

FISCAL YEAR 2017-2018

# ANNUAL BUDGET & FINANCIAL PLAN

# Avondale

Aspiring. Achieving. Accelerating.





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Avondale**

**Arizona**

For the Fiscal Year Beginning

**July 1, 2016**

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, 2016. 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, 2017 through June 30, 2018  
Adopted by the City Council on June 19, 2017

## 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 2017-2018 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 FY2017-2018 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 FY2017-2018 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, FY2016-17 highlights, FY2017-2018 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, inter-fund 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.avondaleaz.gov](http://www.avondaleaz.gov).

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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 2017-2018. Appropriations for the year total \$217,464,817.

In August of 2016 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 FY2016-17, the City has continued to see steady growth and projects the same for FY2017-18. As the steady growth continues, the City is strategically increasing resources to maintain current levels in services to our residents.

Additional funding in the FY 2017-18 budget includes funding for three (3) full-time equivalents (FTEs). The additional FTEs include the following positions:

- Court Clerk III
- Identification Technician
- Assistant Traffic Engineer

The FY 2017-18 budget includes funding to implement a Zoom North Circulator that will traverse the northern part of Avondale, implement an on-officer body camera program, upgrade the Video Initial Appearance and Arraignment System at the Police Department Detention Facility and Courts Building, and an increase for the City’s special events. The Capital Improvement Plan (CIP) includes funding for parks, roadways, public safety facilities, and water and sewer infrastructure. Included in the FY 2017-18 CIP are improvements and expansion of Festival Fields Park, design and construction of a new Resource Center, and the design and construction of the Police Property and Evidence Room. In addition, the FY 2017-18 budget also includes funding for the continuation of the Economic Opportunities Incentive (Accelerate Now) program.

In FY 2015-16, City Council took an innovative approach in an effort to help spur residential and commercial development. The Economic Opportunities Incentive program was created to reduce development costs and was funded in the amount of \$2.0M. As authorized by resolution, this program was to be considered for a 3-year period. FY 2017-18, is the third year of this program, and the FY 2017-18 budget includes funding for the City to continue to pay 20% of the development impact fees for each building permit issued, up to a total of \$2.0M.

Through the third quarter of FY 2016-17, the City rebated \$1,216,900 of development impact fees and received a total of \$3,186,540 in revenue. The revenue collected includes \$2,172,940 in construction sales tax and \$1,013,600 in building permit fees. The City anticipates that new revenue generated from construction sales tax and building permit revenues will continue to

offset the cost of the program in FY 2017-18. The City Council will continue to 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 initiatives and goals, 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 2017-18 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’s collections, staff is fairly confident that Avondale is in an economic growth pattern as sales locally have improved and on average, each month’s city sales taxes have exceeded the previous year’s amounts. Staff will continue to monitor these figures closely. Based on recent trends, a twelve percent (12%) increase in sales tax revenues is projected for next year. Utility accounts have

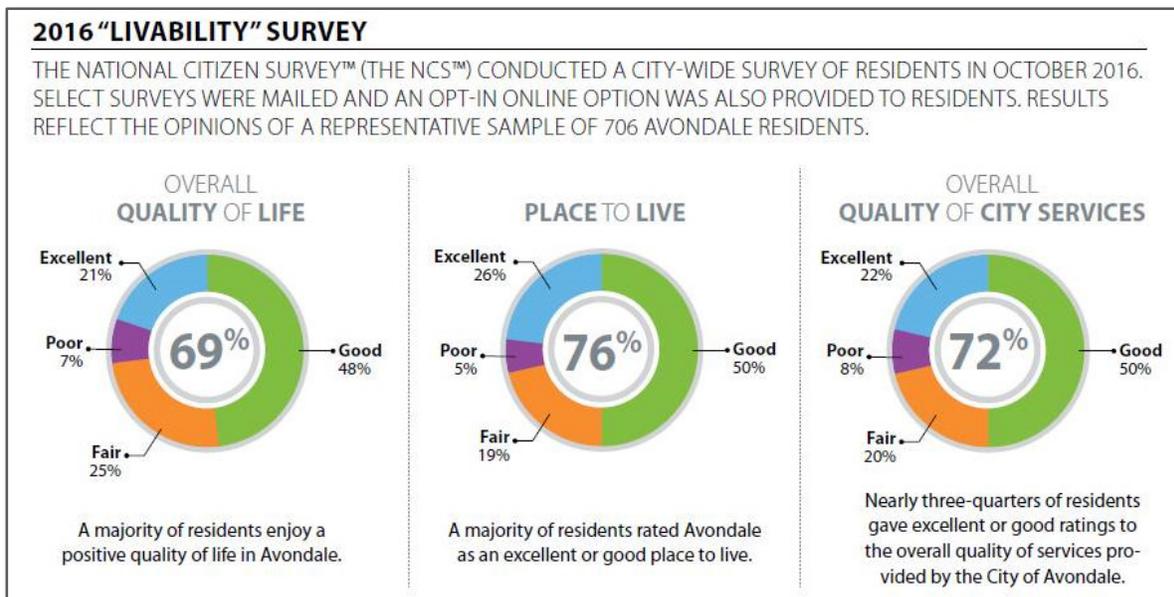
also shown growth in numbers although not at the rates experienced in the early 2000’s. In January of 2017, the City increased its water and sewer rates. The average monthly increase to water customers with a usage of 9kgal/month and to sewer customers who generate 6kgal was \$3.04. The City’s projection 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 \$177,120,342 for the fiscal 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 30, 2016. 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 budget year.

A city-wide ‘Livability’ survey was provided to our residents in October 2016. Select surveys were mailed and an opt-in online option was made available to residents as well. Results reflected the opinions of a representative sample of 706 Avondale residents. Overall, a majority of our residents felt that Avondale was rated good or excellent in quality of life, as a place to live and in providing an overall quality of city services.



The City's Capital Improvement Plan (CIP) process also provides for citizen involvement through the Citizen's CIP committee. The committee convened on February 15, 2017 when it conducted its annual review of the capital infrastructure projects planned over the next ten years. The committee was also provided with 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.

### Strategic Initiatives and Goals

Each year, once the revenue projections are presented and the Citizen Survey results are compiled, the City Council meets to develop long-term initiatives with short-term goals. These initiatives and goals guide the departments in developing their budgets. Following is a list of Strategic Initiatives and Goals which were developed at the December 12, 2016 Council Visioning Session, finalized at the January 28, 2017 Goal Setting Retreat, and formally adopted on February 21, 2017.

#### INITIATIVE: FOSTER SUSTAINABLE COMMUNITY DEVELOPMENT

- Encourage development of businesses in healthcare, technology, and advanced manufacturing.
- Maintain and expand quality infrastructure.
- Improve connectivity to City amenities.
- Encourage build-out in residential housing opportunities that support diverse housing options.
- Ensure the City has financial capacity to support development.
- Maintain community safety for businesses and residents.

#### INITIATIVE: CREATE AND SUPPORT DIVERSE RECREATION & ENTERTAINMENT OPPORTUNITIES

- Be known and promote Avondale.
- Provide multi-generational recreation events and programs.
- Develop and expand sports, entertainment, and hospitality through community partnerships, private and city facilities.

#### INITIATIVE: ADVOCATE FOR AND SUPPORT COMMUNITY-ORIENTED LIFELONG LEARNING OPPORTUNITIES

- Establish creative community spaces throughout the City.
- Strengthen education and faith-based partnerships.

**INITIATIVE: ENCOURAGE & SUPPORT CREATIVE INNOVATION IN DEVELOPMENT AND SERVICE DELIVERY**

- Expand employment opportunities to residents through job training and placement program.
- Promote and support school readiness for Avondale children.
- Improve internal and external customer service delivery.
- Expand financial toolbox by leveraging funding sources and incentives.
- Encourage a flexible environment responsive to market trends.

**INITIATIVE: CREATE A CONNECTED COMMUNITY**

- Promote community engagement through civic education.
- Provide outlets for residents and businesses to engage volunteer service opportunities.
- Use technology to connect residents to business, government, and community opportunities.

**Expenditure Budget Development**

Departments assess prior year expenditures, projected service levels, and the City’s Strategic Initiatives and Goals 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 2017-18 totals \$217,464,817. This amount represents a 6.6% increase from the FY2016-17 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 2016-17	FY 2017-18	Difference	
			\$	%
<b>Operations</b>	96,449,535	99,681,837	3,232,302	<b>3.4%</b>
<b>Debt Service</b>	11,955,437	10,325,460	-1,629,977	<b>-13.6%</b>
<b>Capital Projects</b>	83,762,547	95,617,520	11,854,973	<b>14.2%</b>
<b>Contingency</b>	11,845,000	11,840,000	-5,000	<b>0.0%</b>
<b>Totals</b>	<b>204,012,519</b>	<b>217,464,817</b>	<b>13,452,298</b>	<b>6.6%</b>
<b>Positions</b>	<b>520.75*</b>	<b>525.75</b>	<b>5</b>	<b>1.0%</b>

\*In December 2016, City Council approved the addition of 2 FTE positions. This brought the total of FTEs for FY2016-17 to 522.75.

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 2017-18 operating budget under the associated Strategic Initiative:

- Foster Sustainable Community Development
  - \$2,000,000 for the Economic Opportunities (Accelerate Now) Program
  - \$531,500 to implement the Zoom North Circulator, a new 10-mile neighborhood circulator
- Encourage and Support Creative Innovation in Development & Service Delivery
  - \$1,497,430 to fund compensation and benefit adjustments for non-represented City employees
  - \$1,800,000 to fund compensation and benefit adjustments for represented City employees
- Create and Support Diverse Recreation & Entertainment Opportunities
  - \$225,000 for Special Events
- Create a Connected Community
  - \$152,520 for On-Officer Body Camera Program

The *Debt Service* budget has decreased due to refunding and extinguishment of debt.

*Capital Projects* are also prioritized based on Council initiatives. 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 the City's Strategic Initiatives in FY2017-18 are as follows:

- Foster Sustainable Community Development
  - \$1.2M for citywide street overlay
  - \$1.2M for preventative street maintenance
  - \$1.9M for water reclamation upgrades
  - \$2.0M for water system replacements
- Create and Support Diverse Recreation & Entertainment Opportunities
  - \$4.0M for Festival Fields Park renovation and expansion
  - \$750K for Neighborhood Park enhancements
- Encourage & Support Creative Innovation in Development and Service Delivery
  - \$9.0M for a new Resource Center

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

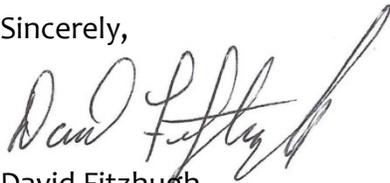
The General Fund base budget increased nine and seven tenths percent (9.7%) while projected recurring General Fund revenue also increased five percent (5.0%). Total General Fund expenditures and transfers out for fiscal year 2017-18 are budgeted at \$76,878,838. Included in these costs is \$3.0 million for contingency. Net transfers out of the General Fund total \$20,244,175. The fund balance at the end of the fiscal year is projected to be \$6.9 million, down from the \$32.2 million projected in fiscal year 2016-17.

All other operating funds such as the Special Revenue, Internal Service and other Enterprise funds have also been structurally balanced.

### 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

# Avondale

Aspiring. Achieving. Accelerating.

## 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.

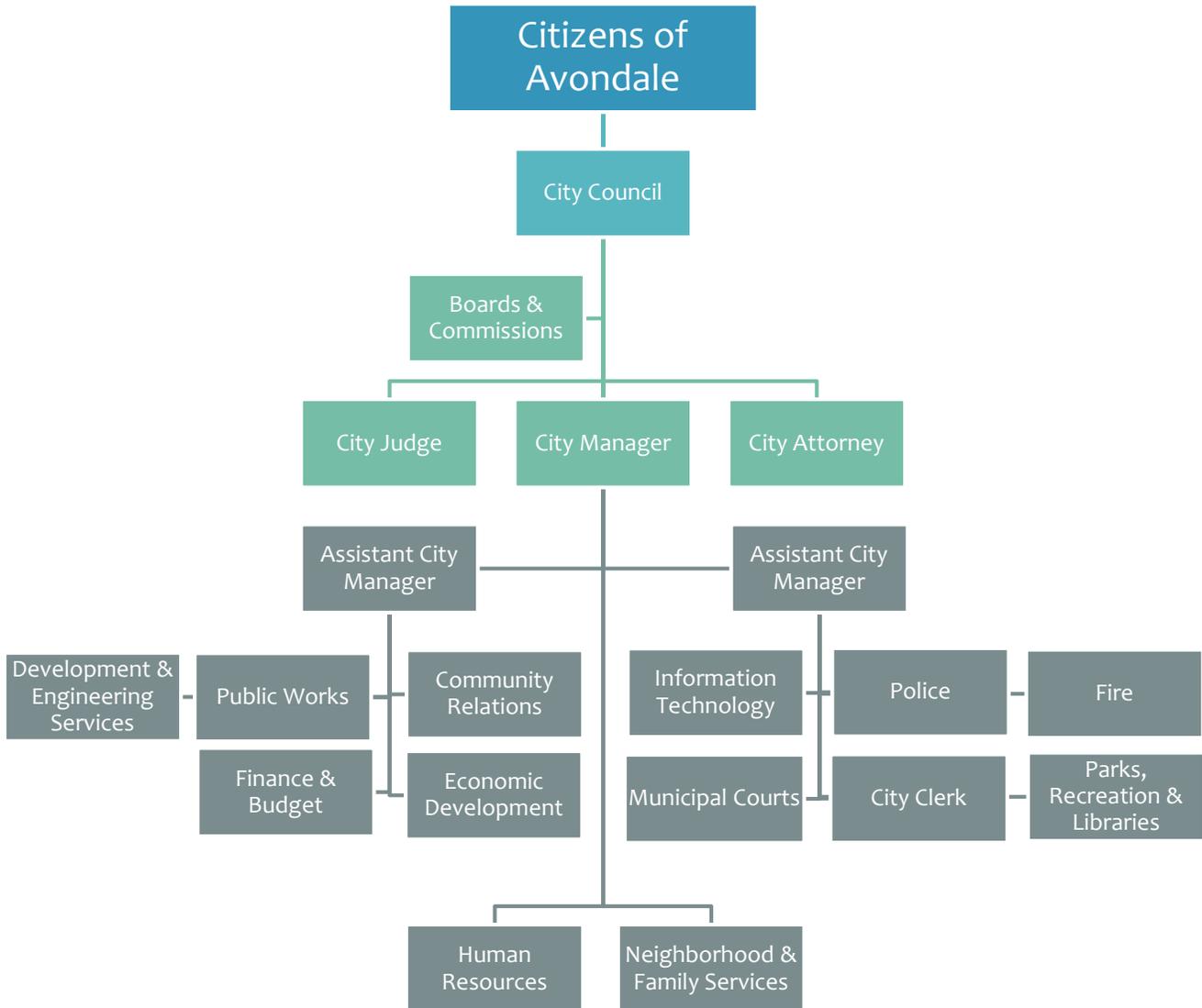
## ACCELERATING

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  
 Vacant, Chief Information Officer  
 Pier Simeri, Community Relations  
 Dan Davis, Economic Development  
 Kirk Haines, Parks, Recreation & Libraries  
 Cindy Blackmore, Public Works  
 Vacant, Neighborhood & Family Services

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

## Avondale City Council

FY 2017-2018

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 2020

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

- National League of Cities – Community and Economic Development Committee
- Maricopa Association of Governments (MAG) Regional Council
- MAG Transportation Policy Committee – Vice Chair
- Greater Phoenix Economic Council – Board of Directors



## VICE MAYOR SANDI NIELSON

Tenure: January 2015 – December 2018

Vice Mayor 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 BRYAN KILGORE

Tenure: February 2014 – December 2018

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

- Luke West Valley Council
- Avondale Boards, Commissions & Committees Council Subcommittee member



## COUNCILMEMBER LORENZO SIERRA

Tenure: January 2015 – December 2018

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

- Maricopa Association of Governments (MAG) – Economic Development Committee
- Westmarc Board of Directors
- Avondale Contributions Assistance Program Council Subcommittee member



## COUNCILMEMBER VERONICA MALONE

Tenure: January 2017 – December 2020

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

- Maricopa County Community Services Commission
- Avondale Contributions Assistance Program Council Subcommittee member



## COUNCILMEMBER PAT DENNIS

Tenure: January 2017 – December 2020

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

- AZ Municipal Water Users Association Board of Directors
- Valley Metro RPTA Board of Directors
- Avondale Boards, Commissions & Committees Council Subcommittee member
- Southwest Lending Closet



## COUNCILMEMBER MIKE PINEDA

Tenure: January 2017 – December 2020

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

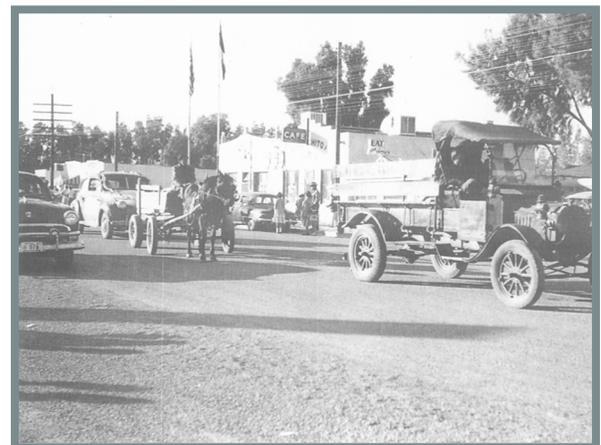
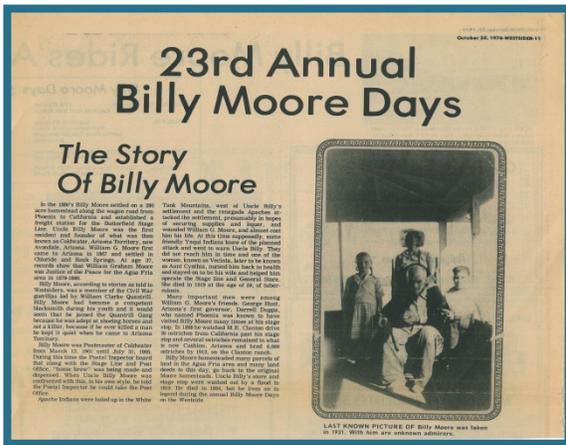
- Maricopa Association of Governments – Human Services Coordinating Committee
- Avondale Contributions Assistance Program Council Subcommittee member



# 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

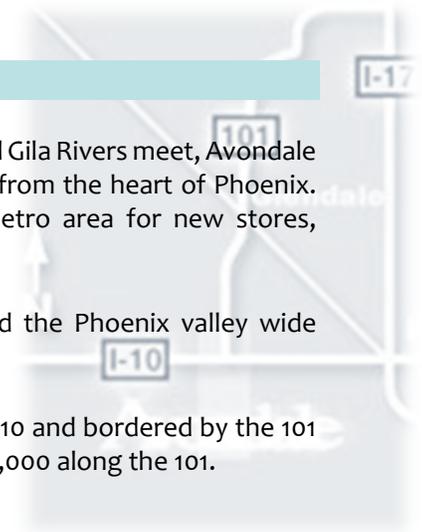
- The opening of the nearby Goodyear Aerospace Plant in 1949 further solidified Avondale’s transition from a small farming community to a modern city with diverse opportunities.
- The small 4,225 square foot building (pictured bottom left) on Central Avenue and Brinker Drive was Avondale city hall from 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 12<sup>th</sup> largest in the state. According to the 2010 Census, the current population is 76,238 residents. That figure is projected to rise to 104,000 by 2020.

## LOCATION

- Nestled at the base of the scenic Estrella Mountains where the Agua Fria and Gila Rivers meet, Avondale is located along the Interstate 10 corridor, and just a 15-minute commute from the heart of Phoenix. Avondale’s freeway development sites are premium locations in the metro area for new stores, restaurants, hotels, offices and business parks.
- Over 2.53 million potential customers are within a 30-minute radius, and the Phoenix valley wide population is over 4.49 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 and one Indy car event. Avondale is also less than 5 miles away from the University of Phoenix Stadium – home to the Arizona Cardinals, and the Gila River Arena – home to the Arizona 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. The Arizona Diamondbacks and Phoenix Suns play their home games within 20 miles from 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 14,000 students and is projected to reach over 40,000 when the college’s 135-acre campus is complete.

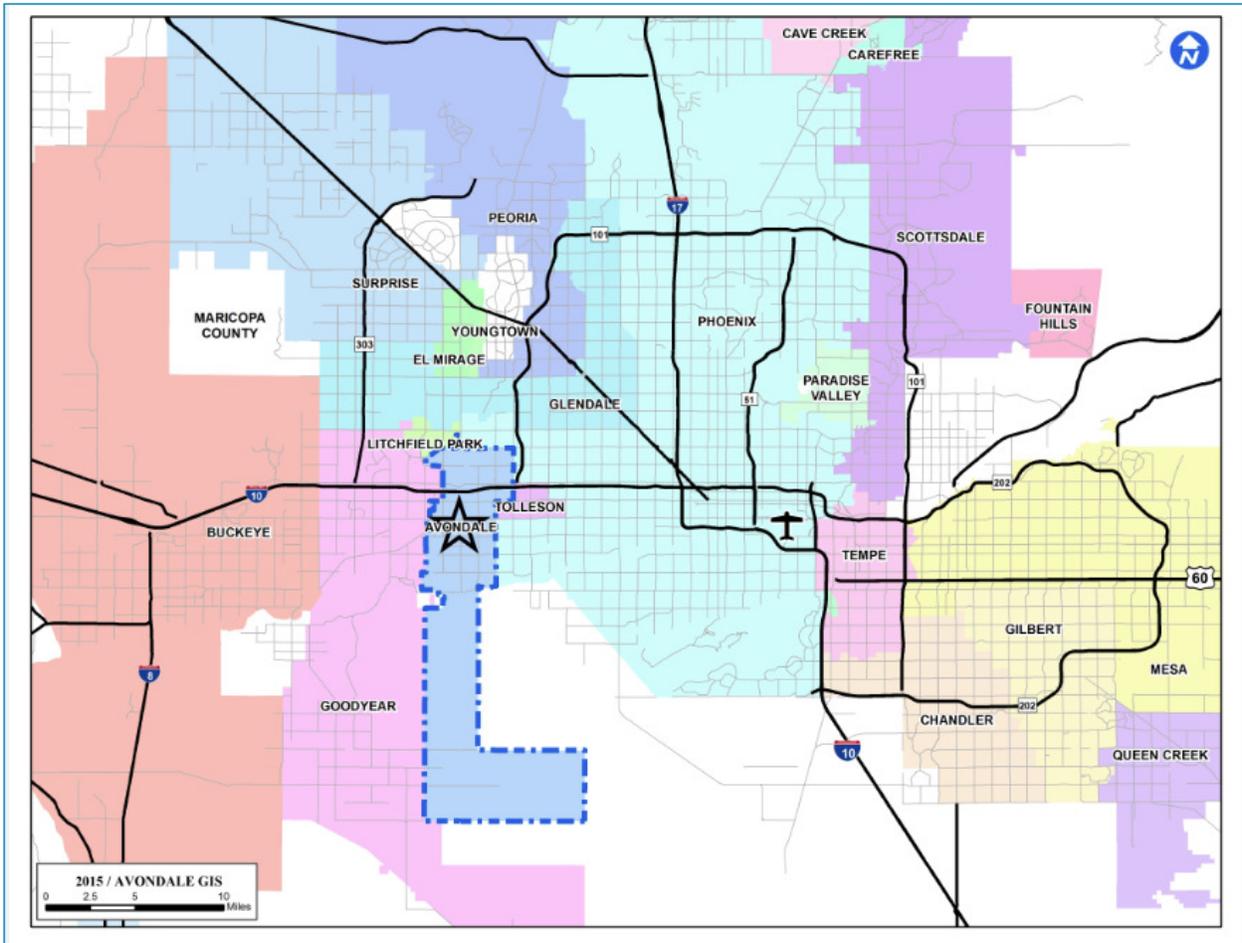
## BUSINESS ENVIRONMENT

- 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 28.
- 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.

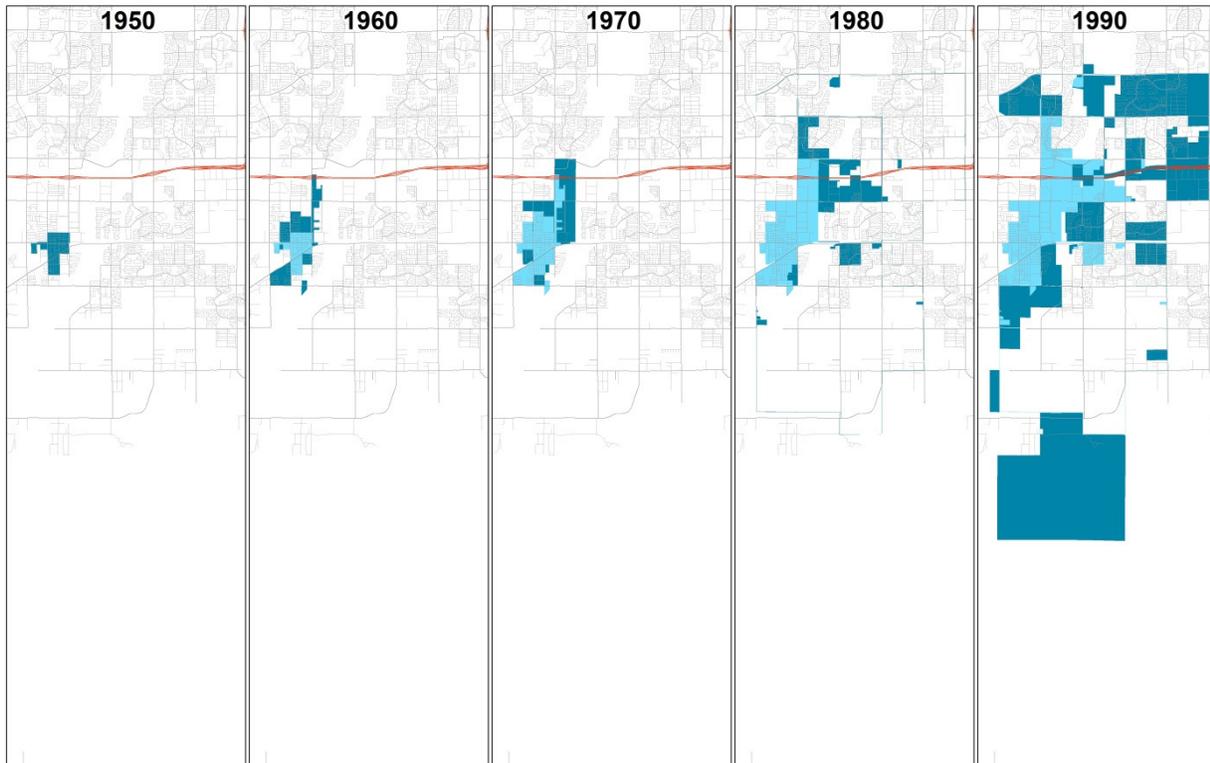


- Avondale’s Health-Tech Corridor, located along McDowell Road between 99th Avenue and Avondale Boulevard is the location-of-choice for healthcare opportunities in the Southwest Valley with over 275 acres of build-to-suit opportunities. From world-class personalized medicine, state-of-the-art facilities 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 the 32,500 SF Copper Springs Hospital.
- Other commercial ventures include Coldwater Depot III, Avondale Commerce Center and Gateway Village.

# Avondale and Greater Phoenix Communities



# Avondale Growth



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

## Miscellaneous Statistics & Demographics

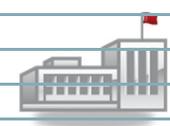
Snapshot of Avondale	
Date of Incorporation	December 13, 1946
Form of Government	Council/Manager
City Budget FY 2017-2018	\$217,464,817
Number of City Employees (FTE)	525.75
Land Area (Square Miles)	45.6
Population Per Square Mile	1773
Miles of Streets	266

City Facilities and Services	
<b>Culture and Recreation</b>	
Community Centers	1
Parks	10
Park Acreage - Developed	121
Ramadas	18
Ball Fields	8
Multi-Use Fields	9
Basketball Courts	10
Tennis Courts	2
Dog Park	1
<b>Police Protection</b>	
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
<b>Fire Protection</b>	
Number of Stations	4
Number of Fire Personnel	75
Number of Calls Answered Yearly	8,500
<b>Sewage System</b>	
Miles of Sanitary Sewers	237
Number of Service Connections	21,774
<b>Water Systems</b>	
Miles of Water Mains	330
Number of Service Connections	22,784
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	Harkins Theatres
Vitamin Shoppe	Maricopa County Regional Court
Sportsman Warehouse	

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	Main Event
Quik Trip	Copper Springs

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

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

2015 Census Population Estimate	80,684
White	27,432 34%
Black or African American	7,262 9%
Asian	3,227 4%
American Indian/Alaska Native	1,614 2%
Other	807 1%
Hispanic or Latino	40,342 50%

Housing Units	
Occupied	23,516

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

Population by Age	
Age 0 - 4	9%
Age 5 - 9	9%
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	4%
Age 75 - 84	1%
Age 85 and over	1%
Male	49%
Female	51%
Median Home Value	\$142,110
Median Household Income	\$55,100
Household Income by Bracket	
Income \$15,000 - \$34,999	28%
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%

Climate <sup>3</sup>	
Average maximum temperature	86.8°F
Average annual temperature	74.3°F
Average annual precipitation	8.37"
City Election Turnout <sup>4</sup>	
Registered Voters (as of 11/8/16)	37,850
Ballots cast at 4/4/2014 Election	24,287
Voter Turnout	64.2%

Sources: <sup>1</sup>2010 United States Census    <sup>2</sup>Nielson Demographic Snapshot, May 2015    <sup>3</sup>National Weather Service    <sup>4</sup>Avondale 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 and 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 1<sup>st</sup> through June 30<sup>th</sup> 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 2016. 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.
- Transfers of appropriation from Council approved carryovers require justification and City Manager authorization.
- Department heads are authorized for all other transfer types between divisions and category of expenditures within the same fund and function.

### 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.

## Policies, Process and Budget Development

- Increase the efficiency and productivity of City operations.
  - Capital projects constructed in response to residential or commercial development should be financed through development fees.
  - Where appropriate, capital projects should take maximum advantage of improvements provided by other units of government.
- Major changes to the CIP of \$50,000 or more require City Council review and authorization.
  - Transfers of appropriation in the CIP of under \$50,000 are allowed where funding is available and allowable for intended use.

### 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 30<sup>th</sup> of the applicable fiscal year.
- The City Manager, or his authorized designee, has the authority to assign funds for specific purposes. Any funds set aside as assigned fund balance must be reported to the Council at their next regular meeting and recorded in the minutes. The Council has the authority to remove or change the assignment of the funds with a simple majority vote.
- The Council shall establish and maintain a stabilization fund as a committed fund balance in the General Fund of no less than 35 percent (35%) of budgeted General Fund expenditures and transfers out of the prior fiscal year to provide a comfortable margin of safety for natural disasters, urgent events, revenue shortfalls or budget deficits.
- Net position in the Water and Wastewater Funds shall be maintained at a minimum of nine (9) months of operating expenditures plus five percent (5%) of the value of assets excluding accumulated depreciation. All other 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.

## Policies, Process and Budget Development

- 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.
- 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.

## Policies, Process and Budget Development

- 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.

### **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 implemented through the budget process.

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

In order to develop a budget, the City must first 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.

## Policies, Process and Budget Development

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

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

## Policies, Process and Budget Development

- General economic fluctuations can be one of the most difficult considerations when preparing a budget. In recent years even the best economists have encountered difficulty in predicting the performance of the economy. Also, any local event significantly impacting the local economy is taken into consideration. The failure or inability to conservatively consider projected economic activity can cause significant financial problems.

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

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

### Departmental Planning & Preparation

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

Each department 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.

## Policies, Process and Budget Development

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

### Budget Adoption, Monitoring and Evaluation

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

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

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

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

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

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				

2016

Date	Task	Legal Ref.
8 <sup>th</sup> – 26 <sup>th</sup>	CIP System Update	
11 <sup>th</sup>	Complete Water & Sewer Rate Study Report	§9-511.01

15 <sup>th</sup>	Post Water & Sewer Rate Study Report	§9-511.01
19 <sup>th</sup>	CIP System Available	
27 <sup>th</sup>	Post Notice of Intent	§9-511.01

1 <sup>st</sup> - 31 <sup>st</sup>	Citizen Survey	
3 <sup>rd</sup>	Town Hall Mtg – Water & Sewer Rate	
17 <sup>th</sup>	Adopt Notice of Intent – Water & Sewer Rates	§9-511.01

10 <sup>th</sup>	CIP Updates & Requests Due	
14 <sup>th</sup> – 24 <sup>th</sup>	Budget Staff Review of CIP	
21 <sup>st</sup>	Public Hearing and Adoption of Water & Sewer rates	
30 <sup>th</sup>	Operating and CIP budget prior year carryover reconciliation	

5 <sup>th</sup> – 8 <sup>th</sup>	City Manager CIP Review	
12 <sup>th</sup>	Strategic Plan and Budget Kick-off	
12 <sup>th</sup>	Complete Five Year Forecast	
19 <sup>th</sup>	Adoption of Ordinance – Water & Sewer Rates	§9-511.01

2017

2 <sup>nd</sup>	Budget System (ABPRS) Available	
4 <sup>th</sup> – 5 <sup>th</sup>	Budget System (ABPRS) Training	
9 <sup>th</sup> – 19 <sup>th</sup>	Mgmt/Dept CIP Review Meeting	
19 <sup>th</sup>	New Water/Wastewater Rates take effect	

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

## Budget Calendar

2017

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				

Date	Task	Legal Ref.
5 <sup>th</sup>	Budget Updates & Requests Due	
13 <sup>th</sup> – 16 <sup>th</sup>	Budget Staff Review of Budget	
15 <sup>th</sup> – 16 <sup>th</sup>	CIP Citizens' Committee Meeting(s)	
Feb 27 <sup>th</sup> – Mar 9 <sup>th</sup>	Mgmt/Dept Budget Review Meetings	

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	

13 <sup>h</sup>	Budget document to departments final review	
20 <sup>th</sup>	Fee Changes Due	
23 <sup>rd</sup>	Carryover Requests Due	
30 <sup>h</sup>	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						

10 <sup>th</sup>	Council Budget Work Session 1	
17 <sup>th</sup>	Council Budget Work Session 2	
17 <sup>th</sup>	Post Budget Estimates	§42-17103
20 <sup>th</sup>	Post Notice of Fee Changes	§9-499.15
24 <sup>th</sup>	Council Budget Work Session 3	

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			

1 <sup>st</sup>	Prepare Tentative Budget	
1 <sup>st</sup>	Complete Auditor General Forms	§42-17101 & §42-17102
15 <sup>th</sup>	Adopt Tentative Budget	§42-17101 & CC Art. VI, Sec. 4
17 <sup>th</sup>	Post Tentative Budget website & libraries	§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	

May 31 <sup>st</sup> & June 7 <sup>th</sup>	Publish Tentative Budget (AG Forms A & B, Public Hearing Notice & TNT Hearing Notice, Send Press Release)	§42-17107
19 <sup>th</sup>	Final Budget Adoption & Truth in Taxation Public Hearing	§42-17105 & §42-17104
20 <sup>th</sup>	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					

10 <sup>th</sup>	Adopt Property Tax Levy	§42-17151
13 <sup>th</sup>	Prop. Tax Docs to Prop. Tax Oversight Commission	§42-17107

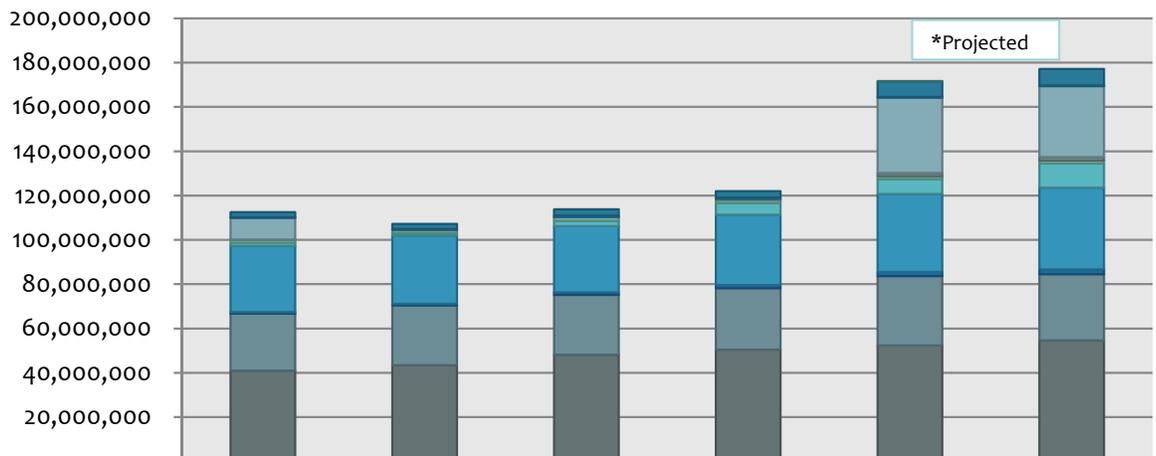
SC = State Constitution  
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## Budget Summary

### 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 1.2% from the prior year. Property valuations for Avondale are up 6.3% 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 256 permits to date with a projection of 364 for FY 2016-2017. The increase in home building should help fund infrastructure requirements for new development



	2013	2014	2015	2016	2017*	2018*
Reimbursement Revenue	-	-	-	-	400,000	-
Miscellaneous Revenue	2,274,133	2,347,564	2,961,990	2,898,226	6,797,317	7,420,640
Investment Income	344,907	299,264	466,301	610,905	332,126	353,855
Other Financing Sources	9,746,747	-	-	-	34,000,000	32,000,000
Sale of Assets	19,498	141,123	212,280	450,894	1,516,770	1,516,770
Fines, Forfeitures and Penalties	1,469,460	1,337,738	1,533,978	1,342,836	1,293,439	1,318,100
Development Fees	1,351,422	1,048,584	2,402,486	5,379,305	6,684,779	10,889,653
Charges for Services	29,822,537	30,894,845	29,993,497	31,694,988	35,263,453	36,970,416
Licenses and Permits	849,843	799,500	1,089,650	1,462,438	1,868,245	2,094,610
Intergovernmental Revenues	25,607,048	26,934,298	27,061,878	27,760,886	31,253,552	29,874,450
Taxes	41,037,422	43,439,658	48,121,581	50,433,910	52,328,301	54,681,848
<b>Total</b>	<b>112,523,018</b>	<b>107,242,575</b>	<b>113,843,641</b>	<b>122,034,388</b>	<b>171,737,982</b>	<b>177,120,342</b>

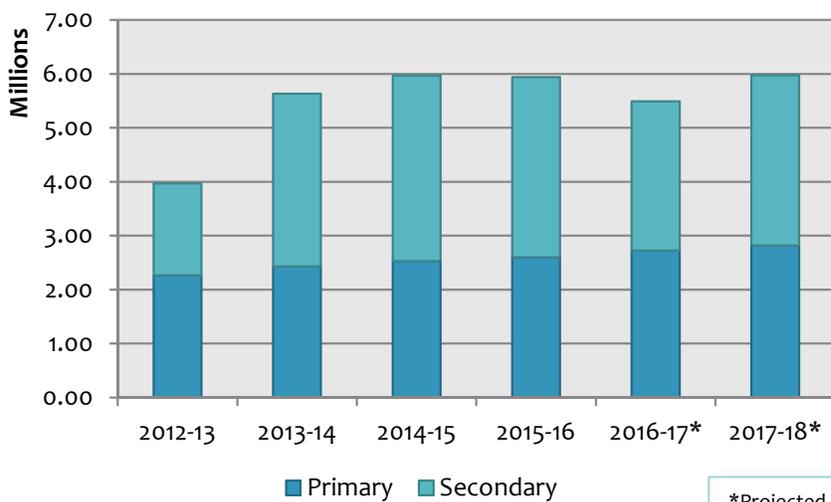
The largest funding source for Avondale services and infrastructure continues to be local taxes. Charges for Services make up the second largest source of revenues and includes utility fees, recreation fees and internal service charges. The following pages include more detailed information on all the 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 and secondary property taxes is limited (LPV) to growth of no more than five percent over the previous year. 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	+/-
12-13	3,967,056	-25.71%
13-14	5,629,420	41.9%
14-15	5,969,162	6.04%
15-16	5,936,891	-0.54%
16-17*	5,492,486	-7.49%
17-18*	5,972,254	8.73%

#### 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	\$0.7501 per \$100 of NAV/LPV
Secondary Tax Rate	\$0.8499 per \$100 of NAV/FCV
Total	\$1.6000

#### General Class & AV Ratios

Commercial – 18% - FY 2017  
 Residential – 10%  
 Source: Arizona State and County  
 Abstract of the Assessment Roll

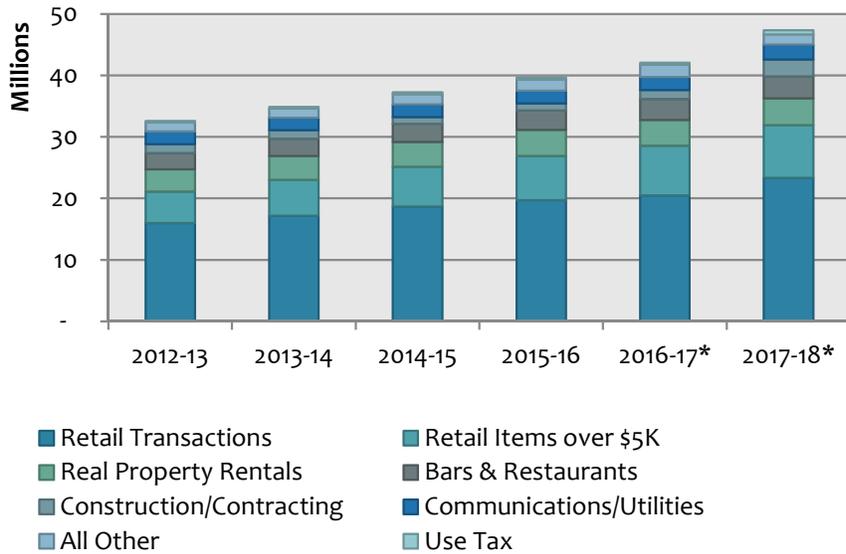
#### Assumptions

The City annually receives the net assessed values of taxable property from the County Assessor. Existing property values increased 4.7% from the 2016 tax year and another 1.5% was added in new property resulting in a 6.3% total growth in primary assessed valuations. The total tax rate for FY 2017-18 was reduced from \$1.70 to \$1.60 per \$100 of assessed valuation and meets legal limits on primary property tax and match secondary property tax collections with annual G.O. debt requirements. Total expected revenues are 8.73% higher 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.



FY	Annual Revenue	+/-
12-13	32,585,775	8.33%
13-14	34,890,875	7.07%
14-15	37,261,633	6.79%
15-16	39,682,823	6.50%
16-17*	42,104,340	6.10%
17-18*	47,354,764	12.47%

Detail by Class	FY 17-18*
Retail	23,340,895
Retail Item \$5k +	8,583,819
Contracting	4,379,110
Bar/Restaurants	3,533,537
Real Prop. Rent	3,016,807
Comm/Utilities	2,458,155
Use Tax	1,647,790
All Other	394,651
<b>Total</b>	<b>47,354,764</b>

### 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, transportation, 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

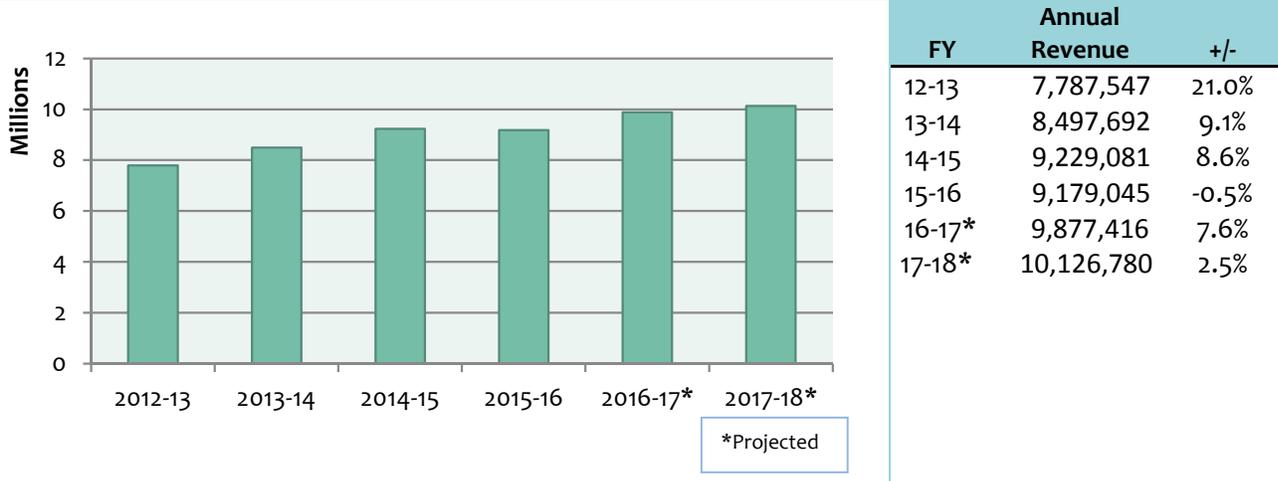
An overall growth rate of 12.5% is projected for the 2017-18 fiscal year. The projections are based on recent collection trends by classification. Most categories of sales taxes are projected to grow at a rate between 3% and 15%, while construction sales tax is expected to increase over 200% based on recent construction sales tax collections.

## 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.



#### 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 2015)	\$4,538,467,200
15% City & Town Share	\$680,770,080
US Census Population for Avondale	76,238
Avondale Pct. of Total City & Town Population	1.41%
Avondale FY 2017-18 Share	\$10,126,784

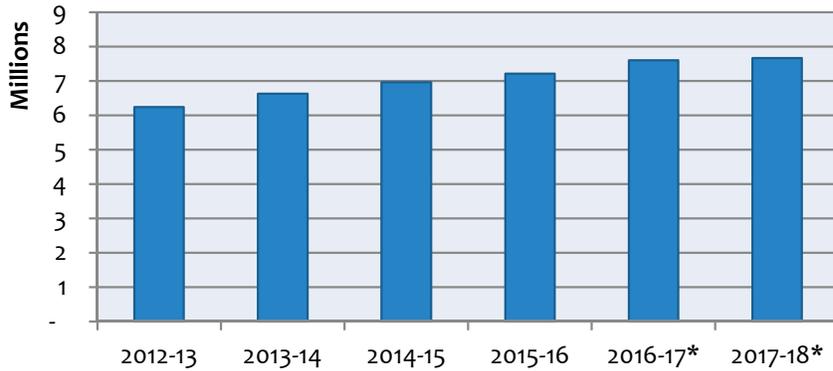
#### Assumptions

As discussed above, the City took the conservative approach and budgeted a 2.5% increase to the estimate of revenue. The City’s share of the revenue was reduced from 1.49% to 1.41%, but the amount of revenue grew sufficiently that the City will see a \$250,000 increase during FY2017-18.

## 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	+/-
12-13	6,240,221	4.7%
13-14	6,635,966	6.3%
14-15	6,967,295	5.0%
15-16	7,217,550	3.6%
16-17*	7,599,297	5.3%
17-18*	7,668,890	0.9%

\*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)	\$2,060,000,000	<b>Class</b>	<b>% to DB</b>
25% City & Town Share	\$515,000,000	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	1.41%	Restaurants & Bars, Retail, Amusements, Equipment Rentals,	40%
Avondale FY 2017-18 Share	\$7,668,892	Hotel/Motel (5.5%)	50%
		ARS §42.5010	

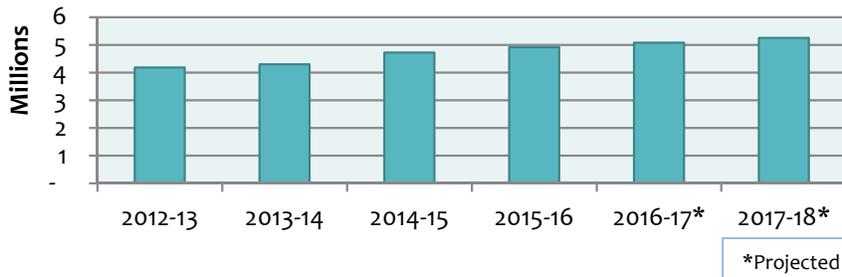
#### Assumptions

A 0.9% increase in the fiscal year 2017-18 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	+/-
12-13	4,174,775	9.4%
13-14	4,299,561	3.0%
14-15	4,719,669	9.8%
15-16	4,925,201	4.2%
16-17*	5,072,960	3.2%
17-18*	5,244,650	3.4%

#### 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

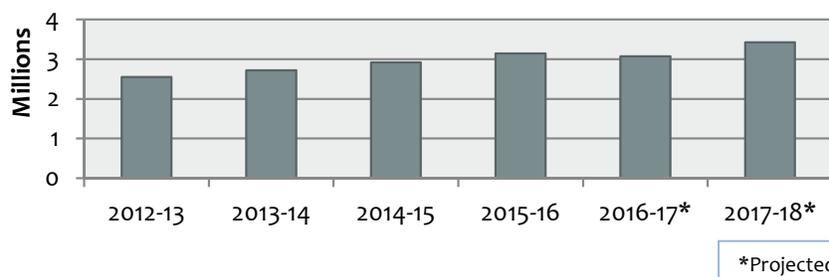
Cities and towns receive 27.5% of HURF based on two factors: population and gasoline sales within each county.

#### Assumptions

This revenue source is subject to fluctuations in fuel prices and consumer behavior. As a result, a modest 3.4% growth rate is projected for 2017-18 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	+/-
12-13	2,550,807	4.3%
13-14	2,719,021	6.6%
14-15	2,912,879	7.1%
15-16	3,143,954	7.9%
16-17*	3,070,100	-2.4%
17-18*	3,420,870	11.4%

#### 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.

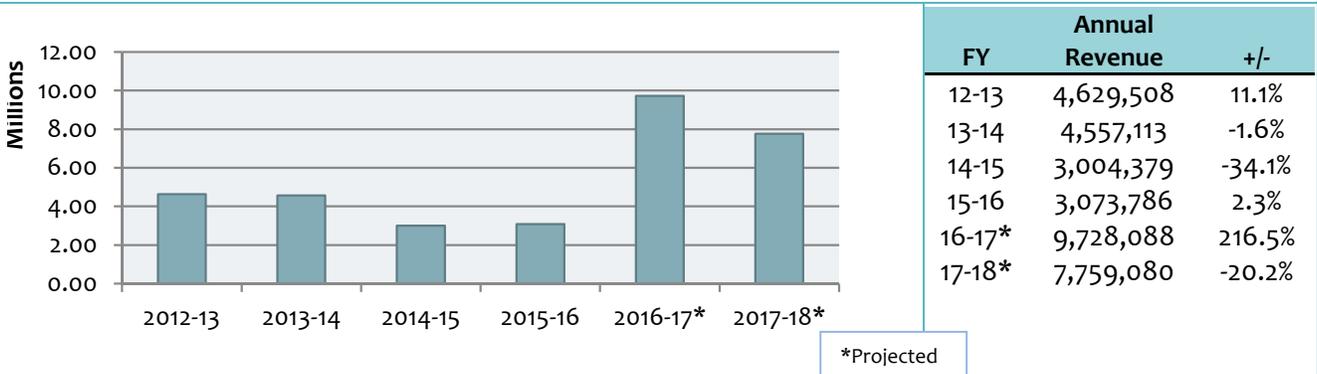
#### Assumptions

This revenue source is subject to consumer behavior. As consumers are beginning to increase vehicle purchases we are seeing growth for this revenue source. An increase of 11.4% is projected for FY 2017-18.

## 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: 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.



### 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

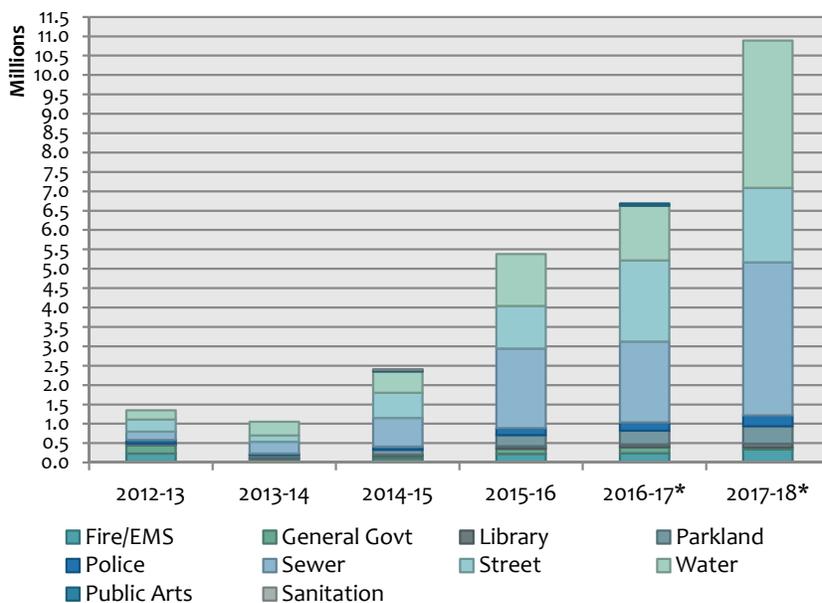
The 2017-18 projections reflect the \$5,000,000 unanticipated revenue and assume the continued award of routine grants. The Neighborhood and Family Services Department also provides the projections for various grant revenues based on the status of their current grant programs.

## 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 August 4, 2014. The new fees were calculated in conformance with 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	+/-
12-13	1,351,422	44.8%
13-14	1,048,585	-22.4%
14-15	2,402,486	129.1%
15-16	5,379,305	123.9%
16-17*	6,684,779	24.3%
17-18*	10,889,653	62.9%

Category	FY 17-18*
Sewer	3,952,250
Water	3,805,304
Transportation	1,914,595
Parks & Rec	449,341
Fire/EMS	341,706
Police	280,974
Library	100,823
General Govt	44,660
<b>Total</b>	<b>10,889,653</b>

#### 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.

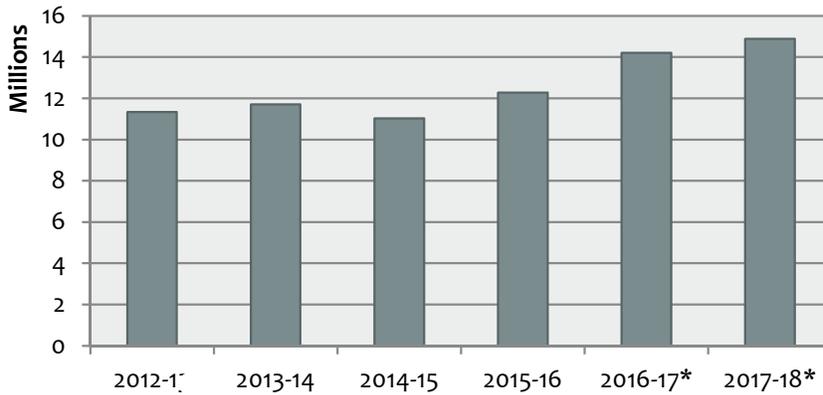
#### Assumptions

Projections are based on the new fees and 365 homes for FY2017-18. 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 of 2017.



\*Projected

FY	Annual Revenue	+/-
12-13	11,343,391	-2.8%
13-14	11,709,614	3.2%
14-15	11,026,915	-5.8%
15-16	12,281,074	11.4%
16-17*	14,200,000	15.6%
17-18*	14,883,116	4.8%

### 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 \$3.20 per bill Meter Size-Base Fee all users* -		Residential Usage Charge*/ 1,000 gallons		Non-Residential Usage Charge**/ 1,000 gallons	
3/4" Meter	\$8.00	0-4,000 gal	\$ 1.15	0-8,000 gal	\$ 1.83
1" Meter	19.90	5,000-8,000 gal	\$ 1.83	9,000-12,000gal	\$ 2.68
1 1/2" Meter	39.90	9,000-12,000gal	\$ 2.68	13,000 + gal	\$ 4.20
2" Meter	63.80	13,000 + gal	\$ 4.20	Hydrant – all gal	\$4.20
3" Meter	119.70				
4" Meter	199.50				
6" Meter	399.00				
Hydrant Meter	199.50				

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

\*\*Based on 3/4" Meter

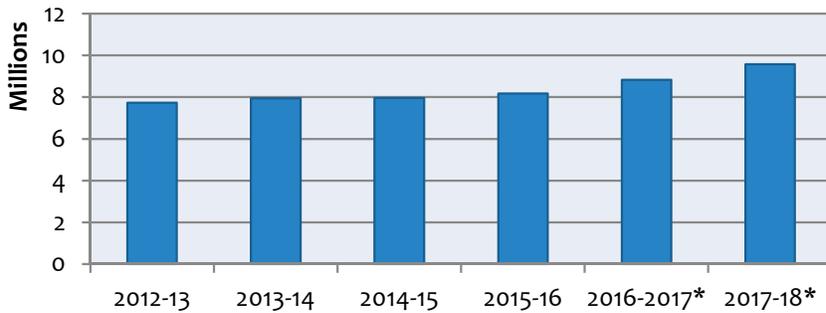
### Assumptions

In January of 2017, the second rate increase since 2009 were adopted by Council. The water rate increase is 6.0% in total across all rate categories and meter sizes plus a 2.4% population growth factored into the model. The sewer and water rate model adopted by the City Council includes a 6.0% increase each year into FY 2021. These rates are reflected in the FY2017-18 estimate of revenue.

## 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 of 2017.



FY	Annual Revenue	+/-
12-13	7,737,392	0.6%
13-14	7,941,061	2.6%
14-15	7,964,757	0.3%
15-16	8,174,566	2.6%
16-17*	8,830,000	8.0%
17-18*	9,580,550	8.5%

\*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 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		\$6.50			
Customer Class	Volume charge per 1,000 gal	Return Factor	Customer Class	Volume charge per 1,000 gal	Return Factor
Residential*	\$3.82	80%	Restaurant	7.49	80%
Multi-Family	3.82	100%	Mobile Home Park*	3.82	80%
Auto Steamcleaning	11.13	70%	Laundromat	2.42	70%
Bakery Wholesale	7.49	80%	Bars w/o Dining	2.83	80%
Hospital & Convalescent	2.89	80%	School and College	2.30	80%
Hotel W/ Dining	5.05	80%	Laundry, Commercial	4.13	70%
Hotel W/O Dining	3.22	80%	Professional Office	2.27	80%
Markets w/Garbage Disposal	6.89	80%	Car Wash	1.86	70%
Mortuaries	6.89	80%	Department/Retail	2.49	80%
Repair Shop/Svc Station	2.88	80%			

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

### Assumptions

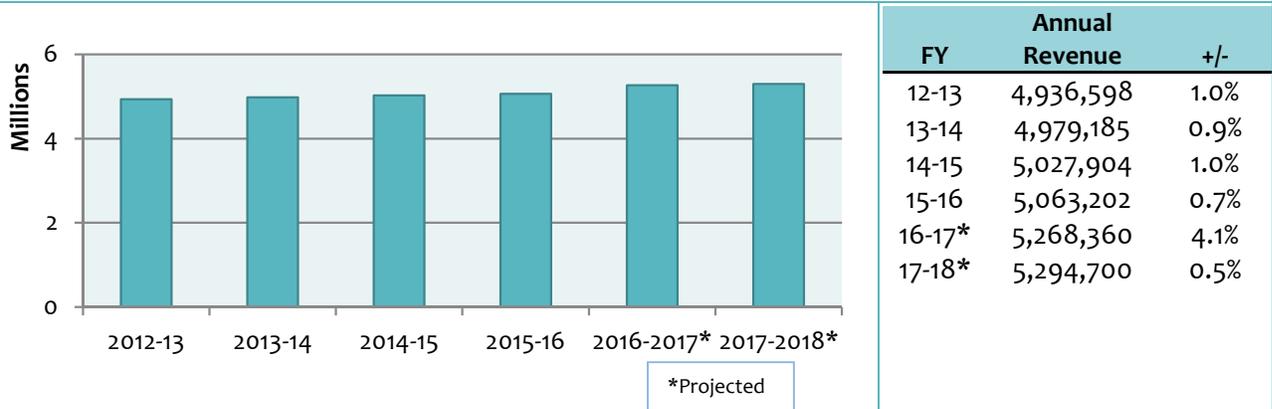
During FY 2016-2017, the City completed a water and sewer rate study, and in January of 2017, the new rates took effect. The sewer rate increase was 6.0% in total across all rate categories and meter sizes plus a 2.4% population growth factored into the model. These rates are reflected in the FY2017-18 estimate of revenue.

## 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 also offers monthly green waste pickup at no additional cost.

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.



### 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	1	\$40.00

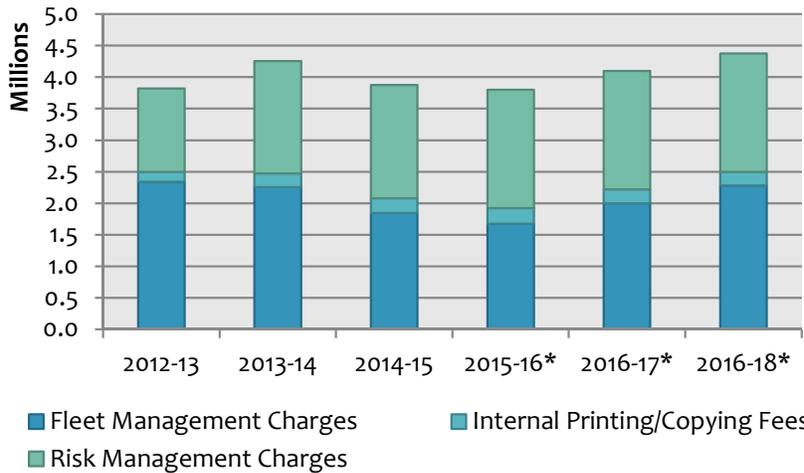
### Assumptions

Collection trends for this source have been fairly consistent and no increase is projected for the 2017-18 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	+/-
12-13	3,818,489	-2.9%
13-14	4,253,264	11.4%
14-15	3,873,652	-8.9%
15-16	3,798,795	-1.9%
16-17*	4,099,855	7.9%
17-18*	4,373,180	6.7%

Category	FY 17-18*
Internal	
Print/Copy	218,520
Risk Mgmt.	1,875,580
Fleet Mgmt.	2,279,080
<b>Total</b>	<b>4,373,180</b>

### Use

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
<b>Allocation</b>	Hourly Labor	Liability by FTE Count & Claims %	Maintenance
<b>Components</b>	Parts plus Markup	Building by Occupancy %	Copy Supplies
	Fuel plus Markup	Vehicle by Value	Replacement Reserve
	Sublet plus Markup	Reserve Requirement	
	<b>Charge Basis</b>	Work Order	Annual Allocation

### Assumptions

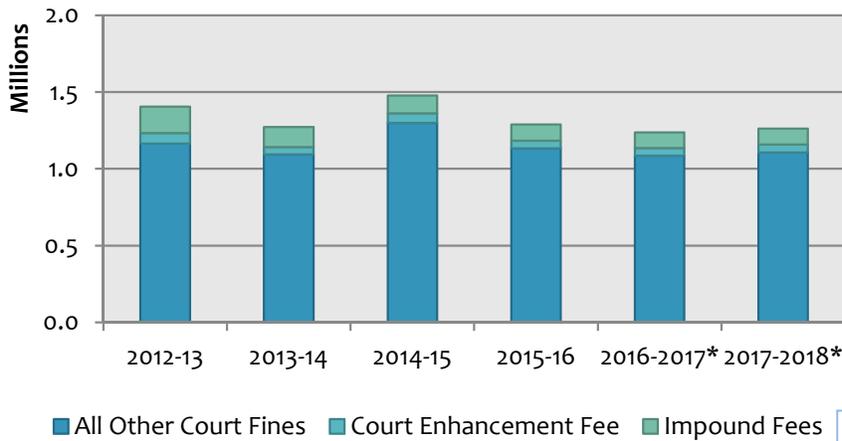
Projections are based on projected internal service fund expenditure and reserve requirements. Fleet revenue assumptions include projected fuel and parts prices. Risk revenue assumes an increase in reserve requirements for uninsured claims. Printer/Copier revenue assumes an increase in price per page.

## 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	+ / (-)
12-13	1,404,625	15.7%
13-14	1,272,099	-9.4%
14-15	1,477,174	16.1%
15-16	1,288,118	-12.8%
16-17*	1,237,846	-3.9%
17-18*	1,262,600	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

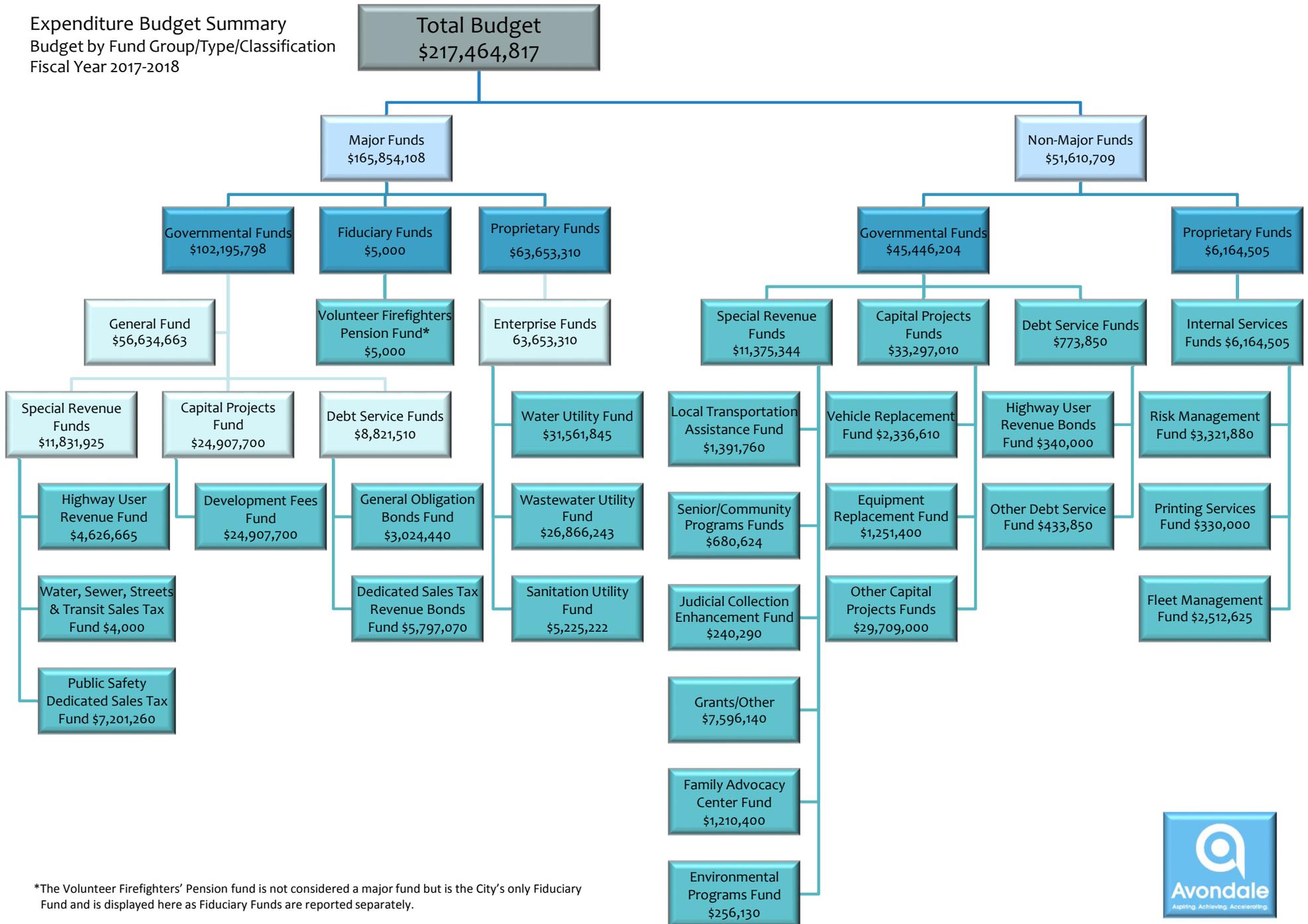
Court fines are intended to be punitive and set at a level sufficient to modify behavior. In addition to the City fine and penalty structure, the Court is obligated to collect various fees, surcharges and assessments mandated by the Arizona Supreme Court. The fines and penalties therefore vary widely. 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 FY2017-18 projections reflect a moderate increase in case filings and a corresponding increase in fines of 2%.

**Expenditure Budget Summary**  
 Budget by Fund Group/Type/Classification  
 Fiscal Year 2017-2018



\*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

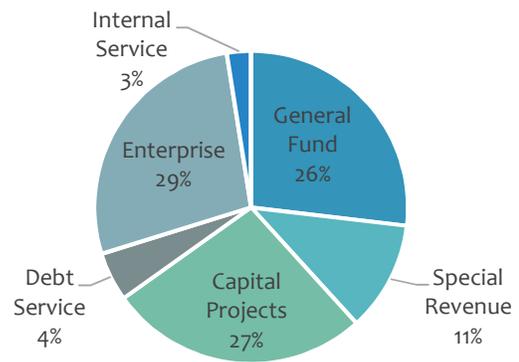
### Expenditure Summary

Under the voter approved “Home Rule” expenditure limitation, the City has the ability to appropriate all revenue sources. Therefore, City of Avondale 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 \$217,464,817 by fund category are depicted on the right. The general fund appropriations comprise 26% of the total budget and capital funds make up 27%. Enterprise funds, including enterprise capital projects make up about 29%. Special revenue funds, including dedicated sales taxes and grant funds, total 11%. The appropriations for the City’s only Pension Trust fund total \$5,000.



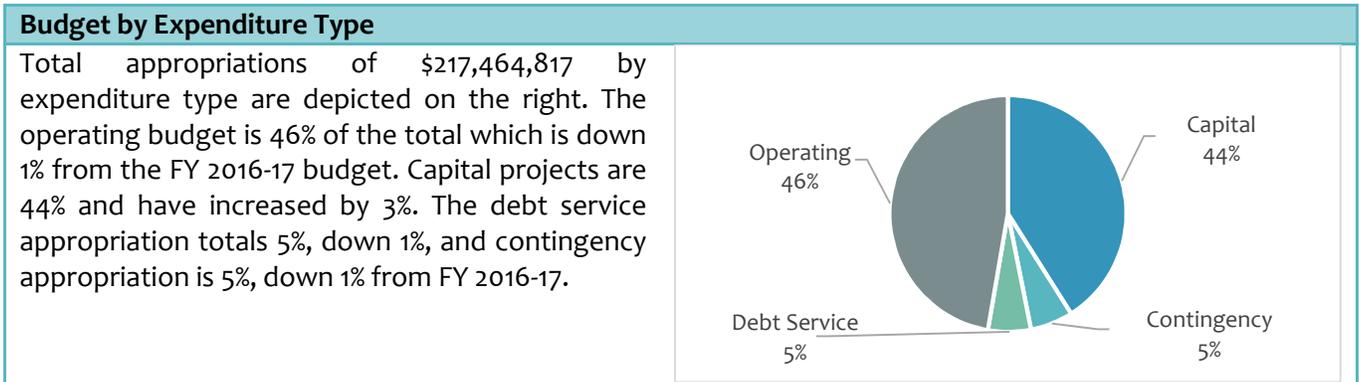
Funds are further classified as major or non-major based on the local focus or importance. Some of the funds are aggregated to simplify reporting, such as the minor grant funds and development fee funds. The City’s funds are grouped based on the following fund groups and types and are appropriated as 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
Proprietary	Debt Service	General Obligation Bonds Dedicated Sales Tax Bonds	*Other Capital Projects Highway User Revenue Bonds *Other Debt Service Funds
	Enterprise	Water Utility Wastewater Utility Sanitation	Internal Service
Fiduciary	Pension Trust		Voluntary Firemen’s Pension

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

## Budget Summary

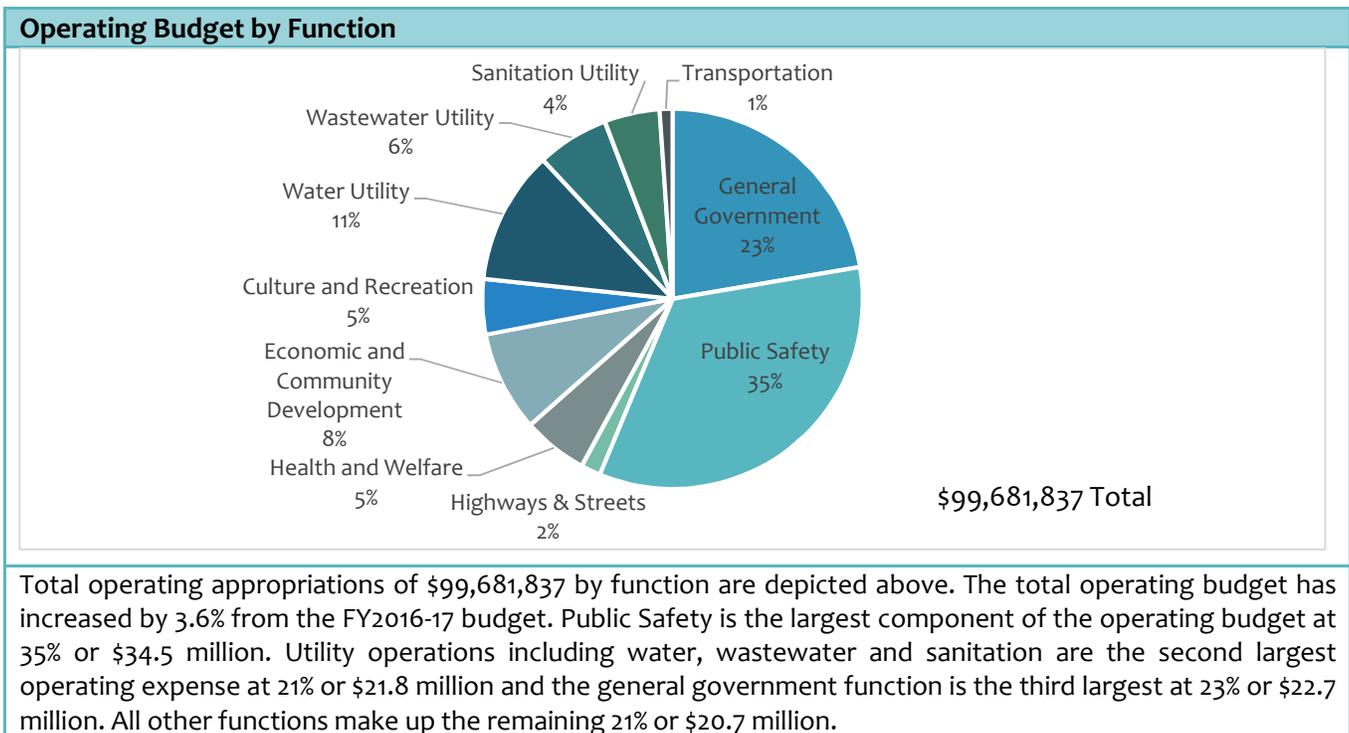
In addition to fund groupings and categories, expenditures are budgeted by expenditure type which helps separate the operations from capital, debt and contingency appropriations. This level of budgeting provides the mechanism to match expenditure budgets to revenue sources. Specifically recurring revenue 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
<b>General Government</b>	City Council
	City Administration
	Community Relations
	Information Technology
	Finance & Budget
	Human Resources
	City Clerk
	City Court
	Public Works - Administration & Fleet
	Parks, Recreation & Libraries - Facilities
<b>Public Safety</b>	Police
	Fire
<b>Highways &amp; Streets</b>	Public Works - Streets
	Development & Engineering Services - Traffic
<b>Health &amp; Welfare</b>	Neighborhood & Family Services
<b>Economic &amp; Community Development</b>	Development & Engineering Services
	Economic Development
<b>Culture and Recreation</b>	Park, Recreation & Libraries
<b>Utility Operations</b>	Public Works – Water, Wastewater & Sanitation
<b>Transportation</b>	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 54%, which includes all salaries and benefits for city staff. Contractual services comprise 38% 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 13-14	FY 14-15	FY 15-16	FY 16-17*	FY 17-18*
<b>Personal Services</b>	42,102,471	44,634,720	47,470,797	48,154,830	53,899,196
<b>Contractual Services</b>	26,589,386	24,783,057	25,777,743	34,865,090	37,789,316
<b>Commodities</b>	4,886,864	4,843,424	4,794,054	5,292,414	6,082,784
<b>Capital Outlay</b>	3,332,765	1,171,959	1,132,920	1,386,640	979,271
<b>Other</b>	-	491	70	1,283,890	931,270
<b>Leases</b>	46,227	-	-	-	-
<b>Totals</b>	<b>76,957,713</b>	<b>75,433,651</b>	<b>79,175,584</b>	<b>90,982,864</b>	<b>99,681,837</b>

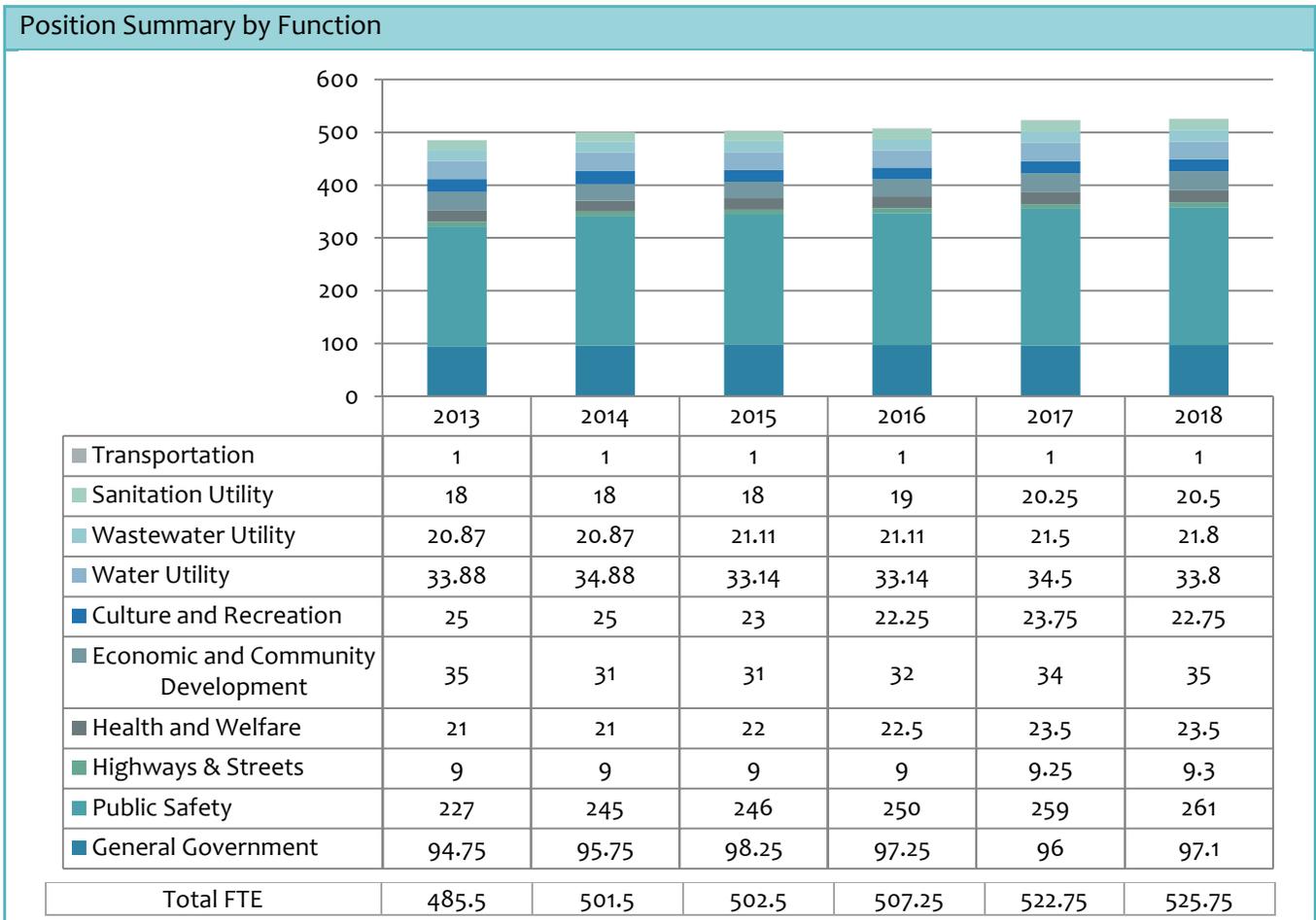
\*Projected

The operating expenditure budget assumptions for the 2017-2018 fiscal year include: a salary adjustment of four percent, increases in pension and other associated payroll costs, supplemental requests totaling \$8,166,070, and carryover requests totaling \$33,008,722. 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 6.9 full-time equivalents (FTE) per 1,000 citizens, indicating that the city’s workforce is efficient. The FY 2017-18 budget includes three (3.0) FTEs needed to maintain, improve and provide new service to City residents.

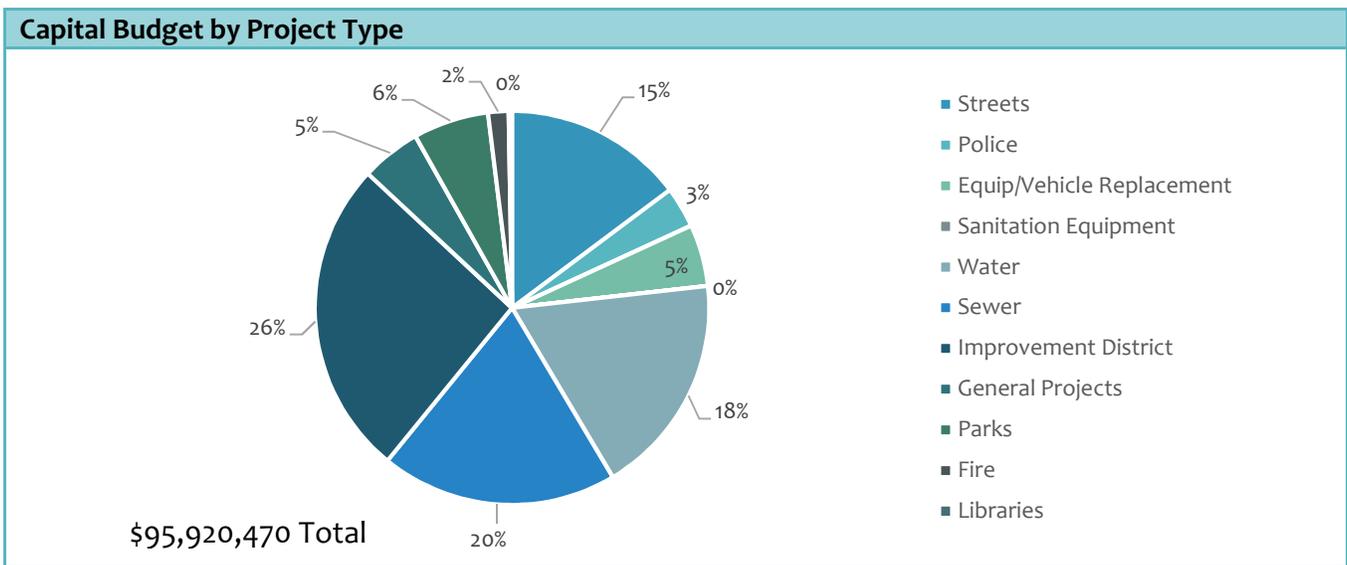


Public safety staffing makes up 49.6% of the City’s total full-time equivalents. The next largest groups of FTEs is general government at 18.5%, utility operations at 14.5%, economic and community development at 6.7% with the remaining groups making up the remaining 11% of the total. A detailed listing of positions by fund, department and title is included in the schedules section of this document.

## Budget Summary

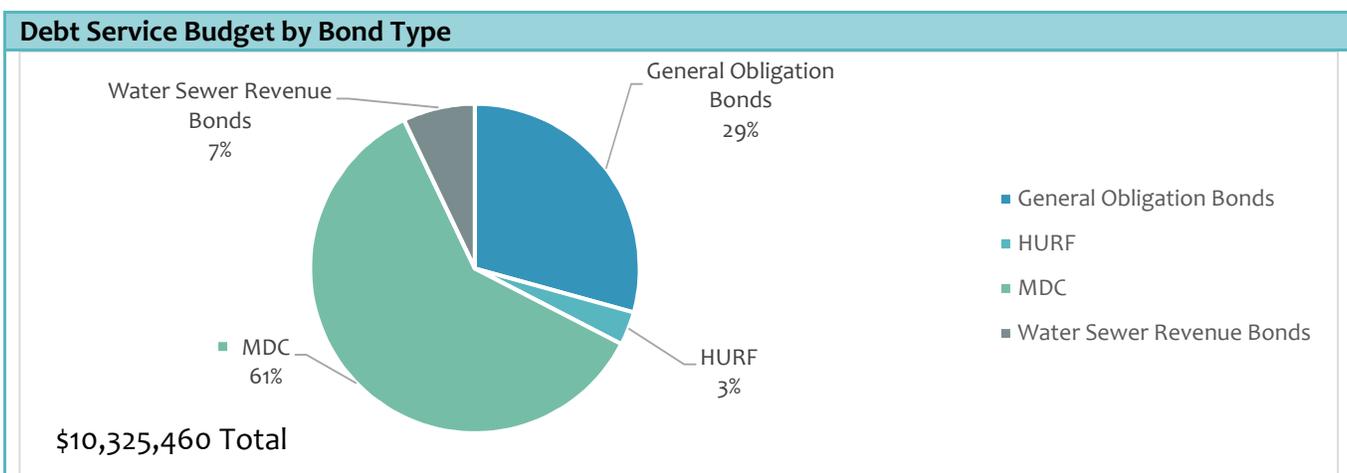
### Capital Improvement Plan

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 2017-18 are \$95,920,470. 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 \$96,223,420. The CIP for the 2017-2018 fiscal year has increased by \$11.9 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 assumes the issuance of \$7 million in bonds for park improvements as well as a property and evidence room for the Police Department.



## 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*
<b>Governmental</b>					
<b>General</b>					
		General Fund		101	*
<b>Special Revenue</b>					
		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	
<b>Capital</b>					
		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*
<b>Governmental</b>					
<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	
<b>Proprietary</b>					
<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	
<b>Fiduciary</b>					
<i>Pension Trust</i>					
		Volunteer Fireman's Pension		701	

## Budget Summary

### Projection of Financial Condition by Fund Type

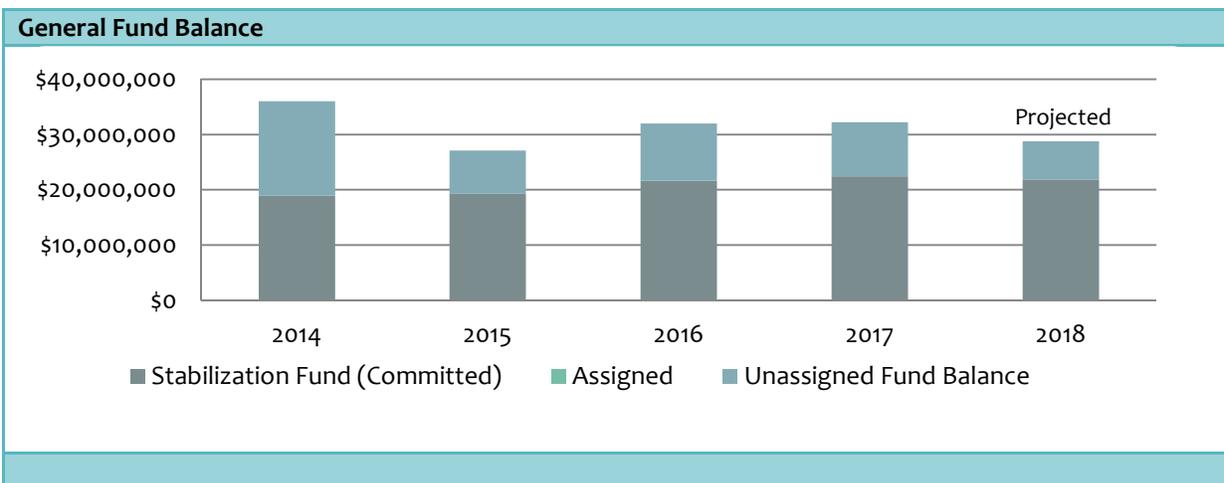
Fund Type	Fund Balance/ Net Position June 30, 2017	Revenue	Transfers In	Expenditure	Transfers Out	Stabilization Fund	Fund Balance/ Net Position June 30, 2018
General Fund	41,423,097	64,227,319	-	56,634,663	20,244,175	21,867,357	6,904,221
Special Revenue	19,036,189	28,883,862	1,684,415	23,207,269	7,490,410	-	18,906,787
Capital Projects	20,034,867	36,164,949	19,309,900	58,204,710	302,950	-	17,002,056
Debt Service	8,898,777	3,645,197	5,902,950	9,595,360	-	-	8,851,564
Enterprise	78,987,876	39,817,625	7,481,030	63,653,310	7,331,030	-	55,302,191
Internal Service	4,036,380	4,380,960	1,000,000	6,164,505	9,730	-	3,243,105
Trust & Agency	230,559	430	-	5,000	-	-	225,989
Total All Funds	172,647,746	177,120,342	35,378,295	217,464,817	35,378,295	21,867,357	110,435,914

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 2018 fiscal year, the balance in the general fund is estimated to total \$28.8 million. Of this total, \$21.9 million is committed to the stabilization fund. This leaves \$6.9 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.



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

## Budget Summary

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

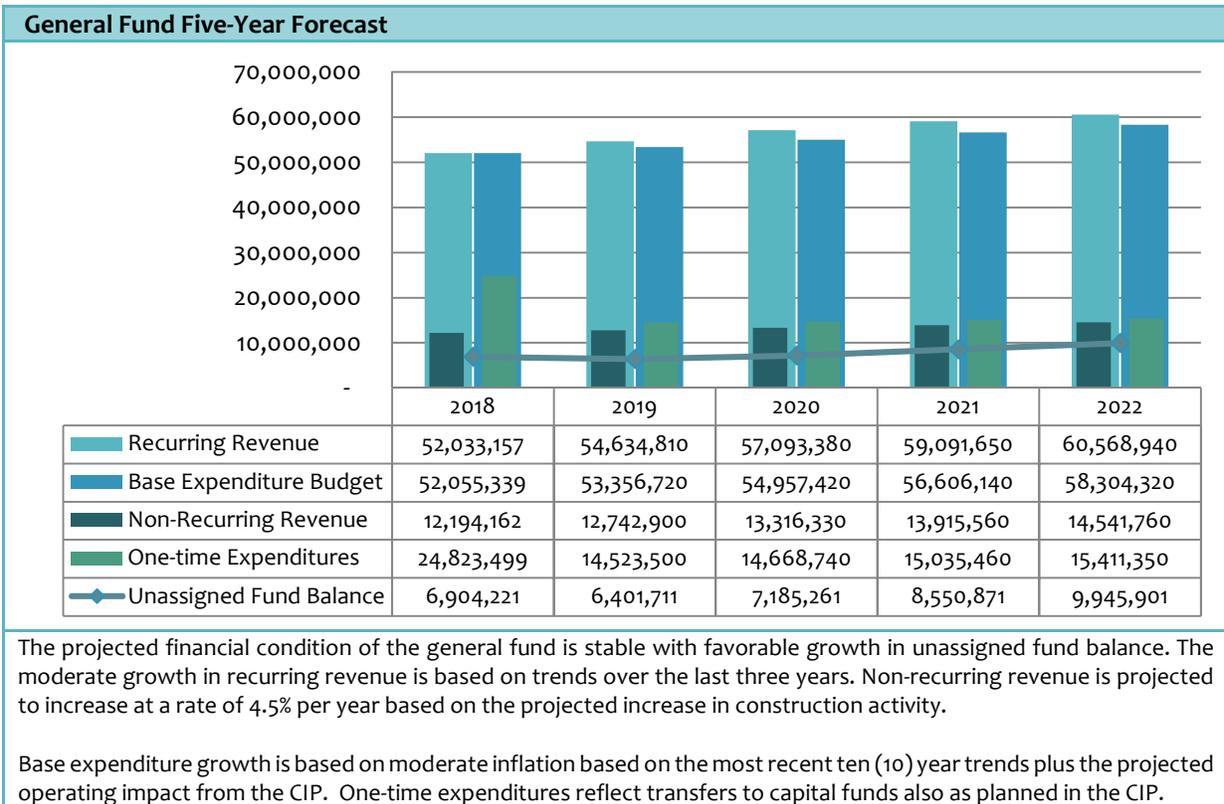
### General Fund Budget Analysis FY 2017-18

Revenue	Recurring Revenue			OneTime Sources			Total Revenue
Taxes			30,286,887			6,328,492	36,615,379
Intergovernmental Revenues			18,840,240			2,494,630	21,334,870
Licenses and Permits			726,100			1,338,510	2,064,610
Charges for Services			572,510			1,167,690	1,740,200
Fines, Forfeitures and Penalties			1,182,420			25,900	1,208,320
Sale of Assets			-			3,710	3,710
Investment Income			50,000			150,000	200,000
Miscellaneous Revenue			375,000			685,230	1,060,230
<b>Total Revenue</b>			<b>52,033,157</b>			<b>12,194,162</b>	<b>64,227,319</b>
Expenditures	FY 2017 Base	Additions	Adjusted	Supplementals	All Other*	Total	Expenditures
General Government	12,166,545	571,125	12,737,670	2,131,500	145,300	2,276,800	15,014,470
Public Safety	24,484,350	1,885,960	26,370,310	279,210	78,500	357,710	26,728,020
Health and Welfare	1,747,610	(50,790)	1,696,820	217,610	22,023	239,633	1,936,453
Economic & Community Dev.	3,894,550	114,579	4,009,129	563,400	726,276	1,289,676	5,298,805
Culture and Recreation	4,053,970	42,745	4,096,715	412,500	6,500	419,000	4,515,715
Capital Outlay	47,000	(18,800)	28,200	53,000	65,000	118,000	146,200
Contingency	-	-	-	-	2,995,000	2,995,000	2,995,000
<b>Sub-Total</b>	<b>46,394,025</b>	<b>2,544,819</b>	<b>48,938,844</b>	<b>3,657,220</b>	<b>4,038,599</b>	<b>7,695,819</b>	<b>56,634,663</b>
Net Transfers	3,196,789	(80,294)	3,116,495	1,092,300	16,035,380	17,127,680	20,244,175
<b>Grand Total Uses</b>	<b>49,590,814</b>	<b>2,464,525</b>	<b>52,055,339</b>	<b>4,749,520</b>	<b>20,073,979</b>	<b>24,823,499</b>	<b>76,878,838</b>
<b>Net Change in Fund Balance</b>	<b>-</b>	<b>-</b>	<b>(22,182)</b>	<b>-</b>	<b>-</b>	<b>(12,629,337)</b>	<b>(12,651,519)</b>

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

As stated in the financial policies section, the City makes every effort to match recurring revenues with ongoing expenditures (Base Budget). In FY2017-18 ongoing expenditures slightly exceed ongoing revenues and may be a result of conservative revenue projections. One-time uses which are not funded by non-recurring revenues are funded by use of the unassigned general fund balance. In FY2017-18, a one-time transfer of \$10,300,000 of fund balance is authorized to fund one-time projects including \$9 million to build a new Resource Center.

## Budget Summary



### 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 decrease to \$18.9 million from \$19.0 million by June 30, 2018. The projected decrease is mostly due to zero beginning fund balances in certain grants that require draw-down of funding on a reimbursement basis only. 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

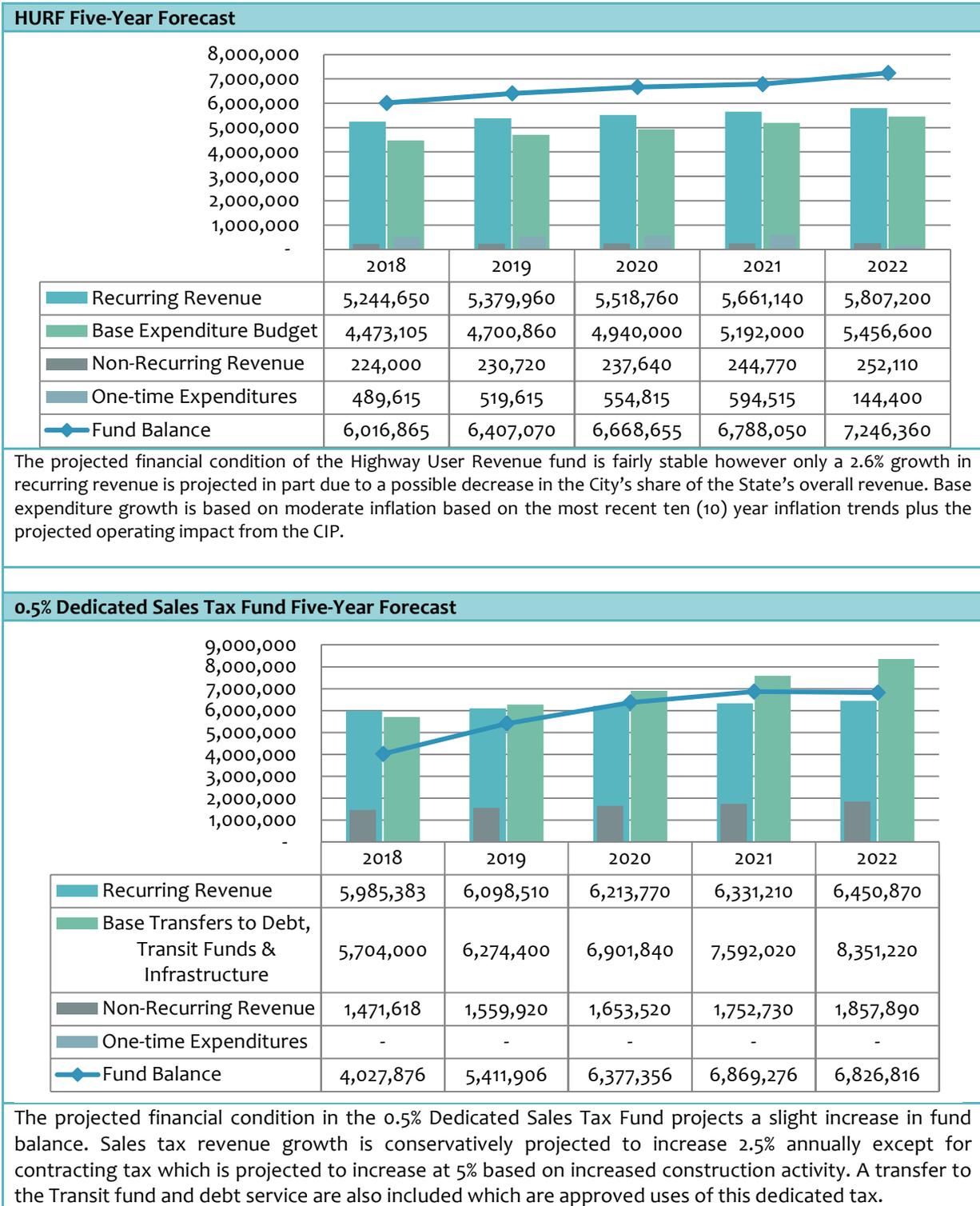
### Special Revenue Funds Budget Analysis FY 2017-18

Revenue	Recurring Revenue			Non-Recurring Revenue			Totals
Taxes			11,970,766			2,943,236	14,914,002
Intergovernmental Revenues			6,719,030			1,049,350	7,768,380
Charges for Services			268,370			-	268,370
Development Fees			-			-	-
Fines, Forfeitures and Penalties			106,080			-	106,080
Investment Income			2,440			7,330	9,770
Miscellaneous Revenue			-			5,817,260	5,817,260
<b>Total Revenue</b>			<b>19,066,686</b>			<b>9,817,176</b>	<b>28,883,862</b>
Expenditures	FY 2017 Base	Additions	FY 2018 Base	Supplemental	All Other*	Sub-Total	Totals
General Government	454,880	40,980	495,860	77,080	5,078,419	5,155,499	5,651,359
Public Safety	7,250,110	445,930	7,696,040	95,000	-	95,000	7,791,040
Highways & Streets	1,547,174	91,491	1,638,665	-	-	-	1,638,665
Health and Welfare	1,065,644	51,327	1,116,971	2,250	1,835,713	1,837,963	2,954,934
Economic & Commur	2,375,570	348,370	2,723,940	6,000	203,500	209,500	2,933,440
Transportation	855,900	535,860	1,391,760	-	-	-	1,391,760
Capital Outlay	12,250	-	12,250	-	38,821	38,821	51,071
Contingency	-	-	-	-	795,000	795,000	795,000
<b>Total Expenditures</b>	<b>13,561,528</b>	<b>1,513,958</b>	<b>15,075,486</b>	<b>180,330</b>	<b>7,951,453</b>	<b>8,131,783</b>	<b>23,207,269</b>
Other Financing Sourc	FY 2017 Base	Additions	FY 2018 Base	Supplemental	All Other*	Sub-Total	Totals
Transfers In	(1,172,539)	(411,876)	(1,584,415)	-	(100,000)	(100,000)	(1,684,415)
Transfers Out	7,028,470	(614,400)	6,414,070	276,160	800,180	1,076,340	7,490,410
<b>Total Other</b>	<b>5,855,931</b>	<b>(1,026,276)</b>	<b>4,829,655</b>	<b>276,160</b>	<b>700,180</b>	<b>976,340</b>	<b>5,805,995</b>
<b>Net Change in Fund Balance FY 2018</b>			<b>(838,455)</b>	<b>(456,490)</b>		<b>709,053</b>	<b>(129,402)</b>

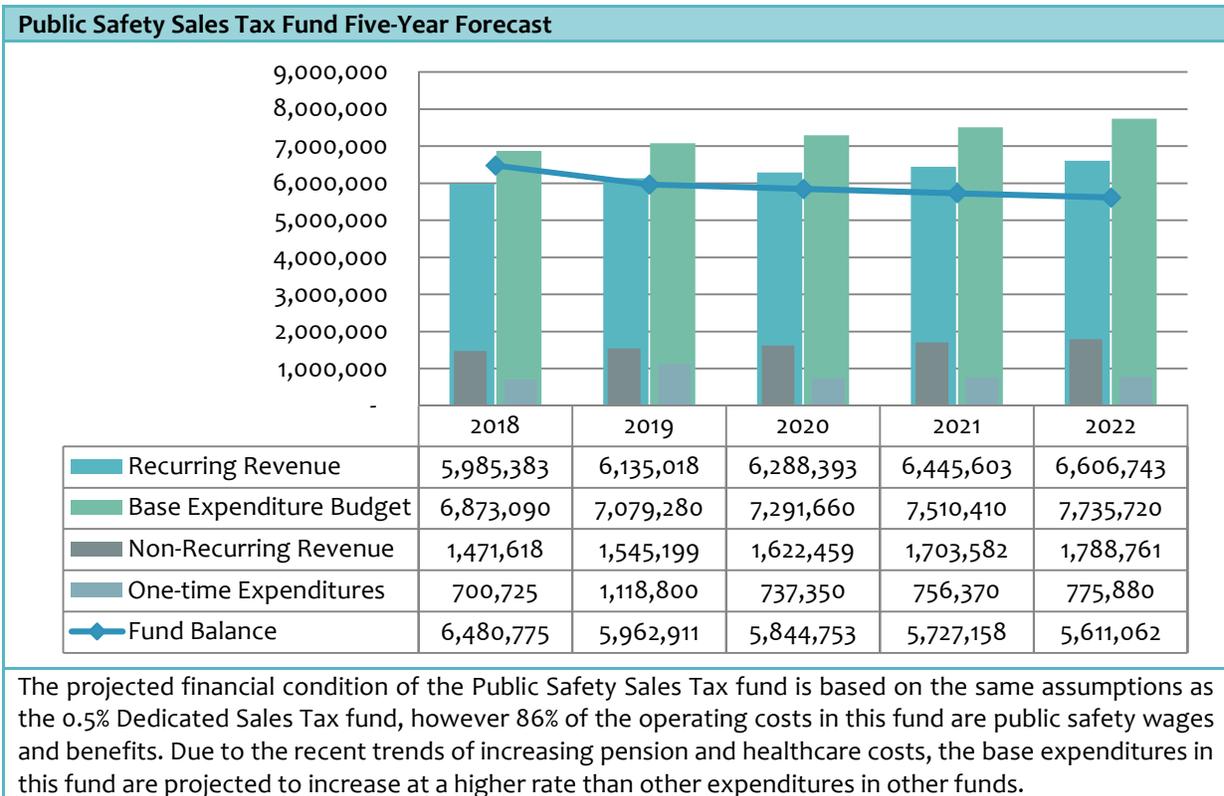
\*Includes carryovers, contingency, onetime credits and grant/contribution based programs.

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



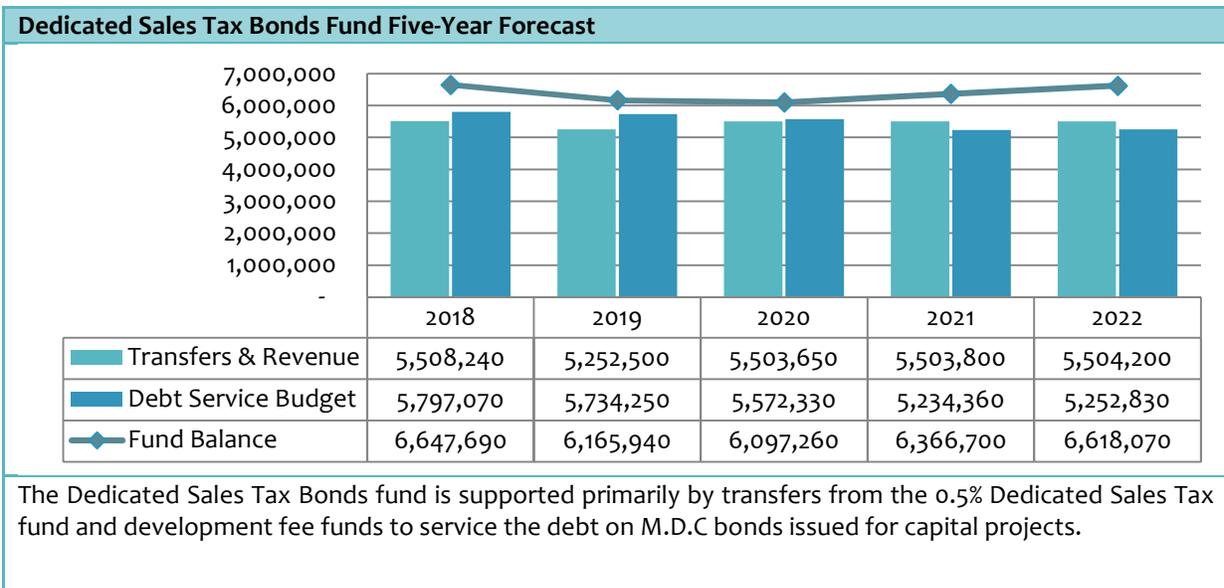
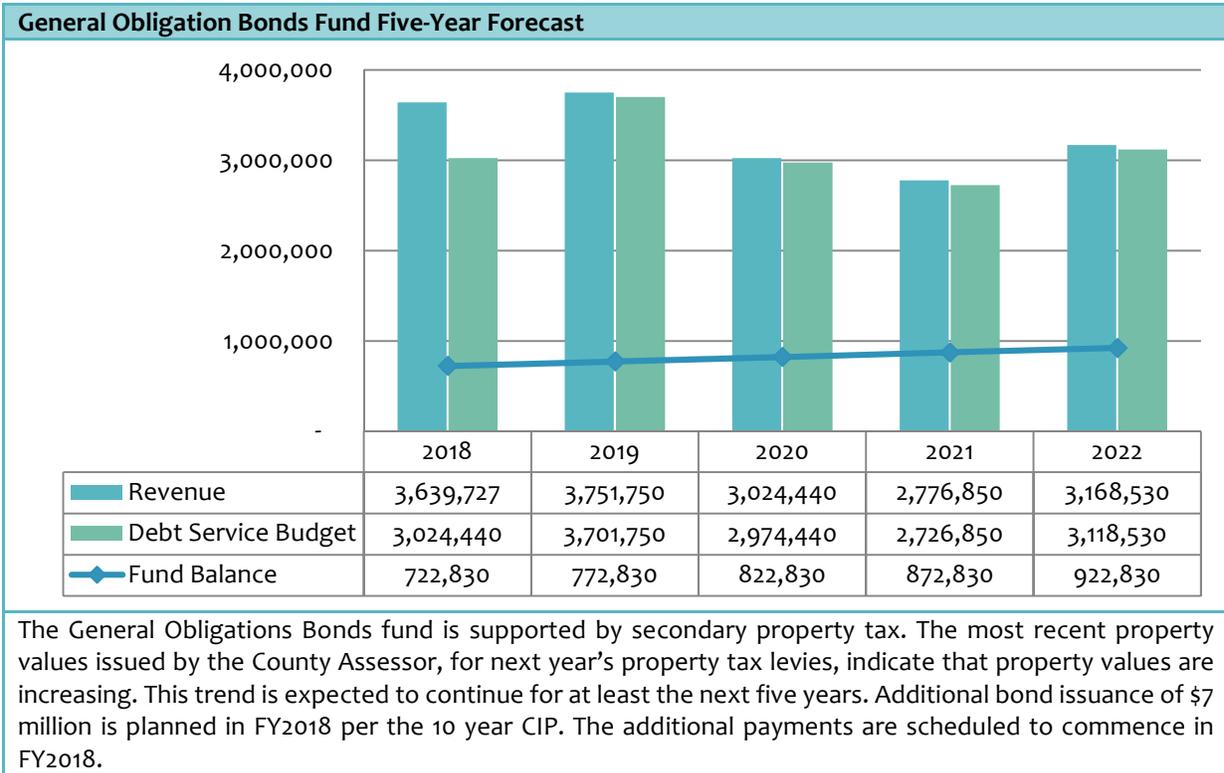
### Capital Projects Funds

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 2017-18 is projected to decrease to \$17.0 million from \$20.0 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 decrease slightly from \$8.9 million to \$8.8 million by June 30, 2018. 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



## Budget Summary

### Enterprise Funds

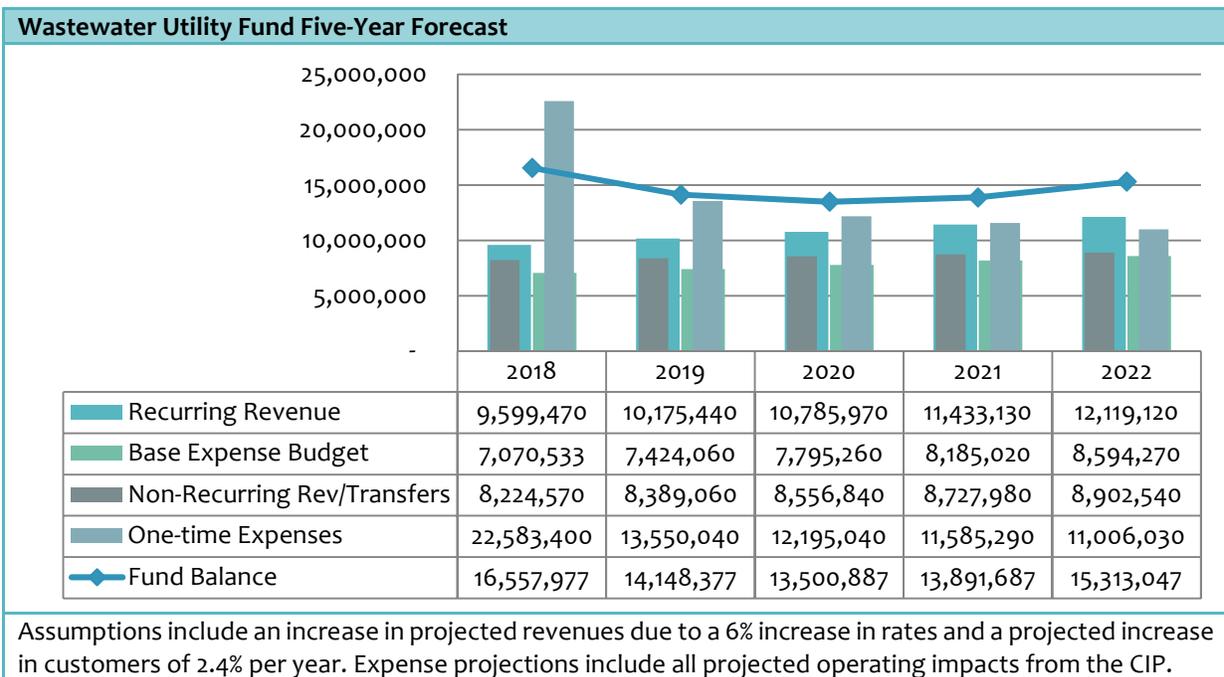
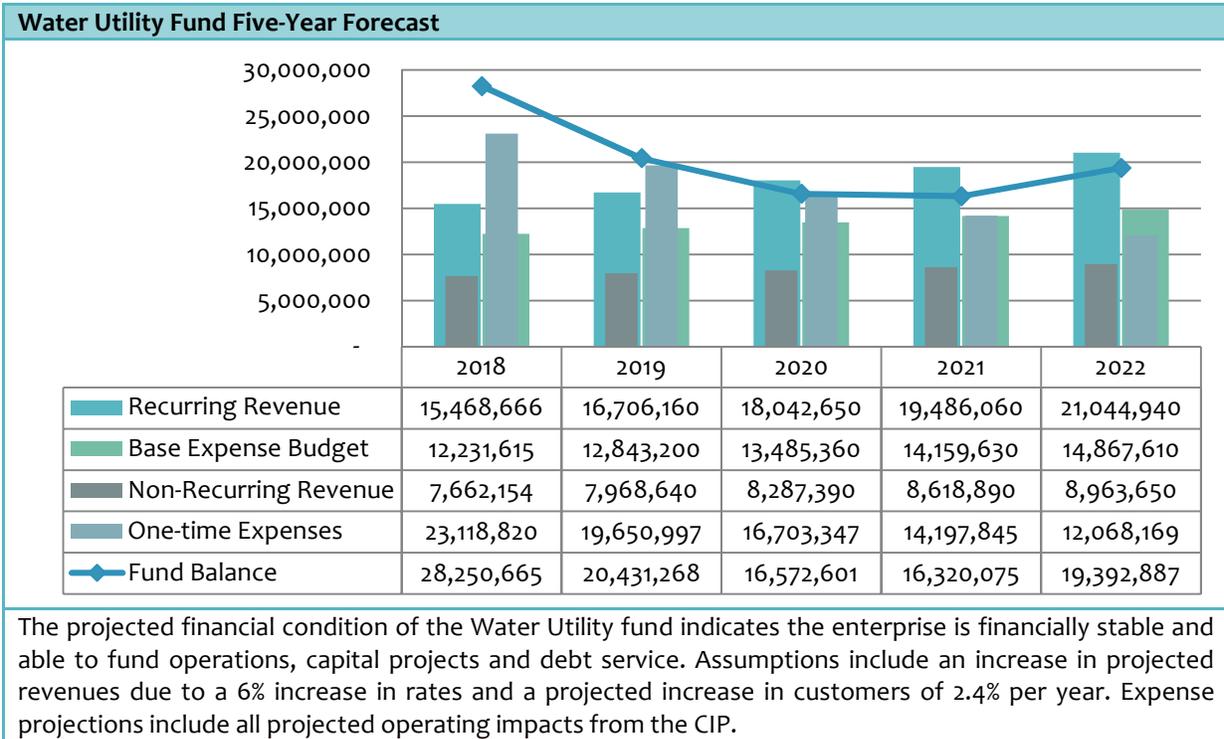
The enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the City Council is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The enterprise funds are projected to decrease in fund balance from \$79.0 million to \$55.0 million by June 30, 2018. This decrease is due to the completion of several major capital projects. 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 2017-18

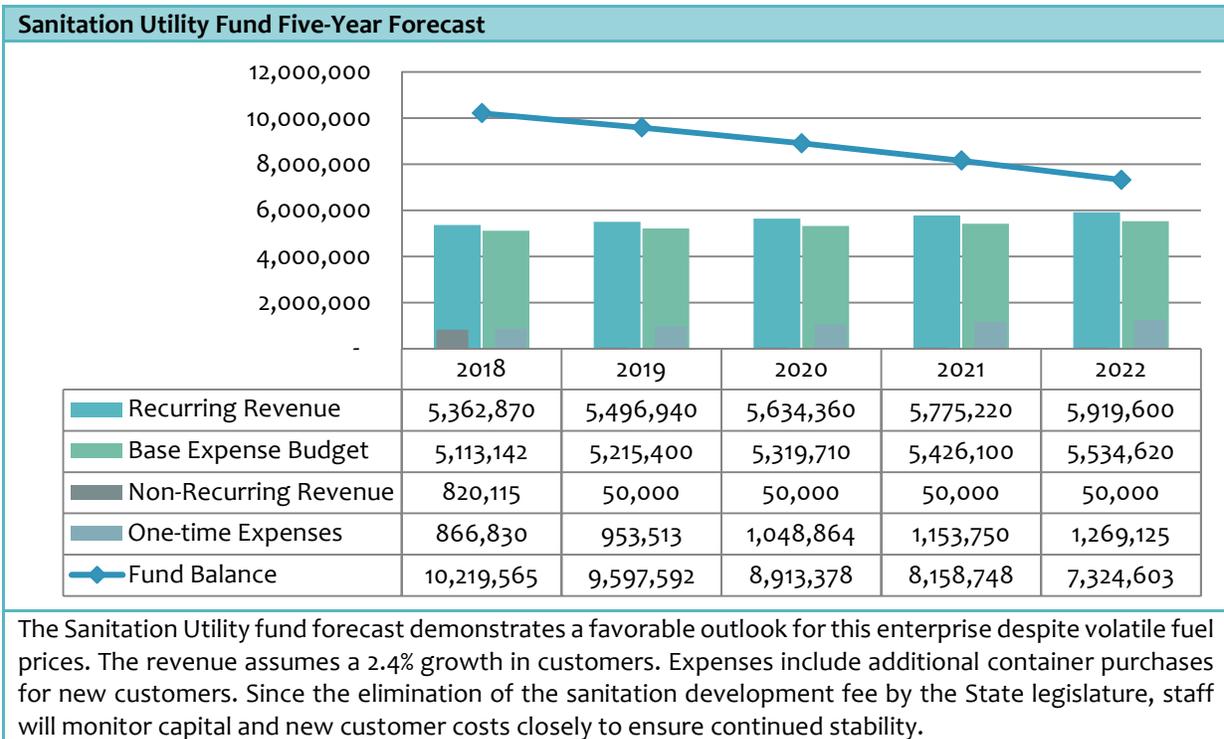
Revenue	Recurring Revenue			Non-Recurring Revenue			Total Revenue
Licenses and Permits			7,500			22,500	30,000
Charges for Services			30,400,026			190,860	30,590,886
Development Fees			-			7,757,554	7,757,554
Fines & Penalties			1,850			1,850	3,700
Sale of Assets			-			1,313,060	1,313,060
Investment Income			21,630			86,925	108,555
Other Financing Sources			-			-	-
Miscellaneous			-			13,870	13,870
<b>Total Revenue</b>			<b>30,431,006</b>			<b>9,386,619</b>	<b>39,817,625</b>
Expenditures	FY 2017 Base	Additions	FY 2018 Base	Supplementals	All Other*	Total One-Time	Total Expenditures
Cost of sales & services	21,424,552	397,848	21,822,400	-	4,290,560	4,290,560	26,112,960
Contingency	-	-	-	-	2,500,000	2,500,000	2,500,000
Capital Outlay	583,000	(50,000)	533,000	75,000	33,702,250	33,777,250	34,310,250
Debt Principal	1,638,730	(912,430)	726,300	-	-	-	726,300
Interest on Debt	5,420	(1,620)	3,800	-	-	-	3,800
<b>Total Expenditures</b>	<b>23,651,702</b>	<b>(566,202)</b>	<b>23,085,500</b>	<b>75,000</b>	<b>40,492,810</b>	<b>40,567,810</b>	<b>63,653,310</b>
Transfers In	-	(7,320,220)	(7,320,220)		-		(7,320,220)
Transfers Out	1,345,650	(15,860)	1,329,790	52,000	5,949,240	6,001,240	7,331,030
<b>Net Transfers</b>	<b>1,345,650</b>	<b>(7,336,080)</b>	<b>(5,990,430)</b>	<b>52,000</b>	<b>5,949,240</b>	<b>6,001,240</b>	<b>10,810</b>
<b>Projected Change in Net Position FY 2018</b>			<b>13,335,936</b>			<b>(37,182,431)</b>	<b>(23,846,495)</b>

\*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 steadily 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

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### Policy

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### Community Involvement

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#### Department Description

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

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

## Budget Summary

	FY 14-15 Actuals	FY 15-16 Actuals	FY 16-17 Budget	FY 16-17 Amended	FY 16-17 Estimates	FY 17-18 Budget
<b>Expenditure by Category</b>						
Personal Services	143,782	156,608	219,840	219,840	208,848	221,290
Contractual Services	64,910	54,819	79,850	76,762	75,858	91,440
Commodities	1,217	125	650	650	618	650
Other	-	-	3,000	3,000	2,850	-
Transfers Out	5,880	7,700	6,240	6,240	5,928	6,840
<b>Total by Category</b>	<b>215,789</b>	<b>219,252</b>	<b>309,580</b>	<b>306,492</b>	<b>294,101</b>	<b>320,220</b>
<b>Expenditures by Division</b>						
City Council	23,892	18,206	32,640	32,640	31,008	26,230
City Council - McDonald	29,386	28,578	36,240	18,620	34,428	-
City Council - Kilgore	14,446	30,444	39,780	38,460	37,791	40,560
City Council - Dennis	-	-	-	15,330	-	34,560
City Council - Malone	-	-	-	17,620	-	37,360
City Council - Nielson	12,675	26,758	34,780	39,205	33,041	49,150
City Council - Karlin	28,856	31,074	39,590	19,835	37,611	-
City Council - Sierra	10,254	18,453	33,680	33,680	31,996	35,060
City Council - Iwanski	20,600	24,958	34,680	17,046	32,946	-
City Council - Scott	18,255	-	-	-	-	-
City Council - Pineda	-	-	-	16,890	-	37,060
City Council - Weise	38,537	40,781	58,190	57,166	55,281	60,240
City Council - Vierhout	18,888	-	-	-	-	-
<b>Total by Division</b>	<b>215,789</b>	<b>219,252</b>	<b>309,580</b>	<b>306,492</b>	<b>294,101</b>	<b>320,220</b>
<b>Expenditures by Fund</b>						
General Fund	215,789	219,252	309,580	306,492	294,101	320,220
<b>Total by Fund</b>	<b>215,789</b>	<b>219,252</b>	<b>309,580</b>	<b>306,492</b>	<b>294,101</b>	<b>320,220</b>

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.

## Budget Summary

	FY 14-15 Actuals	FY 15-16 Actuals	FY 16-17 Budget	FY 16-17 Amended	FY 16-17 Estimates	FY 17-18 Budget
<b>Expenditure by Category</b>						
Personal Services	761,668	756,892	772,000	787,000	733,400	797,910
Contractual Services	702,650	796,417	905,050	890,230	859,798	970,710
Commodities	4,958	2,393	4,060	3,560	3,857	4,060
Other	(141,330)	(141,330)	(236,770)	(236,770)	(224,932)	(317,640)
Transfers Out	4,460	4,180	3,940	3,940	3,743	4,340
<b>Total by Category</b>	<b>1,332,406</b>	<b>1,418,552</b>	<b>1,448,280</b>	<b>1,447,960</b>	<b>1,375,866</b>	<b>1,459,380</b>
<b>Expenditures by Division</b>						
City Administrative Office	807,078	844,980	888,250	887,930	843,838	960,420
Emergency Management	42,716	-	-	-	-	-
City Attorney	482,612	573,572	560,030	560,030	532,029	498,960
<b>Total by Division</b>	<b>1,332,406</b>	<b>1,418,552</b>	<b>1,448,280</b>	<b>1,447,960</b>	<b>1,375,866</b>	<b>1,459,380</b>
<b>Expenditures by Fund</b>						
General Fund	1,332,406	1,418,552	1,448,280	1,447,960	1,375,866	1,459,380
<b>Total by Fund</b>	<b>1,332,406</b>	<b>1,418,552</b>	<b>1,448,280</b>	<b>1,447,960</b>	<b>1,375,866</b>	<b>1,459,380</b>
<b>Authorized Positions by Division</b>						
City Administrative Office	4.00	4.00	4.00	4.00	4.00	4.00
Emergency Management	1.00	-	-	-	-	-
<b>Total Authorized FTE</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

# 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 the City’s goals and the delivery of exceptional municipal services to the community. City departments and IT partner to optimize performance, decision-making, and customer service through the use of technology tools. 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 where our families, businesses, and partners thrive.

#### FY 2016-2017 Highlights

- ❑ Implemented a single sign on solution for usage with City services. This allows for one username to access multiple systems reducing the number of login accounts for users.
- ❑ Completed a full inventory of the Historic Goodyear Farms Cemetery and provided an interactive viewer to display the GIS map, data, and images collected for each plot.
- ❑ Updated the forward facing MyBackyard Map that allows residents to view and access documentation for zoning, general plan, CIP, development project locations, and school districts.
- ❑ Installed new GPS base station that will provide real-time GPS correction data streams to its users throughout the valley on the Arizona Continuous Operating Reference Stations (AZCORS) network program.
- ❑ Implemented the ADP Benefits Module for the ability to manage and report on health benefit plans and enrollments as well as maintain and report on government compliance. This brings self-service during open enrollment so employees can select their health plans/benefits electronically.

#### Information Technology

#### **Strategic Initiative:** Initiative 1 - Foster Sustainable Community Development

#### **Strategic Goal:** Maintain Community Safety for Businesses and Residents

- ❑ Public Safety— Deploy and support technologies that maintain high standards of safety for citizens to help make Avondale a Family Friendly City. Projects include: Completion of the Upgrade of All Field PCs to New Rugged Standard with Improved Telecommunications; On-Body Cameras; Crime Analytics and Dashboards; Long-term Video Evidence Storage.

#### **Strategic Initiative:** Initiative 4 - Encourage & Support Creative Innovation in Development & Service Delivery

#### **Strategic Goal:** Improve Internal and External Service Delivery

- ❑ Effective Staff Management— Maintain a strong IT culture and continue to invest in performance management, project management, staff development, and mature IT practices. Achieve high customer service rating and low attrition.

Information Technology

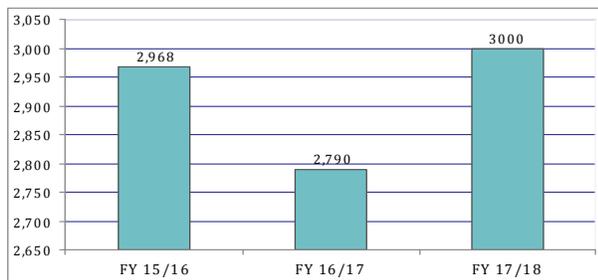
**Strategic Initiative:** Initiative 4 - Encourage & Support Creative Innovation in Development & Service Delivery

- ❑ 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: Bi-Annual Cybersecurity Audit; Increased Cyberinsurance Coverage; Implementation of the City EOC; Rollout of Adaptive and Ongoing Cybersecurity Training to Staff; 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: Transition to Online-Based Productivity Software; Neighborhood and Family Services Volunteer Management System; Support for IT Needs from Increased Usage of Volunteers and Interns.

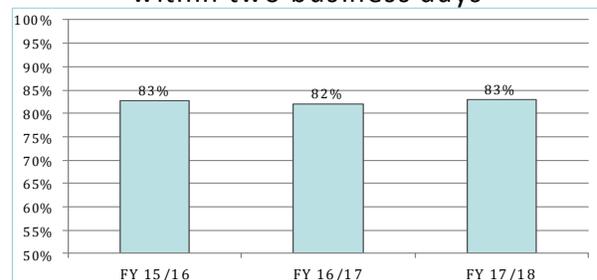
Performance Measures:	FY 2015-16 Actuals	FY 2016-17 Projected	FY 2017-18 Projected
Network Infrastructure Uptime and Availability – Percentage of all hours the City network is operational and usable by departments	99.4%	99.5%	>=99.5%
Server Systems Uptime and Availability – Percentage of all hours the City servers are operational and usable by departments	98.6%	99.4%	>=99.5%
Business Systems Uptime and Availability – Percentage of all hours the City business software systems are operational and usable by departments	98.3%	99.2%	>=99.5%
Customer Support Cases – Percentage of cases submitted by customers resolved within two business days	82.8%	82%	>=82%
Project Success – Percentage of projects completed within schedule, budget, scope, and satisfaction	82%	85%	>=85%
Computer Inventory Efficiency – Number of work computers to FTE	1.07	1.08	<=1.15
Contract Administration – Administer City IT contracts and agreements to achieve zero contract lapses or violations	2	1	0

<b>Workload Indicators:</b>	<b>FY 2015-16 Actuals</b>	<b>FY 2016-17 Projected</b>	<b>FY 2017-18 Projected</b>
Customer Support Cases – Number of Helpdesk Tickets	2968	2790	3000
Projects – Number of business software, systems, and infrastructure projects completed	90	105	100
Computer Replacements Workload – Number of PCs imaged, deployed, and migrated	249	148	42

Workload Indicator  
Customer Support Cases



Performance Measure  
Customer support cases resolved within two business days



## Budget Summary

	FY 14-15 Actuals	FY 15-16 Actuals	FY 16-17 Budget	FY 16-17 Amended	FY 16-17 Estimates	FY 17-18 Budget
<b>Expenditure by Category</b>						
Personal Services	1,720,693	1,803,235	1,876,460	1,876,460	1,782,637	1,937,800
Contractual Services	757,459	762,015	953,535	941,035	905,858	917,835
Commodities	41,771	11,786	8,670	53,670	8,237	33,130
Capital Outlay	229,051	49,339	108,700	76,200	103,265	65,000
Other	(593,680)	(593,680)	(699,180)	(699,180)	(664,221)	(550,420)
Transfers Out	19,130	23,260	27,600	27,600	26,220	29,500
<b>Total by Category</b>	<b>2,174,424</b>	<b>2,055,955</b>	<b>2,275,785</b>	<b>2,275,785</b>	<b>2,161,996</b>	<b>2,432,845</b>
<b>Expenditures by Division</b>						
Technology Administration	532,480	455,908	456,535	440,535	433,708	380,425
IT Infrastructure & Communications	716,019	740,515	881,410	897,410	837,340	917,700
ERP Systems Development	103,338	16,500	-	-	-	-
IT Business Systems	479,179	474,701	556,700	556,700	528,865	557,250
IT Customer Support	263,269	273,495	272,330	272,330	258,714	287,200
GIS	80,139	94,836	108,810	108,810	103,370	290,270
<b>Total by Division</b>	<b>2,174,424</b>	<b>2,055,955</b>	<b>2,275,785</b>	<b>2,275,785</b>	<b>2,161,996</b>	<b>2,432,845</b>
<b>Expenditures by Fund</b>						
General Fund	2,174,424	2,055,955	2,275,785	2,275,785	2,161,996	2,432,465
Water Operations	-	-	-	-	-	380
<b>Total by Fund</b>	<b>2,174,424</b>	<b>2,055,955</b>	<b>2,275,785</b>	<b>2,275,785</b>	<b>2,161,996</b>	<b>2,432,845</b>
<b>Authorized Positions by Division</b>						
Technology Administration	1.00	1.00	1.00	1.00	1.00	1.00
IT Infrastructure & Communications	5.00	5.00	5.00	5.00	5.00	5.00
IT Business Systems	5.00	5.00	5.00	5.00	5.00	5.00
IT Customer Support	3.00	3.00	3.00	3.00	3.00	3.00
GIS	2.00	2.00	2.00	2.00	2.00	2.00
<b>Total Authorized FTE</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>

## Community Relations

Public Information

Intergovernmental Affairs

Grants Management

Local Transit Operations

Municipal Arts Commission

### Department Description

The Community Relations and Public Affairs Department includes community & media relations, citizen engagement, public information, intergovernmental affairs, council relations, web/social media services, public transit operations, and grants administration.

The Department serves as a central source of city information and is the official channel of communication between the city and the public. The Department provides citywide marketing and outreach services, oversight of city web and social media sites and assists departments with marketing, design and educational materials for various programs, services and events.

Professional guidance is provided to the City Council and City Management on matters related to activities at all levels of government to ensure Avondale's interests on all local, regional, legislative, and federal matters are represented.

The Transit Operations division is responsible for all intergovernmental agreements, grants and contracts for transit and paratransit services as well as the coordination of planning for future transit needs.

The Grants Administration division manages grant activity for all city departments by researching grant opportunities, assisting departments with grant applications, managing grant contracts and monitoring for compliance.

### FY 2016-2017 Highlights

- ❑ Developed and launched the new avondalez.gov website, and improved social media presence to connect residents to business, government, and community organizations.
- ❑ Implemented a media monitoring platform that tracks and reports various media trends.
- ❑ Demonstrating the community's desire for improved transit opportunities, Zoom ridership in FY 2015 was 215,635. The Express Route 563 transported 11,188 residents to and from downtown Phoenix for employment.
- ❑ An in-house graphic designer was hired, providing professional level graphic design and printing support for City departments. This part-time position alleviates the need for time-consuming coordination with outside vendors for the purposes of creating artwork for internal use, as well as to promote city programs, initiatives, and events through collateral and visual advertisements at a cost lower than current market rates.
- ❑ Held the Legislative Link and Citizen Leadership Academy which allowed residents to learn more and become involved with the legislative process.
- ❑ Grants Administration administers and tracks grants for all city departments. At fiscal year's end, a total of 29 grants were being managed with an active amount of \$9,153,551.
- ❑ Grants Administration facilitated the submission of award nominations resulting in recognition of more than 20 awards for project successes and including eight 1st Place designations.

### Community Relations

**Strategic Initiative:** *Initiative 1 - Foster Sustainable Community Development*

**Strategic Goal:** *Maintain and Expand Quality Infrastructure*

Community Relations

**Strategic Initiative:** Initiative 1 - Foster Sustainable Community Development

- ❑ Implement the Zoom North, a new 10 mile neighborhood circulator that will service the northern part of Avondale and connect residents to all areas of the city, including many schools, shopping areas and employment.

**Strategic Initiative:** Initiative 2 - Create & Support Diverse Recreation & Entertainment Opportunities

**Strategic Goal:** Be Known and Promote Avondale

- ❑ Develop a strategic and specific marketing plan for promoting city events and entertainment opportunities.

**Strategic Initiative:** Initiative 3 - Advocate for and Support Community-Oriented Lifelong Learning Opportunities

**Strategic Goal:** Strengthen Education and Faith-Based Partnerships

- ❑ Leverage opportunities to collaborate with educational and faith based organizations to lead initiatives for Avondale's children, youth and families.

**Strategic Initiative:** Initiative 4 - Encourage & Support Creative Innovation in Development & Service Delivery

**Strategic Goal:** Expand Financial Toolbox by Leveraging Funding Sources and Incentives

- ❑ 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 council and management apprised of the legislation that is moving through the process.
- ❑ Assist departments in research, pursuit and administration of grant funding for projects.

**Strategic Initiative:** Initiative 5 - Create a Connected Community

**Strategic Goal:** Promote Community Engagement through Civic Education

- ❑ Continue to administer the Avondale Citizen Leadership Academy and Legislative Link. Make efforts to encourage attendees to become involved in the community by serving on boards and commissions.

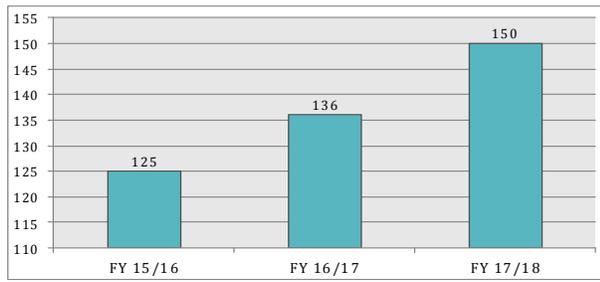
**Strategic Goal:** Use Technology to Connect Residents to Business, Government, and Community Opportunities

- ❑ Create an engagement strategy to implement an online user engagement forum (aVOICE) to encourage community engagement efforts and build a digital presence to provide a way for citizens to connect with city officials.
- ❑ Implement website training strategy to ensure new website has relevant useful information for all users.

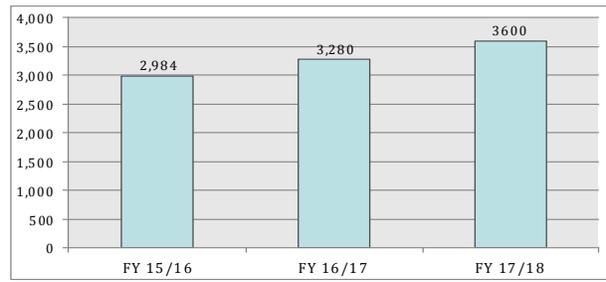
Performance Measures:	FY 2015-16 Actuals	FY 2016-17 Projected	FY 2017-18 Projected
Increase users of city's social media by 10% each year.	2984	3280	3600

Workload Indicators:	FY 2015-16 Actuals	FY 2016-17 Projected	FY 2017-18 Projected
Zoom Ridership	215635	225000	300000
Media Releases Generated	125	136	150

Workload Indicator  
Media Releases Generated



Performance Measure  
Use of City's social media



## Budget Summary

	FY 14-15 Actuals	FY 15-16 Actuals	FY 16-17 Budget	FY 16-17 Amended	FY 16-17 Estimates	FY 17-18 Budget
<b>Expenditure by Category</b>						
Personal Services	718,493	782,695	813,490	869,170	772,816	846,750
Contractual Services	1,067,824	877,180	1,397,890	1,339,469	1,327,996	1,738,469
Commodities	12,286	18,119	8,650	9,751	8,218	8,650
Capital Outlay	271,610	45,489	90,240	69,233	85,728	51,071
Other	-	-	-	-	-	55,680
Transfers Out	7,940	9,020	7,550	7,550	7,173	7,320
<b>Total by Category</b>	<b>2,078,153</b>	<b>1,732,503</b>	<b>2,317,820</b>	<b>2,295,173</b>	<b>2,201,929</b>	<b>2,707,940</b>
<b>Expenditures by Division</b>						
Grants Administration	127,101	128,212	136,720	136,720	129,884	140,520
Public Information Office	590,793	631,549	704,640	711,781	669,408	748,870
Intergovernmental Affairs	199,111	230,704	259,690	259,690	246,706	263,520
Transit Fund	1,109,146	705,430	1,046,830	1,046,830	994,489	1,392,790
Public Arts Fund	52,002	36,608	144,940	117,352	137,693	114,440
Other Grants	-	-	25,000	22,800	23,750	47,800
<b>Total by Division</b>	<b>2,078,153</b>	<b>1,732,503</b>	<b>2,317,820</b>	<b>2,295,173</b>	<b>2,201,929</b>	<b>2,707,940</b>
<b>Expenditures by Fund</b>						
General Fund	917,005	990,465	1,101,050	1,108,191	1,045,998	1,152,910
Other Grants	-	-	25,000	22,800	23,750	47,800
Transit Fund	1,109,146	705,430	1,046,830	1,046,830	994,489	1,392,790
Public Arts Fund	52,002	36,608	144,940	117,352	137,693	114,440
<b>Total by Fund</b>	<b>2,078,153</b>	<b>1,732,503</b>	<b>2,317,820</b>	<b>2,295,173</b>	<b>2,201,929</b>	<b>2,707,940</b>
<b>Authorized Positions by Division</b>						
Grants Administration	2.00	1.00	1.00	1.00	1.00	1.00
Public Information Office	4.00	4.00	4.00	4.00	4.00	4.00
Transit Operations	1.00	1.00	1.00	1.00	1.00	1.00
Intergovernmental Affairs	1.00	1.00	1.00	1.00	1.00	1.00
<b>Total Authorized FTE</b>	<b>8.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

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# Non- Departmental

## Centralized Costs and Transfers

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### Contingency

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#### Department Description

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

## Budget Summary

	FY 14-15 Actuals	FY 15-16 Actuals	FY 16-17 Budget	FY 16-17 Amended	FY 16-17 Estimates	FY 17-18 Budget
<b>Expenditure by Category</b>						
Personal Services	-	-	-	-	-	155,000
Contractual Services	1,178,259	1,706,715	9,478,800	8,784,049	9,004,860	9,525,300
Commodities	20,278	29,411	88,500	83,500	84,075	105,000
Capital Outlay	49,034	48,280	-	-	-	150,000
Other	4,090	4,090	4,050	342,841	3,848	6,350
Transfers Out	16,731,110	13,009,820	13,009,219	13,009,219	12,358,758	25,504,540
Contingency	-	26,687	3,745,000	3,723,000	3,557,750	3,740,000
<b>Total by Category</b>	<b>17,982,771</b>	<b>14,825,003</b>	<b>26,325,569</b>	<b>25,942,609</b>	<b>25,009,291</b>	<b>39,186,190</b>
<b>Expenditures by Division</b>						
Non-Departmental	11,615,544	8,458,073	14,955,829	15,247,494	14,208,038	27,666,450
Public Arts Fund	-	-	-	27,588	-	-
Other Grants	-	-	5,000,000	4,297,787	4,750,000	5,000,000
Cemetery Maintenance	12,475	12,380	15,740	15,740	14,953	15,740
0.5% Dedicated Sales Tax	6,354,752	6,354,550	6,354,000	6,354,000	6,036,300	6,504,000
<b>Total by Division</b>	<b>17,982,771</b>	<b>14,825,003</b>	<b>26,325,569</b>	<b>25,942,609</b>	<b>25,009,291</b>	<b>39,186,190</b>
<b>Expenditures by Fund</b>						
General Fund	11,072,031	7,907,835	12,435,219	12,737,183	11,813,458	25,231,315
Highway User Revenue Fund	404,090	404,090	653,310	653,310	620,645	260,690
Other Grants	-	-	5,000,000	4,297,787	4,750,000	5,000,000
Cemetery Maintenance Fund	12,475	12,380	15,740	15,740	14,953	15,740
0.5% Dedicated Sales Tax	6,354,752	6,354,550	6,354,000	6,354,000	6,036,300	6,504,000
Public Safety Dedicated Sales Tax	4,752	4,550	495,000	479,998	470,250	610,725
Public Arts Fund	-	-	-	27,588	-	-
Water Operations	-	-	1,213,330	1,213,330	1,152,664	1,223,280
Sewer Operations	-	-	90	2,331	86	5,070
Sanitation	42	126	190	190	181	5,220
Printer - Copier Service Fund	134,608	141,409	158,500	158,500	150,575	330,000
Risk Management Fund	21	63	-	2,462	-	-
Fleet Services Fund	-	-	190	190	181	150
<b>Total by Fund</b>	<b>17,982,771</b>	<b>14,825,003</b>	<b>26,325,569</b>	<b>25,942,609</b>	<b>25,009,291</b>	<b>39,186,190</b>

## 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, development and monitoring of the annual operating and capital budgets, establishing and monitoring internal controls, preparing the Comprehensive Annual Financial Report, 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 2016-2017 Highlights

- On-line utility payments increased by 10% and registered web users increased by over 16%, resulting in an increase in staff efficiency.
- Achieved a 23% reduction in number of utility account disconnects through adherence to schedules and the addition of an additional courtesy call. This reduction translates to less costs and inconvenience to customers and a reduction in work for staff.
- Moody's Rating Agency upgraded the City's GO bond rating from Aa3 to Aa2
- Received the GFOA Certificate of Excellence in Financial Reporting and Distinguished Budget Award
- Received GFOA's Distinguished Budget Presentation Award
- Successfully transitioned sales tax collections to Arizona Department of Revenue (ADOR)
- Partnered with HR and IT departments in implementing the ADP benefits module
- The City refunded three bond issues saving taxpayers \$5M over the next 8 years

### Finance & Budget

**Strategic Initiative:** Initiative 4 - Encourage & Support Creative Innovation in Development & Service Delivery

**Strategic Goal:** Improve Internal and External Service Delivery

- Provide biannual trainings to departments on pertinent topics

**Strategic Initiative:** Initiative 5 - Create a Connected Community

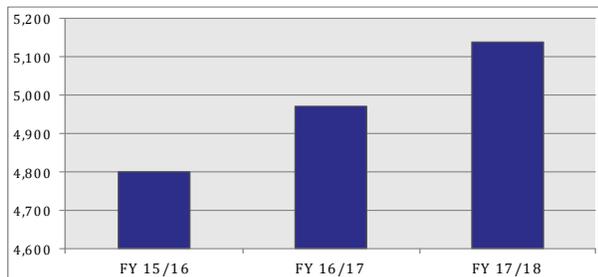
**Strategic Goal:** Use Technology to Connect Residents to Business, Government, and Community Opportunities

- Implement two electronic payment kiosks; one at City Hall and one at Sam Garcia Library
- Implement e-billing for utility payments

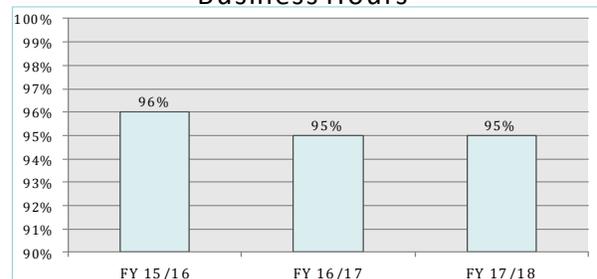
Performance Measures:	FY 2015-16 Actuals	FY 2016-17 Projected	FY 2017-18 Projected
Years obtained the Certificate of Excellence in Financial Reporting award	14	15	16
Years obtained the Distinguished Budget Presentation Award	20	21	22
Revenue coverage ratios met	Yes	Yes	Yes
Percentage of requisitions processed within 24 business hours	91	92	95
Unqualified audit opinion	Yes	Yes	Yes

Workload Indicators:	FY 2015-16 Actuals	FY 2016-17 Projected	FY 2017-18 Projected
Requisitions processed	1391	1600	1700
Number of utility accounts set up	4800	4970	5140
Number of utility accounts closed	4960	4280	3690
Formal solicitations issued	50	65	70
Business licenses issued	3489	3560	3630
Accounts payable checks processed	9534	10200	10300

Workload Indicator  
Utility Accounts Set Up



Performance Measure  
Requisitions Processed within 24  
Business Hours



## Budget Summary

	FY 14-15 Actuals	FY 15-16 Actuals	FY 16-17 Budget	FY 16-17 Amended	FY 16-17 Estimates	FY 17-18 Budget
<b>Expenditure by Category</b>						
Personal Services	2,224,781	2,350,292	2,573,360	2,539,360	2,444,692	2,678,980
Contractual Services	849,417	1,342,520	1,528,930	1,354,712	1,452,484	1,240,870
Commodities	8,617	10,056	16,870	23,220	16,027	16,970
Capital Outlay	-	-	-	-	-	30,000
Other	(1,657,300)	(1,657,300)	(1,687,300)	(1,687,300)	(1,602,935)	(1,706,510)
Transfers Out	28,420	30,610	29,600	29,600	28,120	27,770
<b>Total by Category</b>	<b>1,453,935</b>	<b>2,076,178</b>	<b>2,461,460</b>	<b>2,259,592</b>	<b>2,338,387</b>	<b>2,288,080</b>
<b>Expenditures by Division</b>						
Financial Services	1,034,373	1,645,048	2,148,690	1,944,522	2,041,256	1,681,760
Customer Services & Utility Billing	33,201	40,609	(42,270)	(37,670)	(40,157)	65,070
Budget and Research	386,361	390,521	355,040	352,740	337,288	541,250
<b>Total by Division</b>	<b>1,453,935</b>	<b>2,076,178</b>	<b>2,461,460</b>	<b>2,259,592</b>	<b>2,338,387</b>	<b>2,288,080</b>
<b>Expenditures by Fund</b>						
General Fund	1,453,935	2,076,178	2,461,460	2,259,592	2,338,387	2,288,080
<b>Total by Fund</b>	<b>1,453,935</b>	<b>2,076,178</b>	<b>2,461,460</b>	<b>2,259,592</b>	<b>2,338,387</b>	<b>2,288,080</b>
<b>Authorized Positions by Division</b>						
Financial Services	14.50	15.50	15.50	15.50	15.50	14.50
Customer Services & Utility Billing	10.00	10.00	10.00	10.00	10.00	10.00
Budget and Research	4.00	4.00	4.00	4.00	4.00	5.00
<b>Total Authorized FTE</b>	<b>28.50</b>	<b>29.50</b>	<b>29.50</b>	<b>29.50</b>	<b>29.50</b>	<b>29.50</b>

## 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.

Responsibilities include:

- Coordinate and administer recruitment and employment activities
- Conduct employee onboarding and all transactional processing for employees in ADP
- Administer Classification and Compensation Plan
- Develop and administer comprehensive employee benefits package
- Administer and monitor performance evaluation process
- Coordinate and administer employee tuition reimbursement program
- Administer and apply grievance and discipline procedures
- Develop and administer employee development and training efforts
- Manage employee disability accommodations, leaves and light duty assignments
- Administer Fire and Police MOU
- Administer PSPRS and CORP Boards
- Administer Risk Management programs, including worker's compensation and safety management

Staffing includes an HR Director, an HR Assistant Director, three Sr. HR Analysts, one Benefits Manager, two HR Technicians, a part-time Risk Manager, and a Health and Safety Analyst.

### FY 2016-2017 Highlights

- **Classification and Compensation:**  
A classification and compensation study was launched in 2016 and will be completed by July, 2017. This initiative included a complete rewrite of all job descriptions after a job description questionnaire was completed by current incumbents, review of the City's classification structures, a market study, and a review of all position's grades and compensation.
- **Recruitments:**  
The Human Resources Department anticipates 100 recruitments with a total of over 10,000 applications for employment during the '16 – '17 fiscal year. The current average is 9 new recruitments and 841 applications per month.
- **New Employee Orientation**  
The Human Resources Department will conduct five New Employee Orientations for the '16 – '17 fiscal year. New Employee Orientation consists of a tour of Avondale, lunch with Department Directors and City Management, and an overview of key information on different HR topics including benefits, safety and policies/procedures. We will have over 40 new hires completing orientation this fiscal year.
- **AZMT Trust update:**  
Trust has added City of Maricopa, Buckeye Valley Rural Fire Department, and Sun City Fire Department.

**FY 2016-2017 Highlights**

- ❑ **Policy Revisions:**  
From July 2016 through January 2017, one policy was revised and approved by council, nine APs were updated, finalized and posted to the Internet, 11 Health and Safety policies were updated, finalized and posted to ACES. Six APs are updated and waiting approval.
- ❑ **Teledoc:**  
Teledoc is just one of many benefits improvements brought to the City through our membership in Arizona Metropolitan Trust. Teledoc allows plan members to reach a doctor via telephone, receiving a medical diagnosis and prescriptions, while never leaving home or work.
- ❑ **Performance Management System Improvements:**  
After completing a detailed review of the City’s Performance Management program, the following improvements were made:  
-Single-Sign On access into NEOGOV Perform (& Insight) from city computers  
-Revamped the annual evaluation by consolidating away from 10+ different templates with too many repetitive categories to a more meaningful 2 template (supervisor, non-supervisor) 2-page document with 3 focused sections: behavior, job specific customization, supervisor review.
- ❑ **Wellness Programming:**  
We have had a consistent core group of Department Wellness champions using the committee’s wellness logo creation that outlines the four focus areas of the City’s wellness program. Have provided a well-coordinated and well-advertised Wellness program through weekly Wellness Wednesday messages, monthly Wellness Committee meetings, and quarterly City Manager Wellness presentations. Wellness programming, in coordination with AzMT, has included on-site screenings and popular Fitbit challenges. In FY17, the most requested wellness improvement was the addition of an on-site gym at the MOSC, which was made possible from Wellness funding and Wellness committee members support and participation
- ❑ **ADP Benefits Module:**  
Partnering with IT and Finance and Budget, Human Resources engaged in the installation of the ADP Benefits module. A successful launch of this module occurred on October 18, 2016. Carrier connections and on-line open enrollment are slated for completion by the end of FY 2016/2017.

Human Resources

**Strategic Initiative:** Initiative 3 - Advocate for and Support Community-Oriented Lifelong Learning Opportunities

**Strategic Goal:** Expand Employment Opportunities to Residents through Job Training and Placement Program

- ❑ Continue to work with local organizations to promote internal and external career opportunities through job fairs.

**Strategic Initiative:** Initiative 4 - Encourage & Support Creative Innovation in Development & Service Delivery

**Strategic Goal:** Encourage a Flexible Environment Responsive to Market Trends

- ❑ All City job descriptions will be reviewed and revised where necessary to ensure proper placement in the City’s classification system and compliance with FLSA.

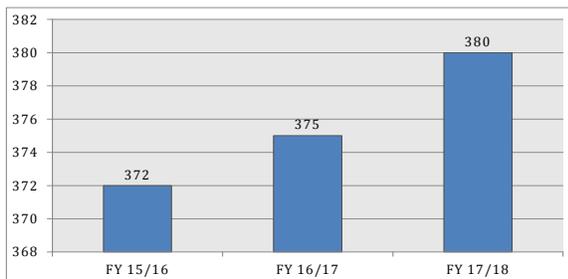
**Strategic Goal:** Improve Internal and External Service Delivery

- ❑ At least 90% of all eligible employees will participate in Benefits Open Enrollment via ADP's self-service module.
- ❑ New-hire background inquiries will be completed within a 96-hour timeframe, 90% of the time.

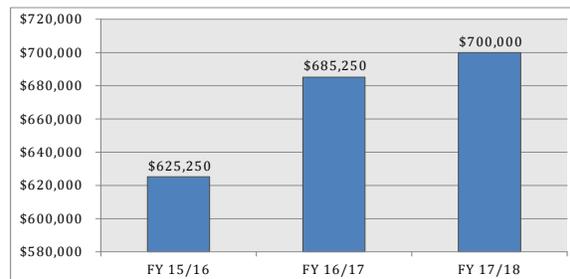
Performance Measures:	FY 2015-16 Actuals	FY 2016-17 Projected	FY 2017-18 Projected
Human Resource Department Turnover	10%	10%	10%
Cost of Risk	\$625,250	\$685,250	\$700,000

Workload Indicators:	FY 2015-16 Actuals	FY 2016-17 Projected	FY 2017-18 Projected
Employment Applications	7241	10000	10000
# of Workers Compensation Recordable Claims	20	18	16
# of Light Duty Days Citywide	432	389	350
Personnel Action Forms (PAFs)	372	375	380
# of Recruitments	81	100	100
# Full Time Equivalent Employees (FTEs)	507.25	522.75	525.75

Workload Indicator  
Personnel Action Forms (PAFs) Processed



Performance Measure  
Cost of Risk



## Budget Summary

	FY 14-15 Actuals	FY 15-16 Actuals	FY 16-17 Budget	FY 16-17 Amended	FY 16-17 Estimates	FY 17-18 Budget
<b>Expenditure by Category</b>						
Personal Services	954,098	984,935	1,123,150	1,123,150	1,066,993	1,152,360
Contractual Services	1,418,552	1,187,489	2,175,914	2,175,914	2,067,118	2,976,994
Commodities	17,967	25,030	34,196	34,196	32,486	34,196
Capital Outlay	99,958	14,778	-	-	-	-
Other	(252,880)	(252,810)	(247,900)	(247,900)	(235,505)	(432,140)
Transfers Out	8,160	9,350	9,630	9,630	9,149	10,630
Contingency	-	-	500,000	497,538	475,000	500,000
<b>Total by Category</b>	<b>2,245,855</b>	<b>1,968,772</b>	<b>3,594,990</b>	<b>3,592,528</b>	<b>3,415,241</b>	<b>4,242,040</b>
<b>Expenditures by Division</b>						
Risk Management Operations	246,285	225,892	333,720	333,720	317,034	1,335,450
Premiums and Claims	1,066,059	829,731	1,987,460	1,984,998	1,888,087	1,987,460
Human Resources	933,511	913,149	1,273,810	1,273,810	1,210,120	919,130
<b>Total by Division</b>	<b>2,245,855</b>	<b>1,968,772</b>	<b>3,594,990</b>	<b>3,592,528</b>	<b>3,415,241</b>	<b>4,242,040</b>
<b>Expenditures by Fund</b>						
General Fund	933,511	913,149	1,273,810	1,273,810	1,210,120	919,130
Risk Management Fund	1,312,344	1,055,623	2,321,180	2,318,718	2,205,121	3,322,910
<b>Total by Fund</b>	<b>2,245,855</b>	<b>1,968,772</b>	<b>3,594,990</b>	<b>3,592,528</b>	<b>3,415,241</b>	<b>4,242,040</b>
<b>Authorized Positions by Division</b>						
Risk Management Operations	2.00	2.00	2.00	2.00	2.00	2.00
Human Resources	8.00	8.00	8.00	8.00	8.00	8.00
<b>Total Authorized FTE</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

## 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, land use regulations, land subdivision, site planning, design review, landscape designs, transportation planning, 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, 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 administer the city's adopted Building, Fire, Plumbing, Mechanical, Fuel, Gas, Electrical, Accessable, 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, Floodplain Administration and School Safety.

### FY 2016-2017 Highlights

- Partnered with Estrella Mountain Community College and implemented the Engineering Internship Program.
- Completed plan review and permitting for Phoenix Raceway's major redesign and track development.
- Supported investment, redevelopment and sustainable practices in historic Avondale with the following completed projects:
  - Parklets on Western Avenue
  - Central Avenue and Dysart Road roadway improvements
  - Wayfinding signs
  - Madison Heights
  - Boone Garden
- Completed plan review and permitting for Gateway Village shopping center.

**FY 2016-2017 Highlights**

- ❑ Implemented Accelerate Now program and increased single family development throughout the City.
- ❑ Completed development agreements for two billboard signs.
- ❑ Completed Thomas Road, McDowell Road and Avondale Blvd/ MC 85 infrastructure improvements.
- ❑ Upgraded ACCELA- City’s Permitting and Business Licensing System- to expand mobile access for permitting, inspections and service requests.
- ❑ Hired a second Building Inspector and Engineering Inspector to assist with the inspections resulting from increased development within the City.
- ❑ Installation of the Traffic Operations Center with the City’s Emergency Operations Center, which will house Fire and Traffic Engineering personnel and serve as the City’s command center for emergency/incident management.
- ❑ Implemented Peak Democracy and developed the “Speak Up Avondale” feature to increase public awareness and to solicit feedback regarding proposed development projects.

*Development & Engineering Services*

**Strategic Initiative:** *Initiative 1 - Foster Sustainable Community Development*

**Strategic Goal:** *Encourage Build-Out in Residential Housing Opportunities that Support Diverse Housing Options*

- ❑ Continue to promote and highlight the Accelerate Opportunity Now incentive program.

**Strategic Goal:** *Maintain and Expand Quality Infrastructure*

- ❑ Improve transportation connectivity to City amenities by the addition of bike lanes whenever possible and where appropriate when preservation treatments allow for lane width reductions.
- ❑ Install 5 miles of fiber optic cable for communications by the end of FY18, which will support ITS/Traffic Management applications.

**Strategic Goal:** *Maintain Community Safety for Businesses and Residents*

- ❑ Implement LED Streetlight conversion program to attain an energy savings of 3.5 million kWh, or a 35% energy savings over the next year.
- ❑ Partner with 5 schools to apply for Safe Routes to School studies through MAG, and facilitate MAG training for 20 crossing guards.

**Strategic Initiative:** *Initiative 2 - Create & Support Diverse Recreation & Entertainment Opportunities*

**Strategic Goal:** *Develop and Expand Sports, Entertainment, and Hospitality Through Community Partnerships, P*

- ❑ Locate one full service hotel in key business and employment corridors.

**Strategic Initiative:** *Initiative 3 - Advocate for and Support Community-Oriented Lifelong Learning Opportunities*

**Strategic Goal:** *Strengthen Education and Faith-Based Partnerships*

- ❑ Partner with EMCC on Engineering and Sustainability projects.

**Strategic Initiative:** *Initiative 4 - Encourage & Support Creative Innovation in Development & Service Delivery*

**Strategic Goal:** *Improve Internal and External Service Delivery*

- ❑ Send inspection results to customers within 1 business day, 100% of the time, as requested.
- ❑ Increase budget appropriation for the Pavement Management Program each year until 2022, when we will achieve our goal of investing \$4million per year to maintain streets at a Pavement Condition Index Rating of 70.

**Strategic Initiative:** *Initiative 5 - Create a Connected Community*

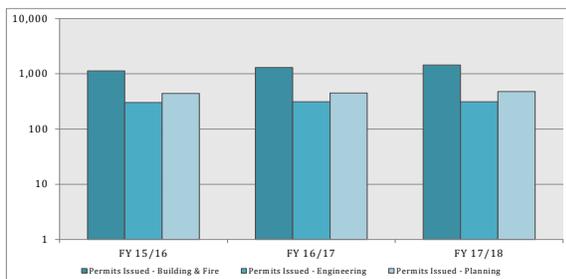
**Strategic Goal:** *Provide Outlets for Residents and Businesses to Engage in Volunteer Service Opportunities*

- ❑ Expand Outreach to community opportunities to increase citizen involvement.

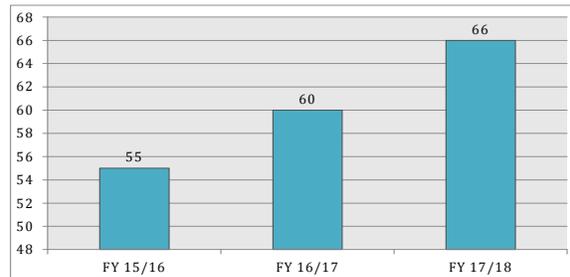
Performance Measures:	FY 2015-16 Actuals	FY 2016-17 Projected	FY 2017-18 Projected
Average number of private development projects assigned to each Planner	46	41	45
Average number of CIP projects assigned to each Project Manager	3.33	3.67	3.4
Total number of streetlight repair requests per year / Percent completed within 3 working days (excludes knockdowns/emergencies & power company involvement).	833/ 64%	675/ 52%	585/ 70%
Total number of sign repair requests per year / Percent completed within 3 working days (or 6 working days if it requires Bluestaking)	293/ 83.6%	245/ 75.9%	245/ 75.9%
Number of miles / lane miles sealed per year	55	60	66

Workload Indicators:	FY 2015-16 Actuals	FY 2016-17 Projected	FY 2017-18 Projected
Permits issued - Building + Fire	1132	1300	1450
Permits issued - Planning	440	450	475
Permits issued - Engineering	302	313	313
Plan reviews completed - Building + Fire	2242	2500	2750
Plan reviews completed - Planning	281	245	250
Plan reviews completed - Engineering	150	173	173
Building + Fire inspections completed	12380	18670	22000
Customers served at the front counter	2752	2724	2750
Over the counter plan reviews completed	195	163	165
Traffic Control Plans Reviewd & Approved	193	157	157

Workload Indicator  
Permits Issued



Performance Measure  
Miles/lane miles sealed per year



## Budget Summary

	FY 14-15 Actuals	FY 15-16 Actuals	FY 16-17 Budget	FY 16-17 Amended	FY 16-17 Estimates	FY 17-18 Budget
<b>Expenditure by Category</b>						
Personal Services	2,666,358	2,735,309	2,998,100	3,077,130	2,848,195	3,401,910
Contractual Services	1,496,067	1,372,577	2,072,080	2,077,427	1,968,476	2,094,495
Commodities	235,018	164,741	354,830	349,405	337,089	408,920
Capital Outlay	64,561	91,031	-	51,364	-	-
Other	142,880	142,880	386,400	252,620	367,080	140,670
Debt Service	-	-	400,000	400,000	380,000	-
Transfers Out	99,000	137,860	101,130	101,130	96,074	85,870
Contingency	-	-	50,000	50,000	47,500	50,000
<b>Total by Category</b>	<b>4,703,884</b>	<b>4,644,398</b>	<b>6,362,540</b>	<b>6,359,076</b>	<b>6,044,413</b>	<b>6,181,865</b>
<b>Expenditures by Division</b>						
Planning	775,779	676,068	774,280	771,638	735,566	736,250
Building Services	463,337	540,759	655,410	656,210	622,640	662,240
Development Svcs Administration	-	167,134	361,760	363,060	343,672	377,120
Engineering	1,417,625	1,284,486	1,591,390	1,590,290	1,511,821	1,513,985
Traffic Engineering	1,862,277	1,819,809	2,636,110	2,636,110	2,504,305	2,635,110
Other Grants	37,056	-	-	-	-	-
Environmental Programs Fund	147,810	156,142	343,590	341,768	326,411	257,160
<b>Total by Division</b>	<b>4,703,884</b>	<b>4,644,398</b>	<b>6,362,540</b>	<b>6,359,076</b>	<b>6,044,413</b>	<b>6,181,865</b>
<b>Expenditures by Fund</b>						
General Fund	2,522,608	2,531,687	3,233,410	3,231,768	3,071,740	3,139,005
Highway User Revenue Fund	1,996,410	1,956,569	2,785,540	2,785,540	2,646,263	2,785,700
Other Grants	37,056	-	-	-	-	-
Environmental Programs Fund	147,810	156,142	343,590	341,768	326,411	257,160
<b>Total by Fund</b>	<b>4,703,884</b>	<b>4,644,398</b>	<b>6,362,540</b>	<b>6,359,076</b>	<b>6,044,413</b>	<b>6,181,865</b>
<b>Authorized Positions by Division</b>						
Planning	7.00	6.00	6.00	6.00	6.00	6.00
Building Services	3.00	3.00	4.00	4.00	4.00	4.00
Development Svcs Administration	-	3.00	3.00	3.00	3.00	3.00
Engineering	9.00	8.00	9.00	9.00	9.00	9.00
Traffic Engineering	7.00	7.00	7.00	7.00	7.00	8.00
Environmental Programs	1.00	1.00	1.00	1.00	1.00	1.00
<b>Total Authorized FTE</b>	<b>27.00</b>	<b>28.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>31.00</b>

## City Clerk

### Records Management

### Elections

### Licensing

### Passport Services

#### Department Description

The City Clerk's Department performs various external functions and provides support functions for all City departments.

The City Clerk is primarily responsible for giving notice of all City Council meetings and maintaining a journal of all council proceedings. The City Clerk is also responsible for the coordination of the city's primary, general and special elections. Records management and information governance has increasingly become an area of focus for the City Clerk due to the various formats in which we now prepare and maintain records. An emphasis is being placed on educating employees in the area of records management and securing/developing the tools necessary to accomplish this responsibility.

Other responsibilities include:

- Maintain an updated city code and charter
- Process liquor license applications
- Process annexation requests
- Process applications for Peddler's licenses
- Prepare and publish council agendas, minutes, resolutions and ordinances as required by law
- Cause the publication of legal notices
- Coordinate the appointments of members to the city's boards, commissions and committees
- Facilitate the posting of all board, commission and committee agendas and minutes
- Process internal and external requests for information or public records
- Provide notary services
- Facilitate the execution of contracts/agreements and all other legal documents
- Receive and facilitate review of special event permit applications
- Staff the two reception desks at city hall
- Answer the city's main phone line to answer questions and direct people to the appropriate staff person
- Greet visitors to city hall and direct them to the right location within city hall
- Process passport applications
- Process incoming and outgoing mail
- Maintain reservation calendars for conference rooms at city hall
- Carpool reservations

These duties are performed as required by Charter, Ordinance, or State Law.

#### FY 2016-2017 Highlights

- Coordinated a primary and general elections which saw increased voter participation. Staff took advantage of new technologies and worked with a vendor to set up a geo-fence that provided reminders to voters about the upcoming election. A twitter account for Carmen Electa was created to update citizens about important nuances about the primary election (particularly for independent voters), as well as general election information.

**FY 2016-2017 Highlights**

- ❑ Served as an early voting site for the 2016 Primary and General elections. The City Clerk's Department staff went above and beyond the minimum expectations for giving voters the ability to exercise their right to vote. The early voting site was made available on two Saturdays as well as the last Friday of early voting.
- ❑ Developed and implemented a records management training module that became part of the annual training all city employees are required to take. The goal is to have records management become a part of our culture.
- ❑ In cooperation with the Community Relations and Public Affairs Department, implemented a social media archiving solution to monitor the city's social media activities and serve as an insurance policy in the event we receive a records request from this type of information.
- ❑ Through the City Clerk's initiative to encourage the destruction of records that have met their retention requirement, 300 boxes were destroyed. This not only frees up space, but brings the city in compliance with records retention statutes and reduces our liability.
- ❑ We continued to see an increase in the number of people who come to Avondale to process their passport applications. Staff is often complimented on the level of customer service they provide.

City Clerk

**Strategic Initiative:** Initiative 4 - Encourage & Support Creative Innovation in Development & Service Delivery

**Strategic Goal:** Improve Internal and External Service Delivery

- ❑ Revise AP55 (Records Management Policy) to streamline the email management process and make it more intuitive to increase compliance.
- ❑ Continue to explore options for a document management solution for the city's records. The electronic records need to be managed using a system that will retain records in accordance with the retention period approved for that record series. Implementing document management will assist the city in meeting its records management requirements.
- ❑ Explore options to more efficiently respond to records requests for commercial purposes. Options to be considered will be to implement a subscription service and establishing a flat fee for commercial records.
- ❑ Develop a public records request module within the city's new website to more effectively respond to request and more effectively track completion for performance measure tracking purposes.

**Strategic Initiative:** Initiative 5 - Create a Connected Community

**Strategic Goal:** Promote Community Engagement through Civic Education

- ❑ In the fall of 2017 initiate preparations for the 2018 election by preparing the candidate packet and have available in November of 2017, publicize its availability through regular media outlets as well as social media.

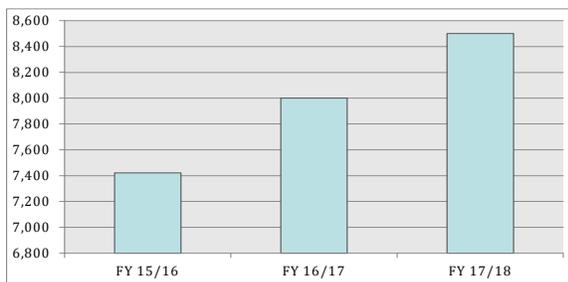
**Strategic Goal:** Use Technology to Connect Residents to Business, Government, and Community Opportunities

- ❑ Upon approval of supplemental request, we will procure an agenda preparation application that will best meet our needs and enhance user experience. The ideal solution will increase productivity by giving capabilities and features our current software does not provide.

Performance Measures:	FY 2015-16 Actuals	FY 2016-17 Projected	FY 2017-18 Projected
Respond to public records request within 72 hours	321	413	450

Workload Indicators:	FY 2015-16 Actuals	FY 2016-17 Projected	FY 2017-18 Projected
Signatures notarized	562	450	475
Reservation of pool vehicles	964	900	900
Conference Room Reservations (internal and external customers)	972	1050	1050
Passport Applications Processed	7421	8000	8500

Workload Indicator  
Passports Applications Processed



## Budget Summary

	FY 14-15 Actuals	FY 15-16 Actuals	FY 16-17 Budget	FY 16-17 Amended	FY 16-17 Estimates	FY 17-18 Budget
<b>Expenditure by Category</b>						
Personal Services	483,299	502,729	504,580	504,580	479,351	527,000
Contractual Services	95,309	64,337	108,230	106,895	102,819	117,340
Commodities	9,984	6,561	4,560	4,560	4,332	5,650
Capital Outlay	-	-	-	-	-	23,000
Other	(39,350)	(39,350)	(66,480)	(66,480)	(63,156)	(93,500)
Transfers Out	7,070	8,030	7,550	7,550	7,173	8,350
<b>Total by Category</b>	<b>556,312</b>	<b>542,307</b>	<b>558,440</b>	<b>557,105</b>	<b>530,518</b>	<b>587,840</b>
<b>Expenditures by Division</b>						
City Clerk	522,805	541,555	529,970	528,635	503,472	559,370
Elections	33,507	752	28,470	28,470	27,047	28,470
<b>Total by Division</b>	<b>556,312</b>	<b>542,307</b>	<b>558,440</b>	<b>557,105</b>	<b>530,518</b>	<b>587,840</b>
<b>Expenditures by Fund</b>						
General Fund	556,312	542,307	558,440	557,105	530,518	587,840
<b>Total by Fund</b>	<b>556,312</b>	<b>542,307</b>	<b>558,440</b>	<b>557,105</b>	<b>530,518</b>	<b>587,840</b>
<b>Authorized Positions by Division</b>						
City Clerk	6.00	6.00	6.00	6.00	6.00	6.00
<b>Total Authorized FTE</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

# Police Department

Patrol

Investigations

Support Services

Community Programs

## Department Description

With a staff of 183 employees, which includes 122 sworn police officers and 61 professional staff positions, the Police Department is responsible for delivering public safety-related services to the community. Additionally, the department includes 30 volunteers, 4 part-time employees, and has operational oversight of the Southwest Family Advocacy Center.

Public Safety services are provided to the community through the two organizational divisions within the department. The Operations Division delivers proactive and reactive patrols throughout the city, responds to calls for service from the public, and investigates and enforces criminal and traffic laws. The Support Services Division includes community services, such as crime prevention education, the Communications Bureau, the Detention Facility, Volunteer programs and the Professional Standards Bureau, which includes training, hiring, and recruitment. All of these services work towards providing a safer environment for our citizens to live, work, and raise their families.

## FY 2016-2017 Highlights

- Created a Police Explorer post as an outreach initiative for youth in our community.
- Completed the 3-year implementation of new Tasers for the department.
- Implemented a testing period for on officer body worn cameras in Patrol.
- Reorganization of the Professional Services Bureau to put more emphasis on recruiting, hiring, and training.
- Increased staffing on the Community Action Team.
- Partnered with the Estrella Mountain Community College to create a Service Learning Program, which allows volunteers to work with the department while earning college credit.
- Expansion of the Southwest Family Advocacy Center.

### Police

#### **Strategic Initiative:** Initiative 1 - Foster Sustainable Community Development

##### **Strategic Goal:** Maintain Community Safety for Businesses and Residents

- Enhance enforcement efforts to reduce property-related crime in the city.
- Ensure the safe movement of traffic throughout the city by focusing on accident reduction and increase in traffic enforcement.

#### **Strategic Initiative:** Initiative 5 - Create a Connected Community

##### **Strategic Goal:** Promote Community Engagement through Civic Education

- Continue to provide opportunities for community engagement through civic education.

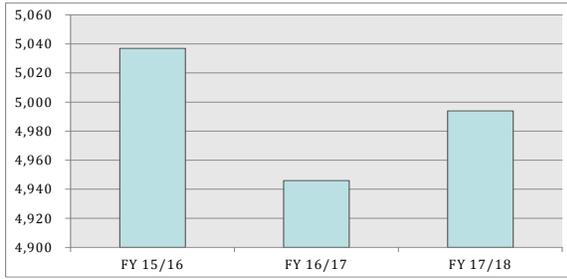
##### **Strategic Goal:** Use Technology to Connect Residents to Business, Government, and Community Opportunities

- Fully implement on-officer body cameras and complete a recommendation for future direction of the camera program.

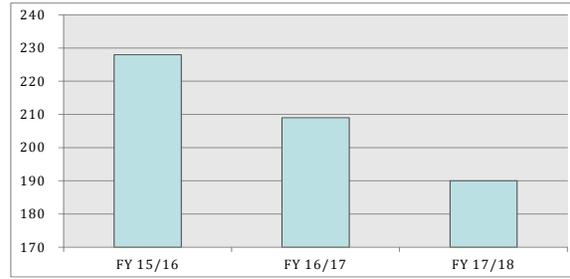
<b>Performance Measures:</b>	<b>FY 2015-16 Actuals</b>	<b>FY 2016-17 Projected</b>	<b>FY 2017-18 Projected</b>
Ensure the safe movement of traffic throughout the city by focusing on accident reduction of 3%.	14% increase previous FY	3% decrease	3% decrease
Implement on-officer body cameras.	7	28	50
Ensure the safe movement of traffic throughout the city by focusing on a 3% increase in traffic enforcement, by the traffic bureau.	21% decrease previous FY	3% increase	3% increase
Enhance enforcement efforts to reduce to property-related crime in the city, by 5%.	4% decrease over previous FY	5%	5%
Continue to provide opportunities for community engagement through civic education, by hosting citizen police academies, and explorer programs.	2	2	2

<b>Workload Indicators:</b>	<b>FY 2015-16 Actuals</b>	<b>FY 2016-17 Projected</b>	<b>FY 2017-18 Projected</b>
Misdemeanor Arrests	4215	4170	4040
Aggravated Assaults	150	130	126
Animal Problems	2217	2274	2243
Arsons	10	9	8
Burglaries	549	477	429
Citations Issued	5558	6079	6235
Citizen Assists	5037	4946	4994
Court Processes	228	209	190
911 Hang Ups	15814	15035	14923
Homicides	6	5	5
Wanted Persons	1638	1656	1595
Motor Vehicle Thefts	212	173	160
Parking Problems	919	896	947
Rapes	30	28	27
Robberies	78	77	78
Suspicious	5298	5354	5316
Thefts	2467	2456	2371
Traffic Accidents	1570	1627	1684
Traffic Stops	9130	9283	9435
Felony Arrests	886	919	958

Workload Indicator  
Citizen Assists



Workload Indicator  
Court Processes



## Budget Summary

	FY 14-15 Actuals	FY 15-16 Actuals	FY 16-17 Budget	FY 16-17 Amended	FY 16-17 Estimates	FY 17-18 Budget
<b>Expenditure by Category</b>						
Personal Services	15,359,089	16,350,214	17,744,560	18,016,374	16,857,332	19,046,930
Contractual Services	2,511,886	2,470,393	3,006,550	3,016,186	2,856,223	2,996,560
Commodities	551,217	603,070	624,020	849,461	592,819	667,130
Capital Outlay	105,340	55,564	365,500	463,052	347,225	25,000
Other	85,840	85,840	377,010	226,065	358,160	298,030
Transfers Out	877,600	861,230	971,120	971,120	922,564	782,270
<b>Total by Category</b>	<b>19,490,972</b>	<b>20,426,311</b>	<b>23,088,760</b>	<b>23,542,258</b>	<b>21,934,322</b>	<b>23,815,920</b>

<b>Expenditures by Division</b>						
Police--RICO	745	-	-	-	-	-
Police - Administration	1,858,834	1,998,048	2,192,560	2,197,460	2,082,932	2,201,770
Police - Community Services	209,253	239,864	251,690	251,690	239,106	266,440
Police - Patrol Support	424,840	271,634	554,090	554,090	526,386	624,470
Police - Professional Standards Bureau	151,676	159,170	188,630	176,392	179,199	111,830
Police - Communications	1,488,849	1,436,972	1,908,310	1,895,910	1,812,895	1,973,020
Police - Records	223,555	197,101	252,870	252,870	240,227	266,010
Police - Traffic	871,258	941,445	982,020	982,020	932,919	1,040,810
Police - COPS Hiring ARRA	437,708	472,825	462,330	462,330	439,214	-
Police - Detention Services	903,446	920,737	916,030	907,336	870,229	1,026,360
Police - Patrol	8,101,557	8,781,468	10,287,420	10,277,140	9,773,049	10,791,900
Police - Investigations	2,594,589	2,772,588	2,635,930	2,635,930	2,504,134	3,013,540
Police - Community Action Team (CAT)	700,646	790,786	759,340	759,340	721,373	820,730
Police - Agua Fria SRO	83,803	88,947	92,010	92,010	87,410	100,110
Police - Tolleson Union SRO	227,455	236,074	217,980	217,980	207,081	222,490
Police - GIITEM	100,181	103,964	167,160	167,160	158,802	104,200
Regional Family Advocacy	915,005	900,293	1,220,390	1,541,521	1,159,371	1,252,240
Other Grants	181,926	102,537	-	116,918	-	-
R.I.C.O. All Agencies	15,646	11,858	-	54,161	-	-
<b>Total by Division</b>	<b>19,490,972</b>	<b>20,426,311</b>	<b>23,088,760</b>	<b>23,542,258</b>	<b>21,934,322</b>	<b>23,815,920</b>

<b>Expenditures by Fund</b>						
General Fund	15,269,566	16,088,298	16,938,850	16,905,136	16,091,908	17,906,340
Other Grants	181,926	102,537	-	116,918	-	-
Co. R.I.C.O. w/Maricopa Atty	15,646	11,858	-	54,161	-	-
Regional Family Advocacy	915,005	900,293	1,220,390	1,541,521	1,159,371	1,252,240
Public Safety Dedicated Sales Tax	3,108,829	3,323,325	4,929,520	4,924,522	4,683,044	4,657,340
<b>Total by Fund</b>	<b>19,490,972</b>	<b>20,426,311</b>	<b>23,088,760</b>	<b>23,542,258</b>	<b>21,934,322</b>	<b>23,815,920</b>

<b>Authorized Positions by Division</b>						
Police - Administration	10.00	10.00	10.00	10.00	10.00	10.00
Police - Family Advocacy Center	5.00	5.00	5.00	5.00	5.00	5.00
Police - Community Services	3.00	3.00	3.00	3.00	3.00	3.00
Police - Patrol Support	5.00	5.00	6.00	6.00	6.00	7.00

## Budget Summary

	FY 14-15 Actuals	FY 15-16 Actuals	FY 16-17 Budget	FY 16-17 Amended	FY 16-17 Estimates	FY 17-18 Budget
<b>Authorized Positions by Division</b>						
Police - Communications	18.00	20.00	21.00	21.00	21.00	21.00
Police - Records	4.00	4.00	4.00	4.00	4.00	4.00
Police - Traffic	8.00	8.00	8.00	8.00	8.00	8.00
Police - COPS Hiring ARRA	5.00	5.00	5.00	5.00	5.00	-
Police - Detention Services	9.00	9.00	9.00	9.00	9.00	9.00
Police - Patrol	71.00	71.00	78.00	78.00	78.00	83.00
Police - Investigations	23.00	24.00	22.00	22.00	22.00	23.00
Police - Community Action Team (CAT)	7.00	7.00	7.00	7.00	7.00	7.00
Police - Agua Fria SRO	1.00	1.00	1.00	1.00	1.00	1.00
Police - Tolleson Union SRO	2.00	2.00	2.00	2.00	2.00	2.00
Police - GIITEM	1.00	1.00	1.00	1.00	1.00	1.00
<b>Total Authorized FTE</b>	<b>172.00</b>	<b>175.00</b>	<b>182.00</b>	<b>182.00</b>	<b>182.00</b>	<b>184.00</b>

## 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 2016-2017 Highlights

- Provide litigants daily access to justice and resolve cases; 21,388 people came through the court system for service.
- The court launched the Compliance Assistance Program October 2016 to try to assist people with reinstating their license and quashing active warrants in the court.
- Participated in Stand Up for Veterans hosted by the City of Glendale.
- Compliance with foreign language and sign language interpretation requirements.
- 537 Orders of Protection and 194 Injunction against Harassment issued to ensure the safety of the protected party.
- The Avondale City Court participated in the Regional Homeless Court Program in Maricopa County.
- The Avondale City Court hosts interns from the Arizona Summit Law School. Under the Supreme Court Rule, third year law students may practice law under the supervision of the City Prosecutor.
- Judge Jennings attended the 2016 Judicial Leadership Conference.
- Judge Jennings co-taught "Search and Seizure" and the "Jury Trial" to new judges at the New Judge Orientation, January 2017.
- Judge Jennings co-taught Case Law Update at the Judicial Forensic DUI and Traffic Conference, December 2016.
- The Avondale City Court continues the partnership with the Tolleson City Court to conduct Initial Appearances of detainees from the City of Tolleson.
- Judge Jennings was a member of the planning committee for the Judicial Forensic DUI and Traffic Conference.
- Judge Jennings co-taught the Criminal Law Update at the Judicial Conference.

**FY 2016-2017 Highlights**

- ❑ Judge Jennings taught the Mock Hearings at Civil Traffic Hearing Officer Training, October 2016.
- ❑ The court hosted a college undergraduate student for a five week period with plans of attending law school to familiarize Mr. Matusiak with court proceedings.

City Court

**Strategic Initiative:** *Initiative 1 - Foster Sustainable Community Development*

**Strategic Goal:** *Maintain Community Safety for Businesses and Residents*

- ❑ Ensure compliance and enforcement of court orders.
- ❑ Implement the new laws enacted and provide the necessary training and materials to staff to ensure compliance.

**Strategic Initiative:** *Initiative 2 - Create & Support Diverse Recreation & Entertainment Opportunities*

**Strategic Goal:** *Be Known and Promote Avondale*

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

**Strategic Initiative:** *Initiative 4 - Encourage & Support Creative Innovation in Development & Service Delivery*

**Strategic Goal:** *Improve Internal and External Service Delivery*

- ❑ Monitor and make necessary changes to the court's Language Access Plan on an annual basis.
- ❑ Enforce sentencing on criminal and civil traffic cases, improve and monitor restitution, diversion compliance on domestic violence case processing, and continue to give victims a voice.
- ❑ Encourage and support staff by providing opportunities to attend enhanced training programs which provide ethics, leadership, customer service and training within their specialized skills, knowledge and abilities.
- ❑ Successfully implement the new case management system - AJACS.

**Strategic Initiative:** *Initiative 5 - Create a Connected Community*

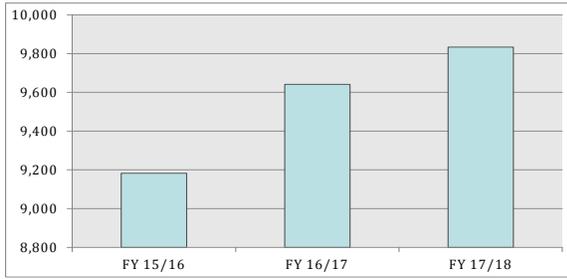
**Strategic Goal:** *Use Technology to Connect Residents to Business, Government, and Community Opportunities*

- ❑ Keep the courts webpage content with current, timely and valuable information for the public.

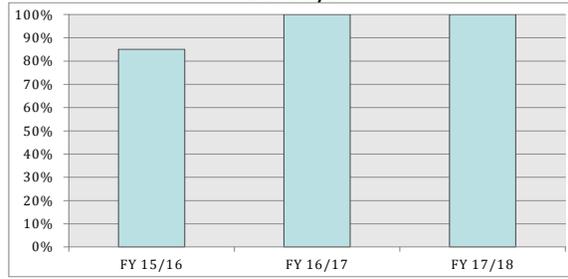
<b>Performance Measures:</b>	<b>FY 2015-16 Actuals</b>	<b>FY 2016-17 Projected</b>	<b>FY 2017-18 Projected</b>
Initiate communication with alleged victims regarding release conditions in the absence of information from the victim advocate.	100	100	100
Percentage of qualified cases receive court appointed counsel.	100	100	100
Respond to customer inquiries within 1 business day 95% of the time.	100	100	100
Process restitution disbursements within 10 days 95% of the time.	86	100	100
Court Staff successfully obtain 16 mandated judicial and non-judicial co-jet (Committee on Judicial Education and Ethics) training on an annual basis.	92	100	100

<b>Workload Indicators:</b>	<b>FY 2015-16 Actuals</b>	<b>FY 2016-17 Projected</b>	<b>FY 2017-18 Projected</b>
Issue warrants, and orders to show cause on a timely basis on litigants who fail to appear or comply on criminal cases.	70	100	100
Compliance with foreign language and sign language interpretation requirements	100	100	100
Compliance to Minimum Accounting Standards	90	100	100
Case filings	9182	9641	9834
12 month net revenue collections	1477318	1551184	1582208

**Workload Indicator**  
**Court Cases Filed**



**Performance Measure**  
**Process restitution disbursements within 10 days**



## Budget Summary

	FY 14-15 Actuals	FY 15-16 Actuals	FY 16-17 Budget	FY 16-17 Amended	FY 16-17 Estimates	FY 17-18 Budget
<b>Expenditure by Category</b>						
Personal Services	919,398	995,564	1,079,750	1,079,750	1,025,763	1,093,100
Contractual Services	288,151	254,898	297,480	297,480	282,606	314,310
Commodities	13,847	12,420	23,423	23,423	22,252	93,725
Capital Outlay	15,553	-	157	157	149	-
Other	-	-	50,000	50,000	47,500	50,000
Transfers Out	9,060	14,220	13,740	13,740	13,053	14,540
<b>Total by Category</b>	<b>1,246,009</b>	<b>1,277,102</b>	<b>1,464,550</b>	<b>1,464,550</b>	<b>1,391,323</b>	<b>1,565,675</b>
<b>Expenditures by Division</b>						
Court	1,155,347	1,166,082	1,238,150	1,238,150	1,176,243	1,306,495
Court Security	12,705	12,935	18,870	18,870	17,927	18,890
Court Payments	77,957	98,085	207,530	207,530	197,154	240,290
<b>Total by Division</b>	<b>1,246,009</b>	<b>1,277,102</b>	<b>1,464,550</b>	<b>1,464,550</b>	<b>1,391,323</b>	<b>1,565,675</b>
<b>Expenditures by Fund</b>						
General Fund	894,667	926,512	995,570	995,570	945,792	1,059,885
Court Payments	77,957	98,085	207,530	207,530	197,154	240,290
Public Safety Dedicated Sales Tax	273,385	252,505	261,450	261,450	248,378	265,500
<b>Total by Fund</b>	<b>1,246,009</b>	<b>1,277,102</b>	<b>1,464,550</b>	<b>1,464,550</b>	<b>1,391,323</b>	<b>1,565,675</b>
<b>Authorized Positions by Division</b>						
Court	12.00	12.00	12.00	12.00	12.00	13.00
Court Security	1.00	1.00	1.00	1.00	1.00	1.00
<b>Total Authorized FTE</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>14.00</b>

**Fire & Medical Department**

- Intervention Services
- Professional Development
- Community Risk Reduction
- 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 department’s major organizational divisions are Administration, Intervention Services, Community Risk Reduction, Emergency Management and Professional Development.

A few of its programs and services include:

- Advanced Life Support emergency medical response
- Fire and Technical Rescue emergency incident response
- Citizen and Community assistance response
- Community Life Safety Education
- Community Risk Reduction, Commercial Fire Life Safety Inspections and Fire Incident Investigation
- Child Car Seat Inspections
- Emergency Preparedness and Hazard Mitigation Planning
- Incident Management Team for major community events

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

- Valley automatic aid dispatch system / Central Arizona Life Safety Response System Council
- Glendale Regional Public Safety Training Center
- Special event staffing consortium
- Emergency Services Agreement with Phoenix International Raceway
- Education Services Agreement with Estrella Mountain Community College
- Wildland fire deployment agreement with the Arizona State Forestry Department
- Inspection Services Agreement with the Arizona State Fire Marshals 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 2016-2017 Highlights**

- Initiated a refurbishment process for three existing fire engines that will extend their useful life by several years saving several hundred thousand dollars.
- Completed service agreements with American Medical Response for ambulance transport services and Rural/Metro Fire for responses to the unincorporated areas.
- Adopted the 2015 International Fire Code with local amendments.
- Began the process to upgrade the living facilities at Fire Station 172.

**FY 2016-2017 Highlights**

- ❑ Coordinated emergency service operations at several major events including two NASCAR races, the Good Sam national RV rally, and an Indy car racing event.
- ❑ Provided resources to nine out-of-state wildland fire incidents.
- ❑ Taught CPR to more than 750 students in the Avondale schools.
- ❑ Continued to work on the establishment of a County Island Fire District to provide service to the unincorporated areas of the Avondale Municipal Planning Area.
- ❑ Began the process to develop a fully function Emergency Operations Center for the city in the Phoenix International Raceway building.

*Fire & Medical*

**Strategic Initiative:** *Initiative 1 - Foster Sustainable Community Development*

**Strategic Goal:** *Maintain Community Safety for Businesses and Residents*

- ❑ Complete the emergency operations center project.
- ❑ Complete the Fire Station 172 renovation project.
- ❑ Improve the city ISO rating to Class 1 during the next rating.

**Strategic Initiative:** *Initiative 3 - Advocate for and Support Community-Oriented Lifelong Learning Opportunities*

**Strategic Goal:** *Strengthen Education and Faith-Based Partnerships*

- ❑ Expand fire/medical education and training opportunities with Estrella Mountain Community College.

**Strategic Initiative:** *Initiative 4 - Encourage & Support Creative Innovation in Development & Service Delivery*

**Strategic Goal:** *Expand Financial Toolbox by Leveraging Funding Sources and Incentives*

- ❑ Expand reimbursable deployment opportunities through specialized staff training.
- ❑ Expand the reimbursement opportunities for emergency medical services.

**Strategic Initiative:** *Initiative 5 - Create a Connected Community*

**Strategic Goal:** *Provide Outlets for Residents and Businesses to Engage in Volunteer Service Opportunities*

- ❑ Explore fire/medical citizen volunteer opportunities.

<b>Performance Measures:</b>	<b>FY 2015-16 Actuals</b>	<b>FY 2016-17 Projected</b>	<b>FY 2017-18 Projected</b>
Inspect all significant risk occupancies on an annual basis	95%	97%	97%
Inspect all moderate risk occupancies on a bi-annual basis	80%	85%	85%
Hospital transport continuity of care provided for all advanced life support patients from Avondale incidents	85%	90%	90%
Completion of life safety inspection of all Avondale school facilities annually	100%	100%	100%
Completion of data entry or review on all incidents by end of the 48-hour duty cycle	85%	90%	90%
Arrival on scene of a code 3 emergency incident from time of dispatch in six minutes or less,	54%	56%	60%
All students promoting from 8th grade in Avondale schools have completed a CPR class	65%	70%	75%
All incident response staff complete assigned TargetSolution training programs	90%	92%	95%
All command officers complete 40 hours of continuing leadership/command education	85%	90%	95%
All incident response staff complete 50 hours of skill based emergency medical training	90%	92%	95%

<b>Workload Indicators:</b>	<b>FY 2015-16 Actuals</b>	<b>FY 2016-17 Projected</b>	<b>FY 2017-18 Projected</b>
Station tours	18	20	20
School program student contacts	6367	6500	6500
Open house attendance	400	450	500
Fire/hazard training hours	10950	11000	11250
Fire incident investigations	32	35	35
Existing occupancy life safety inspections	3283	3500	3600
Emergency medical service training hours	2500	2700	2900
Emergency incident requests for service	10362	10718	11082
CPR classes	19	19	21
Command officer training hours	954	970	990
Car seat safety inspections	195	200	215
Babysitter workshop graduates	31	32	35

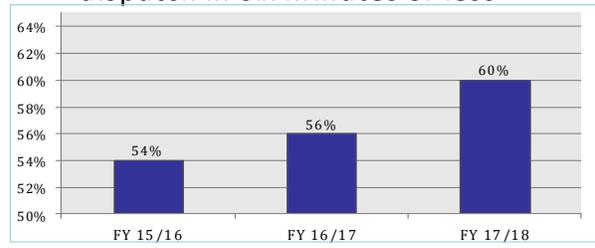
Workload Indicator

Emergency incident requests for service



Performance Measure

Arrival on scene of code three emergency incident from time of dispatch in six minutes or less



## Budget Summary

	FY 14-15 Actuals	FY 15-16 Actuals	FY 16-17 Budget	FY 16-17 Amended	FY 16-17 Estimates	FY 17-18 Budget
<b>Expenditure by Category</b>						
Personal Services	7,507,024	8,347,325	8,519,500	8,561,087	8,093,525	9,484,190
Contractual Services	1,299,283	1,322,049	1,595,190	1,618,126	1,515,431	1,571,180
Commodities	279,196	279,351	438,810	354,162	416,870	273,010
Capital Outlay	-	619,800	39,000	88,513	37,050	-
Other	-	-	30,000	50,000	28,500	10,000
Transfers Out	499,150	590,660	864,790	864,790	821,551	520,390
<b>Total by Category</b>	<b>9,584,653</b>	<b>11,159,185</b>	<b>11,487,290</b>	<b>11,536,678</b>	<b>10,912,926</b>	<b>11,858,770</b>
<b>Expenditures by Division</b>						
Fire	4,800	4,800	5,000	-	4,750	5,000
Community Risk Reduction	466,845	491,567	512,310	510,310	486,695	506,340
Fire - Administration	882,410	1,075,692	1,228,750	1,228,750	1,167,313	1,118,290
Emergency Management	-	130,163	218,910	150,912	207,965	160,870
Fire - EOC Ops	-	-	132,000	157,986	125,400	70,460
Fire - Professional Development	428,746	374,850	330,390	315,290	313,871	281,830
Fire - Intervention Services	7,741,418	8,969,512	8,832,310	8,885,310	8,390,695	9,314,260
PIR Race Fire Overtime	52,975	60,402	102,370	102,370	97,252	102,370
Wildland Fire Deployment	-	40,279	125,250	101,250	118,988	155,500
Other Grants	7,459	11,920	-	84,500	-	143,850
<b>Total by Division</b>	<b>9,584,653</b>	<b>11,159,185</b>	<b>11,487,290</b>	<b>11,536,678</b>	<b>10,912,926</b>	<b>11,858,770</b>
<b>Expenditures by Fund</b>						
General Fund	7,709,981	9,227,937	9,150,640	9,100,528	8,693,108	9,669,670
Other Grants	7,459	11,920	-	84,500	-	143,850
Public Safety Dedicated Sales Tax	1,862,413	1,914,528	2,331,650	2,351,650	2,215,068	2,040,250
Volunteer Fireman's Pension	4,800	4,800	5,000	-	4,750	5,000
<b>Total by Fund</b>	<b>9,584,653</b>	<b>11,159,185</b>	<b>11,487,290</b>	<b>11,536,678</b>	<b>10,912,926</b>	<b>11,858,770</b>
<b>Authorized Positions by Division</b>						
Community Risk Reduction	4.00	4.00	4.00	4.00	4.00	4.00
Fire - Administration	5.00	6.00	4.00	4.00	4.00	5.00
Emergency Management	-	-	1.00	1.00	1.00	1.00
Fire - Professional Development	2.00	2.00	2.00	2.00	2.00	2.00
Fire - Intervention Services	63.00	63.00	64.00	64.00	64.00	63.00
Technical Rescue Response	-	-	-	2.00	2.00	2.00
<b>Total Authorized FTE</b>	<b>74.00</b>	<b>75.00</b>	<b>75.00</b>	<b>77.00</b>	<b>77.00</b>	<b>77.00</b>

# 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:

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

## FY 2016-2017 Highlights

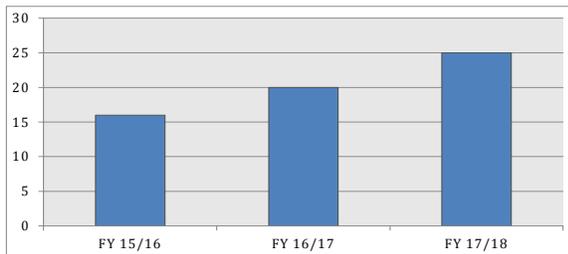
- Successfully located sixteen (16) new retail businesses to the city.
- Partnered with Fuerza Local, a business accelerator program that serves Hispanic-owned businesses, to help local Avondale businesses startup and grow to scale.
- Actively worked with businesses, site selectors, and brokers to reduce office vacancy rates throughout the city to 2.1%.
- Successfully located a new healthcare company, Touchstone Behavioral Health, that will bring 80 jobs to the city and provide health, education, and social services to families in need
- Successfully located two new businesses to the American Sports Center, CrossFit Rave and Damri Muay Thai, that will expand amateur recreational opportunities to Avondale residents.
- Successfully located a new \$1 billion company, the Vitamin Shoppe, that will bring over 100 jobs and \$20 million in capital investment to the city.

Performance Measures:	FY 2015-16 Actuals	FY 2016-17 Projected	FY 2017-18 Projected
Work with development partners to locate new businesses in Avondale	16	20	25
Number of responses to prospect inquiries	77	88	90
Increase % square feet leased of citywide industrial, office, and retail sites	90%	95%	95%

Workload Indicators:	FY 2015-16 Actuals	FY 2016-17 Projected	FY 2017-18 Projected
Number of responses to prospect inquiries	77	88	90
Work with development partners to locate new businesses in Avondale	16	20	25

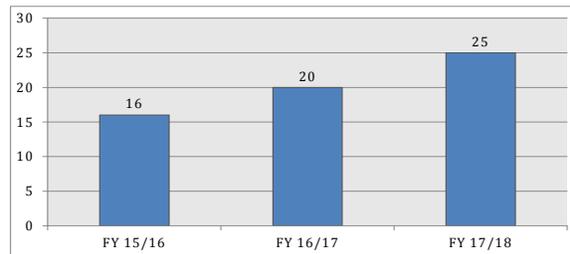
Workload Indicator

Work with development partners to locate new businesses in Avondale



Performance Measure

Assist development partners to locate new businesses in Avondale



## Budget Summary

	FY 14-15 Actuals	FY 15-16 Actuals	FY 16-17 Budget	FY 16-17 Amended	FY 16-17 Estimates	FY 17-18 Budget
<b>Expenditure by Category</b>						
Personal Services	509,191	532,524	551,610	551,610	524,030	573,650
Contractual Services	558,095	1,253,266	1,461,730	1,439,030	1,388,644	1,607,900
Commodities	3,136	3,081	2,900	5,500	2,755	4,700
Transfers Out	3,590	4,070	3,830	3,830	3,639	4,230
<b>Total by Category</b>	<b>1,074,012</b>	<b>1,792,941</b>	<b>2,020,070</b>	<b>1,999,970</b>	<b>1,919,067</b>	<b>2,190,480</b>
<b>Expenditures by Division</b>						
Economic Development	891,538	1,526,352	1,753,740	1,730,740	1,666,053	1,889,770
City Center Property Management	34,672	46,230	66,030	94,630	62,729	76,030
Avondale Corporate Center	147,802	220,359	200,300	174,600	190,285	224,680
<b>Total by Division</b>	<b>1,074,012</b>	<b>1,792,941</b>	<b>2,020,070</b>	<b>1,999,970</b>	<b>1,919,067</b>	<b>2,190,480</b>
<b>Expenditures by Fund</b>						
General Fund	1,074,012	1,792,941	2,020,070	1,999,970	1,919,067	2,190,480
<b>Total by Fund</b>	<b>1,074,012</b>	<b>1,792,941</b>	<b>2,020,070</b>	<b>1,999,970</b>	<b>1,919,067</b>	<b>2,190,480</b>
<b>Authorized Positions by Division</b>						
Economic Development	4.00	4.00	4.00	4.00	4.00	4.00
<b>Total Authorized FTE</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

**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 parks, building and facility maintenance, and the Goodyear Farms Cemetery.

Library - The Avondale Public Library brings people, information and ideas together to enrich lives and build community. 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, a summer reading program, STEM programming for youth, teen activities, book discussions, online databases, virtual library services including E-books, study rooms, meeting rooms, the Tumblebook Library, Gale Courses online classes, Act One Culture Passes, a Beyond Books Collection, and volunteer opportunities.

Recreation - The Park and 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 camps and programs as well as park and facility reservations. Parks services include quality play spaces within neighborhood areas, quality citywide sports facilities for baseball, softball, soccer, etc., trails, open spaces, and community gathering spaces.

Building Maintenance - the Building Maintenance division is responsible for providing and maintaining clean, safe, and comfortable 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 maintainenance 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 and building grounds in a clean, green and safe 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 owned grounds, parks and turf areas, including ball fields, soccer fields, basketball courts, volleyball courts, and lighting.

**FY 2016-2017 Highlights**

- ❑ The Facilities Division replaced 3 HVAC units in-house for a significant savings of 53% less than bid by mechanical contractors.
- ❑ Facilities Division replaced aging lighting with LED lighting systems at the Resource Center, Community Center, Genesis Building and City Jail.
- ❑ The Facilities Maintenance team completed the construction of new office space at the Police Headquarters at a savings of \$22,500 less than contractors bid cost.
- ❑ The Avondale Public Library was one of only five libraries in the state selected by the Arizona State Library to host their pilot Writers in Residence program. This program provides life-long learning opportunities and multi-generational programming for the community with free writing workshops and one-on-one access to a published author.

**FY 2016-2017 Highlights**

- ❑ Both libraries are now participating in the Act One Culture Pass Program which provides multi-generational recreation events and programs for our patrons. Residents, with a valid library card, can check out culture passes to numerous museums, gardens, live performances and many other cultural institutions.
- ❑ In an effort to promote and support school readiness, and in partnership with Read On Avondale partners, the Library launched an initiative to get library cards into the hands of local students. Since the beginning of the school year, over 1,200 student cards have been made.
- ❑ To maintain and expand quality infrastructure and improve connectivity to city amenities, both libraries installed upgraded self-checkout kiosks which provides library patrons easier and more convenient checkouts.
- ❑ Festival Fields has been facing erosion issues since its opening in 2007. The erosion continues to deteriorate the warning tracks along the outfield fences, along with the spectator areas on the hillsides adjacent to the dugouts. Haydon Building Corporation was contracted as a JOC to remediate the erosion. Also, J2 Contracting provided a public processes to identify the needs of Phase II of Festival Fields. Items of interest identified by the public were a lake for fishing, splash pad, dog park, football / soccer fields and more. These concepts will be taken into account when moving forward with design and build.
- ❑ Las Ligas received a upgraded playground along with update LED walking path lights. These lights will increase the safety and visibility in the park in the evening hours.
- ❑ Donnie Hale Restroom was not ADA compliant and had been in need of an upgrade. In early 2017 a rainstorm caused the roof of the restroom to fall in. SDB a JOC contractor was hired to give the restroom facility a new look and upgrade to meet ADA requirements.
- ❑ Friendship Park received a \$3.2 M upgrade which included a splash park area, two new playgrounds, a new restroom building and renovation of the oldest restroom, group picnic shelters and barbecue grill area, additional parking to support park activities and updated path lighting. The splash pad was opened on Labor Day Weekend (September 3, 2016). The grand opening of the newly renovated park was on Saturday, September 17th. The improvements reflect Council's vision to meet changing demands from our residents.

*Parks, Recreation & Libraries*

**Strategic Initiative:** *Initiative 2 - Create & Support Diverse Recreation & Entertainment Opportunities*

**Strategic Goal:** *Develop and Expand Sports, Entertainment, and Hospitality Through Community Partnerships, P*

- ❑ Annually increase library and recreational programming participation by 5%
- ❑ Complete renovations for Friendship Park and at least threeneighborhood parks.
- ❑ Renovate and expand Festival Fields.

**Strategic Initiative:** *Initiative 3 - Advocate for and Support Community-Oriented Lifelong Learning Opportunities*

**Strategic Goal:** *Promote and Support School Readiness for Avondale Children*

- ❑ By launching the Library's Year-Round Reading Program at the beginning of the new school year (August 2017) the Avondale Library will promote and support school readiness.
- ❑ To promote and support school readiness the library will effectively market our 1) student cards to other Avondale schools, 2) year-round reading program, and 3) digital products to see growth in participation by June 2018.

**Strategic Goal:** *Strengthen Education and Faith-Based Partnerships*

- ❑ Participate in annual career day with local schools.

**Strategic Initiative:** *Initiative 4 - Encourage & Support Creative Innovation in Development & Service Delivery*

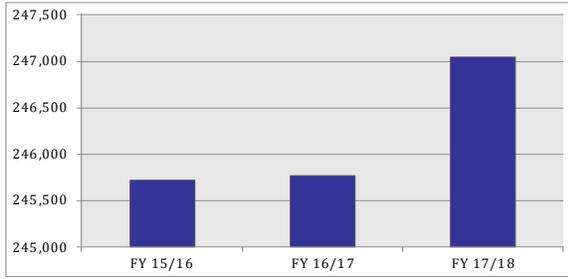
**Strategic Goal:** *Improve Internal and External Service Delivery*

- ❑ To improve the quality of our selection of library materials, the library will pursue a new initiative of leased books to improve our external customer service delivery in FY 2018
- ❑ Provide timely customer service while completing necessary preventive maintenance and budgeted capital equipment and system replacements.

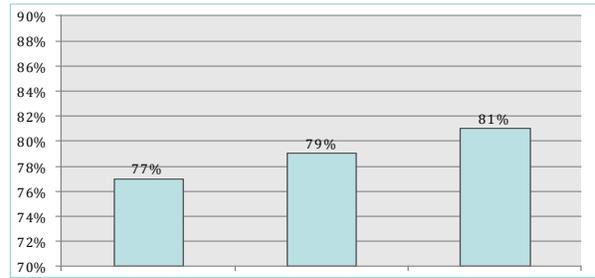
<b>Performance Measures:</b>	<b>FY 2015-16 Actuals</b>	<b>FY 2016-17 Projected</b>	<b>FY 2017-18 Projected</b>
Achieve an annual Facilities Division Customer Service Quality rating of greater than 80%.	74%	80%	80%
Achieve an annual Facilities Division Timeliness rating of greater than 80%.	74%	80%	80%
Increase ramada rentals in the parks by 10% annually	60	70	80
Increase participants registered for recreation classes annually by 5%	315	330	345
Increase library virtual patron count annually 5%	146,557	153,885	161,579
Increase participation in youth and adult sports programs by 10%	1800	2000	2250
Increase teen and adult program participation by 10% annually	Teens = 974, Adults = 1,789	Teens = 1,100, Adults = 1,970	Teens = 1,210, Adults = 2,167
Increase the number of annual sports tournaments held in the parks by 10%	35	40	41
Increase library's satisfaction ratings by 3% annually	77%	79%	81%

<b>Workload Indicators:</b>	<b>FY 2015-16 Actuals</b>	<b>FY 2016-17 Projected</b>	<b>FY 2017-18 Projected</b>
Total number of completed Work Requests	1174	1500	1700
Total class offerings in the Recreation Division			
Ratio of facilities staff per 50,000 square feet (industry standard is 50,000 to 1)	0.5	0.5	0.75
Number of square feet, composed of 18 buildings, being fully maintained by the Facilities Division.	300000	300000	300000
Number of physical items circulated	211682	220000	235000
Number of library visitors	245721	245775	247050
Number of facilities not fully maintained but with one or more systems maintained by Facilities Division.	16	16	16
Library FTEs per 1000 sq. ft. (Phoenix Metro area average .6)	0.339	0.34	0.34
Average number of adult attendees per program	8.47	9	9.3
Average attendance per children's program	25.35	25	25.25
Attendance at Specialty Events	1000	1500	2000
Attendance at Signature events	40000	42000	45000

Workload Indicator  
Library Visitors



Performance Measure  
Libraries Satisfaction Rating



## Budget Summary

	FY 14-15 Actuals	FY 15-16 Actuals	FY 16-17 Budget	FY 16-17 Amended	FY 16-17 Estimates	FY 17-18 Budget
<b>Expenditure by Category</b>						
Personal Services	2,191,102	1,980,492	1,928,770	1,928,770	1,832,332	1,965,370
Contractual Services	3,523,280	3,284,962	3,828,145	3,738,048	3,636,738	3,753,075
Commodities	348,821	342,773	163,045	319,677	154,893	237,710
Capital Outlay	198,532	97,999	-	15,200	-	3,200
Other	(383,300)	(383,300)	207,950	152,215	197,553	214,150
Transfers Out	153,340	171,750	138,580	138,580	131,651	144,160
<b>Total by Category</b>	<b>6,031,775</b>	<b>5,494,676</b>	<b>6,266,490</b>	<b>6,292,490</b>	<b>5,953,166</b>	<b>6,317,665</b>

<b>Expenditures by Division</b>						
Grounds Maintenance	1,198,567	1,137,301	1,287,918	1,287,918	1,223,522	1,383,008
Building Maintenance	1,362,967	1,520,999	1,600,120	1,635,120	1,520,114	1,658,830
Congregate Meals	16,361	-	-	-	-	-
Home Delivered Meals	38,305	-	-	-	-	-
MCSO	14,647	-	-	-	-	-
PRL Administration	316,260	320,947	412,697	412,697	392,062	427,697
Library - Sam Garcia	545,489	569,857	543,450	543,518	516,278	532,730
Library - Civic Center	503,778	526,597	554,090	553,415	526,386	540,035
Library Administration	351,991	369,965	456,110	456,717	433,305	473,860
Recreation	1,234,713	1,035,625	1,411,725	1,371,725	1,341,139	1,301,505
Senior Nutrition	409,189	-	-	-	-	-
Other Grants	2,099	-	380	380	361	-
Library Grants	29,097	13,385	-	31,000	-	-
Community Action Program	8,312	-	-	-	-	-
<b>Total by Division</b>	<b>6,031,775</b>	<b>5,494,676</b>	<b>6,266,490</b>	<b>6,292,490</b>	<b>5,953,166</b>	<b>6,317,665</b>

<b>Expenditures by Fund</b>						
General Fund	5,583,078	5,481,291	6,266,110	6,261,110	5,952,805	6,317,665
Senior Nutrition	409,189	-	-	-	-	-
Community Action Program	8,312	-	-	-	-	-
Other Grants	2,099	-	380	380	361	-
Library Projects	29,097	13,385	-	31,000	-	-
<b>Total by Fund</b>	<b>6,031,775</b>	<b>5,494,676</b>	<b>6,266,490</b>	<b>6,292,490</b>	<b>5,953,166</b>	<b>6,317,665</b>

<b>Authorized Positions by Division</b>						
Grounds Maintenance	-	0.50	2.00	2.00	2.00	2.00
Building Maintenance	4.00	4.00	4.00	4.00	4.00	4.00
Congregate Meals	1.05	-	-	-	-	-
Home Delivered Meals	3.20	-	-	-	-	-
MCSO	1.65	-	-	-	-	-
Soc. Svcs - Senior Transportation	0.10	-	-	-	-	-
PRL Administration	2.00	2.00	3.00	3.00	3.00	3.00
Library - Sam Garcia	5.00	6.25	6.25	6.25	6.25	6.25
Library - Civic Center	7.50	6.50	6.50	6.50	6.50	6.50

## Budget Summary

	FY 14-15 Actuals	FY 15-16 Actuals	FY 16-17 Budget	FY 16-17 Amended	FY 16-17 Estimates	FY 17-18 Budget
<b>Authorized Positions by Division</b>						
Library Administration	3.00	2.00	2.00	2.00	2.00	2.00
Recreation	5.50	5.00	4.00	4.00	4.00	3.00
<b>Total Authorized FTE</b>	<b>33.00</b>	<b>26.25</b>	<b>27.75</b>	<b>27.75</b>	<b>27.75</b>	<b>26.75</b>

## Neighborhood and Family Services

Family Services

Community Development

Code Enforcement

Revitalization

Youth & Community Engagement

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

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

### FY 2016-2017 Highlights

- ❑ Through the first half of the fiscal year, the Housing and Community Development Division completed rehabilitation of nine owner-occupied homes through the Emergency Home Repair Program. Repairs were limited to those that eliminated immediate threats to the health and safety of residents. Primarily work included repair or replacement of HVAC, electrical, plumbing, and roofing systems as well as installation of accessibility improvements for the disabled.
- ❑ Programs and services at the Resource Center continue to grow with over 72,000 residents benefiting from services each month, and partnerships with 52 community organizations.
- ❑ Valley of the Sun United Way provided a Volunteer Income Tax Assistance (VITA) site at the Resource Center. Volunteers assisted over 300 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).
- ❑ This year, in partnership the Southern Baptist Church, one hundred families received a Thanksgiving food box at the Resource Center and 30 families were identified at the Resource Center for referrals to Estrella Mountain Community College for holiday assistance.
- ❑ 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 200 participants attended.

**FY 2016-2017 Highlights**

- ❑ The 6th Annual Resource and Health fair took place at the Care1st Avondale Resource Center . There were 42 vendors participating this year offering a wide variety of services and programs to our community. Free tax services through the Volunteer Income Tax Assistance Program and enrollment assistance for Affordable Care Act were offered on site. The members of our community were able to access free blood pressure, blood sugar, cholesterol, vision, and dental screenings offered by Estrella Mountain community College of Nursing, Maricopa Department of Public Health, and the Avondale-Goodyear Lion’s Club. Free produce and non-perishable items were donated by the Litchfield Park Elementary School Districts Mobile Food Pantry.
- ❑ The Resource Center was invited to participate in the inaugural Luke Air Force Base Wingman Day designed to encourage community engagement and volunteerism. Over 4000 U.S. Airforce Airmen and Airwomen were on hand to hear various guest speakers talk about the importance of selflessness and giving back to their Country and their community. The Resource Center along with various other non-profit agencies were on hand to share information about their mission and how the Airmen and Airwomen can get involved through volunteering and participation. The Care1st Avondale Resource Center looks forward to working with the fine men and women of Luke Air Force Base.
- ❑ 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 Housing and Community Development Division received \$385,000 in Home Investment Partnership Program grant funds from the Arizona Dept. of Housing. These funds will enable the City to assist an additional seven homeowners through the Substantial Home Repair Program.
- ❑ The Housing and Community Development Division anticipates providing assistance to two members of the Police Department through the Police Housing Incentive Program.
- ❑ Through the first half of the fiscal year, the Housing and Community Development Division completed rehabilitation of three owner-occupied homes through the Substantial Home Repair Program. Repairs were comprehensive, and included repair or replacement of roofs, HVAC systems, plumbing and electrical systems, walls, flooring, windows and doors, stucco, siding, and elimination of all code violations.
- ❑ The Housing and Community Development Division completed construction of the two remaining Legacy Avondale homes using additional HOME funds secured from Maricopa County. Resale to qualified first-time homebuyers is in process, and will be completed by the end of the fiscal year. Proceeds from the sale of these homes will be used for additional revitalization activities that benefit low and moderate income households in the City.
- ❑ The Housing and Community Development Division secured an Agreement with Trellis to provide housing services associated with the City’s First-Time Homebuyer Program, as well as the sale of the Legacy Avondale homes. The Program is budgeted to assist at least eleven first-time homebuyers with the purchase of a home in the City.
- ❑ The Revitalization Division in coordination with Development Services installed three wayfinding signs in Historic Avondale and a pedestrian map in front of Sam Garcia Library. The new signage will enhance the pedestrian friendly atmosphere along Western Avenue.
- ❑ To date, the Revitalization Division has closed four of the five outstanding micro-business loans. Taqueria La Jacky and In Power Boutique completed the program in FY 2017 and successfully paid back their \$5,000 micro loans and reported to have an increase in sales. There is only one remaining business, 2 Di 4 that will complete the program in April 2017.
- ❑ The Revitalization Division continued the Historic Avondale Farmers Market at the Senior Center this year. Locating the market at an active facility during the day increased the number of seniors accessing fresh, affordable, healthy produce. The division is working on a grant that will expand the mobile market to food deserts throughout the City in FY 2018.
- ❑ 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, health insurance enrollment, and developmental screenings.

*Neighborhood & Family Services*

**Strategic Initiative:** *Initiative 1 - Foster Sustainable Community Development*

**Strategic Goal:** *Ensure City has Financial Capacities to Support Development*

Neighborhood & Family Services

**Strategic Initiative:** Initiative 1 - Foster Sustainable Community Development

- Create and fund an acquisition and demolition program to bank land future development and remove dangerous structures for public safety
- Establish a Community Development Non-Profit Organization.

**Strategic Goal:** Maintain Community Safety for Businesses and Residents

- Conduct initial code enforcement inspections with 2 business days of receipt 95% of the time.

**Strategic Initiative:** Initiative 2 - Create & Support Diverse Recreation & Entertainment Opportunities

**Strategic Goal:** Establish Creative Community Spaces throughout the City

- Evaluate feasibility of constructing a multigenerational recreation center that will consolidate services offered in resource center, senior center, and community center.
- Increase open space amenities in City Center and Historic Avondale. (started in FY17)

**Strategic Initiative:** Initiative 3 - Advocate for and Support Community-Oriented Lifelong Learning Opportunities

**Strategic Goal:** Expand Employment Opportunities to Residents through Job Training and Placement Program

- Expand the Next STEP youth employment program by 30% with the creation of new job placement opportunities within Historic Avondale.  
Establish a youth program to partner with local businesses to provide job training and mentoring opportunities for youth.
- Establish a youth program to partner with local businesses to provide job training and mentoring opportunities for youth.

**Strategic Goal:** Promote and Support School Readiness for Avondale Children

- Pilot a year-round reading program to serve 700 students per year
- Annually, 80% of Raising a Reader participants will maintain a regular reading routine with their child.
- Annually, provide youth development training to 85 members of the community through Kids at Hope and other training initiatives.

**Strategic Goal:** Strengthen Education and Faith-Based Partnerships

- Leverage opportunities to collaborate with local and national faith-based organizations in initiatives for Avondale's children, youth and families

**Strategic Initiative:** Initiative 4 - Encourage & Support Creative Innovation in Development & Service Delivery

**Strategic Goal:** Expand Financial Toolbox by Leveraging Funding Sources and Incentives

- Partner with local organization(s) to leverage CDBG Small Business Lending Program funds; increase the number of small businesses assisted annually by 40%.

**Strategic Goal:** Improve Internal and External Service Delivery

- Requests for utility and rental assistance will be addressed within 48 hours 95% of the time.

**Strategic Initiative:** Initiative 5 - Create a Connected Community

**Strategic Goal:** Promote Community Engagement through Civic Education

- Develop at least one neighborhood civic association to serve non-HOA communities.

**Strategic Goal:** Provide Outlets for Residents and Businesses to Engage in Volunteer Service Opportunities

- Expand outreach to community opportunities to increase citizen volunteerism

**Strategic Goal:** Use Technology to Connect Residents to Business, Government, and Community Opportunities

- Implement a Volunteer management system

<b>Performance Measures:</b>	<b>FY 2015-16 Actuals</b>	<b>FY 2016-17 Projected</b>	<b>FY 2017-18 Projected</b>
Increase the number of families accessing fresh fruits and vegetables from the Historic Avondale Farmers Market on a regular basis by 40%.		40%	40%
Increase the number of vendors including growers participating in the Historic Avondale Farmers Market by 50%.		50%	50%
Increase the year over year number of housing units within the City that are affordable to low and moderate income residents by 50%	11	30	39

<b>Workload Indicators:</b>	<b>FY 2015-16 Actuals</b>	<b>FY 2016-17 Projected</b>	<b>FY 2017-18 Projected</b>
Total number of new homes constructed	0	2	0
Total number of homes that receive Substantial Home Repair Program Assistance	3	6	8
Total number of homes that receive Emergency Home Repair Program Assistance	18	25	25
Total number of dangerous structures demolished	2	0	2
Total number of homebuyers who received downpayment and closing cost assistance	0	4	6

## Budget Summary

	FY 14-15 Actuals	FY 15-16 Actuals	FY 16-17 Budget	FY 16-17 Amended	FY 16-17 Estimates	FY 17-18 Budget
<b>Expenditure by Category</b>						
Personal Services	1,468,387	1,994,727	2,087,220	2,337,571	1,982,859	1,867,970
Contractual Services	966,987	1,242,030	2,089,177	2,481,835	1,984,718	2,834,930
Commodities	46,261	198,201	146,317	180,774	139,001	134,487
Capital Outlay	10,552	71,419	32,800	63,555	31,160	-
Other	-	-	625,320	50,372	594,054	54,000
Transfers Out	281,039	303,670	287,060	283,110	272,707	292,640
<b>Total by Category</b>	<b>2,773,226</b>	<b>3,810,047</b>	<b>5,267,894</b>	<b>5,397,217</b>	<b>5,004,499</b>	<b>5,184,027</b>

<b>Expenditures by Division</b>						
Soc. Svcs - Senior Transportation	-	-	-	-	-	540
Neighborhood & Family Services Admin	488,750	584,233	696,130	698,238	661,324	752,870
Family Services	249,159	246,270	310,330	310,430	294,814	202,400
Youth Services Division	-	24,856	64,180	61,676	60,971	280,453
Code Enforcement	774,287	749,337	818,130	813,820	777,224	730,480
Community Action Program	-	-	4,600	4,600	4,370	4,480
Youth Commission	6,065	15,945	19,970	19,970	18,972	19,970
ADOH	18,990	-	-	-	-	-
Senior Nutrition	-	590,765	608,314	635,993	577,898	557,354
Other Grants	406,229	319,788	267,940	709,110	254,543	258,596
Home Grant	210,571	625,376	1,223,120	1,008,813	1,161,964	1,248,693
Community Action Program	108,399	113,635	185,420	144,893	176,149	135,140
CDBG	510,776	539,842	1,069,760	989,674	1,016,272	993,051
<b>Total by Division</b>	<b>2,773,226</b>	<b>3,810,047</b>	<b>5,267,894</b>	<b>5,397,217</b>	<b>5,004,499</b>	<b>5,184,027</b>

<b>Expenditures by Fund</b>						
General Fund	1,537,251	1,620,641	1,913,340	1,908,734	1,817,673	1,991,193
Senior Nutrition	-	590,765	608,314	635,993	577,898	557,354
Community Action Program	108,399	113,635	185,420	144,893	176,149	135,140
Home Grant	210,571	625,376	1,223,120	1,008,813	1,161,964	1,248,693
Other Grants	406,229	319,788	267,940	709,110	254,543	258,596
CDBG	510,776	539,842	1,069,760	989,674	1,016,272	993,051
<b>Total by Fund</b>	<b>2,773,226</b>	<b>3,810,047</b>	<b>5,267,894</b>	<b>5,397,217</b>	<b>5,004,499</b>	<b>5,184,027</b>

<b>Authorized Positions by Division</b>						
Congregate Meals	-	1.80	1.80	1.80	1.80	1.80
Home Delivered Meals	-	2.45	2.20	2.20	2.20	2.20
MCSO	-	1.90	1.90	1.90	1.90	1.90
Soc. Svcs - Senior Transportation	-	0.35	0.60	0.60	0.60	0.60
Neighborhood & Family Services Admin	5.00	5.00	6.00	6.00	6.00	6.00
Family Services	2.00	2.00	2.00	2.00	2.00	1.00
Youth Services Division	-	-	-	-	-	2.00
Code Enforcement	7.00	7.00	7.00	7.00	7.00	6.00

## Budget Summary

	FY 14-15 Actuals	FY 15-16 Actuals	FY 16-17 Budget	FY 16-17 Amended	FY 16-17 Estimates	FY 17-18 Budget
<b>Authorized Positions by Division</b>						
Community Action Program	2.00	2.00	2.00	2.00	2.00	2.00
<b>Total Authorized FTE</b>	<b>16.00</b>	<b>22.50</b>	<b>23.50</b>	<b>23.50</b>	<b>23.50</b>	<b>23.50</b>

## 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 by maintaining compliance with federal and state water laws, promotes water conservation, and operates the Crystal Gardens Water Treatment and McDowell Road Recharge Facilities.

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

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

The Sanitation Division provides curbside container service, curbside uncontained service 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 and 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 ensure that the City is able to provide essential public services to the community through

valued customer service, effective operations, and sound planning.

### FY 2016-2017 Highlights

- ❑ SCADA system upgrades; SCADA is an essential element within the Water Resources Dept. During this past year improvements have included the upgrading of outdated obsolete PLC's (Programmable Logic Controllers) at various water production well sites, the Water Reclamation Facility, and at various sewer Lift Stations. These upgrades have enhanced staff capability with monitoring & control, chemical feed rates, and with immediate notification of incidents that could have led to disruption of a service. Additionally, the SCADA upgrades have increased the reliability and confidence in the system and has aided in the reduction of call outs and overtime.
- ❑ Staff introduced a cooking oil recycling program that achieved great results, preventing over 200 gallons of used cooking oil from going down the drain.
- ❑ Fleet staff has continued to look for ways to reduce vehicles down time associated with repair and maintenance work. As an example, staff purchased a brake lathe machine to allow more brake work to be completed in-house. Staff also purchased and deployed the diagnostic software necessary for large vehicles (i.e. Solid Waste trucks). Previously we had to send these vehicles to outside vendors to have problem codes read.
- ❑ A new Odor Control System (EcoVerde) has been installed at the 10th St. Lift Station; replacing the old deteriorated obsolete unit originally installed. The EcoVerde Odor Control system is a cost effective compact biological unit which reduces H<sub>2</sub>S emissions by over 90%.
- ❑ Fleet staff replaced 73 vehicles as part of the city's annual Fleet Replacement Program. Staff continued to look for ways to optimize the vehicle fleet by "right-sizing" to ensure the most appropriate vehicles are purchased and that we look to increase the fleet's overall fuel efficiency.
- ❑ Staff updated the existing radio equipment used by the Streets and Solid Waste staff. With the upgrade, Public Works switched from the Maricopa County radio network to the Regional Wireless Cooperative (RWC), which is also used by both the Police and Fire Department. Being on the same network will help facilitate communications during emergency events.
- ❑ Participated in regional water augmentation, conservation, education and legislation stakeholder, organizations and special events such as AMWUA, WestCAPS, AZRC, Water Use it Wisely, MAG. Staff continues to make collaboration and participation with these organizations a high priority to ensure Avondale is represented and has a voice.
- ❑ Avondale Street Sweepers collected over 480 tons of material from City roadways during routine and emergency operations.
- ❑ The Streets Division has completed numerous sidewalk and street repairs to ensure the drivability of City streets and pedestrian safety. The staff also continues to grade road shoulders and remove debris from alleys and utility easements.
- ❑ An updated Microbiological Site Sampling Plan was submitted to Maricopa County Environmental Services and Arizona Department of Environmental Quality and was approved. The Water Resource team monitors and samples the water distribution system per the Safe Drinking Water Act. Avondale's population has increased triggering the sampling site increase requirement from 80 to 90 sites monthly.
- ❑ Through the Water Conservation Rebate program, the City is saving 6.2 million gallons of water per year! The rebate program was created to encourage a permanent reduction in water use by establishing financial incentives to customers. Residential rebates: installation of a multi-programmable controller/timer, replacement of a high water use toilet to a high-efficiency toilet, Xeriscape landscape conversions from turf to low water use landscapes primarily Xeriscapes, and installation of high efficient clothes washers. Commercial customers can take advantage of rebates by installing smart irrigation controllers and converting high water use landscapes to Xeriscape low water use landscapes.

#### Public Works

**Strategic Initiative:** Initiative 1 - Foster Sustainable Community Development

**Strategic Goal:** Ensure City has Financial Capacities to Support Development

- ❑ Divisions will monitor their operating budgets and stay within established limits.

**Strategic Goal:** Maintain and Expand Quality Infrastructure

Public Works

**Strategic Initiative:** *Initiative 1 - Foster Sustainable Community Development*

- ❑ Complete capital projects and emergency repairs in a timely manner to minimize impact to residents and businesses. This year's capital projects include: upgrades to the water reclamation facility, construction of the gateway nitrate treatment facility expansion, large diameter sewer pipe rehabilitation, Rancho Santa Fe reservoir rehabilitation, and the construction of a new well.
- ❑ Continue to utilize reliability methods to optimize operations, realize full lifecycle of assets and reduce repair/replacement cost through preventative maintenance programs.
- ❑ Continue to meet and exceed best management practices to comply with permit requirements in all operating divisions.
- ❑ Continue to engage in regional discussions on Colorado River issues and be a part of the solution.
- ❑ Keep neighborhoods clean and free from trash and debris through sanitation services, inspection programs, education efforts, and street maintenance/sweeping operations.
- ❑ Continue to maintain an assured water supply for existing and future development. Maintain compliance with Safe Drinking Water and Clean Water Acts.
- ❑ Ensure pot holes, sidewalks, and pavement complaints are addressed within 24 hours.
- ❑ Ensure street sweeping is completed per established time frames (arterial streets once per week and collectors/neighborhoods once per month).
- ❑ Continue to meet federal, state, and local compliance regulations for water and wastewater 100% of the time.
- ❑ Residential refuse and recycling will be collected once per week and bulk trash will be collected once per month.

**Strategic Initiative:** *Initiative 2 - Create & Support Diverse Recreation & Entertainment Opportunities*

**Strategic Goal:** *Be Known and Promote Avondale*

- ❑ Public Works will encourage staff participation in professional/career based associations allowing the opportunity to showcase projects and operations that highlight achievements and professionalism, as well as participate in discussion on issues that shape the future of our industries.
- ❑ Public Works will host four professional development and training opportunities.
- ❑ Public Works Managers and Supervisors will participate as members of professional organizations.

**Strategic Initiative:** *Initiative 3 - Advocate for and Support Community-Oriented Lifelong Learning Opportunities*

**Strategic Goal:** *Strengthen Education and Faith-Based Partnerships*

- ❑ Staff will meet with local education institutions to develop programs to promote Public Works career fields.
- ❑ Staff will provide youth centered Public Works education in the classroom four times this year.
- ❑ Staff will provide water conservation community outreach and education programs.

**Strategic Initiative:** *Initiative 4 - Encourage & Support Creative Innovation in Development & Service Delivery*

**Strategic Goal:** *Improve Internal and External Service Delivery*

- ❑ All requests for service will be entered into the reporting database within one hour and responded to within 24 hours.
- ❑ For Public Works emergencies, staff will respond onsite within one hour.

**Strategic Initiative:** *Initiative 5 - Create a Connected Community*

**Strategic Goal:** *Promote Community Engagement through Civic Education*

- ❑ Public Works will participate in the annual Citizens Academy.
- ❑ Staff will update the Energy, Environment, and Natural Resources Commission twice annually.

**Strategic Goal:** *Use Technology to Connect Residents to Business, Government, and Community Opportunities*

Public Works

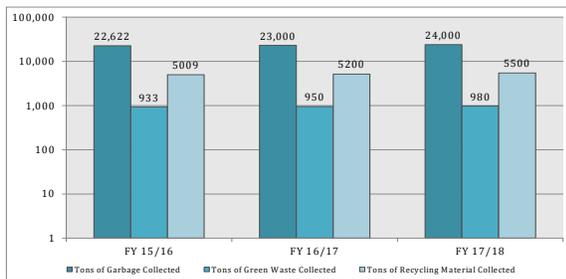
**Strategic Initiative:** Initiative 5 - Create a Connected Community

- ❑ Staff will utilize Twitter on a regular basis to communicate timely information to residents and businesses.
- ❑ Staff will complete monthly reviews of the Public Works web page to ensure the content is current.

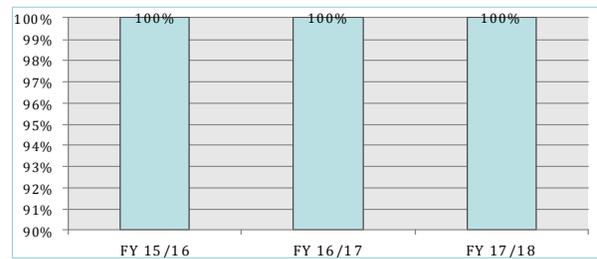
Performance Measures:	FY 2015-16 Actuals	FY 2016-17 Projected	FY 2017-18 Projected
Respond to afterhours emergency callouts within one hour.	100	100	100

Workload Indicators:	FY 2015-16 Actuals	FY 2016-17 Projected	FY 2017-18 Projected
Tons of recycling material collected.	5009	5200	5500
Tons of green waste collected.	933	950	980
Tons of garbage collected.	22622	23000	24000
Recycling diversion rate (%).	18	18	19
Miles of sewer lines cleaned.	100.66	100	100
Chlorine residual in drinking water system = 0.8mg/L - 1.2mg/L	1.06	1.06	1.06
Billions of gallons of wastewater treated annually.	2.06	2.07	2.08

**Workload Indicator**  
Sanitation Collection in Tons



**Performance Measure**  
Response to afterhours emergency calls within one hour



## Budget Summary

	FY 14-15 Actuals	FY 15-16 Actuals	FY 16-17 Budget	FY 16-17 Amended	FY 16-17 Estimates	FY 17-18 Budget
<b>Expenditure by Category</b>						
Personal Services	7,007,357	7,197,257	7,824,668	7,824,668	7,433,435	8,148,986
Contractual Services	8,002,546	7,786,011	9,197,712	9,251,065	8,737,826	9,963,798
Commodities	3,248,850	3,086,936	3,855,175	3,943,774	3,662,416	3,951,876
Capital Outlay	11,714,467	12,067,999	1,333,410	1,386,673	1,266,740	632,000
Other	2,835,521	2,835,030	3,414,701	3,414,701	3,243,966	3,202,600
Debt Service	122,622	106,295	1,644,150	1,644,150	1,561,943	730,100
Transfers Out	4,475,505	4,038,508	6,015,680	6,015,680	5,714,896	7,631,955
Contingency	-	-	2,550,000	2,352,544	2,422,500	2,550,000
<b>Total by Category</b>	<b>37,406,868</b>	<b>37,118,036</b>	<b>35,835,496</b>	<b>35,833,255</b>	<b>34,043,721</b>	<b>36,811,315</b>
<b>Expenditures by Division</b>						
Fleet Services	2,049,072	1,919,680	2,597,950	2,597,950	2,468,053	2,521,175
Field Operations Administration	(18,133)	34,553	53,990	53,990	51,291	-
Motor Pool	44,166	37,030	42,460	42,460	40,337	36,230
Streets	1,620,125	1,452,578	1,765,944	1,765,944	1,677,647	1,916,330
Solid Waste	4,244,123	4,362,433	4,450,480	4,450,480	4,227,956	4,340,677
Sanitation-Uncontained	758,731	580,505	872,690	872,690	829,056	735,250
Recycling, Education and Enforcement	274,086	286,272	318,200	316,200	302,290	332,030
Green Waste	45,789	147,091	145,840	145,840	138,548	228,575
Water Distribution	8,107,088	8,224,317	2,649,460	2,657,577	2,516,987	2,587,965
Water Administration	3,975,003	3,357,032	6,432,571	6,424,454	6,110,942	7,019,258
GIS and Land Services	(12,256)	123	-	-	-	-
Water Resources	1,496,755	1,476,482	1,859,780	1,859,780	1,766,791	1,846,700
Water Quality	600,278	565,205	608,970	605,970	578,522	625,950
Wetlands Treatment	192,297	140,968	272,320	272,320	258,704	196,910
Water Production	2,670,999	2,912,309	3,951,300	3,951,300	3,753,735	3,720,852
Wastewater Collection	2,056,960	1,958,089	2,254,820	2,254,820	2,142,079	2,120,408
Wastewater Administration	614,903	1,037,854	4,101,911	4,104,670	3,896,815	5,007,365
Wastewater Lift Stations	218,174	66,994	8,460	8,460	8,037	3,080
Water Reclamation Facility	8,468,708	8,558,521	3,447,920	3,447,920	3,275,524	3,572,330
Wastewater	-	-	430	430	409	230
<b>Total by Division</b>	<b>37,406,868</b>	<b>37,118,036</b>	<b>35,835,496</b>	<b>35,833,255</b>	<b>34,043,721</b>	<b>36,811,315</b>
<b>Expenditures by Fund</b>						
General Fund	26,033	71,583	96,450	96,450	91,628	36,230
Highway User Revenue Fund	1,620,125	1,452,578	1,765,944	1,765,944	1,677,647	1,916,330
Water Operations	17,030,164	16,676,436	15,774,401	15,771,401	14,985,681	15,997,715
Sewer Operations	11,358,745	11,621,458	9,813,541	9,816,300	9,322,864	10,703,193
Sanitation	5,322,729	5,376,301	5,787,210	5,785,210	5,497,850	5,636,672
Fleet Services Fund	2,049,072	1,919,680	2,597,950	2,597,950	2,468,053	2,521,175
<b>Total by Fund</b>	<b>37,406,868</b>	<b>37,118,036</b>	<b>35,835,496</b>	<b>35,833,255</b>	<b>34,043,721</b>	<b>36,811,315</b>

## Budget Summary

	FY 14-15 Actuals	FY 15-16 Actuals	FY 16-17 Budget	FY 16-17 Amended	FY 16-17 Estimates	FY 17-18 Budget
<b>Authorized Positions by Division</b>						
Fleet Services	6.00	6.00	7.50	7.50	7.50	7.60
Field Operations Administration	2.75	2.75	-	-	-	-
Streets	9.00	9.00	9.25	9.25	9.25	9.30
Solid Waste	13.00	13.00	14.25	14.25	14.25	12.50
Sanitation-Uncontained	3.00	3.00	3.00	3.00	3.00	4.00
Recycling, Education and Enforcement	2.00	2.00	2.00	2.00	2.00	2.00
Green Waste	-	1.00	1.00	1.00	1.00	2.00
Water Distribution	14.25	14.25	14.25	14.25	14.25	14.25
Water Administration	5.64	6.64	6.50	6.50	6.50	5.80
Water Resources	1.00	1.00	1.00	1.00	1.00	1.00
Water Quality	4.00	4.00	4.00	4.00	4.00	4.00
Wetlands Treatment	3.00	2.00	2.00	2.00	2.00	1.00
Water Production	5.25	5.25	6.75	6.75	6.75	7.75
Wastewater Collection	7.25	7.25	7.25	7.25	7.25	7.25
Wastewater Administration	1.61	1.61	1.50	1.50	1.50	1.80
Water Reclamation Facility	12.25	12.25	12.75	12.75	12.75	12.75
<b>Total Authorized FTE</b>	<b>90.00</b>	<b>91.00</b>	<b>93.00</b>	<b>93.00</b>	<b>93.00</b>	<b>93.00</b>

## Capital Improvement Plan

FY2017-2018 through FY2026-2027

### 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 2016-2017 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 2018-2027 CIP will form the basis for appropriations in the 2017-2018 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 \$168.9 million dollars over the next ten years from operating funds to supplement the ten-year capital budget. These transfers represent the contribution of current residents to improvements to public infrastructure.

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

### Grants and Other Intergovernmental Funding

There are a number of grants available from federal, state, and county sources. The City aggressively pursues this type of funding and plans to apply for over \$17.95 million in grant and intergovernmental funding.

### 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 2017-2018. The City has sufficient capacity to issue bonds to fund this ten-year plan as seen by the legal debt margins as of June 30, 2017.

	20%	6%
	<b>Water, Sewer, Public Safety, Streets, Transportation Facilities, Open Space, Flood Control and Parks</b>	<b>General Municipal Purpose Bonds</b>
Net Assessed Value	510,270,136	510,270,136
Debt Limit	102,054,027	30,616,208
Net Bonds Outstanding	22,465,000	225,000
Legal Debt Margin	79,589,027	30,391,208

### 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 City anticipates issuing \$7 million in new general obligation bonds, and the reduction in authorization is not reflected above. Once the bonds close, the new limits will be reflected in the above table.

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

## Capital Improvement Plan

an agreement with an MDC under which the corporation sells bonds and pays for capital improvements. Over a period of years, the improvement will be purchased from the corporation by the city.

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

### 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 \$33 million will carryover in fund balance for the FY2017-18 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 2017-2018 budget includes \$10,712,839 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 2017-2018 budgeted payments by debt type. The summary repayment schedules are included in the Schedules and Summaries section of this document.

Debt Type	Principal	Interest	Total
General Obligation (GO) Bonds	1,400,000	1,574,438	2,974,438
Highway User Revenue Bonds	330,000	0	330,000
Municipal Development Corporation (MDC) Bonds-GLTD	4,998,697	1,602,111	6,060,808
Sub-total	6,728,697	2,636,549	9,365,246
Enterprise Funded Debt			
Water & Sewer Revenue Bonds	933,733	377,502	1,311,235
MDC Bonds - Water & Sewer	32,571	3,787	36,358
Sub-total	966,304	381,289	1,347,593
<b>Grand Total All Debt</b>	<b>\$7,695,001</b>	<b>\$3,017,838</b>	<b>\$10,712,839</b>

### Operating and Capital Budget Relationship

The capital improvement plan also impacts the operating budget as projects are completed and operating funds are necessary for the routine maintenance and operation of facilities and equipment including, utilities, staffing, repairs, fuel for heavy equipment and equipment maintenance. Recurring equipment

## Capital Improvement Plan

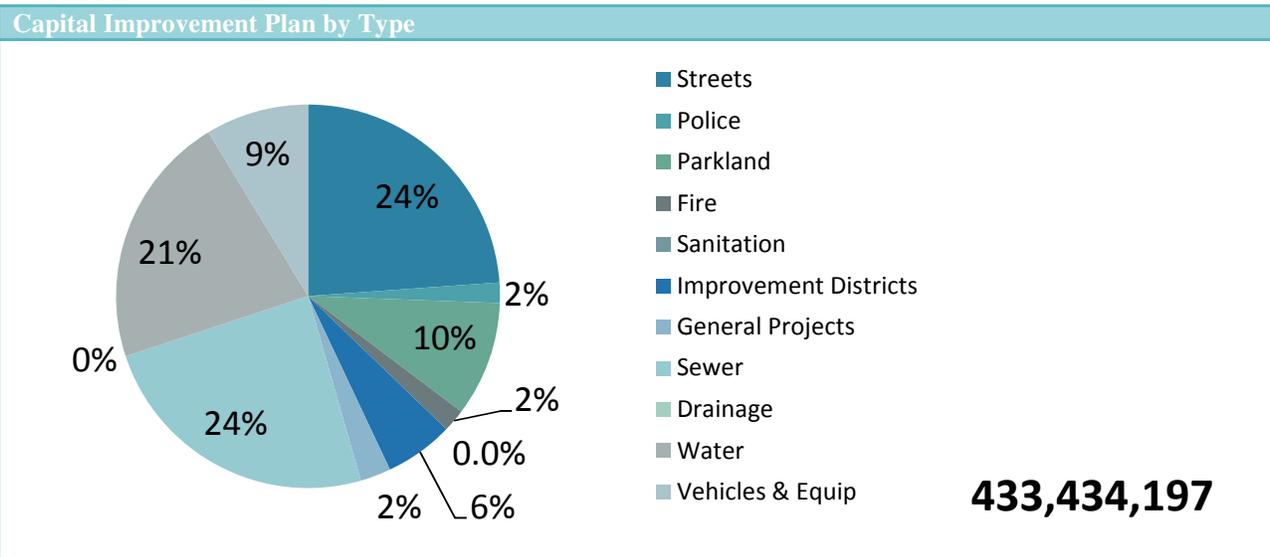
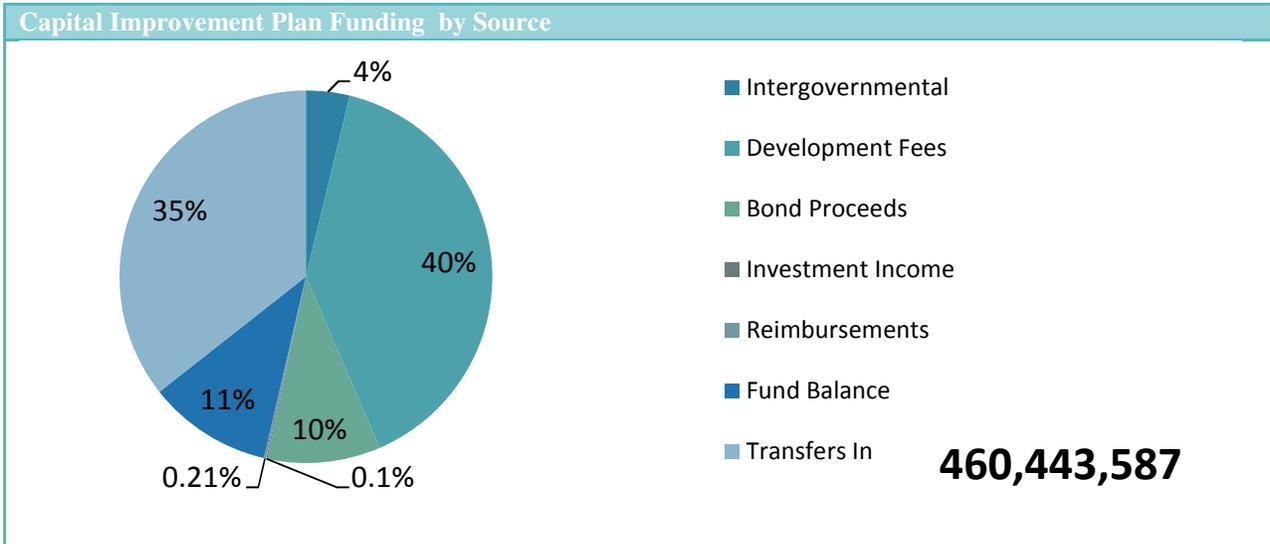
replacement expenses for new patrol cars, street sweepers, and recurring maintenance costs such as street asphalt overlay are also funded through the operating budget. These ongoing costs must be tied to ongoing revenues (i.e., sales tax, user fees, and intergovernmental revenues) to ensure they can be sustained into the future.

There are a number of major projects in the CIP that will require substantial operating funds when completed. The project details in the following capital section include the expected impact on the operating budget of capital projects. A few major examples are listed below 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	FY2018	FY2019	FY2020	FY2021	FY2022	2023-2027
<b>General Fund</b>						
Electricity	500	500	500	500	500	1,102,500
Equipment Maintenance	30,000	30,000	105,000	105,000	105,000	525,000
Grounds Maintenance	0	205,000	280,000	280,000	330,000	3,725,000
Staffing	0	0	65,000	265,000	265,000	7,325,000
Street Maintenance	500	1,000	1,500	4,000	4,500	28,500
Supplies/Contracts	500	500	25,500	55,500	55,750	818,750
Utilities-Water/Sewer	0	0	60,000	60,000	60,000	2,460,000
Vehicles/Major Equipment	0	0	0	0	0	300,000
GF Total	31,500	237,000	537,500	770,000	820,750	16,284,750
<b>Highway User Revenue Fund</b>						
Electricity	1,000	3,000	5,000	5,000	5,000	95,000
Equipment Maintenance	0	0	0	0	0	38,000
Equipment Replacement	0	0	0	0	0	0
Grounds Maintenance	0	1,000	2,000	2,000	2,000	56,500
Staffing	0	5,000	10,000	10,000	10,000	245,000
Street Maintenance	6,500	6,500	19,000	19,000	25,000	248,000
Utilities-Water/Sewer	0	0	0	0	0	25,000
HURF Total	7,500	15,500	36,000	36,000	42,000	707,500
<b>Water Operations</b>						
Electricity	40,000	40,000	40,000	80,000	80,000	760,000
Equipment Maintenance	15,000	16,000	16,000	16,000	16,000	635,960
Staffing	2,600	2,600	2,600	5,200	5,200	49,400
Supplies/Contracts	336,700	336,700	336,700	346,700	346,700	1,823,500
Utilities-Water/Sewer	35,000	2,035,00	2,335,00	2,370,00	2,370,000	12,165,000
Water Total	429,300	2430300	2730300	2832900	2832900	15,508,860
<b>Wastewater Operations</b>						
Electricity	0	0	0	0	0	600,000
Equipment Maintenance	10,000	10,000	10,000	10,000	10,000	574,500
Staffing	0	0	0	0	0	300,000
Supplies/Contracts	0	0	0	0	0	900,000
Utilities-Water/Sewer	0	0	0	0	0	300,000
WW Total	10,000	10,000	10,000	10,000	10,000	2,674,500
<b>Sanitation Operations</b>						
Equipment Maintenance	0	0	0	0	0	0
<b>Grand Total</b>	<b>478,300</b>	<b>2,692,800</b>	<b>3,313,800</b>	<b>3,648,900</b>	<b>3,705,650</b>	<b>35,175,610</b>

## Capital Improvement Plan Capital Improvement Plan Summary

The capital plan for the City of Avondale totals \$433,434,197 for fiscal years 2017-18 through 2026-27. The fiscal year 2017-18 budget totals \$95,920,470 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 2018-2027

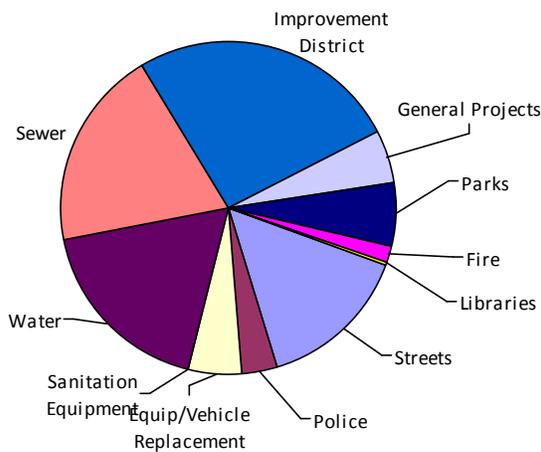
	FY2017-18	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2023-27	Total
<b>Fund Balances All</b>	51,110,365	25,576,333	22,087,234	37,967,490	44,526,580	45,067,340	51,110,365
<b>Capital Plan Revenues</b>							
<b>Intergovernmental Revenues</b>							
Other State Sources	96,200	96,200	77,300	0	0	0	269,700
Federal Grants & Other Sources	250,000	5,000,000	0	3,000,000	0	9,000,000	17,250,000
Maricopa County	425,000	0	0	0	0	0	425,000
<b>Total Intergovernmental Revenues</b>	<b>771,200</b>	<b>5,096,200</b>	<b>77,300</b>	<b>3,000,000</b>	<b>0</b>	<b>9,000,000</b>	<b>17,944,700</b>
<b>Development Fees</b>							
Street Construction	1,914,595	2,553,126	3,191,324	3,191,324	3,191,324	19,145,955	33,187,648
Police Development	280,974	374,681	468,339	468,339	468,339	2,809,740	4,870,412
Park Development	449,341	599,199	748,979	748,979	748,979	4,493,410	7,788,887
Library Development	100,823	134,448	168,056	168,056	168,056	1,008,230	1,747,669
General Government	44,660	59,555	74,441	74,441	74,441	275,315	602,853
Fire Dept. Development	341,706	455,667	569,570	569,570	569,570	3,417,060	5,923,143
Sewer Development	3,952,250	5,270,352	6,587,768	6,587,768	6,587,768	39,522,500	68,508,406
Water Development	3,805,304	5,074,399	6,342,833	6,342,833	6,342,833	38,053,040	65,961,242
<b>Total Development Fees</b>	<b>10,889,653</b>	<b>14,521,427</b>	<b>18,151,310</b>	<b>18,151,310</b>	<b>18,151,310</b>	<b>108,725,250</b>	<b>188,590,260</b>
<b>Bond Proceeds</b>							
Street Construction	0	0	5,500,000	0	0	0	5,500,000
Police Development	3,000,000	0	0	0	0	0	3,000,000
Park Development	4,000,000	0	0	0	0	0	4,000,000
Improvement District	25,000,000	0	0	0	0	0	25,000,000
Sewer Development	0	0	0	0	0	4,000,000	4,000,000
Water Development	0	0	0	0	0	5,000,000	5,000,000
<b>Total Bond Proceeds</b>	<b>32,000,000</b>	<b>0</b>	<b>5,500,000</b>	<b>0</b>	<b>0</b>	<b>9,000,000</b>	<b>46,500,000</b>
<b>Investment Income</b>							
Interest Earned	55,115	48,775	48,775	48,775	48,775	232,800	483,015
<b>Total Investment Income</b>	<b>55,115</b>	<b>48,775</b>	<b>48,775</b>	<b>48,775</b>	<b>48,775</b>	<b>232,800</b>	<b>483,015</b>
<b>Reimbursement Revenue</b>							
Traffic Signal Cost Sharing	0	200,000	0	150,000	340,000	0	690,000
Reimbursement/Cost Share	0	0	0	0	0	0	0
Sale of Assets	300,000	0	0	0	0	0	300,000
<b>Total Reimbursement Revenue</b>	<b>300,000</b>	<b>200,000</b>	<b>0</b>	<b>150,000</b>	<b>340,000</b>	<b>0</b>	<b>990,000</b>
<b>Operating Transfers In</b>							
Vehicle Replacement Contributions	1,952,110	2,241,420	2,241,420	2,241,420	2,241,420	8,965,680	19,883,470
Replacement Contributions - Fire Equip	80,000	80,000	80,000	80,000	80,000	320,000	720,000
Technology Replacement Contribution	1,063,360	1,026,110	1,026,110	1,026,110	1,026,110	4,110,830	9,278,630
Transfer In 101--General Fund	16,100,000	5,460,000	4,600,000	5,100,000	6,000,000	30,300,000	67,560,000
Transfer In 230-- Dedicated Sales Tax	900,000	1,150,000	1,150,000	1,150,000	3,650,000	18,250,000	26,250,000
Transfer In 240--CDBG	225,000	229,000	229,000	229,000	229,000	1,145,000	2,286,000
Transfer in 501--Avondale Water	3,500,000	3,000,000	3,000,000	2,000,000	2,000,000	10,000,000	23,500,000
Transfer In Wastewater Fund	2,500,000	1,500,000	1,500,000	1,500,000	2,000,000	10,000,000	19,000,000
Transfer In 520--Sanitation Fund	50,000	50,000	50,000	50,000	50,000	200,000	450,000

## Capital Improvement Plan Summary

Fiscal Years 2018-2027

	FY2017-18	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2023-27	Total
<b>Operating Transfers In</b>							
Transfer In 240--CDBG	225,000	229,000	229,000	229,000	229,000	1,145,000	2,286,000
<b>Total Operating Transfers In</b>	<b>26,370,470</b>	<b>14,736,530</b>	<b>13,876,530</b>	<b>13,376,530</b>	<b>15,276,530</b>	<b>71,791,510</b>	<b>155,428,100</b>
<b>Sub-Total</b>	<b>70,341,778</b>	<b>34,543,377</b>	<b>37,579,474</b>	<b>34,652,174</b>	<b>33,742,174</b>	<b>198,474,245</b>	<b>409,333,222</b>
<b>Total Resources</b>	<b>121,452,143</b>	<b>60,075,050</b>	<b>59,562,493</b>	<b>72,441,008</b>	<b>78,015,657</b>	<b>241,214,047</b>	<b>460,443,587</b>
<b>Capital Outlay*</b>							
304 Street Construction	14,172,700	7,877,000	6,477,000	10,037,000	12,895,000	51,659,000	103,117,700
308 Police Development	3,225,000	0	0	800,000	0	3,450,000	7,475,000
310 Park Development	5,930,000	7,458,260	900,000	3,475,000	5,200,000	18,435,000	41,398,260
311 Library Development	262,950	207,950	207,950	207,950	207,950	623,850	1,718,600
318 General Government	0	0	0	0	0	0	0
319 Fire Dept. Development	1,620,000	455,000	95,000	0	0	6,058,000	8,228,000
320 Improvement District	25,000,000	0	0	0	0	0	25,000,000
322 One-Time Project Fund	4,709,000	6,500,000	0	0	0	0	11,209,000
513 Sewer Development	18,633,660	4,368,470	4,254,460	2,464,840	4,961,040	70,659,700	105,342,170
514 Water Development	17,497,000	7,050,370	6,742,020	8,092,020	7,913,420	45,062,720	92,357,550
524 Sanitation Equipment	0	275,000	0	0	0	275,000	550,000
530 Water Equipment Replacement	632,060	328,900	196,288	280,200	220,900	1,675,421	3,333,769
531 Sewer Equipment Replacement	312,010	70,650	225,359	197,050	94,000	1,030,384	1,929,453
532 Sanitation Equipment Replacement	338,080	106,000	684,000	1,083,265	1,625,260	2,636,950	6,473,555
601 Vehicle Replacement	2,336,610	2,547,331	1,038,782	855,400	1,206,585	9,027,632	17,012,340
603 Technology & Equipment Replacement	1,251,400	847,100	952,800	674,800	951,700	3,611,000	8,288,800
<b>Total Expenditures</b>	<b>95,920,470</b>	<b>38,092,031</b>	<b>21,773,659</b>	<b>28,167,525</b>	<b>35,275,855</b>	<b>214,204,657</b>	<b>433,434,197</b>
<b>Estimated Ending Balance</b>	<b>25,531,673</b>	<b>21,983,019</b>	<b>37,788,834</b>	<b>44,273,483</b>	<b>42,739,802</b>	<b>27,009,390</b>	<b>27,009,390</b>

Capital Improvement Projects by Type



\*Includes transfers to debt service funds

# Capital Improvement Plan

Fiscal Years 2018-2027

## Street Construction

304 Street Construction	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2023-27	Total
Beginning Balance	8,489,330	1,239,425	452,751	7,485,375	5,630,699	2,508,023	
<b>Revenue</b>							
Development Fees	1,914,595	2,553,126	3,191,324	3,191,324	3,191,324	19,145,955	33,187,648
IGA - MCDOT	425,000	0	0	0	0	0	425,000
Grant - Federal	250,000	0	0	0	0	0	250,000
Grant - State	96,200	96,200	77,300	0	0	0	269,700
Revenue Bonds	0	0	5,500,000	0	0	0	5,500,000
Interest Earned	12,000	12,000	12,000	12,000	12,000	60,000	120,000
Traffic Signal Cost Sharing	0	200,000	0	150,000	340,000	0	690,000
Transfer In - General Fund	3,250,000	3,000,000	3,500,000	3,600,000	4,000,000	20,000,000	37,350,000
Transfer In - 0.5% Sales Tax	750,000	1,000,000	1,000,000	1,000,000	2,000,000	10,000,000	15,750,000
Transfer In - CDBG	225,000	229,000	229,000	229,000	229,000	1,145,000	2,286,000
<b>Total Revenue</b>	<b>6,922,795</b>	<b>7,090,326</b>	<b>13,509,624</b>	<b>8,182,324</b>	<b>9,772,324</b>	<b>50,350,955</b>	<b>95,828,348</b>
<b>Total Resources</b>	<b>15,412,125</b>	<b>8,329,751</b>	<b>13,962,375</b>	<b>15,667,699</b>	<b>15,403,023</b>	<b>52,858,978</b>	

### Capital Costs

#### Development Fee Eligible Projects

ST1021-Dysart Rd Extension - Lower Buckeye to Harrison	0	0	0	300,000	2,200,000	0	2,500,000
ST1125-Avondale Blvd - McDowell to Thomas	0	0	200,000	1,500,000	0	0	1,700,000
ST1127-Traffic Signal at 107th and Pierce	0	0	0	0	475,000	0	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	600,000	0	600,000
ST1171-Traffic Signal and Roadway Improvements at El Mirage & Lower Buckeye	0	0	0	0	575,000	0	575,000
ST1181-Traffic Signal - 107th Avenue and Roosevelt Street	0	475,000	0	0	0	0	475,000
ST1187-Traffic Signal - 119th Ave and McDowell	0	0	0	0	0	475,000	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	600,000	1,300,000	0	0	0	0	1,900,000
ST1248-Traffic Signal - Dysart Road and Lower Buckeye Road	0	0	0	0	0	475,000	475,000
ST1329-Development Impact Fee Update	25,000	0	0	0	0	0	25,000
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
ST1334-Van Buren - 107th Avenue to Avondale Boulevard	0	0	0	0	0	6,000,000	6,000,000
ST1381-Traffic Signal at Maricopa St. and Avondale Boulevard	475,000	0	0	0	0	0	475,000

# Capital Improvement Plan

## Fiscal Years 2018-2027

### Street Construction

304 Street Construction	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2023-27	Total
<b>Development Fee Eligible Projects</b>							
ST1449-Traffic Signal - Van Buren Street and 103rd Avenue	0	0	0	0	0	475,000	475,000
<b>Total Development Fee Eligible</b>	<b>1,100,000</b>	<b>1,775,000</b>	<b>200,000</b>	<b>1,800,000</b>	<b>4,650,000</b>	<b>25,775,000</b>	<b>35,300,000</b>
<b>Non-Development Fee Eligible Projects</b>							
ST1007-Street Drainage Issues	150,000	100,000	100,000	100,000	100,000	500,000	1,050,000
ST1009-City Wide Street Overlay	1,800,000	1,400,000	1,600,000	1,800,000	2,000,000	10,000,000	18,600,000
ST1012-Bridge Repairs	75,000	0	75,000	0	75,000	150,000	375,000
ST1020-Preventative Street Maintenance	1,350,000	1,400,000	1,600,000	1,800,000	2,000,000	10,000,000	18,150,000
ST1162-CDBG Street and Sidewalk Improvements	1,154,000	0	150,000	937,000	0	1,974,000	4,215,000
ST1164-Streetlight Replacement Program Citywide	3,500,000	0	250,000	250,000	250,000	1,200,000	5,450,000
ST1172-Roadway Improvements on El Mirage - Lower Buckeye Road to Calle Hermosa	0	0	0	0	0	810,000	810,000
ST1220-Pedestrian Ramp/Sidewalks Program	490,000	400,000	400,000	300,000	300,000	250,000	2,140,000
ST1265-Dysart/McDowell Intersection	0	0	0	100,000	2,500,000	0	2,600,000
ST1275-Western - Central to 4th Ave - Roadway Reconstruction	0	100,000	700,000	0	0	0	800,000
ST1294-ITS Fiber Backbone Program	150,000	150,000	150,000	0	0	0	450,000
ST1306-Thomas - 99th Ave to 103rd Ave - Road Improvements	600,000	0	0	0	0	0	600,000
ST1309-MC85 - Litchfield to Agua Fria Bridge - Mill/Overlay	0	0	70,000	1,300,000	0	0	1,370,000
ST1311-Washington - Dysart to 9th St - Road Improvements	0	0	0	700,000	0	0	700,000
ST1327-Dysart Road ITS - Rancho Santa Fe to Indian School	150,000	0	0	0	0	0	150,000
ST1328-McDowell Road ITS - Avondale to Dysart	875,000	0	0	0	0	0	875,000
ST1330-107th Ave. - Roosevelt to Van Buren	1,200,000	0	0	0	0	0	1,200,000
ST1336-Fairway Drive Improvements - Van Buren Street to New Traffic Interchange (Garfield)	550,000	1,400,000	0	950,000	1,020,000	0	3,920,000
ST1350-Avondale Strategic Transportation Safety Plan	216,600	0	0	0	0	0	216,600
ST1362-Dysart Rd Phase II ITS	435,100	0	0	0	0	0	435,100
ST1365-Dysart / Rancho Santa Fe Intersection Improvements	125,000	150,000	800,000	0	0	0	1,075,000
ST1380-Roosevelt Parkway at 99th Avenue - Pavement Analysis, Design & Reconstruction	0	0	300,000	0	0	0	300,000
ST1382-McDowell Road & 107th Avenue - Construct dual left turn lanes	0	500,000	0	0	0	0	500,000
ST1383-Traffic Signal at Broadway Road & Avondale Boulevard	0	0	0	0	0	1,000,000	1,000,000
ST1386-Street Lighting on MC 85 at El Mirage Rd	150,000	0	0	0	0	0	150,000
ST1406-Safe Routes to Schools Program	102,000	102,000	82,000	0	0	0	286,000
ST1437-Traffic Signal @ 137th/Thomas	0	400,000	0	0	0	0	400,000
<b>Total Non-Development Fee Eligible</b>	<b>13,072,700</b>	<b>6,102,000</b>	<b>6,277,000</b>	<b>8,237,000</b>	<b>8,245,000</b>	<b>25,884,000</b>	<b>67,817,700</b>
<b>Total Capital Costs</b>	<b>14,172,700</b>	<b>7,877,000</b>	<b>6,477,000</b>	<b>10,037,000</b>	<b>12,895,000</b>	<b>51,659,000</b>	<b>103,117,700</b>
<b>Estimated Ending Balance</b>	<b>1,239,425</b>	<b>452,751</b>	<b>7,485,375</b>	<b>5,630,699</b>	<b>2,508,023</b>	<b>1,199,978</b>	

# Capital Improvement Plan

Fiscal Years 2018-2027

## Street Construction

**Project No:** ST1007      **Pct. New Development:** 0.00%      **Total Project Cost** \$1,050,000

**Project Title:** Street Drainage Issues

**Funding Source:** Ops. Transfers In

**Project Description:**

This program allocates funds to be used for construction improvements to mitigate unforeseen minor drainage issues as well as professional design services for drainage-related concerns within the City limits. Potential locations previously identified include, but are not limited to the following: Lower Buckeye & 4th Street, Lower Buckeye & El Mirage Rd., 107th & Durango, 4th St. & La Canada, 110th Dr & 110th Ct. (Tierra Ranchettes) and Indian Springs Rd (adjacent to PIR).

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	50,000	100,000	150,000	100,000	100,000	100,000	100,000	500,000
<b>Total Capital Costs</b>	<b>50,000</b>	<b>100,000</b>	<b>150,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>500,000</b>

**Project No:** ST1009      **Pct. New Development:** 0.00%      **Total Project Cost** \$18,600,000

**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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	600,000	1,200,000	1,800,000	1,400,000	1,600,000	1,800,000	2,000,000	10,000,000
<b>Total Capital Costs</b>	<b>600,000</b>	<b>1,200,000</b>	<b>1,800,000</b>	<b>1,400,000</b>	<b>1,600,000</b>	<b>1,800,000</b>	<b>2,000,000</b>	<b>10,000,000</b>

**Project No:** ST1012      **Pct. New Development:** 0.00%      **Total Project Cost** \$375,000

**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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	75,000	75,000	-	75,000	-	75,000	150,000
<b>Total Capital Costs</b>	<b>-</b>	<b>75,000</b>	<b>75,000</b>	<b>-</b>	<b>75,000</b>	<b>-</b>	<b>75,000</b>	<b>150,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Street Construction

**Project No:** ST1020      **Pct. New Development:** 0.00%      **Total Project Cost** \$18,150,000

**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, as well as preservation treatments. Typically these improvements consist of sealing surface cracks, rejuvenating pavements and minor resurfacing.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	150,000	1,200,000	1,350,000	1,400,000	1,600,000	1,800,000	2,000,000	10,000,000
<b>Total Capital Costs</b>	<b>150,000</b>	<b>1,200,000</b>	<b>1,350,000</b>	<b>1,400,000</b>	<b>1,600,000</b>	<b>1,800,000</b>	<b>2,000,000</b>	<b>10,000,000</b>

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

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

**Funding Source:** Development Fees

**Project Description:**

This project will extend Dysart Road from its existing terminus (just south of Whyman Avenue) south to Lower Buckeye Road. The north project limit will be at Harrison Drive, and the project will improve the existing roadway alignment between Harrison Road and Whyman Avenue. Land acquisition will be necessary for the roadway extension. Moderate modifications to communications equipment and site layout at the Whyman Haciendas sanitary lift station are included.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	-	-	-	-	-	2,200,000	-
Design/Engineering Services	-	-	-	-	-	300,000	-	-
<b>Total Capital Costs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>300,000</b>	<b>2,200,000</b>	<b>-</b>

Operating Impact:								
Utilities-Water/Sewer			-	-	-	-	-	25,000
Street Maintenance			-	-	-	-	-	50,000
<b>Total Operating Costs</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Street Construction

**Project No:** ST1125      **Pct. New Development:** 100.00%      **Total Project Cost** \$1,700,000

**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 1350 feet north of Encanto Boulevard. The half street improvements will increase Avondale Boulevard capacity from a 3-lane to a 5-lane roadway. The project improvements include vertical curb and gutter, sidewalk, streetlights, a new pavement section, new striping, temporary retention basins, and scuppers. The project will include tiling of an existing irrigation ditch adjacent to City-owned property as well as the undergrounding of existing overhead 12 kV electric between Encanto and McDowell. Landscaping will not be included as part of these improvements.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	-	-	-	-	1,500,000	-	-
Design/Engineering Services	-	-	-	-	200,000	-	-	-
<b>Total Capital Costs</b>	-	-	-	-	<b>200,000</b>	<b>1,500,000</b>	-	-
Operating Impact:								
Street Maintenance			-	-	-	-	1,000	5,000
<b>Total Operating Costs</b>			-	-	-	-	<b>1,000</b>	<b>5,000</b>

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

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

**Funding Source:** Development Fees

**Project Description:**

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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	-	-	-	-	-	475,000	-
<b>Total Capital Costs</b>	-	-	-	-	-	-	<b>475,000</b>	-
Operating Impact:								
Staffing			-	-	-	-	-	25,000
Equipment Maintenance			-	-	-	-	-	30,000
Grounds Maintenance			-	-	-	-	-	12,500
<b>Total Operating Costs</b>			-	-	-	-	-	<b>67,500</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Street Construction

**Project No:** ST1146      **Pct. New Development:** 100.00%      **Total Project Cost** \$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 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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	-	-	-	-	-	-	1,500,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>1,500,000</b>

**Project No:** ST1162      **Pct. New Development:** 0.00%      **Total Project Cost** \$4,215,000

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

**Funding Source:** Grants, Ops. Transfers In

**Project Description:**

The project in FY 2018 includes reconstruction of 1st, 2nd and 3rd Streets from Western Avenue to Main Street. The design was completed in FY 2017 and construction is to be completed in FY 2018. This project will replace asphalt pavement, driveways, and water mains within the streets and address the existing drainage concerns.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	325,000	829,000	1,154,000	-	150,000	937,000	-	1,974,000
<b>Total Capital Costs</b>	<b>325,000</b>	<b>829,000</b>	<b>1,154,000</b>	-	<b>150,000</b>	<b>937,000</b>	-	<b>1,974,000</b>

**Operating Impact:**

Street Maintenance	-	-	-	-	-	5,000	25,000
<b>Total Operating Costs</b>	-	-	-	-	-	<b>5,000</b>	<b>25,000</b>

**Project No:** ST1164      **Pct. New Development:** 0.00%      **Total Project Cost** \$5,450,000

**Project Title:** Streetlight Replacement Program Citywide

**Funding Source:** Ops. Transfers In

**Project Description:**

This project is a program that allocates money to be used citywide to replace streetlight poles that have reached the end of their lifecycle.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	3,500,000	-	3,500,000	-	250,000	250,000	250,000	1,200,000
<b>Total Capital Costs</b>	<b>3,500,000</b>	-	<b>3,500,000</b>	-	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,200,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Street Construction

**Project No:** ST1166      **Pct. New Development:** 25.00%      **Total Project Cost** \$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. Anticipate City fronting total project cost and a \$200k reimbursement from MCDOT.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	-	-	-	-	-	800,000	-
<b>Total Capital Costs</b>	-	-	-	-	-	-	<b>800,000</b>	-

Operating Impact:

Electricity	-	-	-	-	-	-	-	5,000
Street Maintenance	-	-	-	-	-	-	-	25,000
<b>Total Operating Costs</b>	-	-	-	-	-	-	-	<b>30,000</b>

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

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

**Funding Source:** Development Fees

**Project Description:**

Construct a traffic signal using City standard trombone-type specifications at the intersection of Avondale Boulevard 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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	-	-	-	-	-	600,000	-
<b>Total Capital Costs</b>	-	-	-	-	-	-	<b>600,000</b>	-

Operating Impact:

Staffing	-	-	-	-	-	-	-	25,000
Electricity	-	-	-	-	-	-	-	12,500
Grounds Maintenance	-	-	-	-	-	-	-	5,000
<b>Total Operating Costs</b>	-	-	-	-	-	-	-	<b>42,500</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Street Construction

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

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

**Funding Source:** Development Fees

**Project Description:**

Construct a traffic signal using Maricopa County City standard 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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	-	-	-	-	-	575,000	-
<b>Total Capital Costs</b>	-	-	-	-	-	-	<b>575,000</b>	-

Operating Impact:								
Staffing			-	-	-	-	-	25,000
Electricity			-	-	-	-	-	12,500
Grounds Maintenance			-	-	-	-	-	5,000
<b>Total Operating Costs</b>			-	-	-	-	-	<b>42,500</b>

**Project No:** ST1172      **Pct. New Development:** 0.00%      **Total Project Cost** \$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 1100 feet. The north side of Lower Buckeye will be improved from El Mirage to 123rd Drive. The south side of Lower Buckeye will be improved for approximately 200 feet west of the intersection. Improvements south of Lower Buckeye on El Mirage will extend 250' south of the intersection.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	-	-	-	-	-	-	810,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>810,000</b>

Operating Impact:								
Street Maintenance			-	-	-	-	-	28,000
<b>Total Operating Costs</b>			-	-	-	-	-	<b>28,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Street Construction

**Project No:** ST1181      **Pct. New Development:** 100.00%      **Total Project Cost** \$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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	-	-	475,000	-	-	-	-
<b>Total Capital Costs</b>	-	-	-	<b>475,000</b>	-	-	-	-

Operating Impact:								
Staffing			-	-	-	-	-	20,000
Electricity			-	-	-	-	-	8,000
Grounds Maintenance			-	-	-	-	-	4,000
<b>Total Operating Costs</b>			-	-	-	-	-	<b>32,000</b>

**Project No:** ST1187      **Pct. New Development:** 100.00%      **Total Project Cost** \$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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	-	-	-	-	-	-	475,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>475,000</b>

Operating Impact:								
Staffing			-	-	-	-	-	20,000
Electricity			-	-	-	-	-	8,000
Grounds Maintenance			-	-	-	-	-	4,000
<b>Total Operating Costs</b>			-	-	-	-	-	<b>32,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Street Construction

**Project No:** ST1188      **Pct. New Development:** 100.00%      **Total Project Cost** \$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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	-	-	-	-	-	-	475,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>475,000</b>

Operating Impact:								
Staffing			-	-	-	-	-	20,000
Electricity			-	-	-	-	-	8,000
Grounds Maintenance			-	-	-	-	-	4,000
<b>Total Operating Costs</b>			-	-	-	-	-	<b>32,000</b>

**Project No:** ST1189      **Pct. New Development:** 100.00%      **Total Project Cost** \$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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	-	-	-	-	-	-	200,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>200,000</b>

Operating Impact:								
Staffing			-	-	-	-	-	15,000
Electricity			-	-	-	-	-	6,000
Grounds Maintenance			-	-	-	-	-	3,000
<b>Total Operating Costs</b>			-	-	-	-	-	<b>24,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Street Construction

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

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

**Funding Source:** Development Fees, IGA

**Project Description:**

Construct a traffic signal using City 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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	-	-	-	-	-	-	475,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>475,000</b>

Operating Impact:								
Staffing					5,000	5,000	5,000	25,000
Electricity					2,000	2,000	2,000	10,000
Grounds Maintenance					1,000	1,000	1,000	5,000
<b>Total Operating Costs</b>					<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>40,000</b>

**Project No:** ST1220      **Pct. New Development:** 0.00%      **Total Project Cost** \$2,140,000

**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 and provide funding for installation of temporary sidewalk where gaps currently exist.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	90,000	400,000	490,000	400,000	400,000	300,000	300,000	250,000
<b>Total Capital Costs</b>	<b>90,000</b>	<b>400,000</b>	<b>490,000</b>	<b>400,000</b>	<b>400,000</b>	<b>300,000</b>	<b>300,000</b>	<b>250,000</b>

Operating Impact:								
Street Maintenance			1,000	1,000	1,000	1,000	1,000	5,000
<b>Total Operating Costs</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>5,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Street Construction

**Project No:** ST1224      **Pct. New Development:** 100.00%      **Total Project Cost** \$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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	600,000	600,000	1,300,000	-	-	-	-
<b>Total Capital Costs</b>	-	<b>600,000</b>	<b>600,000</b>	<b>1,300,000</b>	-	-	-	-
Operating Impact:								
Street Maintenance			3,000	3,000	3,000	3,000	3,000	15,000
<b>Total Operating Costs</b>			<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>15,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Street Construction

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

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

**Funding Source:** Development Fees

**Project Description:**

Construct a traffic signal using a Maricopa County Department of Transportation (MCDOT) standard type signal 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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Equipment - General	-	-	-	-	-	-	-	75,000
Roadway Improvement	-	-	-	-	-	-	-	350,000
Design/Engineering Services	-	-	-	-	-	-	-	50,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>475,000</b>

**Operating Impact:**

Staffing			-	-	-	-	-	10,000
Electricity			-	-	-	-	-	4,000
Grounds Maintenance			-	-	-	-	-	2,000
<b>Total Operating Costs</b>			-	-	-	-	-	<b>16,000</b>

**Project No:** ST1265      **Pct. New Development:** 0.00%      **Total Project Cost** \$2,600,000

**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. The improvements will incorporate recommendations from the Road Safety Assessment conducted by MAG for this intersection. It is anticipated that the City would be partnering with the City of Goodyear.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	-	-	-	-	100,000	2,500,000	-
<b>Total Capital Costs</b>	-	-	-	-	-	<b>100,000</b>	<b>2,500,000</b>	-

# Capital Improvement Plan

Fiscal Years 2018-2027

## Street Construction

**Project No:** ST1275      **Pct. New Development:** 0.00%      **Total Project Cost** \$800,000

**Project Title:** Western - Central to 4th Ave - Roadway Reconstruction

**Funding Source:** Ops. Transfers In

**Project Description:**

This project will remove and reconstruct Western Avenue from Central Avenue to 4th Avenue. The pavement is showing signs of distress and is nearing the end of its pavement lifecycle. Drainage improvements will be incorporated.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	-	-	-	700,000	-	-	-
Design/Engineering Services	-	-	-	100,000	-	-	-	-
<b>Total Capital Costs</b>	-	-	-	<b>100,000</b>	<b>700,000</b>	-	-	-
<b>Operating Impact:</b>								
Street Maintenance			-	-	7,500	7,500	7,500	37,500
<b>Total Operating Costs</b>			-	-	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>37,500</b>

**Project No:** ST1294      **Pct. New Development:** 0.00%      **Total Project Cost** \$450,000

**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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	150,000	150,000	150,000	150,000	-	-	-
<b>Total Capital Costs</b>	-	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	-	-	-

# Capital Improvement Plan

Fiscal Years 2018-2027

## Street Construction

**Project No:** ST1306      **Pct. New Development:** 0.00%      **Total Project Cost** \$600,000

**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. This will increase the life of the existing pavement and improve rideability.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	600,000	-	600,000	-	-	-	-	-
<b>Total Capital Costs</b>	<b>600,000</b>	-	<b>600,000</b>	-	-	-	-	-

**Project No:** ST1309      **Pct. New Development:** 0.00%      **Total Project Cost** \$1,370,000

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

**Funding Source:** Ops. Transfers In

**Project Description:**

MC 85 is Avondale’s only roadway that meets the highway designation and is a road of regional significance. It has a very robust ADT with a high portion of it heavy traffic. Currently there is a fair amount of medium to high severity pavement distresses, mostly longitudinal, in the wheelpaths along the majority of the travelway. Many of the cracks are approaching being too wide to properly crackseal. (A) occasional areas of highest severity alligator cracking should be cut out and, (b) the entire westbound section (about 400’ x 60’) will need replacing just east of Central Avenue. The road needs treatment within 1-2 years or it will be completely destroyed and will need total reconstruction.

This project will consist of the removal and replacement of the 400' x 60' section, as well as additional removal and replacement of approximately 4,000 sq yds of alligator pavement sections, followed by outside edge mill, crackseal, fabric and a 2” overlay. Concrete ramps at intersections will be upgraded to meet current ADA standards, Miscellaneous concrete sidewalk and curb replacement are also included in the project scope. Sources of grant funding will be investigated.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	-	-	-	70,000	1,300,000	-	-
<b>Total Capital Costs</b>	-	-	-	-	<b>70,000</b>	<b>1,300,000</b>	-	-

# Capital Improvement Plan

Fiscal Years 2018-2027

## Street Construction

**Project No:** ST1311      **Pct. New Development:** 0.00%      **Total Project Cost** \$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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	-	-	-	-	700,000	-	-
<b>Total Capital Costs</b>	-	-	-	-	-	<b>700,000</b>	-	-

**Project No:** ST1327      **Pct. New Development:** 0.00%      **Total Project Cost** \$150,000

**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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	150,000	-	150,000	-	-	-	-	-
<b>Total Capital Costs</b>	<b>150,000</b>	-	<b>150,000</b>	-	-	-	-	-

**Operating Impact:**

Equipment Replacement	-	-	-	-	-	-	-	-
<b>Total Operating Costs</b>	-	-	-	-	-	-	-	-

# Capital Improvement Plan

Fiscal Years 2018-2027

## Street Construction

**Project No:** ST1328      **Pct. New Development:** 0.00%      **Total Project Cost** \$875,000

**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 2-4" and 2-2" conduits 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. A CMAQ grant of \$425k should be recognized as part of the total project cost (and is included in the \$875k FY 18 cost), although the City will only need to fund its share (\$490k) during FY 18.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	875,000	875,000	-	-	-	-	-
<b>Total Capital Costs</b>	-	<b>875,000</b>	<b>875,000</b>	-	-	-	-	-

**Project No:** ST1329      **Pct. New Development:** 100.00%      **Total Project Cost** \$25,000

**Project Title:** Development Impact Fee Update

**Project Description:**

Study to update impact fee as mandated by Arizona Senate Bill 1525.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Construction	-	25,000	25,000	-	-	-	-	-
<b>Total Capital Costs</b>	-	<b>25,000</b>	<b>25,000</b>	-	-	-	-	-

**Project No:** ST1330      **Pct. New Development:** 0.00%      **Total Project Cost** \$1,200,000

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

**Funding Source:** Ops. Transfers In

**Project Description:**

Improvements to the west side of 107th Avenue from Roosevelt to Van Buren. The project will use SRP aesthetic funds for the irrigation canal.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	1,200,000	-	1,200,000	-	-	-	-	-
<b>Total Capital Costs</b>	<b>1,200,000</b>	-	<b>1,200,000</b>	-	-	-	-	-

# Capital Improvement Plan

Fiscal Years 2018-2027

## Street Construction

**Project No:** ST1331      **Pct. New Development:** 100.00%      **Total Project Cost** \$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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	-	-	-	-	-	-	5,600,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>5,600,000</b>

**Project No:** ST1332      **Pct. New Development:** 100.00%      **Total Project Cost** \$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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	-	-	-	-	-	-	5,600,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>5,600,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Street Construction

**Project No:** ST1333      **Pct. New Development:** 100.00%      **Total Project Cost** \$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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	-	-	-	-	-	-	4,500,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>4,500,000</b>

Operating Impact:								
Street Maintenance			-	-	-	-	-	10,000
<b>Total Operating Costs</b>			-	-	-	-	-	<b>10,000</b>

**Project No:** ST1334      **Pct. New Development:** 100.00%      **Total Project Cost** \$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 major arterial. The project will construct approximately 6 lane miles or arterial roadway complete with curb, gutter, lighting, and landscaping.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	-	-	-	-	-	-	6,000,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>6,000,000</b>

Operating Impact:								
Street Maintenance			-	-	-	-	-	10,000
<b>Total Operating Costs</b>			-	-	-	-	-	<b>10,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Street Construction

**Project No:** ST1336                      **Pct. New Development:** 0.00%                      **Total Project Cost** \$3,920,000  
**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 Drive to a 5-lane section with additional improvements at the Van Buren 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.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	100,000	450,000	550,000	1,400,000	-	950,000	1,020,000	-
<b>Total Capital Costs</b>	<b>100,000</b>	<b>450,000</b>	<b>550,000</b>	<b>1,400,000</b>	<b>-</b>	<b>950,000</b>	<b>1,020,000</b>	<b>-</b>
Operating Impact:								
Street Maintenance			-	-	5,000	5,000	5,000	25,000
<b>Total Operating Costs</b>			-	-	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>25,000</b>

**Project No:** ST1350                      **Pct. New Development:** 0.00%                      **Total Project Cost** \$216,600  
**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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Signs/Monuments	-	216,600	216,600	-	-	-	-	-
<b>Total Capital Costs</b>	<b>-</b>	<b>216,600</b>	<b>216,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Street Construction

**Project No:** ST1362                      **Pct. New Development:**                      **Total Project Cost**                      \$435,100  
**Project Title:**                      Dysart Rd Phase II ITS

**Project Description:**

This project will procure, construct and install three (3) new ASC 3 controllers provide compatible ITS applications. Two CCTV cameras will be included for the Van Buren Street and Coldwater North intersections. Fiber backbone will be installed in Dysart Road roadway right-of-way from Van Buren to north of I-10. Total project cost including CMAQ grant of \$278,279 is \$295,100. City share is \$17k, and City will not be required to fund the overall project cost upfront.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	140,000	295,100	435,100	-	-	-	-	-
<b>Total Capital Costs</b>	<b>140,000</b>	<b>295,100</b>	<b>435,100</b>	-	-	-	-	-

**Project No:** ST1365                      **Pct. New Development:**                      0.00%                      **Total Project Cost**                      \$1,075,000  
**Project Title:**                      Dysart / Rancho Santa Fe Intersection Improvements  
**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 and upgrading pavement markings and signing. Potential relocation of an existing monument sign and signal pole, as well as ROW acquisition will be required to complete the project.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	75,000	50,000	125,000	150,000	800,000	-	-	-
<b>Total Capital Costs</b>	<b>75,000</b>	<b>50,000</b>	<b>125,000</b>	<b>150,000</b>	<b>800,000</b>	-	-	-

# Capital Improvement Plan

Fiscal Years 2018-2027

## Street Construction

<b>Project No:</b>	ST1380	<b>Pct. New Development:</b>		<b>Total Project Cost</b>	\$300,000
<b>Project Title:</b>	Roosevelt Parkway at 99th Avenue - Pavement Analysis, Design & Reconstruction				

**Project Description:**

As heavy trucks exit the Travel Center located nearby off 99th avenue, almost 100% of them use this road segment to return to the freeway. Currently there is severe rutting in the traffic lanes immediately west of the stop bar on Roosevelt Avenue at its intersection with 99th Ave. This project will include an analysis of the existing sub base/base and pavement section and removal and replacement of this section of roadway, implementing the design recommendations. One such rigid alternative pavement material to be considered for use at this location is Portland Cement Concrete Pavement (PCCP). The ultimate area of base and subbase to be removed and reconstructed covers an area approximately 800' x 50'. This project will be 100% City funded.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Construction	-	-	-	-	300,000	-	-	-
<b>Total Capital Costs</b>	-	-	-	-	<b>300,000</b>	-	-	-

<b>Project No:</b>	ST1381	<b>Pct. New Development:</b>	100.00%	<b>Total Project Cost</b>	\$475,000
<b>Project Title:</b>	Traffic Signal at Maricopa St. and Avondale Boulevard				

**Project Description:**

Construction a traffic signal using City standard trombone-type specifications at the intersection of Avondale Blvd. and Maricopa St. This signal is already warranted and this location has received multiple complaints from Glenhurst and Starlight trail residents.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Construction	-	475,000	475,000	-	-	-	-	-
<b>Total Capital Costs</b>	-	<b>475,000</b>	<b>475,000</b>	-	-	-	-	-

Operating Impact:								
Staffing	-	5,000	5,000	5,000	5,000	5,000	5,000	25,000
Electricity	-	2,000	2,000	2,000	2,000	2,000	2,000	10,000
Grounds Maintenance	-	1,000	1,000	1,000	1,000	1,000	1,000	5,000
<b>Total Operating Costs</b>	-	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>40,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Street Construction

**Project No:** ST1382                      **Pct. New Development:**                      **Total Project Cost**      \$500,000  
**Project Title:**      McDowell Road & 107th Avenue - Construct dual left turn lanes

**Project Description:**

This project will widen approaches to this intersection to allow for the construction of warranted dual left turn lanes for two of the four approaches. Dual left turn lanes will be added to the WB to SB and EB to NB movements. The existing 69kV pole on the NEC of the intersection will be relocated under a separate (non-CIP) project. Land acquisition will not be required for the proposed tapering of the roadway approaches. The project is 100% City funded.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	-	-	500,000	-	-	-	-
<b>Total Capital Costs</b>	-	-	-	<b>500,000</b>	-	-	-	-

**Project No:** ST1383                      **Pct. New Development:**                      **Total Project Cost**      \$1,000,000  
**Project Title:**      Traffic Signal at Broadway Road & Avondale Boulevard

**Project Description:**

Construct a traffic signal using City standard trombone-type specifications and intersection improvements at the intersection of Avondale Boulevard and Broadway Road. The Buckeye Feeder Canal will need to be buried and the electric distribution lines buried or relocated in the proximity to the intersection only. This project will be in support of the proposed Lakin Development.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Construction	-	-	-	-	-	-	-	1,000,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>1,000,000</b>

Operating Impact:								
Staffing			-	-	-	-	-	20,000
Equipment Maintenance			-	-	-	-	-	8,000
Grounds Maintenance			-	-	-	-	-	4,000
<b>Total Operating Costs</b>			-	-	-	-	-	<b>32,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Street Construction

**Project No:** ST1386                      **Pct. New Development:**                      **Total Project Cost**                      \$150,000  
**Project Title:** Street Lighting on MC 85 at El Mirage Rd

**Project Description:**

Maricopa County Department of Transportation has agreed to install sidewalk on the south side of MC-85 between the Agua Fria Bridge east to Cambridge Estates, approximately 0.5 miles. The County project intends to complete sidewalk connections within the local sidewalk network and construct curb and gutter. The City of Avondale will participate in the project by funding the design and installation of street lighting within the project limits. The lighting design is being performed by MCDOT's consultant, and totals approximately \$11,000, which will be funded by the City during FY 2017.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	150,000	150,000	-	-	-	-	-
<b>Total Capital Costs</b>	-	<b>150,000</b>	<b>150,000</b>	-	-	-	-	-
Operating Impact:								
Street Maintenance						2,000	2,000	10,000
<b>Total Operating Costs</b>						<b>2,000</b>	<b>2,000</b>	<b>10,000</b>

**Project No:** ST1406                      **Pct. New Development:**                      **Total Project Cost**                      \$286,000  
**Project Title:** Safe Routes to Schools Program

**Project Description:**

The federally-funded SRTS program encourages healthy lifestyle changes for students which includes walking and biking to/from school. In 2016, the City submitted a federal grant application that would help finance the updating of SRTS plans and designated walking route maps for thirteen (13) elementary and middle schools located in Avondale and one affiliated elementary school located in Goodyear. Updating the SRTS plans for all of these schools will help identify deficiencies that could impact walking and biking routes to the neighborhood schools and recommend measures to mitigate those deficiencies through traffic control improvements, sidewalk construction or other measures. The grant application, if approved in its entirety, would be distributed over federal fiscal years 2018, 2019 and 2020. The City of Avondale would be required to provide funds equaling 5.7% of the total grant award. The City of Goodyear has agreed to financially support their local match for the one school located within their jurisdiction in FY 2019.

FY 18: grant of \$96,186 (94.3%) for five (5) SRTS traffic studies, City Share of 5.7% (\$5,814) from operating budget  
 FY 19: grant of \$96,186 (94.3%) for five (5) SRTS traffic studies, City Share of 5.7% (\$5,814) from operating budget  
 FY 20: grant of \$77,326 (94.3%) for four (4) STRS traffic studies, City Share of 5.7% (4,674) from operating budget

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Design/Engineering Services	-	102,000	102,000	102,000	82,000	-	-	-
<b>Total Capital Costs</b>	-	<b>102,000</b>	<b>102,000</b>	<b>102,000</b>	<b>82,000</b>	-	-	-

# Capital Improvement Plan

Fiscal Years 2018-2027

## Street Construction

**Project No:** ST1437      **Pct. New Development:** 0.00%      **Total Project Cost** \$400,000

**Project Title:** Traffic Signal @ 137th/Thomas

**Funding Source:** Grants, 9

**Project Description:**

A traffic signal system is planned for 137th Avenue at Thomas Road which is a T intersection. It will include three mast armed poles and one pedestal signal pole with reconstructed ADA-accessible ramps at all three pedestrian crossings (two on Thomas Road, one across 137th Avenue). ADA-accessible pedestrian-activated push button poles will also be constructed to serve these crosswalks. The existing sidewalks at the pedestrian ramps will need to be removed and reconstructed to accommodate the new directional ramps.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	-	-	-	400,000	-	-	-	-
<b>Total Capital Costs</b>	-	-	-	<b>400,000</b>	-	-	-	-

**Project No:** ST1449      **Pct. New Development:** 100.00%      **Total Project Cost** \$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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Sidewalks	-	-	-	-	-	-	-	475,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>475,000</b>

Operating Impact:								
Staffing			-	-	-	-	-	15,000
Electricity			-	-	-	-	-	6,000
Grounds Maintenance			-	-	-	-	-	3,000
<b>Total Operating Costs</b>			-	-	-	-	-	<b>24,000</b>

# Capital Improvement Plan

## Fiscal Years 2018-2027

### Police Development

<b>308 Police Development</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2023-27</b>	<b>Total</b>
Beginning Balance	439,734	595,908	970,789	1,439,328	1,107,867	1,576,406	
<b>Revenue</b>							
Development Fees	280,974	374,681	468,339	468,339	468,339	2,809,740	4,870,412
G.O. Bonds	3,000,000	0	0	0	0	0	3,000,000
Interest Earned	200	200	200	200	200	1,000	2,000
Transfer In - General Fund	100,000	0	0	0	0	0	100,000
<b>Total Revenue</b>	<b>3,381,174</b>	<b>374,881</b>	<b>468,539</b>	<b>468,539</b>	<b>468,539</b>	<b>2,810,740</b>	<b>7,972,412</b>
<b>Total Resources</b>	<b>3,820,908</b>	<b>970,789</b>	<b>1,439,328</b>	<b>1,907,867</b>	<b>1,576,406</b>	<b>4,387,146</b>	
<b>Capital Costs</b>							
<b>Development Fee Eligible Projects</b>							
PL1161-Property and Evidence Room	3,000,000	0	0	0	0	0	3,000,000
PL1329-Development Impact Fee Update	25,000	0	0	0	0	0	25,000
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
<b>Total Development Fee Eligible</b>	<b>3,025,000</b>	<b>0</b>	<b>0</b>	<b>800,000</b>	<b>0</b>	<b>3,000,000</b>	<b>6,825,000</b>
<b>Non-Development Fee Eligible Projects</b>							
PL1176-Joint Training Facility with Glendale	0	0	0	0	0	450,000	450,000
PL1360-Main Station Fencing	100,000	0	0	0	0	0	100,000
PL1407-Detention Center and Police Substation	100,000	0	0	0	0	0	100,000
<b>Total Non-Development Fee Eligible</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450,000</b>	<b>650,000</b>
<b>Total Capital Costs</b>	<b>3,225,000</b>	<b>0</b>	<b>0</b>	<b>800,000</b>	<b>0</b>	<b>3,450,000</b>	<b>7,475,000</b>
<b>Estimated Ending Balance</b>	<b>595,908</b>	<b>970,789</b>	<b>1,439,328</b>	<b>1,107,867</b>	<b>1,576,406</b>	<b>937,146</b>	

# Capital Improvement Plan

Fiscal Years 2018-2027

## Police Development

**Project No:** PL1161      **Pct. New Development:** 100.00%      **Total Project Cost** \$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 1500 square feet. Inside the Property and Evidence Room there are separate locations for guns, illegal drugs, a large box refrigerator, and a large box freezer. 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.

The cost of this project may exceed what has been budgeted. A study in fiscal year 2018 will determine location, size and cost.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Equipment - General	-	200,000	200,000	-	-	-	-	-
Building Construction/ Purchase	-	1,900,000	1,900,000	-	-	-	-	-
Land Acquisition	-	900,000	900,000	-	-	-	-	-
<b>Total Capital Costs</b>	-	<b>3,000,000</b>	<b>3,000,000</b>	-	-	-	-	-

**Operating Impact:**

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

**Project No:** PL1176      **Pct. New Development:** 0.00%      **Total Project Cost** \$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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Building Construction/ Purchase	-	-	-	-	-	-	-	450,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>450,000</b>

**Operating Impact:**

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

# Capital Improvement Plan

Fiscal Years 2018-2027

## Police Development

**Project No:** PL1329      **Pct. New Development:** 100.00%      **Total Project Cost** \$25,000

**Project Title:** Development Impact Fee Update

**Funding Source:** Development Fees

**Project Description:**

Study to update impact fee as mandated by Arizona Senate Bill 1525.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Design/Engineering Services	-	25,000	25,000	-	-	-	-	-
<b>Total Capital Costs</b>	-	<b>25,000</b>	<b>25,000</b>	-	-	-	-	-

**Project No:** PL1360      **Pct. New Development:** 0.00%      **Total Project Cost** \$100,000

**Project Title:** Main Station Fencing

**Project Description:**

Installation of a perimeter fence at the Main Station at the Civic Center Complex.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Building Construction/Purchase	100,000	-	100,000	-	-	-	-	-
<b>Total Capital Costs</b>	<b>100,000</b>	-	<b>100,000</b>	-	-	-	-	-

# Capital Improvement Plan

Fiscal Years 2018-2027

## Police Development

<b>Project No:</b>	PL1407	<b>Pct. New Development:</b>	<b>Total Project Cost</b>	\$100,000
<b>Project Title:</b>	Detention Center and Police Substation			

**Project Description:**

The Avondale Detention Center and Police Substation buildings on Western were built between 1976 and 1986. The facility is located at 519 E. Western Ave. and was remodeled in 2005. Staffing at the detention center consists of two detention supervisors and seven detention officers who work in a 4,600 square ft. facility and process about 4,000 arrests in and out of the facility. The police substation building houses two patrol squads, the Community Action Team (CAT), three sergeants and one lieutenant. The department’s use of force video system (MILO) is housed in a room that originally was designed to be a community room.

The cost of maintenance and upkeep of the buildings have continued to increase. The detention facility was never designed from the onset to be a facility to house and book prisoners. The design of the patrol building is not functional and poorly designed. There is no locker room for officers to change into uniforms and lockers must be stored in the briefing area. There have been significant maintenance issues with the detention facility, including, plumbing issues, damage to the facility from prisoners, and inadequate security of the prisoners, and security issues such cameras, lighting, and design.

The buildings at the Western Substation are old and are in need of major renovation. The buildings are being used for different purposes than what they were originally built for. In addition, as the historic downtown is revitalized, the location of the Western Substation should be relocated. The Detention facility releases prisoners out on to Western Ave at various times of the day. The location is adjacent to a city park and the relocation provides new opportunities for redevelopment. As the city holds more events along Western Ave., The accessibility to the facility becomes more difficult.

A study will be performed to identify the scope of the project.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Design/Engineering Services	-	100,000	100,000	-	-	-	-	-
<b>Total Capital Costs</b>	-	<b>100,000</b>	<b>100,000</b>	-	-	-	-	-
Operating Impact:								
Equipment Maintenance			30,000	30,000	30,000	30,000	30,000	150,000
<b>Total Operating Costs</b>			<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>150,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Police Development

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

**Project Title:** Lakin Ranch Substation

**Funding Source:** Development Fees

**Project Description:**

Lakin Ranch is a residential and commercial 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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Building Construction/ Purchase	-	-	-	-	-	-	-	3,000,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>3,000,000</b>

Operating Impact:								
Staffing			-	-	-	-	-	2,000,000
Supplies/Contracts			-	-	-	-	-	100,000
Utilities-Water/Sewer			-	-	-	-	-	160,000
Electricity			-	-	-	-	-	1,100,000
Vehicles/Major Equipment			-	-	-	-	-	300,000
<b>Total Operating Costs</b>			-	-	-	-	-	<b>3,660,000</b>

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

**Project Title:** Command Vehicle

**Funding Source:** Development Fees, Ops. Transfers

**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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Vehicles	-	-	-	-	-	800,000	-	-
<b>Total Capital Costs</b>	-	-	-	-	-	<b>800,000</b>	-	-

Operating Impact:								
Equipment Maintenance			-	-	75,000	75,000	75,000	375,000
<b>Total Operating Costs</b>			-	-	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>375,000</b>

# Capital Improvement Plan

## Fiscal Years 2018-2027

### Park Development

310 Park Development	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2023-27	Total
Beginning Balance	601,168	622,509	765,448	1,616,427	3,392,406	443,385	
<b>Revenue</b>							
Development Fees-Parks	449,341	599,199	748,979	748,979	748,979	4,493,410	7,788,887
Grant - Federal	0	5,000,000	0	3,000,000	0	9,000,000	17,000,000
G.O. Bonds	4,000,000	0	0	0	0	0	4,000,000
Interest Earned	2,000	2,000	2,000	2,000	2,000	10,000	20,000
Transfer In - General Fund	1,500,000	2,000,000	1,000,000	1,500,000	1,500,000	5,000,000	12,500,000
<b>Total Revenue</b>	<b>5,951,341</b>	<b>7,601,199</b>	<b>1,750,979</b>	<b>5,250,979</b>	<b>2,250,979</b>	<b>18,503,410</b>	<b>41,308,887</b>
<b>Total Resources</b>	<b>6,552,509</b>	<b>8,223,708</b>	<b>2,516,427</b>	<b>6,867,406</b>	<b>5,643,385</b>	<b>18,946,795</b>	
<b>Capital Costs</b>							
<b>Development Fee Eligible Projects</b>							
PK1338-Future Park	0	0	0	0	0	8,000,000	8,000,000
PL1329-Development Impact Fee Update	175,000	0	0	0	0	0	175,000
<b>Total Development Fee Eligible</b>	<b>175,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,000,000</b>	<b>8,175,000</b>
<b>Non-Development Fee Eligible Projects</b>							
PK1027-Friendship Park Enhancements	75,000	125,000	300,000	725,000	2,300,000	0	3,525,000
PK1029-Multi -Modal Trail System	350,000	2,500,000	350,000	2,500,000	2,700,000	3,000,000	11,400,000
PK1094-Agua Fria Restoration - grant funding	0	0	0	0	0	6,300,000	6,300,000
PK1105-Festival Fields Improvements	4,250,000	2,300,000	0	0	0	0	6,550,000
PK1219-Parks, Recreation and TrailsMaster Plan	30,000	0	0	0	0	135,000	165,000
PK1329-Neighborhood Park Enhancements	750,000	350,000	250,000	250,000	200,000	1,000,000	2,800,000
PK1408-Van Buren Multi-Use Path	300,000	2,183,260	0	0	0	0	2,483,260
<b>Total Non-Development Fee Eligible</b>	<b>5,755,000</b>	<b>7,458,260</b>	<b>900,000</b>	<b>3,475,000</b>	<b>5,200,000</b>	<b>10,435,000</b>	<b>33,223,260</b>
<b>Total Capital Costs</b>	<b>5,930,000</b>	<b>7,458,260</b>	<b>900,000</b>	<b>3,475,000</b>	<b>5,200,000</b>	<b>18,435,000</b>	<b>41,398,260</b>
<b>Estimated Ending Balance</b>	<b>622,509</b>	<b>765,448</b>	<b>1,616,427</b>	<b>3,392,406</b>	<b>443,385</b>	<b>511,795</b>	

# Capital Improvement Plan

Fiscal Years 2018-2027

## Park Development

**Project No:** PK1027      **Pct. New Development:** 0.00%      **Total Project Cost** \$3,525,000

**Project Title:** Friendship Park Enhancements

**Funding Source:** Ops. Transfers In

**Project Description:**

Fiscal Year 2018 improvements are requested to replace the interior park wayfinding signage. Park enhancements in FY 19 include resurfacing and lighting basketball courts, and the FY 20 enhancements include replacing the western most playground equipment and surfacing. Future park improvements in FY 21-22 include replacing the western-most restroom building, installation of new park monument signage at the park entrance, lighting soccer fields 9 & 10, completing and lighting the perimeter walkway, development of the Field Green area, additional parking, dog park renovations, irrigation system and field improvements, and changing out the sports field lighting to LED lighting.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Park/Land Improvements	-	75,000	75,000	125,000	300,000	725,000	2,300,000	-
<b>Total Capital Costs</b>	<b>-</b>	<b>75,000</b>	<b>75,000</b>	<b>125,000</b>	<b>300,000</b>	<b>725,000</b>	<b>2,300,000</b>	<b>-</b>

Operating Impact:								
Grounds Maintenance			-	-	-	-	-	500,000
<b>Total Operating Costs</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500,000</b>

**Project No:** PK1029      **Pct. New Development:** 0.00%      **Total Project Cost** \$11,400,000

**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. Phased improvements will be based on citizen feedback as the trails and open space master plans are developed. Additionally, federal funding will be sought to leverage costs to maximize future development of the trails system along the Agua Fria river.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Park/Land Improvements	-	350,000	350,000	2,500,000	350,000	2,500,000	2,700,000	3,000,000
<b>Total Capital Costs</b>	<b>-</b>	<b>350,000</b>	<b>350,000</b>	<b>2,500,000</b>	<b>350,000</b>	<b>2,500,000</b>	<b>2,700,000</b>	<b>3,000,000</b>

Operating Impact:								
Grounds Maintenance			-	-	75,000	75,000	125,000	1,000,000
<b>Total Operating Costs</b>			<b>-</b>	<b>-</b>	<b>75,000</b>	<b>75,000</b>	<b>125,000</b>	<b>1,000,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Park Development

**Project No:** PK1094      **Pct. New Development:** 0.00%      **Total Project Cost** \$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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Park/Land Improvements	-	-	-	-	-	-	-	6,300,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>6,300,000</b>

**Project No:** PK1105      **Pct. New Development:** 0.00%      **Total Project Cost** \$6,550,000

**Project Title:** Festival Fields Improvements

**Funding Source:** Ops. Transfers In

**Project Description:**

The conceptual plan for Phase II improvements at Festival Fields is nearly complete. Planned improvements for Phase II may include lighted youth sports fields, picnicking facilities and amenities, splash pad area, skating/bicycling area, outdoor basketball courts, a 2.5 acre fishing/irrigation lake, off-leash dog park area, appropriate parking for park and trail access, restrooms, shaded spectator areas at the existing ballfields, lighted walking paths and other various park and landscape amenities. The total area of development is approximately 25 additional acres.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Park/Land Improvements	250,000	4,000,000	4,250,000	2,300,000	-	-	-	-
<b>Total Capital Costs</b>	<b>250,000</b>	<b>4,000,000</b>	<b>4,250,000</b>	<b>2,300,000</b>	-	-	-	-

**Operating Impact:**

Grounds Maintenance	-	200,000	200,000	200,000	200,000	200,000	1,000,000
<b>Total Operating Costs</b>	-	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>1,000,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Park Development

**Project No:** PK1219      **Pct. New Development:** 0.00%      **Total Project Cost** \$165,000  
**Project Title:** Parks, Recreation and Trails Master Plan

**Project Description:**

Creating a trails and open space master plan that includes a comprehensive look at the Parks, Recreation & Libraries Department operations and future development and growth. A citywide survey will play a significant role in seeking citizen feedback and input from citizens to provide information and direction of priorities and direction for future plans based on Avondale resident's communication.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Design/Engineering Services	30,000	-	30,000	-	-	-	-	135,000
<b>Total Capital Costs</b>	<b>30,000</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>135,000</b>

**Project No:** PK1329      **Pct. New Development:** 0.00%      **Total Project Cost** \$2,800,000  
**Project Title:** Neighborhood Park Enhancements

**Project Description:**

Various park restorations at several sites. Examples for FY 2018 include - area security lighting, basketball court lighting, and basketball court surfacing at Deconcini, Donnie Hale, Mountain View, Las Ligas and Fred Campbell Parks; walking path repairs at Mountain View Park; parking lot renovations at Deconcini and Las Ligas Parks, and playground surfacing improvements as needed at all neighborhood parks. Future year improvements will focus on park aesthetics and site furnishing replacements such as park benches, trash receptacles, picnic tables, park rules and entry signage, drinking fountains, and renovations to picnic shelter areas.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Park/Land Improvements	-	750,000	750,000	350,000	250,000	250,000	200,000	1,000,000
<b>Total Capital Costs</b>	<b>-</b>	<b>750,000</b>	<b>750,000</b>	<b>350,000</b>	<b>250,000</b>	<b>250,000</b>	<b>200,000</b>	<b>1,000,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Park Development

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

**Project Title:** Future Park

**Funding Source:** Development Fees

**Project Description:**

This project includes land acquisition, design and construction of a community park in the southern area of the city. Park amenities may include lighted sports fields for youth and adult activities; a lake that can be used for irrigation of non-potable water and recreational purposes such as fishing; playgrounds, water play areas such as splash pads, group and individual picnic areas; hard court areas for activities such as tennis, basketball, skating and/or pickleball; multi-purpose areas, landscaping and parking to support the various activities. Public meetings will be conducted to help develop the park program elements in conjunction with needs assessed from the comprehensive master plan.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Park/Land Improvements	-	-	-	-	-	-	-	8,000,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>8,000,000</b>

Operating Impact:								
Grounds Maintenance			-	-	-	-	-	1,200,000
<b>Total Operating Costs</b>			-	-	-	-	-	<b>1,200,000</b>

**Project No:** PK1408      **Pct. New Development:**      **Total Project Cost** \$2,483,260

**Project Title:** Van Buren Multi-Use Path

**Project Description:**

This project will design and construct a multi-use path between the Agua Fria River and 113th Avenue. The trail will include lighting, landscaping, and other pedestrian and bicycle amenities. Previously, this project included a drainage channel component, which has been removed, and the current project comprises the path only. Federal TAP funding of \$2M is available towards construction. Right of way has previously been acquired.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Sidewalks	-	-	-	2,183,260	-	-	-	-
Design/Engineering Services	-	300,000	300,000	-	-	-	-	-
<b>Total Capital Costs</b>	-	<b>300,000</b>	<b>300,000</b>	<b>2,183,260</b>	-	-	-	-

# Capital Improvement Plan

Fiscal Years 2018-2027

## Park Development

**Project No:** PL1329      **Pct. New Development:** 100.00%      **Total Project Cost** \$175,000

**Project Title:** Development Impact Fee Update

**Funding Source:** Development Fees

**Project Description:**

Study to update impact fee as mandated by Arizona Senate Bill 1525.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Design/Engineering Services	150,000	25,000	175,000	-	-	-	-	-
<b>Total Capital Costs</b>	<b>150,000</b>	<b>25,000</b>	<b>175,000</b>	-	-	-	-	-

# Capital Improvement Plan

Fiscal Years 2018-2027

## Library Development

311 Library Development	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2023-27	Total
Beginning Balance	46,912	34,785	61,283	121,389	81,495	41,601	
<b>Revenue</b>							
Development Fees	100,823	134,448	168,056	168,056	168,056	1,008,230	1,747,669
Interest Earned	0	0	0	0	0	0	0
Transfer In - General Fund	150,000	100,000	100,000	0	0	0	350,000
<b>Total Revenue</b>	<b>250,823</b>	<b>234,448</b>	<b>268,056</b>	<b>168,056</b>	<b>168,056</b>	<b>1,008,230</b>	<b>2,097,669</b>
<b>Total Resources</b>	<b>297,735</b>	<b>269,233</b>	<b>329,339</b>	<b>289,445</b>	<b>249,551</b>	<b>1,049,831</b>	
<b>Capital Costs</b>							
Development Fee Eligible Projects							
PL1329-Development Impact Fee Update	25,000	0	0	0	0	0	25,000
TR06-Debt Service for Library	207,950	207,950	207,950	207,950	207,950	623,850	1,663,600
<b>Total Development Fee Eligible</b>	<b>232,950</b>	<b>207,950</b>	<b>207,950</b>	<b>207,950</b>	<b>207,950</b>	<b>623,850</b>	<b>1,688,600</b>
Non-Development Fee Eligible Projects							
LB1363-Civic Center Library	30,000	0	0	0	0	0	30,000
<b>Total Non-Development Fee Eligible</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,000</b>
<b>Total Capital Costs</b>	<b>262,950</b>	<b>207,950</b>	<b>207,950</b>	<b>207,950</b>	<b>207,950</b>	<b>623,850</b>	<b>1,718,600</b>
<b>Estimated Ending Balance</b>	<b>34,785</b>	<b>61,283</b>	<b>121,389</b>	<b>81,495</b>	<b>41,601</b>	<b>425,981</b>	

# Capital Improvement Plan

Fiscal Years 2018-2027

## Library Development

**Project No:** LB1363      **Pct. New Development:** 0.00%      **Total Project Cost** \$30,000  
**Project Title:** Civic Center Library

**Project Description:**

Conduct a study and analyze the current operations and functions of the existing library and look at means and methods to repurpose area and space. Conduct architectural renderings and modifications based on stakeholder feedback to better utilize space to maximize public use of this facility. Develop cost estimates for renovations and plan for future renovations.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Building Improvement/ Alteration	30,000	-	30,000	-	-	-	-	-
<b>Total Capital Costs</b>	<b>30,000</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Project No:** PL1329      **Pct. New Development:** 100.00%      **Total Project Cost** \$25,000  
**Project Title:** Development Impact Fee Update

**Funding Source:** Development Fees

**Project Description:**

Study to update impact fee as mandated by Arizona Senate Bill 1525.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Design/Engineering Services	-	25,000	25,000	-	-	-	-	-
<b>Total Capital Costs</b>	<b>-</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Project No:** TR06      **Pct. New Development:** 100.00%      **Total Project Cost** \$1,663,600  
**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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Transfer to 430 - MDC Fund	-	207,950	207,950	207,950	207,950	207,950	207,950	623,850
<b>Total Capital Costs</b>	<b>-</b>	<b>207,950</b>	<b>207,950</b>	<b>207,950</b>	<b>207,950</b>	<b>207,950</b>	<b>207,950</b>	<b>623,850</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

Fire Dept. Development

319 Fire Dept. Development	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2023-27	Total
Beginning Balance	800,760	323,966	686,133	1,162,203	1,733,273	2,304,343	
<b>Revenue</b>							
Development Fees	341,706	455,667	569,570	569,570	569,570	3,417,060	5,923,143
Interest Earned	1,500	1,500	1,500	1,500	1,500	7,500	15,000
Transfer In - General Fund	800,000	360,000	0	0	0	1,300,000	2,460,000
<b>Total Revenue</b>	<b>1,143,206</b>	<b>817,167</b>	<b>571,070</b>	<b>571,070</b>	<b>571,070</b>	<b>4,724,560</b>	<b>8,398,143</b>
<b>Total Resources</b>	<b>1,943,966</b>	<b>1,141,133</b>	<b>1,257,203</b>	<b>1,733,273</b>	<b>2,304,343</b>	<b>7,028,903</b>	
<b>Capital Costs</b>							
Development Fee Eligible Projects							
FR1040-Lakin Ranch Fire Station	0	0	0	0	0	4,700,000	4,700,000
PL1329-Development Impact Fee Update	25,000	0	0	0	0	0	25,000
TR10-Debt Service - Bonds	95,000	95,000	95,000	0	0	0	285,000
<b>Total Development Fee Eligible</b>	<b>120,000</b>	<b>95,000</b>	<b>95,000</b>	<b>0</b>	<b>0</b>	<b>4,700,000</b>	<b>5,010,000</b>
Non-Development Fee Eligible Projects							
FR1159-Glendale Fire Academy	0	0	0	0	0	1,358,000	1,358,000
FR1217-Station 172 Update	800,000	0	0	0	0	0	800,000
FR1364-Fire Apparatus Refurbishment	700,000	0	0	0	0	0	700,000
FR1379-Ambulance Purchase	0	360,000	0	0	0	0	360,000
<b>Total Non-Development Fee Eligible</b>	<b>1,500,000</b>	<b>360,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,358,000</b>	<b>3,218,000</b>
<b>Total Capital Costs</b>	<b>1,620,000</b>	<b>455,000</b>	<b>95,000</b>	<b>0</b>	<b>0</b>	<b>6,058,000</b>	<b>8,228,000</b>
<b>Estimated Ending Balance</b>	<b>323,966</b>	<b>686,133</b>	<b>1,162,203</b>	<b>1,733,273</b>	<b>2,304,343</b>	<b>970,903</b>	

# Capital Improvement Plan

Fiscal Years 2018-2027

Fire Dept. Development

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

**Project Title:** Lakin Ranch Fire Station

**Funding Source:** Development Fees

**Project Description:**

The project will be located in the area of El Mirage Road and Broadway Road. Timing of the facility will be coordinated with residential development in the area. The station would house an engine company which will serve the far southern portion of Avondale. The space may be designed to house an ambulance through a lease arrangement. An additional pumper will be required to open the station. Construction of that type of apparatus is approximately one year so the vehicle will be ordered to coordinate delivery just prior to opening the station. The total project cost includes all necessary equipment (hose, breathing apparatus, etc.) to put the vehicle in service. It is anticipated that the project will begin in fiscal year 2023 and be completed the following year.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Building Construction/ Purchase	-	-	-	-	-	-	-	4,000,000
Vehicles	-	-	-	-	-	-	-	700,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>4,700,000</b>
Operating Impact:								
Staffing			-	-	-	-	-	4,000,000
Utilities-Water/Sewer			-	-	-	-	-	2,000,000
<b>Total Operating Costs</b>			-	-	-	-	-	<b>6,000,000</b>

**Project No:** FR1159      **Pct. New Development:** 0.00%      **Total Project Cost** \$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. Phase one of the facility has been completed and phases two and three were placed on hold due to economic constraints. 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 Avondale/Goodyear training facility, located at 4th Street and Lower Buckeye Road, serves to compliment this regional facility. Together these facilities fill a significant training void in the West Valley and the City of Avondale.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Building Construction/ Purchase	-	-	-	-	-	-	-	1,358,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>1,358,000</b>
Operating Impact:								
Supplies/Contracts			-	-	-	-	-	440,000
<b>Total Operating Costs</b>			-	-	-	-	-	<b>440,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

Fire Dept. Development

**Project No:** FR1217                      **Pct. New Development:** 0.00%                      **Total Project Cost** \$800,000  
**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 several 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 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. The project will be split over two fiscal years with design analysis occurring in year one and construction in year two. \$800,000 is projected construction. The goal will be to phase the project in such a manner that the station will remain open during construction. 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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Building Improvement/ Alteration	-	800,000	800,000	-	-	-	-	-
<b>Total Capital Costs</b>	-	<b>800,000</b>	<b>800,000</b>	-	-	-	-	-

**Project No:** FR1364                      **Pct. New Development:** 0.00%                      **Total Project Cost** \$700,000  
**Project Title:** Fire Apparatus Refurbishment

**Project Description:**

In 2007 a new ladder truck was purchased and placed in service. Since the vehicle had pumping capability it replaced one of the existing pumpers which was placed into reserve status and removed from the vehicle replacement fund. The operating and maintenance costs associated with a ladder truck are significant so we are now operating the ladder and a pumper from a station using a single crew to reduce the number of responses required of the ladder. Three new engines were delivered in 2014 / 2015 to replace our older front line pumpers with funding provided through the vehicle replacement fund. Two of the older engines will be placed into reserve status but with the opening of Station 174 one of the older engines will remain in front line service. Rather than purchasing a new engine it would be more cost effective to refurbish the three older engines (#3171, 3172 & 3173) over a two year period to extend their useful life for another 10 years. FY 2018 will be year two of the project.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Heavy Equipment	300,000	400,000	700,000	-	-	-	-	-
<b>Total Capital Costs</b>	<b>300,000</b>	<b>400,000</b>	<b>700,000</b>	-	-	-	-	-

# Capital Improvement Plan

Fiscal Years 2018-2027

Fire Dept. Development

**Project No:** FR1379                      **Pct. New Development:**                      **Total Project Cost**                      \$360,000  
**Project Title:**                      Ambulance Purchase

**Project Description:**

The Fire & Medical Department is currently exploring the possibility of applying for a certificate of necessity through the state to be allowed to begin providing ALS & BLS emergency ambulance transport services within the city. As a portion of the discussion we must demonstrate the mechanism that will be used to obtain the capital assets necessary to provide the service. Based on staff analysis to this point it would appear that four units will be necessary to meet the service demand. This project would provide funding to purchase two new ambulances to cover primary response, and one remount unit to provide peak time coverage and provide a reserve unit to cover maintenance requirements. It is suggested that the funding for this project be taken from the dedicated public safety sales tax fund balance. The project is dependent upon city administration and city council approval to move forward with the application to the state and subsequent state approval of that application. The application process was delayed which moved the need for ambulance purchase out to FY 2018

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Vehicles	-	-	-	360,000	-	-	-	-
<b>Total Capital Costs</b>	-	-	-	<b>360,000</b>	-	-	-	-

**Project No:** PL1329                      **Pct. New Development:**                      100.00%                      **Total Project Cost**                      \$25,000  
**Project Title:**                      Development Impact Fee Update  
**Funding Source:**                      Development Fees

**Project Description:**

Study to update impact fee as mandated by Arizona Senate Bill 1525.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Design/Engineering Services	-	25,000	25,000	-	-	-	-	-
<b>Total Capital Costs</b>	-	<b>25,000</b>	<b>25,000</b>	-	-	-	-	-

**Project No:** TR10                      **Pct. New Development:**                      100.00%                      **Total Project Cost**                      \$285,000  
**Project Title:**                      Debt Service - Bonds  
**Funding Source:**                      Development Fees

**Project Description:**

Transfer for debt service on Fire Station MDC Bonds

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Transfer to 430 - MDC Fund	-	95,000	95,000	95,000	95,000	-	-	-
<b>Total Capital Costs</b>	-	<b>95,000</b>	<b>95,000</b>	<b>95,000</b>	<b>95,000</b>	-	-	-

# Capital Improvement Plan

Fiscal Years 2018-2027

Improvement District

320 Improvement District	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2023-27	Total
<b>Beginning Balance</b>	-	-	-	-	-	-	-
<b>Revenue</b>							
Improvement District Bonds	25,000,000	0	0	0	0	0	25,000,000
<b>Total Revenue</b>	<b>25,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,000,000</b>
<b>Total Resources</b>	<b>25,000,000</b>	-	-	-	-	-	-
<b>Capital Costs</b>							
Non-Development Fee Eligible Projects							
ID1046-Improvement District - Unformed	25,000,000	0	0	0	0	0	25,000,000
<b>Total Non-Development Fee Eligible</b>	<b>25,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,000,000</b>
<b>Total Capital Costs</b>	<b>25,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,000,000</b>
<b>Estimated Ending Balance</b>	-	-	-	-	-	-	-

# Capital Improvement Plan

Fiscal Years 2018-2027

Improvement District

**Project No:** ID1046      **Pct. New Development:** 0.00%      **Total Project Cost** \$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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Land Acquisition	-	25,000,000	25,000,000	-	-	-	-	-
<b>Total Capital Costs</b>	-	<b>25,000,000</b>	<b>25,000,000</b>	-	-	-	-	-

# Capital Improvement Plan

Fiscal Years 2018-2027

One-Time Project Fund

<b>322 One-Time Project Fund</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2023-27</b>	<b>Total</b>
Beginning Balance	1,059,000	6,650,000	150,000	150,000	150,000	150,000	
<b>Revenue</b>							
Grant - Federal	0	0	0	0	0	0	0
Reimbursement	0	0	0	0	0	0	0
Transfer In - General Fund	10,300,000	0	0	0	0	0	10,300,000
<b>Total Revenue</b>	<b>10,300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,300,000</b>
<b>Total Resources</b>	<b>11,359,000</b>	<b>6,650,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	
<b>Capital Costs</b>							
Non-Development Fee Eligible Projects							
GG1409-Sustain Existing Building Infrastructure	420,000	0	0	0	0	0	420,000
GG1410-Resource Center	2,500,000	6,500,000	0	0	0	0	9,000,000
PK1346-I-10 Underpass Trail and Trail Head	80,000	0	0	0	0	0	80,000
ST1347-Pedestrian Countdown Signals	255,000	0	0	0	0	0	255,000
ST1349-Sign Management System	385,000	0	0	0	0	0	385,000
ST1371-Gateway Program	150,000	0	0	0	0	0	150,000
ST1375-Garden Lakes Traffic Calming: Thomas Road to 111th Avenue	95,000	0	0	0	0	0	95,000
ST1376-Care 1st Resource Center / Community Center / Youth Center	38,000	0	0	0	0	0	38,000
ST1377-Avondale Community Center	71,000	0	0	0	0	0	71,000
ST1387-Goodyear Farms Cemetery Gate	50,000	0	0	0	0	0	50,000
ST1450-Traffic Operations Center	245,000	0	0	0	0	0	245,000
STT1400-Emergency Operations Center	420,000	0	0	0	0	0	420,000
<b>Total Non-Development Fee Eligible</b>	<b>4,709,000</b>	<b>6,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,209,000</b>
<b>Total Capital Costs</b>	<b>4,709,000</b>	<b>6,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,209,000</b>
<b>Estimated Ending Balance</b>	<b>6,650,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	

# Capital Improvement Plan

Fiscal Years 2018-2027

One-Time Project Fund

**Project No:** GG1409                      **Pct. New Development:**                      **Total Project Cost**                      \$420,000  
**Project Title:**                      Sustain Existing Building Infrastructure

**Project Description:**

Sustain Existing Building Infrastructure

FY 2018 fiscal impact – \$420,000 one-time.

This funding request will impact all city Facilities and includes the following:

- lighting upgrades to improve security and serviceability in the City Hall Lobby, Gangplank, Genesis Youth Center, Cashion PolicSubstation and Western Jail/Police Substation.
- Replacement generators at the Community Center and Fire Station 171.
- Fire and Security panel upgrades City Wide.
- HVAC and Mechanical replacements at Fir Station 171 and the Genesis Youth Center.
- Exterior Paint at the Care 1st Facility.
- Interior improvements athe Police Substation on Western.

In future years this funding request will allow for interior and exterior improvements, equipment replacements, roof replacements, security lighting upgrades and EMS software upgrades.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Building Improvement/ Alteration	-	420,000	420,000	-	-	-	-	-
<b>Total Capital Costs</b>	-	<b>420,000</b>	<b>420,000</b>	-	-	-	-	-

# Capital Improvement Plan

Fiscal Years 2018-2027

One-Time Project Fund

**Project No:** GG1410                      **Pct. New Development:**                      **Total Project Cost**    \$9,000,000  
**Project Title:**                      Resource Center

**Project Description:**

The Resource Center currently located at 328 West Western Avenue is currently housed in the Old Avondale Library, constructed in 1973. The building was converted for use as a resource center in 2009. The utilization of the Center has risen consistently since 2012. Currently, the Center traffic is approximately 6,500 per month. Adequate parking and meeting space continues to be a concern for staff overseeing various programs. The restroom facilities are inadequate based on the increase of residents frequenting the facility. In addition, the Senior Center currently located at 1007 S. 3rd Street, also exceeds its capacity. Like the Resource Center, it is more than 40 years old. The restroom facilities consistently need repair/maintenance and the program has difficulty accommodating additional seniors in its program.

The Neighborhood and Family Services Department currently has staff located at three locations totaling 21,305 square feet: City Hall (Code Enforcement, 1,200 SF), the Care1st Resource Center (8,465 SF) and the Avondale Community Center (11,640 SF). It also provides oversight to the Genesis Youth Center on Fourth Street. The creation of a new facility will locate the five divisions providing human services needs to the city in one location. This would ease transportation concerns for our most vulnerable residents requesting programs within multiple divisions at various locations. It would aid staff in providing excellent customer service to Avondale residents.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Building Improvement/ Alteration	-	2,500,000	2,500,000	6,500,000	-	-	-	-
<b>Total Capital Costs</b>	-	<b>2,500,000</b>	<b>2,500,000</b>	<b>6,500,000</b>	-	-	-	-

**Project No:** PK1346                      **Pct. New Development:**                      0.00%                      **Total Project Cost**    \$80,000  
**Project Title:**                      I-10 Underpass Trail and Trail Head  
**Funding Source:**                      IGA, Ops. Transfers In

**Project Description:**

This proposed project extends an existing path along the eastern Agua Fria levee to the north side of I-10. This proposed trail 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 that will terminate at a trail head just north of I-10. The path system elements include: ramps, lighting, pedestrian amenities, an underpass at I-10 and trail termination amenities. A future phase II project for the construction of a pedestrian bridge across the existing ADOT channel is under consideration, which would provide a connection to the pedestrian and bicycle path system at Friendship Park. Construction revenue includes a developer contribution of \$400,000 in FY 2017 and CMAQ funding of \$1,265,500 in FY 2017.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	80,000	-	80,000	-	-	-	-	-
<b>Total Capital Costs</b>	<b>80,000</b>	-	<b>80,000</b>	-	-	-	-	-

# Capital Improvement Plan

Fiscal Years 2018-2027

One-Time Project Fund

**Project No:** ST1347      **Pct. New Development:** 0.00%      **Total Project Cost** \$255,000

**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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	255,000	-	255,000	-	-	-	-	-
<b>Total Capital Costs</b>	<b>255,000</b>	-	<b>255,000</b>	-	-	-	-	-

**Project No:** ST1349      **Pct. New Development:** 0.00%      **Total Project Cost** \$385,000

**Project Title:** Sign Management System

**Project Description:**

This project will allow for the inventory of regulatory/warning signage throughout the city (phase I), the purchase/upgrade of software to serve as the city's sign management system, including training and migration/expansion of current data (phase II), and the replacement of all remaining regulatory and warning signs expected to degrade below the minimum levels of retro-reflectivity based on the expected sign life management method (phases III & IV).

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Signs/Monuments	385,000	-	385,000	-	-	-	-	-
<b>Total Capital Costs</b>	<b>385,000</b>	-	<b>385,000</b>	-	-	-	-	-

# Capital Improvement Plan

Fiscal Years 2018-2027

One-Time Project Fund

**Project No:** ST1371                      **Pct. New Development:**                      **Total Project Cost**      \$150,000  
**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. This project would fund the design and installation of one gateway improvement per year. In FY 17, the gateway identified at the NEC of Dysart Rd and MC85/Main Street was addressed. The gateway design elements include landscaping, hardscape features, monumentation, and up-lighting elements.

Supports:

- The Street Tree Master Plan

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Improvement	50,000	100,000	150,000	-	-	-	-	-
<b>Total Capital Costs</b>	<b>50,000</b>	<b>100,000</b>	<b>150,000</b>	-	-	-	-	-

Operating Impact:

Street Maintenance		500	1,000	1,500	2,000	2,500	18,500
<b>Total Operating Costs</b>		<b>500</b>	<b>1,000</b>	<b>1,500</b>	<b>2,000</b>	<b>2,500</b>	<b>18,500</b>

**Project No:** ST1375                      **Pct. New Development:**                      **Total Project Cost**      \$95,000  
**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 in this community walk or ride their bikes 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 lanes would be restriped to 11’ wide with a 9’ striped buffered area. This buffered area would create a barrier between vehicles and bicyclists. This project is 100% City funded.

Supports:

- Safe Routes to Schools, the General Plan, and creates a healthier community
- Transportation Plan to create a multi-modal network
- Municipal Sustainability Plan to improve air quality
- Council goal to enhance public roadways to incorporate multi-modal opportunities, public spaces, and beautification

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Roadway Construction	30,000	65,000	95,000	-	-	-	-	-
<b>Total Capital Costs</b>	<b>30,000</b>	<b>65,000</b>	<b>95,000</b>	-	-	-	-	-

# Capital Improvement Plan

Fiscal Years 2018-2027

One-Time Project Fund

<b>Project No:</b>	ST1376	<b>Pct. New Development:</b>	<b>Total Project Cost</b>	\$38,000
<b>Project Title:</b>	Care 1st Resource Center / Community Center / Youth Center			

**Project Description:**

The Care 1st facility is located at 328 W. Western Avenue. Built in 1975 as a library, the facility was closed for a period of time after the Sam Garcia Library opened at 495 E. Western Avenue. The City saw the need for dedicated human services to the community the facility was repurposed in 2009. The first of its kind in the Southwest Valley, this multifaceted hub for human services was established in 2009 through an innovative public and private partnership between Care1st Health Plan Arizona, the City of Avondale and First Things First. Approximately 20 agencies provide an array of services to include, health insurance enrollment, nutrition services, financial and emergency assistance, rental/ mortgage assistance, utility assistance, parenting and early childhood development classes. The Center has experience a significant increase in utilization of services in the past three years. In FY 2013 44,226 individuals utilized the resources provided at the Center. That number increased to 58,201 in FY14. In FY15 the Center served more than 65,662 individuals. In an average month, the Care1st Avondale Resource Center serves approximately 7,709 customers, enrolls 500 individuals in AHCCCS, and processes 200 food stamp applications. It should be noted that 42% if the residents were new to the Center in FY15. The Center has served more than 30,000 individuals in FY16 to date. The growth is not without its challenges. Although the need for additional services exists, the Center does not have the capacity to accommodate additional tenants. In additional, the huge growth has caused parking concerns for agencies and customers. As more residents applaud and share their positive experiences at the Center the utilization continues to increase.

The Community Center facility is located at 1007 S. 3rd Street. Built in 1977, this facility houses the Administrative offices of Neighborhood and Family Services and serves as the Senior Services Facility. With nearly 40 years of continuous use, the facility requires building improvements to meet service delivery demands.

The Genesis Youth Center facility is located at 124 S. 4th Street. Built in 1973, this facility provides Youth Employment Programs in partnership with Maricopa County. With nearly 40 years of continuous use, the facility requires building improvements to meet service delivery demands.

Each of the existing facilities are in need of major upgrades, and funding is requested to combine these facilities into one new centralized location for all public services. Specific site locations will be assessed on existing City properties for the proposed facility. Youth services, such as a public pool, may be considered as part of the project.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Building Improvement/ Alteration	38,000	-	38,000	-	-	-	-	-
<b>Total Capital Costs</b>	<b>38,000</b>	-	<b>38,000</b>	-	-	-	-	-

# Capital Improvement Plan

Fiscal Years 2018-2027

One-Time Project Fund

**Project No:** ST1377                      **Pct. New Development:**                      **Total Project Cost**                      \$71,000  
**Project Title:** Avondale Community Center

**Project Description:**

The facility is located at 1007 S. 3rd Street. Built in 1977, the Community Center is the houses the Administrative offices of Neighborhood and Family Services and serves as the Senior Services Facility. With nearly 40 years of continuous use, the facility requires building improvements to meet service delivery demands. Funding is requested to address the health and safety concerns, complete building modifications to accommodate increased usage and address general facility maintenance concerns.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Building Improvement/ Alteration	71,000	-	71,000	-	-	-	-	-
<b>Total Capital Costs</b>	<b>71,000</b>	-	<b>71,000</b>	-	-	-	-	-

**Project No:** ST1387                      **Pct. New Development:**                      **Total Project Cost**                      \$50,000  
**Project Title:** Goodyear Farms Cemetery Gate

**Project Description:**

Installation of an automated gate system to open the cemetery at sunrise and close the cemetery at sunset. Use of the cemetery trust funds to be used for this enhancement. Costs to include bringing electrical to the site and installation of a self operating system.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Building Improvement/ Alteration	-	50,000	50,000	-	-	-	-	-
<b>Total Capital Costs</b>	-	<b>50,000</b>	<b>50,000</b>	-	-	-	-	-

# Capital Improvement Plan

Fiscal Years 2018-2027

One-Time Project Fund

**Project No:** ST1450                      **Pct. New Development:**                      **Total Project Cost**                      \$245,000  
**Project Title:**                      Traffic Operations Center

**Project Description:**

The City of Avondale Traffic Operations Center (TOC) is currently located at the Municipal Operations Service Center (MOSC). The TOC provides staff with the ability to view signalized intersections, adjust timing/programming remotely, and mitigate congestion as necessary. The TOC is currently not continuously staffed, however it is anticipated to be at some point in the future. Staff plans to relocate the TOC to combine it with the Emergency Operations Center (EOC) near City Hall. During an emergency it is critical to EOC staff to be able to coordinate and control signalized intersections. The TOC is currently very limited in functionality, so this project will be delivered in two phases. The first phase, with a budget of \$35,000 (operating budget-funded) in FY2017, will relocate the existing TOC to the proposed location with the EOC. The second phase planned for FY2018 is to enhance the TOC capabilities. Improvements slated for FY18, estimated at \$310,000, will enhance the TOC to be able to communicate/view/coordinate each intersection in the City as the fiber communications come on-line.

Licensing and Maintenance agreements will total approx. \$30k annually.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Technology	-	245,000	245,000	-	-	-	-	-
Hardware	-							
<b>Total Capital Costs</b>	-	<b>245,000</b>	<b>245,000</b>	-	-	-	-	-

**Project No:** STT1400                      **Pct. New Development:**                      **Total Project Cost**                      \$420,000  
**Project Title:**                      Emergency Operations Center

**Project Description:**

Space within the Phoenix International Raceway building (approximately 4, 200 sq ft) has been designated for use as an emergency operations center (EOC) / traffic operations center (TOC) for the city. It is intended that the space will be designed and outfitted to function not only as an EOC for significant incidents that occur in the city but as the unified command center for NASCAR or other major events that occur at Phoenix International Raceway. Infrastructure will be included that will allow the current TOC at the Municipal Operations Service Center (MOSC) to share space in the EOC and provide an alternative police communications/dispatch site. Initial funding was provided in the FY 2016 (\$59,000) and 2017 (\$149,000) operating budgets to begin the development process which included minor construction, electrical service modifications, and basic basic technology backbone including fiber optic service. This request will provide funding to complete the project to include emergency power connection, radio control systems, computer equipment and furnishings.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Building Improvement/ Alteration	-	420,000	420,000	-	-	-	-	-
<b>Total Capital Costs</b>	-	<b>420,000</b>	<b>420,000</b>	-	-	-	-	-

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

# Capital Improvement Plan

## Fiscal Years 2018-2027

### Sewer Development

513 Sewer Development	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2023-27	Total
Beginning Balance	13,796,870	1,775,460	4,337,342	8,330,650	14,113,578	17,900,306	
<b>Revenue</b>							
Development Fees-Sewer	3,952,250	5,270,352	6,587,768	6,587,768	6,587,768	39,522,500	68,508,406
Enterprise Revenue Bonds	0	0	0	0	0	4,000,000	4,000,000
Interest Earned	10,000	10,000	10,000	10,000	10,000	50,000	100,000
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	2,500,000	1,500,000	1,500,000	1,500,000	2,000,000	10,000,000	19,000,000
<b>Total Revenue</b>	<b>6,612,250</b>	<b>6,930,352</b>	<b>8,247,768</b>	<b>8,247,768</b>	<b>8,747,768</b>	<b>54,322,500</b>	<b>93,108,406</b>
<b>Total Resources</b>	<b>20,409,120</b>	<b>8,705,812</b>	<b>12,585,110</b>	<b>16,578,418</b>	<b>22,861,346</b>	<b>72,222,806</b>	
<b>Capital Costs</b>							
<b>Development Fee Eligible Projects</b>							
PL1329-Development Impact Fee Update	25,000	0	0	0	0	0	25,000
SW1233-Lift Station - Southern and Dysart	0	0	0	0	0	3,500,000	3,500,000
SW1234-Southern Avenue Sewerline - Dysart to Avondale	0	0	0	0	0	3,200,000	3,200,000
SW1237-Water Reclamation Facility - Phase II Expansion	0	0	0	0	2,500,000	42,500,000	45,000,000
SW1304-Tertiary Filters - Water Reclamation Facility	0	0	0	0	0	5,400,000	5,400,000
SW1369-Secondary Clarifier at Water Reclamation Facility	3,000,000	0	0	0	0	0	3,000,000
SWTR21-Capacity Expansion Debt	1,803,660	1,788,470	1,789,460	859,840	806,040	3,959,700	11,007,170
<b>Total Development Fee Eligible</b>	<b>4,828,660</b>	<b>1,788,470</b>	<b>1,789,460</b>	<b>859,840</b>	<b>3,306,040</b>	<b>58,559,700</b>	<b>71,132,170</b>
<b>Non-Development Fee Eligible Projects</b>							
SW1047-Citywide Sewer Improvements	650,000	350,000	350,000	350,000	350,000	1,500,000	3,550,000
SW1108-Backup Force Main - 10th Street Lift Station to El Mirage	200,000	0	0	0	0	1,900,000	2,100,000
SW1270-McDowell Road Sewerline Replacement - 119th to Avondale Boulevard	0	200,000	0	0	0	0	200,000
SW1339-Water Reclamation Facility Upgrades	9,400,000	0	0	0	0	0	9,400,000
SW1356-Large Diameter Sewer Line Repair Program	2,400,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	11,400,000
SW1367-Sewer System Improvement Projects	775,000	800,000	650,000	0	0	0	2,225,000
SW1368-Lift Station Security System Upgrades	50,000	50,000	50,000	50,000	0	0	200,000
SW1378-Lift Station Rehabilitation Program	280,000	180,000	415,000	205,000	180,000	1,000,000	2,260,000
SW1389-Dysart Road Sewer Replacement - Western to Riley	0	0	0	0	0	700,000	700,000
SW1390-Dysart Road Sewer Replacement - Western to Lower Buckeye	0	0	0	0	0	1,500,000	1,500,000
SW1391-Relocate Riley Lift Station	50,000	0	0	0	0	500,000	550,000
WA1392-Integrated Utility Master Plan	0	0	0	0	125,000	0	125,000
<b>Total Non-Development Fee Eligible</b>	<b>13,805,000</b>	<b>2,580,000</b>	<b>2,465,000</b>	<b>1,605,000</b>	<b>1,655,000</b>	<b>12,100,000</b>	<b>34,210,000</b>
<b>Total Capital Costs</b>	<b>18,633,660</b>	<b>4,368,470</b>	<b>4,254,460</b>	<b>2,464,840</b>	<b>4,961,040</b>	<b>70,659,700</b>	<b>105,342,170</b>
<b>Estimated Ending Balance</b>	<b>1,775,460</b>	<b>4,337,342</b>	<b>8,330,650</b>	<b>14,113,578</b>	<b>17,900,306</b>	<b>1,563,106</b>	

# Capital Improvement Plan

Fiscal Years 2018-2027

## Sewer Development

**Project No:** PL1329      **Pct. New Development:** 100.00%      **Total Project Cost** \$25,000

**Project Title:** Development Impact Fee Update

**Funding Source:** Development Fees

**Project Description:**

Study to update impact fee as mandated by Arizona Senate Bill 1525.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Design/Engineering Services	-	25,000	25,000	-	-	-	-	-
<b>Total Capital Costs</b>	-	<b>25,000</b>	<b>25,000</b>	-	-	-	-	-

**Project No:** SW1047      **Pct. New Development:** 0.00%      **Total Project Cost** \$3,550,000

**Project Title:** Citywide Sewer Improvements

**Funding Source:** Ops. Transfers In

**Project Description:**

This program provides funding to improve and repair existing sewer lines. As the city's wastewater infrastructure ages, rehabilitation and maintenance becomes more important. In the older areas of the city, many of the original clay pipe sewer lines mains have deficiencies that need to be repaired. The city proactively inspects the wastewater collection system and this program will fund repairing identified deficiencies. Improvements and repairs may be required to ensure compliance with federal, state and local regulations. This will also provide funding to coordinate line extension and repairs with development activities. When possible the repairs for small diameter (4 to 12-inches) lines will be completed using methods like Cured-in-Place pipe (CIPP) lining, which limits the amount of open trenching required.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Sewer System Construction	300,000	350,000	650,000	350,000	350,000	350,000	350,000	1,500,000
<b>Total Capital Costs</b>	<b>300,000</b>	<b>350,000</b>	<b>650,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>1,500,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Sewer Development

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

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

**Funding Source:** Ops. Transfers In

**Project Description:**

The 10th Street Lift Station is the second largest in the collection system and conveys over one million gallons of wastewater daily from the northwest portion of Avondale. The lift station pumps into a single, 12-inch diameter force main that conveys flows across the Agua Fria River. Due to restricted access, staff is unable to inspect the line to identify deficiencies. A break in this force main would cause a wastewater spill directly in the river. The project will fund the design and construction of a backup force main from the 10th Street Wastewater Lift Station, across the Agua Fria River, to El Mirage Road. This will update the site to current design standards as new wastewater lift stations are required to have redundant force mains.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Sewer System Construction	200,000	-	200,000	-	-	-	-	1,900,000
<b>Total Capital Costs</b>	<b>200,000</b>	-	<b>200,000</b>	-	-	-	-	<b>1,900,000</b>

**Project No:** SW1233      **Pct. New Development:** 100.00%      **Total Project Cost** \$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 Southern Avenue and Dysart Road. The lift station will support new development between the Roeser Alignment and the Gila River by conveying the wastewater flows north into the Wolf WRF for treatment. It is anticipated that the proposed lift station improvements will include pumps, control panels, an odor control system, electrical infrastructure, security fencing and other infrastructure including the discharge force main. Wastewater will be conveyed to this lift station via a new collection system constructed under a separate project.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Sewer System Construction	-	-	-	-	-	-	-	3,500,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>3,500,000</b>

**Operating Impact:**

Equipment Maintenance	-	-	-	-	-	-	-	62,500
<b>Total Operating Costs</b>	-	-	-	-	-	-	-	<b>62,500</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Sewer Development

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

**Project Title:** Southern Avenue Sewerline - Dysart to Avondale

**Funding Source:** Development Fees

**Project Description:**

This project will construct approximately 10,500 feet of either an 8-inch or 10-inch diameter sewer line from Dysart Road to Avondale Boulevard and will connect to the proposed Southern & Dysart Sewer Lift Station. The new sewer line will support new development between Roeser Road and the Gila River. The line will be located within the right-of-way (ROW) of Southern Avenue.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Sewer System Construction	-	-	-	-	-	-	-	3,200,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>3,200,000</b>
Operating Impact:								
Equipment Maintenance			-	-	-	-	-	12,000
<b>Total Operating Costs</b>			-	-	-	-	-	<b>12,000</b>

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

**Project Title:** Water Reclamation Facility - Phase II Expansion

**Funding Source:** Development Fees

**Project Description:**

This project includes design and construction services required to increase the average daily maximum flow capacity of the Water Reclamation Facility from 9 to 12 million gallon per day (MGD) to address expected growth. Staff will evaluate if the expansion will remain with the current plant process or if new treatment alternatives are more cost effective in meeting emerging water quality regulations. The main project elements will include upgrades to: headworks equipment, instrumentation and electrical, secondary treatment process, and disinfection and solids handling systems. All new process basins will be covered and be connected to an odor control system. It is anticipated that additions to the administration/maintenance buildings will also be constructed in this phase.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Sewer System Construction	-	-	-	-	-	-	2,500,000	42,500,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	<b>2,500,000</b>	<b>42,500,000</b>
Operating Impact:								
Staffing			-	-	-	-	-	300,000
Supplies/Contracts			-	-	-	-	-	900,000
Utilities-Water/Sewer			-	-	-	-	-	300,000
Electricity			-	-	-	-	-	600,000
Equipment Maintenance			-	-	-	-	-	450,000
<b>Total Operating Costs</b>			-	-	-	-	-	<b>2,550,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Sewer Development

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

**Project Title:** McDowell Road Sewerline Replacement - 119th to Avondale Boulevard

**Funding Source:** Ops. Transfers In

**Project Description:**

The purpose of this project is to replace approximately 2,700 feet of a 21-inch sewer line in McDowell Road. The original wastewater flows in this line were diverted into a new 24-inch line running South on Avondale Boulevard. The existing 21-inch line is now too large for the anticipated future connections. This could cause the release of noxious odors into the community, corrosion of the system, and a need for ongoing maintenance. Installing a new smaller line will correct these issues. Construction for the new line should be scheduled when the development is completed on the north side of McDowell Road, west of Avondale Boulevard.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	-	-	-	200,000	-	-	-	-
<b>Total Capital Costs</b>	-	-	-	<b>200,000</b>	-	-	-	-

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

**Project Title:** Tertiary Filters - Water Reclamation Facility

**Funding Source:** Development Fees

**Project Description:**

This project includes design and construction of a filtration system at the Water Reclamation Facility to polish final flows from the treatment process. These filters will remove suspended solids and particulate materials, while improving discharge water quality from Class B+ to A+. This will allow the option to utilize discharge water for direct reuse. It is anticipated that the new tertiary filters will be constructed at the same time as the work for Phase II of the Water Reclamation Facility.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Sewer System Construction	-	-	-	-	-	-	-	5,400,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>5,400,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Sewer Development

**Project No:** SW1339      **Pct. New Development:** 0.00%      **Total Project Cost** \$9,400,000

**Project Title:** Water Reclamation Facility Upgrades

**Funding Source:** Ops. Transfers In

**Project Description:**

The 2015 Water Reclamation Facility Master Plan identified a number of improvements needed to ensure the plant can continue to reliably treat the city’s wastewater flows. This is the second year of the identified plant improvements which consist of new primary clarifiers and aeration basin upgrades. This project also includes instrumentation and electrical upgrades as well as the rehabilitation of the operations building. The work is being coordinated with the funding to construct a new primary clarifier, aeration basin upgrades and other upgrades at the facility.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Sewer System Improvements	7,500,000	1,900,000	9,400,000	-	-	-	-	-
<b>Total Capital Costs</b>	<b>7,500,000</b>	<b>1,900,000</b>	<b>9,400,000</b>	-	-	-	-	-

**Project No:** SW1356      **Pct. New Development:** 0.00%      **Total Project Cost** \$11,400,000

**Project Title:** Large Diameter Sewer Line Repair Program

**Project Description:**

Avondale has approximately 38.7 miles of large diameter lines (greater than 15-inches in diameter) in the wastewater collection system. The City lacks the internal resources to inspect and repair these large lines. In FY15, a condition assessment was completed on approximately 20% of the large diameter lines. The assessment identified a number of critical deficiencies that could affect the safety and reliability of the collection system. This project will fund the repairs for the identified deficiencies and also fund the continued inspection of the City's large diameter wastewater lines.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Sewer System Construction	1,400,000	1,000,000	2,400,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
<b>Total Capital Costs</b>	<b>1,400,000</b>	<b>1,000,000</b>	<b>2,400,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>5,000,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Sewer Development

**Project No:** SW1367      **Pct. New Development:** 0.00%      **Total Project Cost** \$2,225,000

**Project Title:** Sewer System Improvement Projects

**Funding Source:** Ops. Transfers In

**Project Description:**

These projects will 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 referred to as operational "Hot Spots". A Hot Spot requires continued monitoring and regularly scheduled cleaning to keep the collection system from backing up or potentially overflowing. Some of the projects are timed to be completed prior to or in conjunction with planned street projects. The following is a list of projects that have been identified:

107th Avenue & Westwind - The pipe is at an adverse grade in the intersection.

Garden Lakes Subdivision, south of Orange Blossom – Adverse grade under RID canal.

Dysart north of Van Buren - The mile of line in Dysart from McDowell to Van Buren only serves two buildings and should be modified to allow for proper flows.

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

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Sewer System Improvements	500,000	275,000	775,000	800,000	650,000	-	-	-
<b>Total Capital Costs</b>	<b>500,000</b>	<b>275,000</b>	<b>775,000</b>	<b>800,000</b>	<b>650,000</b>	-	-	-

**Project No:** SW1368      **Pct. New Development:** 0.00%      **Total Project Cost** \$200,000

**Project Title:** Lift Station Security System Upgrades

**Project Description:**

This project provides funding to replace and/or add new security equipment at the City’s wastewater lift stations. This will upgrade the security at the lift stations to match the security systems for the City’s water sites. The specific equipment required will vary depending on the site but could include card access systems, video cameras and intrusion alarms.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Sewer System Improvements	-	50,000	50,000	50,000	50,000	50,000	-	-
<b>Total Capital Costs</b>	-	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	-	-

**Operating Impact:**

Equipment Maintenance		10,000	10,000	10,000	10,000	10,000	10,000	50,000
<b>Total Operating Costs</b>		<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>50,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Sewer Development

**Project No:** SW1369      **Pct. New Development:** 100.00%      **Total Project Cost** \$3,000,000

**Project Title:** Secondary Clarifier at Water Reclamation Facility

**Funding Source:** Development Fees

**Project Description:**

The secondary clarifiers are the final process in the activated sludge system at the WRF. The secondary clarifier allows for the physical separation of solids and liquids. Currently, the WRF has three secondary clarifiers in service. From a hydraulic standpoint, the current secondary clarifiers can effectively satisfy the 9 MGD rated capacity. However, increasing organic loadings are limiting the ability to maintain high quality effluent water. A fourth secondary clarifier would allow for additional capacity during periodic poor settling periods as well as provide redundancy to allow for maintenance activities. The work is being coordinated with the funding to construct a new primary clarifier, aeration basin upgrades and other upgrades at the facility.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Sewer System Improvements	3,000,000	-	3,000,000	-	-	-	-	-
<b>Total Capital Costs</b>	<b>3,000,000</b>	<b>-</b>	<b>3,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Project No:** SW1378      **Pct. New Development:** 0.00%      **Total Project Cost** \$2,260,000

**Project Title:** Lift Station Rehabilitation Program

**Project Description:**

The program provides funding to maintain and upgrade the City’s ten existing wastewater lift stations. These facilities operate in a very corrosive environment where equipment damage and odor generation are ongoing issues. As these facilities age, the equipment will need to be replaced to ensure continued operations. The rehabilitation of the lift stations typically consist of pump/motor replacement, installation of VFD’s, piping and apparatus replacements, signal and instrumentation replacement, generator repairs, and wet-well recoating. Public Works staff has prioritized the projects in the program based on operational needs and facility conditions. The program is designed to allow for the rehabilitation of one site per year. The annual funding varies due to different sizes of the lift stations.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Sewer System Improvements	100,000	180,000	280,000	180,000	415,000	205,000	180,000	1,000,000
<b>Total Capital Costs</b>	<b>100,000</b>	<b>180,000</b>	<b>280,000</b>	<b>180,000</b>	<b>415,000</b>	<b>205,000</b>	<b>180,000</b>	<b>1,000,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Sewer Development

**Project No:** SW1389      **Pct. New Development:** 0.00%      **Total Project Cost** \$700,000  
**Project Title:** Dysart Road Sewer Replacement - Western to Riley

**Project Description:**

The existing 8-inch sewer line in Dysart Road, between Western Avenue and Riley Drive, is functioning near its designed capacity. New development in the area will increase the risk of sewer overflows in this section of pipe. This project will fund replacing this section of line with a larger diameter pipe.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Sewer System Improvements	-	-	-	-	-	-	-	700,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>700,000</b>

**Project No:** SW1390      **Pct. New Development:** 0.00%      **Total Project Cost** \$1,500,000  
**Project Title:** Dysart Road Sewer Replacement - Western to Lower Buckeye

**Project Description:**

Modeling has demonstrated that the sewer main in Dysart Road is undersized between Western Avenue and Lower Buckeye. This sewer main crosses under the Rose Terrace Apartments on the southeast corner of Harrison and 4th Street. In the event of a problem, the section of sewer line under the apartments will be very difficult to repair or maintain. This project will fund replacing this section of sewer line with a larger diameter pipe and to realign the pipe to stay within the public right of way.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Sewer System Improvements	-	-	-	-	-	-	-	1,500,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>1,500,000</b>

**Project No:** SW1391      **Pct. New Development:** 0.00%      **Total Project Cost** \$550,000  
**Project Title:** Relocate Riley Lift Station

**Project Description:**

The project provides funding for relocation of the Riley Drive Lift Station. The lift station is currently located within the south sidewalk of Riley Road, which impedes pedestrian passage. It is anticipated that the proposed lift station improvements will include purchasing a new site (FY18) as well as installing new pumps, control panels, an odor control system, electrical infrastructure, security fencing and other infrastructure (FY23) to coordinate with the adjacent property.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Sewer System Improvements	-	50,000	50,000	-	-	-	-	500,000
<b>Total Capital Costs</b>	-	<b>50,000</b>	<b>50,000</b>	-	-	-	-	<b>500,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Sewer Development

**Project No:** SWTR21      **Pct. New Development:** 100.00%      **Total Project Cost** \$11,007,170  
**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 cost 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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Transfer to 430 - MDC Fund	-	1,803,660	1,803,660	1,788,470	1,789,460	859,840	806,040	3,959,700
<b>Total Capital Costs</b>	-	<b>1,803,660</b>	<b>1,803,660</b>	<b>1,788,470</b>	<b>1,789,460</b>	<b>859,840</b>	<b>806,040</b>	<b>3,959,700</b>

**Project No:** WA1392      **Pct. New Development:** 0.00%      **Total Project Cost** \$125,000  
**Project Title:** Integrated Utility Master Plan

**Project Description:**

This project will update and coordinate the City’s existing water, wastewater and reclaimed water planning efforts. While there have been recent studies analyzing the components of the City’s water system, the City’s wastewater system was last evaluated in 2005. The Utility Master Plan should be updated on a five year cycle to keep up with development activity, operational issues and regulatory changes. The Integrated Master Plan will take a complete look at water and wastewater together and help the City manage water resources in a legal and sustainable manner, seek out operational efficiencies and allow for better coordination with future development activities. Funding is split between water and wastewater funds.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Design/Engineering Services	-	-	-	-	-	-	125,000	-
<b>Total Capital Costs</b>	-	-	-	-	-	-	<b>125,000</b>	-

# Capital Improvement Plan

## Fiscal Years 2018-2027

### Water Development

514 Water Development	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2023-27	Total
Beginning Balance	11,493,772	1,314,076	2,350,105	4,962,918	5,225,731	5,667,144	
<b>Revenue</b>							
Development Fees-Water	3,805,304	5,074,399	6,342,833	6,342,833	6,342,833	38,053,040	65,961,242
Revenue Bonds	0	0	0	0	0	5,000,000	5,000,000
Interest Earned	12,000	12,000	12,000	12,000	12,000	60,000	120,000
Transfer In - Water Operating	3,500,000	3,000,000	3,000,000	2,000,000	2,000,000	10,000,000	23,500,000
<b>Total Revenue</b>	<b>7,317,304</b>	<b>8,086,399</b>	<b>9,354,833</b>	<b>8,354,833</b>	<b>8,354,833</b>	<b>53,113,040</b>	<b>94,581,242</b>
<b>Total Resources</b>	<b>18,811,076</b>	<b>9,400,475</b>	<b>11,704,938</b>	<b>13,317,751</b>	<b>13,580,564</b>	<b>58,780,184</b>	

### Capital Costs

<b>Development Fee Eligible Projects</b>							
PL1329-Development Impact Fee Update	25,000	0	0	0	0	0	25,000
WA1068-Wellhead Treatment - Gateway Treatment Facility	3,000,000	0	0	0	0	0	3,000,000
WA1090-Well #27 - Thomas Road/Agua Fria River	2,400,000	0	0	0	0	0	2,400,000
WA1131-Future Well No 26	0	0	0	500,000	2,000,000	0	2,500,000
WA1133-99th Ave Waterline - Thomas to Encanto	0	0	0	0	0	800,000	800,000
WA1135-McDowell Rd Waterline - 117th to Avondale	0	0	0	0	500,000	0	500,000
WA1142-Future Well D	0	0	0	0	0	2,500,000	2,500,000
WA1201-Well #22 - Van Buren/Avondale	0	500,000	1,000,000	0	0	0	1,500,000
WA1214-Future Well B	0	0	0	0	0	2,500,000	2,500,000
WA1231-Dysart Rd. Waterline - Whyman to Lower Buckeye	0	0	0	0	500,000	0	500,000
WA1285-White Mountain Apache Tribe Water Settlement	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-Future Well C	0	0	0	0	0	2,500,000	2,500,000
WA1318-City Center Area Waterlines	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 Avenue Waterline - 107th to Avondale Blvd.	0	0	0	0	0	1,000,000	1,000,000
WA1340-Nitrate Removal System for Coldwater Booster Station	500,000	3,000,000	0	0	0	0	3,500,000
WA1341-Coldwater Booster Expansion	0	0	0	0	0	3,500,000	3,500,000
WATR20-Capacity Expansion Debt	1,847,000	2,800,370	2,992,020	2,792,020	2,788,420	10,762,720	23,982,550
<b>Total Development Fee Eligible</b>	<b>9,772,000</b>	<b>6,300,370</b>	<b>3,992,020</b>	<b>3,292,020</b>	<b>5,788,420</b>	<b>33,462,720</b>	<b>62,607,550</b>
<b>Non-Development Fee Eligible Projects</b>							
WA1057-Citywide Water Improvements	250,000	0	0	0	0	0	250,000
WA1162-CDBG Waterline Improvements	1,200,000	0	0	800,000	0	1,600,000	3,600,000
WA1169-Rio Vista Waterline Replacement	0	0	1,500,000	1,500,000	0	0	3,000,000
WA1298-Well #7 Site Improvements	0	0	500,000	1,000,000	0	0	1,500,000

# Capital Improvement Plan

Fiscal Years 2018-2027

## Water Development

514 Water Development	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2023-27	Total
<b>Non-Development Fee Eligible Projects</b>							
WA1343-Water System Line Replacements and Expansions	3,000,000	250,000	250,000	1,500,000	1,500,000	7,500,000	14,000,000
WA1344-System Pressure Reducing Stations	800,000	0	0	0	0	0	800,000
WA1372-Reservoir Coating Repairs and Rehabilitation	1,000,000	500,000	500,000	0	0	0	2,000,000
WA1373-Wetland Liner Study	125,000	0	0	0	0	0	125,000
WA1392-Integrated Utility Master Plan	0	0	0	0	125,000	0	125,000
WA1412-Well Transmission Line to Garden Lakes Booster Station	1,350,000	0	0	0	0	0	1,350,000
WA1414-Garden Lakes Nitrate Equipment Replacement	0	0	0	0	500,000	2,500,000	3,000,000
<b>Total Non-Development Fee Eligible</b>	<b>7,725,000</b>	<b>750,000</b>	<b>2,750,000</b>	<b>4,800,000</b>	<b>2,125,000</b>	<b>11,600,000</b>	<b>29,750,000</b>
<b>Total Capital Costs</b>	<b>17,497,000</b>	<b>7,050,370</b>	<b>6,742,020</b>	<b>8,092,020</b>	<b>7,913,420</b>	<b>45,062,720</b>	<b>92,357,550</b>
<b>Estimated Ending Balance</b>	1,314,076	2,350,105	4,962,918	5,225,731	5,667,144	13,717,464	

# Capital Improvement Plan

Fiscal Years 2018-2027

## Water Development

**Project No:** PL1329      **Pct. New Development:** 100.00%      **Total Project Cost** \$25,000

**Project Title:** Development Impact Fee Update

**Funding Source:** Development Fees

**Project Description:**

Study to update impact fee as mandated by Arizona Senate Bill 1525.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Design/Engineering Services	-	25,000	25,000	-	-	-	-	-
<b>Total Capital Costs</b>	-	<b>25,000</b>	<b>25,000</b>	-	-	-	-	-

**Project No:** WA1057      **Pct. New Development:** 0.00%      **Total Project Cost** \$250,000

**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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	250,000	-	250,000	-	-	-	-	-
<b>Total Capital Costs</b>	<b>250,000</b>	-	<b>250,000</b>	-	-	-	-	-

**Project No:** WA1068      **Pct. New Development:** 100.00%      **Total Project Cost** \$3,000,000

**Project Title:** Wellhead Treatment - Gateway Treatment Facility

**Funding Source:** Development Fees

**Funding Source:** Development Fees

**Project Description:**

The City's Well 8A is currently equipped with a pump capable of 3,000 gallons per minute (gpm). However, the well is throttled down to 2,000 gpm due to the capacity of the current nitrate treatment system at the Gateway Booster Station. Expanding the existing ion exchange (IX) nitrate treatment system will allow the City to utilize the full capacity of Well 8A.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	3,000,000	-	3,000,000	-	-	-	-	-
<b>Total Capital Costs</b>	<b>3,000,000</b>	-	<b>3,000,000</b>	-	-	-	-	-

**Operating Impact:**

Supplies/Contracts		326,700	326,700	326,700	326,700	326,700	1,633,500
<b>Total Operating Costs</b>		<b>326,700</b>	<b>326,700</b>	<b>326,700</b>	<b>326,700</b>	<b>326,700</b>	<b>1,633,500</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Water Development

**Project No:** WA1090      **Pct. New Development:** 100.00%      **Total Project Cost** \$2,400,000

**Project Title:** Well #27 - Thomas Road/Agua Fria River

**Funding Source:** Development Fees

**Project Description:**

The project includes design and construction for the new Well #27 located north of Thoma Road and east of the Agua Fria River. This well is identified in the 2013 Water Infrastructure Master Plan and is important for increasing system capacity and reliability. The site will tie into an new transmission line to convey flows to the Garden Lakes Booster Station and Reservoir site. This project includes purchasing the site, drilling a new well casing, zonal sampling, well and wellhead design, and construction.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	400,000	2,000,000	2,400,000	-	-	-	-	-
<b>Total Capital Costs</b>	<b>400,000</b>	<b>2,000,000</b>	<b>2,400,000</b>	-	-	-	-	-

Operating Impact:								
Staffing		2,600	2,600	2,600	2,600	2,600	2,600	13,000
Supplies/Contracts		10,000	10,000	10,000	10,000	10,000	10,000	50,000
Utilities-Water/Sewer		35,000	35,000	35,000	35,000	35,000	35,000	175,000
Electricity		40,000	40,000	40,000	40,000	40,000	40,000	200,000
Equipment Maintenance		15,000	15,000	15,000	15,000	15,000	15,000	75,000
<b>Total Operating Costs</b>		<b>102,600</b>	<b>102,600</b>	<b>102,600</b>	<b>102,600</b>	<b>102,600</b>	<b>102,600</b>	<b>513,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Water Development

**Project No:** WA1131      **Pct. New Development:** 100.00%      **Total Project Cost** \$2,500,000  
**Project Title:** Future Well No 26  
**Funding Source:** Development Fees

**Project Description:**

This projects includes design and construction for new Well #26, located south of I-10 and east of the Agua Fria River. This well is identified in the 2013 Water Infrastructure Master Plan and is important for increasing system capacity and reliability. The site will tie into an existing 20-inch transmission line to convey flows to the Coldwater Booster Station site. The project includes re-drilling the existing irrigation well, zonal sampling, well and wheelhead design, land acquisition and construction.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	-	-	-	-	-	500,000	2,000,000	-
<b>Total Capital Costs</b>	-	-	-	-	-	<b>500,000</b>	<b>2,000,000</b>	-
<b>Operating Impact:</b>								
Staffing			-	-	-	-	-	13,000
Supplies/Contracts			-	-	-	-	-	50,000
Utilities-Water/Sewer			-	-	-	-	-	175,000
Electricity			-	-	-	-	-	200,000
Equipment Maintenance			-	-	-	-	-	75,000
<b>Total Operating Costs</b>			-	-	-	-	-	<b>513,000</b>

**Project No:** WA1133      **Pct. New Development:** 100.00%      **Total Project Cost** \$800,000  
**Project Title:** 99th Ave Waterline - Thomas to Encanto  
**Funding Source:** Development Fees

**Project Description:**

The distribution system currently dead ends on 99th Avenue, at the Encanto Boulevard alignment. This project consists of the installation of 2,600 linear feet of 16-inch waterline within 99th Avenue from Thomas Road south to Encanto Boulevard. The project creates a looped distribution system around the SWC of Thomas Road and 99th Avenue. This project was identified in the 2013 Water Infrastructure Master Plan. This will improve the distribution of water from Well #8A, Gateway Booster Station, and reservoir site to future development south and west of Indian School Road and 99th Avenue. This project includes design and construction and will be coordinated with development activities.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	-	-	-	-	-	-	-	800,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>800,000</b>
<b>Operating Impact:</b>								
Equipment Maintenance			-	-	-	-	-	10,000
<b>Total Operating Costs</b>			-	-	-	-	-	<b>10,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Water Development

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

**Project Title:** McDowell Rd Waterline - 117th to Avondale

**Funding Source:** Development Fees

**Project Description:**

There is an existing 12-inch waterline in McDowell Road from 117th Ave. to Avondale Blvd. The waterline is undersized for the future needs of the water distribution system. This project consists of constructing 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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	-	-	-	-	-	-	500,000	-
<b>Total Capital Costs</b>	-	-	-	-	-	-	<b>500,000</b>	-

**Project No:** WA1142      **Pct. New Development:** 100.00%      **Total Project Cost** \$2,500,000

**Project Title:** Future Well D

**Funding Source:** Development Fees

**Project Description:**

It is necessary for the City to drill and equip new water production wells to meet future water demands and ensure system reliability. The 2013 Water Infrastructure Master Plan identified a numbers of future well sites to meet these needs. Public Works staff will prioritize which site should be constructed based on operational needs and system demands. The project allows for the construction of a new well site. Depending on the specific site, the project could include redrilling the existing irrigation well, new well design and drilling, zonal sampling, site acquisition, wellhead design, and construction.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	-	-	-	-	-	-	-	2,500,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>2,500,000</b>

**Project No:** WA1162      **Pct. New Development:** 0.00%      **Total Project Cost** \$3,600,000

**Project Title:** CDBG Waterline Improvements

**Funding Source:** Ops. Transfers In

**Project Description:**

This project provides funding to construct water system improvement in coordination with CDBG pavement repair projects.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	-	1,200,000	1,200,000	-	-	800,000	-	1,600,000
<b>Total Capital Costs</b>	-	<b>1,200,000</b>	<b>1,200,000</b>	-	-	<b>800,000</b>	-	<b>1,600,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Water Development

**Project No:** WA1169      **Pct. New Development:** 0.00%      **Total Project Cost** \$3,000,000

**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 in the right-of-way.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	-	-	-	-	1,500,000	1,500,000	-	-
<b>Total Capital Costs</b>	-	-	-	-	<b>1,500,000</b>	<b>1,500,000</b>	-	-

**Project No:** WA1201      **Pct. New Development:** 100.00%      **Total Project Cost** \$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. A well casing has already been installed at the southwest corner of Avondale Boulevard and Van Buren Street for this site. An existing 16-inch transmission line in Van Buren Street will be used to convey the water to the Coldwater Booster Station and Reservoir Site. This project includes wellhead design and construction.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	-	-	-	500,000	1,000,000	-	-	-
<b>Total Capital Costs</b>	-	-	-	<b>500,000</b>	<b>1,000,000</b>	-	-	-

**Operating Impact:**

Staffing	-	-	-	-	2,600	2,600	13,000
Supplies/Contracts	-	-	-	-	10,000	10,000	50,000
Utilities-Water/Sewer	-	-	-	-	35,000	35,000	175,000
Electricity	-	-	-	-	40,000	40,000	200,000
Street Maintenance	-	-	-	-	15,000	15,000	75,000
<b>Total Operating Costs</b>	-	-	-	-	<b>102,600</b>	<b>102,600</b>	<b>513,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Water Development

**Project No:** WA1214      **Pct. New Development:** 100.00%      **Total Project Cost** \$2,500,000  
**Project Title:** Future Well B  
**Funding Source:** Development Fees

**Project Description:**

It is necessary for the City to drill and equip new water production wells to meet future water demands and ensure system reliability. The 2013 Water Infrastructure Master Plan identified a numbers of future well sites to meet these needs. Public Works staff will prioritize which site should be constructed based on operational needs and system demands. The project allows for the construction of a new well site. Depending on the specific site, the project could include redrilling the existing irrigation well, new well design and drilling, zonal sampling, site acquisition, wellhead design, and construction.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	-	-	-	-	-	-	-	2,500,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>2,500,000</b>

Operating Impact:								
Staffing			-	-	-	-	-	7,800
Supplies/Contracts			-	-	-	-	-	30,000
Utilities-Water/Sewer			-	-	-	-	-	105,000
Electricity			-	-	-	-	-	120,000
Equipment Maintenance			-	-	-	-	-	45,000
<b>Total Operating Costs</b>			-	-	-	-	-	<b>307,800</b>

**Project No:** WA1231      **Pct. New Development:** 100.00%      **Total Project Cost** \$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 on Lower Buckeye. 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. The project will be coordinated with Streets Project ST1021. This project includes design and construction.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	-	-	-	-	-	-	500,000	-
<b>Total Capital Costs</b>	-	-	-	-	-	-	<b>500,000</b>	-

Operating Impact:								
Equipment Maintenance			-	-	-	-	-	4,160
<b>Total Operating Costs</b>			-	-	-	-	-	<b>4,160</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Water Development

**Project No:** WA1285      **Pct. New Development:** 100.00%      **Total Project Cost** \$2,000,000

**Project Title:** White Mountain Apache Tribe Water Settlement

**Funding Source:** Ops. Transfers In

**Project Description:**

Through the White Mountain Apache Tribe Water Settlement the city will lease 882 acre-feet of water for 100 years. This new water can be used anywhere in the City and is not restricted to on-project lands. 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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water Rights	-	2,000,000	2,000,000	-	-	-	-	-
<b>Total Capital Costs</b>	-	<b>2,000,000</b>	<b>2,000,000</b>	-	-	-	-	-

**Project No:** WA1298      **Pct. New Development:** 0.00%      **Total Project Cost** \$1,500,000

**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. This will bring the site up to City standards and allow it to be coordinated with the development of the surrounding property. In addition to property acquisition the project includes design and construction of a site wall, generator, electrical cabinets, and security.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	-	-	-	-	500,000	1,000,000	-	-
<b>Total Capital Costs</b>	-	-	-	-	<b>500,000</b>	<b>1,000,000</b>	-	-

**Project No:** WA1302      **Pct. New Development:** 100.00%      **Total Project Cost** \$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 customers north of Southern Avenue. The waterline necks down from 12 to 6-inches in diameter. 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. This project includes design and construction.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	-	-	-	-	-	-	-	1,000,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>1,000,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Water Development

**Project No:** WA1315      **Pct. New Development:** 100.00%      **Total Project Cost** \$2,500,000  
**Project Title:** Future Well C  
**Funding Source:** Development Fees

**Project Description:**

It is necessary for the City to drill and equip new water production wells to meet future water demands and ensure system reliability. The 2013 Water Infrastructure Master Plan identified a numbers of future well sites to meet these needs. Public Works staff will prioritize which site should be constructed based on operational needs and system demands. The project allows for the construction of a new well site. Depending on the specific site, the project could include redrilling the existing irrigation well, new well design and drilling, zonal sampling, site acquisition, wellhead design, and construction.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	-	-	-	-	-	-	-	2,500,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>2,500,000</b>

Operating Impact:								
Staffing			-	-	-	-	-	2,600
Supplies/Contracts			-	-	-	-	-	10,000
Utilities-Water/Sewer			-	-	-	-	-	35,000
Electricity			-	-	-	-	-	40,000
Equipment Maintenance			-	-	-	-	-	15,000
<b>Total Operating Costs</b>			-	-	-	-	-	<b>102,600</b>

**Project No:** WA1318      **Pct. New Development:** 100.00%      **Total Project Cost** \$2,700,000  
**Project Title:** City Center Area Waterlines  
**Funding Source:** Development Fees

**Project Description:**

The water distribution system is currently incomplete east of City Hall campus and the area of the future City Center developments. Specific gaps include: Coldwater Springs Boulevard east of Avondale Boulevard; Roosevelt alignment between 111th and 107th Avenues; and north of Van Buren Street between 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 waterline.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	-	-	-	-	-	-	-	2,700,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>2,700,000</b>

Operating Impact:								
Equipment Maintenance			-	-	-	-	-	31,200
<b>Total Operating Costs</b>			-	-	-	-	-	<b>31,200</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Water Development

**Project No:** WA1320      **Pct. New Development:** 100.00%      **Total Project Cost** \$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 16-inch waterline in El Mirage Road, from Lower Buckeye Road to Southern Avenue. This project was identified in the 2013 Water Infrastructure Master Plan, is important to future development in the City's southern planning area, and creates a looped water system for redundancy. This project includes design and construction.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	-	-	-	-	-	-	-	3,500,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>3,500,000</b>
Operating Impact:								
Equipment Maintenance			-	-	-	-	-	37,800
<b>Total Operating Costs</b>			-	-	-	-	-	<b>37,800</b>

**Project No:** WA1321      **Pct. New Development:** 100.00%      **Total Project Cost** \$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. 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 creates a looped water system for redundancy. This project includes design and construction.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	-	-	-	-	-	-	-	1,500,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>1,500,000</b>
Operating Impact:								
Equipment Maintenance			-	-	-	-	-	12,600
<b>Total Operating Costs</b>			-	-	-	-	-	<b>12,600</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Water Development

**Project No:** WA1322      **Pct. New Development:** 100.00%      **Total Project Cost** \$1,200,000

**Project Title:** Southern Ave Waterline - Dysart to El Mirage

**Funding Source:** Development Fees

**Project Description:**

This project consists of 6,000 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 creates a looped water system for redundancy. This project includes design and construction.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	-	-	-	-	-	-	-	1,200,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>1,200,000</b>

Operating Impact:								
Equipment Maintenance			-	-	-	-	-	12,600
<b>Total Operating Costs</b>			-	-	-	-	-	<b>12,600</b>

**Project No:** WA1323      **Pct. New Development:** 100.00%      **Total Project Cost** \$1,000,000

**Project Title:** Southern Avenue Waterline - 107th to Avondale Blvd.

**Funding Source:** Development Fees

**Project Description:**

This project consists of 5,300 linear feet of 16-inch waterline in Southern Avenue from 107th Ave. to Avondale Blvd. 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 creates a looped water system for redundancy. This project includes design and construction.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	-	-	-	-	-	-	-	1,000,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>1,000,000</b>

Operating Impact:								
Equipment Maintenance			-	-	-	-	-	12,600
<b>Total Operating Costs</b>			-	-	-	-	-	<b>12,600</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Water Development

**Project No:** WA1340      **Pct. New Development:** 100.00%      **Total Project Cost** \$3,500,000

**Project Title:** Nitrate Removal System for Coldwater Booster Station

**Funding Source:** Development Fees, Ops. Transfers

**Project Description:**

Currently, three wells supply water to the Coldwater Booster Station. Two of the wells have elevated levels of nitrate and must be blended with the third well prior to entering the distribution system. As additional wells must be added to this site, additional treatment will be necessary. This project will construct a new nitrate treatment system in two phases and disinfection system at the site.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	-	500,000	500,000	3,000,000	-	-	-	-
<b>Total Capital Costs</b>	-	<b>500,000</b>	<b>500,000</b>	<b>3,000,000</b>	-	-	-	-

Operating Impact:								
Utilities-Water/Sewer					300,000	300,000	300,000	1,500,000
<b>Total Operating Costs</b>					<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>1,500,000</b>

**Project No:** WA1341      **Pct. New Development:** 100.00%      **Total Project Cost** \$3,500,000

**Project Title:** Coldwater Booster Expansion

**Funding Source:** Ops. Transfers In

**Project Description:**

This project will expand the booster pump capacity at the Coldwater Booster Station. The booster expansion is identified in the 2013 Master Plan. The project allows the city to take advantage of the additional supply capacity available at the site after completing the nitrate removal system and provide booster capacity for new development. This project includes design and construction.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	-	-	-	-	-	-	-	3,500,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	-	<b>3,500,000</b>

Operating Impact:								
Equipment Maintenance								300,000
<b>Total Operating Costs</b>								<b>300,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Water Development

**Project No:** WA1343      **Pct. New Development:** 0.00%      **Total Project Cost** \$14,000,000  
**Project Title:** Water System Line Replacements and Expansions  
**Funding Source:** Ops. Transfers In

**Project Description:**

This program provides funding to replace and upgrade the water distribution system to ensure continued operation and replace lines and equipment that have exceeded their useful life. These funds may also be used to construct water line extensions, coordinate with street and development projects, address issues identified during inspections, replace deficient water valves and upgrade water meters. Public Works staff will prioritize the projects in the program based on operational needs and facility conditions. The projects will also be coordinated with planned street improvements and development project. The following is a summary of the projects that have been identified:

- Western from Central to 1st street – Upgrade the existing 6” water line to an 8” water line
- Harrison from 7th to Dysart – Upgrade the existing 6” water line with an 8” water line
- MC85 from Litchfield to Central – Upgrade the existing 6” waterline with a 12” water line which will provide fire protection along MC 85
- MC85 from 2nd to 7th – Upgrade the existing 6” water line with a 12” line and complete missing segments to provide fire protection along MC 85
- New 16” water line Indian School Rd from 107th to 103rd – This is the city portion of a larger project to supply fire protection and a secondary water supply along Indian School Rd
- Holly Acres - Upgrade existing 4/6" waterlines and services with new 8" line located in the street
- Dysart Rd. from the Wolf WRF to Elwood St– Upgrade the existing 12” water line with a new 16” waterline
- 107th from Earl to Canal- This project will move the waterlines into the streets for protection and accessibility
- Glen Arm Farms service line replacements- Replace the existing 145 substandard waterline services

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	1,900,000	1,100,000	3,000,000	250,000	250,000	1,500,000	1,500,000	7,500,000
<b>Total Capital Costs</b>	<b>1,900,000</b>	<b>1,100,000</b>	<b>3,000,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>7,500,000</b>

**Project No:** WA1344      **Pct. New Development:** 0.00%      **Total Project Cost** \$800,000  
**Project Title:** System Pressure Reducing Stations  
**Funding Source:** Ops. Transfers In

**Project Description:**

This project will construct two new pressure reducing stations and install new water valves to create a new pressure zone split in the City’s water distribution system. This will allow the City to increase the current system pressure in the northeast portion, where more intense development is scheduled to occur, while maintaining the existing system pressure to the south.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	600,000	200,000	800,000	-	-	-	-	-
<b>Total Capital Costs</b>	<b>600,000</b>	<b>200,000</b>	<b>800,000</b>	-	-	-	-	-

Operating Impact:								
Utilities-Water/Sewer			-	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
<b>Total Operating Costs</b>			-	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>10,000,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Water Development

**Project No:** WA1372      **Pct. New Development:** 0.00%      **Total Project Cost** \$2,000,000

**Project Title:** Reservoir Coating Repairs and Rehabilitation

**Funding Source:** Ops. Transfers In

**Project Description:**

The water storage in the City’s water distribution system is primarily supplied by steel reservoirs. In FY16, a condition assessment identified a number of critical deficiencies in the reservoir coatings and structural systems. If left uncorrected, these deficiencies could affect the safety and reliability of the water system. This project will fund the repairs for the identified deficiencies and continued inspection of the City’s water reservoirs.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	250,000	750,000	1,000,000	500,000	500,000	-	-	-
<b>Total Capital Costs</b>	<b>250,000</b>	<b>750,000</b>	<b>1,000,000</b>	<b>500,000</b>	<b>500,000</b>	-	-	-

**Project No:** WA1373      **Pct. New Development:** 0.00%      **Total Project Cost** \$125,000

**Project Title:** Wetland Liner Study

**Project Description:**

In the mid 1990’s, the City constructed a 72 acre Wetland Project to treat the City’s Salt River Project (SRP) and Central Arizona Project (CAP) water allocations to the aquifer water quality standards. The project is surrounded by the Crystal Gardens development and is an amenity open to the public. The treatment cells that make up the Wetlands were designed with PVC liners to contain the water before it is conveyed to the City’s aquifer recharge facility where the water is stored underground. This project will fund an inspection and assessment of the liners in the Wetland Project. Depending on the recommendations of the assessment, a future project will be created to fund any required repairs.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	125,000	-	125,000	-	-	-	-	-
<b>Total Capital Costs</b>	<b>125,000</b>	-	<b>125,000</b>	-	-	-	-	-

# Capital Improvement Plan

Fiscal Years 2018-2027

## Water Development

**Project No:** WA1392      **Pct. New Development:** 0.00%      **Total Project Cost** \$125,000  
**Project Title:** Integrated Utility Master Plan

**Project Description:**

This project will update and coordinate the City’s existing water, wastewater and reclaimed water planning efforts. While there have been recent studies analyzing the components of the City’s water system, the City’s wastewater system was last evaluated in 2005. The Utility Master Plan should be updated on a five year cycle to keep up with development activity, operational issues and regulatory changes. The Integrated Master Plan will take a complete look at water and wastewater together and help the City manage water resources in a legal and sustainable manner, seek out operational efficiencies and allow for better coordination with future development activities. Funding is split between water and wastewater funds.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Design/Engineering Services	-	-	-	-	-	-	125,000	-
<b>Total Capital Costs</b>	-	-	-	-	-	-	<b>125,000</b>	-

**Project No:** WA1412      **Pct. New Development:** 0.00%      **Total Project Cost** \$1,350,000  
**Project Title:** Well Transmission Line to Garden Lakes Booster Station

**Project Description:**

The city is working on constructing Well No. 27 to increase system capacity and reliability. The water from the well will be conveyed to the Garden Lake Reservoir Booster site where it will enter the city’s distribution system. This project will construct approximately 7,000 feet of a new well transmission line in Thomas Road. The line will run from approximately the 118th Avenue alignment west on Thomas Road to 107th Avenue. The line will then turn north on 107th Avenue and connect to the Garden Lakes Booster site.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	-	1,350,000	1,350,000	-	-	-	-	-
<b>Total Capital Costs</b>	-	<b>1,350,000</b>	<b>1,350,000</b>	-	-	-	-	-

# Capital Improvement Plan

Fiscal Years 2018-2027

## Water Development

**Project No:** WA1414      **Pct. New Development:** 0.00%      **Total Project Cost** \$3,000,000  
**Project Title:** Garden Lakes Nitrate Equipment Replacement

**Project Description:**

The City’s Garden Lakes Booster station was equipped with a nitrate treatment system capable of treating 1,200 gallons per minute (gpm) in 2006. This project will fund the replacement of the original nitrate treatment systems, which will have reached the ends of its useful life. The new equipment will ensure the reliability of the site and keep operating costs for escalating.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Water System Improvements	-	-	-	-	-	-	500,000	2,500,000
<b>Total Capital Costs</b>	-	-	-	-	-	-	<b>500,000</b>	<b>2,500,000</b>

**Project No:** WATR20      **Pct. New Development:** 100.00%      **Total Project Cost** \$23,982,550  
**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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Transfer to 430 - MDC Fund	-	1,847,000	1,847,000	2,800,370	2,992,020	2,792,020	2,788,420	10,762,720
<b>Total Capital Costs</b>	-	<b>1,847,000</b>	<b>1,847,000</b>	<b>2,800,370</b>	<b>2,992,020</b>	<b>2,792,020</b>	<b>2,788,420</b>	<b>10,762,720</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Sanitation Equipment

524 Sanitation Equipment	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2023-27	Total
Beginning Balance	223,909	273,984	49,059	99,134	149,209	199,284	
<b>Revenue</b>							
Interest Earned	75	75	75	75	75	300	675
Transfer In - Sanitation Operating	50,000	50,000	50,000	50,000	50,000	200,000	450,000
<b>Total Revenue</b>	<b>50,075</b>	<b>50,075</b>	<b>50,075</b>	<b>50,075</b>	<b>50,075</b>	<b>200,300</b>	<b>450,675</b>
<b>Total Resources</b>	<b>273,984</b>	<b>324,059</b>	<b>99,134</b>	<b>149,209</b>	<b>199,284</b>	<b>399,584</b>	
<b>Capital Costs</b>							
Development Fee Eligible Projects							
SN6800-Sanitation Equipment Purchase	0	275,000	0	0	0	275,000	550,000
<b>Total Development Fee Eligible</b>	<b>0</b>	<b>275,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>275,000</b>	<b>550,000</b>
<b>Total Capital Costs</b>	<b>0</b>	<b>275,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>275,000</b>	<b>550,000</b>
<b>Estimated Ending Balance</b>	<b>273,984</b>	<b>49,059</b>	<b>99,134</b>	<b>149,209</b>	<b>199,284</b>	<b>124,584</b>	

# Capital Improvement Plan

Fiscal Years 2018-2027

## Sanitation Equipment

**Project No:** SN6800      **Pct. New Development:** 100.00%      **Total Project Cost** \$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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Sanitation Equipment	-	-	-	275,000	-	-	-	275,000
<b>Total Capital Costs</b>	-	-	-	<b>275,000</b>	-	-	-	<b>275,000</b>

## Capital Improvement Plan

Fiscal Years 2018-2027

### Water Equipment Replacement

530 Water Equipment Replacement	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2023-27	Total
Beginning Balance	2,290,231	1,951,221	1,967,751	2,116,893	2,182,123	2,306,653	
<b>Revenue</b>							
Interest Earned	2,210	1,000	1,000	1,000	1,000	4,000	10,210
Reimbursement	20,000	0	0	0	0	0	20,000
Vehicle Replacement - Water	108,810	182,020	182,020	182,020	182,020	728,080	1,564,970
Technology Replacement - Water	162,030	162,410	162,410	162,410	162,410	649,640	1,461,310
<b>Total Revenue</b>	<b>293,050</b>	<b>345,430</b>	<b>345,430</b>	<b>345,430</b>	<b>345,430</b>	<b>1,381,720</b>	<b>3,056,490</b>
<b>Total Resources</b>	<b>2,583,281</b>	<b>2,296,651</b>	<b>2,313,181</b>	<b>2,462,323</b>	<b>2,527,553</b>	<b>3,688,373</b>	
<b>Capital Costs</b>							
Non-Development Fee Eligible Projects							
IT5120-Technology Equipment Replacement	3,900	2,400	28,150	32,200	12,400	75,150	154,200
IT5121-Technology Infrastructure and Communication Systems	276,500	54,500	64,000	248,000	106,000	470,500	1,219,500
VR5200-Vehicle Replacement	351,660	272,000	104,138	0	102,500	1,129,771	1,960,069
<b>Total Non-Development Fee Eligible</b>	<b>632,060</b>	<b>328,900</b>	<b>196,288</b>	<b>280,200</b>	<b>220,900</b>	<b>1,675,421</b>	<b>3,333,769</b>
<b>Total Capital Costs</b>	<b>632,060</b>	<b>328,900</b>	<b>196,288</b>	<b>280,200</b>	<b>220,900</b>	<b>1,675,421</b>	<b>3,333,769</b>
<b>Estimated Ending Balance</b>	<b>1,951,221</b>	<b>1,967,751</b>	<b>2,116,893</b>	<b>2,182,123</b>	<b>2,306,653</b>	<b>2,012,952</b>	

# Capital Improvement Plan

Fiscal Years 2018-2027

## Water Equipment Replacement

**Project No:** IT5120                      **Pct. New Development:** 0.00%                      **Total Project Cost** \$154,200

**Project Title:** Technology Equipment Replacement

**Funding Source:** Replacement Contributions

**Project Description:**

This fund is for the scheduled replacement of City technology equipment. The Information Technology Department maintains ten-year equipment replacement plans, called the annual PC Replacements Report and the Infrastructure Systems Plan. The detailed replacement budget schedule by equipment type for each fiscal year is included in the Schedules and Summaries section of the City Budget and Annual Financial Plan.

The City's PC allocations are for the accrual of replacement funds for computers assigned to staff, volunteers, and for library patron use. Lifecycles range from four to five years for PCs and up to eight years for some server and network equipment (as defined by equipment specifications).

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Workstation	-	-	-	-	2,500	-	-	2,500
Laptop	-	-	-	-	1,650	6,600	-	8,250
Desktop	-	2,400	2,400	2,400	7,200	14,400	1,200	25,200
Semi-Rugged	-	1,500	1,500	-	16,800	11,200	11,200	39,200
<b>Total Capital Costs</b>	<b>-</b>	<b>3,900</b>	<b>3,900</b>	<b>2,400</b>	<b>28,150</b>	<b>32,200</b>	<b>12,400</b>	<b>75,150</b>

**Project No:** IT5121                      **Pct. New Development:**                      **Total Project Cost** \$1,219,500

**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 in Avondale. Funding levels are set using asset inventories and the annual long-range Infrastructure Systems Plan produced by IT.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Wireless - Water Resources	-	94,000	94,000	-	40,000	64,000	82,000	208,000
Network Replacements	104,000	-	104,000	-	-	-	-	-
Network - Water Resources	-	24,000	24,000	-	-	-	-	-
Network - Water Resources	-	54,500	54,500	54,500	24,000	184,000	24,000	262,500
<b>Total Capital Costs</b>	<b>104,000</b>	<b>172,500</b>	<b>276,500</b>	<b>54,500</b>	<b>64,000</b>	<b>248,000</b>	<b>106,000</b>	<b>470,500</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Water Equipment Replacement

**Project No:** VR5200      **Pct. New Development:** 0.00%      **Total Project Cost** \$1,960,069  
**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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Equipment	-	-	-	-	-	-	-	18,000
Vehicles	253,860	97,800	351,660	126,000	104,138	-	42,500	543,475
Construction Vehicles & Equip.	-	-	-	146,000	-	-	60,000	568,296
<b>Total Capital Costs</b>	<b>253,860</b>	<b>97,800</b>	<b>351,660</b>	<b>272,000</b>	<b>104,138</b>	-	<b>102,500</b>	<b>1,129,771</b>

## Capital Improvement Plan

Fiscal Years 2018-2027

### Sewer Equipment Replacement

531 Sewer Equipment Replacement	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2023-27	Total
Beginning Balance	499,572	495,762	640,962	631,453	650,253	772,103	
<b>Revenue</b>							
Interest Earned	510	500	500	500	500	2,000	4,510
Reimbursement	20,000	0	0	0	0	0	20,000
Vehicle Replacement - Wastewater	201,120	139,600	139,600	139,600	139,600	558,400	1,317,920
Technology Replacement - Wastewater	86,570	75,750	75,750	75,750	75,750	303,000	692,570
<b>Total Revenue</b>	<b>308,200</b>	<b>215,850</b>	<b>215,850</b>	<b>215,850</b>	<b>215,850</b>	<b>863,400</b>	<b>2,035,000</b>
<b>Total Resources</b>	<b>807,772</b>	<b>711,612</b>	<b>856,812</b>	<b>847,303</b>	<b>866,103</b>	<b>1,635,503</b>	
<b>Capital Costs</b>							
Non-Development Fee Eligible Projects							
IT5120-Technology Equipment Replacement	1,500	1,650	11,200	24,050	0	36,900	75,300
IT5121-Technology Infrastructure and Communication Systems	143,000	19,000	20,000	108,000	64,000	177,000	531,000
VR5200-Vehicle Replacement	167,510	50,000	194,159	65,000	30,000	816,484	1,323,153
<b>Total Non-Development Fee Eligible</b>	<b>312,010</b>	<b>70,650</b>	<b>225,359</b>	<b>197,050</b>	<b>94,000</b>	<b>1,030,384</b>	<b>1,929,453</b>
<b>Total Capital Costs</b>	<b>312,010</b>	<b>70,650</b>	<b>225,359</b>	<b>197,050</b>	<b>94,000</b>	<b>1,030,384</b>	<b>1,929,453</b>
<b>Estimated Ending Balance</b>	<b>495,762</b>	<b>640,962</b>	<b>631,453</b>	<b>650,253</b>	<b>772,103</b>	<b>605,119</b>	

# Capital Improvement Plan

Fiscal Years 2018-2027

## Sewer Equipment Replacement

**Project No:** IT5120      **Pct. New Development:** 0.00%      **Total Project Cost** \$75,300

**Project Title:** Technology Equipment Replacement

**Funding Source:** Replacement Contributions

**Project Description:**

This fund is for the scheduled replacement of City technology equipment. The Information Technology Department maintains ten-year equipment replacement plans, called the annual PC Replacements Report and the Infrastructure Systems Plan. The detailed replacement budget schedule by equipment type for each fiscal year is included in the Schedules and Summaries section of the City Budget and Annual Financial Plan.

The City's PC allocations are for the accrual of replacement funds for computers assigned to staff, volunteers, and for library patron use. Lifecycles range from four to five years for PCs and up to eight years for some server and network equipment (as defined by equipment specifications).

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Semi-Rugged	-	-	-	-	2,800	14,000	-	16,800
Laptop	-	1,500	1,500	1,650	-	1,650	-	3,300
Desktop	-	-	-	-	8,400	8,400	-	16,800
<b>Total Capital Costs</b>	<b>-</b>	<b>1,500</b>	<b>1,500</b>	<b>1,650</b>	<b>11,200</b>	<b>24,050</b>	<b>-</b>	<b>36,900</b>

**Project No:** IT5121      **Pct. New Development:**      **Total Project Cost** \$531,000

**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 in Avondale. Funding levels are set using asset inventories and the annual long-range Infrastructure Systems Plan produced by IT.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Wireless - Water Reclamation	-	94,000	94,000	-	20,000	64,000	20,000	84,000
Network - Water Reclamation	30,000	19,000	49,000	19,000	-	44,000	44,000	93,000
<b>Total Capital Costs</b>	<b>30,000</b>	<b>113,000</b>	<b>143,000</b>	<b>19,000</b>	<b>20,000</b>	<b>108,000</b>	<b>64,000</b>	<b>177,000</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Sewer Equipment Replacement

**Project No:** VR5200      **Pct. New Development:** 0.00%      **Total Project Cost** \$1,323,153  
**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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Equipment	-	-	-	50,000	-	65,000	-	84,000
Vehicles	112,510	55,000	167,510	-	84,159	-	30,000	193,484
Construction Vehicles & Equip.	-	-	-	-	110,000	-	-	539,000
<b>Total Capital Costs</b>	<b>112,510</b>	<b>55,000</b>	<b>167,510</b>	<b>50,000</b>	<b>194,159</b>	<b>65,000</b>	<b>30,000</b>	<b>816,484</b>

# Capital Improvement Plan

## Fiscal Years 2018-2027

### Sanitation Equipment Replacement

532 Sanitation Equipment Replacement	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2023-27	Total
Beginning Balance	2,771,144	3,170,234	3,677,084	3,605,934	3,135,519	2,123,109	
<b>Revenue</b>							
Interest Earned	6,670	2,500	2,500	2,500	2,500	10,000	26,670
Reimbursement	60,000	0	0	0	0	0	60,000
Vehicle Replacement - Sanitation	661,460	603,390	603,390	603,390	603,390	2,413,560	5,488,580
Technology Replacement - Sanitation	9,040	6,960	6,960	6,960	6,960	27,840	64,720
<b>Total Revenue</b>	<b>737,170</b>	<b>612,850</b>	<b>612,850</b>	<b>612,850</b>	<b>612,850</b>	<b>2,451,400</b>	<b>5,639,970</b>
<b>Total Resources</b>	<b>3,508,314</b>	<b>3,783,084</b>	<b>4,289,934</b>	<b>4,218,784</b>	<b>3,748,369</b>	<b>4,574,509</b>	
<b>Capital Costs</b>							
Non-Development Fee Eligible Projects							
IT5120-Technology Equipment Replacement	0	0	0	11,600	0	11,600	23,200
VR5200-Vehicle Replacement	338,080	106,000	684,000	1,071,665	1,625,260	2,625,350	6,450,355
<b>Total Non-Development Fee Eligible</b>	<b>338,080</b>	<b>106,000</b>	<b>684,000</b>	<b>1,083,265</b>	<b>1,625,260</b>	<b>2,636,950</b>	<b>6,473,555</b>
<b>Total Capital Costs</b>	<b>338,080</b>	<b>106,000</b>	<b>684,000</b>	<b>1,083,265</b>	<b>1,625,260</b>	<b>2,636,950</b>	<b>6,473,555</b>
<b>Estimated Ending Balance</b>	<b>3,170,234</b>	<b>3,677,084</b>	<b>3,605,934</b>	<b>3,135,519</b>	<b>2,123,109</b>	<b>1,937,559</b>	

# Capital Improvement Plan

Fiscal Years 2018-2027

## Sanitation Equipment Replacement

**Project No:** IT5120      **Pct. New Development:** 0.00%      **Total Project Cost** \$23,200

**Project Title:** Technology Equipment Replacement

**Funding Source:** Replacement Contributions

**Project Description:**

This fund is for the scheduled replacement of City technology equipment. The Information Technology Department maintains ten-year equipment replacement plans, called the annual PC Replacements Report and the Infrastructure Systems Plan. The detailed replacement budget schedule by equipment type for each fiscal year is included in the Schedules and Summaries section of the City Budget and Annual Financial Plan.

The City's PC allocations are for the accrual of replacement funds for computers assigned to staff, volunteers, and for library patron use. Lifecycles range from four to five years for PCs and up to eight years for some server and network equipment (as defined by equipment specifications).

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Semi-Rugged	-	-	-	-	-	5,600	-	5,600
Desktop	-	-	-	-	-	6,000	-	6,000
<b>Total Capital Costs</b>	-	-	-	-	-	<b>11,600</b>	-	<b>11,600</b>

**Project No:** VR5200      **Pct. New Development:** 0.00%      **Total Project Cost** \$6,450,355

**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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Construction Vehicles & Equip.	-	-	-	106,000	-	29,000	-	257,280
Sanitation Vehicles	246,080	92,000	338,080	-	684,000	1,042,665	1,625,260	2,368,070
<b>Total Capital Costs</b>	<b>246,080</b>	<b>92,000</b>	<b>338,080</b>	<b>106,000</b>	<b>684,000</b>	<b>1,071,665</b>	<b>1,625,260</b>	<b>2,625,350</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Vehicle Replacement

601 Vehicle Replacement	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2023-27	Total
Beginning Balance	7,071,489	5,923,049	4,698,628	4,982,756	5,450,266	5,566,591	
<b>Revenue</b>							
Interest Earned	7,450	6,500	6,500	6,500	6,500	26,000	59,450
Reimbursement	200,000	0	0	0	0	0	200,000
Vehicle Replacement - GF	644,320	902,100	902,100	902,100	902,100	3,608,400	7,861,120
Vehicle Replacement - HURF	154,430	252,130	252,130	252,130	252,130	1,008,520	2,171,470
Vehicle Replacement - PS	167,890	148,100	148,100	148,100	148,100	592,400	1,352,690
Vehicle Replacement - FAC	10,530	6,560	6,560	6,560	6,560	26,240	63,010
Vehicle Replacement - Fleet	3,550	7,520	7,520	7,520	7,520	30,080	63,710
<b>Total Revenue</b>	<b>1,188,170</b>	<b>1,322,910</b>	<b>1,322,910</b>	<b>1,322,910</b>	<b>1,322,910</b>	<b>5,291,640</b>	<b>11,771,450</b>
<b>Total Resources</b>	<b>8,259,659</b>	<b>7,245,959</b>	<b>6,021,538</b>	<b>6,305,666</b>	<b>6,773,176</b>	<b>10,858,231</b>	
<b>Capital Costs</b>							
Non-Development Fee Eligible Projects							
VR5200-Vehicle Replacement	2,336,610	2,547,331	1,038,782	855,400	1,206,585	9,027,632	17,012,340
<b>Total Non-Development Fee Eligible</b>	<b>2,336,610</b>	<b>2,547,331</b>	<b>1,038,782</b>	<b>855,400</b>	<b>1,206,585</b>	<b>9,027,632</b>	<b>17,012,340</b>
<b>Total Capital Costs</b>	<b>2,336,610</b>	<b>2,547,331</b>	<b>1,038,782</b>	<b>855,400</b>	<b>1,206,585</b>	<b>9,027,632</b>	<b>17,012,340</b>
<b>Estimated Ending Balance</b>	<b>5,923,049</b>	<b>4,698,628</b>	<b>4,982,756</b>	<b>5,450,266</b>	<b>5,566,591</b>	<b>1,830,599</b>	

# Capital Improvement Plan

Fiscal Years 2018-2027

## Vehicle Replacement

**Project No:** VR5200      **Pct. New Development:** 0.00%      **Total Project Cost** \$17,012,340  
**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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Equipment	-	-	-	8,000	12,000	-	-	-
Vehicles	128,220	2,208,390	2,336,610	998,322	851,782	705,400	1,075,710	5,616,802
Construction Vehicles & Equip.	-	-	-	1,541,009	175,000	150,000	130,875	3,410,830
<b>Total Capital Costs</b>	<b>128,220</b>	<b>2,208,390</b>	<b>2,336,610</b>	<b>2,547,331</b>	<b>1,038,782</b>	<b>855,400</b>	<b>1,206,585</b>	<b>9,027,632</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Technology & Equipment Replacement

603 Technology & Equipment Replacement	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2023-27	Total
Beginning Balance	1,104,327	739,147	753,537	662,227	848,917	758,707	
<b>Revenue</b>							
Interest Earned	500	500	500	500	500	2,000	4,500
Technology Replacement - GF	663,140	665,120	665,120	665,120	665,120	2,660,480	5,984,100
Technology Replacement - HURF	16,190	11,790	11,790	11,790	11,790	47,160	110,510
Technology Replacement - PS	73,940	59,220	59,220	59,220	59,220	236,880	547,700
Technology Replacement - CDBG	1,030	880	880	880	880	3,520	8,070
Technology Replacement - Env. Pgm.	1,030	1,280	1,280	1,280	1,280	5,120	11,270
Technology Replacement - Transit	1,030	880	880	880	880	3,520	8,070
Technology Replacement - Risk	1,030	1,870	1,870	1,870	1,870	13,870	22,380
Technology Replacement - FAC	39,060	34,950	34,950	34,950	34,950	139,800	318,660
Technology Replacement - Fleet	9,270	5,000	5,000	5,000	5,000	20,000	49,270
Fire Equipment Replacement	80,000	80,000	80,000	80,000	80,000	320,000	720,000
<b>Total Revenue</b>	<b>886,220</b>	<b>861,490</b>	<b>861,490</b>	<b>861,490</b>	<b>861,490</b>	<b>3,452,350</b>	<b>7,784,530</b>
<b>Total Resources</b>	<b>1,990,547</b>	<b>1,600,637</b>	<b>1,615,027</b>	<b>1,523,717</b>	<b>1,710,407</b>	<b>4,211,057</b>	
<b>Capital Costs</b>							
Non-Development Fee Eligible Projects							
FR6330-Fire Equipment Replacement	225,000	0	0	0	0	225,000	450,000
IT5120-Technology Equipment Replacement	85,900	78,600	229,800	332,800	255,700	943,500	1,926,300
IT5121-Technology Infrastructure and Communication Systems	940,500	768,500	723,000	342,000	696,000	2,442,500	5,912,500
<b>Total Non-Development Fee Eligible</b>	<b>1,251,400</b>	<b>847,100</b>	<b>952,800</b>	<b>674,800</b>	<b>951,700</b>	<b>3,611,000</b>	<b>8,288,800</b>
<b>Total Capital Costs</b>	<b>1,251,400</b>	<b>847,100</b>	<b>952,800</b>	<b>674,800</b>	<b>951,700</b>	<b>3,611,000</b>	<b>8,288,800</b>
<b>Estimated Ending Balance</b>	<b>739,147</b>	<b>753,537</b>	<b>662,227</b>	<b>848,917</b>	<b>758,707</b>	<b>600,057</b>	

# Capital Improvement Plan

Fiscal Years 2018-2027

## Technology & Equipment Replacement

**Project No:** FR6330      **Pct. New Development:** 0.00%      **Total Project Cost** \$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 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Fire Equipment	-	225,000	225,000	-	-	-	-	225,000
<b>Total Capital Costs</b>	-	<b>225,000</b>	<b>225,000</b>	-	-	-	-	<b>225,000</b>

**Project No:** IT5120      **Pct. New Development:** 0.00%      **Total Project Cost** \$1,926,300  
**Project Title:** Technology Equipment Replacement  
**Funding Source:** Replacement Contributions

**Project Description:**

This fund is for the scheduled replacement of City technology equipment. The Information Technology Department maintains ten-year equipment replacement plans, called the annual PC Replacements Report and the Infrastructure Systems Plan. The detailed replacement budget schedule by equipment type for each fiscal year is included in the Schedules and Summaries section of the City Budget and Annual Financial Plan.

The City's PC allocations are for the accrual of replacement funds for computers assigned to staff, volunteers, and for library patron use. Lifecycles range from four to five years for PCs and up to eight years for some server and network equipment (as defined by equipment specifications).

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Audio/Visual	-	11,600	11,600	-	-	-	47,500	94,100
Workstation	-	17,500	17,500	20,000	32,500	15,000	5,000	72,500
Semi-Rugged	-	28,000	28,000	28,000	165,200	112,000	-	305,200
Laptop	-	18,000	18,000	19,800	3,300	46,200	52,800	122,100
Desktop-PU	-	-	-	-	-	-	52,000	52,000
Desktop	-	10,800	10,800	10,800	28,800	159,600	98,400	297,600
<b>Total Capital Costs</b>	-	<b>85,900</b>	<b>85,900</b>	<b>78,600</b>	<b>229,800</b>	<b>332,800</b>	<b>255,700</b>	<b>943,500</b>

# Capital Improvement Plan

Fiscal Years 2018-2027

## Technology & Equipment Replacement

**Project No:** IT5121                      **Pct. New Development:**                      **Total Project Cost**    \$5,912,500

**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 in Avondale. Funding levels are set using asset inventories and the annual long-range Infrastructure Systems Plan produced by IT.

Capital Costs	Carryover	FY 17-18	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 23-27
Wireless - Citywide	-	94,000	94,000	67,000	47,000	141,000	40,000	275,000
Network - City	80,000	700,000	780,000	701,500	676,000	188,000	640,000	2,154,500
Network - ASC	-	-	-	-	-	13,000	16,000	13,000
Network - City	-	66,500	66,500	-	-	-	-	-
<b>Total Capital Costs</b>	<b>80,000</b>	<b>860,500</b>	<b>940,500</b>	<b>768,500</b>	<b>723,000</b>	<b>342,000</b>	<b>696,000</b>	<b>2,442,500</b>

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## Schedule of Projected Fund Balance and Net Position

Fund	June 30, 2017 Estimated Fund Balance	2017-2018 Estimated Revenue	2017-2018 Estimated Expenditures	Net Transfers In/(Out)	Assignment/ Stabilization/ Fund	June 30, 2018 Estimated Fund Balance*
<b>General Fund</b>						
101 General Fund	41,423,097	64,227,319	56,634,663	(20,244,175)	21,867,357	6,904,221
<b>Special Revenue</b>						
201 Highway User Revenue Fund	5,729,715	5,249,870	4,626,665	(336,055)	-	6,016,865
202 Senior Nutrition	(82,719)	340,650	545,484	289,095	-	1,542
203 Community Action Program	21,294	101,460	135,140	67,680	-	55,294
205 Home Grant	-	427,630	1,248,693	32,200	-	(788,863)
206 State R.I.C.O. W/ Attorney General	1,675	-	-	-	-	1,675
207 Federal R.I.C.O. With A.G.	2,450	-	-	-	-	2,450
209 Other Grants	279,389	5,554,790	5,450,246	25,000	-	408,933
212 Library Projects	75,497	12,000	-	-	-	87,497
214 Cemetery Maintenance Fund	257,405	330	15,740	-	-	241,995
215 Transit Fund	1,427,224	440,340	1,391,760	919,480	-	1,395,284
216 Co. R.I.C.O. w/Maricopa Atty	20,342	20,400	-	-	-	40,742
227 Court Payments	519,907	86,310	240,290	-	-	365,927
229 Regional Family Advocacy	380,704	939,350	1,210,400	271,220	-	380,874
230 0.5% Dedicated Sales Tax	3,074,845	7,457,031	4,000	(6,500,000)	-	4,027,876
235 Public Safety Dedicated Sales Tax	6,595,229	7,459,361	7,201,260	(372,555)	-	6,480,775
240 CDBG	-	525,920	767,021	(226,030)	-	(467,131)
245 Environmental Programs Fund	577,522	268,370	256,130	(1,030)	-	588,732
246 Public Arts Fund	155,708	50	114,440	25,000	-	66,318
<b>Total Special Revenue</b>	<b>19,036,189</b>	<b>28,883,862</b>	<b>23,207,269</b>	<b>(5,805,995)</b>	<b>-</b>	<b>18,906,787</b>
<b>Capital Projects</b>						
303 Street Drainage	-	-	-	-	-	-
304 Street Construction	8,489,330	2,697,795	14,172,700	4,225,000	-	1,239,425
308 Police Development	439,734	3,281,174	3,225,000	100,000	-	595,908
310 Parkland	601,168	4,451,341	5,930,000	1,500,000	-	622,509
311 Library Development	46,912	100,823	55,000	(57,950)	-	34,785
317 Landscaping Landfill Remediation	1,025,000	38,000	-	-	-	1,063,000
318 General Government Develop.	(602,853)	44,660	-	-	-	(558,193)
319 Fire Dept. Development	800,760	343,206	1,525,000	705,000	-	323,966
320 Improvement Districts	-	25,000,000	25,000,000	-	-	-
322 One Time Capital	1,059,000	-	4,709,000	10,300,000	-	6,650,000
601 Vehicle Replacement	7,071,489	207,450	2,336,610	1,349,180	-	6,291,509
603 Equipment Replacement Fund	1,104,327	500	1,251,400	885,720	-	739,147
<b>Total Capital Projects</b>	<b>20,034,867</b>	<b>36,164,949</b>	<b>58,204,710</b>	<b>19,006,950</b>	<b>-</b>	<b>17,002,056</b>

## Schedule of Projected Fund Balance and Net Position

Fund	June 30, 2017 Estimated Fund Balance	2017-2018 Estimated Revenue	2017-2018 Estimated Expenditures	Net Transfers In/(Out)	Assignment/ Stabilization Fund	June 30, 2018 Estimated Fund Balance*
<b>Debt Service</b>						
401 General Obligation Bonds	107,543	3,639,727	3,024,440	-	-	722,830
408 Hwy User's Bonds '85/91/98	467,658	130	340,000	-	-	127,788
410 Park Issue	103,675	10	-	-	-	103,685
417 Dysart Road M.D.C.	1,283,380	40	433,850	400,000	-	1,249,570
430 0.5% Dedicated Sales Tax	6,936,520	5,290	5,797,070	5,502,950	-	6,647,690
<b>Total Debt Service</b>	<b>8,898,777</b>	<b>3,645,197</b>	<b>9,595,360</b>	<b>5,902,950</b>	<b>-</b>	<b>8,851,564</b>
<b>Enterprise</b>						
501 Water Operations	26,559,717	15,629,276	13,432,785	(3,788,590)	-	24,967,618
503 Sewer Operations	14,091,428	10,903,590	7,920,573	(2,787,690)	-	14,286,755
513 Sewer Development	13,796,870	3,962,250	18,633,660	2,650,000	-	1,775,460
514 Water Development	11,493,772	3,817,304	17,497,000	3,500,000	-	1,314,076
520 Sanitation	7,261,233	5,395,740	4,887,142	(754,750)	-	7,015,081
524 Sanitation Development	223,909	75	-	50,000	-	273,984
530 Water Equipment Replacement	2,290,231	22,210	632,060	288,590	-	1,968,971
531 Sewer Equipment Replacement	499,572	20,510	312,010	287,690	-	495,762
532 Sanitation Eq't. Replacement	2,771,144	66,670	338,080	704,750	-	3,204,484
<b>Total Enterprise</b>	<b>78,987,876</b>	<b>39,817,625</b>	<b>63,653,310</b>	<b>150,000</b>	<b>-</b>	<b>55,302,191</b>
<b>Internal Service</b>						
604 Printer - Copier Service Fund	664,403	216,690	330,000	-	-	551,093
605 Risk Management Fund	4,245,139	1,883,410	3,321,880	998,970	-	3,805,639
606 Fleet Services Fund	(873,163)	2,280,860	2,512,625	(8,700)	-	(1,113,628)
<b>Total Internal Service</b>	<b>4,036,380</b>	<b>4,380,960</b>	<b>6,164,505</b>	<b>990,270</b>	<b>-</b>	<b>3,243,105</b>
<b>Trust &amp; Agency</b>						
701 Volunteer Fireman's Pension	230,559	430	5,000	-	-	225,989
<b>Total All Funds</b>	<b>172,647,746</b>	<b>177,120,342</b>	<b>217,464,817</b>	<b>0</b>	<b>21,867,357</b>	<b>110,435,914</b>

\*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	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2016-17 Estimates	2017-18 Projected
<b>General Fund</b>					
<b>Taxes</b>					
Current Year Real Prop. Tax	2,491,428	2,561,551	2,688,090	2,688,090	2,782,287
Prior Year Real Prop. Tax	35,770	38,640	40,000	37,500	37,500
Personal Property Tax	5	8	-	-	-
City Sales Tax	27,096,004	29,219,619	29,589,520	31,131,380	32,440,762
Government Property Lease Excise Tax	3,868	4,210	-	-	4,000
Salt River Proj. In-Lieu-Tax	41,865	50,410	33,610	36,422	36,420
Utility Franchise Tax	705,228	655,588	680,000	680,000	670,000
Cable Television Franchise Tax	445,538	434,547	440,000	440,000	440,000
Sales Tax Audit Assessments	344,192	155,058	223,350	170,000	170,000
Sales Tax Interest	1,922	32,278	1,250	1,000	1,000
Sales Tax Penalty	76,503	138,102	60,000	33,413	33,410
Total Taxes	31,242,32	33,290,01	33,755,82	35,217,80	36,615,379
<b>Intergovernmental Revenues</b>					
City's Share of St. Sales Tax	6,967,295	7,217,550	7,513,240	7,599,297	7,668,890
State Urban Revenue Sharing	9,229,081	9,179,045	9,283,738	9,877,416	10,126,780
Other State Sources	67,200	81,320	70,230	-	-
Auto Lieu Tax	2,912,879	3,143,954	3,070,100	3,136,726	3,420,870
Other Cities & Towns - IGAs	73,192	120,705	101,450	93,562	93,560
Other Governments	105,756	348,602	-	24,766	24,770
Total Intergovernmental Revenues	19,355,40	20,091,17	20,038,75	20,731,76	21,334,870
<b>Licenses and Permits</b>					
Occupational License Fees	142,194	118,514	106,520	125,432	129,190
Building Permits	479,450	721,822	425,000	1,200,000	1,400,000
Electrical Permits	40,670	40,435	40,000	49,537	49,530
Plumbing Permits	15,980	24,475	22,000	70,000	75,000
Liquor License Fees	56,775	77,610	49,030	49,030	50,500
Engineering Plan Review Fees	119,811	232,335	220,000	90,362	100,000
Occ. & Tax License App. Fees	8,135	200	230	230	240
Engineering Permit Fees	110,030	126,150	80,000	160,000	170,000
Mechanical Fees	21,360	19,396	14,080	25,000	25,000
Sign Permits	15,346	-	20,000	-	-
Fire Permits	25,600	24,750	18,750	23,585	23,590
Fire Alarm Permits	12,200	13,100	14,400	14,453	14,450
Fire Sprinkler Permits	7,400	8,500	9,520	12,103	12,110
Certificate of Occupancy Fee	6,700	15,150	-	18,513	15,000
Total Licenses and Permits	1,061,650	1,422,438	1,019,530	1,838,245	2,064,610
<b>Charges for Services</b>					
Plan Check Fees	208,719	192,800	180,000	446,156	450,000
Security Alarm Registration	81,387	109,731	-	75,000	75,000
Passport Revenue	186,160	218,328	230,500	230,500	200,000
False Alarm Fee	29,798	-	40,000	13,076	13,080
Fingerprinting Fees	9,165	11,275	8,910	7,383	7,380
Report Copy Fees	10,282	14,453	12,200	13,470	13,470
Garnishment Fees	1,521	65	140	-	-

## Revenue Schedule

Source of Revenue	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2016-17 Estimates	2017-18 Projected
<b>General Fund</b>					
<b>Charges for Services</b>					
Planning Application Fees	64,584	87,021	115,090	96,131	96,130
Wildland Fire Services	-	153,186	-	240,000	240,000
Fire Plan Review	13,450	17,250	18,730	20,463	20,460
Plan Re-Check Revision Fee	400	200	60	280	280
Commercial Plan Review	2,240	5,000	660	4,822	4,830
Sports Programs	37,506	35,130	27,720	27,720	27,720
Special Events	92,447	91,815	100,000	90,000	90,000
Summer Programs	-	-	75,000	75,000	75,000
Leisure Activities	46,534	46,274	100,000	100,000	100,000
Facility Rentals	179,823	190,166	214,810	184,625	184,630
Library Item Sales	17	-	-	-	-
Internal Printing/Copying Fees	989	2,938	2,500	2,215	2,220
Fire ALS Fees	180,301	128,832	113,740	140,000	140,000
Total Charges for Services	1,145,322	1,304,463	1,240,060	1,766,841	1,740,200
<b>Fines, Forfeitures and Penalties</b>					
Court Fines	1,114,534	1,006,649	1,059,700	950,000	969,000
Library Fines	53,528	51,463	49,560	48,816	48,800
Other Penalty Collections	4,305	6,840	3,980	4,829	4,930
ZJCLF Filing Fees	384	72	80	80	80
ZSPLS--Suspended Plates	36,430	40,105	50,820	35,000	35,700
Impound Fees	116,250	103,950	115,380	102,302	104,350
NSF Fees	250	80	60	3,000	3,000
ZOS3 City Police Officer Safety Eq	16,870	14,064	15,440	11,171	11,390
ZCAA2-LOCAL TREASURER	166	50	-	68	-
ZOS13 City Code Enforcement Safety Eq	-	8	10	4	-
Police Unclaimed Property Proceeds	61,124	31,488	65,510	30,000	30,600
Other Fines, Forfeits, and Penalties	-	500	460	460	470
Total Fines, Forfeitures and Penalties	1,403,840	1,255,268	1,361,000	1,185,730	1,208,320
<b>Sale of Assets</b>					
Land Sales	500	248,878	-	-	-
Other Asset Sales	-	-	-	3,710	3,710
Total Sale of Assets	500	248,878	-	3,710	3,710
<b>Miscellaneous Revenue</b>					
Operating Lease Payments	428,136	491,650	475,000	440,000	450,000
ASC-Avondale Sports Center	277,000	503,918	-	400,000	250,000
CAD Reimbursement Revenue	136,028	69,460	132,000	70,000	70,000
Tipping Fees	171,466	236,344	142,090	174,681	178,500
Interest Earned	173,150	184,273	210,000	175,000	200,000
Private Donations / Contributions	37,817	46,685	13,950	14,665	14,660
Cash Over or (Short)	(118)	(105)	-	44	40
Unrealized Gain	95,274	62,948	-	-	-
Other Miscellaneous Revenue	185,039	119,851	92,700	92,038	97,030
Total Miscellaneous Revenue	1,503,792	1,715,025	1,065,740	1,366,428	1,260,230

## Revenue Schedule

Source of Revenue	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2016-17 Estimates	2017-18 Projected
<b>General Fund</b>					
Total General Fund	55,712,829	59,327,256	58,480,908	62,110,526	64,227,319
<b>Special Revenue</b>					
Highway User Revenue Fund	4,848,678	4,954,383	5,116,970	4,883,617	5,249,870
Senior Nutrition	310,135	345,210	353,540	338,898	340,650
Community Action Program	114,266	114,722	107,010	101,373	101,460
Home Grant	137,004	237,857	571,324	961,141	427,630
State R.I.C.O. W/ Attorney General	-	-	-	-	-
Federal R.I.C.O. With A.G.	-	-	-	-	-
Other Grants	984,258	429,355	5,745,163	5,038,120	5,554,790
Employee Assistance Fund	3	2	-	-	-
Library Projects	29,893	39,898	12,000	12,000	12,000
Cemetery Maintenance Fund	20	11	330	330	330
RPTA Circulation Route/LTAF	311,645	412,197	435,340	435,340	440,340
Co. R.I.C.O. w/Maricopa Atty	27,890	2,000	20,000	20,000	20,400
Court Payments	99,609	83,072	122,640	84,621	86,310
Regional Family Advocacy	746,215	679,650	965,335	1,127,976	939,350
0.5% Dedicated Sales Tax	6,718,710	6,896,058	7,336,933	7,171,823	7,457,031
Public Safety Dedicated Sales Tax	6,720,004	6,914,870	7,338,413	7,174,154	7,459,361
CDBG	549,122	718,349	975,000	975,000	525,920
Environmental Programs Fund	270,373	272,325	268,370	268,374	268,370
Public Arts Fund	54,852	10	54,890	54,890	50
Total Special Revenue	21,922,677	22,099,969	29,423,258	28,647,657	28,883,862
<b>Capital Projects</b>					
<b>304-Street Construction</b>					
Maricopa County	-	-	-	-	425,000
Other State Sources	-	-	-	-	96,200
Federal Grants & Other Sources	280,000	-	425,000	-	250,000
Development Fees	648,344	1,100,948	1,600,110	2,097,164	1,914,595
Developer Contributions	137,000	-	-	-	-
Traffic Signal Cost Sharing	-	-	225,000	-	-
Interest Earned	4,674	14,422	8,000	12,079	12,000
Bond Proceeds	-	-	3,500,000	-	-
Total 304-Street Construction	1,070,018	1,115,370	5,758,110	2,109,243	2,697,795
<b>308-Police Development</b>					
Development Fees	81,766	181,956	235,140	213,628	280,974
Interest Earned	82	201	200	137	200
Bond Proceeds	-	-	-	-	3,000,000
Total 308-Police Development	81,848	182,157	235,340	213,765	3,281,174
<b>310-Parkland</b>					
Other Governments	125,000	25,000	-	-	-
Parks Development Fee	135,845	292,161	376,335	348,297	449,341
Bond Proceeds	-	-	-	-	4,000,000
Interest Earned	887	2,622	1,500	1,956	2,000
Total 310-Parkland	261,732	319,784	377,835	350,253	4,451,341

## Revenue Schedule

Source of Revenue	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2016-17 Estimates	2017-18 Projected
<b>Capital Projects</b>					
<b>311-Library Development</b>					
Development Fees	30,822	66,406	83,805	78,298	100,823
Interest Earned	2	-	20	1	-
Total 311-Library Development	30,824	66,407	83,825	78,299	100,823
<b>317-Landscaping Landfill Remediation</b>					
Landscaping Landfill Contributions	38,057	52,521	-	21,334	38,000
Interest Earned	483	1,454	20	616	-
Total 317-Landscaping Landfill Remediation	38,540	53,975	20	21,950	38,000
<b>318-General Government Develop.</b>					
Development Fees	63,591	130,129	44,330	154,127	44,660
Interest Earned	516	1,600	-	1,284	-
Total 318-General Government Develop.	64,107	131,729	44,330	155,411	44,660
<b>319-Fire Dept. Development</b>					
Development Fees	103,194	221,036	286,130	239,152	341,706
Interest Earned	654	2,027	700	1,801	1,500
Total 319-Fire Dept. Development	103,849	223,063	286,830	240,953	343,206
<b>320-Improvement Districts</b>					
Bond Proceeds	-	-	25,000,000	25,000,000	25,000,000
Total 320-Improvement Districts	-	-	25,000,00	25,000,00	25,000,000
<b>322-One Time Capital</b>					
Federal Grants & Other Sources	23,575	-	1,702,500	1,702,500	-
Interest Earned	60	34	-	6	-
Reimbursement/Cost Share	-	-	400,000	400,000	-
Total 322-One Time Capital	23,635	34	2,102,500	2,102,506	-
<b>333-City Center</b>					
Interest Earned	28	16	-	2	-
Total 333-City Center	28	16	-	2	-
<b>601-Vehicle Replacement</b>					
Other Asset Sales	177,936	44,741	-	200,000	200,000
Interest Earned	27,031	44,351	6,500	7,451	7,450
Unrealized Gain	873	14,002	-	-	-
Total 601-Vehicle Replacement	205,840	103,094	6,500	207,451	207,450
<b>603-Equipment Replacement Fund</b>					
Other Asset Sales	8,614	2,071	-	-	-
Interest Earned	267	739	500	500	500
Total 603-Equipment Replacement Fund	8,881	2,810	500	500	500
Total Capital Projects	1,889,301	2,198,438	33,895,790	30,480,333	36,164,949

## Revenue Schedule

Source of Revenue	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2016-17 Estimates	2017-18 Projected
<b>Debt Service</b>					
<b>401-General Obligation Bonds</b>					
Current Year Real Prop. Tax	3,441,965	3,336,701	3,229,810	2,766,896	3,152,467
Interest Earned	1,219	3,778	1,080	1,609	1,610
Other Miscellaneous Revenue	548,626	538,971	521,932	485,650	485,650
Total 401-General Obligation Bonds	3,991,810	3,879,451	3,752,822	3,254,155	3,639,727
<b>408-Hwy User's Bonds '85/91/98</b>					
Interest Earned	80	219	130	130	130
Total 408-Hwy User's Bonds '85/91/98	80	219	130	130	130
<b>410-Park Issue</b>					
Interest Earned	11	4	10	10	10
Total 410-Park Issue	11	4	10	10	10
<b>417-Dysart Road M.D.C.</b>					
Interest Earned	1,665	1,676	40	40	40
Total 417-Dysart Road M.D.C.	1,665	1,676	40	40	40
<b>430-0.5% Dedicated Sales Tax</b>					
Interest Earned	23,955	26,798	3,190	5,299	5,290
Total 430-0.5% Dedicated Sales Tax	23,955	26,798	3,190	5,299	5,290
Total Debt Service	4,017,520	3,908,148	3,756,192	3,259,634	3,645,197
<b>Enterprise</b>					
<b>501-Water Operations</b>					
ADWR Fee	-	1	-	-	-
Penalties-Utility Bills	-	1,813	45,000	25,000	25,000
Water Sales	11,026,915	12,281,074	14,040,675	14,200,000	14,883,116
Water Meter Installation	45,060	123,383	51,840	148,022	148,030
Turn-on Fees	455,755	434,058	550,000	507,494	507,490
NSF Fees	2,860	3,125	3,320	3,709	3,700
Operating Lease Payments	33,124	33,913	-	31,613	-
Capital Contribution - Infrastructure	15,556	204,099	-	-	-
Interest Earned	142,593	174,460	35,490	54,604	54,600
Cash Over or (Short)	76	(1,168)	300	(20)	-
Unrealized Gain	34,146	59,291	-	-	-
Other Miscellaneous Revenue	10,884	23,061	33,580	7,337	7,340
Total 501-Water Operations	11,766,96	13,337,11	14,760,20	14,977,75	15,629,276
<b>503-Sewer Operations</b>					
Penalties-Utility Bills	-	1,457	-	15,000	15,000
Sewer Taps	23,400	71,700	25,780	79,843	79,840
Sewer Fees	7,964,757	8,174,566	9,313,179	8,830,000	9,580,550
Other Asset Sales	-	-	1,213,060	1,213,060	1,213,060
Interest Earned	54,550	50,174	9,780	15,125	15,140
Unrealized Gain	31,526	17,256	-	-	-
Other Miscellaneous Revenue	-	3,333	-	-	-
Total 503-Sewer Operations	8,074,233	8,318,486	10,561,79	10,153,02	10,903,590

## Revenue Schedule

Source of Revenue	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2016-17 Estimates	2017-18 Projected
<b>Enterprise</b>					
<b>513-Sewer Development</b>					
Sewer Development Fee	738,095	2,049,407	3,265,350	2,084,478	3,952,250
Interest Earned	3,451	10,693	4,500	8,549	10,000
Bond Proceeds	-	-	9,000,000	9,000,000	-
Total 513-Sewer Development	741,546	2,060,100	12,269,85	11,093,02	3,962,250
<b>514-Water Development</b>					
Water Development Fee	545,902	1,337,263	3,107,275	1,414,795	3,805,304
Bond Proceeds	-	-	4,000,000	-	-
Interest Earned	5,118	15,863	7,000	14,621	12,000
Private Donations / Contributions	-	117,600	-	-	-
Total 514-Water Development	551,020	1,470,725	7,114,275	1,429,416	3,817,304
<b>520-Sanitation</b>					
Recycling	161,375	170,131	136,690	54,954	55,230
Commercial Sanitation Hauler Permits	28,000	40,000	12,360	30,000	30,000
Penalties-Utility Bills	-	979	-	1,929	1,930
Refuse Collection	5,027,904	5,063,202	5,268,360	5,268,360	5,294,700
Interest Earned	10,699	31,163	2,250	7,346	7,350
Unrealized Gain	697	11,179	-	-	-
Other Miscellaneous Revenue	10,181	8,997	9,870	6,534	6,530
Total 520-Sanitation	5,238,855	5,325,652	5,429,530	5,369,123	5,395,740
<b>524-Sanitation Development</b>					
Sanitation Development Fee	90	-	-	-	-
Interest Earned	48	70	70	36	75
Total 524-Sanitation Development	138	70	70	36	75
<b>530-Water Equipment Replacement</b>					
Other Asset Sales	4,324	-	-	20,000	20,000
Interest Earned	918	2,679	1,000	2,207	2,210
Other Miscellaneous Revenue	18,135	-	-	-	-
Total 530-Water Equipment Replacement	23,376	2,679	1,000	22,207	22,210
<b>531-Sewer Equipment Replacement</b>					
Other Asset Sales	-	73,300	-	20,000	20,000
Interest Earned	241	630	1,125	513	510
Total 531-Sewer Equipment Replacement	241	73,930	1,125	20,513	20,510
<b>532-Sanitation Eq. Replacement</b>					
Other Asset Sales	20,907	81,904	-	60,000	60,000
Interest Earned	2,590	8,025	2,500	6,662	6,670
Total 532-Sanitation Eq. Replacement	23,497	89,929	2,500	66,662	66,670
Total Enterprise	26,419,875	30,678,681	50,140,354	43,131,771	39,817,625

## Revenue Schedule

Source of Revenue	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2016-17 Estimates	2017-18 Projected
<b>Internal Service</b>					
<b>604-Printer - Copier Service Fund</b>					
Internal Printing/Copying Fees	227,304	247,190	216,300	216,300	216,300
Interest Earned	237	696	390	390	390
Total 604-Printer - Copier Service Fund	227,541	247,886	216,690	216,690	216,690
<b>605-Risk Management Fund</b>					
Risk Management Charges	1,796,389	1,873,710	1,881,340	1,881,340	1,875,580
Interest Earned	5,952	17,529	3,970	3,970	3,970
Unrealized Gain	348	5,590	-	-	-
Other Miscellaneous Revenue	286	46	3,860	3,860	3,860
Total 605-Risk Management Fund	1,802,976	1,896,874	1,889,170	1,889,170	1,883,410
<b>606-Fleet Services Fund</b>					
Fleet Management Charges	1,848,969	1,674,957	2,233,690	2,000,000	2,279,080
Interest Earned	11	-	10	10	10
Other Miscellaneous Revenue	1,770	1,666	1,770	1,770	1,770
Total 606-Fleet Services Fund	1,850,750	1,676,623	2,235,470	2,001,780	2,280,860
Total Internal Service	3,881,267	3,821,384	4,341,330	4,107,640	4,380,960
<b>Trust &amp; Agency</b>					
<b>701-Volunteer Fireman's Pension</b>					
Interest Earned	172	512	280	421	430
Total 701-Volunteer Fireman's Pension	172	512	280	421	430
Total Trust & Agency	172	512	280	421	430
Grand Total	113,843,641	122,034,388	180,038,112	171,737,982	177,120,342

## Expenditure Schedule

Fund/Department	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2016-17 Estimates	2017-18 Budget
<b>General Fund</b>					
City Council	209,909	211,552	303,340	228,980	313,380
City Administration	1,286,210	1,414,372	1,444,340	1,373,580	1,455,040
Information Technology	2,155,294	2,032,695	2,248,185	2,013,660	2,402,965
Community Relations	909,935	982,435	1,094,430	1,069,150	1,146,620
Non-Departmental	1,090,921	1,648,015	6,176,000	4,196,000	6,337,500
Finance & Budget	1,425,515	2,045,568	2,431,860	2,074,380	2,260,310
Human Resources	927,201	905,889	1,265,110	1,019,960	909,530
Development & Engineering Services	2,478,068	2,449,677	3,192,340	2,681,590	3,112,555
City Clerk	549,242	534,277	550,890	532,990	579,490
Police	14,569,966	15,404,748	16,262,910	15,808,270	17,333,730
City Court	886,477	913,282	982,760	949,440	1,046,375
Fire and Medical	7,369,667	8,714,797	8,720,420	8,381,460	9,419,290
Economic Development	1,070,422	1,788,871	2,016,240	1,506,620	2,186,250
Parks Recreation and Libraries	5,365,605	5,309,541	6,127,530	5,489,740	6,173,505
Neighborhood and Family Services	1,551,004	1,565,470	1,863,770	1,679,560	1,936,453
Public Works	(21,587)	15,383	36,910	36,910	21,670
<b>Total General Fund</b>	<b>41,823,849</b>	<b>41,823,849</b>	<b>54,717,035</b>	<b>49,042,290</b>	<b>56,634,663</b>
<b>Special Revenue</b>					
Highway User Revenue Fund	3,270,995	3,213,567	4,601,694	4,033,730	4,626,665
Senior Nutrition	409,189	568,255	601,534	515,680	545,484
Community Action Program	116,711	113,635	185,120	113,180	135,140
Home Grant	210,571	625,376	1,572,820	1,001,500	1,248,693
Other Grants	634,769	434,310	5,293,320	4,581,900	5,450,246
Library Projects	29,097	13,385	-	-	-
Cemetery Maintenance Fund	12,475	12,380	15,740	15,740	15,740
Transit Fund	1,108,276	704,440	1,045,900	852,090	1,391,760
Co. R.I.C.O. w/Maricopa Atty	15,646	11,858	-	-	-
Court Payments	77,957	98,085	207,530	146,820	240,290
Regional Family Advocacy	881,735	883,833	1,202,570	1,140,530	1,210,400
0.5% Dedicated Sales Tax	4,752	4,550	4,000	4,000	4,000
Public Safety Dedicated Sales Tax	5,109,848	5,269,543	7,304,760	6,023,950	7,201,260
CDBG	280,117	313,852	839,830	477,884	767,021
Environmental Programs Fund	146,540	155,152	342,660	336,350	256,130
Public Arts Fund	52,002	36,608	144,940	117,300	114,440
<b>Total Special Revenue</b>	<b>12,360,680</b>	<b>12,360,680</b>	<b>23,362,418</b>	<b>19,360,654</b>	<b>23,207,269</b>
<b>Capital Projects</b>					
Street Drainage	470,583	-	-	-	-
Street Construction	5,310,527	2,853,172	15,722,800	6,227,220	14,172,700
Police Development	1,386,398	-	278,660	-	3,225,000
Parkland	298,193	1,253,039	4,465,000	3,042,714	5,930,000
Library Development	-	-	50,000	19,940	55,000
Fire Dept. Development	100,373	40,336	757,570	97,500	1,525,000
Improvement Districts	-	-	25,000,000	-	25,000,000
One Time Capital	2,692,978	1,812,714	3,363,244	400,030	4,709,000
City Center	33,554	(44,824)	-	-	-

## Expenditure Schedule

Fund/Department	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2016-17 Estimates	2017-18 Budget
<b>Capital Projects</b>					
Vehicle Replacement	2,234,772	1,681,844	4,119,243	2,177,400	2,336,610
Equipment Replacement Fund	683,340	560,268	1,071,700	1,071,700	1,251,400
Total Capital Projects	13,210,718	13,210,718	54,828,217	13,036,504	58,204,710
<b>Debt Service</b>					
General Obligation Bonds	3,861,972	3,506,785	3,701,740	3,701,740	3,024,440
Hwy User's Bonds '85/91/98	401,962	405,500	402,790	402,790	340,000
Dysart Road M.D.C.	186,407	187,287	467,220	467,220	433,850
0.5% Dedicated Sales Tax	5,488,094	5,746,889	5,739,537	5,272,320	5,797,070
Total Debt Service	9,938,435	9,938,435	10,311,287	9,844,070	9,595,360
<b>Enterprise</b>					
Water Operations	14,075,622	14,353,188	13,205,291	12,741,690	13,432,785
Sewer Operations	10,956,322	10,768,698	8,529,451	8,131,225	7,920,573
Sewer Development	1,101,155	1,098,921	16,262,290	1,780,160	18,633,660
Water Development	893,622	1,268,017	10,710,100	1,244,354	17,497,000
Sanitation	4,559,281	4,725,007	5,050,930	4,990,975	4,887,142
Water Equipment Replacement	39,946	100,434	619,940	726,430	632,060
Sewer Equipment Replacement	30,617	54,156	525,000	529,720	312,010
Sanitation Eqt. Replacement	-	10,848	817,000	668,265	338,080
Total Enterprise	31,656,565	31,656,565	55,720,002	30,812,819	63,653,310
<b>Internal Service</b>					
Printer - Copier Service Fund	134,608	141,409	158,500	158,500	330,000
Risk Management Fund	1,310,515	1,053,596	2,320,250	2,309,725	3,321,880
Fleet Services Fund	2,038,082	1,909,610	2,589,810	2,515,030	2,512,625
Total Internal Service	3,483,205	3,483,205	5,068,560	4,983,255	6,164,505
<b>Trust &amp; Agency</b>					
Volunteer Fireman's Pension	4,800	4,800	5,000	-	5,000
Total Trust & Agency	4,800	4,800	5,000	-	5,000
Grand Total	112,478,252	111,887,095	204,012,519	127,079,592	217,464,817

Schedule of Interfund Transfers

Transfer From:	General Fund 101	Highway Users 201	Senior Nutrition 202	Transit Fund 215	Advocacy Center 229	Capital Proj Tax 230	Public Safety Tax 235	CDBG 240	Environmental Pgms 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	
<b>Transfers To Operating Funds</b>																		
202 Senior Nutrition	300,965																	300,965
203 Community Action Program	67,680																	67,680
205 Home Grant	32,200																	32,200
209 Other Grants	25,000																	25,000
215 Transit Fund	520,510					400,000												920,510
229 Regional Family Advocacy	313,060																	313,060
246 Public Arts Fund	25,000																	25,000
605 Risk Management Fund	1,000,000																	1,000,000
<b>Total Transfers to Operating Funds</b>	<b>2,284,415</b>					<b>400,000</b>												<b>2,684,415</b>
<b>Transfers To Debt Service Funds</b>																		
417 Dysart Road M.D.C.	400,000																	400,000
430 0.5% Dedicated Sales Tax						5,200,000			207,950	95,000								5,502,950
<b>Total Transfers to Debt Service Funds</b>	<b>400,000</b>					<b>5,200,000</b>			<b>207,950</b>	<b>95,000</b>								<b>5,902,950</b>
<b>Transfers To Capital Funds</b>																		
304 Street Construction	3,250,000					750,000		225,000										4,225,000
308 Police Development	100,000																	100,000
310 Parkland	1,500,000																	1,500,000
311 Library Development	150,000																	150,000
319 Fire Dept. Development	800,000																	800,000
322 One Time Capital	10,300,000																	10,300,000
513 Sewer Development						150,000							2,500,000					2,650,000
514 Water Development												3,500,000						3,500,000
524 Sanitation Development														50,000				50,000
530 Water Equipment Replacement												288,590						288,590
531 Sewer Equipment Replacement													287,690					287,690
532 Sanitation Eqt. Replacement														704,750				704,750
601 Vehicle Replacement	736,620	319,865	7,750		2,780		278,615										3,550	1,349,180
603 Equipment Replacement Fund	723,140	16,190	4,120	1,030	39,060		93,940	1,030	1,030						1,030	5,150		885,720
<b>Total Transfers to Capital Funds</b>	<b>17,559,760</b>	<b>336,055</b>	<b>11,870</b>	<b>1,030</b>	<b>41,840</b>	<b>900,000</b>	<b>372,555</b>	<b>226,030</b>	<b>1,030</b>			<b>3,788,590</b>	<b>2,787,690</b>	<b>754,750</b>	<b>1,030</b>	<b>8,700</b>		<b>26,790,930</b>
<b>Total Transfers</b>	<b>20,244,175</b>	<b>336,055</b>	<b>11,870</b>	<b>1,030</b>	<b>41,840</b>	<b>6,500,000</b>	<b>372,555</b>	<b>226,030</b>	<b>1,030</b>	<b>207,950</b>	<b>95,000</b>	<b>3,788,590</b>	<b>2,787,690</b>	<b>754,750</b>	<b>1,030</b>	<b>8,700</b>		<b>35,378,295</b>

## Summary of Tax Levy, Net Assessed Values and Tax Rates

	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Fiscal Year 2017-18
<b>Net Assessed Valuation</b>				
Primary Assessed Value (Limited)	327,955,701	337,158,512	349,102,604	370,922,156
Secondary Assessed Value (Full Cash)	350,686,613	337,158,512	349,102,604	370,922,156
<b>Maximum allowable primary property tax levy</b>	<b>2,546,904</b>	<b>2,615,001</b>	<b>2,688,090</b>	<b>2,782,287</b>
<b>Property Tax Levies</b>				
Primary Property Taxes	2,546,900	2,615,000	2,688,090	2,782,287
Secondary Property Taxes	3,413,500	3,285,270	3,229,810	3,152,467
Total Property Tax Levy Amounts	5,960,400	5,900,270	5,917,900	5,934,754
<b>Property Tax Collections*</b>				
Primary Property Taxes	2,491,428	2,561,551	2,688,090	
Prior Years' Levies	35,770	38,640	37,500	
Total Primary Property Taxes Collected	2,527,198	2,600,191	2,725,590	
Secondary Property Taxes	3,441,965	3,336,701	2,766,896	
Prior Years' Levies	0	0	0	
Total Secondary Property Taxes Collected	3,441,965	3,336,701	2,766,896	
Total Property Taxes Collected	5,969,162	5,936,892	5,492,486	
<b>Property Tax Rates</b>				
Primary Property Tax Rate	0.7766	0.7756	0.7700	0.7501
Secondary Property Tax Rate	0.9734	0.9744	0.9252	0.8499
Total City Property Tax Rate	1.7500	1.7500	1.6952	1.6000

\* 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

<b>Position-Title</b>	<b>Authorized 2014-2015</b>	<b>Authorized 2015-2016</b>	<b>Authorized 2016-2017</b>	<b>Authorized 2017-2018</b>
<b>101 General Fund</b>				
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
Senior Executive Assistant	1.00	1.00	1.00	1.00
<b>Total City Administrative Office</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
Emergency Management				
Emergency Management Officer	1.00	-	-	-
<b>Total Emergency Management</b>	<b>1.00</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total City Administration</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
Information Technology				
Technology Administration				
Chief Information Officer	1.00	1.00	1.00	1.00
<b>Total Technology Administration</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
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
<b>Total IT Infrastructure &amp; Communications</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
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
<b>Total IT Business Systems</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
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
<b>Total IT Customer Support</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
GIS				
GIS Manager	1.00	1.00	1.00	1.00
GIS/GPS Technician II	1.00	1.00	1.00	1.00
<b>Total GIS</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Total Information Technology</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>

## Schedule of Authorized Positions

<b>Position-Title</b>	<b>Authorized 2014-2015</b>	<b>Authorized 2015-2016</b>	<b>Authorized 2016-2017</b>	<b>Authorized 2017-2018</b>
<b>101 General Fund</b>				
Community Relations				
Grants Administration				
Grants Administrator	1.00	1.00	1.00	1.00
Management Technician	1.00	-	-	-
<b>Total Grants Administration</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
Public Information Office				
Community Relations Director	1.00	1.00	1.00	1.00
Executive Management Assistant	1.00	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
<b>Total Public Information Office</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
Intergovernmental Affairs				
Asst Director/Intergov Affairs	-	1.00	1.00	1.00
Intergovernmental Affairs Manager	1.00	-	-	-
<b>Total Intergovernmental Affairs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Total Community Relations</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
Finance & Budget				
Financial Services				
Accountant	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Controller	1.00	1.00	-	-
Finance & Budget Assistant Director	-	-	1.00	1.00
Finance & Budget Director	1.00	1.00	1.00	1.00
Payroll Specialist	-	1.00	1.00	1.00
Privilege Tax Audit Supervisor	1.00	1.00	1.00	1.00
Privilege Tax Auditor	1.00	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	4.50
Senior Accountant	2.00	2.00	2.00	2.00
<b>Total Financial Services</b>	<b>14.50</b>	<b>15.50</b>	<b>15.50</b>	<b>14.50</b>
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
Lead Customer Service Representative	-	-	-	1.00
Senior Account Clerk	8.00	8.00	8.00	7.00
<b>Total Customer Services &amp; Utility Billing</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

## Schedule of Authorized Positions

<b>Position-Title</b>	<b>Authorized 2014-2015</b>	<b>Authorized 2015-2016</b>	<b>Authorized 2016-2017</b>	<b>Authorized 2017-2018</b>
<b>101 General Fund</b>				
Finance & Budget				
Budget and Research				
Budget Analyst	1.00	1.00	-	-
Budget Manager	-	-	1.00	1.00
Finance & Budget Assistant Director	1.00	1.00	-	-
Procurement Officer	1.00	1.00	1.00	2.00
Senior Budget Analyst	1.00	1.00	2.00	2.00
<b>Total Budget and Research</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>
<b>Total Finance &amp; Budget</b>	<b>28.50</b>	<b>29.50</b>	<b>29.50</b>	<b>29.50</b>
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	-	-	-
Senior HR Analyst	2.00	2.00	3.00	3.00
<b>Total Human Resources</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
Development & Engineering Services				
Planning				
Administrative Assistant	1.00	-	-	-
Development Services Representative	1.00	1.00	1.00	1.00
Planner II	2.00	2.00	2.00	2.00
Planning and Zoning Specialist	-	-	1.00	1.00
Planning Manager	1.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.00
Zoning Specialist	1.00	1.00	-	-
<b>Total Planning</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
Building Services				
Building Inspector	1.00	-	-	-
Building/Fire Inspector	-	1.00	2.00	2.00
Chief Building Official	1.00	1.00	1.00	1.00
Senior Plans Examiner	1.00	1.00	1.00	1.00
<b>Total Building Services</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>

## Schedule of Authorized Positions

<b>Position-Title</b>	<b>Authorized 2014-2015</b>	<b>Authorized 2015-2016</b>	<b>Authorized 2016-2017</b>	<b>Authorized 2017-2018</b>
<b>101 General Fund</b>				
Development & Engineering Services				
Development Svcs Administration				
Administrative Assistant	-	1.00	1.00	1.00
Development Services and Engineering Director	-	1.00	1.00	1.00
Management Assistant	-	1.00	1.00	1.00
<b>Total Development Svcs Administration</b>	-	3.00	3.00	3.00
Engineering				
City Engineer	1.00	1.00	1.00	1.00
Construction Project Manager	1.00	1.00	1.00	1.00
Development Services and Engineering Director	1.00	-	-	-
Engineering Inspector	-	1.00	2.00	2.00
Engineering Plan Review Manager	1.00	1.00	1.00	1.00
Engineering Project Manager	1.00	2.00	2.00	2.00
Engineering Technician II	1.00	1.00	1.00	1.00
Land Services Manager	1.00	-	-	-
Management Assistant	1.00	-	-	-
<b>Total Engineering</b>	8.00	7.00	8.00	8.00
<b>Total Development &amp; Engineering Services</b>	<b>18.00</b>	<b>19.00</b>	<b>21.00</b>	<b>21.00</b>
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	1.00
Senior Administrative Clerk	2.00	2.00	2.00	2.00
<b>Total City Clerk</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
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	1.00	1.00
Police Sergeant	3.00	2.00	2.00	2.00
Policy and Procedures Analyst	1.00	1.00	1.00	1.00
Senior Management Assistant	1.00	1.00	1.00	1.00
<b>Total Police - Administration</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

## Schedule of Authorized Positions

<b>Position-Title</b>	<b>Authorized 2014-2015</b>	<b>Authorized 2015-2016</b>	<b>Authorized 2016-2017</b>	<b>Authorized 2017-2018</b>
<b>101 General Fund</b>				
Police				
Police - Community Services				
Community Service Advocate	1.00	1.00	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
<b>Total Police - Community Services</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
Police - Patrol Support				
Animal Control Officer	2.00	2.00	2.00	2.00
Park Ranger	2.00	2.00	1.00	2.00
Police Support Services Supervisor	1.00	1.00	1.00	1.00
Property & Evidence Custodian	-	-	2.00	2.00
<b>Total Police - Patrol Support</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>7.00</b>
Police - Communications				
911 Call Taker	-	-	2.00	2.00
CAD-RMS Applications Administrator	1.00	1.00	1.00	1.00
Communications Manager	-	-	1.00	1.00
Communications Supervisor	4.00	4.00	4.00	4.00
Public Safety Dispatcher	13.00	15.00	13.00	13.00
<b>Total Police - Communications</b>	<b>18.00</b>	<b>20.00</b>	<b>21.00</b>	<b>21.00</b>
Police - Records				
Police Records Clerk	4.00	4.00	4.00	4.00
<b>Total Police - Records</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
Police - Traffic				
Police Records/30 Day Tow Supervisor	1.00	1.00	1.00	1.00
Police Traffic Program Coordinator	1.00	1.00	1.00	1.00
<b>Total Police - Traffic</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
Police - COPS Hiring ARRA				
Police Officer	5.00	5.00	5.00	-
<b>Total Police - COPS Hiring ARRA</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>
Police - Detention Services				
Detention Officer	4.00	4.00	4.00	4.00
Detention Supervisor	2.00	2.00	2.00	2.00
<b>Total Police - Detention Services</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

## Schedule of Authorized Positions

<b>Position-Title</b>	<b>Authorized 2014-2015</b>	<b>Authorized 2015-2016</b>	<b>Authorized 2016-2017</b>	<b>Authorized 2017-2018</b>
<b>101 General Fund</b>				
Police				
Police - Patrol				
Administrative Assistant	1.00	1.00	1.00	1.00
Police Lieutenant	3.00	3.00	3.00	3.00
Police Officer	38.00	38.00	38.00	43.00
Police Sergeant	9.00	9.00	9.00	9.00
Volunteer Coordinator	1.00	1.00	1.00	1.00
<b>Total Police - Patrol</b>	<b>52.00</b>	<b>52.00</b>	<b>52.00</b>	<b>57.00</b>
Police - Investigations				
Administrative Assistant	1.00	1.00	1.00	1.00
Identification Technician	1.00	1.00	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	-	-
<b>Total Police - Investigations</b>	<b>21.00</b>	<b>21.00</b>	<b>19.00</b>	<b>19.00</b>
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
<b>Total Police - Community Action Team (CAT)</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
Police - Agua Fria SRO				
Police Officer	1.00	1.00	1.00	1.00
<b>Total Police - Agua Fria SRO</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
Police - Tolleson Union SRO				
Police Officer	2.00	2.00	2.00	2.00
<b>Total Police - Tolleson Union SRO</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
Police - GIITEM				
Police Officer	1.00	1.00	1.00	1.00
<b>Total Police - GIITEM</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Total Police</b>	<b>137.00</b>	<b>139.00</b>	<b>139.00</b>	<b>140.00</b>

## Schedule of Authorized Positions

<b>Position-Title</b>	<b>Authorized 2014-2015</b>	<b>Authorized 2015-2016</b>	<b>Authorized 2016-2017</b>	<b>Authorized 2017-2018</b>
<b>101 General Fund</b>				
City Court				
Court				
Court Clerk I	4.00	4.00	4.00	4.00
Court Clerk II	1.00	1.00	1.00	1.00
Court Clerk III	2.00	2.00	2.00	3.00
Court Supervisor	1.00	1.00	1.00	1.00
Municipal Judge	1.00	1.00	1.00	1.00
Senior Court Clerk	1.00	1.00	1.00	1.00
<b>Total Court</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>11.00</b>
Court Security				
Court Security Officer	0.20	0.20	0.20	0.20
<b>Total Court Security</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>
<b>Total City Court</b>	<b>10.20</b>	<b>10.20</b>	<b>10.20</b>	<b>11.20</b>
Fire and Medical				
Community Risk Reduction				
Fire Inspector I	1.00	1.00	1.00	-
Fire Inspector II	1.00	1.00	1.00	2.00
Fire Marshall	1.00	1.00	1.00	1.00
Public Education Specialist	1.00	1.00	1.00	1.00
<b>Total Community Risk Reduction</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
Fire - Administration				
Administrative Assistant	1.00	1.00	1.00	1.00
Assistant Fire Chief	-	-	-	1.00
Deputy Fire Chief	2.00	2.00	1.00	-
Fire Chief	1.00	1.00	1.00	1.00
Fire Division Chief	1.00	1.00	1.00	2.00
Sr Advisor for Emergency Preparedness and Community	-	1.00	-	-
<b>Total Fire - Administration</b>	<b>5.00</b>	<b>6.00</b>	<b>4.00</b>	<b>5.00</b>
Emergency Management				
Sr Advisor for Emergency Preparedness and Community	-	-	1.00	1.00
<b>Total Emergency Management</b>	<b>-</b>	<b>-</b>	<b>1.00</b>	<b>1.00</b>
Fire - Professional Development				
Fire Captain	2.00	2.00	2.00	2.00
<b>Total Fire - Professional Development</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

## Schedule of Authorized Positions

<b>Position-Title</b>	<b>Authorized 2014-2015</b>	<b>Authorized 2015-2016</b>	<b>Authorized 2016-2017</b>	<b>Authorized 2017-2018</b>
<b>101 General Fund</b>				
Fire and Medical				
Fire - Intervention Services				
Battalion Chief	2.00	2.00	3.00	2.00
Fire Captain	12.00	12.00	12.00	12.00
Fire Engineer	11.00	11.00	11.00	11.00
Firefighter	22.00	23.00	23.00	23.00
<b>Total Fire - Intervention Services</b>	<b>47.00</b>	<b>48.00</b>	<b>49.00</b>	<b>48.00</b>
<b>Total Fire and Medical</b>	<b>58.00</b>	<b>60.00</b>	<b>60.00</b>	<b>60.00</b>
Economic Development				
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	2.00
<b>Total Economic Development</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
Parks Recreation and Libraries				
Grounds Maintenance				
Park Assistant	-	0.50	1.00	1.00
Parks & Recreation Facilities Specialist	-	-	1.00	1.00
<b>Total Grounds Maintenance</b>	<b>-</b>	<b>0.50</b>	<b>2.00</b>	<b>2.00</b>
Building Maintenance				
Building Maintenance Worker	2.00	2.00	2.00	2.00
Craftsperson	1.00	1.00	1.00	1.00
Facilities Manager	1.00	1.00	1.00	1.00
<b>Total Building Maintenance</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
Congregate Meals				
Recreation Specialist	0.25	-	-	-
<b>Total Congregate Meals</b>	<b>0.25</b>	<b>-</b>	<b>-</b>	<b>-</b>
Home Delivered Meals				
Kitchen Assistant	0.50	-	-	-
Recreation Specialist	0.50	-	-	-
<b>Total Home Delivered Meals</b>	<b>1.00</b>	<b>-</b>	<b>-</b>	<b>-</b>
MCSO				
Recreation Specialist	0.25	-	-	-
<b>Total MCSO</b>	<b>0.25</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Schedule of Authorized Positions

<b>Position-Title</b>	<b>Authorized 2014-2015</b>	<b>Authorized 2015-2016</b>	<b>Authorized 2016-2017</b>	<b>Authorized 2017-2018</b>
<b>101 General Fund</b>				
Parks Recreation and Libraries				
PRL Administration				
Administrative Assistant	1.00	1.00	1.00	1.00
Parks, Recreation & Libraries Services Director	1.00	1.00	1.00	1.00
PRLD Assistant Director	-	-	1.00	1.00
<b>Total PRL Administration</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>
Library - Sam Garcia				
Librarian	1.00	1.00	1.00	1.00
Library Assistant	2.00	2.25	2.25	2.25
Library Branch Manager	-	1.00	1.00	1.00
Library Page	1.00	0.50	0.50	0.50
Library Paraprofessional	1.00	1.50	1.50	1.50
<b>Total Library - Sam Garcia</b>	<b>5.00</b>	<b>6.25</b>	<b>6.25</b>	<b>6.25</b>
Library - Civic Center				
Librarian	2.00	1.00	1.00	1.00
Library Assistant	2.00	2.00	2.00	2.00
Library Branch Manager	-	1.00	1.00	1.00
Library Page	1.50	1.00	1.00	1.00
Library Paraprofessional	2.00	1.50	1.50	1.50
<b>Total Library - Civic Center</b>	<b>7.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>
Library Administration				
IT Systems Analyst - Library	1.00	1.00	1.00	1.00
Library Manager	1.00	1.00	1.00	1.00
Library Supervisor	1.00	-	-	-
<b>Total Library Administration</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
Recreation				
Administrative Assistant	-	-	1.00	-
Park Assistant	-	0.50	-	-
Parks & Recreation Facilities Specialist	1.00	1.00	-	-
Recreation Assistant	-	-	0.50	-
Recreation Coordinator	2.00	1.00	1.00	1.00
Recreation Manager	1.00	1.00	-	-
Recreation Specialist	1.00	1.00	1.00	2.00
Sports Specialist	-	0.50	0.50	-
Trails Specialist	0.50	-	-	-
<b>Total Recreation</b>	<b>5.50</b>	<b>5.00</b>	<b>4.00</b>	<b>3.00</b>
<b>Total Parks Recreation and Libraries</b>	<b>28.50</b>	<b>26.25</b>	<b>27.75</b>	<b>26.75</b>

## Schedule of Authorized Positions

<b>Position-Title</b>	<b>Authorized 2014-2015</b>	<b>Authorized 2015-2016</b>	<b>Authorized 2016-2017</b>	<b>Authorized 2017-2018</b>
<b>101 General Fund</b>				
Neighborhood and Family Services				
Neighborhood & Family Services Admin				
Administrative Assistant	1.00	1.00	2.00	2.00
Community Engagement Coordinator	1.00	1.00	1.00	-
Neighborhood & Family Services Director	1.00	1.00	1.00	1.00
Neighborhood Specialist	-	-	-	1.00
Revitalization Project Manager	1.00	1.00	1.00	1.00
<b>Total Neighborhood &amp; Family Services Admin</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>
Family Services				
Family Services Manager	1.00	1.00	1.00	1.00
Youth Services and Community Engagement Supervisor	1.00	1.00	1.00	-
<b>Total Family Services</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>
Youth Services Division				
Community Engagement Coordinator	-	-	-	1.00
Youth Services and Community Engagement Supervisor	-	-	-	1.00
<b>Total Youth Services Division</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2.00</b>
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	-
<b>Total Code Enforcement</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>6.00</b>
<b>Total Neighborhood and Family Services</b>	<b>13.00</b>	<b>13.00</b>	<b>14.00</b>	<b>14.00</b>
Public Works				
Field Operations Administration				
Administrative Assistant	1.00	1.00	-	-
Field Operations Assistant Director	0.25	0.25	-	-
Fleet Services Coordinator	1.00	1.00	-	-
Management Assistant - Public Works	0.25	0.25	-	-
Water Resources Director	0.25	0.25	-	-
<b>Total Field Operations Administration</b>	<b>2.75</b>	<b>2.75</b>	<b>-</b>	<b>-</b>
<b>Total Public Works</b>	<b>2.75</b>	<b>2.75</b>	<b>-</b>	<b>-</b>
<b>101 General Fund Total</b>	<b>341.95</b>	<b>343.70</b>	<b>345.45</b>	<b>346.45</b>

## Schedule of Authorized Positions

<b>Position-Title</b>	<b>Authorized 2014-2015</b>	<b>Authorized 2015-2016</b>	<b>Authorized 2016-2017</b>	<b>Authorized 2017-2018</b>
<b>201 Highway User Revenue Fund</b>				
Development & Engineering Services				
Engineering				
Pavement Management Coordinator	1.00	1.00	1.00	1.00
<b>Total Engineering</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
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	1.00
Traffic Operations Supervisor	1.00	1.00	1.00	1.00
Traffic Operations Technician	2.00	2.00	2.00	2.00
<b>Total Traffic Engineering</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>8.00</b>
<b>Total Development &amp; Engineering Services</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>9.00</b>
Public Works				
Streets				
Administrative Assistant	-	-	0.05	0.15
Equipment Operator	5.00	7.00	7.00	7.00
Executive Assistant	-	-	0.05	-
Field Operations Assistant Director	-	-	0.05	0.05
Field Operations Crew Leader	1.00	1.00	1.00	-
Lead Equipment Operator	-	-	-	1.00
Maintenance Worker	2.00	-	-	-
Senior Management Assistant	-	-	0.05	0.05
Street Maintenance Supervisor	1.00	1.00	1.00	1.00
Water Resources Director	-	-	0.05	0.05
<b>Total Streets</b>	<b>9.00</b>	<b>9.00</b>	<b>9.25</b>	<b>9.30</b>
<b>Total Public Works</b>	<b>9.00</b>	<b>9.00</b>	<b>9.25</b>	<b>9.30</b>
<b>201 Highway User Revenue Fund Total</b>	<b>17.00</b>	<b>17.00</b>	<b>17.25</b>	<b>18.30</b>
<b>202 Senior Nutrition</b>				
Parks Recreation and Libraries				
Congregate Meals				
Cook	0.80	-	-	-
<b>Total Congregate Meals</b>	<b>0.80</b>	<b>-</b>	<b>-</b>	<b>-</b>
Home Delivered Meals				
Cook	1.20	-	-	-
HDM Driver	0.50	-	-	-
Recreation Assistant	0.50	-	-	-
<b>Total Home Delivered Meals</b>	<b>2.20</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Schedule of Authorized Positions

<b>Position-Title</b>	<b>Authorized 2014-2015</b>	<b>Authorized 2015-2016</b>	<b>Authorized 2016-2017</b>	<b>Authorized 2017-2018</b>
<b>202 Senior Nutrition</b>				
Parks Recreation and Libraries				
MCSO				
Recreation Assistant	0.50	-	-	-
Recreation Specialist	0.90	-	-	-
<b>Total MCSO</b>	<b>1.40</b>	<b>-</b>	<b>-</b>	<b>-</b>
Soc. Svcs - Senior Transportation				
Recreation Specialist	0.10	-	-	-
<b>Total Soc. Svcs - Senior Transportation</b>	<b>0.10</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Parks Recreation and Libraries</b>	<b>4.50</b>	<b>-</b>	<b>-</b>	<b>-</b>
Neighborhood and Family Services				
Congregate Meals				
Cook	-	0.80	0.80	0.80
Recreation Assistant	-	0.50	0.50	0.50
Recreation Coordinator	-	0.25	0.25	0.25
Recreation Specialist	-	0.25	0.25	0.25
<b>Total Congregate Meals</b>	<b>-</b>	<b>1.80</b>	<b>1.80</b>	<b>1.80</b>
Home Delivered Meals				
Cook	-	1.20	1.20	1.20
HDM Driver	-	0.50	0.25	0.25
Recreation Coordinator	-	0.25	0.25	0.25
Recreation Specialist	-	0.50	0.50	0.50
<b>Total Home Delivered Meals</b>	<b>-</b>	<b>2.45</b>	<b>2.20</b>	<b>2.20</b>
MCSO				
Recreation Assistant	-	0.50	0.50	0.50
Recreation Coordinator	-	0.25	0.25	0.25
Recreation Specialist	-	1.15	1.15	1.15
<b>Total MCSO</b>	<b>-</b>	<b>1.90</b>	<b>1.90</b>	<b>1.90</b>
Soc. Svcs - Senior Transportation				
HDM Driver	-	-	0.25	0.25
Recreation Coordinator	-	0.25	0.25	0.25
Recreation Specialist	-	0.10	0.10	0.10
<b>Total Soc. Svcs - Senior Transportation</b>	<b>-</b>	<b>0.35</b>	<b>0.60</b>	<b>0.60</b>
<b>Total Neighborhood and Family Services</b>	<b>-</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>
<b>202 Senior Nutrition Total</b>	<b>4.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>

## Schedule of Authorized Positions

<b>Position-Title</b>	<b>Authorized 2014-2015</b>	<b>Authorized 2015-2016</b>	<b>Authorized 2016-2017</b>	<b>Authorized 2017-2018</b>
<b>203 Community Action Program</b>				
Neighborhood and Family Services				
Community Action Program				
Social Services Coordinator	2.00	2.00	2.00	2.00
<b>Total Community Action Program</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>203 Community Action Program Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>209 Other Grants</b>				
Fire and Medical				
Technical Rescue Response				
AZCFSE Program Coordinator	-	-	2.00	2.00
<b>Total Technical Rescue Response</b>	<b>-</b>	<b>-</b>	<b>2.00</b>	<b>2.00</b>
<b>209 Other Grants Total</b>	<b>-</b>	<b>-</b>	<b>2.00</b>	<b>2.00</b>
<b>215 Transit Fund</b>				
Community Relations				
Transit Operations				
Management Assistant	1.00	1.00	1.00	1.00
<b>Total Transit Operations</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>215 Transit Fund Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>227 Court Payments</b>				
City Court				
Court Security				
Court Security Officer	0.80	0.80	0.80	0.80
<b>Total Court Security</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>
<b>227 Court Payments Total</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>
<b>229 Regional Family Advocacy</b>				
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	1.00	1.00
Police Forensic Interviewer	1.00	1.00	1.00	1.00
Prevention Specialist	1.00	1.00	1.00	1.00
<b>Total Police - Family Advocacy Center</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Total Police</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>229 Regional Family Advocacy Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

## Schedule of Authorized Positions

<b>Position-Title</b>	<b>Authorized 2014-2015</b>	<b>Authorized 2015-2016</b>	<b>Authorized 2016-2017</b>	<b>Authorized 2017-2018</b>
<b>235 Public Safety Dedicated Sales Tax</b>				
Police				
Police - Traffic				
Police Officer	5.00	5.00	5.00	5.00
Police Sergeant	1.00	1.00	1.00	1.00
<b>Total Police - Traffic</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
Police - Detention Services				
Detention Officer	3.00	3.00	3.00	3.00
<b>Total Police - Detention Services</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
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	23.00	23.00
<b>Total Police - Patrol</b>	<b>19.00</b>	<b>19.00</b>	<b>26.00</b>	<b>26.00</b>
Police - Investigations				
Evidence Supervisor	-	1.00	-	-
Identification Technician	-	-	-	1.00
Police Officer	2.00	2.00	2.00	2.00
Property & Evidence Supervisor	-	-	1.00	1.00
<b>Total Police - Investigations</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>
<b>Total Police</b>	<b>30.00</b>	<b>31.00</b>	<b>38.00</b>	<b>39.00</b>
City Court				
Court				
Court Administrator	1.00	1.00	1.00	1.00
Court Clerk II	1.00	1.00	1.00	1.00
<b>Total Court</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Total City Court</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
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	7.00	7.00	7.00
<b>Total Fire - Intervention Services</b>	<b>16.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>
<b>Total Fire and Medical</b>	<b>16.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>
<b>235 Public Safety Dedicated Sales Tax Total</b>	<b>48.00</b>	<b>48.00</b>	<b>55.00</b>	<b>56.00</b>

## Schedule of Authorized Positions

<b>Position-Title</b>	<b>Authorized 2014-2015</b>	<b>Authorized 2015-2016</b>	<b>Authorized 2016-2017</b>	<b>Authorized 2017-2018</b>
<b>240 CDBG</b>				
Neighborhood and Family Services				
Neighborhood & Family Services Admin				
CDBG Program Manager	1.00	1.00	1.00	1.00
Total Neighborhood & Family Services Admin	1.00	1.00	1.00	1.00
<b>240 CDBG Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>245 Environmental Programs Fund</b>				
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
<b>245 Environmental Programs Fund Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>501 Water Operations</b>				
Public Works				
Water Distribution				
Customer Service Technician	3.00	2.00	2.00	2.00
Lead Water Resources Operator	1.00	1.00	1.00	1.00
Public Works Superintendent	-	0.25	0.25	0.25
Senior Water Resources Operator	1.00	2.00	2.00	2.00
Utility Location Specialist	1.00	1.00	1.00	1.00
Water Distribution Supervisor	1.00	1.00	1.00	1.00
Water Resources Mechanic	1.00	1.00	1.00	-
Water Resources Operator	6.00	6.00	6.00	7.00
Water Resources Superintendent	0.25	-	-	-
Total Water Distribution	14.25	14.25	14.25	14.25

## Schedule of Authorized Positions

<b>Position-Title</b>	<b>Authorized 2014-2015</b>	<b>Authorized 2015-2016</b>	<b>Authorized 2016-2017</b>	<b>Authorized 2017-2018</b>
<b>501 Water Operations</b>				
Public Works				
Water Administration				
Administrative Assistant	-	1.00	1.30	0.90
Executive Assistant	0.50	0.50	0.30	-
Field Operations Assistant Director	0.38	0.38	0.30	0.30
Management Assistant - Public Works	0.38	0.38	-	-
Public Works Data Technician	-	1.00	-	-
Public Works Program Coordinator	1.00	1.00	1.00	1.00
PW GIS Technician	-	-	1.00	1.00
SCADA Specialist	-	1.00	1.00	1.00
Senior Administrative Clerk	1.00	-	-	-
Senior Management Assistant	-	-	0.30	0.30
Utilities Reliability Manager	1.00	-	-	-
Water Resources Director	0.38	0.38	0.30	0.30
Water Resources Project Manager	1.00	1.00	1.00	1.00
<b>Total Water Administration</b>	<b>5.64</b>	<b>6.64</b>	<b>6.50</b>	<b>5.80</b>
Water Resources				
Water Resources Manager	1.00	1.00	1.00	1.00
<b>Total Water Resources</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
Water Quality				
Environmental Technician	-	-	-	1.00
Regulatory Compliance Coordinator-Cross Connection	1.00	1.00	1.00	1.00
Regulatory Compliance Inspector	1.00	1.00	1.00	-
Water Conservation and Education Specialist	1.00	1.00	1.00	1.00
Water Resources Analyst	1.00	1.00	1.00	1.00
<b>Total Water Quality</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
Wetlands Treatment				
Senior Water Recharge & Wetlands Operator	1.00	1.00	1.00	-
Water Recharge & Wetlands Operator	2.00	1.00	1.00	1.00
<b>Total Wetlands Treatment</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>

## Schedule of Authorized Positions

<b>Position-Title</b>	<b>Authorized 2014-2015</b>	<b>Authorized 2015-2016</b>	<b>Authorized 2016-2017</b>	<b>Authorized 2017-2018</b>
<b>501 Water Operations</b>				
Public Works				
Water Production				
Public Works Superintendent	-	0.25	0.25	0.25
SCADA Technician	-	-	0.50	0.50
Senior Water Production Operator	1.00	1.00	1.00	1.00
Senior Water Resources Mechanic	1.00	1.00	1.00	1.00
Treatment Operator/Mechanic	-	-	1.00	-
Water Production Supervisor	1.00	1.00	1.00	1.00
Water Resources Superintendent	0.25	-	-	-
Water Treatment Operator	1.00	1.00	1.00	-
Water Treatment Operator I	1.00	1.00	1.00	2.00
Water Treatment Operator III	-	-	-	2.00
<b>Total Water Production</b>	<b>5.25</b>	<b>5.25</b>	<b>6.75</b>	<b>7.75</b>
<b>Total Public Works</b>	<b>33.14</b>	<b>33.14</b>	<b>34.50</b>	<b>33.80</b>
<b>501 Water Operations Total</b>	<b>33.14</b>	<b>33.14</b>	<b>34.50</b>	<b>33.80</b>
<b>503 Sewer Operations</b>				
Public Works				
Wastewater Collection				
Lead Water Resources Operator	1.00	1.00	1.00	1.00
Operations and Service Manager - Collections	1.00	1.00	1.00	1.00
Public Works Superintendent	-	0.25	0.25	0.25
Senior Water Resources Operator	2.00	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	-	-	-
<b>Total Wastewater Collection</b>	<b>7.25</b>	<b>7.25</b>	<b>7.25</b>	<b>7.25</b>
Wastewater Administration				
Administrative Assistant	-	-	0.30	0.90
Executive Assistant	0.50	0.50	0.30	-
Field Operations Assistant Director	0.37	0.37	0.30	0.30
Management Assistant - Public Works	0.37	0.37	-	-
Senior Management Assistant	-	-	0.30	0.30
Water Resources Director	0.37	0.37	0.30	0.30
<b>Total Wastewater Administration</b>	<b>1.61</b>	<b>1.61</b>	<b>1.50</b>	<b>1.80</b>

## Schedule of Authorized Positions

<b>Position-Title</b>	<b>Authorized 2014-2015</b>	<b>Authorized 2015-2016</b>	<b>Authorized 2016-2017</b>	<b>Authorized 2017-2018</b>
<b>503 Sewer Operations</b>				
Public Works				
Water Reclamation Facility				
Environmental Coordinator	-	-	-	1.00
Public Works Electrician	-	1.00	1.00	1.00
Public Works Superintendent	-	0.25	0.25	0.25
Regulatory Compliance Coordinator-Pretreatment	1.00	1.00	1.00	-
SCADA Technician	-	-	0.50	0.50
Senior Water Reclamation Facility Operator	1.00	1.00	1.00	1.00
Senior Water Resources Mechanic	2.00	1.00	1.00	1.00
Utility Maintenance Mechanic	1.00	1.00	1.00	1.00
Water Reclamation Facility Operator	3.00	3.00	3.00	3.00
Water Reclamation Facility Operator III	3.00	3.00	3.00	3.00
Water Reclamation Facility Supervisor	1.00	1.00	1.00	1.00
Water Resources Superintendent	0.25	-	-	-
<b>Total Water Reclamation Facility</b>	<b>12.25</b>	<b>12.25</b>	<b>12.75</b>	<b>12.75</b>
<b>Total Public Works</b>	<b>21.11</b>	<b>21.11</b>	<b>21.50</b>	<b>21.80</b>
<b>503 Sewer Operations Total</b>	<b>21.11</b>	<b>21.11</b>	<b>21.50</b>	<b>21.80</b>
<b>520 Sanitation</b>				
Public Works				
Solid Waste				
Administrative Assistant	-	-	0.25	0.75
Equipment Operator	10.00	10.00	10.00	6.00
Executive Assistant	-	-	0.25	-
Field Operations Assistant Director	-	-	0.25	0.25
Lead Equipment Operator	-	-	-	1.00
Senior Equipment Operator	2.00	2.00	2.00	3.00
Senior Management Assistant	-	-	0.25	0.25
Solid Waste Supervisor	1.00	1.00	1.00	1.00
Water Resources Director	-	-	0.25	0.25
<b>Total Solid Waste</b>	<b>13.00</b>	<b>13.00</b>	<b>14.25</b>	<b>12.50</b>
Sanitation-Uncontained				
Equipment Operator	1.00	1.00	1.00	4.00
Field Operations Crew Leader	1.00	1.00	1.00	-
Senior Equipment Operator	1.00	1.00	1.00	-
<b>Total Sanitation-Uncontained</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>

## Schedule of Authorized Positions

<b>Position-Title</b>	<b>Authorized 2014-2015</b>	<b>Authorized 2015-2016</b>	<b>Authorized 2016-2017</b>	<b>Authorized 2017-2018</b>
<b>520 Sanitation</b>				
Public Works				
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	1.00	2.00
Total Green Waste	-	1.00	1.00	2.00
Total Public Works	18.00	19.00	20.25	20.50
<b>520 Sanitation Total</b>	<b>18.00</b>	<b>19.00</b>	<b>20.25</b>	<b>20.50</b>
<b>605 Risk Management Fund</b>				
Human Resources				
Risk Management Operations				
Health and Safety Analyst	-	-	1.00	1.00
Risk Management Claims Analyst	1.00	1.00	-	-
Risk Manager	1.00	1.00	1.00	1.00
Total Risk Management Operations	2.00	2.00	2.00	2.00
Total Human Resources	2.00	2.00	2.00	2.00
<b>605 Risk Management Fund Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>606 Fleet Services Fund</b>				
Public Works				
Fleet Services				
Administrative Assistant	-	-	0.10	0.30
Automotive Equipment Mechanic	4.00	4.00	4.00	4.00
Equipment Parts Specialist	1.00	1.00	1.00	1.00
Executive Assistant	-	-	0.10	-
Field Operations Assistant Director	-	-	0.10	0.10
Fleet Services Coordinator	-	-	1.00	1.00
Fleet Services Supervisor	1.00	1.00	1.00	1.00
Senior Management Assistant	-	-	0.10	0.10
Water Resources Director	-	-	0.10	0.10
Total Fleet Services	6.00	6.00	7.50	7.60
Total Public Works	6.00	6.00	7.50	7.60
<b>606 Fleet Services Fund Total</b>	<b>6.00</b>	<b>6.00</b>	<b>7.50</b>	<b>7.60</b>
<b>Total Authorized Full-Time Equivalent</b>	<b>502.50</b>	<b>507.25</b>	<b>522.75</b>	<b>525.75</b>

## Debt Service Summary Schedules

**GO Bonded Debt**

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2017-2018	1,400,000	1,574,438	2,974,438
2018-2019	1,215,000	1,511,850	2,726,850
2019-2020	860,000	1,458,530	2,318,530
2020-2021	755,000	1,409,833	2,164,833
2021-2022	805,000	1,355,495	2,160,495
2022-2023	865,000	1,297,108	2,162,108
2023-2024	930,000	1,230,613	2,160,613
2024-2025	995,000	1,159,470	2,154,470
2025-2026	1,065,000	1,076,400	2,141,400
2026-2027	1,145,000	987,090	2,132,090
2027-2028	1,225,000	891,540	2,116,540
2028-2029	1,315,000	788,970	2,103,970
2029-2030	1,405,000	679,380	2,084,380
2030-2031	1,510,000	561,600	2,071,600
2031-2032	1,615,000	435,630	2,050,630
2032-2033	1,735,000	300,300	2,035,300
2033-2034	1,860,000	155,220	2,015,220
2034-2035	1,990,000	-	1,990,000
<b>Totals</b>	<b>22,690,000</b>	<b>16,873,465</b>	<b>39,563,465</b>

**Highway User Revenue Bonded Debt**

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2017-2018	330,000	-	330,000
<b>Totals</b>	<b>330,000</b>	<b>-</b>	<b>330,000</b>

**Revenue Bonds**

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2017-2018	4,998,738	1,062,121	6,060,860
2018-2019	4,941,867	844,278	5,786,145
2019-2020	5,194,671	594,594	5,789,265
2020-2021	4,503,295	379,880	4,883,174
2021-2022	2,179,598	270,900	2,450,497
2022-2023	2,290,999	156,350	2,447,349
2023-2024	2,402,401	36,230	2,438,631
2024-2025	905,744	-	905,744
<b>Totals</b>	<b>27,417,313</b>	<b>3,344,352</b>	<b>30,761,665</b>

## Debt Service Summary Schedules

### Water & Sewer Revenue Bonded Debt

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2017-2018	495,000	57,550	552,550
2018-2019	515,000	31,800	546,800
2019-2020	390,000	16,200	406,200
2020-2021	405,000	-	405,000
<b>Totals</b>	<b>1,805,000</b>	<b>105,550</b>	<b>1,910,550</b>

### Revenue Bonds

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2017-2018	131,262	31,029	162,290
2018-2019	128,133	24,622	152,755
2019-2020	135,329	17,856	153,185
2020-2021	111,705	12,270	123,976
2021-2022	70,403	8,750	79,153
2022-2023	74,001	5,050	79,051
2023-2024	77,599	1,170	78,769
2024-2025	29,256	-	29,256
<b>Totals</b>	<b>757,687</b>	<b>100,748</b>	<b>858,435</b>

## Debt Service Summary Schedules

### Total Debt

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2017-2018	7,355,000	2,725,137	10,080,137
2018-2019	6,800,000	2,412,550	9,212,550
2019-2020	6,580,000	2,087,180	8,667,180
2020-2021	5,775,000	1,801,983	7,576,983
2021-2022	3,055,000	1,635,145	4,690,145
2022-2023	3,230,000	1,458,507	4,688,507
2023-2024	3,410,000	1,268,012	4,678,012
2024-2025	1,930,000	1,159,470	3,089,470
2025-2026	1,065,000	1,076,400	2,141,400
2026-2027	1,145,000	987,090	2,132,090
2027-2028	1,225,000	891,540	2,116,540
2028-2029	1,315,000	788,970	2,103,970
2029-2030	1,405,000	679,380	2,084,380
2030-2031	1,510,000	561,600	2,071,600
2031-2032	1,615,000	435,630	2,050,630
2032-2033	1,735,000	300,300	2,035,300
2033-2034	1,860,000	155,220	2,015,220
2034-2035	1,990,000	-	1,990,000
<b>Totals</b>	<b>53,000,000</b>	<b>20,424,115</b>	<b>73,424,115</b>

Includes debt payment schedules as of 7/1/17

## Schedule of Carryover Funding

<b>Fund/Division</b>	<b>Description</b>	<b>Carryover Amount</b>
<b>General Fund</b>		
City Council - Kilgore	CM - Kilgore	6,000
City Council - Malone	CM - Malone	2,800
City Council - Nielson	CM - Nielson	5,500
City Council - Sierra	CM - Sierra	500
City Council - Pineda	CM - Pineda	2,500
City Council - Weise	Mayor - Weise	5,000
Technology Administration	Cybersecurity bi-annual audit	40,000
IT Infrastructure & Communicatio	fiber updates/upgrades-Civic Ctr	65,000
Public Information Office	Responsive Design City Website	58,000
Budget and Research	On-line Procurement System	25,000
Planning	Plan updates	11,000
Building Services	third inspector-residential development	30,000
Engineering	Lee Engineering	18,000
	design-Comm. Res Ctr & TOC	70,000
	EPS Group - 10-yr CIP eval	41,000
	Kimley Horn plan reviews	15,000
Police - Administration	Initial uniform costs	7,500
Police - Professional Standards Bu	40 MM's and ammunition	15,000
Police - Communications	RWC	50,000
Police - Patrol	Ballistic Vests	6,000
Economic Development	Economic Opportunities Fund	541,276
Library Administration	Donations to the Library	6,500
Youth Services Division	Other Professional Services - AmeriCorps VISTA Cost Share	20,573
	Mortgage and Rental Assistance - AmeriCorps VISTA	1,450
<b>Total Carryover General Fund</b>		<b>1,043,599</b>
<b>Highway User Revenue Fund</b>		
Traffic Engineering	traffic signal supplies	168,000
<b>Total Carryover Highway User Revenue Fund</b>		<b>168,000</b>
<b>Home Grant</b>		
	Homebuyer Assistance	150,583
	New Construction	20,830
	Substantial Rehab (ADOH)	384,505
	Substantial Rehab (County)	400,852
	HOME Local Match	157,706
<b>Total Carryover Home Grant</b>		<b>1,114,476</b>

## Schedule of Carryover Funding

<b>Fund/Division</b>	<b>Description</b>	<b>Carryover Amount</b>
<b>Other Grants</b>		
	Grant Match	22,800
	Redevelopment	258,256
<b>Total Carryover Other Grants</b>		<b>281,056</b>
<b>Court Payments</b>		
	Fill the Gap Funds	10,000
	Court Enhancement Funds/Other Supples	5,000
<b>Total Carryover Court Payments</b>		<b>15,000</b>
<b>CDBG</b>		
	Acquisition & Demolition	1,655
	Emergency Rehab	369,104
	Revitalization	48,756
	Youth Services	43,466
<b>Total Carryover CDBG</b>		<b>462,981</b>
<b>Environmental Programs Fund</b>		
	ASU-Greenhouse gas inventory	20,500
	permits/inspections - Storm Water Management Plan	15,000
<b>Total Carryover Environmental Programs Fund</b>		<b>35,500</b>
<b>Public Arts Fund</b>		
	Artwork - capital	38,821
	Maintenance for artwork	5,000
	Memberships	75
	Other Professional Svcs	25,395
	R&M	7,000
	Special Events	3,149
<b>Total Carryover Public Arts Fund</b>		<b>79,440</b>
<b>Water Operations</b>		
Water Administration	Meter Upgrade Design	50,000
	Utility Integrated Master Plan	115,000
	Design of chlorination system at Coldwater	100,000
	Coldwater Reservoir Management System	100,000
	Design of Coldwater Reservoir Management System	100,000
<b>Total Carryover Water Operations</b>		<b>465,000</b>
<b>Sewer Operations</b>		
Wastewater Administration	Utility Integrated Master Plan	115,000
<b>Total Carryover Sewer Operations</b>		<b>115,000</b>

## Schedule of Carryover Funding

<b>Fund/Division</b>	<b>Description</b>	<b>Carryover Amount</b>
<b>Water Equipment Replacement</b>		
	Network Replacements	104,000
	Vehicles	253,860
<b>Total Carryover Water Equipment Replacement</b>		<b>357,860</b>
<b>Sewer Equipment Replacement</b>		
	Network - Water Reclamation	30,000
	Vehicles	112,510
<b>Total Carryover Sewer Equipment Replacement</b>		<b>142,510</b>
<b>Sanitation Eqt. Replacement</b>		
	Sanitation Vehicles	246,080
<b>Total Carryover Sanitation Eqt. Replacement</b>		<b>246,080</b>
<b>Capital Funds</b>		
	Street Construction	6,980,000
	Police Development	100,000
	Parkland	430,000
	Library Development	30,000
	Fire Dept. Development	300,000
	One Time Capital	909,000
	Sewer Development	13,000,000
	Water Development	6,525,000
	Vehicle Replacement	128,220
	Equipment Replacement Fund	80,000
<b>Total Carryover Capital Funds</b>		<b>28,482,220</b>
<b>Grand Total Carryover Funding</b>		<b>33,008,722</b>

## Funded Supplemental Requests

Department/ Division	FTE	Description	Ongoing	Onetime	Total
<b>101 General Fund</b>					
<b>City Administration</b>					
City Administrative Office		Management Team Development and Facilitation Services	-	30,000	30,000
		Emerging Leaders Development	-	5,000	5,000
City Attorney		City Attorney Fee Increase	19,800	-	19,800
		<b>Total City Administration</b>	<b>19,800</b>	<b>35,000</b>	<b>54,800</b>
<b>Non-Departmental</b>					
Non-Departmental		Vehicle Replacement	-	92,300	92,300
		Veteran's Success Project	-	20,000	20,000
		Legal Defense	-	1,000,000	1,000,000
		Council Retreat	-	20,000	20,000
		Community Garden	-	1,500	1,500
		Accelerate Now	-	2,000,000	2,000,000
		<b>Total Non-Departmental</b>	<b>-</b>	<b>3,133,800</b>	<b>3,133,800</b>
<b>Finance &amp; Budget</b>					
Financial Services		Arizona Department of Revenue TPT Simplification	166,000	-	166,000
Budget and Research		Budget Software System	5,000	30,000	35,000
		<b>Total Finance &amp; Budget</b>	<b>171,000</b>	<b>30,000</b>	<b>201,000</b>
<b>City Clerk</b>					
City Clerk		Agenda Preparation Software	12,000	23,000	35,000
<b>Police</b>					
Police - Administration		Spillman Maintenance	7,000	-	7,000
Police - Detention Services		Video Initial Appearance and Arraignment System Upgrade	-	15,660	15,660
Police - Investigations	1.0	ID Tech/Body Camera Program	113,720	38,800	152,520
	1.0	<b>Total Police</b>	<b>120,720</b>	<b>54,460</b>	<b>175,180</b>
<b>City Court</b>					
Court		Increase Training Line Item	2,935	-	2,935
	1.0	Court Clerk III	63,200	-	63,200
	1.0	<b>Total City Court</b>	<b>66,135</b>	<b>-</b>	<b>66,135</b>
<b>Fire and Medical</b>					
Fire - EOC Ops		Emergency Operations Center Operating Costs	69,500	-	69,500
Fire - Intervention Services		Ballistic Vest Replacement Plan	-	13,400	13,400
		Line Item Increases	41,500	-	41,500
Emergency Medical Services		Cardiac Monitor Maintenance Agreement	-	35,850	35,850
		Line Item Increases	43,500	-	43,500
Wildland Response		Wildland Firefighting Training and Equipment	-	20,000	20,000
Wildland Deployment		Wildland Fire Deployment Fund	-	155,500	155,500

## Funded Supplemental Requests

Department/ Division	FTE	Description	Ongoing	Onetime	Total
<b>101 General Fund</b>					
<b>Fire and Medical</b>					
		Total Fire and Medical	154,500	224,750	379,250
<b>Economic Development</b>					
Economic Development		Economic Opportunities Fund	-	400,000	400,000
		Infill Incentive Program	-	163,400	163,400
City Center Property Management		City Owned Property Maintenance	10,000	-	10,000
Avondale Corporate Center		City Owned Property Maintenance	25,000	-	25,000
		Total Economic Development	35,000	563,400	598,400
<b>Parks Recreation and Libraries</b>					
Grounds Maintenance		Landscape Contract Increase	-	150,000	150,000
		Sports Turf Renovation	12,500	37,500	50,000
Building Maintenance		Community Center HVAC unit	-	5,000	5,000
		Fleet HVAC Cooler Pads	6,000	-	6,000
		Janitorial Contract Increase	-	50,000	50,000
		Siemens Annual Contract Increase for Campus HVAC	5,090	-	5,090
		Alarm Phone Lines	5,520	-	5,520
Library - Civic Center		Siemens Annual Contract Increase for the Civic Center Library HVAC	1,465	-	1,465
Library Administration		Year-Round Reading Program Software and Support	3,200	-	3,200
Recreation		Special Event Contract Increases	-	225,000	225,000
		Total Parks Recreation and Libraries	33,775	467,500	501,275
<b>Neighborhood and Family Services</b>					
Neighborhood & Family Services Admin		Camera Monitoring at the Community Center	-	2,250	2,250
		Community Development Non-Profit	-	10,000	10,000
		Acquisition and Demolition Program	-	100,000	100,000
		Police Housing Incentive Program	-	60,000	60,000
Youth Services Division		AmeriCorps VISTA	-	45,360	45,360
		Total Neighborhood and Family Services	-	217,610	217,610
	2.0	Total Requests General Fund	612,930	4,749,520	5,362,450

## Funded Supplemental Requests

Department/ Division	FTE	Description	Ongoing	Onetime	Total
<b>201 Highway User Revenue Fund</b>					
<b>Development &amp; Engineering Services</b>					
Traffic Engineering	1.0	Neighborhood Traffic Management Program	324,030	6,000	330,030
<b>Public Works</b>					
Streets		Right-of-Way Maintenance Contract Additions	65,700	-	65,700
		Vehicle Replacement	-	165,435	165,435
		Total Public Works	65,700	165,435	231,135
	1.0	Total Requests Highway User Revenue Fund	389,730	171,435	561,165
<b>202 Senior Nutrition</b>					
<b>Neighborhood and Family Services</b>					
MCSO		Camera Monitoring at the Community Center	-	2,250	2,250
		Total Requests Senior Nutrition	-	2,250	2,250
<b>215 Transit Fund</b>					
<b>Community Relations</b>					
Transit Operations		Zoom North Circulator	531,500	-	531,500
		Total Requests Transit Fund	531,500	-	531,500
<b>227 Court Payments</b>					
<b>City Court</b>					
Fill The Gap Payments		Video Initial Appearance and Arraignment System Upgrade	-	73,580	73,580
Court Enhancement Fund		MAS (Minimum Accounting Standards) - External Review	-	3,500	3,500
		Total City Court	-	77,080	77,080
		Total Requests Court Payments	-	77,080	77,080
<b>235 Public Safety Dedicated Sales Tax</b>					
<b>Non-Departmental</b>					
Non-Departmental		Vehicle Replacement	-	110,725	110,725
<b>Police</b>					
Police - Detention Services		AZAFIS Maintenance Increase	7,600	-	7,600
		Security Cameras Detention and Main Station	-	90,000	90,000
Police - Patrol		GEOValidation ArcGIS License Purchase	1,300	5,000	6,300
		Total Police	8,900	95,000	103,900
		Total Requests Public Safety Dedicated Sales Tax	8,900	205,725	214,625

## Funded Supplemental Requests

Department/ Division	FTE	Description	Ongoing	Onetime	Total
<b>501 Water Operations</b>					
<b>Public Works</b>					
Water Distribution		Vehicle Replacement	-	17,750	17,750
		Investment Banking	15,000	-	15,000
Water Administration		Utility Rate Increase Modeling Software and Consulting Services	2,500	37,500	40,000
Water Production		Electricity	180,000	-	180,000
		Total Public Works	197,500	55,250	252,750
		Total Requests Water Operations	197,500	55,250	252,750
<b>503 Sewer Operations</b>					
<b>Public Works</b>					
Wastewater Administration		Utility Rate Increase Modeling Software and Consulting Services	2,500	37,500	40,000
		Investment Banking	5,000	-	5,000
Water Reclamation Facility		Chemicals	80,000	-	80,000
		Total Public Works	87,500	37,500	125,000
		Total Requests Sewer Operations	87,500	37,500	125,000
<b>520 Sanitation</b>					
<b>Public Works</b>					
Solid Waste		Investment Banking	5,000	-	5,000
		Vehicle Replacement	-	34,250	34,250
		Total Public Works	5,000	34,250	39,250
		Total Requests Sanitation	5,000	34,250	39,250
<b>605 Risk Management Fund</b>					
<b>Human Resources</b>					
Risk Management Operations		Legal Defense	-	1,000,000	1,000,000
		Total Requests Risk Management Fund	-	1,000,000	1,000,000
Totals	3.0		1,833,060	6,333,010	8,166,070

## Vehicle Replacement Schedule

Department	Vehicle No	Purchase Year	Description	Amount
<b>Water Equipment Replacement Fund - 530</b>				
9112 Water Resources	1728	2007	Grand Caravan	27,000
9115 Water Quality	1623	2006	F150 SUPERCAB	27,000
9122 Water Production	1769	2008	Utility Truck single axle up to 16K GVW	43,800
<b>Water Equipment Replacement Fund Total</b>				<b>97,800</b>
<b>Sewer Equipment Replacement Fund - 531</b>				
9230 Water Reclamation Facility	1775	2008	Hand Held Equipment	55,000
<b>Sewer Equipment Replacement Fund Total</b>				<b>55,000</b>
<b>Sanitation Eqt. Replacement Fund - 532</b>				
6820 Sanitation-Uncontained	1765	2008	Heavy Equipment	92,000
<b>Sanitation Eqt. Replacement Fund Total</b>				<b>92,000</b>
<b>Vehicle Replacement Fund - 601</b>				
5125 GIS	1624	2006	EXPLORER	32,820
5900 Engineering	1740	2008	F150	30,460
6174 Police - Patrol	1855	2013	Tahoe (B/W)	54,455
6175 Police - Investigations	1717	2007	CHARGER	27,765
	1696	2007	IMPALA -RED	26,210
	1743	2008	Sport Utility	37,000
6176 Police - Community Action Team (CAT)	1824	2011	Focus	19,820
	1823	2011	Sienna Van	36,800
	1825	2011	Taurus Sedan	24,120
	1826	2011	Fusion Sedan	25,230
	1828	2011	Escape	25,935
	1829	2011	F150 CREWCAB	35,800
	1822	2010	Silverado X Cab	31,000
6330 Fire - Intervention Services	5172	2007	Fire Rescue	750,000
8125 Recreation	1485	2003	LIGHT TOWER	13,000
	1484	2003	LIGHT TOWER	13,000
	1744	2008	F150 PU	30,460
5280 Motor Pool	1700	2007	ESCAPE	25,935
5925 Traffic Engineering	1726	2008	F450 SIGN TRK	61,600
6600 Streets	1773	2008	Sweeper	286,000
	1289	1998	586E	60,820
	1226	1997	FLAT BED BACKHO	15,000
	1063	1993	GRADER 120G	218,430

## Vehicle Replacement Schedule

Department	Vehicle No	Purchase Year	Description	Amount
<b>Vehicle Replacement Fund - 601</b>				
6174 Police - Patrol	1861	2013	Tahoe (B/W)	54,455
	1858	2013	Tahoe (B/W)	54,455
	1860	2013	Tahoe (B/W)	54,455
	1862	2013	Tahoe (B/W)	54,455
	1859	2013	Tahoe (B/W)	54,455
	1857	2013	Tahoe (B/W)	54,455
<b>Vehicle Replacement Fund Total</b>				<b>2,208,390</b>
<b>Total Replacement Funding</b>				<b>\$2,453,190</b>

## Technology Equipment Replacement Schedule

<b>Fund</b>	<b>Description</b>	<b>Amount</b>
<b>5121-530</b>		
	5121 Network - Water Resources	78,500
	5120 Personal Computers	3,900
	5121 Wireless - Water Resources	94,000
<b>Total - Fund 530</b>		<b>176,400</b>
<b>5121-531</b>		
	5121 Network - Water Reclamation	19,000
	5120 Personal Computers	1,500
	5121 Wireless - Water Reclamation	94,000
<b>Total - Fund 531</b>		<b>114,500</b>
<b>5120-603</b>		
	5120 Audio/Visual	11,600
	5121 Network - City	766,500
	5120 Personal Computers	74,300
	5121 Wireless - Citywide	94,000
<b>Total - Fund 603</b>		<b>946,400</b>
<b>Totals</b>	<b>Total PCs and System Components</b>	<b>\$ 1,237,300</b>

## Glossary

**Accrual Basis:** A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or paid out.

**Adoption:** Formal action by the City Council, which sets the total spending limit for the fiscal year.

**Appropriation:** Specific amount of monies authorized for one year by the City Council for the purpose of incurring obligations and acquiring goods and services. All appropriations lapse at the end of the fiscal year.

**Assessed Valuation:** A value set upon real and personal property, usually based on the estimated market value, by the County Assessor for the purpose of levying property taxes. The assessment ratio depends on the classification of the property, such as residential, commercial, utilities, etc.

**Balanced Budget:** A situation in the budgeting process where total revenues are equal to or greater than total expenses.

**Base Budget:** The basic ongoing costs for personnel, contractual services, commodities, and the replacement of equipment to maintain service levels previously established by the City Council.

**Bond:** A municipality will issue this debt instrument and agree to repay the face amount of the bond on the designated maturity date. Bonds are primarily used to finance capital projects.

**Budget:** A financial plan of estimated expenditures and anticipated resources adopted for a specific period of time outlining a plan for achieving council goals and objectives.

**Capital Budget:** The appropriation of funds for improvements to city facilities which may include buildings, streets, water and sewer lines, and parks.

**Capital Expenditures:** Funds used by an entity to acquire or upgrade physical assets such as property, industrial buildings or equipment. This type of outlay is made by cities to maintain or increase the scope of their operations. These expenditures can include everything from repairing a roof to building a brand new facility.

**Carryover:** Year-end savings that may be re-appropriated in the following fiscal year to cover one-time expenses such as supplies, equipment, or special contracts.

**Contingency/Reserve:** An amount set aside, with Council approval, to cover unforeseen expenditures, emergency expenditures or revenue short falls.

**Debt Ratio:** Total debt divided by total assets.

**Debt Service:** Principal and interest payments on outstanding bonds.

**Encumbrance:** Accounting concept that obligates a specified budget amount to be expended in the future.

**Enterprise Fund:** Accounts for expenses of programs or services, which are intended to be self-sustaining and primarily user fees cover the cost of services.

## 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

<b>GIS:</b> Geographic Information System	<b>OASDI:</b> Old Age Survivors and Disability Insurance
<b>GOHS:</b> Governor’s Office of Highway Safety	<b>OSHA:</b> Occupational Safety & Health Association
<b>HOA:</b> Homeowner’s Association	<b>PCH:</b> Phoenix Children’s Hospital
<b>HSIP:</b> Highway Safety Improvement Program	<b>PIO:</b> Public Information Office
<b>HURF:</b> Highway User Revenue Fund	<b>PIR:</b> Phoenix International Raceway
<b>ICC:</b> International Code Council	<b>PRLD:</b> Parks, Recreation & Libraries Division
<b>ICM:</b> Institute for Court Management	<b>QR:</b> Quick Response
<b>IGA:</b> Intergovernmental Agreement	<b>RICO:</b> Racketeer Influenced and Corrupt Organizations Act
<b>JCEF:</b> Judicial Collection Enhancement Fund	<b>RMS:</b> Radio Management System
<b>LEED:</b> Leadership in Energy and Environmental Design	<b>RPTA:</b> Regional Public Transit Authority
<b>LID:</b> Low Impact Development	<b>RWC:</b> Regional Wireless Cooperative
<b>LSTA:</b> Library Services and Technology Act	<b>SWAT:</b> Special Weapons and Tactics
<b>LTAF:</b> Local Transportation Assistance Fund	<b>SWFAC:</b> South West Family Advocacy Center
<b>MAG:</b> Maricopa Association of Governments	<b>TOD:</b> Transfer on Death
<b>MDC:</b> Municipal Development Corporation	<b>TRMSS:</b> Tire Rubber Modified Surface Sealer
<b>MOSC:</b> Municipal Operations Service Center	<b>VIPS:</b> Volunteers in Police Service
<b>NASP:</b> North Avondale Specific Plan	<b>VISTA:</b> Volunteers in Service to America
<b>NCIS:</b> National Instant Criminal-background Check System	<b>VOCA:</b> Victims of Crime Act
<b>NCIS:</b> National	<b>WIFA:</b> Water Infrastructure Financing Authority
<b>NIMS:</b> National Incident Management System	<b>WWTP:</b> Wastewater Treatment Plan
<b>NPDES:</b> National Pollutant Discharge Elimination System	

**RESOLUTION NO. 3378-517**

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 2017-2018.

**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, 2017 and ending June 30, 2018; and

**WHEREAS**, the qualified electors of the City of Avondale (the “City”) did, on August 30, 2016, 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, 2017, and ending June 30, 2018, including the establishment of the expenditure limitation for such fiscal year in the amount of \$217,464,817.

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, Arizona, May 15, 2017.

  
\_\_\_\_\_  
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 2018**

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	
2017	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	54,717,035	23,362,418	10,311,287	54,828,217	5,000	55,720,002	5,068,560	204,012,519
2017	Actual Expenditures/Expenses**	E	49,042,290	19,360,654	9,844,070	13,036,504	0	30,812,819	4,983,255	127,079,592
2018	Fund Balance/Net Position at July 1***		41,423,097	19,036,189	8,898,777	10,927,647	230,559	58,716,426	4,036,380	143,269,076
2018	Primary Property Tax Levy	B	2,782,287							2,782,287
2018	Secondary Property Tax Levy	B			3,152,467					3,152,467
2018	Estimated Revenues Other than Property Taxes	C	61,445,032	28,883,862	492,730	4,164,949	430	39,817,625	4,380,960	139,185,588
2018	Other Financing Sources	D				32,000,000		0		32,000,000
2018	Other Financing (Uses)	D								0
2018	Interfund Transfers In	D	0	1,684,415	5,902,950	19,309,900		7,481,030	1,000,000	35,378,295
2018	Interfund Transfers (Out)	D	20,244,175	7,490,410	0	302,950		7,331,030	9,730	35,378,295
2018	Reduction for Amounts Not Available:									
2018	LESS: Amounts for Future Debt Retirement:									
	Total Financial Resources Available		85,406,241	42,114,056	18,446,924	66,099,546	230,989	98,684,051	9,407,610	320,389,418
	Budgeted Expenditures/Expenses	E	56,639,663	23,207,269	9,595,360	58,204,710	0	63,653,310	6,164,505	217,464,817

**EXPENDITURE LIMITATION COMPARISON**

	2017	2018
1. Budgeted expenditures/expenses	\$ 204,012,519	\$ 217,464,817
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	204,012,519	217,464,817
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	\$ 204,012,519	\$ 217,464,817
6. EEC or voter-approved alternative expenditures limitation	\$ 204,012,519	\$ 217,464,817

\*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.avondalez.gov>

**City of Avondale**  
**Summary of Tax Levy and Tax Rate Information**  
**Fiscal Year 2018**

	<u>2016-17</u> <u>Fiscal Year</u>	<u>2017-18</u> <u>Fiscal Year</u>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 2,688,090	\$ 2,782,287
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	2,688,090	2,782,287
B. Secondary Property Taxes	3,229,810	3,152,467
C. Total property tax levy amounts	\$ <u>5,917,900</u>	\$ <u>5,934,754</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) 2016-17 year's levy	2,688,090	
(2) Prior Years' Levies	37,500	
(3) Total primary property taxes	\$ <u>2,725,590</u>	
B. Secondary property taxes		
(1) 2016-17 year's levy	2,766,896	
(2) Prior Years' Levies	0	
(3) Total secondary property taxes	\$ <u>2,766,896</u>	
C. Total property taxes collected	\$ 5,492,486	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.77</u>	<u>0.7501</u>
(2) Secondary property tax rate	<u>0.9252</u>	<u>0.8499</u>
(3) Total city/town tax rate	<u>1.6952</u>	<u>1.6000</u>
B. Special assessment district tax rates		

Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating 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 2017-18**

SOURCE OF REVENUES	Estimated Revenues 2017	Actual Revenues* 2017	Estimated Revenues 2018
<b>General Fund</b>			
<b>Taxes</b>			
Local Sales Taxes	29,589,520	31,131,380	32,444,762
Franchise Taxes	1,120,000	1,120,000	1,110,000
Audit Assessments	284,600	204,413	204,410
Prior Year Taxes	40,000	37,500	37,500
In-Lieu Taxes	33,610	36,422	36,420
<b>Intergovernmental Revenues</b>			
State Urban Revenue Sharing	9,283,738	9,877,416	10,126,780
City's Share of St. Sales Tax	7,513,240	7,599,297	7,668,890
Auto Lieu Tax	3,070,100	3,136,726	3,420,870
IGAs Other Cities & Towns	101,450	118,328	118,330
State Grants	70,230	0	0
<b>Licenses and Permits</b>			
Building & Develop Permits	821,080	1,594,899	1,819,530
Licenses	155,780	174,692	179,930
Other Permits	42,670	50,141	50,150
Development Charges for Service	0	18,513	15,000
<b>Charges for Services</b>			
Other Charges for Service	424,220	739,892	709,390
Development Charges for Service	295,810	547,389	551,240
Recreation Charges for Service	517,530	477,345	477,350
Internal Service Charges	2,500	2,215	2,220
<b>Fines, Forfeitures and Penalties</b>			
Fines & Forfeitures	1,311,380	1,133,846	1,156,520
Other Fines	49,620	51,816	51,800
<b>Sale of Assets</b>			
Sale of Assets	0	3,710	3,710
<b>Miscellaneous Revenue</b>			
Other Revenue	841,790	1,176,763	1,045,570
Interest	210,000	175,000	200,000
Donations	13,950	14,665	14,660
<b>Total General Fund</b>	<b>\$55,792,818</b>	<b>\$59,422,368</b>	<b>\$61,445,032</b>
<b>Special Revenue</b>			
<b>Highway User Revenue Fund</b>			
Highway User Fees (Gas Tax)	5,072,960	4,878,402	5,244,650
Interest	2,870	4,469	4,470
Other Revenue	0	746	750

\*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 2017-18**

SOURCE OF REVENUES	Estimated Revenues 2017	Actual Revenues* 2017	Estimated Revenues 2018
<b>Highway User Revenue Fund</b>			
IGAs Other Cities & Towns	41,140	0	0
<b>Social Service</b>			
Senior Nutrition	353,540	338,898	340,650
Community Action Program	107,010	101,373	101,460
<b>CDBG</b>			
CDBG	975,000	975,000	525,920
<b>Other Grants</b>			
Home Grant	571,324	961,141	427,630
<b>0.5% Dedicated Sales Tax</b>			
0.5% Dedicated Sales Tax	7,336,933	7,171,823	7,457,031
<b>Public Safety Dedicated Sales Tax</b>			
Public Safety Dedicated Sales Tax	7,338,413	7,174,154	7,459,361
<b>Regional Family Advocacy</b>			
Regional Family Advocacy	965,335	1,127,976	939,350
<b>R.I.C.O. All Agencies</b>			
Co. R.I.C.O. w/Maricopa Atty	20,000	20,000	20,400
<b>NPDES Environmental Fund</b>			
Environmental Programs Fund	268,370	268,374	268,370
<b>Public Arts Fund</b>			
Public Arts Fund	54,890	54,890	50
<b>Transit Fund</b>			
Local Transp. Assist.(Lottery)	224,180	224,180	229,180
IGAs Other Cities & Towns	187,000	187,000	187,000
Other Revenue	22,150	22,150	22,150
Interest	2,010	2,010	2,010
<b>Other Grants</b>			
Non-Departmental	5,000,010	4,190,567	5,000,010
NSP (Neighborhood Stabalization Progr	385,850	385,850	385,850
Care 1st Resource Center	100,000	100,000	100,000
Fines & Forfeitures	122,110	84,000	85,680
Emergency Medical Services	0	24,000	24,000
AZSTA SAFE RIDE, SAFE BIKE	17,160	17,160	17,160
APS Bill Assistance Grant	15,000	15,000	15,000
Library Projects	12,000	12,000	12,000
ACAA Utility Assistance Grant - General	4,730	4,730	4,730

\*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 2017-18**

SOURCE OF REVENUES	Estimated Revenues 2017	Actual Revenues* 2017	Estimated Revenues 2018
<b>Other Grants</b>			
ACAA Utility Assistance Grant-SRP	3,670	3,670	3,670
Victims' Activities - Privately Funded	3,370	3,370	3,370
Street Reconstruction - CDBG	1,000	1,000	1,000
Interest	530	621	630
Edward Byrne Memorial JAG	45,282	45,282	0
T.R.E.E. Grant	0	5,000	0
Police--Bullet Proof Vests	0	6,740	0
GOHS - DUI Task Force	10,000	23,831	0
First Things First	159,091	175,000	0
Emergency Food & Shelter Program	0	25,000	0
2007 UASI GRANTS	0	11,920	0
<b>Cemetery Maintenance</b>			
Cemetery Maintenance Fund	330	330	330
<b>Total Special Revenue</b>	<b>\$29,423,258</b>	<b>\$28,647,657</b>	<b>\$28,883,862</b>
<b>Debt Service</b>			
General Obligation Bonds	523,012	487,259	487,260
0.5% Dedicated Sales Tax	3,190	5,299	5,290
Hwy User's Bonds '85/91/98	130	130	130
Dysart Road M.D.C.	40	40	40
Park Issue	10	10	10
<b>Total Debt Service</b>	<b>\$526,382</b>	<b>\$492,738</b>	<b>\$492,730</b>
<b>Capital Projects</b>			
<b>Street Construction</b>			
Development Fees	1,600,110	2,097,164	1,914,595
IGA - Counties	0	0	425,000
Federal Grants	425,000	0	250,000
State Grants	0	0	96,200
Interest	8,000	12,079	12,000
<b>Police Development</b>			
Development Fees	235,140	213,628	280,974
Interest	200	137	200
<b>Parkland</b>			
Development Fees	376,335	348,297	449,341
Interest	1,500	1,956	2,000
<b>Library Development</b>			
Development Fees	83,805	78,298	100,823

\*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 2017-18**

SOURCE OF REVENUES	Estimated Revenues 2017	Actual Revenues* 2017	Estimated Revenues 2018
<b>Library Development</b>			
Interest	20	1	0
<b>One Time Capital</b>			
Interest	0	6	0
Other Revenue	400,000	400,000	0
<b>Other Capital</b>			
Landscaping Landfill Remediation	20	21,950	38,000
Interest	0	2	0
<b>General Government Development</b>			
Development Fees	44,330	154,127	44,660
Interest	0	1,284	0
<b>Fire Dept. Development</b>			
Development Fees	286,130	239,152	341,706
Interest	700	1,801	1,500
<b>Vehicle Replacement</b>			
Sale of Assets	0	200,000	200,000
Interest	6,500	7,451	7,450
<b>Technology Replacement Fund</b>			
Interest	500	500	500
<b>Total Capital Projects</b>	<b>\$3,468,290</b>	<b>\$3,777,833</b>	<b>\$4,164,949</b>
<b>Trust &amp; Agency</b>			
<b>Volunteer Fireman's Pension</b>			
Interest	280	421	430
<b>Total Trust &amp; Agency</b>	<b>\$280</b>	<b>\$421</b>	<b>\$430</b>
<b>Enterprise</b>			
<b>Water Fund</b>			
Water Sales	14,040,675	14,200,000	14,883,116
Development Fees	3,107,275	1,414,795	3,805,304
Other Revenue	628,880	571,424	539,830
Meter Fees	51,840	148,022	148,030
Interest	43,490	71,432	68,810
Sale of Assets	0	20,000	20,000
Other Fines	3,320	3,709	3,700
<b>Wastewater Fund</b>			
Sewer Fees	9,313,179	8,830,000	9,580,550
Development Fees	3,265,350	2,084,478	3,952,250

\*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 2017-18**

SOURCE OF REVENUES	Estimated Revenues 2017	Actual Revenues* 2017	Estimated Revenues 2018
<b>Wastewater Fund</b>			
Sale of Assets	1,213,060	1,233,060	1,233,060
Sewer Taps	25,780	79,843	79,840
Interest	15,405	24,187	25,650
Other Revenue	0	15,000	15,000
<b>Sanitation Fund</b>			
Refuse Collection	5,405,050	5,323,314	5,349,930
Sale of Assets	0	60,000	60,000
Other Permits	12,360	30,000	30,000
Interest	4,820	14,044	14,095
Other Revenue	9,870	8,463	8,460
<b>Total Enterprise</b>	<b>\$37,140,354</b>	<b>\$34,131,771</b>	<b>\$39,817,625</b>
<b>Internal Service</b>			
<b>Printer - Copier Service</b>			
Internal Service Charges	216,300	216,300	216,300
Interest	390	390	390
<b>Risk Management</b>			
Internal Service Charges	1,881,340	1,881,340	1,875,580
Interest	3,970	3,970	3,970
Other Revenue	3,860	3,860	3,860
<b>Fleet Services Management</b>			
Internal Service Charges	2,233,690	2,000,000	2,279,080
Other Revenue	1,770	1,770	1,770
Interest	10	10	10
<b>Total Internal Service</b>	<b>\$4,341,330</b>	<b>\$4,107,640</b>	<b>\$4,380,960</b>
<b>Total All Funds</b>	<b>\$130,692,712</b>	<b>\$130,580,428</b>	<b>\$139,185,588</b>

\*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 2018**

FUND	Other Financing 2018		Interfund Transfers 2018	
	Sources	<Uses>	In	Out
<b>General Fund</b>				
General Fund	0		0	20,244,175
<b>Total General Fund</b>	<b>\$0</b>		<b>\$0</b>	<b>\$20,244,175</b>
<b>Special Revenue</b>				
0.5% Dedicated Sales Tax	0		0	6,500,000
Public Arts Fund	0		25,000	
Environmental Programs Fund	0		0	1,030
Public Safety Dedicated Sales Tax	0		0	372,555
Regional Family Advocacy	0		313,060	41,840
Transit Fund	0		920,510	1,030
Other Grants	0		25,000	
Home Grant	0		32,200	
Community Action Program	0		67,680	
Senior Nutrition	0		300,965	11,870
Highway User Revenue Fund	0		0	336,055
CDBG	0		0	226,030
<b>Total Special Revenue</b>	<b>\$0</b>		<b>\$1,684,415</b>	<b>\$7,490,410</b>
<b>Debt Service</b>				
0.5% Dedicated Sales Tax	0		5,502,950	
Dysart Road M.D.C.	0		400,000	
<b>Total Debt Service</b>	<b>\$0</b>		<b>\$5,902,950</b>	
<b>Capital Projects</b>				
Improvement Districts	25,000,000		0	
Street Construction	0		4,225,000	
Police Development	3,000,000		100,000	
Parkland	4,000,000		1,500,000	
Equipment Replacement Fund	0		885,720	
One Time Capital	0		10,300,000	
Vehicle Replacement	0		1,349,180	
Library Development	0		150,000	207,950
Fire Dept. Development	0		800,000	95,000
<b>Total Capital Projects</b>	<b>\$32,000,000</b>		<b>\$19,309,900</b>	<b>\$302,950</b>
<b>Enterprise</b>				
Sanitation	0		0	754,750
Sanitation Eq. Replacement	0		704,750	
Sewer Equipment Replacement	0		287,690	
Sanitation Development	0		50,000	
Water Development	0		3,500,000	
Sewer Development	0		2,650,000	
Sewer Operations	0		0	2,787,690

**CITY OF AVONDALE**  
**Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers**  
**Fiscal Year 2018**

FUND	Other Financing 2018		Interfund Transfers 2018	
	Sources	<Uses>	In	Out
Water Operations	0		0	3,788,590
Water Equipment Replacement	0		288,590	
<b>Total Enterprise</b>	<b>\$0</b>		<b>\$7,481,030</b>	<b>\$7,331,030</b>
<b>Internal Service</b>				
Fleet Services Fund	0		0	8,700
Risk Management Fund	0		1,000,000	1,030
<b>Total Internal Service</b>	<b>\$0</b>		<b>\$1,000,000</b>	<b>\$9,730</b>
<b>Total All Funds</b>	<b>\$32,000,000</b>		<b>\$35,378,295</b>	<b>\$35,378,295</b>

**CITY OF AVONDALE**  
**Summary by Department of Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2018**

FUND/DEPARTMENT	Adopted Budgeted Expenditures/ Expenses 2017	Expenditure/ Expense Adjustments Approved 2017	Actual Expenditures/ Expenses* 2017	Budgeted Expenditures/ Expenses 2018
<b>General Fund</b>				
General Government	15,013,788	163,694	12,067,540	15,014,470
Public Safety	24,919,330	(133,339)	24,150,730	26,728,020
Health and Welfare	1,863,770	(4,606)	1,679,560	1,936,453
Economic and Community Development	5,208,580	(55,106)	4,188,210	5,298,805
Culture and Recreation	4,538,710	(48,900)	3,917,250	4,515,715
Contingency	3,000,000	-	3,000,000	3,000,000
Capital Outlay	172,857	82,677	39,000	146,200
<b>Total General Fund</b>	<b>\$54,717,035</b>	<b>\$4,420</b>	<b>\$49,042,290</b>	<b>\$56,639,663</b>
<b>Special Revenue</b>				
Special Revenue	22,567,418	18,750	19,685,010	22,412,269
Contingency	795,000	(22,000)	795,000	795,000
<b>Total Special Revenue</b>	<b>\$23,362,418</b>	<b>(\$3,250)</b>	<b>\$20,480,010</b>	<b>\$23,207,269</b>
<b>Capital Projects</b>				
Capital Projects	54,538,217	(68,930)	63,000	58,095,710
<b>Total Capital Projects</b>	<b>\$54,538,217</b>	<b>(\$68,930)</b>	<b>\$63,000</b>	<b>\$58,095,710</b>
<b>Debt Service</b>				
Debt Service	10,311,287	(5,000)	9,844,070	9,595,360
<b>Total Debt Service</b>	<b>\$10,311,287</b>	<b>(\$5,000)</b>	<b>\$9,844,070</b>	<b>\$9,595,360</b>
<b>Enterprise</b>				
Sanitation	4,550,930	2,924	4,495,900	4,387,142
Sanitation Eq't. Replacement	817,000	-	0	338,080
Sewer Operations	7,529,451	171,415	7,297,640	6,920,573
Sewer Development	13,262,290	3,000,000	0	18,633,660
Sewer Equipment Replacement	525,000	58,140	0	312,010
Water Operations	12,205,291	23,117	11,767,810	12,432,785
Water Development	9,835,100	875,000	0	17,497,000
Water Equipment Replacement	619,940	301,190	0	632,060
Contingency	2,500,000	(197,456)	2,500,000	2,500,000
<b>Total Enterprise</b>	<b>\$51,845,002</b>	<b>\$4,234,330</b>	<b>\$26,061,350</b>	<b>\$63,653,310</b>
<b>Internal Service</b>				
Fleet Services Fund	2,539,810	-	2,465,030	2,462,625
Printer - Copier Service Fund	158,500	-	158,500	330,000
Risk Management Fund	1,820,250	2,462	1,812,190	2,821,880
Contingency	550,000	(2,462)	550,000	550,000
<b>Total Internal Service</b>	<b>\$5,068,560</b>	<b>\$0</b>	<b>\$4,985,720</b>	<b>\$6,164,505</b>
<b>Trust &amp; Agency</b>				
Trust & Agency	5,000	-	0	0
<b>Total Trust &amp; Agency</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total All Funds</b>	<b>\$199,847,519</b>	<b>\$4,161,570</b>	<b>\$110,476,440</b>	<b>\$217,355,817</b>

\*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 2018**

DEPARTMENT/FUND	Adopted Budgeted Expenditures/ Expenses 2017	Expenditure/ Expense Adjustments Approved 2017	Actual Expenditures/ Expenses* 2017	Budgeted Expenditures/ Expenses 2018
<b>City Council</b>				
General Fund	303,340	-3,088	228,980	313,380
<b>Total City Council</b>	<b>\$303,340</b>	<b>(\$3,088)</b>	<b>\$228,980</b>	<b>\$313,380</b>
<b>City Administration</b>				
General Fund	1,444,340	-320	1,373,580	1,455,040
<b>Total City Administration</b>	<b>\$1,444,340</b>	<b>(\$320)</b>	<b>\$1,373,580</b>	<b>\$1,455,040</b>
<b>Information Technology</b>				
General Fund	2,248,185	0	2,013,660	2,402,965
Water Operations	380	0	0	380
<b>Total Information Technology</b>	<b>\$2,248,565</b>	<b>\$0</b>	<b>\$2,013,660</b>	<b>\$2,403,345</b>
<b>Community Relations</b>				
Transit Fund	1,045,900	0	852,090	1,391,760
General Fund	1,094,430	7,141	1,069,150	1,146,620
Public Arts Fund	144,940	-27,588	117,300	114,440
Other Grants	25,000	-2,200	22,800	47,800
<b>Total Community Relations</b>	<b>\$2,310,270</b>	<b>(\$22,647)</b>	<b>\$2,061,340</b>	<b>\$2,700,620</b>
<b>Non-Departmental</b>				
General Fund	6,176,000	301,964	4,196,000	6,342,500
Other Grants	5,000,000	-702,213	4,290,780	5,000,000
Water Operations	1,213,330	0	1,213,330	1,223,280
Public Safety Dedicated Sales Tax	495,000	-15,002	473,000	500,000
Printer - Copier Service Fund	158,500	0	158,500	330,000
Highway User Revenue Fund	253,310	0	253,310	260,690
Cemetery Maintenance Fund	15,740	0	15,740	15,740
Sanitation	190	0	190	5,220
Sewer Operations	90	2,241	90	5,070
0.5% Dedicated Sales Tax	4,000	0	4,000	4,000
Fleet Services Fund	190	0	190	150
Environmental Programs Fund	0	1,822	0	0
Public Arts Fund	0	27,588	0	0
Risk Management Fund	0	2,462	0	0
<b>Total Non-Departmental</b>	<b>\$13,316,350</b>	<b>(\$381,138)</b>	<b>\$10,605,130</b>	<b>\$13,686,650</b>
<b>Finance &amp; Budget</b>				
General Fund	2,431,860	-201,868	2,074,380	2,260,310

\*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 2018**

DEPARTMENT/FUND	Adopted Budgeted Expenditures/ Expenses 2017	Expenditure/ Expense Adjustments Approved 2017	Actual Expenditures/ Expenses* 2017	Budgeted Expenditures/ Expenses 2018
<b>Finance &amp; Budget</b>				
<b>Total Finance &amp; Budget</b>	<b>\$2,431,860</b>	<b>(\$201,868)</b>	<b>\$2,074,380</b>	<b>\$2,260,310</b>
<b>Human Resources</b>				
Risk Management Fund	2,320,250	-2,462	2,309,725	3,321,880
General Fund	1,265,110	0	1,019,960	909,530
<b>Total Human Resources</b>	<b>\$3,585,360</b>	<b>(\$2,462)</b>	<b>\$3,329,685</b>	<b>\$4,231,410</b>
<b>Development &amp; Engineering Services</b>				
General Fund	3,192,340	-1,642	2,681,590	3,112,555
Highway User Revenue Fund	2,726,410	0	2,183,560	2,727,310
Environmental Programs Fund	342,660	-1,822	336,350	256,130
<b>Total Development &amp; Engineering Services</b>	<b>\$6,261,410</b>	<b>(\$3,464)</b>	<b>\$5,201,500</b>	<b>\$6,095,995</b>
<b>City Clerk</b>				
General Fund	550,890	-1,335	532,990	579,490
<b>Total City Clerk</b>	<b>\$550,890</b>	<b>(\$1,335)</b>	<b>\$532,990</b>	<b>\$579,490</b>
<b>Police</b>				
General Fund	16,262,910	-33,714	15,808,270	17,333,730
Public Safety Dedicated Sales Tax	4,652,160	-4,998	3,405,630	4,489,520
Regional Family Advocacy	1,202,570	321,131	1,140,530	1,210,400
Other Grants	0	116,918	0	0
Co. R.I.C.O. w/Maricopa Atty	0	54,161	0	0
<b>Total Police</b>	<b>\$22,117,640</b>	<b>\$453,498</b>	<b>\$20,354,430</b>	<b>\$23,033,650</b>
<b>City Court</b>				
General Fund	982,760	0	949,440	1,046,375
Public Safety Dedicated Sales Tax	260,520	0	253,400	264,470
Court Payments	207,530	0	146,820	240,290
<b>Total City Court</b>	<b>\$1,450,810</b>	<b>\$0</b>	<b>\$1,349,660</b>	<b>\$1,551,135</b>
<b>Fire and Medical</b>				
General Fund	8,720,420	-50,112	8,381,460	9,419,290
Public Safety Dedicated Sales Tax	1,897,080	20,000	1,891,920	1,947,270
Other Grants	0	108,500	0	143,850
Volunteer Fireman's Pension	5,000	0	0	0
<b>Total Fire and Medical</b>	<b>\$10,622,500</b>	<b>\$78,388</b>	<b>\$10,273,380</b>	<b>\$11,510,410</b>
<b>Economic Development</b>				
General Fund	2,016,240	-3,000	1,506,620	2,186,250

\*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 2018**

DEPARTMENT/FUND	Adopted Budgeted Expenditures/ Expenses 2017	Expenditure/ Expense Adjustments Approved 2017	Actual Expenditures/ Expenses* 2017	Budgeted Expenditures/ Expenses 2018
<b>Economic Development</b>				
<b>Total Economic Development</b>	<b>\$2,016,240</b>	<b>(\$3,000)</b>	<b>\$1,506,620</b>	<b>\$2,186,250</b>
<b>Parks Recreation and Libraries</b>				
General Fund	6,127,530	-5,000	5,489,740	6,173,505
Library Projects	0	31,000	0	0
Other Grants	0	10,000	0	0
<b>Total Parks Recreation and Libraries</b>	<b>\$6,127,530</b>	<b>\$36,000</b>	<b>\$5,489,740</b>	<b>\$6,173,505</b>
<b>Neighborhood and Family Services</b>				
General Fund	1,863,770	-4,606	1,679,560	1,936,453
Home Grant	1,572,820	-318,418	1,001,500	1,248,693
CDBG	839,830	-76,136	477,884	767,021
Senior Nutrition	601,534	27,679	515,680	545,484
Other Grants	268,320	441,855	268,320	258,596
Community Action Program	185,120	-15,527	113,180	135,140
<b>Total Neighborhood and Family Services</b>	<b>\$5,331,394</b>	<b>\$54,847</b>	<b>\$4,056,124</b>	<b>\$4,891,387</b>
<b>Public Works</b>				
Sewer Development	16,262,290	0	1,780,160	18,633,660
Water Development	10,710,100	0	1,244,354	17,497,000
Water Operations	11,991,581	-3,000	11,528,360	12,209,125
Sewer Operations	8,529,361	2,759	8,131,135	7,915,503
Sanitation	5,050,740	-2,000	4,990,785	4,881,922
Fleet Services Fund	2,589,620	0	2,514,840	2,512,475
Highway User Revenue Fund	1,621,974	0	1,596,860	1,638,665
Water Equipment Replacement	619,940	301,190	726,430	632,060
Sanitation Eqt. Replacement	817,000	0	668,265	338,080
Sewer Equipment Replacement	525,000	58,140	529,720	312,010
General Fund	36,910	0	36,910	21,670
<b>Total Public Works</b>	<b>\$58,754,516</b>	<b>\$357,089</b>	<b>\$33,747,819</b>	<b>\$66,592,170</b>
<b>Debt Service</b>				
0.5% Dedicated Sales Tax	5,739,537	-32,000	5,272,320	5,797,070
General Obligation Bonds	3,701,740	20,000	3,701,740	3,024,440
Dysart Road M.D.C.	467,220	2,000	467,220	433,850
Hwy User's Bonds '85/91/98	402,790	5,000	402,790	340,000
<b>Total Debt Service</b>	<b>\$10,311,287</b>	<b>(\$5,000)</b>	<b>\$9,844,070</b>	<b>\$9,595,360</b>

\*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 2018**

DEPARTMENT/FUND	Adopted Budgeted Expenditures/ Expenses 2017	Expenditure/ Expense Adjustments Approved 2017	Actual Expenditures/ Expenses* 2017	Budgeted Expenditures/ Expenses 2018
<b>Capital Projects</b>				
Improvement Districts	25,000,000	0	0	25,000,000
Street Construction	15,722,800	112,927	6,227,220	14,172,700
Parkland	4,465,000	0	3,042,714	5,930,000
One Time Capital	3,363,244	-112,527	400,030	4,709,000
Police Development	278,660	0	0	3,225,000
Vehicle Replacement	4,119,243	-359,330	2,177,400	2,336,610
Fire Dept. Development	757,570	0	97,500	1,525,000
Equipment Replacement Fund	1,071,700	0	1,071,700	1,251,400
Library Development	50,000	0	19,940	55,000
<b>Total Capital Projects</b>	<b>\$54,828,217</b>	<b>(\$358,930)</b>	<b>\$13,036,504</b>	<b>\$58,204,710</b>
<b>Total All Funds</b>	<b>\$204,012,519</b>	<b>(\$3,430)</b>	<b>\$127,079,592</b>	<b>\$217,464,817</b>

\*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 2018**

FUND	Full-Time Equivalent (FTE)	Employee Salaries and Hourly Costs	Retirement Costs	Healthcare Costs	Other Benefit Costs	Total Estimated Personnel Compensation
	2018	2018	2018	2018	2018	2018
General Fund	346.45	27,008,150	4,888,980	2,702,850	2,595,800	37,195,780
<b>Total</b>	<b>346.45</b>	<b>\$27,008,150</b>	<b>\$4,888,980</b>	<b>\$2,702,850</b>	<b>\$2,595,800</b>	<b>\$37,195,780</b>
<b>Special Revenue</b>						
Highway User Revenue Fund	18.30	1,245,380	142,650	155,550	185,110	1,728,690
Senior Nutrition	6.50	263,350	30,290	37,240	26,130	357,010
Community Action Program	2.00	82,150	9,440	18,420	7,310	117,320
Other Grants	2.00	106,390	12,230	15,950	9,280	143,850
Transit Fund	1.00	87,050	10,010	10,050	7,580	114,690
Court Payments	0.80	36,940	4,250	4,130	3,850	49,170
Regional Family Advocacy	5.00	355,890	40,920	30,450	30,970	458,230
Public Safety Dedicated Sales Tax	56.00	4,055,030	999,250	409,650	448,890	5,912,820
CDBG	1.00	83,210	9,570	7,980	8,260	109,020
Environmental Programs Fund	1.00	85,710	9,860	7,980	7,470	111,020
<b>Total Special Revenue</b>	<b>93.60</b>	<b>\$6,401,100</b>	<b>\$1,268,470</b>	<b>\$697,400</b>	<b>\$734,850</b>	<b>\$9,101,820</b>
<b>Enterprise</b>						
Water Operations	33.80	2,271,566	260,070	261,800	253,720	3,047,156
Sewer Operations	21.80	1,420,030	162,680	161,360	164,100	1,908,170
Sanitation	20.50	1,244,420	142,530	170,340	174,690	1,731,980
<b>Total Enterprise</b>	<b>76.10</b>	<b>\$4,936,016</b>	<b>\$565,280</b>	<b>\$593,500</b>	<b>\$592,510</b>	<b>\$6,687,306</b>
<b>Internal Service</b>						
Risk Management Fund	2.00	175,420	20,180	15,950	15,430	226,980
Fleet Services Fund	7.60	507,870	58,400	58,330	57,710	682,310
<b>Total Internal Service</b>	<b>9.60</b>	<b>\$683,290</b>	<b>\$78,580</b>	<b>\$74,280</b>	<b>\$73,140</b>	<b>\$909,290</b>
<b>Total All Funds</b>	<b>525.75</b>	<b>\$39,028,556</b>	<b>\$6,801,310</b>	<b>\$4,068,030</b>	<b>\$3,996,300</b>	<b>\$53,894,196</b>