fixed Assets Acct. Grp.	13,800,918	-	-	-	-
Total General Fixed Asset	13,800,918	13,800,918	-	-	-
Grand Total	133,471,146	110,346,718	178,984,760	100,537,629	176,731,990

Schedule of Interfund Transfers

Transfer From:	General Fund 101	Highway Users 201	Transit Fund 215	Advocacy Center 229	Capital Proj Tax 230	Public Safety Tax 235	CDBG 240	Environmental Prgms 245	Library Develop. 311	Fire Develop. 319	Water Fund 501	Wastewater Fund 503	Sanitation Fund 520	Risk Mgt Fund 605	Fleet Svc Fund 606	Total
Transfers To Operating Funds																
202 Senior Nutrition	224,810															224,810
205 Home Grant	32,200															32,200
209 Other Grants	25,000															25,000
215 Transit Fund	470,510				200,000											670,510
229 Regional Family Advocacy	215,800															215,800
246 Public Arts Fund	25,000															25,000
Total Transfers to Operating Funds	993,320				200,000											1,193,320
Transfers To Debt Service Funds																
408 Hwy User's Bonds '85/91/98		400,000														400,000
417 Dysart Road M.D.C.	400,000															400,000
430 0.5% Dedicated Sales Tax					5,500,000			207,950	95,000							5,802,950
Total Transfers to Debt Service Funds	400,000	400,000			5,500,000			207,950	95,000							6,602,950
Transfers To Capital Funds																
304 Street Construction	1,500,000				500,000		229,790									2,229,790
310 Parkland	500,000															500,000
311 Library Development	250,000															250,000
319 Fire Dept. Development	200,000															200,000
322 One Time Capital	2,400,000															2,400,000
513 Sewer Development					150,000							600,000				750,000
514 Water Development										2,000,000						2,000,000
524 Sanitation Development													50,000			50,000
530 Water Equipment Replacement										295,370						295,370
531 Sewer Equipment Replacement												252,760				252,760
532 Sanitation Eqt. Replacement													601,420			601,420
601 Vehicle Replacement	968,950	186,380		3,120		147,370									5,120	1,314,380
603 Equipment Replacement Fund	715,740	13,290	990	13,340		92,360	990	990						2,090	4,950	846,720
Total Transfers to Capital Funds	6,534,690	199,670	990	16,460	650,000	239,730	230,780	990			2,295,370	852,760	651,420	2,090	10,070	11,690,440
Total Transfers	7,928,010	599,670	990	16,460	6,350,000	239,730	230,780	990	207,950	95,000	2,295,370	852,760	651,420	2,090	10,070	19,486,710

Summary of Tax Levy, Net Assessed Values and Tax Rates

	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16
Net Assessed Valuation				
Primary Assessed Value (Limited)	344,925,286	311,630,868	327,955,701	337,158,512
Secondary Assessed Value (Full Cash)	345,672,132	314,975,684	350,686,613	337,158,512
Maximum allowable primary property tax levy	2,397,576	2,456,898	2,546,904	2,615,001
Property Tax Levies				
Primary Property Taxes	2,328,590	2,456,890	2,546,900	2,615,000
Secondary Property Taxes	2,267,260	3,205,190	3,413,500	3,285,270
Total Property Tax Levy Amounts	4,595,850	5,662,080	5,960,400	5,900,270
Property Tax Collections*				
Primary Property Taxes	2,247,353	2,406,335	2,563,876	
Prior Years' Levies	16,993	20,712	23,628	
Total Primary Property Taxes Collected	2,264,345	2,427,047	2,587,504	
Secondary Property Taxes	2,251,906	3,202,373	3,374,212	
Prior Years' Levies	-549,195	0	0	
Total Secondary Property Taxes Collected	1,702,711	3,202,373	3,374,212	
Total Property Taxes Collected	3,967,057	5,629,421	5,961,716	
Property Tax Rates				
Primary Property Tax Rate	0.6751	0.7884	0.7766	0.7756
Secondary Property Tax Rate	0.6559	1.0176	0.9734	0.9744
Total City Property Tax Rate	1.3310	1.8060	1.7500	1.7500

* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

Schedule of Authorized Positions

Position-Title	Authorized 2012-2013	Authorized 2013-2014	Authorized 2014-2015	Authorized 2015-2016
101 General Fund				
City Administration				
City Administrative Office				
Assistant City Manager	2.00	2.00	2.00	2.00
City Manager	1.00	1.00	1.00	1.00
Emergency Management Officer	1.00	-	-	-
Senior Executive Assistant	1.00	1.00	1.00	1.00
Total City Administrative Office	5.00	4.00	4.00	4.00
Grants Administration				
Grants Administrator	1.00	1.00	-	-
Management Technician	1.00	1.00	-	-
Total Grants Administration	2.00	2.00	-	-
Emergency Management				
Emergency Management Officer	-	1.00	1.00	-
Total Emergency Management	-	1.00	1.00	-
Total City Administration	7.00	7.00	5.00	4.00
Information Technology				
Technology Administration				
Chief Information Officer	1.00	1.00	1.00	1.00
Total Technology Administration	1.00	1.00	1.00	1.00
IT Infrastructure & Communications				
IT Administrator Unix/Windows	1.00	1.00	1.00	1.00
IT Assistant Director	1.00	1.00	1.00	1.00
IT Systems Administrator	2.00	2.00	2.00	2.00
Network Engineer	1.00	1.00	1.00	1.00
Total IT Infrastructure & Communications	5.00	5.00	5.00	5.00
IT Business Systems				
IT Application & Business Analyst	1.00	1.00	1.00	1.00
IT Application Developer	2.00	2.00	2.00	2.00
IT Systems Analyst	1.00	1.00	1.00	1.00
Lead Developer/IT Architect	1.00	1.00	1.00	1.00
Total IT Business Systems	5.00	5.00	5.00	5.00
IT Customer Support				
IT Desktop Technician I	1.00	1.00	1.00	1.00
IT Desktop Technician II	2.00	2.00	2.00	2.00
Total IT Customer Support	3.00	3.00	3.00	3.00

Schedule of Authorized Positions

Position-Title	Authorized 2012-2013	Authorized 2013-2014	Authorized 2014-2015	Authorized 2015-2016
101 General Fund				
Information Technology				
GIS				
GIS Manager	-	-	1.00	1.00
GIS/GPS Technician II	-	-	1.00	1.00
Total GIS	-	-	2.00	2.00
Total Information Technology	14.00	14.00	16.00	16.00
Community Relations				
Grants Administration				
Grants Administrator	-	-	1.00	1.00
Management Technician	-	-	1.00	-
Total Grants Administration	-	-	2.00	1.00
Public Information Office				
Administrative Assistant	1.00	-	-	-
Community Relations Director	1.00	1.00	1.00	1.00
Executive Assistant to the Mayor and Council	1.00	-	-	-
Executive Management Assistant	-	1.00	1.00	1.00
Public Information Officer	1.00	1.00	1.00	1.00
Web Services and Media Coordinator	1.00	1.00	1.00	1.00
Total Public Information Office	5.00	4.00	4.00	4.00
Intergovernmental Affairs				
Asst Director/Intergov Affairs	-	-	-	1.00
Intergovernmental Affairs Manager	1.00	1.00	1.00	-
Total Intergovernmental Affairs	1.00	1.00	1.00	1.00
Total Community Relations	6.00	5.00	7.00	6.00
Finance and Budget				
Financial Services				
Accountant	2.00	1.00	1.00	1.00
Accounting Supervisor	1.00	-	-	-
Administrative Assistant	1.00	1.00	1.00	1.00
Controller	1.00	1.00	1.00	1.00
Finance & Budget Director	1.00	1.00	1.00	1.00
Payroll Specialist	-	-	-	1.00
Privilege Tax Audit Supervisor	-	1.00	1.00	1.00
Privilege Tax Auditor	2.00	1.00	1.00	1.00
Revenue Collector	1.00	1.00	1.00	1.00
Senior Account Clerk	5.50	5.50	5.50	5.50
Senior Accountant	-	2.00	2.00	2.00
Total Financial Services	14.50	14.50	14.50	15.50

Schedule of Authorized Positions

Position-Title	Authorized 2012-2013	Authorized 2013-2014	Authorized 2014-2015	Authorized 2015-2016
101 General Fund				
Finance and Budget				
Customer Services & Utility 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	8.00	8.00	8.00	8.00
Total Customer Services & Utility Billing	10.00	10.00	10.00	10.00
Budget and Research				
Budget Analyst	2.00	1.00	1.00	1.00
Finance & Budget Assistant Director	1.00	1.00	1.00	1.00
Procurement Officer	1.00	1.00	1.00	1.00
Senior Budget Analyst	-	1.00	1.00	1.00
Total Budget and Research	4.00	4.00	4.00	4.00
Total Finance and Budget	28.50	28.50	28.50	29.50
Human Resources				
Benefits Administrator	1.00	1.00	1.00	1.00
HR Assistant Director	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
Management Technician	-	-	-	1.00
Payroll Specialist	-	1.00	1.00	-
Senior HR Analyst	2.00	2.00	2.00	2.00
Total Human Resources	7.00	8.00	8.00	8.00
Development & Engineering Services				
Planning				
Administrative Assistant	1.00	1.00	1.00	-
Development Services Representative	1.00	1.00	1.00	1.00
Landscape Architect and Urban Designer	-	1.00	-	-
Planner I	1.00	-	-	-
Planner II	2.00	2.00	2.00	2.00
Planning Manager	1.00	1.00	1.00	1.00
Senior Planner	-	-	1.00	1.00
Zoning Specialist	1.00	1.00	1.00	1.00
Total Planning	7.00	7.00	7.00	6.00

Schedule of Authorized Positions

Position-Title	Authorized 2012-2013	Authorized 2013-2014	Authorized 2014-2015	Authorized 2015-2016
101 General Fund				
Development & Engineering Services				
Building Services				
Building Inspector	3.00	2.00	1.00	-
Building/Fire Inspector	-	-	-	1.00
Chief Building Official	1.00	1.00	1.00	1.00
Fire Inspector II	1.00	-	-	-
Senior Plans Examiner	1.00	1.00	1.00	1.00
Total Building Services	6.00	4.00	3.00	3.00
Development Svcs Administration				
Administrative Assistant	-	-	-	1.00
Development Services and Engineering Director	-	-	-	1.00
Management Assistant	-	-	-	1.00
Total Development Svcs Administration	-	-	-	3.00
Engineering				
Administrative Assistant	1.00	-	-	-
City Engineer	-	1.00	1.00	1.00
Construction Project Manager	1.00	1.00	1.00	1.00
Development Services and Engineering Director	1.00	-	1.00	-
Engineering Inspector	1.00	-	-	1.00
Engineering Plan Review Manager	-	1.00	1.00	1.00
Engineering Project Manager	2.00	1.00	1.00	2.00
Engineering Technician II	1.00	1.00	1.00	1.00
Land Services Manager	1.00	1.00	1.00	-
Management Assistant	1.00	1.00	1.00	-
Senior Engineering Project Manager	1.00	-	-	-
Total Engineering	10.00	7.00	8.00	7.00
Total Development & Engineering Services	23.00	18.00	18.00	19.00
City Clerk				
City Clerk	1.00	1.00	1.00	1.00
City Clerk Assistant II	2.00	2.00	2.00	2.00
Records Administrator	-	1.00	1.00	1.00
Senior Administrative Clerk	2.00	2.00	2.00	2.00
Total City Clerk	5.00	6.00	6.00	6.00

Schedule of Authorized Positions

Position-Title	Authorized 2012-2013	Authorized 2013-2014	Authorized 2014-2015	Authorized 2015-2016
101 General Fund				
Police				
Police - Administration				
Administrative Assistant to the Police Chief	1.00	1.00	1.00	1.00
Assistant Police Chief	2.00	2.00	2.00	2.00
Police Chief	1.00	1.00	1.00	1.00
Police Crime Analyst	1.00	1.00	1.00	1.00
Police Officer	-	-	-	1.00
Police Sergeant	1.00	2.00	3.00	2.00
Policy and Procedures Analyst	-	1.00	1.00	1.00
Senior Management Assistant	1.00	1.00	1.00	1.00
Total Police - Administration	7.00	9.00	10.00	10.00
Police - Community Services				
Community Service Advocate	-	-	1.00	1.00
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	3.00	3.00
Police - Patrol Support				
Animal Control Officer	2.00	2.00	2.00	2.00
Park Ranger	2.00	2.00	2.00	2.00
Police Support Services Supervisor	1.00	1.00	1.00	1.00
Total Police - Patrol Support	5.00	5.00	5.00	5.00
Police - Communications				
CAD-RMS Applications Administrator	1.00	1.00	1.00	1.00
Communications Supervisor	3.00	4.00	4.00	4.00
Public Safety Dispatcher	14.00	13.00	13.00	15.00
Total Police - Communications	18.00	18.00	18.00	20.00
Police - Records				
Police Records Clerk	3.00	3.00	4.00	4.00
Total Police - Records	3.00	3.00	4.00	4.00
Police - Traffic				
Police Records/30 Day Tow Supervisor	-	-	1.00	1.00
Police Traffic Program Coordinator	1.00	1.00	1.00	1.00
Tow Program Supervisor	-	1.00	-	-
Total Police - Traffic	1.00	2.00	2.00	2.00
Police - COPS Hiring ARRA				
Police Officer	5.00	5.00	5.00	5.00
Total Police - COPS Hiring ARRA	5.00	5.00	5.00	5.00

Schedule of Authorized Positions

Position-Title	Authorized 2012-2013	Authorized 2013-2014	Authorized 2014-2015	Authorized 2015-2016
101 General Fund				
Police				
Police - Detention Services				
Detention Officer	4.00	4.00	4.00	4.00
Detention Supervisor	2.00	2.00	2.00	2.00
Total Police - Detention Services	6.00	6.00	6.00	6.00
Police - Patrol				
Administrative Assistant	1.00	1.00	1.00	1.00
Police Lieutenant	3.00	3.00	3.00	3.00
Police Officer	40.00	38.00	38.00	38.00
Police Sergeant	9.00	10.00	9.00	9.00
Volunteer Coordinator	1.00	1.00	1.00	1.00
Total Police - Patrol	54.00	53.00	52.00	52.00
Police - Investigations				
Administrative Assistant	1.00	1.00	1.00	1.00
Identification Technician	1.00	1.00	1.00	1.00
Investigations Support Officer	1.00	1.00	-	-
Police Lieutenant	1.00	1.00	1.00	1.00
Police Officer	12.00	12.00	12.00	12.00
Police Sergeant	4.00	4.00	4.00	4.00
Property & Evidence Custodian	2.00	2.00	2.00	2.00
Total Police - Investigations	22.00	22.00	21.00	21.00
Police - Community Action Team (CAT)				
Police Officer	6.00	6.00	6.00	6.00
Police Sergeant	1.00	1.00	1.00	1.00
Total Police - Community Action Team (CAT)	7.00	7.00	7.00	7.00
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	1.00
Total Police - GIITEM	1.00	1.00	1.00	1.00
Total Police	134.00	136.00	137.00	139.00

Schedule of Authorized Positions

Position-Title	Authorized 2012-2013	Authorized 2013-2014	Authorized 2014-2015	Authorized 2015-2016
101 General Fund				
City Court				
Court				
Court Clerk I	3.00	3.00	4.00	4.00
Court Clerk II	2.00	2.00	1.00	1.00
Court Clerk III	2.00	2.00	2.00	2.00
Court Supervisor	1.00	1.00	1.00	1.00
Municipal Judge	1.00	1.00	1.00	1.00
Senior Court Clerk	1.00	1.00	1.00	1.00
Total Court	10.00	10.00	10.00	10.00
Court Security				
Court Security Officer	0.20	0.20	0.20	0.20
Total Court Security	0.20	0.20	0.20	0.20
Total City Court	10.20	10.20	10.20	10.20
Fire and Medical				
Fire - Community Services				
Fire Inspector I	1.00	1.00	1.00	1.00
Fire Inspector II	1.00	1.00	1.00	1.00
Fire Marshall	1.00	1.00	1.00	1.00
Public Education Specialist	1.00	1.00	1.00	1.00
Total Fire - Community Services	4.00	4.00	4.00	4.00
Fire - Administration				
Administrative Assistant	1.00	1.00	1.00	1.00
Deputy Fire Chief	2.00	2.00	2.00	2.00
Fire Chief	1.00	1.00	1.00	1.00
Fire Division Chief	-	-	1.00	1.00
Senior Management Assistant	1.00	1.00	-	-
Sr Advisor for Emergency Preparedness and Communi	-	-	-	1.00
Total Fire - Administration	5.00	5.00	5.00	6.00
Fire - Professional Development				
Fire Captain	2.00	2.00	2.00	2.00
Total Fire - Professional Development	2.00	2.00	2.00	2.00
Fire - Intervention Services				
Battalion Chief	2.00	2.00	2.00	2.00
Fire Captain	9.00	12.00	12.00	12.00
Fire Engineer	8.00	11.00	11.00	11.00
Firefighter	13.00	22.00	22.00	23.00
Total Fire - Intervention Services	32.00	47.00	47.00	48.00
Total Fire and Medical	43.00	58.00	58.00	60.00

Schedule of Authorized Positions

Position-Title	Authorized 2012-2013	Authorized 2013-2014	Authorized 2014-2015	Authorized 2015-2016
101 General Fund				
Economic Development				
City Center Business Development Specialist	1.00	-	-	-
Economic Development Analyst	1.00	1.00	1.00	1.00
Economic Development Director	1.00	1.00	1.00	1.00
Employment and Business Development Specialist	-	2.00	2.00	2.00
Total Economic Development	3.00	4.00	4.00	4.00
Parks Recreation and Libraries				
Grounds Maintenance				
Park Assistant	-	-	-	0.50
Total Grounds Maintenance	-	-	-	0.50
Building Maintenance				
Building Maintenance Worker	1.00	1.00	2.00	2.00
Craftsperson	1.00	1.00	1.00	1.00
Facilities Manager	1.00	1.00	1.00	1.00
Total Building Maintenance	3.00	3.00	4.00	4.00
Congregate Meals				
Recreation Specialist	-	-	0.25	-
Total Congregate Meals	-	-	0.25	-
Home Delivered Meals				
Kitchen Assistant	0.50	0.50	0.50	-
Recreation Specialist	-	-	0.50	-
Total Home Delivered Meals	0.50	0.50	1.00	-
MCSO				
Recreation Specialist	-	-	0.25	-
Total MCSO	-	-	0.25	-
PRL Administration				
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Assistant	3.00	-	-	-
Parks, Recreation & Libraries Services Director	1.00	1.00	1.00	1.00
Total PRL Administration	5.00	2.00	2.00	2.00
Library - Sam Garcia				
Librarian	2.00	2.00	1.00	1.00
Library Assistant	3.50	3.50	2.00	2.25
Library Branch Manager	-	-	-	1.00
Library Page	1.00	1.00	1.00	0.50
Library Paraprofessional	-	1.00	1.00	1.50
Total Library - Sam Garcia	6.50	7.50	5.00	6.25

Schedule of Authorized Positions

Position-Title	Authorized 2012-2013	Authorized 2013-2014	Authorized 2014-2015	Authorized 2015-2016
101 General Fund				
Parks Recreation and Libraries				
Library - Civic Center				
Librarian	2.00	2.00	2.00	1.00
Library Assistant	3.50	1.50	2.00	2.00
Library Branch Manager	-	-	-	1.00
Library Page	2.00	2.00	1.50	1.00
Library Paraprofessional	-	1.00	2.00	1.50
Total Library - Civic Center	7.50	6.50	7.50	6.50
Library Administration				
IT Systems Analyst - Library	-	-	1.00	1.00
Library Manager	1.00	1.00	1.00	1.00
Library Supervisor	1.00	1.00	1.00	-
Total Library Administration	2.00	2.00	3.00	2.00
Recreation				
Customer Service Assistant	-	2.00	-	-
Park Assistant	-	-	-	0.50
Parks & Recreation Facilities Specialist	-	-	1.00	1.00
Recreation Coordinator	3.00	2.00	2.00	1.00
Recreation Manager	-	1.00	1.00	1.00
Recreation Specialist	1.00	1.00	1.00	1.00
Sports Specialist	-	0.50	-	0.50
Trails Specialist	-	0.50	0.50	-
Total Recreation	4.00	7.00	5.50	5.00
Total Parks Recreation and Libraries	28.50	28.50	28.50	26.25
Neighborhood and Family Services				
Neighborhood & Family Services Admin				
Administrative Assistant	1.00	1.00	1.00	1.00
Community Engagement Coordinator	-	-	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	1.00
Youth Development Coordinator	1.00	1.00	-	-
Total Neighborhood & Family Services Admin	4.00	4.00	4.00	4.00
Family Services				
Community Outreach Specialist	1.00	1.00	-	-
Family Services Manager	-	1.00	1.00	1.00
Social Services Manager	1.00	-	-	-
Youth Services and Community Engagement Supervis	-	-	1.00	1.00
Total Family Services	2.00	2.00	2.00	2.00

Schedule of Authorized Positions

Position-Title	Authorized 2012-2013	Authorized 2013-2014	Authorized 2014-2015	Authorized 2015-2016
101 General Fund				
Neighborhood and Family Services				
Code Enforcement				
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	7.00	7.00	7.00	7.00
Total Neighborhood and Family Services	13.00	13.00	13.00	13.00
Public Works				
Field Operations Administration				
Administrative Assistant	1.00	1.00	1.00	1.00
Field Operations Assistant Director	1.00	1.00	0.25	0.25
Fleet Services Coordinator	1.00	1.00	1.00	1.00
Management Assistant - Public Works	-	-	0.25	0.25
Water Resources Director	0.25	0.25	0.25	0.25
Total Field Operations Administration	3.25	3.25	2.75	2.75
Total Public Works	3.25	3.25	2.75	2.75
101 General Fund Total	325.45	339.45	341.95	343.70
201 Highway User Revenue Fund				
Development & Engineering Services				
Engineering				
Pavement Management Coordinator	-	1.00	1.00	1.00
Pavement Management Technician	1.00	-	-	-
Total Engineering	1.00	1.00	1.00	1.00
Traffic Engineering				
Assistant Traffic Engineer	1.00	-	-	-
Signal Technician	1.00	1.00	1.00	1.00
Streetlight Technician	2.00	2.00	2.00	2.00
Traffic Engineer	-	1.00	1.00	1.00
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 & Engineering Services	8.00	8.00	8.00	8.00

Schedule of Authorized Positions

Position-Title	Authorized 2012-2013	Authorized 2013-2014	Authorized 2014-2015	Authorized 2015-2016
201 Highway User Revenue Fund				
Public Works				
Streets				
Equipment Operator	5.00	5.00	5.00	7.00
Field Operations Crew Leader	1.00	1.00	1.00	1.00
Maintenance Worker	2.00	2.00	2.00	-
Street Maintenance Supervisor	1.00	1.00	1.00	1.00
Total Streets	9.00	9.00	9.00	9.00
Total Public Works	9.00	9.00	9.00	9.00
201 Highway User Revenue Fund Total	17.00	17.00	17.00	17.00
202 Senior Nutrition				
Parks Recreation and Libraries				
Congregate Meals				
Cook	0.80	0.80	0.80	-
Senior Center Aide	0.75	0.75	-	-
Total Congregate Meals	1.55	1.55	0.80	-
Home Delivered Meals				
Cook	1.20	1.20	1.20	-
HDM Driver	0.50	0.50	0.50	-
Recreation Assistant	-	-	0.50	-
Total Home Delivered Meals	1.70	1.70	2.20	-
MCSO				
Recreation Assistant	-	-	0.50	-
Recreation Specialist	0.90	0.90	0.90	-
Senior Center Aide	0.25	0.25	-	-
Total MCSO	1.15	1.15	1.40	-
Soc. Svcs - Senior Transportation				
Recreation Specialist	0.10	0.10	0.10	-
Total Soc. Svcs - Senior Transportation	0.10	0.10	0.10	-
Total Parks Recreation and Libraries	4.50	4.50	4.50	-
Neighborhood and Family Services				
Congregate Meals				
Cook	-	-	-	0.80
Recreation Assistant	-	-	-	0.50
Recreation Coordinator	-	-	-	0.25
Recreation Specialist	-	-	-	0.25
Total Congregate Meals	-	-	-	1.80

Schedule of Authorized Positions

Position-Title	Authorized 2012-2013	Authorized 2013-2014	Authorized 2014-2015	Authorized 2015-2016
202 Senior Nutrition				
Neighborhood and Family Services				
Home Delivered Meals				
Cook	-	-	-	1.20
HDM Driver	-	-	-	0.50
Recreation Coordinator	-	-	-	0.25
Recreation Specialist	-	-	-	0.50
Total Home Delivered Meals	-	-	-	2.45
MCSO				
Recreation Assistant	-	-	-	0.50
Recreation Coordinator	-	-	-	0.25
Recreation Specialist	-	-	-	1.15
Total MCSO	-	-	-	1.90
Soc. Svcs - Senior Transportation				
Recreation Coordinator	-	-	-	0.25
Recreation Specialist	-	-	-	0.10
Total Soc. Svcs - Senior Transportation	-	-	-	0.35
Total Neighborhood and Family Services	-	-	-	6.50
202 Senior Nutrition Total	4.50	4.50	4.50	6.50
203 Community Action Program				
Neighborhood and Family Services				
Community Action Program				
Social Services Coordinator	2.00	2.00	2.00	2.00
Total Community Action Program	2.00	2.00	2.00	2.00
203 Community Action Program Total	2.00	2.00	2.00	2.00
209 Other Grants				
Neighborhood and Family Services				
ADOH				
CDBG Program Manager	0.03	-	-	-
Total ADOH	0.03	-	-	-
NSP Home Buyer Assistance Grant				
CDBG Program Manager	0.19	-	-	-
Total NSP Home Buyer Assistance Grant	0.19	-	-	-
Total Neighborhood and Family Services	0.22	-	-	-
209 Other Grants Total	0.22	-	-	-

Schedule of Authorized Positions

Position-Title	Authorized 2012-2013	Authorized 2013-2014	Authorized 2014-2015	Authorized 2015-2016
215 Transit Fund				
Community Relations				
Transit Operations				
Management Assistant	1.00	1.00	1.00	1.00
Total Transit Operations	1.00	1.00	1.00	1.00
215 Transit Fund Total	1.00	1.00	1.00	1.00
225 Voca Crime Victim Advocate				
Police				
Police - Victims' Rights Program				
Crime Victim Advocate	1.00	1.00	-	-
Total Police - Victims' Rights Program	1.00	1.00	-	-
225 Voca Crime Victim Advocate Total	1.00	1.00	-	-
227 Court Payments				
City Court				
Court Security				
Court Security Officer	0.80	0.80	0.80	0.80
Total Court Security	0.80	0.80	0.80	0.80
227 Court Payments Total	0.80	0.80	0.80	0.80
229 Regional Family Advocacy				
Police				
Police - Family Advocacy Center				
Administrative Assistant	1.00	1.00	1.00	1.00
FAC Manager	1.00	1.00	1.00	1.00
Family Advocacy Center Victim Advocate	-	-	1.00	1.00
Police Forensic Interviewer	1.00	1.00	1.00	1.00
Prevention Coordinator	-	1.00	-	-
Prevention Specialist	-	-	1.00	1.00
Total Police - Family Advocacy Center	3.00	4.00	5.00	5.00
Total Police	3.00	4.00	5.00	5.00
229 Regional Family Advocacy Total	3.00	4.00	5.00	5.00
235 Public Safety Dedicated Sales Tax				
Police				
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

Schedule of Authorized Positions

Position-Title	Authorized 2012-2013	Authorized 2013-2014	Authorized 2014-2015	Authorized 2015-2016
235 Public Safety Dedicated Sales Tax				
Police				
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
Total Police - Patrol	19.00	19.00	19.00	19.00
Police - Investigations				
Evidence Supervisor	-	-	-	1.00
Police Officer	2.00	2.00	2.00	2.00
Total Police - Investigations	2.00	2.00	2.00	3.00
Total Police	30.00	30.00	30.00	31.00
City Court				
Court				
Court Administrator	1.00	1.00	1.00	1.00
Court Clerk I	1.00	1.00	-	-
Court Clerk II	-	-	1.00	1.00
Total Court	2.00	2.00	2.00	2.00
Total City Court	2.00	2.00	2.00	2.00
Fire and Medical				
Fire - Intervention Services				
Battalion Chief	1.00	1.00	1.00	1.00
Fire Captain	3.00	3.00	3.00	3.00
Fire Engineer	4.00	4.00	4.00	4.00
Firefighter	8.00	8.00	8.00	7.00
Total Fire - Intervention Services	16.00	16.00	16.00	15.00
Total Fire and Medical	16.00	16.00	16.00	15.00
235 Public Safety Dedicated Sales Tax Total	48.00	48.00	48.00	48.00
240 CDBG				
Neighborhood and Family Services				
Neighborhood & Family Services Admin				
CDBG Program Manager	0.78	1.00	1.00	1.00
Total Neighborhood & Family Services Admin	0.78	1.00	1.00	1.00
240 CDBG Total	0.78	1.00	1.00	1.00

Schedule of Authorized Positions

Position-Title	Authorized 2012-2013	Authorized 2013-2014	Authorized 2014-2015	Authorized 2015-2016
245 Environmental Programs Fund				
Development & Engineering Services				
Environmental Programs				
Environmental Program Manager	1.00	1.00	1.00	1.00
Total Environmental Programs	1.00	1.00	1.00	1.00
245 Environmental Programs Fund Total	1.00	1.00	1.00	1.00
501 Water Operations				
Public Works				
Water Distribution				
Customer Service Technician	1.00	3.00	3.00	2.00
Lead Water Resources Operator	1.00	1.00	1.00	1.00
Preventative Maintenance Technician	1.00	-	-	-
Public Works Superintendent	-	-	-	0.25
Senior Water Resources Operator	2.00	1.00	1.00	2.00
Utility Location Specialist	-	-	1.00	1.00
Water Distribution Supervisor	1.00	1.00	1.00	1.00
Water Resources Mechanic	1.00	1.00	1.00	1.00
Water Resources Operator	6.00	6.00	6.00	6.00
Water Resources Superintendent	0.25	0.25	0.25	-
Total Water Distribution	13.25	13.25	14.25	14.25
Water Administration				
Administrative Assistant	-	-	-	1.00
Executive Assistant	0.50	0.50	0.50	0.50
Field Operations Assistant Director	-	-	0.38	0.38
Management Assistant - Public Works	-	-	0.38	0.38
Public Works Data Technician	-	-	-	1.00
Public Works Program Coordinator	-	1.00	1.00	1.00
SCADA Specialist	-	-	-	1.00
Senior Administrative Clerk	1.00	1.00	1.00	-
Utilities Reliability Manager	1.00	1.00	1.00	-
Water Resources Assistant Director	0.50	0.50	-	-
Water Resources Director	0.38	0.38	0.38	0.38
Water Resources Project Manager	1.00	1.00	1.00	1.00
Total Water Administration	4.38	5.38	5.64	6.64
GIS and Land Services				
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	3.00	3.00	-	-

Schedule of Authorized Positions

Position-Title	Authorized 2012-2013	Authorized 2013-2014	Authorized 2014-2015	Authorized 2015-2016
501 Water Operations				
Public Works				
Water Resources				
Water Resources Manager	1.00	1.00	1.00	1.00
Total Water Resources	1.00	1.00	1.00	1.00
Water Quality				
Regulatory Compliance Coordinator-Cross Connection	1.00	1.00	1.00	1.00
Regulatory Compliance Inspector	1.00	1.00	1.00	1.00
Water Conservation and Education Specialist	1.00	1.00	1.00	1.00
Water Quality & Regulatory Compliance Manager	1.00	1.00	-	-
Water Resources Analyst	-	-	1.00	1.00
Total Water Quality	4.00	4.00	4.00	4.00
Wetlands Treatment				
Senior Water Recharge & Wetlands Operator	1.00	1.00	1.00	1.00
Water Recharge & Wetlands Operator	2.00	2.00	2.00	1.00
Total Wetlands Treatment	3.00	3.00	3.00	2.00
Water Production				
Control Systems Senior Technician	1.00	-	-	-
Public Works Superintendent	-	-	-	0.25
Senior Water Production Operator	-	1.00	1.00	1.00
Senior Water Resources Mechanic	1.00	1.00	1.00	1.00
Water Production Supervisor	1.00	1.00	1.00	1.00
Water Resources Mechanic	1.00	-	-	-
Water Resources Superintendent	0.25	0.25	0.25	-
Water Treatment Operator	1.00	1.00	1.00	1.00
Water Treatment Operator I	-	1.00	1.00	1.00
Total Water Production	5.25	5.25	5.25	5.25
Total Public Works	33.88	34.88	33.14	33.14
501 Water Operations Total	33.88	34.88	33.14	33.14

Schedule of Authorized Positions

Position-Title	Authorized 2012-2013	Authorized 2013-2014	Authorized 2014-2015	Authorized 2015-2016
503 Sewer Operations				
Public Works				
Wastewater Collection				
Lead Water Resources Operator	-	1.00	1.00	1.00
Operations and Service Manager - Collections	1.00	1.00	1.00	1.00
Public Works Superintendent	-	-	-	0.25
Senior Water Resources Operator	3.00	2.00	2.00	2.00
Water Resources Mechanic	1.00	1.00	1.00	1.00
Water Resources Operator	2.00	2.00	2.00	2.00
Water Resources Superintendent	0.25	0.25	0.25	-
Total Wastewater Collection	7.25	7.25	7.25	7.25
Wastewater Administration				
Executive Assistant	0.50	0.50	0.50	0.50
Field Operations Assistant Director	-	-	0.37	0.37
Management Assistant - Public Works	-	-	0.37	0.37
Water Resources Assistant Director	0.50	0.50	-	-
Water Resources Director	0.37	0.37	0.37	0.37
Total Wastewater Administration	1.37	1.37	1.61	1.61
Water Reclamation Facility				
Public Works Electrician	-	-	-	1.00
Public Works Superintendent	-	-	-	0.25
Regulatory Compliance Coordinator-Pretreatment	1.00	1.00	1.00	1.00
Senior Water Reclamation Facility Operator	1.00	1.00	1.00	1.00
Senior Water Resources Mechanic	2.00	2.00	2.00	1.00
Utility Maintenance Mechanic	1.00	1.00	1.00	1.00
Wastewater Treatment Plant Operator	2.00	1.00	-	-
Water Reclamation Facility Operator	1.00	2.00	3.00	3.00
Water Reclamation Facility Operator II	-	1.00	-	-
Water Reclamation Facility Operator III	3.00	2.00	3.00	3.00
Water Reclamation Facility Supervisor	1.00	1.00	1.00	1.00
Water Resources Superintendent	0.25	0.25	0.25	-
Total Water Reclamation Facility	12.25	12.25	12.25	12.25
Total Public Works	20.87	20.87	21.11	21.11
503 Sewer Operations Total	20.87	20.87	21.11	21.11

Schedule of Authorized Positions

Position-Title	Authorized 2012-2013	Authorized 2013-2014	Authorized 2014-2015	Authorized 2015-2016
520 Sanitation				
Public Works				
Solid Waste				
Equipment Operator	10.00	10.00	10.00	10.00
Senior Equipment Operator	2.00	2.00	2.00	2.00
Solid Waste Supervisor	1.00	1.00	1.00	1.00
Total Solid Waste	13.00	13.00	13.00	13.00
Sanitation-Uncontained				
Equipment Operator	1.00	1.00	1.00	1.00
Field Operations Crew Leader	1.00	1.00	1.00	1.00
Senior Equipment Operator	1.00	1.00	1.00	1.00
Total Sanitation-Uncontained	3.00	3.00	3.00	3.00
Recycling, Education and Enforcement				
Solid Waste Inspector	1.00	1.00	1.00	1.00
Solid Waste Inspector/Coordinator	1.00	1.00	1.00	1.00
Total Recycling, Education and Enforcement	2.00	2.00	2.00	2.00
Green Waste				
Equipment Operator	-	-	-	1.00
Total Green Waste	-	-	-	1.00
Total Public Works	18.00	18.00	18.00	19.00
520 Sanitation Total	18.00	18.00	18.00	19.00
605 Risk Management Fund				
City Administration				
Risk Management Operations				
Risk Management Claims Analyst	1.00	1.00	-	-
Risk Manager	1.00	1.00	-	-
Total Risk Management Operations	2.00	2.00	-	-
Total City Administration	2.00	2.00	-	-
Human Resources				
Risk Management Operations				
Risk Management Claims Analyst	-	-	1.00	1.00
Risk Manager	-	-	1.00	1.00
Total Risk Management Operations	-	-	2.00	2.00
Total Human Resources	-	-	2.00	2.00
605 Risk Management Fund Total	2.00	2.00	2.00	2.00

Schedule of Authorized Positions

Position-Title	Authorized 2012-2013	Authorized 2013-2014	Authorized 2014-2015	Authorized 2015-2016
606 Fleet Services Fund				
Public Works				
Fleet Services				
Automotive Equipment Mechanic	4.00	4.00	4.00	4.00
Equipment Parts Specialist	1.00	1.00	1.00	1.00
Fleet Services Supervisor	1.00	1.00	1.00	1.00
Total Fleet Services	6.00	6.00	6.00	6.00
Total Public Works	6.00	6.00	6.00	6.00
606 Fleet Services Fund Total	6.00	6.00	6.00	6.00
Total Authorized Full-Time Equivalents	485.50	501.50	502.50	507.25

Debt Service Summary Schedules

GO Bonded Debt

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
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	26,515,000	20,254,993	46,769,993

Highway User Revenue Bonded Debt

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2015-2016	375,000	27,900	402,900
2016-2017	390,000	12,788	402,788
2017-2018	330,000	-	330,000
Totals	1,095,000	40,688	1,135,688

Debt Service Summary Schedules

Municipal Development Corporation Bonded Debt - GLTD

Fiscal Year	Principal	Interest	Total
2015-2016	1,946,835	1,475,521	3,422,356
2016-2017	3,350,667	1,339,320	4,689,986
2017-2018	3,468,713	1,191,471	4,660,184
2018-2019	3,614,441	1,042,119	4,656,559
2019-2020	3,786,691	876,951	4,663,642
2020-2021	3,092,525	740,875	3,833,400
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	34,329,870	9,062,507	43,392,377

Revenue Bonds

Fiscal Year	Principal	Interest	Total
2015-2016	2,350,000	147,950	2,497,950
2016-2017	920,000	129,550	1,049,550
2017-2018	935,000	101,500	1,036,500
2018-2019	975,000	82,000	1,057,000
2019-2020	1,005,000	41,800	1,046,800
2020-2021	1,045,000	-	1,045,000
Totals	7,230,000	502,800	7,732,800

Water & Sewer Revenue Bonded Debt

Fiscal Year	Principal	Interest	Total
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	2,740,000	289,150	3,029,150

Debt Service Summary Schedules

Municipal Development Corporation Bonded Debt - Enterprise Funds

Fiscal Year	Principal	Interest	Total
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	1,240,130	136,368	1,376,498

Planned Water & Sewer Revenue Bonded Debt

Fiscal Year	Principal	Interest	Total
2015-2016	450,000	360,000	810,000
Totals	450,000	360,000	810,000

Total Debt

Fiscal Year	Principal	Interest	Total
2015-2016	7,410,000	3,899,535	11,309,535
2016-2017	7,435,000	3,243,205	10,678,205
2017-2018	6,875,000	2,952,613	9,827,613
2018-2019	6,575,000	2,685,200	9,260,200
2019-2020	6,310,000	2,400,180	8,710,180
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	73,600,000	30,646,505	104,246,505

Includes debt payment schedules as of 7/1/14

Schedule of Carryover Funding

Fund/Division	Description	Carryover Amount
General Fund		
City Council - McDonald	Unused discretionary funds	1,000
City Council - Kilgore	Unused discretionary funds	6,000
City Council - Karlin	Unused discretionary funds	1,500
City Council - Iwanski	Unused discretionary funds	3,000
City Council - Weise	Unused discretionary funds	6,000
Technology Administration	Microsoft Migration	30,000
ERP Systems Development	Payroll conversion	110,300
IT Business Systems	myAvondale 3.0 refresh	20,000
Financial Services	BAB audit	428,700
Planning	Artspace Market Study	15,000
	Construction/installation of signs	50,000
Engineering	Illuminated street name sign panels replacement	75,000
	Kimley-Horn contract	15,000
Police - Administration	New officer uniforms	12,000
Police - Professional Standards B	Ammunition	20,000
Police - Patrol	New officer ballistic vests	7,000
Fire - Administration	EM-Network-Setup	4,200
	EM-A/C-Backup Generator EOC	31,000
	EM-Office Equipment/Cabinets/White boards	2,000
	EM-Laptops, Monitors, Comm. Equip	33,880
	EM-Network Switch	8,000
Fire - Intervention Services	Fire apparatus	514,000
Economic Development	Economic Opportunities Fund	699,370
Neighborhood & Family Services	Capacity-building support and development of local businesses	10,000
	Police Homebuyer Program	20,000
Total Carryover General Fund		2,122,950
Home Grant		
	Meeting expense	200
	Mileage reimbursement	200
	Office supplies	300
	Publication of legal notices	1,000
	Salaries and Wages	51,330
	Substantial rehabilitation	71,940
	Training	500
Total Carryover Home Grant		125,470
Other Grants		
	Redevelopment	255,780
Total Carryover Other Grants		255,780

Schedule of Carryover Funding

Fund/Division	Description	Carryover Amount
Co. R.I.C.O. w/Maricopa Atty		
		-
Total Carryover Co. R.I.C.O. w/Maricopa Atty		-
Public Safety Dedicated Sales Tax		
Police - Professional Standards B	Ammunition	5,000
Police - Patrol	Chevrolet Tahoes currently on order	28,000
Fire - Intervention Services	Protective clothing	40,000
Total Carryover Public Safety Dedicated Sales Tax		73,000
CDBG		
	Street construction	51,610
	Youth services	71,570
	Small business development/revitalization	85,430
	Salaries and wages	72,910
	Emergency rehabilitation	218,840
	Acquisition and demolition	1,660
Total Carryover CDBG		502,020
Environmental Programs Fund		
	EMS contract - development of geo-database structures	8,000
	GHG inventory	40,000
	Storm drain asset management software	4,000
	StormWater Pros contract - stormwater infrastructure maintenance	73,500
	StormWater Pros contract - stormwater infrastructure waste disposal	3,000
	Drainage design services	10,000
Total Carryover Environmental Programs Fund		138,500
Public Arts Fund		
	Commodities	230
	Services	23,290
	Artwork	85,740
Total Carryover Public Arts Fund		109,260
Water Operations		
Water Distribution	TUHSD reimbursement of two compound meters, vaults and backflow prevention devices at WestviewHS	70,000
GIS and Land Services	Survey Base Station Equipment Upgrade	16,900
Water Production	Santa Fe Booster Station MicroChlor onsite chlorine generation system	150,000
Total Carryover Water Operations		236,900

Schedule of Carryover Funding

Fund/Division	Description	Carryover Amount
Water Equipment Replacement		
	Restricted Use	95,720
	Vehicles	60,000
Total Carryover Water Equipment Replacement		155,720
Sewer Equipment Replacement		
	Restricted Use	379,150
Total Carryover Sewer Equipment Replacement		379,150
Sanitation Eqt. Replacement		
	Restricted Use	58,250
	Sanitation Vehicles	590,000
Total Carryover Sanitation Eqt. Replacement		648,250
Risk Management Fund		
	Training	10,000
Total Carryover Risk Management Fund		10,000
Capital Funds		
	Street Construction	9,093,850
	Parkland	2,336,000
	Fire Dept. Development	50,000
	One Time Capital	-
	Sewer Development	200,000
	Water Development	3,765,000
	Vehicle Replacement	2,921,280
Total Carryover Capital Funds		18,366,130
Grand Total Carryover Funding		23,123,130

Funded Supplemental Requests

Department/ Division	FTE	Description	Ongoing	Onetime	Total
101 General Fund					
City Administration					
City Administrative Office		Facilitator	10,000	-	10,000
City Attorney		City Attorney Contract Increase	17,280	-	17,280
		Total City Administration	27,280	-	27,280
Information Technology					
Technology Administration		Cybersecurity Program	45,500	-	45,500
		Microsoft License Changes	7,780	-	7,780
IT Infrastructure & Communications		Storage Maintenance and Support	29,700	-	29,700
		Cybersecurity Program	31,500	-	31,500
		Total Information Technology	114,480	-	114,480
Community Relations					
Public Information Office		Municipal Membership Dues Increase	3,120	-	3,120
		Responsive Design City Website	-	60,000	60,000
		Multi Media Management Platforms	6,500	-	6,500
		Citizen Sourcing Community Engagement Platform	6,500	-	6,500
		Total Community Relations	16,120	60,000	76,120
Human Resources					
Human Resources		Legal Services	-	15,000	15,000
		Scanning Personnel Records	-	11,000	11,000
		Lactation Suite	-	12,900	12,900
Organizational Training & Development		Training Program--Civil Treatment for Leaders	-	20,000	20,000
		Total Human Resources	-	58,900	58,900
Development & Engineering Services					
Building Services		Accela Master Script Upgrade & Software Upgrade Training from Version 7.1 to 7.3	-	35,000	35,000
Engineering		Professional/Consulting Services - Land Surveying - Engineering	50,000	-	50,000
	1.0	Engineering Inspector	101,760	28,200	129,960
	1.0	Total Development & Engineering Services	151,760	63,200	214,960
Police					
Police - Administration		Increase in Jail Per Diem Billing Rates	23,000	-	23,000
		Spillman Technologies Inc. Increase	5,000	-	5,000
Police - Communications		Console and Neptune Intelligence Computer Engineering (NICE) Logger Maintenance Agreement	49,300	-	49,300
	2.0	Four Part Time Dispatchers	99,200	-	99,200
Police - Patrol		Tasers	-	25,000	25,000
	2.0	Total Police	176,500	25,000	201,500

Funded Supplemental Requests

Department/ Division	FTE	Description	Ongoing	Onetime	Total
101 General Fund					
City Court					
Court		Contractual Maint./Technology	2,250	-	2,250
		Interpreter Fees	5,000	-	5,000
		Total City Court	7,250	-	7,250
Fire and Medical					
Fire - Administration		Administrative Assistant	33,210	-	33,210
Fire - Professional Development		Dispatch and Maintenance Increases	9,400	-	9,400
Fire - Intervention Services		Dispatch and Maintenance Increases	8,000	-	8,000
PIR Race Fire Overtime		Wildland Fire Deployment Division	-	44,500	44,500
		Total Fire and Medical	50,610	44,500	95,110
Economic Development					
Economic Development		Economic Opportunities Funding FY 2016	-	350,000	350,000
		Infill Incentive Program	-	170,000	170,000
		Microsoft Dynamics CRM	2,400	-	2,400
		Mortensen Property Acquisition Extension	-	85,000	85,000
		Desert Springs	-	85,200	85,200
Avondale Corporate Center		Property Management Contract with Kennedy Wilson Properties of Arizona, LTD	5,040	-	5,040
		Total Economic Development	7,440	690,200	697,640
Parks Recreation and Libraries					
Grounds Maintenance		City Park Replacement Fund	-	102,000	102,000
	0.5	Parks Assistant	26,940	-	26,940
		Certified Playground Safety Inspections	60,000	-	60,000
Building Maintenance		Crystal Gardens Concrete Border	-	50,000	50,000
		Maintenance and Repair of City Center Temporary Parking Lot	-	26,100	26,100
		Siemens HVAC contract Annual Increase	4,610	-	4,610
Library Administration		Public Computer Access to Library Materials Through OCLC	7,340	-	7,340
Recreation-Special Event Donations		Western Avenue Holiday Specific Decorations	-	50,000	50,000
	0.5	Total Parks Recreation and Libraries	98,890	228,100	326,990
Neighborhood and Family Services					
Senior Programs-		Request for Active Adult Program Vehicle Replacements	17,090	69,600	86,690
Neighborhood & Family Services Admin		Zonar GPS for City Vehicles	-	290	290
		Police Housing Incentive Program	-	40,000	40,000
Family Services		Youth Services	12,000	-	12,000
		AmeriCorps VISTA Cost Share	-	34,150	34,150
		Mosaic Arts Center	-	28,830	28,830

Funded Supplemental Requests

Department/ Division	FTE	Description	Ongoing	Onetime	Total
101 General Fund					
Neighborhood and Family Services					
Youth Commission		Youth Services	13,000	-	13,000
Code Enforcement		Zonar GPS for City Vehicles	-	1,460	1,460
		Total Neighborhood and Family Services	42,090	174,330	216,420
	3.5	Total Requests General Fund	692,420	1,344,230	2,036,650
201 Highway User Revenue Fund					
Development & Engineering Services					
Traffic Engineering		Replacement of Aerial Truck	-	103,000	103,000
Public Works					
Streets		Public Works 2-way Radios	-	74,800	74,800
		Right-of-Way Maintenance	15,000	-	15,000
		Total Public Works	15,000	74,800	89,800
		Total Requests Highway User Revenue Fund	15,000	177,800	192,800
216 Co. R.I.C.O. w/Maricopa Atty					
Police					
Police - Patrol		Keywatcher System for Northwest Public Safety Substation	-	11,200	11,200
		Total Requests Co. R.I.C.O. w/Maricopa Atty	-	11,200	11,200
227 Court Payments					
City Court					
JCEF Payments		Court Clerk III	-	59,310	59,310
		Total Requests Court Payments	-	59,310	59,310
229 Regional Family Advocacy					
Police					
Police - Family Advocacy Center		Family Advocacy Center Lease Increase	12,170	-	12,170
		Total Requests Regional Family Advocacy	12,170	-	12,170

Funded Supplemental Requests

Department/ Division	FTE	Description	Ongoing	Onetime	Total
235 Public Safety Dedicated Sales Tax					
Police					
Police - Professional Standards Bureau		Tasers	-	54,000	54,000
Police - Patrol		Storage Area Network (SAN)	14,000	70,000	84,000
Police - Investigations		Body Cameras	7,300	4,000	11,300
	1.0	Property and Evidence Supervisor	85,370	10,300	95,670
	1.0	Total Police	106,670	138,300	244,970
Fire and Medical					
Fire - Intervention Services		Dispatch and Maintenance Increases	29,000	-	29,000
		1.Total Requests Public Safety Dedicated Sales Tax	135,670	138,300	273,970
245 Environmental Programs Fund					
Development & Engineering Services					
Environmental Programs		Update Stormwater Management Plan	-	40,000	40,000
		Total Requests Environmental Programs Fund	-	40,000	40,000
503 Sewer Operations					
Public Works					
Wastewater Collection		Electricity	20,000	-	20,000
Water Reclamation Facility		Testing Materials/Lab Supplies	15,000	-	15,000
		Chemicals	44,420	-	44,420
		Electricity	130,000	-	130,000
		Total Public Works	209,420	-	209,420
		Total Requests Sewer Operations	209,420	-	209,420
520 Sanitation					
Public Works					
Sanitation-Uncontained		Public Works 2-way Radios	-	176,000	176,000
		Total Requests Sanitation	-	176,000	176,000
606 Fleet Services Fund					
Public Works					
Fleet Services		Tires and tubes	10,000	-	10,000
		Equipment Maintenance Shop Coolers	-	10,000	10,000
		Fuel System Software Upgrade	-	15,000	15,000
		Fuel Tank Inspection	-	4,800	4,800
		Specialty Tools and Equipment	-	2,500	2,500
		Total Public Works	10,000	32,300	42,300
		Total Requests Fleet Services Fund	10,000	32,300	42,300
Totals	4.5		1,074,680	1,979,140	3,053,820

Vehicle Replacement Schedule

Department	Vehicle No	Purchase Year	Description	Amount
Water Equipment Replacement Fund - 530				
5200 Fleet Services			Reserve - Carryover	95,720
9100 Water Distribution	1521	2004	Heavy Truck 38K GVW and up tandem axle	47,200
	1531	2004	Light Truck to 10K GVW	25,000
	1575	2005	Towed Equipment	60,000
	1577	2005	Light Truck to 10K GVW	25,000
	1610	2006	Light Truck to 10K GVW	22,000
	1622	2006	Light Truck to 10K GVW	22,000
	1646	2006	Utility Truck single axle up to 16K GVW	32,500
	1699	2007	Light Truck to 10K GVW	22,000
	1762	2008	Light Truck to 10K GVW	27,500
	1777	2008	Utility Truck single axle up to 16K GVW	27,500
	1811	2009	Utility Truck single axle up to 16K GVW	35,000
9115 Water Quality	1547	2005	Light Truck to 10K GVW	25,000
9122 Water Production	1627	2006	Utility Truck single axle up to 16K GVW	30,000
	1724	2008	Light Truck to 10K GVW	30,000
Water Equipment Replacement Fund Total				526,420
Sewer Equipment Replacement Fund - 531				
5200 Fleet Services			Reserve - Carryover	379,150
9200 Wastewater Collection	1747	2008	Utility Truck single axle up to 16K GVW	45,000
	1770	2008	Utility Truck single axle up to 16K GVW	30,000
9230 Water Reclamation Facility	1546	2005	Light Truck to 10K GVW	22,000
Sewer Equipment Replacement Fund Total				476,150
Sanitation Eqt. Replacement Fund - 532				
5200 Fleet Services			Reserve - Carryover	58,250
6800 Solid Waste	1657	2007	Light Truck to 10K GVW	30,000
	1691	2007	Light Truck to 10K GVW	22,000
	1712	2007	Refuse Truck	275,000
	1713	2007	Refuse Truck	275,000
	1714	2007	Refuse Truck	275,000
	1785	2008	Refuse Truck - Carryover	300,000
6820 Sanitation-Uncontained	1134	1989	Large trailer 25 tons plus	45,000
	1383	2001	Heavy Equipment	85,000
	1538	2004	Heavy Equipment	85,000
	1582	2006	Refuse Truck - Carryover	290,000
Sanitation Eqt. Replacement Fund Total				1,740,250
Vehicle Replacement Fund - 601				
5630 Customer Services & Utility Billing	1656	2007	Light Truck to 10K GVW	22,000
5900 Engineering	1490	2004	Non-patrol unit sedans	25,000
	1625	2006	Light Truck to 10K GVW	25,000

Vehicle Replacement Schedule

Department	Vehicle No	Purchase Year	Description	Amount
Vehicle Replacement Fund - 601				
6113 Police - Patrol Support	1804	2009	Light Truck to 10K GVW - Carryover	50,000
	1805	2009	Light Truck to 10K GVW	50,000
	1820	2010	Light Truck to 10K GVW	50,000
6174 Police - Patrol	1706	2007	Police Sedan - Carryover	46,000
	1733	2007	Police Sedan - Carryover	42,000
	1789	2009	Police Sedan	46,525
	1790	2009	Police Sedan	46,525
	1791	2009	Police Sedan	46,525
	1793	2009	Police Sedan - Carryover	46,000
	1795	2009	Police Sedan	46,525
	1796	2009	Police Sedan - Carryover	46,000
	1797	2009	Police Sedan	46,525
	1798	2009	Police Sedan	46,525
	1816	2009	Police Sedan	46,525
	1817	2009	Police Sedan	46,525
	1821	2010	Police Sedan	42,000
	1831	2011	Police Sedan	46,525
	1832	2011	Police Sedan	46,525
	1833	2011	Police Sedan	46,525
	1836	2012	Sport Utility	46,525
	1837	2012	Sport Utility	46,525
	1838	2012	Sport Utility	46,525
	1842	2012	Police Sedan	45,000
6175 Police - Investigations	1518	2004	Non-patrol unit sedans	20,000
	1532	2004	Light Truck to 10K GVW	35,000
	1598	2006	Non-patrol unit sedans	20,000
	1611	2006	Non-patrol unit sedans	20,000
	1642	2006	Non-patrol unit sedans	25,000
6305 Fire - Community Services	1808	2009	Light Truck to 10K GVW	30,000
6330 Fire - Intervention Services	1514	2004	Light Truck to 10K GVW	25,000
	1818	2009	Light Truck to 10K GVW	57,500
	3172	2005	Fire Pumper - Carryover	500,000
	3173	2005	Fire Pumper - Carryover	500,000
5420 Building Maintenance	1419	2002	Small trailer single and tandem axle to 25 tons - Carryover	20,000
	1420	2002	Small trailer single and tandem axle to 25 tons - Carryover	20,000
	1613	2006	Light Truck to 10K GVW	25,000
	1766	2008	Utility Truck single axle up to 16K GVW	35,000
8125 Recreation	1467	2003	Towed Equipment	8,000

Vehicle Replacement Schedule

Department	Vehicle No	Purchase Year	Description	Amount
Vehicle Replacement Fund - 601				
5200 Fleet Services			Reserve - Carryover	1,300,280
5280 Motor Pool	1489	2004	Light Truck to 10K GVW	25,000
	1520	2004	Light Truck to 10K GVW	20,000
5925 Traffic Engineering	1741	2008	Light Truck to 10K GVW	30,000
	1802	2008	Heavy Truck 38K GVW and up tandem axle	100,000
6600 Streets	1201	1996	Heavy Truck 38K GVW and up tandem axle	150,000
	1422	2002	Light Truck to 10K GVW - Carryover	85,000
	1491	2004	Heavy Truck 38K GVW and up tandem axle	35,000
	1529	2004	Utility Truck single axle up to 16K GVW	35,000
	1581	2005	Sweeper - Carryover	220,000
	1723	2008	Light Truck to 10K GVW	30,000
	1761	2008	Light Truck to 10K GVW	35,000
7123 Soc. Svcs - Senior Transportation	1749	2008	Small Bus 9 to 15 passenger	27,500
6174 Police - Patrol	1721	2007	Police Sedan - Carryover	46,000
Vehicle Replacement Fund Total				4,619,630
Total Replacement Funding				\$7,362,450

Technology Equipment Replacement Schedule

Fund/Department	Description	Amount
Water Equipment Replacement-530		
	Personal Computers	32,200
	Network - Water Resources	184,000
	Wireless - Water Resources	82,000
Water Equipment Replacement Fund		298,200
Sewer Equipment Replacement-531		
	Personal Computers	24,050
	Network - Water Reclamation	44,000
	Wireless - Water Reclamation	20,000
Sewer Equipment Replacement Fund		88,050
Sanitation Eqt. Replacement-532		
	Personal Computers	11,600
Sanitation Eqt. Replacement Fund		11,600
Equipment Replacement Fund-603		
	Audio/Visual	12,500
	Personal Computers	384,800
	Network - ASC	13,000
	Network - City	188,000
	Wireless - Citywide	40,000
Equipment Replacement Fund Fund		638,300
Totals	Total PCs and System Components	\$ 1,036,150

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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.

Glossary

Estimated Revenue: The amount of revenue projected to be collected during the fiscal year.

Expenditure: The use of governmental funds to acquire goods or services.

Expenditure Limitation: A constitutional limit to governmental agency expenditures. The Economic Estimates Commission sets the annual limit based on population growth and inflation. All municipalities have the option of proposing an alternative expenditure limitation to its voters. Avondale citizens approved the Home Rule Option in September of 2001.

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.

FTE: Full-Time Equivalent

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.

Glossary

Goal: A general and timeless statement created with a purpose based on the needs of the community.

Governmental Funds: Funds which account for functions reported as governmental activities in the government-wide financial statements.

Highway Users Revenue Bond: Proceeds used solely for street and highway purposes and require voter authorization. Bonds are payable from highway user revenue up to 50% of total received for the past twelve month period (stipulated by state law).

Highway Users Revenue Fund (HURF): This revenue source consists of state taxes collected on gasoline, vehicle licenses and a number of other additional transportation related fees. These funds must be used for street and highway purposes.

Home Rule Option: An alternative expenditure limitation that allows a municipality to expend what it anticipates in revenues each fiscal year. This limitation must be approved by the voters and is effective for four fiscal years.

Infrastructure: Facilities that support the continuance and growth of a community. Examples include roads, water lines, sewers, public buildings and parks.

Intergovernmental Revenue: Federal and State grants and other forms of shared revenue (e.g., State Sales Tax, State Income Tax, gasoline tax, motor vehicle license).

Internal Service Funds: Used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, on a cost-reimbursement basis.

Long Term Debt: Debt with a maturity of more than one year after date of issuance.

Management Indicators: A measurable means of evaluating impact of the budget on achieving stated objectives.

Major Funds: Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds. Any other fund may be reported as a major fund if the government's officials believe that fund is particularly important to financial statement users.

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.

Glossary

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.

Proprietary Funds: Funds which are used to account for business-type activities, including enterprise and internal service funds.

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.

Special Revenue Funds: Funds used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

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.

Glossary

Supplemental Request: This is a request for funding to provide additional personnel, equipment and related expenses which enhance the service level of a program. Supplemental increases are directed at attaining Council goals or meeting increased service needs.

Tax Levy: The total amount of the general property taxes assessed on property for purposes specified in the Tax Levy Ordinance.

Tax Rate: The amount of tax levied for each \$100 of assessed valuation.

Transfer (Inter-Fund): Movement of resources between two funds. Example: An inter-fund transfer would include the transfer of operating resources from the General Fund to an Enterprise Fund.

Workload Indicators: Statistical information that indicates the demands for services within a given department or division. Workload indicators are a type of performance measure utilized by departments or divisions to assess its level of service.

Glossary

Acronyms

ACES: Avondale Collaboration and Enterprise Sharing system

ADA: Americans with Disabilities Act

ADEQ: Arizona Department of Environmental Quality

ADOT: Arizona Department of Transportation

ADWR: Arizona Department of Water Resources

ACJIS: Arizona Criminal Justice Information Systems

ARRA: American Recovery & Reinvestment Act

ASC: American Sports Center

ASRS: Arizona State Retirement System

AZBO: Arizona Building Officials

AZAFIS: Arizona Automated Fingerprint Identification System

BAB: Build America Bonds

BCC: Boards, Commissions and Committees

CAD: Computer Aided Dispatch

CDBG: Community Development Block Grant

CERT: Computer Emergency Response Team

CESSWI: Certified Erosion, Sediment, and Storm Water Inspector

CIP: Capital Improvement Plan

CMAQ: Congestion Mitigation and Air Quality

COP: Certificate of Participation

CPR: Cardiopulmonary resuscitation

CPTED: Crime Prevention through Environmental Design

CRM: Constituent/Customer Relationship Management

D.A.R.E.: Drug Awareness Resistance Education

DEA: Drug Enforcement Administration

DRMO: Defense Reutilization and Marketing Office

EAM: Enterprise Asset Management

EMS: Emergency Medical Services

EOC: Emergency Operations Center

EPA: Environmental Protection Agency

ERP: Enterprise Resource Planning

EVT: Emergency Vehicle Technician

FAC: Family Advocacy Center

FARE: Fines, Fees, Restitution, Enforcement Program

FCSP: Freeway Corridor Specific Plan

FTG: Fill the Gap

FY: Fiscal Year

GAAP: Generally Accepted Accounting Principles

GAO: United States General Accounting Office

GAIN: Getting Arizona Involved in Neighborhoods.

GASB: Governmental Accounting Standards Board

GFOA: Government Finance Officers Association

Glossary

GIS: Geographic Information System

GOHS: Governor’s Office of Highway Safety

HOA: Homeowner’s Association

HSIP: Highway Safety Improvement Program

HURF: Highway User Revenue Fund

ICC: International Code Council

ICM: Institute for Court Management

IGA: Intergovernmental Agreement

JCEF: Judicial Collection Enhancement Fund

LEED: Leadership in Energy and Environmental Design

LID: Low Impact Development

LSTA: Library Services and Technology Act

LTAF: Local Transportation Assistance Fund

MAG: Maricopa Association of Governments

MDC: Municipal Development Corporation

MOSC: Municipal Operations Service Center

NASP: North Avondale Specific Plan

NCIS: National Instant Criminal-background Check System

NCIS: National

NIMS: National Incident Management System

NPDES: National Pollutant Discharge Elimination System

OASDI: Old Age Survivors and Disability Insurance

OSHA: Occupational Safety & Health Association

PCH: Phoenix Children’s Hospital

PIO: Public Information Office

PIR: Phoenix International Raceway

PRLD: Parks, Recreation & Libraries Division

QR: Quick Response

RICO: Racketeer Influenced and Corrupt Organizations Act

RMS: Radio Management System

RPTA: Regional Public Transit Authority

RWC: Regional Wireless Cooperative

SWAT: Special Weapons and Tactics

SWFAC: South West Family Advocacy Center

TOD: Transfer on Death

TRMSS: Tire Rubber Modified Surface Sealer

VIPS: Volunteers in Police Service

VISTA: Volunteers in Service to America

VOCA: Victims of Crime Act

WIFA: Water Infrastructure Financing Authority

WWTP: Wastewater Treatment Plan

RESOLUTION NO. 3251-515

A RESOLUTION OF THE COUNCIL OF THE CITY OF AVONDALE, ARIZONA, SETTING FORTH THE TENTATIVE BUDGET AND ESTABLISHING THE EXPENDITURE LIMITATION FOR THE CITY OF AVONDALE FOR FISCAL YEAR 2015-2016.

WHEREAS, pursuant to the provisions of the laws of the State of Arizona and the City Charter, the Council of the City of Avondale (the "City Council") is required to adopt a budget; and

WHEREAS, in accordance with ARIZ. REV. STAT. § 42-17102, the City Manager has prepared and filed with the City Council the City Manager's Budget estimates for the fiscal year beginning July 1, 2015 and ending June 30, 2016; and

WHEREAS, the qualified electors of the City of Avondale (the "City") did, on August 28, 2012, approve the Home Rule Option for expenditure limitations pursuant to the Arizona Constitution Article IX, Section 20; and

WHEREAS, the Home Rule Option requires that an expenditure limitation must be established each year as part of the annual budget.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF AVONDALE as follows:

SECTION 1. The recitals above are hereby incorporated as if fully set forth herein.

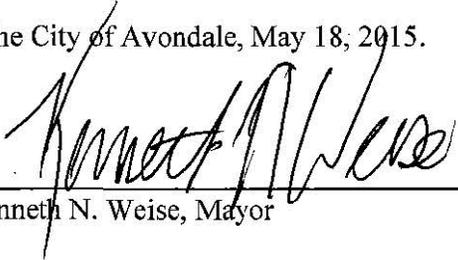
SECTION 2. The statements and schedules attached hereto as Exhibit A and incorporated herein by reference are hereby adopted as the City's official tentative budget for the fiscal year beginning July 1, 2015, and ending June 30, 2016, including the establishment of the expenditure limitation for such fiscal year in the amount of \$176,838,680.

SECTION 3. Upon approval of the City Council, the City Manager or designee shall publish in the official City newspaper once per week for two consecutive weeks (i) the official tentative budget and (ii) a notice of the public hearing of the City Council to hear taxpayers and make tax levies at designated times and places. The notice shall include the physical addresses of the Avondale Civic Center Library, the Sam Garcia Western Avenue Library and the Avondale City Hall, and the website where the tentative budget may be found. If a truth in taxation notice is required under ARIZ. REV. STAT. § 42-17107, it may be combined with such hearing notice.

SECTION 4. The City Manager or designee shall, not later than seven business days following consideration of this Resolution by the City Council, make available at the Avondale Civic Center Library, the Sam Garcia Western Avenue Library and the Avondale City Hall a complete copy of the tentative budget, and shall post the tentative budget on the City's website.

SECTION 5. The Mayor, the City Manager, the City Clerk and the City Attorney are hereby authorized and directed to take all steps necessary to carry out the purpose and intent of this Resolution.

PASSED AND ADOPTED by the Council of the City of Avondale, May 18, 2015.



Kenneth N. Weise, Mayor

ATTEST:



Carmen Martinez, City Clerk

APPROVED AS TO FORM:



Andrew J. McGuire, City Attorney

CITY OF AVONDALE
 Summary Schedule of Estimated Revenues and Expenditures/Expenses
 Fiscal Year 2016

Exhibit A

Fiscal Year	S c h	FUNDS								
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Fiduciary Fund	Enterprise Funds Available	Internal Service Funds	Total All funds	
2015	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	50,376,840	20,366,360	10,031,800	54,480,430	5,000	38,821,230	4,903,100	178,984,760
2015	Actual Expenditures/Expenses**	E	40,442,970	11,867,807	7,986,792	11,653,880	3,600	24,910,077	3,672,503	100,537,629
2016	Fund Balance/Net Position at July 1***		36,902,230	16,903,664	5,204,267	16,333,167	236,676	50,741,519	3,061,465	129,382,987
2016	Primary Property Tax Levy	B	2,615,000							2,615,000
2016	Secondary Property Tax Levy	B			3,285,270					3,285,270
2016	Estimated Revenues Other than Property Taxes	C	53,646,530	27,560,290	330,340	8,160,850	130	32,762,750	4,230,570	126,691,460
2016	Other Financing Sources	D				25,000,000		13,000,000		38,000,000
2016	Other Financing (Uses)	D								0
2016	Interfund Transfers In	D	0	1,124,310	6,602,950	7,740,890		3,949,550	0	19,417,700
2016	Interfund Transfers (Out)	D	7,859,000	7,444,040	0	302,950		3,799,550	12,160	19,417,700
2016	Reduction for Amounts Not Available:									
LESS:	Amounts for Future Debt Retirement:									
	Total Financial Resources Available		85,304,760	38,144,224	12,137,557	31,931,957	236,806	83,654,269	7,279,875	258,689,447
	Budgeted Expenditures/Expenses	E	53,287,470	19,615,740	9,928,000	49,225,610	5,000	39,805,950	4,970,910	176,838,680

EXPENDITURE LIMITATION COMPARISON

	2015	2016
1. Budgeted expenditures/expenses	\$ 178,984,760	\$ 176,838,680
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	178,984,760	176,838,680
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	\$ 178,984,760	\$ 176,838,680
6. EEC or voter-approved alternative expenditures limitation	\$ 178,984,760	\$ 176,838,680

*Includes Expenditure/Expense Adjustments Approved in current year from Schedule E.

**Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

*** Amounts in this column represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

The detailed budget schedules are on file with the City Clerk's Office at 11465 W. Civic Center Drive, Avondale, Arizona 85323. Budget Schedules can also be viewed at <http://www.avondale.org>
 Public Hearing on this budget and Property Tax Levy will be held on June 16th at 7 p.m. at the City of Avondale Civic Center, Council Chambers 11465 W. Civic Center Drive, Avondale, Arizona 85323

City of Avondale
Summary of Tax Levy and Tax Rate Information
Fiscal Year 2016

	<u>2014-15</u> <u>Fiscal Year</u>	<u>2015-16</u> <u>Fiscal Year</u>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 2,546,904	\$ 2,615,001
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ _____	
3. Property tax levy amounts		
A. Primary Property Taxes	2,546,900	2,615,000
B. Secondary Property Taxes	3,413,500	3,285,270
C. Total property tax levy amounts	\$ 5,960,400	\$ 5,900,270
4. Property taxes collected*		
A. Primary property taxes		
(1) 2014-15 year's levy	2,563,876	
(2) Prior Years' Levies	23,628	
(3) Total primary property taxes	\$ 2,587,504	
B. Secondary property taxes		
(1) 2014-15 year's levy	3,374,212	
(2) Prior Years' Levies	0	
(3) Total secondary property taxes	\$ 3,374,212	
C. Total property taxes collected	\$ 5,961,716	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.7766	0.7756
(2) Secondary property tax rate	0.9734	0.9744
(3) Total city/town tax rate	1.7500	1.7500

B. Special assessment district tax rates

Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating 0 special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.

* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

CITY OF AVONDALE
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2015-16

SOURCE OF REVENUES	Estimated Revenues 2015	Actual Revenues* 2015	Estimated Revenues 2016
General Fund			
Taxes			
Local Sales Taxes	25,911,640	27,057,986	28,202,650
Franchise Taxes	1,050,020	1,122,560	1,133,000
Audit Assessments	280,450	540,387	540,400
In-Lieu Taxes	43,430	41,865	41,860
Prior Year Taxes	14,370	23,628	20,630
Intergovernmental Revenues			
State Urban Revenue Sharing	9,169,340	9,246,377	9,195,770
City's Share of St. Sales Tax	6,931,760	6,847,055	6,830,850
Auto Lieu Tax	2,695,700	2,863,149	2,939,030
IGAs Other Cities & Towns	73,880	96,172	96,170
State Grants	68,160	65,442	65,000
Federal Grants	0	0	44,500
Licenses and Permits			
Building & Develop Permits	358,320	701,917	614,400
Licenses	286,500	278,920	282,280
Other Permits	29,980	37,430	37,420
Development Charges for Service	6,080	5,780	2,000
Charges for Services			
Recreation Charges for Service	806,090	393,565	689,540
Other Charges for Service	254,410	349,969	345,880
Development Charges for Service	151,040	339,859	194,850
Fines, Forfeitures and Penalties			
Fines & Forfeitures	1,198,880	1,238,317	1,263,070
Other Fines	64,620	50,781	50,800
Miscellaneous Revenue			
Other Revenue	300,750	494,421	403,110
Interest	320,950	248,968	248,970
Donations	110,000	29,346	29,350
Total General Fund	\$50,126,370	\$52,073,894	\$53,271,530
Special Revenue			
Highway User Revenue Fund			
Highway User Fees (Gas Tax)	4,339,030	4,706,257	4,807,440
Interest	1,160	1,414	1,410
Other Revenue	2,010	400	400
IGAs Other Cities & Towns	105,780	0	0

*Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget, plus estimated revenues for the remainder of the fiscal year.

CITY OF AVONDALE
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2015-16

SOURCE OF REVENUES	Estimated Revenues 2015	Actual Revenues* 2015	Estimated Revenues 2016
Social Service			
Senior Nutrition	266,660	280,388	302,440
Community Action Program	97,910	97,910	97,910
CDBG			
CDBG	872,510	872,510	1,063,790
Other Grants			
Home Grant	431,880	440,674	244,640
0.5% Dedicated Sales Tax			
0.5% Dedicated Sales Tax	6,408,510	6,557,007	6,862,850
Public Safety Dedicated Sales Tax			
Public Safety Dedicated Sales Tax	6,409,220	6,557,761	6,863,600
Regional Family Advocacy			
Regional Family Advocacy	856,330	887,580	887,580
R.I.C.O. All Agencies			
Co. R.I.C.O. w/Maricopa Atty	0	1,500	12,730
NPDES Environmental Fund			
Environmental Programs Fund	268,370	268,370	268,370
Public Arts Fund			
Public Arts Fund	50	54,886	54,890
Transit Fund			
IGAs Other Cities & Towns	227,000	227,000	227,000
Local Transp. Assist.(Lottery)	224,180	224,180	224,180
Other Revenue	0	22,151	22,150
Interest	2,010	2,010	2,010
Federal Grants	510,510	510,510	0
Other Grants			
Non-Departmental	5,000,010	10	5,000,010
NSP Home Buyer Assistance Grant	350,810	758,316	365,290
Fines & Forfeitures	106,610	106,610	108,750
Care 1st Resource Center	100,000	100,000	100,000
AZSTA SAFE RIDE, SAFE BIKE	0	17,160	17,160
APS Bill Assistance Grant	15,000	15,000	15,000
ACAA Utility Assistance Grant - General	4,730	4,730	4,730
ACAA Utility Assistance Grant-SRP	0	3,668	3,670
Victims' Activities - Privately Funded	1,160	1,375	1,380
Interest	440	459	450

*Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget, plus estimated revenues for the remainder of the fiscal year.

CITY OF AVONDALE
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2015-16

SOURCE OF REVENUES	Estimated Revenues 2015	Actual Revenues* 2015	Estimated Revenues 2016
Other Grants			
Edward Byrne Memorial JAG	0	39,864	0
First Things First	175,000	175,000	0
Gila River Indian Grant	54,930	0	0
GOHS - DUI Task Force	0	97,436	0
Library Projects	0	29,890	0
Police - Victims' Rights Program	0	12,800	0
Police--Bullet Proof Vests	0	8,238	0
ADOH	0	8,703	0
Traffic Engineering	0	5,230	0
UASI GRANTS	0	80,357	0
Cemetery Maintenance			
Cemetery Maintenance Fund	330	330	330
Total Special Revenue	\$26,832,140	\$23,177,684	\$27,560,160
Debt Service			
General Obligation Bonds	531,450	328,770	328,770
0.5% Dedicated Sales Tax	990	1,393	1,390
Hwy User's Bonds '85/91/98	130	130	130
Dysart Road M.D.C.	40	40	40
Park Issue	10	10	10
Total Debt Service	\$532,620	\$330,343	\$330,340
Capital Projects			
Street Construction			
IGA - Counties	0	0	3,370,000
Development Fees	985,220	492,600	1,425,430
Federal Grants	1,100,000	280,000	1,100,000
State Grants	0	0	480,000
Interest	11,000	3,711	8,000
Interest	0	0	150
One-Time Cost Sharing	0	137,000	0
IGAs Other Cities & Towns	3,600,000	0	0
IGAs Other Cities & Towns	2,800,000	0	0
Police Development			
Development Fees	144,780	72,390	209,470
Interest	1,000	44	200
Parkland			
Development Fees	231,720	76,468	335,250

*Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget, plus estimated revenues for the remainder of the fiscal year.

CITY OF AVONDALE
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2015-16

SOURCE OF REVENUES	Estimated Revenues 2015	Actual Revenues* 2015	Estimated Revenues 2016
Parkland			
Interest	2,000	585	1,500
IGAs Other Cities & Towns	0	100,000	0
Library Development			
Development Fees	51,600	17,380	74,650
Interest	600	1	20
One Time Capital			
Other Revenue	200,000	0	300,000
Federal Grants	409,290	0	222,000
IGAs Other Cities & Towns	840,000	0	0
Other Capital			
Landscaping Landfill Remediation	26,420	26,420	26,420
General Government Development			
Development Fees	27,290	36,845	39,490
Interest	0	404	0
Fire Dept. Development			
Development Fees	176,170	88,085	254,890
Interest	2,000	575	700
Vehicle Replacement			
Interest	6,800	6,800	6,500
Sale of Assets	0	69,010	0
Technology Replacement Fund			
Interest	530	530	500
Sale of Assets	0	2,258	0
Total Capital Projects	\$10,616,420	\$1,411,106	\$7,855,170
Trust & Agency			
Volunteer Fireman's Pension			
Interest	110	139	130
Total Trust & Agency	\$110	\$139	\$130
Enterprise			
Water Fund			
Water Sales	12,064,170	12,077,803	12,383,470
Development Fees	1,913,210	573,963	2,768,050
Other Revenue	511,130	716,325	716,310
Interest	57,580	76,828	79,220
Meter Fees	20,440	29,338	29,330
Other Fines	3,700	2,783	2,780

*Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget, plus estimated revenues for the remainder of the fiscal year.

CITY OF AVONDALE
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2015-16

SOURCE OF REVENUES	Estimated Revenues 2015	Actual Revenues* 2015	Estimated Revenues 2016
Wastewater Fund			
Sewer Fees	8,097,310	8,124,573	8,330,190
Development Fees	2,010,540	603,162	2,908,870
Interest	56,220	54,052	56,290
Other Revenue	0	30,450	30,450
Sewer Taps	10,130	12,986	12,990
Sanitation Fund			
Refuse Collection	5,350,130	5,290,721	5,404,250
Other Revenue	11,440	9,871	9,870
Interest	7,540	4,365	4,820
Sale of Assets	0	6,142	0
Other Permits	37,100	0	0
Total Enterprise	\$30,150,640	\$27,613,363	\$32,736,890
Internal Service			
Printer - Copier Service			
Internal Service Charges	224,810	224,810	224,810
Interest	390	390	390
Risk Management			
Internal Service Charges	1,796,410	1,796,410	1,796,410
Interest	3,970	3,970	3,970
Other Revenue	3,860	3,860	3,860
Fleet Services Management			
Internal Service Charges	2,199,990	2,199,990	2,199,990
Other Revenue	800	1,126	1,130
Interest	10	10	10
Total Internal Service	\$4,230,240	\$4,230,566	\$4,230,570
Total All Funds	\$122,488,540	\$108,837,095	\$125,984,790

*Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget, plus estimated revenues for the remainder of the fiscal year.

CITY OF AVONDALE
Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2016

FUND	Other Financing 2016		Interfund Transfers 2016	
	Sources	<Uses>	In	Out
General Fund				
General Fund	0		0	7,859,000
Total General Fund	\$0		\$0	\$7,859,000
Special Revenue				
Public Safety Dedicated Sales Tax	0		0	239,730
Public Arts Fund	0		25,000	
CDBG	0		0	230,780
0.5% Dedicated Sales Tax	0		0	6,350,000
Regional Family Advocacy	0		215,800	16,460
Transit Fund	0		670,510	990
Other Grants	0		25,000	
Home Grant	0		32,200	
Senior Nutrition	0		155,800	5,420
Highway User Revenue Fund	0		0	599,670
Environmental Programs Fund	0		0	990
Total Special Revenue	\$0		\$1,124,310	\$7,444,040
Debt Service				
0.5% Dedicated Sales Tax	0		5,802,950	
Dysart Road M.D.C.	0		400,000	
Hwy User's Bonds '85/91/98	0		400,000	
Total Debt Service	\$0		\$6,602,950	
Capital Projects				
One Time Capital	0		2,400,000	
Street Construction	0		2,229,790	
Parkland	0		500,000	
Library Development	0		250,000	207,950
Improvement Districts	25,000,000		0	
Vehicle Replacement	0		1,314,380	
Equipment Replacement Fund	0		846,720	
Fire Dept. Development	0		200,000	95,000
Total Capital Projects	\$25,000,000		\$7,740,890	\$302,950
Enterprise				
Water Operations	0		0	2,295,370
Sewer Operations	0		0	852,760
Sewer Development	9,000,000		750,000	
Water Development	4,000,000		2,000,000	
Sanitation	0		0	651,420
Sanitation Development	0		50,000	
Water Equipment Replacement	0		295,370	
Sewer Equipment Replacement	0		252,760	

Schedule D

CITY OF AVONDALE
Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2016

FUND	Other Financing 2016		Interfund Transfers 2016	
	Sources	<Uses>	In	Out
Sanitation Eq. Replacement	0		601,420	
Total Enterprise	\$13,000,000		\$3,949,550	\$3,799,550
Internal Service				
Fleet Services Fund	0		0	10,070
Risk Management Fund	0		0	2,090
Total Internal Service	\$0		\$0	\$12,160
Total All Funds	\$38,000,000		\$19,417,700	\$19,417,700

CITY OF AVONDALE
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2016

FUND/DEPARTMENT	Adopted Budgeted Expenditures/ Expenses 2015	Expenditure/ Expense Adjustments Approved 2015	Actual Expenditures/ Expenses* 2015	Budgeted Expenditures/ Expenses 2016
General Fund				
General Government	12,670,830	110,120	10,378,305	14,776,840
Public Safety	22,731,280	(10,048)	21,684,839	23,772,020
Health and Welfare	1,811,530	-	1,328,981	1,683,740
Economic and Community Development	5,086,420	(119,646)	3,446,891	5,274,480
Culture and Recreation	4,259,780	(24,616)	3,603,954	4,041,510
Contingency	3,000,000	(152,000)	0	3,091,280
Capital Outlay	817,000	154,335	0	647,600
Total General Fund	\$50,376,840	(\$41,855)	\$40,442,970	\$53,287,470
Special Revenue				
Special Revenue	19,571,360	(156,507)	11,867,807	13,820,740
Contingency	795,000	(1,638)	0	5,795,000
Total Special Revenue	\$20,366,360	(\$158,145)	\$11,867,807	\$19,615,740
Capital Projects				
Capital Projects	54,480,430	200,000	11,653,880	49,225,610
Total Capital Projects	\$54,480,430	\$200,000	\$11,653,880	\$49,225,610
Debt Service				
Debt Service	10,031,800	-	7,986,792	9,928,000
Total Debt Service	\$10,031,800	\$0	\$7,986,792	\$9,928,000
Enterprise				
Sanitation	3,964,040	190,000	3,388,897	4,270,290
Sanitation Eqt. Replacement	1,237,000	-	96,945	1,751,850
Sewer Operations	6,752,420	-	4,708,769	7,048,940
Sewer Development	2,250,000	-	1,966,582	3,700,000
Sewer Equipment Replacement	656,200	-	271,200	564,200
Water Operations	10,781,370	-	8,208,240	10,381,050
Water Development	10,400,000	175,047	5,945,244	8,765,000
Water Equipment Replacement	280,200	-	324,200	824,620
Contingency	2,500,000	(365,047)	0	2,500,000
Total Enterprise	\$38,821,230	\$0	\$24,910,077	\$39,805,950
Internal Service				
Fleet Services Fund	2,188,790	-	1,912,853	2,243,230
Printer - Copier Service Fund	366,500	-	75,985	371,500
Risk Management Fund	1,797,810	-	1,683,665	1,806,180
Contingency	550,000	-	0	550,000
Total Internal Service	\$4,903,100	\$0	\$3,672,503	\$4,970,910
Trust & Agency				
Trust & Agency	5,000	-	3,600	5,000
Total Trust & Agency	\$5,000	\$0	\$3,600	\$5,000
Total All Funds	\$178,984,760	\$0	\$100,537,629	\$176,838,680

*Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

CITY OF AVONDALE
Summary by Department of Expenditures/Expenses
Fiscal Year 2016

DEPARTMENT/FUND	Adopted Budgeted Expenditures/ Expenses 2015	Expenditure/ Expense Adjustments Approved 2015	Actual Expenditures/ Expenses* 2015	Budgeted Expenditures/ Expenses 2016
City Council				
General Fund	291,820	-640	180,007	299,140
Total City Council	\$291,820	(\$640)	\$180,007	\$299,140
City Administration				
General Fund	1,681,430	0	1,418,018	1,476,050
Total City Administration	\$1,681,430	\$0	\$1,418,018	\$1,476,050
Information Technology				
General Fund	2,251,930	97,000	1,952,949	2,228,680
Total Information Technology	\$2,251,930	\$97,000	\$1,952,949	\$2,228,680
Community Relations				
General Fund	1,101,580	-14,380	858,433	1,076,650
Transit Fund	1,835,100	0	1,603,262	852,700
Public Arts Fund	147,290	-10,635	12,068	144,260
Other Grants	0	0	0	131,690
Total Community Relations	\$3,083,970	(\$25,015)	\$2,473,763	\$2,205,300
Non-Departmental				
General Fund	4,142,670	-35,019	1,050,494	6,247,280
Other Grants	5,000,000	-1,055,731	0	5,000,000
Public Safety Dedicated Sales Tax	495,000	-1,638	0	495,000
Printer - Copier Service Fund	366,500	0	75,985	371,500
Highway User Revenue Fund	254,090	6,000	0	254,090
Cemetery Maintenance Fund	15,740	0	1,387	15,740
0.5% Dedicated Sales Tax	4,000	0	0	4,000
Court Payments	0	50,505	0	0
Public Arts Fund	0	10,635	0	0
Sewer Operations	0	52,300	0	0
Total Non-Departmental	\$10,278,000	(\$972,948)	\$1,127,866	\$12,387,610
Finance and Budget				
General Fund	2,108,480	0	1,184,916	2,301,990
Total Finance and Budget	\$2,108,480	\$0	\$1,184,916	\$2,301,990
Human Resources				
Risk Management Fund	2,297,810	0	1,683,665	2,306,180
General Fund	1,154,210	-15,000	925,099	1,056,290
Total Human Resources	\$3,452,020	(\$15,000)	\$2,608,764	\$3,362,470

*Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

CITY OF AVONDALE
Summary by Department of Expenditures/Expenses
Fiscal Year 2016

DEPARTMENT/FUND	Adopted Budgeted Expenditures/ Expenses 2015	Expenditure/ Expense Adjustments Approved 2015	Actual Expenditures/ Expenses* 2015	Budgeted Expenditures/ Expenses 2016
Development & Engineering Services				
General Fund	3,074,840	-59,646	2,138,637	2,902,910
Highway User Revenue Fund	2,140,760	-6,000	1,655,911	2,263,040
Environmental Programs Fund	379,590	0	295,277	388,420
Total Development & Engineering Services	\$5,595,190	(\$65,646)	\$4,089,825	\$5,554,370
City Clerk				
General Fund	581,720	-222	526,546	567,340
Total City Clerk	\$581,720	(\$222)	\$526,546	\$567,340
Police				
General Fund	14,936,320	-17,275	14,356,071	15,525,850
Public Safety Dedicated Sales Tax	3,244,350	0	2,801,515	3,446,860
Regional Family Advocacy	1,100,930	10,093	885,948	927,020
Co. R.I.C.O. w/Maricopa Atty	0	3,500	0	11,200
Other Grants	11,060	208,871	153,708	0
Total Police	\$19,292,660	\$205,189	\$18,197,242	\$19,910,930
City Court				
General Fund	971,610	0	889,217	979,100
Public Safety Dedicated Sales Tax	445,260	1,638	223,587	251,380
Court Payments	293,600	-50,505	63,721	155,830
Total City Court	\$1,710,470	(\$48,867)	\$1,176,525	\$1,386,310
Fire and Medical				
General Fund	8,342,960	3,327	7,328,768	8,799,170
Public Safety Dedicated Sales Tax	1,911,110	0	1,554,593	1,820,510
Volunteer Fireman's Pension	5,000	0	3,600	5,000
Other Grants	0	7,459	0	0
Total Fire and Medical	\$10,259,070	\$10,786	\$8,886,961	\$10,624,680
Economic Development				
General Fund	2,011,580	0	1,308,254	2,396,570
Total Economic Development	\$2,011,580	\$0	\$1,308,254	\$2,396,570
Parks Recreation and Libraries				
General Fund	5,885,570	0	5,102,274	5,732,370
Senior Nutrition	343,490	36,799	381,549	452,730
Library Projects	0	24,100	10,378	0
Other Grants	0	2,114	0	0

*Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

CITY OF AVONDALE
Summary by Department of Expenditures/Expenses
Fiscal Year 2016

DEPARTMENT/FUND	Adopted Budgeted Expenditures/ Expenses 2015	Expenditure/ Expense Adjustments Approved 2015	Actual Expenditures/ Expenses* 2015	Budgeted Expenditures/ Expenses 2016
Parks Recreation and Libraries				
Total Parks Recreation and Libraries	\$6,229,060	\$63,013	\$5,494,201	\$6,185,100
Neighborhood and Family Services				
General Fund	1,725,850	0	1,255,284	1,664,630
CDBG	447,900	208,011	207,501	832,140
Other Grants	385,440	374,677	387,391	255,780
Home Grant	342,680	12,797	272,202	244,640
Community Action Program	109,980	9,165	107,218	111,860
Total Neighborhood and Family Services	\$3,011,850	\$604,650	\$2,229,596	\$3,109,050
Public Works				
Water Operations	11,781,370	-175,047	8,208,240	11,381,050
Water Development	10,400,000	175,047	5,945,244	8,765,000
Sewer Operations	7,752,420	-52,300	4,708,769	8,048,940
Sanitation	4,464,040	0	3,388,897	4,770,290
Fleet Services Fund	2,238,790	0	1,912,853	2,293,230
Sanitation Eqt. Replacement	1,237,000	0	96,945	1,751,850
Highway User Revenue Fund	1,458,990	0	1,250,591	1,556,850
Sewer Development	2,250,000	0	1,966,582	1,350,000
Water Equipment Replacement	280,200	0	324,200	824,620
Sewer Equipment Replacement	656,200	0	271,200	564,200
General Fund	114,270	0	-31,997	33,450
Total Public Works	\$42,633,280	(\$52,300)	\$28,041,524	\$41,339,480
Debt Service				
0.5% Dedicated Sales Tax	5,513,190	0	5,513,182	5,764,250
General Obligation Bonds	3,910,230	0	1,865,230	3,554,790
Hwy User's Bonds '85/91/98	411,970	0	411,970	412,900
Dysart Road M.D.C.	196,410	0	196,410	196,060
Total Debt Service	\$10,031,800	\$0	\$7,986,792	\$9,928,000
Capital Projects				
Improvement Districts	25,000,000	0	0	25,000,000
Street Construction	13,313,850	0	4,220,000	12,981,450
Vehicle Replacement	2,605,000	0	0	4,619,630
One Time Capital	4,328,040	0	428,040	2,963,000
Parkland	3,711,000	200,000	1,575,000	2,336,000

*Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

CITY OF AVONDALE
Summary by Department of Expenditures/Expenses
Fiscal Year 2016

DEPARTMENT/FUND	Adopted Budgeted Expenditures/ Expenses 2015	Expenditure/ Expense Adjustments Approved 2015	Actual Expenditures/ Expenses* 2015	Budgeted Expenditures/ Expenses 2016
Capital Projects				
Equipment Replacement Fund	709,330	0	709,330	638,300
Fire Dept. Development	163,780	0	163,780	97,570
Police Development	2,330,430	0	2,238,730	89,660
Street Drainage	2,219,000	0	2,219,000	0
City Center	100,000	0	100,000	0
Total Capital Projects	\$54,480,430	\$200,000	\$11,653,880	\$48,725,610
Total All Funds	\$178,984,760	\$0	\$100,537,629	\$173,988,680

*Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

CITY OF AVONDALE
Full-Time Employees and Personnel Compensation
Fiscal Year 2016

FUND	Full-Time Equivalent (FTE)	Employee Salaries and Hourly Costs	Retirement Costs	Healthcare Costs	Other Benefit Costs	Total Estimated Personnel Compensation
	2016	2016	2016	2016	2016	2016
General Fund	343.20	25,033,800	3,581,240	2,614,550	2,244,100	33,473,690
Total	343.20	\$25,033,800	\$3,581,240	\$2,614,550	\$2,244,100	\$33,473,690
Special Revenue						
Highway User Revenue Fund	17.00	1,056,950	121,240	134,210	138,310	1,450,710
Senior Nutrition	4.50	203,730	23,280	24,060	19,340	270,410
Community Action Program	2.00	76,310	8,760	17,600	6,710	109,380
Home Grant		51,330	-	-	-	51,330
Other Grants		77,300	8,830	8,130	6,930	101,190
Transit Fund	1.00	80,570	9,250	9,180	6,930	105,930
Court Payments	0.80	77,990	8,950	12,690	6,800	106,430
Regional Family Advocacy	5.00	327,570	37,570	36,870	28,250	430,260
Public Safety Dedicated Sales Tax	47.00	3,431,030	578,910	359,060	318,210	4,687,210
CDBG	1.00	146,560	8,450	8,060	6,980	170,050
Environmental Programs Fund	1.00	79,520	8,900	8,060	6,690	103,170
Total Special Revenue	79.30	\$5,608,860	\$814,140	\$617,920	\$545,150	\$7,586,070
Enterprise						
Water Operations	33.14	2,065,793	236,040	216,990	211,350	2,730,173
Sewer Operations	21.11	1,315,400	150,840	142,340	138,940	1,747,520
Sanitation	19.00	1,038,070	119,040	144,730	130,450	1,432,290
Total Enterprise	73.25	\$4,419,263	\$505,920	\$504,060	\$480,740	\$5,909,983
Internal Service						
Risk Management Fund	2.00	158,060	18,130	12,960	13,760	202,910
Fleet Services Fund	6.00	364,390	41,790	45,630	38,600	490,410
Total Internal Service	8.00	\$522,450	\$59,920	\$58,590	\$52,360	\$693,320
Trust & Agency						
Volunteer Fireman's Pension		5,000	-	-	-	5,000
Total Trust & Agency		\$5,000	\$-	\$-	\$-	\$5,000
Total All Funds	503.75	\$35,589,373	\$4,961,220	\$3,795,120	\$3,322,350	\$47,668,063

Schedule G